



**ONE DEARBORN COUNTY**  
Stellar Pathways for Indiana Gateways

**STRATEGIC  
INVESTMENT PLAN**  
**OCTOBER 31, 2024**



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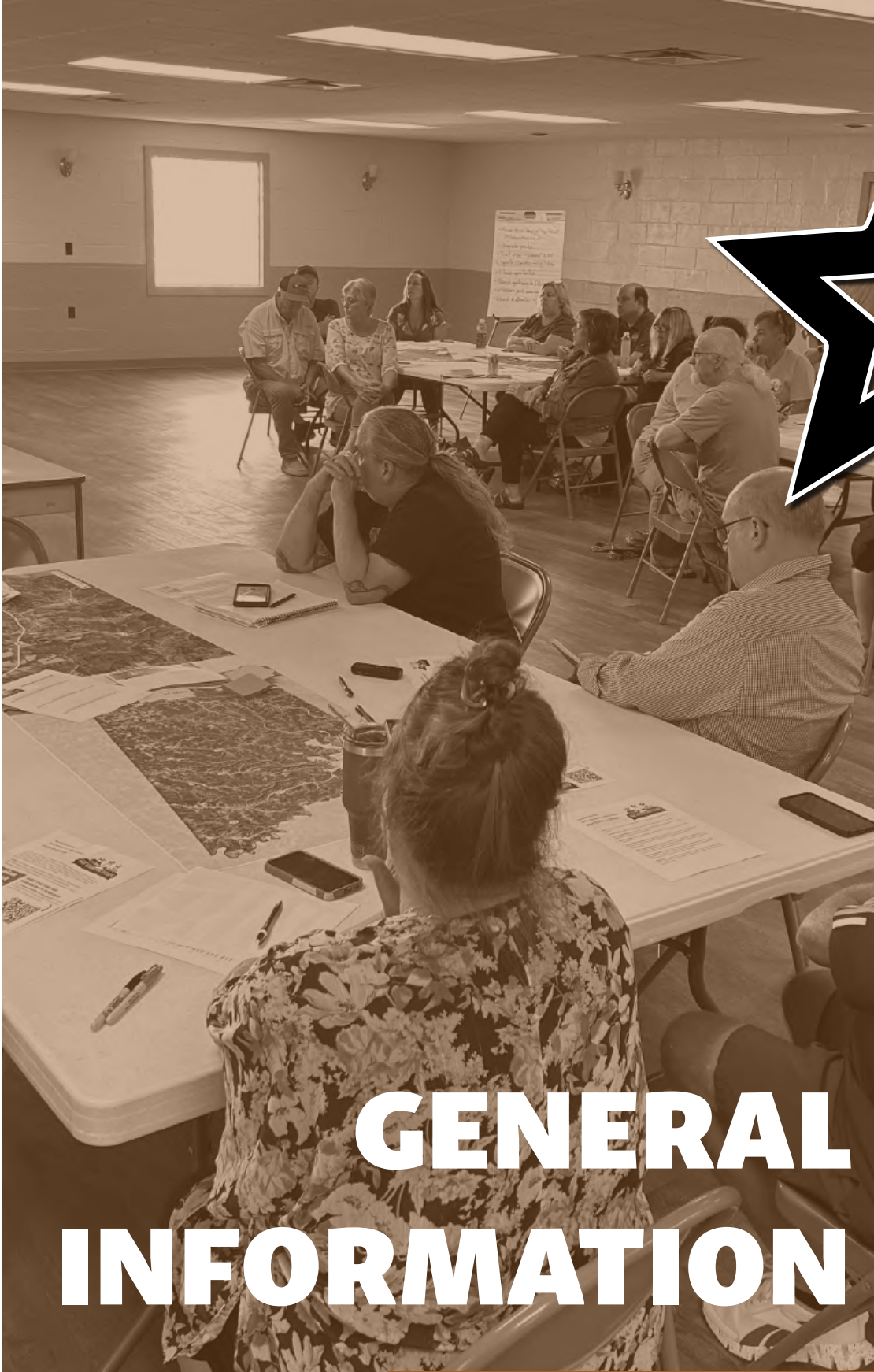
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# GENERAL INFORMATION

**ONE  
DEARBORN  
COUNTY  
STELLAR  
PATHWAYS**

*Dillsboro Stellar Week Workshop,  
August 19, 2024*

**“The people of Dearborn County are salt of the earth. Provide them opportunities and you will see amazing things. A rising tide raises all ships. **Create the right environment for prosperity and the rest will fall in place.**”**

**-Community Member**





# Executive Summary

## OUR OPPORTUNITY

Dearborn County is strategically located for opportunity. As the gateway to Southeast Indiana, we are firmly within the Cincinnati OH-KY-IN Metropolitan Statistical Area (MSA), a mere 20-minute drive from Cincinnati and 15 minutes from the Cincinnati-Northern Kentucky International Airport.

Our location in the Cincinnati MSA represents amazing potential. Between 2014 and 2023, the MSA grew by 4.5%, but Dearborn County grew at only half that rate. It is time to capitalize on our advantages and unlock our potential to become a beacon for regional development for all of Southeast Indiana.

By prioritizing downtown revitalization, reinvestment in parks and recreation, and adding housing, we can match or surpass the achievements of our neighboring states, Ohio and Kentucky, while creating new opportunities for our residents.

## OUR MOMENTUM

Location is only one asset of the One Dearborn region. Our bounty of outdoor recreation amenities, tourism anchors, and community character provide a solid foundation for sustained prosperity. Current momentum in our region includes:

- ★ Work is underway on a \$230M St. Elizabeth Healthcare campus in Greendale. The first phase of this regional healthcare milestone, a new \$30 million cancer center, opened to patients in April 2024.
- ★ Perfect North Slopes snow skiing area attracts 375,000 annual visitors during the winter season.
- ★ Hollywood Casino in Lawrenceburg attracts 1.3M annual visitors.

- ★ Although the County’s population growth has been modest, the unincorporated Bright community in northeast Dearborn County has grown by 19.9% from 2000 to 2020 (Census Bureau), and now totals nearly 6,000 residents. Today’s Bright population represents an 80% increase since 1990.
- ★ Our rolling topography, community parks, sprawling farms, and the Ohio River anchor a lifestyle oriented around outdoor recreation.
- ★ Our charming towns are the centerpieces of our community.

## THE ONE DEARBORN REGION

The One Dearborn Region consists of the Town of Dillsboro (1,359 population as of 2020), the Town of Greendale (4,607 population), the unincorporated Bright community (5,801 population), and other unincorporated areas of Dearborn County. Investments proposed in this plan generally address one of these three focus areas of the region (Dillsboro, Greendale, and Bright).

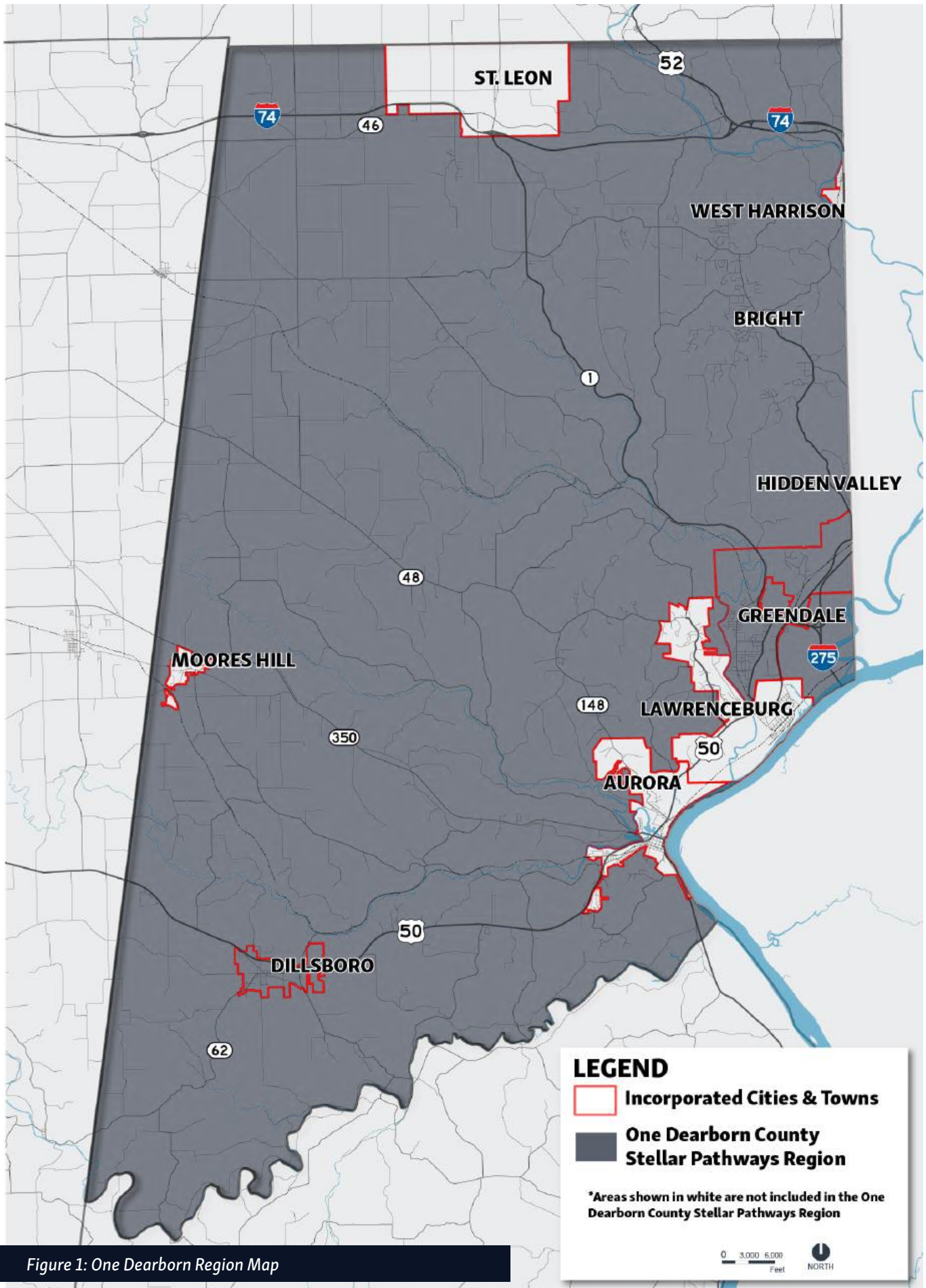


Figure 1: One Dearborn Region Map

# OUR CHALLENGES AND PLAN

To achieve our region’s full potential, we have identified and updated our “Big 8 Drivers”, which are the actions, strategies, and projects we have prioritized to improve quality of life and economic development in the region. Our Strategic Investment Plan focuses on four of these Drivers that were prioritized by the public and community leaders through many local and regional planning efforts and reinforced through our Stellar Pathways planning process. The following is a summary of the key needs related to each priority Driver, and a snapshot of the planned investment.

**See Page 17 for a full overview of the Big 8 Drivers.**

## DOWNTOWN REDEVELOPMENT

- ★ **Need:** With two new Indiana Main Street organizations added in Greensdale and Dillsboro in the past few years, we have made progress in downtown planning and programming. However, our downtowns are not yet the centers of community life in the way we envision. More investment is needed to enhance the appeal of these districts and to create places that attract and connect people through programming and events.
- ★ **Our Plan:** Our goal is to implement downtown revitalization projects to support and sustain these districts. We will emphasize projects that establish downtown identity, improve the appearance of the district, and make the district walkable to surrounding neighborhoods. Streetscape projects in Greendale and Dillsboro will be the emphasis of Stellar Pathways, while the County will separately launch a town center master plan for Bright in parallel with the Stellar Pathways program.

## ECONOMIC DEVELOPMENT

- ★ **Need:** Although residents have access to many jobs in the Cincinnati market, public feedback has consistently shown that residents want the opportunity to work within the County.
- ★ **Our Plan:** By investing in quality of place, Dearborn County is becoming an even more desirable place to live, work, and grow. This approach helps us recruit new, higher-wage employers. Additionally, downtown revitalization will create ecosystems of new opportunities and spaces for entrepreneurs to launch their businesses.

## PARKS AND TRAILS

- ★ **Need:** Our existing parks and trail amenities provide a strong foundation to build on, but more investment is needed to truly activate this asset.
- ★ **Our Plan:** We will create or enhance parks across our region. The emphasis is on creating facilities that serve as community gathering places. Our key investment will be broad improvements to Bright Meadows Park. A new urban park area is also planned as part of Greendale’s downtown investment. These investments will complement parallel investments outside of Stellar Pathways including a downtown park amenity in Dillsboro and multiple planned trail investments.

## HOUSING

- ★ **Need:** We must increase the supply of housing, improve affordability, and broaden the mix of housing available to achieve our goals.
- ★ **Our Plan:** Our vision is to add strategic housing investments filling the gaps left by market rate providers. First, we will support new investments in senior housing. Second, we will begin an infill housing program providing much needed housing for seniors through an alliance of Southeastern Indiana Community Preservation and Development Corporation and LifeTime Resources. Our goal is to see infill housing constructed on vacant sites in our downtown districts to remove blight and add new residents to the downtown mix.



# OUR STORY

## THE 2018 PLAN

In 2017, Dearborn County public and private leaders gathered to form their first County-wide economic development strategy. Recognizing national trends related to employers choosing communities based on workforce, Dearborn County leaders made quality of life and workforce attraction the priorities for their economic development group.

With this vision and mission, One Dearborn realized their first step was to establish a County-wide plan to identify where and how to invest in quality of place. This planning effort brought together community leaders in a first-of-its-kind County-wide collaboration. The resulting One Dearborn County Regional Economic Development Action Plan identified the “Big 8 Drivers”, which were the shared priorities across the County.

Since the plan was published in late 2018, Dearborn County communities have made remarkable progress on their shared goals. A total of 19 of the 60 projects identified in the plan are complete, with significant process being made toward 25 of the others. Key accomplishments include:

- ★ One Dearborn Economic Development launching an active business retention and expansion program in partnership with the Indiana Economic Development Corporation.
- ★ Greendale and Dearborn County Convention Visitors & Tourism Bureau completing the initial phase of the Dearborn County Gateway Enhancement and Improvements.
- ★ Greendale and INDOT completing State Road 1 Intersection Improvements.
- ★ Dillsboro launching an owner-occupied housing repair program.
- ★ Expansion of the Dillsboro Arts Friendship Gallery cultural center with indoor and outdoor programming space.
- ★ Dearborn County Redevelopment Commission began a downtown/central business district plan, also referred to as the Bright Town Center. This remains in process.
- ★ Dearborn County and the Town of Dillsboro achieved Broadband Ready Community designations and the Town of Moores Hill became broadband ready
- ★ Fifteen sub-area plans were launched in the Region, including the Dearborn County Housing Market Analysis & Implementation Action Plan, Greendale Comprehensive Plan Update, Dearborn County Trails Report, Greendale Main Street Preservation & Development Plan, Greendale Economic Development Strategy, Greendale Trails Action Plan, Dillsboro Downtown Revitalization Plan, Dillsboro Gateway Corridor Master Plan, Dillsboro Bicycle & Pedestrian Master Plan, State Road 1 Corridor Plan, Dearborn County Redevelopment Commission West Harrison Access Management Plan, Dearborn County Parks and Recreation Master Plan, IEDC Strategic Sites Inventory for Dearborn County, Hoosier Energy SEI REMC Site Identification Report, and Oxbow Master Plan.
- ★ Dearborn County partnered with its Southeastern Indiana neighbors on READI to create a regional development plan which helped to secure a total of \$25 million during READI 1.0 and 2.0 programs.

One Dearborn County Regional Economic Development Action Plan, 2018  
Source: One Dearborn County



Project Name	Community	Project Description and Intent Goals	Tier 1 Top County-Wide Priority Project	Tier 2 County-Wide Secondary Project	Tier 3 Local Priority Project
Riverfront Redevelopment - Riverfront Park	Aurora	Construction of riverfront park as outlined in the Aurora Riverfront Vision Plan. Includes section of Dearborn Trail.			
Multi-Event Park	Dillsboro	Elevation of the Cultural Center for downtown redevelopment. Intent is to attract all facets of the arts and to host events like movies, musicals, plays, classic music, etc.			
Greendale Commons	Greendale	A multiple phase public gathering space that includes mixed use development with entertainment, retail, indoor/outdoor spaces and sports facilities. Traction on development interest is slow, need for project vision and marketing.			
Downtown Riverfront Development	Lawrenceburg	To include a park, amphitheater, public boat dock, riverfront retail improvements with trail connections.			
Riverfront Development - Cabell Riverfront Park Improvements	Aurora	Improvement of existing downtown plaza to include seating, amenities and related features.			
Riverfront Redevelopment - Riverfront Park	Aurora	Development of public boat docks on the Ohio River at the Riverfront Park.			

## COMING TOGETHER FOR STELLAR PATHWAYS

The One Dearborn organization began 2024 with funding dedicated to updating their 2018 plan. When Stellar Pathways was announced, organization and community leaders recognized the opportunity to use the Stellar Pathways planning process to craft a more robust plan with extensive community feedback.

Dearborn County communities quickly signed on. Dillsboro, Greendale and Dearborn County quickly joined in the effort and the One Dearborn region was formally launched. The cities of Lawrenceburg and Aurora and the towns of Moores Hill, St. Leon, and West Harrison opted out of the Stellar Pathways process to focus on other immediate needs during the 2024 application cycle. Although we initially saw this as a setback, the public embraced the idea of directing more attention and investment to Dillsboro, Bright, and Greendale where significant planning had been completed, giving these three communities the opportunity to shine and not be overshadowed by Lawrenceburg and Aurora.

## COMMUNITY OUTREACH

Our residents frequently demonstrate a deep commitment to shaping the future of Dearborn County. Stellar Pathways has been no different. Looking at the engagement reports in the many completed sub-area plans in the Region, it is clear that robust community outreach has been occurring for the past several years -- far longer than 2018. The Stellar Pathways initiative became an opportunity to reaffirm alignment or identify shifting priorities with a wide range of Dearborn County citizens.

Our region launched Stellar Pathways community engagement with "Stellar Week". During this event August 19-23, we held three public workshops across the County with 72 residents attending. A public survey was also released, which ultimately received 859 responses, including 1,680 write-in comments. Steering Committee members also facilitated 11 pop-up events across the County, resulting in 138 additional community members providing feedback on regional priorities.

We updated our Vision and Big 8 Drivers based on the significant community input we received. We then presented this back to the public at our October 3, 2024 Big Ideas Open House. Over 40 residents attended this event, and feedback was overwhelmingly positive.

Based on that alignment, the Stellar Committee selected projects to address each of these needs. Below is a summary of the final regional vision, the Big 8 Drivers, and key projects.

## ENGAGEMENT SNAPSHOT

### 81 Stellar Week Attendees

- ★ August 19 - Dillsboro Workshop
- ★ August 22 - Greendale Workshop
- ★ August 22 - Bright Workshop

### 859 Online Survey Responses

- ★ 1,680 Survey Write-in Comments

### 138 Participants at 11 Pop Up Events

- ★ July 27 - Bright Community Parade
- ★ August 15 - Dearborn County Home Builders Association
- ★ August 17 - Dillsboro Main Street Concert Series
- ★ August 20 - Dearborn County Leadership Class
  - ★ August - Janet's Diner, Dillsboro
- ★ September 5 - Greendale Middle School Sixth Grade
  - ★ September 18 - East Central Middle School Sixth Grade Students
- ★ September 19 - Dillsboro Elementary School Sixth Grade Students
- ★ September 21 & 22 - Dillsboro Heritage Days and Craft Fair
- ★ October 12 - Greendale Main Street Rock the Block
  - ★ October 24 - Advisory Committee Meeting

### 40 Open House Attendees

- ★ October 3

### 20 Boards & Commissions Meetings

- ★ Monthly updates to elected and appointed officials

### 4,500 Video and Website Views

## PLUS THOUSANDS MORE WHO LEARNED ABOUT STELLAR PATHWAYS AT COMMUNITY EVENTS!

# OUR VISION

Dearborn County envisions itself as a vibrant and prosperous gateway into Southeast Indiana, leveraging its prime location within the greater metropolitan region to drive community growth and elevate quality of life. By building upon and preserving our core assets—pristine rural landscapes, thriving outdoor recreation, and the charm of our small, historic downtowns—we strive to create a welcoming and flourishing environment for residents, visitors, and businesses alike. Our vision includes:

- 1. Maximizing Our Strategic Location:** We will enhance our role as a gateway between Cincinnati and northern Kentucky into and out of Indiana, fostering thoughtful development, promoting infill and revitalization, and supporting sustainable rural growth in western Dearborn County.
- 2. Expanding Outdoor Recreation:** With our breathtaking hilltops, landscapes, and rivers as natural assets, we will invest in amenities, extensive trails, and park enhancements to support these assets, positioning our region as a premier destination for outdoor enthusiasts and a retreat to simpler living.
- 3. Preserving and Enhancing Community Charm:** Our vibrant riverfront cities and peaceful rural towns offer a distinctive way of life. We will focus on placemaking and historic preservation in our downtowns to ensure our communities remain attractive, vibrant, and desirable places to live, work, and visit.

## OUR BIG 8 DRIVERS





## PROJECT SELECTION

The last step in the process was selecting priority projects. Our team first reviewed which funding sources would support our updated Big 8 Drivers. During this evaluation, the Stellar Committee found that Stellar Pathways funding closely aligned with three drivers in particular: Housing, Parks & Trails, and Downtown Redevelopment. Based on that alignment, the Stellar Committee selected projects to address each of these needs.

## OUR STRATEGIC INVESTMENTS

### Downtown Redevelopment Investments:



- ★ Greendale Downtown – Ridge Avenue Streetscape (OCRA funding)



- ★ Dillsboro Downtown – North Street Streetscape and Public Park/Plaza (INDOT funding)

### Housing Investments:



- ★ Dearborn County – Rental-Occupied Infill Housing Program (IHCDA funding)

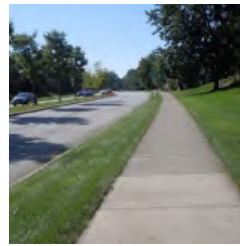


- ★ Lifetime Housing Group– North Dearborn Village Senior Apartments Expansion (IHCDA funding)

### Parks & Trails Investments:



- ★ Bright Meadows Park Improvements (IDNR funding)

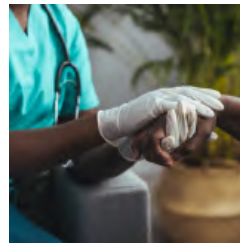


- ★ Dillsboro Downtown – Community-Wide Sidewalk Project to Implement Bike-Ped Plan (OCRA funding)

### Program Investments:



- ★ Dearborn County Thriving Food System Initiative - County-wide (ISDA)



- ★ Lifetime Resources – Health Worker Program - County-wide (IDOH)



- ★ Historic Building Preservation– County-wide (IDNR)

# KEY CONTACTS

## 1. Lead Applicant

One Dearborn Economic Development  
 Mike Perleberg, Executive Director  
 513-256-1843; mperleberg@1dearborn.org  
 500 Industrial Drive, Suite 2110,  
 Lawrenceburg, IN 47025

## 2. Participating Municipalities

City of Greendale  
 Vince Karsteter, Mayor  
 812-537-9219; mayor@cityofgreendale.net  
 500 Ridge Avenue, Greendale, IN 47025

Town of Dillsboro  
 Doug Baker, Town Council President  
 812-432-3243; dbaker@townofdillsboro.com  
 13030 Executive Drive, Dillsboro, IN 47018

Dearborn County Government  
 Jim Thatcher, President of Dearborn County  
 Board of Commissioners  
 513-708-0619; jthatcher@dearborncounty.  
 in.gov  
 165 Mary Street, Lawrenceburg, IN 47025

## 3. Senior Officials

Greendale Mayor Vince Karsteter  
 812-537-9219; mayor@cityofgreendale.net

Greendale Deputy Mayor Kurt Mollaun  
 councildistrict4@cityofgreendale.net

Greendale Councilperson Ryan Goode  
 councildistrict1@cityofgreendale.net

Dillsboro Councilperson Doug Baker, President  
 812-432-3243; dbaker@townofdillsboro.com

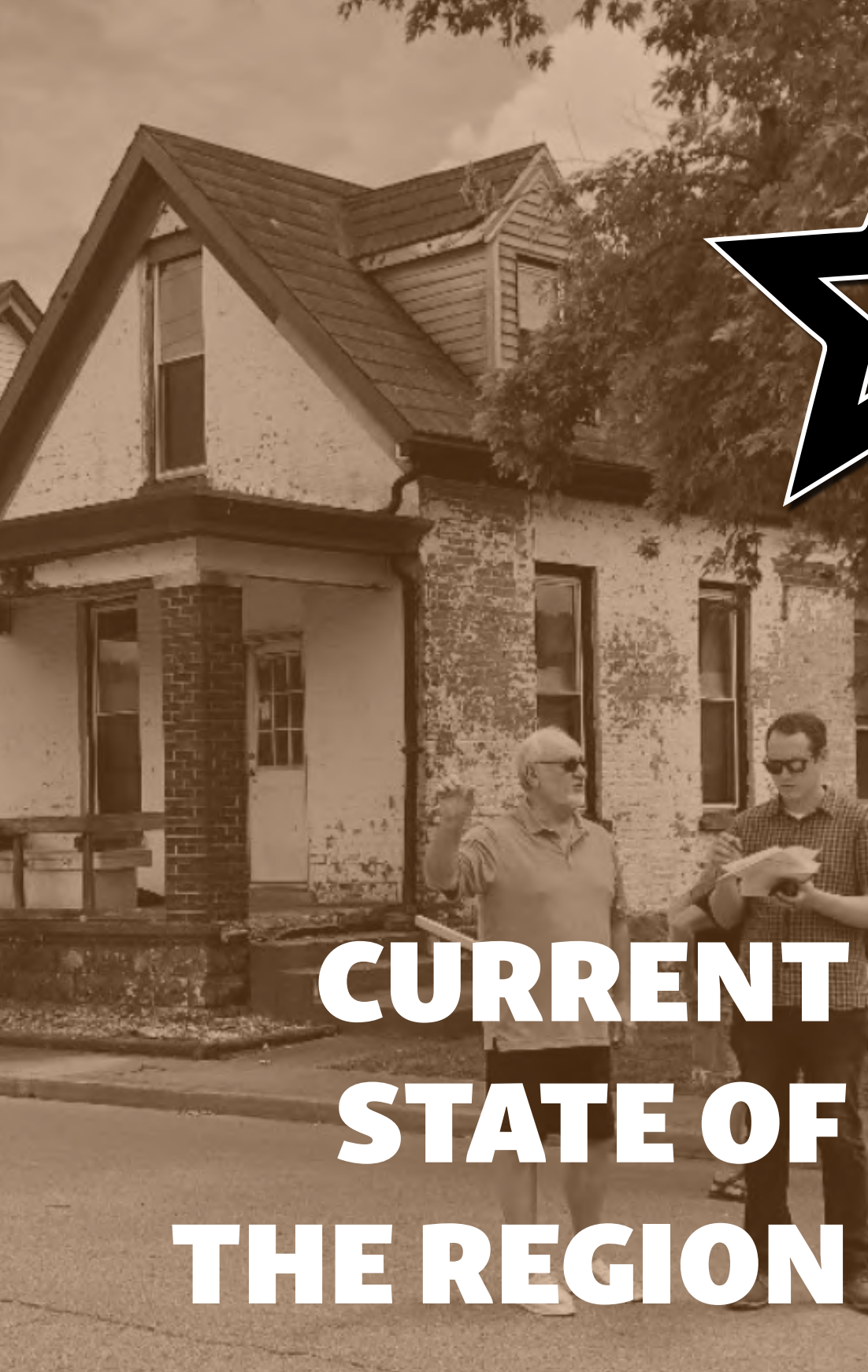
Dearborn County Commissioner Jim Thatcher,  
 President  
 513-708-0619; jthatcher@dearborncounty.  
 in.gov

One Dearborn Board of Directors Mark Graver,  
 President  
 812-537-4010; mgraver@ivytech.edu



Engagement session with Dillsboro Elementary School 6th grade students, September 19, 2024  
 Source: One Dearborn County





# CURRENT STATE OF THE REGION

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Greendale Main Street Walk  
Source: Greendale Main Street*

“[The County’s greatest asset is] the passion of the people that live here that want to keep the integrity of our river towns and rural farm life, **it’s the best of both worlds.**”  
-COMMUNITY MEMBER



# THE ONE DEARBORN REGION

## INTRODUCTION

Dearborn County is uniquely positioned thanks to its strategic location, natural beauty, and community charm. Situated at the crossroads of Indiana, Ohio, and Kentucky, with the Ohio River forming its southern boundary, the County offers easy access to major cities like Cincinnati, Louisville, and Indianapolis. Its landscape—a blend of rolling hills, homestead farms, forested areas, and river valleys—provides not only scenic vistas but also ample opportunities for outdoor recreation.

The County is home to a vibrant mix of rural and suburban communities, enriched by a strong local culture that celebrates its agricultural heritage and river history through various festivals. This combination of historical charm and modern amenities makes Dearborn County an attractive residential area for commuters and a regional destination for visitors seeking both recreation and entertainment.

As part of the growing Cincinnati metropolitan area, Dearborn County holds a unique position at the junction of three states. This location is key to unlocking the region's economic and population growth potential, not only for the County but for all of southeastern Indiana. Through the efforts of our One Dearborn County region, significant strides have already been made in realizing this potential, yet much opportunity remains.

The One Dearborn Region for the Stellar Pathways process includes the City of Greendale, the Town of Dillsboro, and the unincorporated areas of Dearborn County. Within the unincorporated areas, the growing community of Bright has been a key focus of our investment because of its significant unincorporated population (almost 6,000 residents). While the Stellar Pathways investments identified in the action plan focuses on these specific communities, our overall economic development vision and key drivers addresses the entirety of Dearborn County.

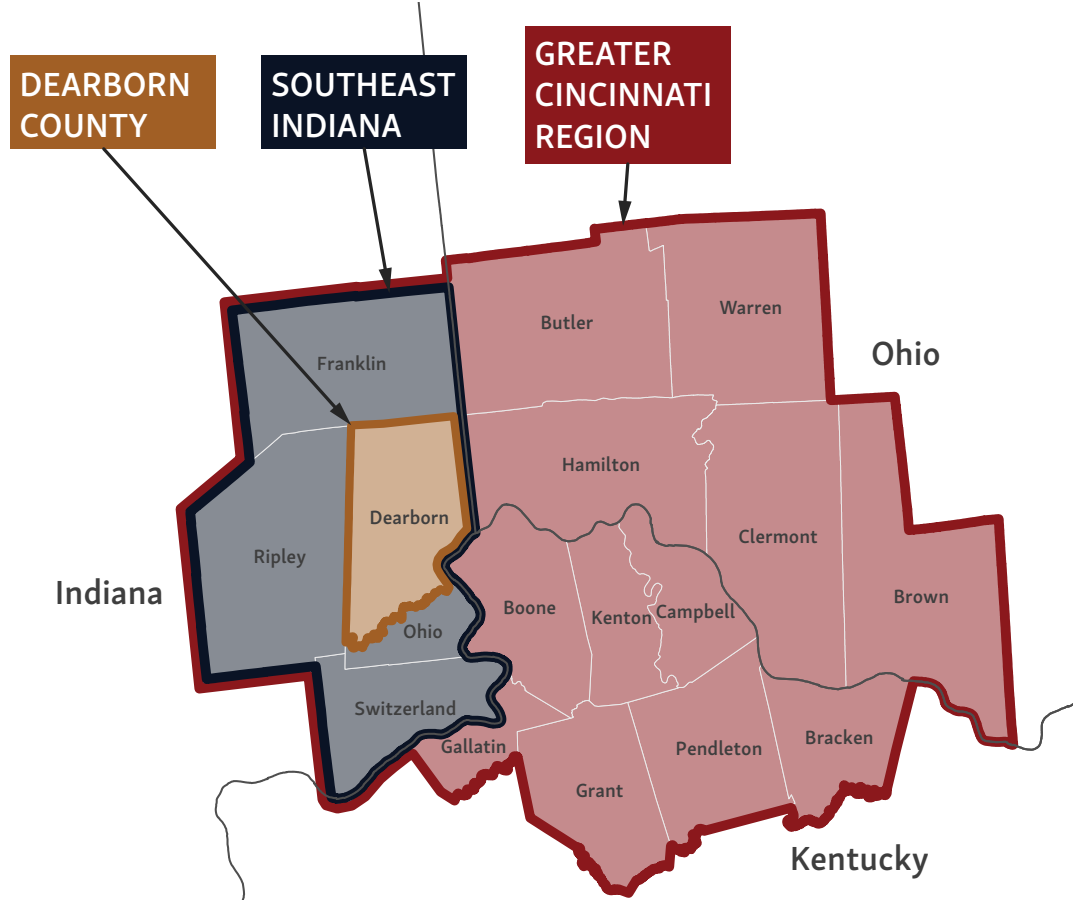


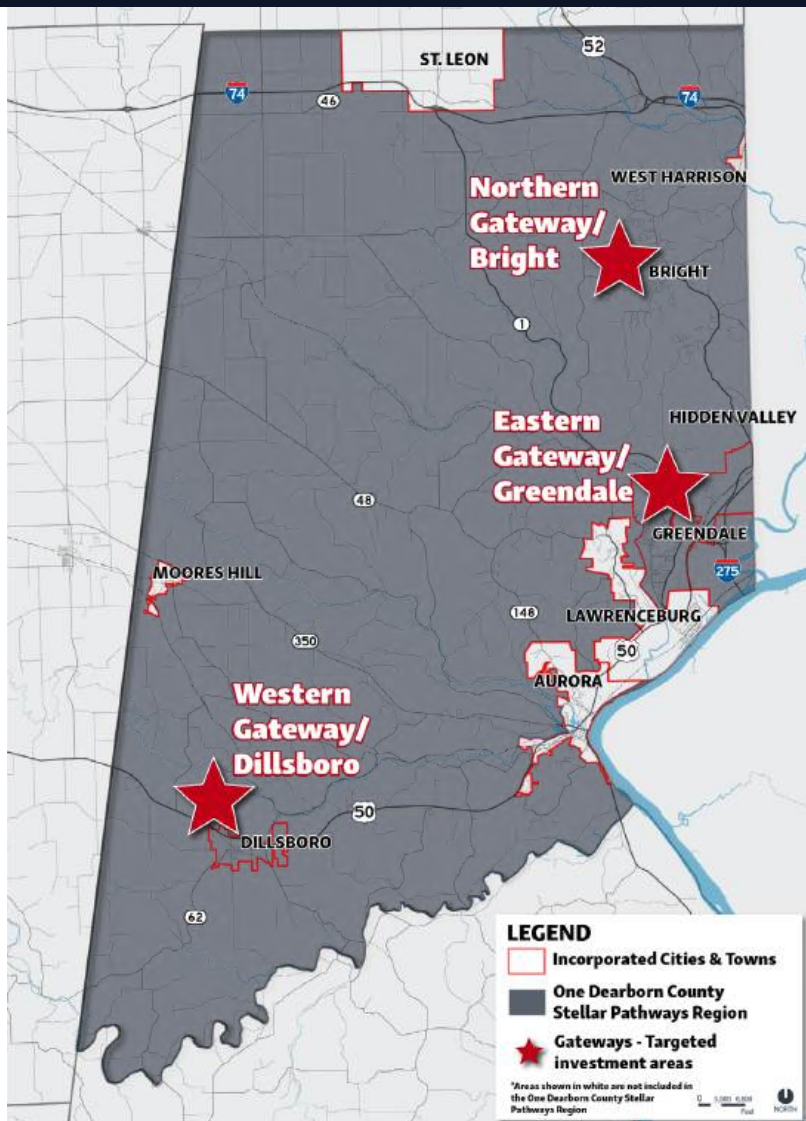
Figure 2: Dearborn County Location Map

# WHY DID EACH COMMUNITY PARTICIPATE?

“Greendale has for a long time been a vibrant and safe community with great family amenities like parks and a pool. Newer development of our US 50 and I-275 corridors in the past few decades have made these areas the Cincinnati region’s front door to Indiana. In Greendale, we believe our city has a responsibility to make sure our community and state are perceived well by visitors and current and future residents. The Stellar Pathways program represents an opportunity to revitalize and beautify all areas of our city.”  
 - Greendale, Mayor Vince Karsteter

“Our neighbors in Moores Hill saw their local school close recently and there were rumors the Dillsboro Elementary School could be next. Citizens of Dillsboro have been answering the call to improve our livability, enhance our walkability, and tell our story to the world. Stellar is an opportunity to supercharge our town’s bold effort to reverse population stagnation through restored pride in our North Street town core.”  
 -Dillsboro, Town Council President Doug Baker

“Dearborn County has renewed its approach to identifying and taking control of our own destiny. Establishing a clear vision developed through the Stellar Pathways process was perfectly timed. The County is committed to making quality of life and place investments in the Bright community where most of our population growth has occurred since 1990. We wish to see this area develop a better sense of community through the addition of accessible public gathering spaces like Bright Meadows Park.”  
 -Dearborn County, Board of Commissioners President Jim Thatcher



## WHY ARE AURORA AND LAWRENCEBURG NOT INCLUDED?

Aurora and Lawrenceburg are well known communities in Dearborn County. This is due to the casino, their historic downtowns, and their location on the Ohio River. Both were asked to be part of the Stellar Pathways initiative, but they declined so they could focus on pressing priorities in their individual communities.

While this was initially disappointing, the Steering Committee and public quickly recognized that this will allow Stellar Pathways to focus on areas of the County that do not get as much attention or see as much investment. Our goal is to take lessons learned from the success of Aurora and Lawrenceburg and apply it to Dillsboro, Greendale and Bright to support greater prosperity across all of Dearborn County.

Our team has coordinated with Lawrenceburg and Aurora through this process, and their key projects are included in the county-wide summary of priorities. Both communities are strongly in support of Stellar Pathways for the region, as evidenced by their letters of support in Appendix H.

Figure 3: One Dearborn Region Map with Gateways

## THE BEGINNING OF OUR COLLABORATION

The creation of the 2018 One Dearborn County Regional Economic Development Action Plan was the start of an enhanced County-wide collaboration—following One Dearborn’s organizational approach model pictured below—that has supported our current momentum and shared success. The Plan was developed with extensive input from a wide range of stakeholders, including local governments, institutions, non-profits, and employers. This collaborative effort led to the identification of Dearborn County’s Big 8 Drivers, which are our shared priorities for promoting quality of life improvements and long-term economic prosperity. Under each of these Drivers, the plan outlined a comprehensive list of prioritized projects and tasks, serving as a road map to guide our efforts and track the progress of our initiatives. In total, the 2018 Action Plan set forth an ambitious agenda of 60 bold projects aimed at enhancing the County’s economic landscape. To date, 19 of these projects have been successfully completed, and another 25 are well underway, with significant progress

made over the last six years. This steady advancement underscores Dearborn County’s shared commitment to seeing its plans through to fruition. We remain dedicated to maintaining this momentum and ensuring that each initiative contributes meaningfully to the prosperity and future growth of our community.

## CONTINUED COLLABORATION AND PLANNING

Our collaboration did not end with the launch of the 2018 plan. For each of the pillars of One Dearborn -- Business Retention & Expansion, Business Attraction, Workforce Development, and Quality of Place -- a task force was formed to advance planning and projects around each pillar and its associated Drivers. This has prompted continued community planning in each of our Stellar Pathways focus areas. These plans are outlined in Table 2.

Notably, the key investments outlined in this plan are each built from community plans that have received considerable public review and comment (Table 1 on the next page).

### One Dearborn – Economic Development Focus



Figure 4: One Dearborn Organizational Approach

Source: One Dearborn County



This plan and the projects included in it have been based on detailed planning previously completed by the community. Table 1 demonstrates that a significant amount of ongoing planning has occurred for related needs. Table 2 includes plans that served as the direct basis for project recommendation.

*Table 1: Additional Community Plans*

COMMUNITY	PLAN	YEAR
Greendale	Comprehensive Plan	2019, 2024 (ongoing)
Dearborn County	Comprehensive Plan	2009
Dearborn County	Bid Ideas Plan	2017
Dillsboro	Comprehensive Plan	2014
Hidden Valley Lake	POA Community Master Plan	2018
OKI Regional Council of Governments	Strategic Regional Policy Plan	2023
Dearborn County, St. Leon, and Franklin County	SR 1 Corridor Plan	2024
Dillsboro	Bicycle and Pedestrian Plan	2023
Dillsboro	Downtown Revitalization Plan	2017
Dillsboro	5-Year Parks Master Plan	2023
Greendale Main Street	Downtown Plan	2023
Dearborn County	Parks and Recreation Master Plan	2024 (ongoing)
SEI READI	Regional Development Plan (READI 1.0)	2021
SEI READI	READI 2.0 Strategy	2024
Dearborn County	Housing Market Analysis & Implementation Action Plan	2019

*Table 2: Planning Basis for Stellar Projects*

KEY STELLAR PATHWAYS PROJECT	DRIVER THE PROJECT ADDRESSES	PLANS THE GOAL/PROJECT WAS IDENTIFIED IN
Dillsboro North Street Revival	Downtown Revitalization	2017 Dillsboro Downtown Revitalization Plan
Dillsboro Sidewalks	Trails and Parks	2023 Dillsboro Bicycle and Pedestrian Master Plan
Greendale Ridge Avenue Streetscape	Downtown Revitalization	2023 Greendale Main Street Preservation and Development Plan; 2019 Greendale Comprehensive Plan Update
Bright Meadows Park	Trails and Parks	2024 Dearborn County Parks and Recreation Master Plan
Infill Housing	Housing	2021 SEI READI Regional Development Plan; 2019 One Dearborn County Housing Market Analysis & Implementation Action Plan

# DEMOGRAPHIC SNAPSHOT: ONE DEARBORN REGION

The data below is for the One Dearborn Region which includes the City of Greendale, the Town of Dillsboro, and the unincorporated areas of Dearborn County.



**40,150**  
2022 Population



**3.26%**

Population Growth 2010-2022



**92.1%**

Population 25+ with a High School degree or higher



**26.5%**

Population 25+ with a Bachelor's degree or higher



**16,240**

Total Housing units



**85%**

Owner-Occupancy Rate

Source: 2022 ACS  
5-Year Estimates

# INTRODUCTION TO THE VISION AND BIG 8 DRIVERS

A draft of our regional vision was included in our Letter of Intent. During initial public engagement, feedback was received on the vision. The updated vision was well received in later public participation.

To accompany our vision, our Region has identified our “Big 8 Drivers” for economic and community development success. These were initially prioritized in our 2018 Regional Economic Development Action Plan. During initial engagement, we collected feedback on the drivers and made minor adjustments to reflect current priorities for the region.

## REGIONAL VISION

Dearborn County envisions itself as a vibrant and prosperous gateway into Southeast Indiana, leveraging its prime location within the greater metropolitan region to drive community growth and elevate quality of life. By building upon and preserving our core assets—pristine rural landscapes, thriving outdoor recreation, and the charm of our small, historic downtowns—we strive to create a welcoming and flourishing environment for residents, visitors, and businesses alike. Our vision includes:

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- 2. Expanding Outdoor Recreation:** With our breathtaking hilltops, landscapes, and rivers as natural assets, we will invest in amenities, extensive trails, and park enhancements to support these assets, positioning our region as a premier destination for outdoor enthusiasts and a retreat to simpler living.
- 3. Preserving and Enhancing Community Charm:** Our vibrant riverfront cities and peaceful rural towns offer a distinctive way of life. We will focus on placemaking and historic preservation in our downtowns to ensure our communities remain attractive, vibrant, and desirable places to live, work, and visit.



*At the Barn Winery Summer Concert in Bright  
Source: One Dearborn County*



# BIG 8 DRIVERS



## REGIONAL ASSETS

Our region's assets start with our location, but extend much deeper. Here is an assessment of our key assets, with notes about what is needed to better leverage each.

**Location:** Our strategic location is perhaps our region's strongest asset. As part of the Cincinnati OH-KY-IN MSA, our region stands on the cusp of significant growth since communities in all other directions of the Cincinnati I-275 beltway are already experiencing 4.5% growth from 2010 to 2018. Capturing the advantage of our location will take multi-layered investments in housing, infrastructure, outdoor recreation, and our downtown districts.

**Outdoor Recreation:** Anchored by the Ohio River and the hilly topography in upland areas, the unique landscape of Dearborn County is a natural draw for outdoor recreation, including the Perfect North Slopes skiing area. While we pride ourselves on our outdoor spaces, we need to expand public access to the outdoors so that everyone can benefit from this asset.



*Perfect North Slopes attracts 375,000 visitors each year  
Source: One Dearborn County*

**Downtown Districts:** Dearborn County is well known for our charming and historic downtowns. Our goal is to capitalize on the success seen in Lawrenceburg and Aurora, and to use that as a model for enhancing the vitality of other downtown districts. Investment is needed to enhance the existing downtown districts in Greendale and Dillsboro, and to help form a "town center" district in the unincorporated Bright community.

**I-275/U.S. 50 Interchange:** Greendale's interchange on the I-275 beltway is experiencing significant redevelopment, including a \$230M St. Elizabeth Healthcare campus. This area is attractive because it is located only 10 minutes from the Cincinnati-Northern Kentucky International Airport in nearby Hebron, Ky. Even more, most of our region's visitors pass through this corridor, making it an important first impression for

out-of-staters. Our vision is to enhance the appeal and appearance of this gateway, to better establish regional identity and represent community character.

**Tourism:** Tourism is a major industry for Dearborn County. Hollywood Casino in Lawrenceburg attracts 1.3 million annual visitors alone. In the winter, Perfect North Slopes snow skiing area attracts 375,000 visitors each year. Visitors come for our charming communities and the peaceful rolling hills of our countryside. Our vision is to extend tourism across the County by investing the core downtown districts of our communities. Participation in the Ohio River Way multi-state organization is adding capacity for tourism, economic development, and conservation for counties, cities, and towns along the river.

**I-74/SR 1 Interchange:** As the first interchange on I-74 in Indiana with significant developable land, the area has long been recognized as a future asset. Dearborn County has just completed a master plan for the interchange in partnership with Franklin County and is currently investing in utility infrastructure through READI to better capitalize on the potential of the interchange. Dearborn County and other I-74 counties partnered to complete a regional agriculture strategy in 2023.

**Dearborn Trail:** Extending from Lesko Park in Aurora to the I-275/U.S. 50 interchange in Greendale, the Dearborn Trail is the County's premier multi-use trail. For much of its length, the trail hugs the banks of the Ohio River or traces the top of the levee, offering sweeping views of the Ohio River valley. It also serves as a connector, linking Aurora, Lawrenceburg and Greendale. Someday the Dearborn Trail may link all the way from Rising Sun to Cincinnati. Dearborn County's master plan calls for finishing the urban areas of the trail system, extending the trail for the full length of Dearborn County along the river, and using it as a spine to build out connections to more Dearborn County communities.



*The Dearborn Trail connects Lawrenceburg, Aurora, and Greendale  
Source: Dearborn County Convention Visitors & Tourism Bureau*

**Lawrenceburg:** Lawrenceburg is one of the anchor communities for Dearborn County. The city’s revitalized downtown is a model for other Dearborn County communities. The greater downtown features the Hollywood Casino, the Lawrenceburg Event Center, Lawrenceburg Civic Park (home to their downtown amphitheater and splash pad), and numerous local shops and restaurants. Plans are currently underway for the Lawrenceburg Riverwalk, which will feature expanded walking, biking, dining, and outdoor spaces along the riverfront. Also included will be a floating park with restaurants, public docks, and outdoor spaces on the river.

**Aurora:** Aurora features a vibrant downtown, historic neighborhoods, and thriving parks. Nestled directly on the Ohio River, the city has river access and views from downtown without being interrupted by a levee. Its historic downtown is thriving, with quaint shops, boutiques, and outstanding restaurants. Lesko Park, perched on the riverbank, offers stunning views of the Ohio River valley, and the Dearborn Trail winds its way through the park, inviting visitors to explore.

## OUR STELLAR PATHWAYS COMMUNITIES

### BRIGHT

While Dearborn County’s overall population has remained steady, the unincorporated Bright community—a Census Designated Place—in northeastern Dearborn County has grown by 85 percent from 1990 to 2024, reaching a population of nearly 6,000 residents. Because of its proximity to I-74, it has remarkable access to regional destinations. Its location has driven growth thus far, but investment is needed to add infrastructure, services, and amenities to support the population and build a better sense of community. Dearborn County is currently forming a TIF (tax increment finance) district in Bright to support reinvestment in the community core. The County is also launching a master plan for Bright, which will include alternatives for a more formal town center district in the heart of the community.



Bright Parade  
Source: Bright Area Business Association





## DILLSBORO

The town of Dillsboro serves as the anchor community in western Dearborn County. Located along U.S. 50, the community became popular because of the discovery of mineral water believed to have medicinal qualities. The Dillsboro Sanitarium was initially opened in 1911 and is still in use for senior housing. Today, the Dillsboro Community Park is a key community anchor, with 4 baseball fields, 3 soccer fields, 2 playgrounds, and more. In the downtown, Dillsboro Arts opened the Friendship Gallery and hosts new exhibitions every two months. They also present regular music events at “The Porch”, which is an informal outdoor space at the gallery. Weekly art programming is also open to the public. Another key anchor is Dillsboro Elementary School, but there have been increasing concerns the school could be consolidated to another location. The town is working hard to make sure its population and school enrollment grow. To support reinvestment and revitalization, the community has recently completed a U.S. 50 gateway plan, downtown revitalization plan, and a bicycle and pedestrian master plan. The community is dedicated to making the investments outlined in these plans and applied in 2024 to the Indiana Department of Natural Resources for a Land and Water Conservation Fund grant to support the construction of the North Street Plaza space recommended in their downtown plan.

Heritage Pointe in Dillsboro  
Source: Town of Dillsboro

## GREENDALE

Along with Lawrenceburg and Aurora, Greendale is one of the three “River Cities” that anchor southeast Dearborn County. The city is known for its bustling distillery industry, which dates to the 1890’s and continues to be the major industry in the city today. Towering storage structures dominate the skyline of the city, while stately mansions built by the city’s former whiskey barons support the grand appeal of Ridge Avenue. Greendale is also home to the U.S. 50/I-275 interchange and boasts prime commercial frontage along the U.S. 50 corridor. Redevelopment is well underway, including the \$230 million St. Elizabeth Healthcare campus. With its walkable neighborhoods, Greendale is a desirable place to live, though housing is limited with very few multi-family options. The city’s commercial core is ripe for reinvestment, and their 2023 master plan outlines key initiatives like streetscape improvements, facade upgrades, public spaces, and infill housing to support downtown revitalization.



St. Elizabeth Cancer Center, Greendale  
Source: St. Elizabeth Healthcare





# CURRENT MOMENTUM

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*First Tracks Pavilion Ribbon Cutting in  
Greendale  
Source: Greendale Main Street*

“There are many opportunities for our small community to improve upon, given proper resources.”

-COMMUNITY MEMBER



# CURRENT MOMENTUM

## STELLAR PATHWAYS FOCUS

Based on public participation, our region has established our Big 8 Drivers that support improved quality of life and promote economic development. Of these, the community identified that Housing, Parks & Trails, and Downtown Revitalization are the highest priorities.

Through the Stellar Pathways program, our region can make significant progress on our Housing, Parks & Trails and Downtown Revitalization drivers. Our vision for Stellar Pathways is to see revitalized community cores in Greendale, Dillsboro, and Bright complete with supporting streetscape, park, and infill housing investments. We believe these projects will bring about continued investment in our focus areas and throughout the County.

These are not the only needs and priorities for our community. To support sustained success, we will invest beyond Stellar Pathways. Our Strategic Investment Plan identifies multiple tiers of projects, similar to the 2018 Action Plan that helped us achieve our current success.

Our Tier 1 projects are short-term priorities and the focus of our Stellar Pathways initiative. These projects are generally eligible for funding through normal agency funding cycles, so these projects remain short-term priorities regardless of the status of Stellar awards. In general, with Stellar Pathways funding these are 1-3 year priorities. Without Stellar Pathways funding, the timing of these projects will be extended hurting the momentum the region has built.

Our Tier 2 projects are short-to-medium-term priorities. These projects are supportive of or complimentary to the Tier 1 projects. They are generally considered to be 0-5 year priorities. These projects are generally not eligible for Stellar Pathways, but may be eligible for other funding sources. Many of these projects are being completed with local funds.

Our Tier 3 projects are medium-to-long term priorities. Most efforts will be more than 5 years away, but should be accelerated with Stellar Pathways funding. Tier 1 and 2 projects are summarized beginning on page 24. Tier 3 projects are included in Appendix H.



*Bright Stellar Week Workshop, August 22, 2024*



## ACCELERATING OUR REGIONAL GOALS

Stellar Pathways funding would accelerate the pace in which we can achieve our goals to boost the regional population, grow per capita income, expand and diversify our housing stock, advance neighborhood revitalization, increase assessed values, and launch new businesses. We want to invest and improve quality of life for current residents.

Through strategic investments in infrastructure, housing, and enhancing the overall quality of life, **we aim to grow Dearborn County's total population by 4%, increasing from 50,709<sup>1</sup> to 52,737 by 2030.** A key aspect of this growth strategy is a 15% increase in inflow migration from neighboring states, helping to counteract the negative trend in natural population decline. By fostering a welcoming environment, we seek to retain current residents and attract new residents. This ensures sustainable population growth that supports our long-term economic goals.

**Our goal is to boost Dearborn County's per capita personal income from its current level of \$55,782<sup>2</sup> by 12.5% by the year 2030.** This will be achieved through efforts to expand existing businesses and attract new businesses, create more high-paying jobs, and promote entrepreneurship. By nurturing local talent and innovation, through quality of place investments, we can raise income levels. This will improve the standard of living for all residents while making the county more competitive in the broader regional economy.

To meet growing demand and support our future population, **we aim to increase the total number of housing units in Dearborn County by 2.5%, from 21,194<sup>3</sup> to 22,790 by 2030.** This growth will come from a mix of revitalizing existing neighborhoods, adaptive reuse of historic buildings, and new home construction. By expanding the availability of diverse housing options, we can accommodate the lifestyle preferences of current and new residents while preserving the character of our communities.

1 According to the 2022 ACS 5-Year Estimates

2 Based on the 2022 BEA release

3 According to the 2023 ACS 5-Year Estimates

We will expand recent initiatives focused on neighborhood revitalization and the establishment of a countywide first-time home buyer program. **Our goal is to create 50 infill residential units by 2030.** These efforts will not only provide much-needed housing but also enhance the appeal of underutilized areas. This program is designed to operate sustainably beyond 2030, ensuring ongoing improvement of the county's housing stock.

Through neighborhood revitalization and targeted private investments in underutilized real estate, **we seek a 20% increase in incremental assessed value within tax increment finance (TIF) districts.** This translates to \$37 million in increased assessed value by the 2031 payable tax year. The additional TIF revenue generated will provide local governments with the resources to reinvest in key quality of life and quality of place improvements. These investments will ensure that Dearborn County remains a vibrant and attractive place to live, work, and invest for many years to come.

Finally, through investments in our downtown districts, **our goal is to see 10 new small businesses launched by 2030 in Greendale, Bright, and Dillsboro.**

**See Page 76 for a more detailed look at the Key Performance Indicators.**



# STRATEGIC ACTION PLAN

## HOUSING

Dearborn County seeks to enhance its housing stock by increasing the supply, improving affordability, and broadening the mix of residential lifestyle options.

Table 3: Housing Projects

	KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
Tier 1: Stellar Pathways Projects	Lifetime Resources North Dearborn Village Senior Apartments Expansion	16 additional senior housing units added to the grounds of the existing facility; Improved housing affordability; Improved seniors quality of life	A neighboring property owner is willing to donate land to LifeTime Resources for the expansion of North Dearborn Village.	Lifetime Resources, SICPDC
	Infill Housing Program – Stellar Focus Areas	15 new housing units installed in greater downtown areas; Increase assessed value; improve image and blight elimination; Improved housing affordability; Population growth	Focus on updating and modernizing housing in existing neighborhoods identified as Stellar focus areas in Greendale, Dillsboro, and Bright.	SICPDC, LifeTime Resources, City of Greendale, Town of Dillsboro, Dearborn County

	KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS	KEY PARTNERS
Tier 2: Active Supporting Projects	Aurora State Road 56 Annexation	Complete annexation of the State Road 56 corridor to Laughery Creek in order to provide utilities to Lighthouse Point Marina Housing Project. City performing surveying in 2024. Public hearings in 2025.	City of Aurora
	Dearborn County Owner Occupied Rehab Program	Rehabilitation of homes for low- and moderate income households. Applied but not awarded in 2024. Working on re-applying for program in 2025.	Dearborn County, SIRPC
	Dearborn County Single Family Residential TIF	To increase affordable workforce housing, utilize single-family residential TIF to underwrite appropriate projects in unincorporated areas of Dearborn County, including proposed projects in Bright and Kelso Township.	Dearborn County
	Dillsboro Serenity Pines Subdivision	Partner with the Serenity Pines developer to market and catalyze new home construction in the new subdivision.	Town of Dillsboro
	Greendale US 50 Multi-Family Development	In alignment with the 2024 Greendale Economic Development Master Plan, market and support redevelopment of US 50 properties for needed market rate multi-family housing and mixed-use development.	City of Greendale
	Housing Study Update	One Dearborn to complete an update of its 2019 Dearborn County Housing Market Analysis & Implementation Action Plan with new data and updated action items.	One Dearborn, Dearborn County Home Builders Association
	Lawrenceburg Durbin Plaza Senior Housing	Redevelop the Durbin Plaza site into needed senior housing co-located with the Dearborn Adult Center.	City of Lawrenceburg
	Lawrenceburg Owner-Occupied Rehab Program	Rehabilitation of homes for low- and moderate-income households in the City. Grant awarded in 2024. Construction will begin in 2025.	City of Lawrenceburg
	Lighthouse Point Marina Housing Project	New condominium development at the marina offering unique Ohio River views and boating/paddling lifestyle. Work will include annexation by the City of Aurora and utility service for the project and future expansion.	City of Aurora, Aurora Utilities

## PARKS & TRAILS

Dearborn County will enhance its existing parks to serve as community connecting points with expanded programming and extend our multi-use trail network to connect neighborhoods to local attractions, interconnect Dearborn County communities, and to make regional connections.

Table 4: Parks & Trails Projects

	KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
Tier 1: Stellar Pathways Projects	Bright Meadows Park Improvements	0.8 miles of new trail; Increased access to recreational facilities; Improved health and wellness; Community engagement and social inclusion; Increased property values; Environmental sustainability	Addition of amenities including wider trail, new nature trail, fitness trail, pickleball courts, inclusion playground, amphitheater, parking, and improved vehicle access.	Dearborn County Park Board
	Dillsboro Sidewalks	1.48 miles of new sidewalks; Improved pedestrian safety; Increased walkability; Health and wellness improvements; Accessible infrastructure; Increased downtown business foot traffic; Reduction in vehicular traffic	Initiate first phase of new and improved sidewalks in Dillsboro as recommended in the 2023 Dillsboro Bicycle and Pedestrian Master Plan.	Town of Dillsboro
	KEY ACTIONS, PROJECTS, OR PROGRAMS		NOTES/STATUS	KEY PARTNERS
Tier 2: Active Supporting Projects	Aurora Northside Trail	Using secured Next Level Trails grant funds, add 0.5 mile branch off the North Dearborn Trail under US 50 to Waterways Park, Aurora Community Park, and Sunnyside residential neighborhood. Engineering completed with CSX.		City of Aurora
	Bright Nights Concert Series	Continue monthly Bright Area Business Association concerts at Bright Meadows Park as programming to generate stronger community identity.		Bright Area Business Association
	Countywide Trails Master Plan	Develop a countywide master plan for trails addressing key gaps identified in the 2020 One Dearborn County Trails Report, refining the Bright Trails studies, and refining Dearborn Trail extension from Lesko Park in Aurora to Laughery Creek.		Dearborn County, One Dearborn, Tri-State Trails
	Dearborn County Parks and Recreation Master Plan	New five-year master plan for county park assets. Complete draft by November 2024. Complete final plan by April 2025.		Dearborn County Park Board
	Dillsboro North Street Plaza	Addition of hardscapes and a permanent stage at a Town-owned lot. Dillsboro submitted project for IDNR LWCF funding in 2024.		Town of Dillsboro
	Greendale Tiger Trail Extension	Follow the 2023 Greendale Trails Master Plan recommendation to extend the Tiger Trail to Lorey Lane and across US 50 to the Greendale Levee Trail.		City of Greendale
	North Dearborn Community Park Trail	Complete construction of a new loop trail at North Dearborn Community Park.		NDCP non-profit
	Trail Management Organization	As recommended in the 2020 One Dearborn County Trails Report, explore creating a regional trail district or entity that is solely focused on completing trails projects and ensuring trails remain sustainable assets.		One Dearborn, Tri-State Trails
	Oxbow Nature Conservancy Amenities	Add new human amenities at the Oxbow to increase visitors, including a new entrance, resting and observation benches around the Osprey Lake trail, and preservation of the natural ecosystem through removal of invasive species.		Oxbow Inc.



## DOWNTOWN REVITALIZATION

Our town centers are the core of our communities. We will encourage investment and redevelopment within these districts to enhance their role as live, work, and play destinations for locals and visitors alike.

**Table 5: Downtown Revitalization Projects**

	KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
Tier 1: Stellar Pathways Projects	Dillsboro North Street Streetscape	Enhanced aesthetic appeal and community identity; Improved pedestrian safety and accessibility; Increased walkability and connectivity; Increased foot traffic for downtown businesses; Increased property values	Transform and promote vibrancy of Dillsboro’s main street through consistent sidewalk design, new decorative lighting, crosswalk pavers, and other enhancements.	Town of Dillsboro
	Greendale Ridge Avenue Streetscape	Enhanced aesthetic appeal and community identity; Improved pedestrian safety and accessibility; Increased walkability and connectivity; Increased foot traffic for downtown businesses; Increased property values	Extend Ridge Avenue’s charming appeal to transform the southern Ridge Avenue gateway by investing in new sidewalks, decorative lighting, bump-outs, signage, and other enhancements.	City of Greendale

	KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS	KEY PARTNERS
Tier 2: Active Supporting Projects	Bright Master Plan	Development of a master plan for the developing commercial district in the unincorporated Bright area. To be funded and led by Dearborn County Redevelopment Commission.	Dearborn County, One Dearborn
	Dillsboro Local Façade Improvement Project	Complete the current downtown commercial and residential façade improvement matching grant program.	Town of Dillsboro, Dillsboro Main Street
	Dillsboro Masonic Lodge Restoration and Adaptive Re-use	Using incentive programs and historic preservation funding, market Indiana Landmarks-owned Dillsboro Masonic Lodge to a developer to create new commercial and residential space in downtown Dillsboro.	Indiana Landmarks, Town of Dillsboro, Dillsboro Main Street
	Greendale Downtown Public Plaza	Initiate the 2023 Greendale Main Street Downtown plan through new park space, property acquisition, and commercial building redevelopment to create a new entertainment district and community gathering space.	City of Greendale, Greendale Main Street
	Greendale Façade and Curb Appeal Program	Promote reinvestment in the southern Ridge Avenue neighborhood with a new façade matching grant program. Support residential property owners with a new curb appeal matching grant program.	City of Greendale, Greendale Main Street
	Greendale South Ridge Avenue Property Strategic Acquisition and Renovation Initiative	City and Greendale Main Street form a strategic partnership to acquire key properties to continue revitalization in the South Ridge Avenue neighborhood and other areas as identified. Greendale Main Street will use property acquisition strategy to create independent sustainability for the organization.	City of Greendale, Greendale Main Street
	Moore’s Hill Streetscapes	Improve downtown Moore’s Hill’s walkability and safety through projects identified in the 2025 Comprehensive Plan.	Town of Moore’s Hill

# PEOPLE & SERVICES

We will enhance the quality of life for residents at every stage of life by increasing educational attainment and expanding access to essential services, including emergency care, senior support, childcare mental health resources, and comprehensive health and wellness programs.

Table 6: People & Services Projects

	KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
Tier 1: Stellar Pathways Projects	Community Health Workers Program	Deploying certified community health workers into the community, improved access to healthcare for seniors, improved health and wellness of seniors	New program with staff to identify individuals in need of support, easily connect them with local healthcare resources, and ensure adequate follow-up.	LifeTime Resources
	Dearborn County Thriving Food System Initiative	An equitable and sustainable local food system, improved communication and coordination between local food producers and buyers or produce, better access to local food, educational programs about food, farmer mentorship program, food as medicine program	Local food systems partners will collaborate to advance projects and programs around community gardens, food as medicine, farm to schools, and new farmer support.	Food & Growers Association, SEI Community Gardens, Purdue Extension, St. Elizabeth Healthcare, Dearborn County 4-H

	KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS	KEY PARTNERS
Tier 2: Active Supporting Projects	Bright Area Business Association Programming	Continue BABA activity to support small businesses in Bright. Continue to enhance the Bright Nights concert series using a planned amphitheater at Bright Meadows Park.	Bright Area Business Association
	Building Blocks Targeting Child Care Centers	Offer enhanced child care center employee trainings targeting 0-3 year olds.	Building Blocks, United Way of Greater Cincinnati-Southeast Indiana
	Dearborn Community Foundation Countywide Emergency Services Plan	Complete planning initiative to identify long-term, sustainable solutions for providing adequate EMS and fire services across Dearborn County.	Dearborn Community Foundation, Dearborn County
	Dearborn County Talent Attraction Initiative	Grow population by improving a Dearborn County communities' brand/area awareness in the Cincinnati market.	Dearborn County CVTB, One Dearborn
	Preschool Readiness, Empowering Parents (P.R.E.P Pal's)	To enhance the work with 2-3 year olds to include instructional classes. Goal to serve 50 children.	United Way of Greater Cincinnati-Southeast Indiana
	SEI Community Gardens Expansion	Continue development and expansion of community gardens at Heart House and Greendale, including raised beds addition. Add new community gardens in Dillsboro and Bright. Support local food pantries with local produce.	SEI Community Gardens, Heart House, City of Greendale, Town of Dillsboro, Dearborn County
	St. Elizabeth Healthcare Community Health Needs Assessment	Complete the next three-year needs assessment. Implement projects and programming around equitable preventative care, primary care access, food security, health and wellness promotion, tobacco/vaping prevention, and behavioral and mental health. Implement regionally through partnerships.	St. Elizabeth Healthcare
	St. Elizabeth Healthcare Greendale Cancer Center and Hospital	Support St. Elizabeth Healthcare \$155 million hospital and cancer center campus project in Greendale. Cancer Center opened in 2024. 120,000 sq. ft. hospital planned completion and opening in 2027 with wide ranging medical service lines.	St. Elizabeth Healthcare, City of Greendale
	United Way Early Childhood Education Initiative	Increase childcare capacity and early learning through Building Blocks program engaging with local child care providers.	United Way of Greater Cincinnati-Southeast Indiana, Building Blocks, SEI READI
	United Way Lawrenceburg Community School Corporation FSSA Employer Sponsored Child Care Fund Early Education and Employer Cost-Sharing Program	Program to provide employer childcare slots at Lawrenceburg Community Schools Corporation. Expected implementation in 2025.	United Way of Greater Cincinnati-Southeast Indiana, Lawrenceburg Community School Corporation
	United Way Pre-K Partnerships Initiative	Reaching 2-3 year olds that are not enrolled in a preschool or childcare setting to help prepare them for kindergarten. Goal to have 200 children enrolled by 2026.	United Way of Greater Cincinnati-Southeast Indiana, Early Learning Indiana
	YES Home Improvements	Complete first floor renovations to allow for additional beds and transitional housing for young people at the YES Home at the old county farm.	YES Home

## ECONOMIC FUNDAMENTALS

Dearborn County will focus business attraction efforts on leveraging community assets, while engaging with existing businesses to understand their challenges and contributions. We will address the workforce needs of current and future employers through a long-term action plan informed by a thorough understanding of demographics, population shifts, transportation barriers, and unmet educational needs.

Table 7: Economic Fundamentals Projects

KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
<b>Tier 1: Stellar Pathways Projects - None</b>			
KEY ACTIONS, PROJECTS, OR PROGRAMS		NOTES/STATUS	KEY PARTNERS
Tier 2: Active Supporting Projects	Aurora Comprehensive Plan Update	Prepare updated comprehensive plan. Applied for planning grant in 2024 with award announcement in 2025.	City of Aurora
	Bright Area Business Association	Support growth of the organization with new small business support and creating community space for BABA-led events and functions.	Bright Area Business Association
	Bright Zoning Overlay	Create a zoning overlay district specific to the Bright area. Recommendations to come from the Bright Master Plan.	Dearborn County
	Community Development Corporation	One Dearborn to establish a community development corporation non-profit to help all municipalities and County catalyze economic and community development projects. Also to strengthen One Dearborn’s sustainability.	One Dearborn
	Dillsboro Western Dearborn County US 50 Corridor Plan	Conduct a joint town-county economic development master plan focusing on US 50 corridor land use and infrastructure.	Dearborn County, Town of Dillsboro
	Dearborn County Comprehensive Plan Update	Perform an update of Dearborn County’s Comprehensive Plan and future land use map in 2025. This update should include adoption of sub-area plans including Bright Master Plan and State Road 1 Corridor Plan.	Dearborn County
	I-74 Business Corridor Agriculture Strategy	Implement strategies around developing an ag labor force, expand food supply chain to connect with local consumers, increase livestock production, increase value-added processing of crops and livestock, improve broadband and transportation infrastructure, enhance regulatory policy environment for agribusiness and agriculture.	One Dearborn, I-74 Business Corridor
	Moores Hill Comprehensive Plan Update	Prepare updated comprehensive plan in 2025. Funded in 2024 and in process.	Town of Moores Hill
	One Dearborn Business Retention & Expansion Program	One Dearborn should continue meeting goals of interacting with local businesses in partnership with IEDC and community partners. Identified business information, challenges, and opportunities should be catalogued in One Dearborn’s CRM database.	One Dearborn
	SIRPC CEDS Update	Dearborn County to adequately engage in an update of the comprehensive economic development strategy for the nine-county Southeastern Indiana Regional Planning Commission region. Funded through USEDA and in process.	SIRPC, One Dearborn
	State Road 1 Corridor Plan Infrastructure Projects	Plan funded by SEI READI with READI 1.0. Plan has been presented to local planning boards. Dearborn County Redevelopment Commission considering land acquisition in Kelso Township.	Dearborn County, Town of St. Leon, Franklin County
	St. Leon Comprehensive Plan Update	Prepare updated comprehensive plan in 2025. Currently in process.	Town of St. Leon



## US 50 & TRANSPORTATION

U.S. 50 plays many critical roles in Dearborn County’s economy including welcoming visitors, establishing community identify, commuting residents to work, as a commercial freight corridor and for industrial opportunities. We will demonstrate a sense of urgency in developing long-term solutions to US Highway 50 traffic congestion that is hindering economic growth. Planning should be completed in the context of regional transportation resources and opportunities to connect residents to the places where they live, work and play.

Table 8: U.S. 50 & Transportation Projects

KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
<b>Tier 1: Stellar Pathways Projects - None</b>			
KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS		KEY PARTNERS
<b>Tier 2: Active Supporting Projects</b>	Dearborn County Bridges	Countywide replacement of 10 bridges, as well as 9 small structures and slides, through 2029.	Dearborn County
	Dillsboro US 50 Corridor and Gateway Enhancement	Upon completion of the US 50 J-turn project, focus on clean-up of 1.25 miles of degraded and overgrown highway corridor landscape. Construct gateway and wayfinding improvements to welcome people to Dillsboro.	Town of Dillsboro
	Greendale-Dearborn County Gateway Enhancement Phases 2 and 3	Greendale and CVTB have partnered on successful Phase 1 with 10-year agreement to remove litter, add planters, paint utility poles. Phase 2 to be implemented is landscaping the I-275 exit ramp corridor and Phase 3 is beautification and addition of “Welcome to Southeast Indiana” monuments on I-275 at the overpass. Phase 4 currently deemed unfeasible (pedestrian overpass and trails connection at U.S. 50/I-275 intersection.)	City of Greendale, Dearborn County CVTB, OKI Regional Council of Governments
	Greendale US 50 Belleview Drive	Reduce traffic congestion on Belleview Drive through the addition and realignment of lanes at the US 50 intersection.	City of Greendale, INDOT
	River Cities US 50 Congestion Solution	Inventory existing studies of US 50 and develop a plan to solve the congestion issues through the River Cities corridor. Intent is to solve this barrier to economic development in western Dearborn County through easier access.	Cities of Aurora, Greendale, Lawrenceburg, Dearborn County, OKI Regional Council of Governments
	West Harrison I-74 On-Ramp Safety Improvement	Due to increased semi traffic in the growing West Harrison TIF, lengthen the safety deficient acceleration lane on I-74 Eastbound. \$3.2 million project.	Dearborn County, OKI Regional Council of Governments
	West Harrison Transportation Infrastructure	Make road and site access improvements to support new and future industrial employer projects in the West Harrison TIF District. Moore Lane a \$1.1 million project.	Dearborn County

## TOURISM & CULTURE

Dearborn County is known for its natural setting along with its mixture of art, cultural and recreation attractions. We will build on these assets by reinvesting in our regional attractions. At the same time, we will encourage the creation of new complementary facilities.

**Table 9: Tourism & Culture Projects**

KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
<b>Tier 1: Stellar Pathways Projects - None</b>			
KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS		KEY PARTNERS
Tier 2: Active Supporting Projects	Aurora Boat Docks	Aurora identify funding and complete easements and construction of new seasonal transient boat docks on the Ohio River.	City of Aurora
	Aurora Riverfront Vision Plan	Continue implementing project sections from the 2016 Riverfront Vision Plan to capitalize on Aurora’s strategic location and views of the Ohio River. Seeking grant funding. City has already invested over \$100,000 into the riverfront development area.	City of Aurora
	Dearborn County Convention Visitors & Tourism Bureau and Main Street Marketing Partnerships	DCCVTB is collaborating with all Dearborn County Main Street organizations to enhance their marketing efforts to attract visitors and residents.	Dearborn County CVTB, Main Street Aurora, Greendale Main Street, Lawrenceburg Main Street, Dillsboro Main Street
	Greendale Main Street Public Art Initiative	Implement public art projects including painted crosswalks, utility box wraps, and murals.	Greendale Main Street
	Greendale New Hotel	Support the addition of a new hotel near the St. Elizabeth Greendale Healthcare Campus. Will additionally support tourism.	City of Greendale
	Lawrenceburg Riverwalk	Complete construction of the on-the-water park and restaurant space at the Lawrenceburg River Levee. Market as a regionally significant attraction.	City of Lawrenceburg
	Ohio River Way	Implement recommendations from the 2021 Ohio River Way River Town Review reports for Lawrenceburg and Aurora to support outdoor recreation related to the Ohio River, marinas, paddling, and collective regional marketing of Ohio River communities.	Ohio River Way, Dearborn County CVTB, One Dearborn
	Perfect North Slopes Tourism Cellular Infrastructure Project	Improve cell phone signal service at Perfect North Slopes for safety and convenience of guests.	Perfect North Slopes
	Southeast Indiana Convention & Visitor Bureaus Collaboration	Southeast Indiana Coffee Trail has expanded from 10 coffee shops to 20 for 2025 with seven visitor bureaus working together. This project brings tourists and residents to visit many towns.	Dearborn County CVTB

# INFRASTRUCTURE

The Dearborn County region will encourage investment in the infrastructure needed to support the community’s housing, trail, downtown, community attraction, economic development, workforce development and transportation goals. These investments include drinking water, sanitary sewer, stormwater, broadband and telecommunications infrastructure. Infrastructure priorities directly tied to a specific goal are covered in that representative portion of this plan.

Table 10: Infrastructure Projects

KEY ACTIONS, PROJECTS, OR PROGRAMS	COMMUNITY AND REGIONAL OUTCOMES	NOTES/STATUS	KEY PARTNERS
<b>Tier 1: Stellar Pathways Projects - None</b>			
KEY ACTIONS, PROJECTS, OR PROGRAMS	NOTES/STATUS		KEY PARTNERS
Tier 2: Active Supporting Projects	Aurora Exporting Street Improvements	Sidewalk, road improvements, and water line replacement through Community Crossings Matching Grant program.	City of Aurora
	Aurora Market Street Drainage	Storm drainage improvements to prevent flooding and deterioration of Market Street.	City of Aurora
	Dearborn County Regional Sewer District Lake Dilldear/Dillsboro Sanitary Sewer Extension	Extend sanitary sewer to the unserved Lake Dilldear neighborhood to spur revitalization. 2026 planned investment. \$4.0 million investment by Dearborn County through ARPA.	Dearborn County
	Dearborn County Regional Sewer District Guilford Wastewater Treatment Plant and Sewer Extension	Construct a new wastewater treatment plant serving the Guilford area and extend wastewater service to the unserved Guilford neighborhood. 2026 planned investment. \$4.2 million investment by Dearborn County ARPA.	Dearborn County
	Greendale North Nowlin Avenue Water Line	Replace and expand the water line serving the northern part of Greendale and unincorporated areas, including the Hidden Valley Lake community.	City of Greendale
	Greendale St. Elizabeth Hospital Infrastructure	Support development of the St. Elizabeth Greendale health care campus and surrounding development by addressing infrastructure needs.	City of Greendale
	Hidden Valley Lake Water Line Replacement	Identify funding and begin construction on system-wide VRUC water line replacement.	Hidden Valley Lake POA, Valley Rural Utility Company
	Lawrenceburg and Greendale Levee Recertifications	Lawrenceburg Conservancy District to pursue significant federal, state, and local funding for the estimated \$65M project for recertification of both levee systems. Environmental assessment is in progress as of 2024. Begin construction as soon as 2027 if successful in securing funding. Levee recertification is a significant business retention and expansion and downtown redevelopment issue.	Lawrenceburg Conservancy District, City of Greendale, City of Lawrenceburg, Dearborn County
	North Dearborn Water Authority Capacity Projects	Identify funding and begin construction of a new capacity line across I-74 and St. Leon storage and valve control.	North Dearborn Water Authority
	North Dearborn Water Authority Water Main Extensions	Complete construction of the County Line/Central/Post 464 water main extension. \$6.6 million investment.	North Dearborn Water Authority, SEI READI
St. Leon Wastewater Utility Reinvestment	Following recommendations in the State Road 1 Corridor Economic Development Plan, address system needs and upgrade wastewater conveyance capacity to support new development and utility customers.	Town of St. Leon	



# COMMUNITY PRIORITIES FOR STELLAR PATHWAYS



## GREENDALE

In Greendale, the primary goal through Stellar Pathways is to support implementation of the community's downtown master plan. When complete, Greendale's goals are:

### Stellar Project Goals:

- ★ Implement streetscape improvements to beautify and define the downtown district.
- ★ Develop a new downtown plaza to serve as a community gathering place and support downtown programming and events.
- ★ Construct structures in the greater downtown district.

### Desired Outcomes:

- ★ Support façade restoration for downtown businesses, including full expenditure of the current facade program funding.
- ★ Increase the number of residential properties renovated in or near the downtown district.
- ★ Encourage new businesses opening in the downtown district.
- ★ Host additional downtown events.

## DILLSBORO

Dillsboro's primary goal through Stellar Pathways is to implement key goals from the town's recent downtown revitalization plan and the town's bicycle and pedestrian plan.

### Stellar Project Goals:

- ★ Complete downtown streetscape improvements to define and connect the downtown district.
- ★ Complete at least half of the sidewalks recommended in the Bicycle and Pedestrian Plan.
- ★ Construct infill housing structures in the greater downtown district.

### Desired Outcomes:

- ★ Complete the North Street Plaza project (outside of the Stellar Pathways program.)
- ★ Support façade restoration for downtown buildings, including full expenditure of the current facade program.
- ★ Encourage new businesses openings in the downtown district.
- ★ Host additional annual downtown events.
- ★ Support the adaptive re-use of the historic Masonic Lodge building.

## BRIGHT:

The primary goal for Bright is to support and enhance the vitality of the greater Bright/Northeast Dearborn County area.

### Stellar Project Goals:

- ★ Complete key improvements at Bright Meadows Park including widening the trail, expanding the trail into undeveloped areas of the park, and constructing an amphitheater/events space at the park.

### Desired Outcomes:

- ★ Host new annual events at the park.
- ★ Support additional one-time events per year at the park.
- ★ Expand use of the park.

**See page 76 for project metrics.**



# CAPACITY

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Greendale 4th of July 5k, July 4, 2024  
Source: One Dearborn County*

“Great leadership and civic minded citizens working together to provide amazing opportunities for many different groups.”

-COMMUNITY MEMBER





# CAPACITY

## GOVERNANCE STRUCTURE

One Dearborn has established a multi-layered governance structure to ensure Stellar Pathways is executed on time, in budget, in compliance, and in a manner that best serves the residents of Dearborn County. Our team has been established to provide local capacity and understanding, while relying on established partnerships to supplement our teams where needed.

An overview of our strategy follows on the next page.



*Dillsboro Town Council Celebrates the Stellar Finalist Announcement  
Source: One Dearborn County*



## STELLAR COMMITTEE

- ★ Serves as our executive committee
- ★ Establishes the overall Vision and Big 8 Drivers
- ★ Reviews project selection to meet the Vision and Big 8 Drivers
- ★ Monitors Stellar Pathways to ensure projects meet the original intent, while meeting budget and schedule requirements.
- ★ Group will meet monthly during Stellar Pathways.

## ONE DEARBORN, INC

- ★ One Dearborn, Inc. is the county's local economic development organization, and provides staffing for county-wide quality of place and economic development initiatives.
- ★ One Dearborn, Inc. is a 501c6 non-profit organization which is reliably sustained through private sector investment and service agreements with Dearborn County local governments.
- ★ They will provide staffing for day-to-day coordination and reporting on Stellar Pathways Projects.
- ★ One Dearborn, Inc. has served in this role since the completion of the 2018 Plan, making the transition to Stellar Pathways leadership seamless.
- ★ Work will be overseen by Mike Perleberg, Executive Director.

## STELLAR PROJECT MANAGER

- ★ A Stellar Project Manager has been assigned to complete the coordination and reporting tasks for Stellar Pathways. This will be a position within the One Dearborn, Inc. organization.
- ★ This role will be to complete day to day coordination and reporting tasks throughout the duration of the program. They will serve as the primary point of contact with OCRA and state agencies, and will interface with the project execution teams from each community. This role also includes serving as the lead for ongoing public communications and engagement, including social media and website updates.
- ★ The member communities for Stellar Pathways have agreed to support One Dearborn, Inc. in funding the Stellar Project Manager position throughout the duration of the program.

## PROJECT TEAMS

- ★ For each project under Stellar Pathways, a Project Lead and support team has been identified.
- ★ Each project lead will be responsible for final scoping, design, funding, contracting, and all other work associated with the delivery of projects.
- ★ A summary of the project lead and supporting partners is included in the detailed project descriptions in Appendices C and D.

## SUPPORT TEAMS

- ★ The **Southeast Indiana Regional Planning Commission (SIRPC)** will serve as the CDBG grant administrator for this program. Led by Mary McCarty, the organization has eight certified CDBG grant administrators.
- ★ The **Southeastern Indiana Community Preservation and Development Corporation (SICPDC)** is a community housing development corporation serving Dearborn County and surrounding areas. This organization is experienced in administering HOME funds through IHCD.
- ★ **HWC Engineering** will provide program management services as needed to supplement One Dearborn's capacity. HWC has been part of the completion of five Stellar Communities programs in the past, and has significant experience working with OCRA, IHCD, INDOT, and IDNR programs.
- ★ The new **One Dearborn Community Development Corporation** is a private non-profit entity which will help catalyze economic and community development projects across the county. This entity is available to be used as a tool in project delivery, if needed.

## STELLAR COMMITTEE

The Stellar Committee, supported by One Dearborn Inc., forms the core of our dynamic team. The committee boasts a wealth of experience and expertise. Members include elected officials with a deep understanding of local issues, representatives from non-political organizations with a strong connection to the community, and experts in specific fields. This diverse mix of perspectives ensured the committee’s recommendations were well-informed and aligned with the region’s priorities.

Including elected officials from the participating communities, representatives from non-political organizations like the Chamber of Commerce and Main Street associations, and experts in key focus areas such as outdoor recreation and downtown revitalization.

Committee members played a crucial role in advocating for the Stellar Strategic Investment Plan within their communities. They regularly shared updates on public engagement, volunteer opportunities, project funding, budgeting, and necessary actions. Their input was invaluable throughout the process, ensuring the plan aligned with the broader regional needs.

A detailed profile of team member experience is provided on the following pages.



*One Dearborn Stellar Steering Committee Meeting, August 14, 2024  
Source: One Dearborn County*

# LEADERSHIP PROFILES

## VINCE KARSTETER (CO-CHAIR), MAYOR OF GREENDALE

Dr. A. Vincent Karsteter, DVM, is a veterinarian, civic leader, and current mayor of Greendale, Indiana. After earning his undergraduate degree from the University of Notre Dame in 1988, Dr. Karsteter pursued his veterinary degree at Purdue University's School of Veterinary Medicine, graduating in 1994. He went on to own and operate the Lawrenceburg Veterinary Clinic for 28 years, where he provided compassionate care to countless animals before retiring in April 2021. Alongside his veterinary career, Dr. Karsteter has long served the community through public office, initially as a Greendale City Council member from 2012 to 2023, followed by a role on the Greendale Redevelopment Commission in 2022 and 2023. Elected as Greendale's mayor in January 2024, he also serves as the city's acting manager, demonstrating his commitment to the city's growth, redevelopment, and well-being.

## DOUG BAKER, (CO-CHAIR) DILLSBORO TOWN COUNCIL PRESIDENT

Doug Baker, a dedicated public servant from Dillsboro, Indiana, brings over two decades of experience to his role as President of the Dillsboro Town Council, where he has served for four years. With a strong background in local governance, he previously served on the Ohio County Council for 20 years, contributing to the fiscal and strategic planning of the community. Baker's long-standing commitment to local government and strategic vision for Dillsboro are key assets in advancing the town's growth and revitalization efforts.

## JIM THATCHER, (CO-CHAIR) DEARBORN COUNTY BOARD OF COMMISSIONERS PRESIDENT

Jim Thatcher, President of the Dearborn County Board of Commissioners, is a seasoned leader with a background in IT and project management. A graduate of Aurora High School, Ball State University, and Cincinnati Technical College, Thatcher has a distinguished career at AT&T as a Lead Systems Engineer and Project Manager. In public service, he holds numerous key positions, including Director of the Community Mental Health Board, and membership on the Solid Waste Board, Juvenile Board, and Planning and Zoning Committee. His community involvement extends to being an active member of the Bright Lions, Bright Masonic Lodge 763, the Shrine Club,

and the Scottish Rite Valley of Cincinnati. A former Chairman of the Dearborn County Republican Party, Thatcher is recognized for his fiscal leadership, having successfully reduced county expenses by over \$1 million annually through implementing best business practices. His dedication to public service and community welfare underscores his commitment to Dearborn County's growth and well-being.

## MIKE PERLEBERG, EXECUTIVE DIRECTOR OF ONE DEARBORN ECONOMIC DEVELOPMENT

Prior to starting a career in economic development in 2019 with One Dearborn, Mike Perleberg was a local journalist in southeastern Indiana for 13 years following stories which included the region's economic opportunities and challenges. In his time with One Dearborn, the organization has directly shepherded commercial and residential projects representing a secured private investment of \$29 million in Dearborn County. Today, he is serving on the Indiana Economic Development Association Board of Directors, Ohio River Way Board of Directors, REDI Cincinnati Board of Directors, President of the I-74 Business Corridor, Secretary of Greendale Main Street, President of the Lawrenceburg Kiwanis Club, and the United Way of Greater Cincinnati-Southeast Indiana Action Council.

### Project Experience:

- ★ Guided the \$14 million Dyke Industries project through local incentives in the Dearborn County I-74 West Harrison Business Park.
- ★ Launched One Dearborn's formal business retention and expansion (BRE) program, with 21 site visits completed in 2023 and 30 projected in 2024; recognized by IEDC for state partnership.
- ★ Partnered with SE Indiana regional agencies to secure \$25 million in READI funds, with \$13 million directed to Dearborn County, leveraging nearly \$380 million in private investment.
- ★ Worked with I-74 Corridor and Purdue Center for Regional Development on an Agriculture Strategy; collaborating with Indiana partners on statewide Ag Strategy implementation.



## **GAGE PACE, STELLAR PROJECT MANAGER, ONE DEARBORN ECONOMIC DEVELOPMENT**

Gage Pace serves as the Stellar Project Manager for One Dearborn Economic Development, where he has been instrumental in driving community-focused initiatives since joining the organization in January 2022. In addition to his role at One Dearborn, Gage dedicated three years to Main Street Brookville as a volunteer and Vice President from 2020 to 2023, working to enhance local revitalization efforts.

### **Project Experience:**

- ★ Successes with Brookville Main Street for OCRA's HELP Program and PreservINg Main Street Program.
- ★ Successfully aided Dearborn County, Town of Dillsboro, and Town of Moores Hill in achieving Indiana Broadband Ready Community designation in 2023.

## **DEREK WALKER, TOWN MANAGER OF TOWN OF DILLSBORO**

Derek Walker, Town Manager of Dillsboro, Indiana, brings nearly a decade of dedicated service and experience in Dearborn County. Beginning his career as a planner with the Dearborn County Planning & Zoning Department, Derek developed a strong foundation in community planning and development. He went on to manage operations for the cities of Aurora and Greendale, before taking on his current role in Dillsboro. His extensive experience across multiple municipalities has equipped him with a deep understanding of local governance and strategic planning, making him a valuable leader for the town's growth and development.

### **Project Experience:**

- ★ He has worked on and completed a broad range of projects, entailing infrastructure and park projects using everything from Federal Highway Administration dollars, IDNR, INDOT, the Dearborn County Community Foundation, to the local Lawrenceburg Bond Bank.

## **NICOLE DAILY, DIRECTOR OF DEARBORN COUNTY PLANNING AND ZONING DEPARTMENT**

Nicole has been a citizen of Dearborn County for 24 years, and an employee of Dearborn County for 13 years, and also prior to employment with the County served on the Dearborn County Board of Zoning Appeals and

Dearborn County Comprehensive Land Use updates. Throughout those years has been active in the County's Zoning Ordinance updates, most recently making changes to the zoning districts which haven't been updated since zoning was initiated in the County in 1965, while also assisting in updates for communities of Dearborn County which include the Town of West Harrison and the Town of St. Leon.

### **Project Experience:**

- ★ Led successful initiatives in Dearborn County, including updates to the county's zoning ordinance and local zoning ordinances in St. Leon and West Harrison. She also served on the State Road 1 Plan Steering Committee and supported the development of the Dearborn County Parks Master Plan.

## **ERIC KRANZ, PRESIDENT/CEO DEARBORN COUNTY CHAMBER OF COMMERCE**

Eric Kranz serves as President and CEO of the Dearborn County Chamber of Commerce and Executive Director of the Southeast Indiana Chamber Foundation. During his 11-year tenure, Eric has led impactful initiatives such as the Southeast Indiana Women in Business Roundtable, Leadership Dearborn, the Maverick/DICE High School Challenge, and the COVID-19 Phase 2 Emergency Relief Grant. With a strong background in economic development, he has worked with key regional organizations like OKI, the Southeast Indiana Port Authority and the Lawrenceburg Bond Bank. Before joining the Chamber, Eric was a consultant at the Southeast Indiana Small Business Development Center, where he helped entrepreneurs drive millions in investments and create hundreds of jobs across the region. Mr. Kranz brings a wealth of community and economic development experience from across a ten county, multi-state region.

### **Project Experience:**

- ★ Eric has guided impactful initiatives like the Southeast Indiana Women in Business Roundtable, Leadership Dearborn, the Maverick/DICE High School Challenge, and the COVID-19 Phase 2 Emergency Relief Grant, each fostering community resilience and leadership. Through his work with entrepreneurs, he has driven millions in investments and created hundreds of jobs across the region, strengthening local economic growth.

## **RYAN GOODE, EXECUTIVE DIRECTOR FOR GREENDALE MAIN STREET, GREENDALE CITY COUNCIL MEMBER**

Ryan is a co-founder of Greendale Main Street and was elected to Greendale City Council in 2023. In 2022 Ryan led Greendale Main Street to become an Indiana Main Street accredited ODAN. He served on the team that brought fiber broadband internet to Greendale and worked for several years assisting the Mayor of Greendale with city communications. For over 20 years Ryan has led non-profit organizations across the county. He has served locally as a director for the Southeast Indiana Board of Realtors, Dearborn County CASA, and Boy Scout Troop 604.

### **Project Experience:**

- ★ As a co-founder of Greendale Main Street, Ryan led the organization to achieve Indiana Main Street ODAN accreditation in 2022, elevating local revitalization efforts. He also served on the team responsible for bringing fiber broadband internet to Greendale, enhancing connectivity and infrastructure for the community.

## **TIM DOLL, MANAGER OF PERFECT NORTH SLOPES, DEARBORN COUNTY COUNCIL MEMBER**

Tim Doll is a 30-year veteran in the hospitality and tourism industry, helping to grow Perfect North Slopes into a midwest destination attracting nearly 400,000 guests in a 90 day winter season. Outside of the winter, Tim is part of a team that has launched numerous quality of place and tourism projects such as restaurants, a 10-screen movie theater and operating the Lawrenceburg Speedway for more than 15 years. Tim has leveraged his skill set to help improve our community as a member of Dearborn County Council and the Dearborn County Convention and Visitors Bureau, and is passionate about improving our quality of place through strategic investment projects like our parks and trails, as well as master planning. Most importantly, Tim recognizes the power of what we can accomplish by working together with a well communicated and shared vision.

### **Project Experience:**

- ★ Tim has been instrumental in launching quality-of-place and tourism projects that enrich Dearborn County, leveraging his roles on both the County Council and the Dearborn County Convention and Visitors Bureau. He also served on a committee that successfully secured funding to enhance EMS services, reinforcing essential community safety and support.

## **GRANT ADMINISTRATOR**

## **MARY MCCARTY, EXECUTIVE DIRECTOR OF SOUTHEASTERN INDIANA REGIONAL PLANNING COMMISSION**

Mary McCarty began her career at the Southeastern Indiana Regional Planning Commission (SIRPC) in 1998 and became Executive Director in January 2022, focusing on community and economic development projects. Passionate about rural Indiana, she has helped numerous communities secure funding for infrastructure, housing, and quality of life initiatives. Mary holds a bachelor's degree in Agricultural Economics from Purdue University and is actively involved in local organizations, including serving on the Genesis Pathway to Success and Main Street Versailles boards.

### **Project Experience:**

- ★ SIRPC has spearheaded multiple regional initiatives to drive growth and connectivity, notably through the Strategic Economic Development Strategy (SEDS) update, which outlines a comprehensive vision for long-term development. SIRPC has made significant strides in improving broadband connectivity by identifying underserved areas and advocating for critical infrastructure upgrades to bridge digital divides. Additionally, SIRPC has delivered valuable economic development services, administering programs like READI and ORCA to channel resources, support local projects, and bolster community resilience across the region.



# FINANCIAL CAPACITY

Match commitments exceeding \$1,800,000 have been received from the following organizations:

- ★ Dearborn County Park Board
- ★ Dearborn County Council
- ★ Dearborn Community Foundation
- ★ Private donation for Bright Meadows Park
- ★ Dillsboro Town Council
- ★ Greendale City Council

In addition to the match commitments above, the Lawrenceburg Bond Bank has been a reliable bonding resource for local governments to fund public works projects over multiple budget cycles at low interest rates, although there is no revolving fund in Southeast Indiana or Dearborn County. It is expected local governments will use the Lawrenceburg Bond Bank to fill gaps in project budgets not covered by matching funds commitments.

Over 80% of the local match needed to fund the Stellar Pathways projects and programs has been committed. Because the final scope is still in progress on a few projects, the match amounts and responsible parties have not been finalized.

**Table 11: Match Commitments**

SOURCE	AMOUNT
Dearborn Community Foundation	\$50,000
Dearborn County Council	\$120,000
Dearborn County Park Board	\$150,000
Dillsboro Town Council	\$762,500
Dunevant Family	\$50,000
Greendale City Council & Redevelopment Commission	\$687,500
<b>Total</b>	<b>\$1,820,000</b>

*These amounts are firm match commitments. See Appendix H for the funding documentation letters.*





## PARTNERSHIPS & CAPACITY: WHY OUR REGIONALISM GOES BEYOND GAMING DOLLARS

State agencies and other communities may look at the One Dearborn County Stellar Pathways region and ask, “You have ‘casino money.’ Why can’t you pay for this on your own?”

In short, casino funds are not what they once were and the county has had to recently raise taxes to address rising expenses. But, we believe Stellar isn’t strictly about funding.

More importantly, it’s about driving a movement toward sustainable growth, transforming Dearborn County from a mere location on the map into a hub of regional development for all of Southeast Indiana. It is about increasing our countywide buy-in toward cooperation and collaboration to achieve an agreed upon vision across municipal boundaries that is resilient through the inevitable winds of political change.

Through One Dearborn’s 2018 Action Plan, we have done this work. Regardless of a Stellar designation, we will continue to do it because that’s what is necessary to achieve that sustainable growth, keep our schools and churches full and vibrant, and large and small businesses well-staffed and patronized. We’ll move forward together as local governments, local businesses, and local institutions.

Measuring the success against our 2018 Action Plan has given our region more confidence. We’re bolder these days. We desire a catalyst toward bold transformation of our region which past iterations of the Stellar program have been shown to provide in other communities.

Directly addressing the riverboat gaming funding question, certainly Dearborn County communities have been blessed with this stream of revenue which many other small towns do not enjoy. Specifically, revenue is received from admissions taxes levied on Hollywood Casino Lawrenceburg.

The City of Lawrenceburg receives funds directly through its development agreement with the casino operator. Over the years, Lawrenceburg has funded regional economic development projects, the Lawrenceburg Community Grant Program, and its own infrastructure and downtown revitalization. Lawrenceburg has leveraged its gaming funds as a match to other grant opportunities, many through OCRA, INDOT, and other agencies.

Dearborn County also receives direct riverboat funding, investing in fundamental responsibilities of a county government such as roads and bridges. In 2013 and 2017, the County completed construction on expansions of the county jail and courthouse, respectively, by paying cash with saved up gaming dollars to avoid bond interest.

### KEY FACTS ABOUT “CASINO MONEY”

- ★ Casino revenues are down considerably since the 2008 recession, but have stabilized.
- ★ Only Lawrenceburg and Dearborn County receive direct riverboat funding.
- ★ 25% of Dearborn County’s riverboat funds are allocated by population between Greendale, Dillsboro, St. Leon, Moores Hill, and West Harrison.

Since 1997, Dearborn County Council has honored an agreement sharing a quarter of the county’s portion of gaming dollars with all the county’s other cities (Greendale and Aurora) and towns (Dillsboro, Moores Hill, St. Leon, and West Harrison). The gaming dollars are distributed to communities according to their population. These small communities have utilized these dollars in a variety of ways, from funding infrastructure investment and public safety.

But as the Cincinnati region and Indiana casino gaming market has become saturated with competition over the years, these gaming dollars are not what they once were prior to the 2008 economic recession. Greendale, Dillsboro, and the County Government have taken notice of this and have taken responsible steps to reduce their budget dependency on gaming dollars. To illustrate this point, in 2018 the Dearborn County Council increased the County’s local income tax rate to 1.2 percent to fund public safety law enforcement needs. Then in 2023, the County again increased the local income tax by 0.2 percent to fund EMS services.

Similar to Lawrenceburg, our One Dearborn County Region partners seek to leverage their gaming revenues in partnership and alignment with State of Indiana programs such as those offered through Stellar Pathways. Having gaming dollars at our region’s disposal should add a degree of comfort to OCRA that our priority projects will be funded.

As our Stellar projects are completed, they will support local needs as well as aid OCRA in its identified key strategies of providing opportunities and programs focused on people and place-based investments and supporting economic growth and preservation in downtown and commercial districts.

Although riverboat funds here in Dearborn County do help with essential services and infrastructure needs, those are not things many people look at when deciding where they want to put down roots and call home. It is more often the tangible placemaking and cultural assets of a community which get noticed.

Our communities desire to retain and gain residents through the type of bold thinking and projects which the Stellar Pathways program requires.



# ENGAGEMENT PROCESS

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Engagement session with Greendale  
Middle School 6th grade students,  
September 5, 2024  
Source: One Dearborn County*

“[The County’s greatest strength is] the community support and engagement. As a transplant to Dearborn county I have felt very welcome and encouraged to be involved in the community.”

-COMMUNITY MEMBER



# ENGAGEMENT PROCESS

## INTRODUCTION

With over 1,000 residents engaged over 14 community participation events, it was abundantly clear that the people of Dearborn County are more than willing to show up and put in the effort to see this plan through. Over 1,600 comments were received from people that live in, work in, or visit Dearborn County over the five-month planning period. Stellar Pathways was also promoted to thousands of residents at community events, through social media, and via traditional media coverage. The entire public engagement process was guided and overseen by the dedicated steering committee, ensuring that the input collected was reflective of the broader community. After the completion of this plan, continuous engagement will be key to refining and advancing the goals of this investment plan.

Community engagement and outreach are fundamental to the success of long-range planning efforts in Dearborn County, ensuring that the voices of residents and businesses are heard, and their needs are understood. Involving the public early and often fosters transparency, builds trust, and garners the essential support required to implement plan recommendations effectively. By tapping into the unique insights of Dearborn County's rural and suburban communities, the planning process can more accurately reflect local priorities, such as preserving the character of local communities, supporting small businesses, and improving infrastructure.

See Appendix B for more information on community engagement results.

## ENGAGEMENT SNAPSHOT

- ★ **81 Stellar Week Attendees**  
★ Dillsboro, Greendale, Bright Workshops
- ★ **138 Participants at 11 Pop Up Events**  
★ Parades, concerts, schools, fairs, and organizations
- ★ **859 Online Survey Responses**  
★ 1,680 Survey Write-in Comments
- ★ **40 Open House Attendees**  
★ October 3
- ★ **20 Boards & Commissions Meetings**  
★ Updates to elected and appointed officials
- ★ **4,500 Video and Website Views**  
★ 2,500 video views and 2,000 website views



**Plus  
thousands  
more who  
learned about  
the Stellar  
Pathways at  
community  
events!**



## STELLAR WEEK

Stellar Week was conceptualized as a week of events August 19-23 to engage residents in the SIP process. It was advertised on the One Dearborn website and email blasts, Dearborn County Chamber of Commerce email blasts, via paid local media advertising, flyers, radio interviews, and on social media including short reel videos across city and town, Main Street, economic development and local influencer social media pages. A series of three workshops were held during Stellar Week in Dearborn County. One meeting occurred on August

19th in Dillsboro and two took place on August 22nd in Greendale and Bright. The intent of these meetings was to gather initial input on the vision and economic drivers of the plan. The strengths and needs of each area were discussed as well. Each meeting had 25-30 attendees, with 81 residents in total (not counting Stellar Committee members that participated and helped facilitate). At each workshop, attendees listened to a presentation about the Stellar process and then were asked to form groups to discuss questions.

### STELLAR WEEK KEY FINDINGS

#### VISION:

- ★ Generally supported
- ★ Debate on if small town “charm” is the appropriate term
- ★ Like the focus on being a gateway, but don’t want to center on Cincinnati
- ★ Include areas other than just Dillsboro
- ★ Less river focus is needed as Stellar participating communities

#### ECONOMIC DRIVERS:

- ★ Housing – some progress, but much more is needed
- ★ Trail Connectivity – there are plans, but not enough action
- ★ Downtown Redevelopment – Good in cities, but not every community has a downtown today
- ★ Tourism & Culture – Good, lots of events and things to do
- ★ Business retention and attraction – Doing better, good progress in the last few years
- ★ Workforce Development – Flat progress, need to better connect schools and businesses
- ★ U.S. 50 & Transportation – Traffic is a problem still, especially around U.S. 50, need better connectivity overall
- ★ Infrastructure – Improved, broadband access could be improved in some areas of the County

#### DILLSBORO DISCUSSION:

- ★ Need more connectivity, sidewalks
- ★ Need for emergency services
- ★ North Street Plaza would be a good project
- ★ Façade improvements, neglected properties need help

#### GREENDALE DISCUSSION:

- ★ Need housing for all phases of life
- ★ Need more amenities for tourism attraction, recreation
- ★ Increased utility infrastructure needed

#### BRIGHT DISCUSSION:

- ★ Need more community recreation facilities
- ★ Need to expand amenities at Bright Meadows Park
- ★ Need better emergency services
- ★ Streetscapes could be improved



Dillsboro Stellar Week Workshop, August 19, 2024



Greendale Stellar Week Workshop, August 22, 2024



Bright Stellar Week Workshop, August 22, 2024

## POP-UP EVENTS

Additional pop-up meetings were held throughout the planning process with various groups in the County. The meetings were included the Dearborn County Home Builders Association on August 15th, the Dillsboro Main Street Concert Series on August 17th, the Dearborn County Leadership Class on August 20th, and the Sixth Grade Students at Greendale Middle School on September 5th, East Central Middle School on September 18th, Dillsboro Elementary School on September 19th.

There were 122 total participants. The meeting format for each was similar to those done during Stellar Week.

At various community events throughout the County, short 4 question surveys were conducted as well. This occurred at the Bright Community Parade on July 27th, the Dillsboro Main Street Concert Series on August 17th, Dillsboro Days and Craft Fair on September 21st, and the Greendale Main Street Rock the Block event on October 12. Forty-five responses were collected.

### POP-UP EVENTS KEY FINDINGS

- ★ Strengths are location, desirability, parks, entertainment
- ★ Important things to be addressed: Infrastructure, housing affordability, beautification, small business support
- ★ Would like to see more rentals and multi-family, mental health services



*Stellar Pathways Being Promoted at the Greendale 4th of July 5k, July 4, 2024*

*Source: One Dearborn County*



*Stellar Pathways Presentation to the Dearborn County Leadership Class, August 20, 2024*

*Source: One Dearborn County*



*Stellar Pathways Workshop with Students at the Greendale Middle School, September 5, 2024*

*Source: One Dearborn County*



*Stellar Pathways Surveys at the Dillsboro Main Street Summer Concert Series, August 17, 2024*

*Source: One Dearborn County*

## SURVEY

An online survey was conducted from August 8, 2024, through September 3, 2024, and received 859 responses. 1,680 write in responses were received as part of the survey. The survey was available on the One Dearborn County website (<https://1dearborn.org/stellar>). Over 92% of responses were from residents with 31% from those that live and work in the county. Almost 28% live in Greendale, 17% in Dillsboro, and 12% in unincorporated Dearborn County. 35% are between the ages of 25-44. The highest rated feature of the county was public education and the lowest was job opportunities. The majority of respondents agree with all parts of the vision statement. Housing was ranked the highest priority for investment and infrastructure the lowest.

### SURVEY KEY FINDINGS

#### VISION STATEMENT CONSIDERATIONS:

- ★ Concern about Overdevelopment and Urbanization: Respondents want to ensure that the community's small-town appeal is protected and shared, concerns about replicating nearby urban sprawl (e.g., "Colerain Avenue / Harrison Ohio").
- ★ Preservation of Rural Character: Many respondents wish to maintain the peaceful, rural nature of the area, resisting development near their homes. They moved to the area for its serenity and don't want it to become too populated or urbanized.
- ★ Infrastructure Needs: Respondents highlight the need to improve local infrastructure, including roads (e.g., US 50), broadband, utilities, and housing. They suggest extending existing infrastructure to support growth.
- ★ Community Services and Amenities: Some suggest development that appeals to all ages, including recreational facilities (concert venues, splash pads, bike trails) along the river. There's also mention of the need for essential services like medical care, fire, EMS, and police resources.
- ★ Economic Growth and Jobs: There is a clear desire for economic growth, with calls for attracting employers that provide middle-class jobs.

#### ECONOMIC DRIVERS CONSIDERATIONS:

- ★ Transportation and Infrastructure
  - ★ Connectivity: Enhance bike paths and pedestrian trails.
  - ★ Infrastructure: Focus on infrastructure improvement including better road conditions and alternative exits for major highways.

#### ★ Community Services

- ★ Emergency Services: Expand and enhance emergency services, including fire and EMS coverage across the county.
- ★ Senior Support: Increase support services for seniors.
- ★ Recreational Facilities: Develop and expand recreational facilities and family-friendly activities.

#### ★ Economic Development

- ★ Business Attraction: Diversify the local economy by attracting a range of businesses.
- ★ Workforce Development: Invest in education and vocational training to enhance the local workforce and provide middle-class job opportunities.

#### ★ Public Safety and Health

- ★ Food Security: Improve food security through support for local agriculture and farmers' markets.
- ★ Health Services: Enhance access to health services and address drug-related issues in the community.

#### ★ Housing

- ★ Affordable Housing: Expand housing options, including affordable and senior housing.

#### ★ Environmental and Aesthetic Concerns

- ★ Public Spaces: Maintain and improve public parks and green spaces to enhance community aesthetics and quality of life.

#### ★ Preservation & Quality of Life

- ★ Community Character: Balance growth with preserving the peaceful, rural character of the area. Avoid overdevelopment and align new projects with community values.



# BIG IDEAS OPEN HOUSE

A public open house was held on October 3, 2024, to present preliminary findings to the community. This included infographics that summarized initial input received, preliminary project scoping, and a summary of how projects were identified.

Over 40 attendees were at the event, and feedback was overwhelmingly supportive of the Vision, Big 8 Drivers, and preliminary project recommendations. Key observations made included:

## BIG IDEAS OPEN HOUSE KEY FINDINGS

- ★ Attendees were generally supportive of the proposed projects and programs
- ★ The community health worker and historic building preservation received the most agreement of the additional programs
- ★ Senior housing was supported, but more mixed feedback was given for the infill housing programs



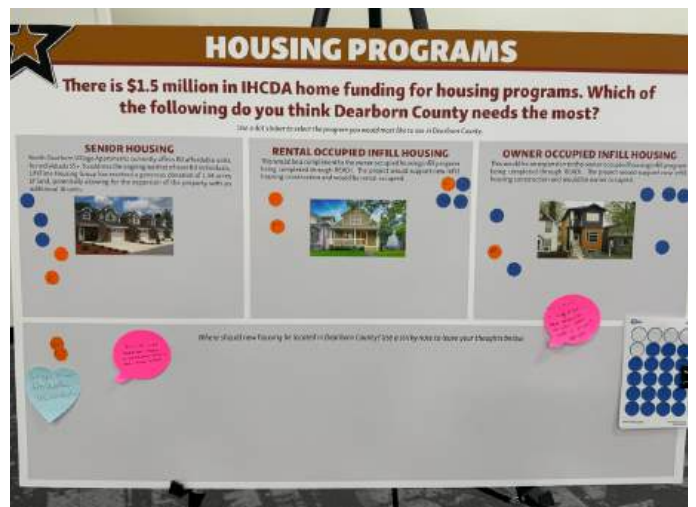
Big Ideas Open House, Greendale Middle School, October 3, 2024



Big Ideas Open House, Greendale Middle School, October 3, 2024



Big Ideas Open House, Greendale Middle School, October 3, 2024



Big Ideas Open House, Greendale Middle School, October 3, 2024

# VIDEO AND ONLINE ENGAGEMENT

## ONE DEARBORN COUNTY STELLAR WEBPAGE

Visit [www.1dearborn.org/stellar](http://www.1dearborn.org/stellar). We published this webpage very quickly after our region became a finalist for this round of the Stellar Pathways program in June 2024. In addition to an overview of the program, all materials from the One Dearborn County region's letter of intent were published for citizens to view. Many updates have been added to the website, including the monthly update videos, reel videos, engagement events, information for requesting steering committee members to meet with community groups, and Open House event boards. The webpage has so far garnered more than 2,000 pageviews since it debuted. It is expected this webpage will remain the central public repository for Stellar information through and beyond project execution in the coming years.



One Dearborn County Stellar Webpage

## MONTHLY STELLAR PLANNING PROCESS UPDATE VIDEOS

Our steering committee believed professionally produced videos would be key to increasing public awareness and understanding of the Stellar planning process in Dearborn County. One Dearborn Economic Development had collaborated with Nobbe Productions, an Indianapolis-based video producer, to create videos for community marketing in recent years. The steering committee agreed to partner with Nobbe Productions to produce 2-3 minutes monthly video recaps and a One Dearborn County "hero" video upon SIP completion. Nobbe Productions shot many interviews, engagement meetings, events, local places, and more. As monthly videos were completed, they were published on the [www.1dearborn.org](http://www.1dearborn.org) website, social media, and local media.

In addition to the monthly Stellar process update videos, One Dearborn Economic Development produced in-house short social media "reel" or Tiktok videos to promote public engagement opportunities and our online community survey. These were also published to [www.1dearborn.org/stellar](http://www.1dearborn.org/stellar) during applicable timeframes for the video content.

August Update Video

[https://www.youtube.com/watch?v=aOv4\\_yOBmOM](https://www.youtube.com/watch?v=aOv4_yOBmOM)  
919 Views



Introduction Video

<https://www.youtube.com/watch?v=gOrfg6zUNHU>  
977 Views



Open House Video  
<https://www.youtube.com/watch?v=9c6G1qagOBk>  
336 Views



Survey Video  
<https://www.youtube.com/shorts/7N7xO4RvrBI>  
226 Views



Workshops Video  
<https://www.youtube.com/shorts/LUaTeTBLhI>  
109 Views





## LOCAL GOVERNMENT MEETINGS

To help keep key decision makers on our planning process, proposed projects, and matching funds expectations, staff of One Dearborn economic development and other steering committee members attended at least one meeting each month of pertinent local government boards. Briefs were presented with accompanying printed information and questions were answered for these elected and appointed leaders. A total of 20 update presentations were provided, including:

- ★ Dearborn County Board of Commissioners (4)
- ★ Dearborn County Redevelopment Commission (4)
- ★ Dearborn County Council (1)
- ★ Dillsboro Town Council (4)
- ★ Dillsboro Redevelopment Commission (1)
- ★ Greendale City Council (2)
- ★ Greendale Redevelopment Commission (4)

Additionally, steering committee members presented recurring Stellar Pathways updates to boards of Dearborn County Convention Visitors & Tourism Bureau, Bright Area Business Association, Greendale Main Street, and Dillsboro Main Street.

## OVERCOMING CHALLENGES IN ENGAGEMENT

We completed a layered engagement strategy that combined both in-person events and online engagement to ensure we reached a wide cross-section of Dearborn County's population. This strategy allowed us to engage with various demographics in meaningful ways. We connected with youth by visiting schools, reached young families by attending community events, and gathered insights from a broad range of community leaders. This comprehensive approach ensured we captured diverse perspectives throughout the planning process.

Additionally, our efforts extended to residents across the county. We held events in each part of the county, making participation accessible to people in different areas. The results from our survey further confirmed that we successfully engaged a mix of young and old residents, with feedback coming from each part of Dearborn County. This geographic and demographic diversity was crucial in shaping a plan that truly reflects the needs and aspirations of the entire community.

Through this engagement, we achieved a true consensus on the vision and key drivers for the plan. The feedback we received has given us the confidence to move forward with implementation, knowing that the plan aligns with the community's priorities. In the end, our engagement efforts were a tremendous success, providing the foundation we need to take the next steps in shaping the future of Dearborn County.



Disllboro Stellar Week Workshop, August 19, 2024  
Source: One Dearborn County



# RESULTS

After making thousands of residents aware of Stellar Pathways and gathering direct feedback from over **1,000** local voices, we found significant alignment with the region’s vision. The public **largely supported** the vision statement, with only minor revisions made based on the input received. One of the key suggestions was to emphasize Dearborn County’s overall **location as a strategic asset**, rather than focusing on its location relative to Cincinnati. Additionally, feedback noted that not all parts of the county are adjacent to the river, prompting an update to ensure the vision accurately reflects this.

We also revised our 2018 Big 8 Drivers to better align with today’s needs. One of the significant updates involved expanding the focus of what was previously called “Trail Connectivity” to **include parks**. Based on public input, it became clear that the community values all forms of outdoor recreation, not just trail systems, leading to the revised driver, now titled “Parks & Trails.”

Another important addition was the focus on **“People & Services.”** Feedback underscored the importance of addressing educational attainment, childcare, emergency services, health, and wellness in the community. In response, we introduced **a new driver** that reflects these concerns and emphasizes the need for comprehensive support in these areas.

Lastly, the need for better job opportunities was a recurring theme in the feedback. While the previous economic drivers primarily focused on specific areas of economic development, the revised “Economic Fundamentals” driver expands the scope to include not only economic growth but also the attraction of new businesses and support for small businesses, ensuring a **well-rounded approach to economic progress**.



*Interactive Stellar Workshop with Dillsboro Elementary School, Sixth Grade, September 19, 2024  
Source: One Dearborn County*

# COMMUNICATION PLAN

## STRATEGIES FOR ONGOING COMMUNITY ENGAGEMENT

As One Dearborn County embarks on the next phase of our Stellar journey, we acknowledge that community engagement must continue to be a priority. Accordingly, we have established the following communication framework. Many of these practices will be continued from the SIP development process. Each of these activities is designed to keep the community informed, engaged, and excited about the Stellar Pathways projects, ensuring transparency and continued momentum throughout the implementation process.

Table 12: Communication Plan

ACTIVITY	DESCRIPTION	FREQUENCY	RESPONSIBILITY
Stellar-Bration	Host a celebration to honor the community's hard work and dedication throughout the Stellar Pathways process and to commemorate this significant achievement	Once, following the award announcement	Stellar Committee, Project Manager, Project Teams (Bright, Dillsboro, Greendale leadership)
Stellar Pathways Launch Open House	Host an open house to launch the Stellar Pathways implementation Process	Once, following the award announcement	Stellar Committee, Project Manager, Project Teams (Bright, Dillsboro, Greendale leadership)
Stellar Pathways Projects Open House	Host an open house to present updated project scopes and timelines after meetings with agencies	Once, after detailed SIP reviews	Stellar Committee, Project Manager, Project Teams (Bright, Dillsboro, Greendale leadership)
Quarterly Updates	Host quarterly update meetings to provide progress reports on Stellar Pathways projects	Every three months, rotating between Bright, Greendale, and Dillsboro	Project Manager, Project Teams (Bright, Dillsboro, Greendale leadership)
Maintain Website	Maintain and update a dedicated webpage at <a href="http://www.1dearborn.org/stellar">www.1dearborn.org/stellar</a> for Stellar Pathways project updates, budget tracking, and educational content	Monthly updates, or as new information becomes available	Project Manager, Website Partner
Social Media Engagement	Use social media platforms to maintain awareness of the Stellar Pathways program and SIP including, Steering Committee vlog updates, appearances at Council meetings, and interviews with local media outlets	Bi-weekly social media posts, monthly vlog updates, and regular email blasts to 450+ stakeholders	Project Manager, Social Media Partner

# LEVERAGING THE STELLAR DESIGNATION FOR MARKETING PURPOSES

Leveraging the Stellar Pathways designation for marketing purposes presents an excellent opportunity to elevate Dearborn County's profile within the Greater Cincinnati area and beyond. Dearborn County has long marketed itself as "close to the Queen City," due to its proximity to Cincinnati—just 20 minutes from the city center and 15 minutes from the Cincinnati/Northern Kentucky International Airport (CVG). However, while the county enjoys these logistical advantages, it has not yet fully capitalized on the success seen by other Cincinnati suburbs. The Stellar designation could be a game-changer, validating the county's potential and enhancing its appeal to both businesses and residents.

Dearborn County and Southeast Indiana offer distinct benefits that make the area highly competitive. These include the region's strategic location, a high-quality and abundant workforce, lower cost of land, and streamlined permitting processes. Additionally, strong incentives, low taxes, and Indiana's business-friendly environment make the county an attractive option for businesses looking to relocate or expand. For residents, Dearborn County offers a blend of rural charm, outdoor recreational opportunities, and an exceptional quality of life, balancing the peace of a rural lifestyle with easy access to urban amenities.

The Stellar Pathways designation further strengthens this narrative, allowing Dearborn County to promote itself as the "Southeast Indiana Gateway," a key connector between Indiana and the Cincinnati metropolitan area. A targeted marketing campaign will emphasize the county's outdoor recreation, its tight-knit and charming communities, and its focus on business retention, expansion, and attraction. By launching a comprehensive marketing initiative, the county can drive awareness of these benefits, attract new residents, and boost business investment, positioning Dearborn County as a prime location for both living and working in the greater Cincinnati region.

Dearborn County ready to become 'Stellar'

Wednesday, July 10, 2024 02:45 PM EDT  
By Alex Brown

Listen to this story  
This audio file is brought to you by RALLY

0:00 3:57 Speed 1.00

(photo courtesy of One Dearborn County)

GREENDALE, Ind. - Last month, the Indiana Office of Community and Rural Affairs announced that Dearborn County is one of four regional finalists for the 2024 Stellar Pathways program. The program—formerly known as Stellar Communities—will select two regions...

Take the Dearborn County Stellar Pathways survey!

Stellar Week kicked off with great ideas in Dillsboro on Monday!

Great ideas around small business support, affordable housing, downtown revitalization, safety, the arts, and walkability were offered up at the first Stellar Week activity in Dearborn County on Monday. The One Dearborn County team held a Stellar 'N' Workshop at the Dillsboro Civic Center, with local leaders and everyday citizens coming together to discuss needs and strategies to help our cities and towns thrive.

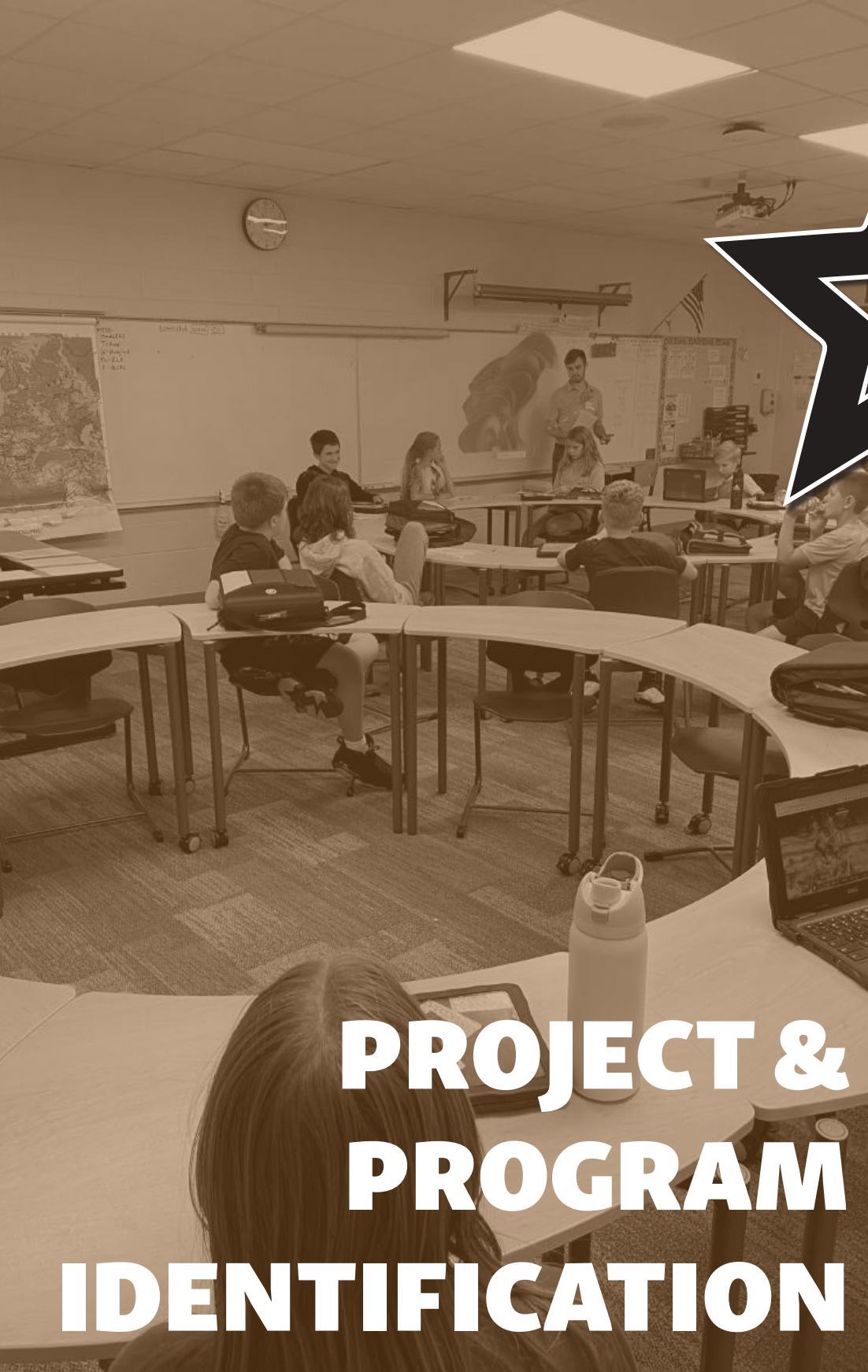
Besides helping communities identify a shared vision for what they want...

Dillsboro Workshop: August 19, 4:00 PM - 7:00 PM 47028  
Greendale Workshop: August 22, 5:00 PM - 6:00 PM 47025  
Bright Workshop: August 22, 7:00 PM - 8:00 PM

These workshops are open to all community members and are a valuable opportunity for residents to voice their opinions on the county's future. Each session will focus on a specific topic and be completed by November 7, 2024.







# PROJECT & PROGRAM IDENTIFICATION

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

East Central Middle School Sixth Grade  
Class, September 18, 2024  
Source: One Dearborn County

“Public and private investment well-placed  
alongside government funding sources in a  
way that links specifically to a quality plan [is  
missing to help the County thrive].”  
-COMMUNITY MEMBER



# PROJECT & PROGRAM IDENTIFICATION

## PRIORITIZATION PROCESS

The project selection process for Dearborn County followed a structured approach to ensure alignment with both community feedback and available funding sources. Initially, feedback was gathered on the overarching vision and the Big 8 Drivers, which are key economic and community development priorities. Based on this input, revisions were made to both the vision and the drivers to better reflect community aspirations and priorities. With this updated framework, the team examined which economic drivers could be realistically influenced by the available funding sources.

Through careful analysis, clear alignment was found between the highest-priority economic drivers and the funding sources. This allowed for the matching of specific projects to economic drivers, ensuring that there was synergy between the two.

Many of the projects identified in this process had been noted in previous planning initiatives, such as the Dillsboro Downtown Plan, Greendale Downtown Plan, and the Dearborn County Parks 5-Year Master Plan. Scoping reports and feasibility evaluations were then conducted for each project to assess their viability and potential impact.

From this pool of potential projects, priority was given to those that supported the highest-impact economic drivers and were eligible for funding. These preliminary projects were presented at a public open house to solicit feedback from the community. Based on this input, further revisions were made, and the finalized projects were incorporated into the SIP, ensuring that the selected projects not only addressed key economic drivers but also had broad community support.



*Preliminary Project Scopes Were Presented for Input at the Big Ideas Open House, Greendale Middle School, October 3, 2024*

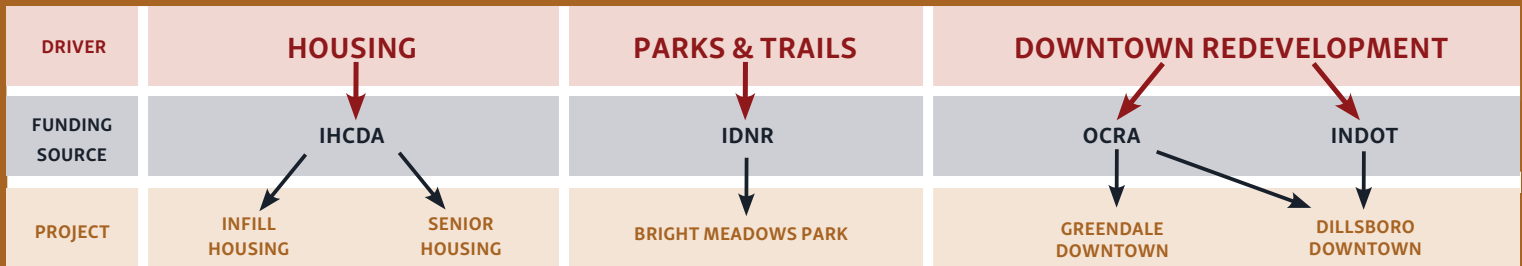


Project Identification Process

**STEP 1: WE LOOKED AT FUNDING SOURCES THAT WOULD BEST SUPPORT THE BIG 8 DRIVERS.**

Drivers:	Housing	Parks & Trails	Downtown Redevelopment	Tourism & Culture	Economic Fundamentals	US 50 & Transportation	Infrastructure	People & Services
Funding Sources:	OCRA	✓	✓	✓	X	X	✓	X
	IHCDA	✓	X	X	X	X	X	X
	INDOT	X	✓	✓	X	X	✓	X
	ISDH	X	X	X	X	X	X	✓
	IDNR	X	✓	X	X	X	X	X
	ISDA	X	X	X	X	X	X	✓

**STEP 2: WE THEN MATCHED THE DRIVERS TO FUNDING SOURCES AND PROJECTS. WE EMPHASIZED PROJECTS IN HOUSING, PARKS & TRAILS, AND DOWNTOWN REDEVELOPMENT CATEGORIES BASED ON THE PRIORITIES FROM THE COMMUNITY SURVEY AND THE ALIGNMENT WITH AVAILABLE STELLAR FUNDING SOURCES.**



**STEP 3: PRELIMINARY PROJECT SELECTIONS WERE PRESENTED TO THE PUBLIC FOR INPUT AT OUR BIG IDEAS OPEN HOUSE. THE COMMUNITY AFFIRMED THE SELECTIONS, AND WERE EXCITED TO SEE THAT PROJECTS RECOMMENDED DURING PREVIOUS PLANNING WORK WERE ABLE TO MOVE FORWARD.**

**FEASIBILITY WITHIN THE FOUR-YEAR TIME FRAME**

Demonstrating feasibility within the four-year time frame has been a key consideration throughout the project selection process. A comprehensive review of each project has already been completed to assess both their practicality and alignment with the community’s strategic goals.

Most of the selected projects are well within scope to be executed without major delays, as they do not require right-of-way (ROW) acquisitions or similar time-consuming activities. In the case of the Greendale project, there is potential for additional property acquisition to expand the scope, but this remains an optional future phase and does not impede the project’s immediate feasibility.

# PROJECTS & PROGRAMS

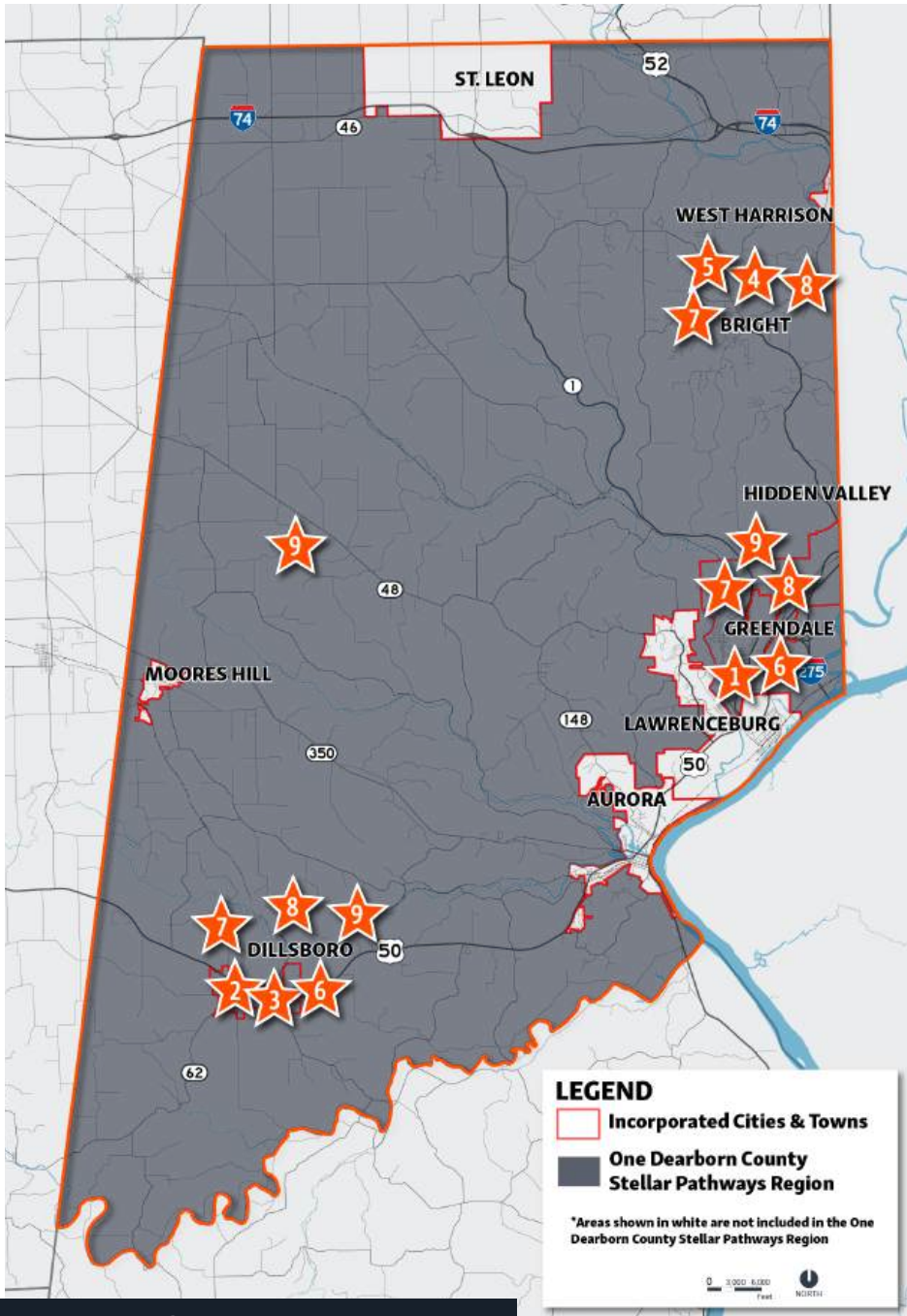


Figure 5: Projects Locations Map

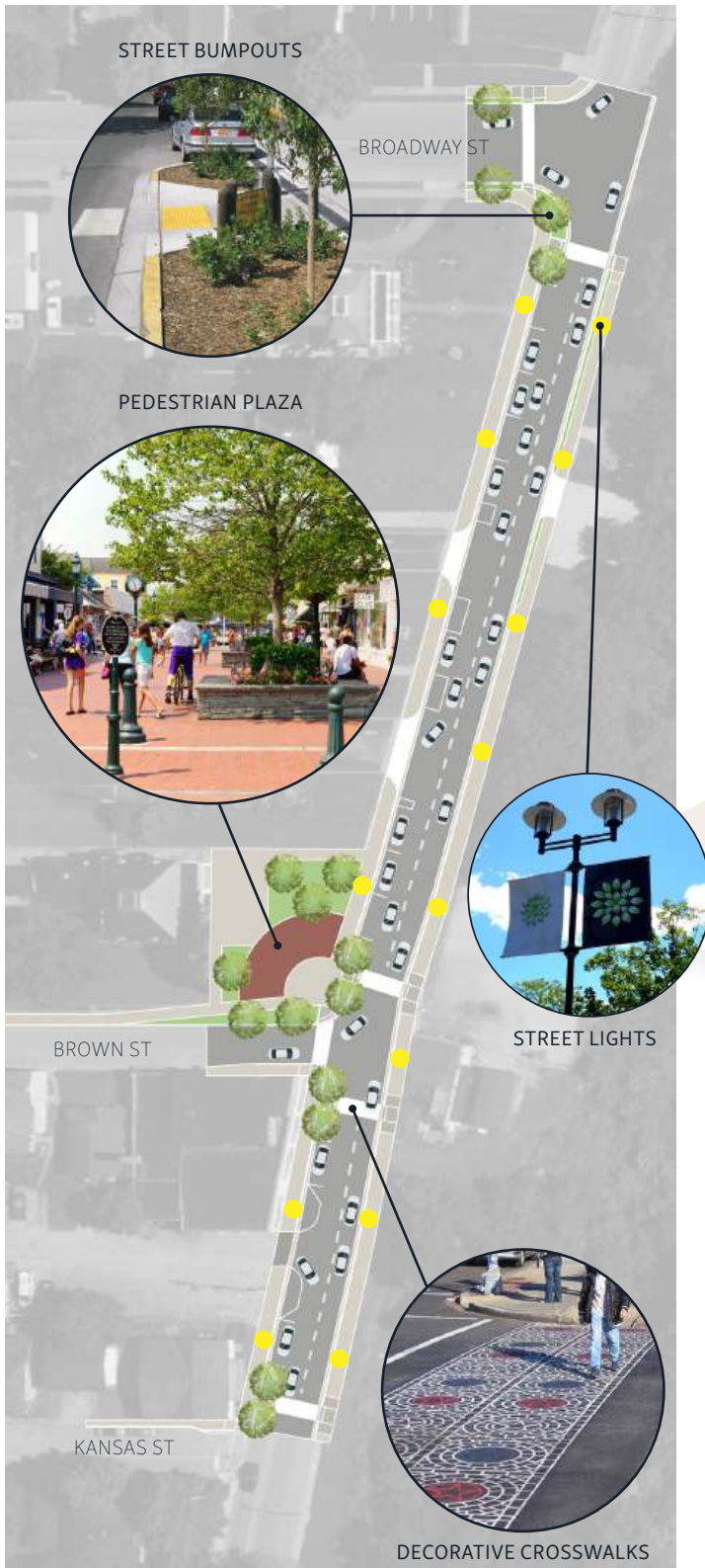
## Projects:

1. Greendale Downtown – Ridge Avenue Streetscape
2. Dillsboro Downtown – North Street Streetscape and Public Park/Plaza
3. Dillsboro Downtown – Community-Wide Sidewalk Project to Implement Bike-Ped Plan
4. Bright Meadows Park Improvements
5. Lifetime Housing Group – North Dearborn Village Senior Apartments Expansion

## County-Wide Programs:

6. Dearborn County – Renter-Occupied Infill Housing Program
7. Dearborn County Thriving Food System Initiative
8. Lifetime Resources – Health Worker Program
9. Historic Building Preservation

# GREENDALE DOWNTOWN – RIDGE AVENUE STREETScape



Source: Greendale 2023 Preservation and Main Street Development Plan

## DESCRIPTION:

When complete, this project will significantly improve the streetscape along Ridge Avenue, supporting the vision outlined in Greendale’s 2019 Comprehensive Plan and further defined in the 2023 Greendale Main Street Preservation and Development Plan. The scope of work includes several key enhancements, such as upgrading the downtown streetscape on Ridge Avenue between Broadway and Kansas Streets, widening sidewalks, installing decorative street lights with hanging planters and banners, planting street trees, and adding bump-outs and curb extensions. Additionally, delineated on-street parking will improve both the aesthetics and functionality of the area, making it more pedestrian-friendly.

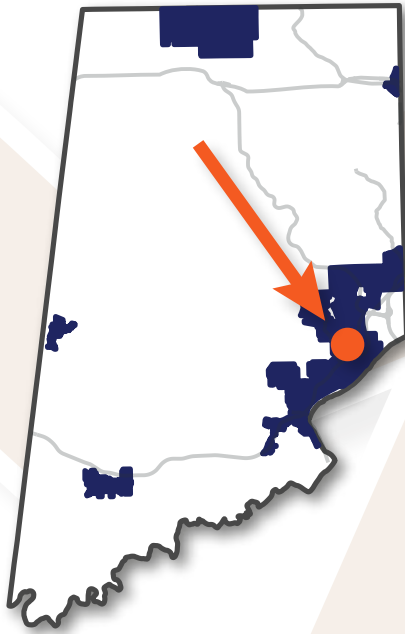
This project has been identified as a key component in the 2023 Greendale Main Street Preservation and Development Plan, addressing the critical need for reinvestment in the downtown district. The goal is to create a walkable, attractive destination that supports local businesses, restaurants, and retail outlets outside of the heavily trafficked US 50 corridor. To further support this initiative, several planned investments are being made, including targeting Stellar infill housing in the nearby Kansas and Brown Street neighborhoods, committing \$7.5 million in future TIF revenues from recent business investments to the district’s revitalization, acquiring and redeveloping key buildings in the area, and launching a local matching grant facade program to encourage improvements by property owners. These efforts will help transform the district into a vibrant, sustainable hub for the community.

## DESIGN CONCEPT: RIDGE AVENUE





## LOCATION MAP: **GREENDALE**



## PROJECT AREA MAP



### STELLAR PATHWAYS GOALS ALIGNMENT:

Enhancing Quality Of Place

### ENGAGEMENT:

Greendale citizens and stakeholders were involved in the formation of two plans addressing improvements in the southern Ridge Avenue neighborhood: the city's current Comprehensive Plan and Greendale Main Street's downtown plan. The Downtown Redevelopment driver ranked highly in the One Dearborn County Stellar Pathways Community Survey. During the One Dearborn County Stellar Open House, public feedback on this project as Greendale's big Stellar investment was positive.

### KEY PARTNERS:

City of Greendale, Greendale Main Street, Southeastern Indiana Community Preservation and Development Corporation (CHDO), property owners.

### AMENITIES/INFRASTRUCTURE:

Streetscape, Sidewalks, Trees, Lighting, Parking

### READINESS CHECKLIST

- Financing  Local match is available
- Engineering  Master plan is complete
- Environmental  No known environmental issues
- Permitting  Local permitting only
- Site Control  All property is public ROW

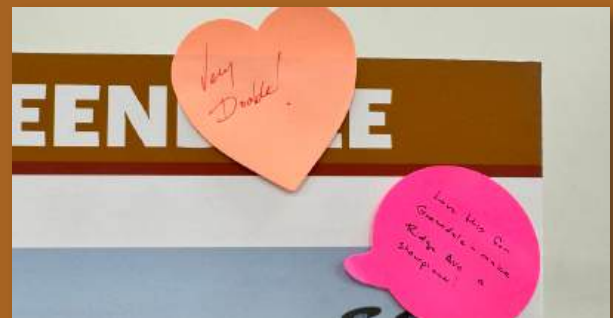
### BUDGET:

OCRA	\$2,750,000
Local Match	\$687,500
<b>TOTAL</b>	<b>\$3,437,500</b>

### TIMELINE:

Funding Approvals	2025
Design	2025-2026
Bidding	2026
Construction	2026-2027

### PUBLIC COMMENTS



***"Very doable!"***

***"Love this for Greendale - make Ridge Ave. a showpiece!"***

# DILLSBORO DOWNTOWN – NORTH STREET STREETScape AND PUBLIC PARK/PLAZA

GATEWAYS / WAYFINDING



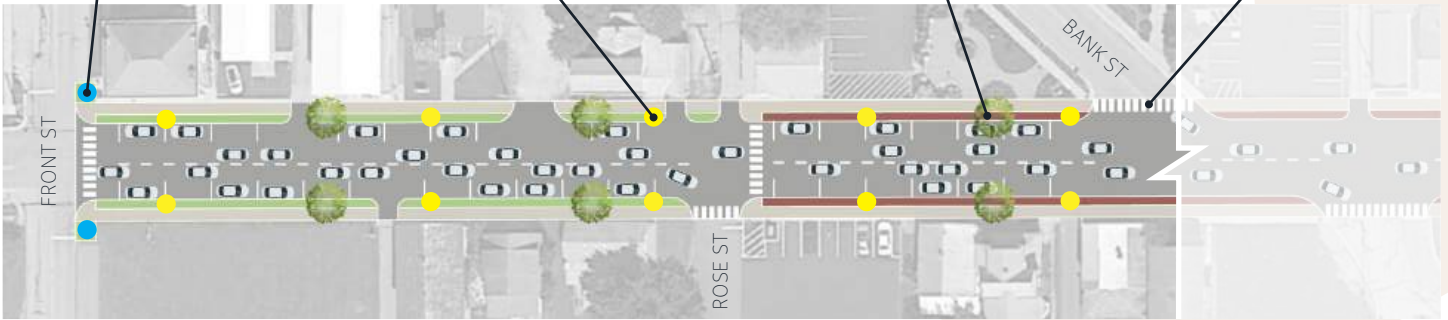
STREET LIGHTS



TREE GRATES / BRICK PAVERS



DECORATIVE CROSSWALKS



## DESIGN CONCEPT: **NORTH STREET**



### DESCRIPTION:

The reimagining of North Street with pedestrian-friendly enhancements, crosswalks, and streetscaping will serve as a transformative project to revitalize Dillsboro’s Historic District. This initiative aligns with recommendations from Dillsboro’s Downtown Revitalization Plan and Bicycle and Pedestrian Plan while aiming to create a more walkable, vibrant downtown area that fosters local businesses, restaurants, and outdoor retail. By improving the accessibility and aesthetics of the area, the project will enhance the overall experience for both residents and visitors.

The scope of work includes expanding curbs and sidewalks throughout the corridor, planting new street trees with decorative grates, installing decorative street lights, adding bump-outs, and incorporating decorative

crosswalks. District markers will also be placed to highlight the historic and cultural significance of the area. As the primary component of the Dillsboro 2017 Downtown Revitalization Plan, this project emphasizes the need for reinvestment in the downtown district to create an inviting, thriving destination for events and small businesses.

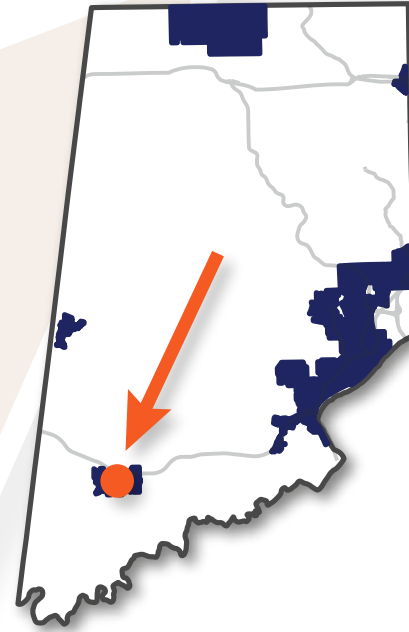
To further support the project, additional investments are planned. These include implementing sidewalk improvements from the Town’s 2023 Bicycle and Pedestrian Plan, as well as the town having submitted in 2024 a grant application to the Indiana Department of Natural Resources’ Land & Water Conservation Fund program to fund the North Street Plaza project. Together, these efforts will help transform Dillsboro’s downtown into a more attractive and accessible space, encouraging economic growth and community engagement.



## PROPOSED DESIGN ELEMENTS



## LOCATION MAP: **DILLSBORO**



### PUBLIC COMMENTS



**"Most critical!"**



**"Yes! Yes!  
Yes! Yes!"**

### STELLAR PATHWAYS GOALS ALIGNMENT:

Enhancing Quality Of Place

### ENGAGEMENT:

Dillsboro has identified downtown reinvestment on North Street in its most recent comprehensive plan and its downtown plan, each of which received wide input and feedback from local citizens. The town's recently completed Pedestrian and Bicycle Plan also included engagement with students at Dillsboro Elementary School, a step which was again taken by the One Dearborn County Steering Committee in formation of this SIP. In the One Dearborn County Stellar Pathways Community Survey and Workshops, the downtown redevelopment driver ranked highly for Stellar investment. Additionally, many of the survey cards received from patrons at Janet's Diner in Dillsboro put out by Dillsboro Main Street referenced addition of downtown park space, downtown building improvements, and small business support as needs.

### KEY PARTNERS:

Town of Dillsboro, Dillsboro Main Street, Dillsboro Arts

### AMENITIES/INFRASTRUCTURE:

Streetscape, Sidewalks, Trees, Lighting

### READINESS CHECKLIST

- Financing  Local match is available
- Engineering  Master plan is complete
- Environmental  No known environmental issues
- Permitting  INDOT approvals required
- Site Control  All property is public ROW

### PROJECT AREA MAP



### BUDGET:

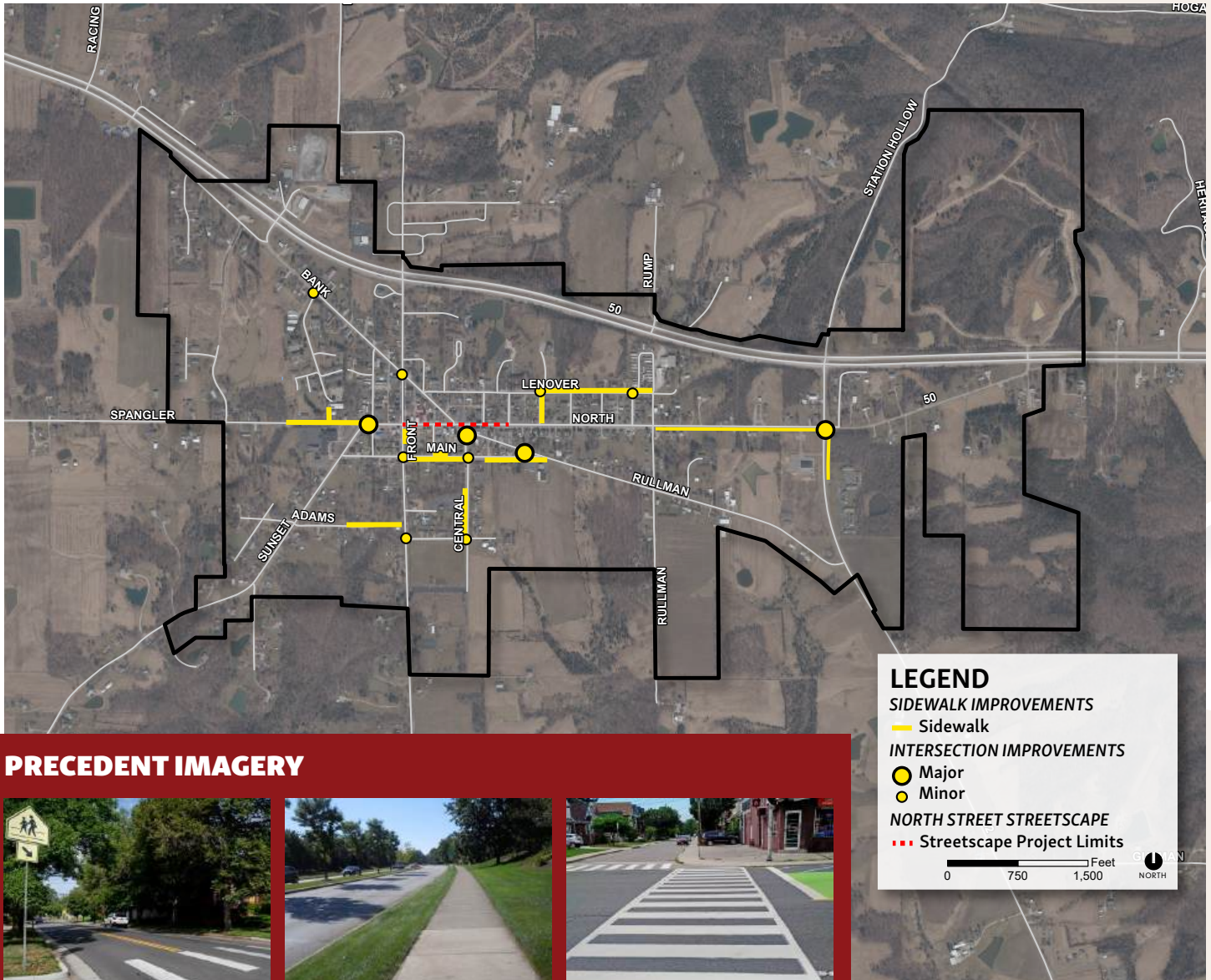
INDOT	\$1,500,000
Local Match	\$450,000
<b>TOTAL</b>	<b>\$1,950,000</b>

### TIMELINE:

Funding Approvals	2025
Design & Environmental	2025-2026
Bidding	2027
Construction	2027-2028



# DILLSBORO DOWNTOWN – COMMUNITY-WIDE SIDEWALK PROJECT TO IMPLEMENT BIKE-PED PLAN



## PRECEDENT IMAGERY



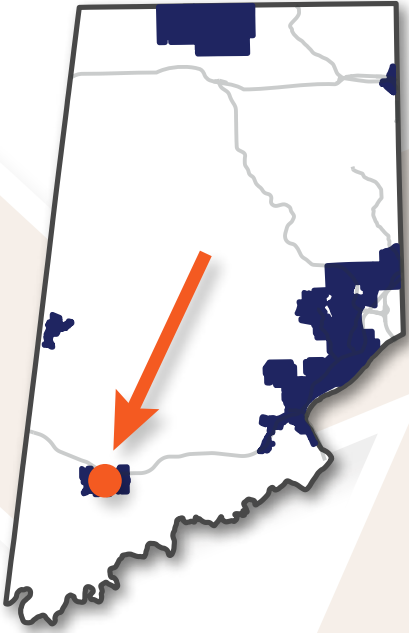
## DESCRIPTION:

This project will implement key recommendations from the Dillsboro 2023 Bicycle and Pedestrian Master Plan, aimed at enhancing pedestrian safety and connectivity throughout the community. The scope of work includes site preparation, the construction of new sidewalks, and intersection improvements, such as upgraded crosswalks and ADA-compliant ramps. These upgrades will address gaps in pedestrian infrastructure and provide safer, more accessible routes for residents and visitors. By implementing the plan recommendations,

the project will promote greater mobility and create a more pedestrian-friendly environment, fostering a stronger sense of community.

Additional planned investments will further support these efforts. These include the implementation of the North Street Revival project and the submission of a grant application to the Indiana Department of Natural Resources to fund the North Street Plaza project. Together, these projects will significantly enhance the town’s pedestrian network and contribute to the revitalization of the downtown area.

**LOCATION MAP: DILLSBORO**



**PROJECT AREA MAP**



**STELLAR PATHWAYS GOALS ALIGNMENT:**

Enhancing Quality Of Place

**ENGAGEMENT:**

Improving sidewalk infrastructure and enhancing walkability were recommendations in Dillsboro’s comprehensive plan. This led to additional walkability planning and engagement with citizens and stakeholders through the town’s recently completed Pedestrian and Bicycle Plan. The Pedestrian and Bicycle Plan included a community survey and outreach to students at Dillsboro Elementary School, which is walkable from the downtown. The One Dearborn County Steering Committee again met with Dillsboro Elementary students in development this Strategic Investment Plan. In the One Dearborn County Stellar Pathways Community Survey and Workshops, the downtown redevelopment driver ranked highly for Stellar investment. Additionally, many of the survey cards received from patrons at Janet’s Diner in Dillsboro referenced walkability and sidewalks as community needs.

**KEY PARTNERS:**

Town of Dillsboro, Dillsboro Main Street, South Dearborn Community School Corporation

**READINESS CHECKLIST**

- Financing  Local match is available
- Engineering  Master plan is complete
- Environmental  No known environmental issues
- Permitting  Local permitting only
- Site Control  All property is public ROW

**AMENITIES/INFRASTRUCTURE:**

Sidewalks

**BUDGET:**

OCRA	\$1,250,000
Local Match	\$312,500
<b>TOTAL</b>	<b>\$1,562,500</b>

**TIMELINE:**

Funding Approvals	2025
Design	2025-2026
Bidding	2026
Construction	2026-2027

**PUBLIC COMMENTS**

***“More sidewalks and walking trails.”***

***“Increasing the “walkability” of our communities would have positive impacts on physical health, business, and youth mental health.”***

***“Connectivity within the communities..... sidewalks, paths, trails.”***



# BRIGHT MEADOWS PARK IMPROVEMENTS



## STELLAR PATHWAYS GOALS ALIGNMENT:

Enhancing Quality Of Place

## KEY PARTNERS:

Dearborn County, Dearborn County Park Board, Dearborn County Redevelopment Commission, Bright Area Business Association

## AMENITIES/ INFRASTRUCTURE:

Walking trail, Playground, Pickleball courts, Amphitheater

## PRECEDENT IMAGERY



## LEGEND

- ① Playground and Amenity Space
- ② Amphitheater/Pavilion
- ③ Plaza and Event Lawn
- ④ Barrier - Allows for Car-free Central Zone
- ⑤ Pickleball Courts - up to 6 (200'x64')  
Multi-use Field - (360'x160')
- ⑥ Existing Drive - Widen
- ⑦ Asphalt Trail
- ⑧ Stone Trail



**ENGAGEMENT:**

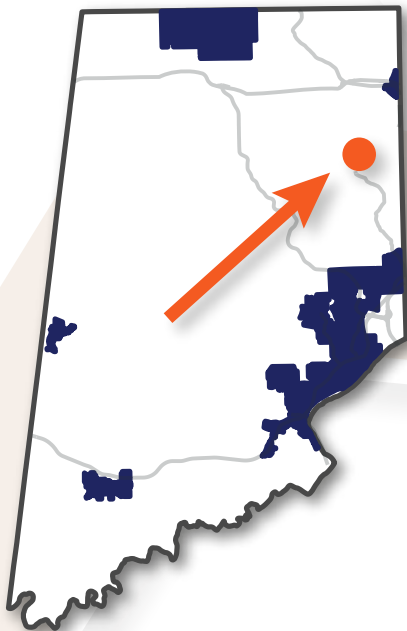
The Dearborn County Park Board has received citizen input in its new master plan. Instead of simply meeting the base statutory requirement for a public hearing for the creation of a new TIF district, the Dearborn County Redevelopment Commission held a community listening session. Additional public and stakeholder engagement will be a cornerstone of the planned Bright Community Master Plan in 2025 to help identify a community vision and set priorities for County and TIF reinvestment in Bright.

**DESCRIPTION:**

This project falls within the larger Dearborn County Park initiative, which includes renewed County support for reinvestment across each of the County’s five parks. It aligns with the recommendations from the new Dearborn County Parks Master Plan, currently in progress. The scope of work at Bright Meadows Park includes widening the perimeter walking trail, extending the trail into the undeveloped southern portion of the park, installing new playground facilities, constructing pickleball courts, and building a new amphitheater for community events.

Bright Meadows Park is a frequently used local park, and these updates and expansions are crucial to ensuring it

**LOCATION MAP: BRIGHT/NE DEARBORN CO**



**READINESS CHECKLIST**

- Financing  Local match is available\*
- Engineering  Master plan is underway
- Environmental  No known environmental issues
- Permitting  Local permitting only
- Site Control  All work is within the existing park

\* See project description for details

remains a vibrant space for residents. The addition of a central gathering area, such as the planned amphitheater, will offer opportunities for community programming and events. The Dearborn County Parks Master Plan, set to be completed this year, outlines these key improvements, emphasizing the need for reinvestment to enhance the park’s amenities and appeal.

Dearborn County has already committed \$250,000 in funds for the trail widening component of the project. The County is working with the Dearborn County Redevelopment Commission, Dearborn County Convention & Tourism Bureau, and possibly others to secure the balance in matching funds for the project.

Additionally, the County is exploring further near- and long-term investments, including new trail connections between the park and nearby businesses and neighborhoods as part of a larger Bright Community Master Plan initiative led by the Dearborn County Redevelopment Commission, will issue an RFP for these planning services in 2024. The Redevelopment Commission also expects to finalize creation of a new Bright tax increment finance district, including Bright Meadows Park in the TIF area, by the end of 2024. While these plans are not yet finalized, they represent a broader vision of improving accessibility and fostering greater community engagement with the park and Bright.

**BUDGET:**

IDNR	\$1,000,000
Local Match	\$1,000,000
<b>TOTAL</b>	<b>\$2,000,000</b>

**TIMELINE:**

LWCF Application	2025
Federal LWCF Award	2026
Design	2026-2027
Bidding	2027
Construction	2027-2028

**PUBLIC COMMENTS**

***“Attractions, parks, trails, outdoor activities, amphitheater.”***

***“A large outdoor facility with trails to cater to the naturalists of the county, but that doubles as a large recreational space for events.”***

***“Bright area - fix the park.”***

# DEARBORN COUNTY – RENTAL-OCCUPIED INFILL HOUSING PROGRAM



*Precedent Image*

## **DESCRIPTION:**

The Stellar Pathways funding will initiate an infill housing program across Dearborn County, beginning in the focus areas of Dillsboro, Greendale, and Bright. These areas currently lack adequate infill housing options. The initial phase, funded by Stellar Pathways, will create 15 senior rental units, addressing multiple needs: eliminating blight, increasing property values, improving seniors' quality of life, and strengthening the downtowns, which are central to other Stellar Pathways projects. Beyond Stellar Pathways, the program aims to expand countywide to address broader housing shortages.

An alliance between the Southeastern Indiana Community Preservation and Development Corporation (SICPDC) and LifeTime Resources has formed through the Stellar Pathways process. The SICPDC, a Community Housing Development Corporation (CHDO), focuses on new home construction to increase owner-occupied housing. LifeTime Resources, a regional nonprofit, offers various services for seniors, including housing, transportation, and healthcare. Together, they will identify and acquire sites in the focus areas, construct the homes, and operate them as senior independent living rentals. This collaboration has been formalized through a Memorandum of Understanding.

Stellar Pathways funding will directly support the infill housing program, addressing significant demand for senior housing in the focus areas. By constructing 15 new units in the downtowns, the program will increase property values, reduce blight, and enhance the overall community image. The new residents will have easy access to amenities and programs created or improved through Stellar Pathways.

Leveraging their respective strengths, the SICPDC will focus on construction, while LifeTime Resources will manage operations and maintenance. The SICPDC will identify and acquire sites, obtain necessary approvals, handle construction and land acquisition costs, and ensure compliance. LifeTime Resources will maintain the units, screen tenants, manage leases, oversee bookkeeping, and monitor operational compliance.

By locating the senior rentals in the focus areas, new residents can actively participate in local programs and activities. Seniors have historically been valuable volunteers, contributing to community vitality. The new construction will elevate property values and attract further investment in the areas.

In the future, the program will expand beyond Stellar Pathways funding to provide both owner-occupied and rental housing across the county, promoting neighborhood revitalization and increased housing investment.

**STELLAR PATHWAYS GOALS ALIGNMENT:**

Enhancing Quality Of Place

**ENGAGEMENT:**

Stellar Pathways community surveying and engagement.

**KEY PARTNERS:**

Southeastern Indiana Community Preservation and Development Corporation (CHDO), LifeTime Resources, Dearborn County Redevelopment

**AMENITIES/INFRASTRUCTURE:**

Housing

**BUDGET:**

IHCDA	\$1,000,000
Local Match	\$5,914,468
<b>TOTAL</b>	<b>\$6,914,468</b>

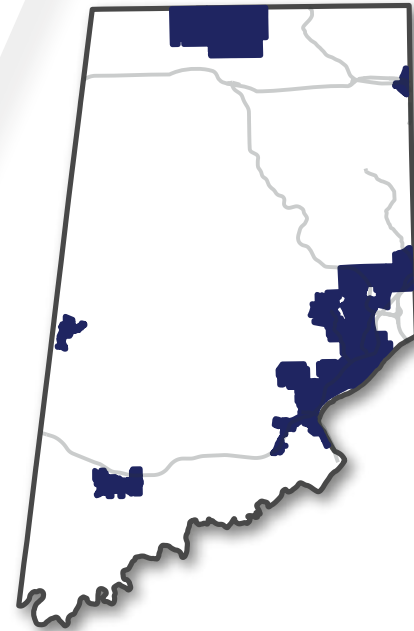
**TIMELINE:**

This program takes place on multiple sites. Each site will take 18-24 months from site selection to home completion. Home design will occur in 2025 and will allow a choice of plans to best fit the context of the sites selected. To meet the desired schedule, the goal is to start construction on 2 homes in 2025, 3 homes in 2026, 4 homes in 2027, 4 homes in 2028, and 2 homes in 2029.

*This program takes place on multiple sites. Each site will have its own timeline. Generally, the timeline for each site is:*

Pre-Development	9-12 months
Design	6-9 months
Bidding	3 months
Construction	6-9 months

**LOCATION MAP: COUNTY-WIDE**



**READINESS CHECKLIST**

- Financing ✓ Partially secured. HOME funding applications to occur for each site. Several home plans are complete.
- Engineering ✓ Simple site plan needed for each site
- Environmental ✓ No known environmental issues
- Permitting ✓ Local permitting only
- Site Control ✓ Parcel acquisition required.

*The final scope is still in progress, and match amounts and responsible parties have not been finalized.*

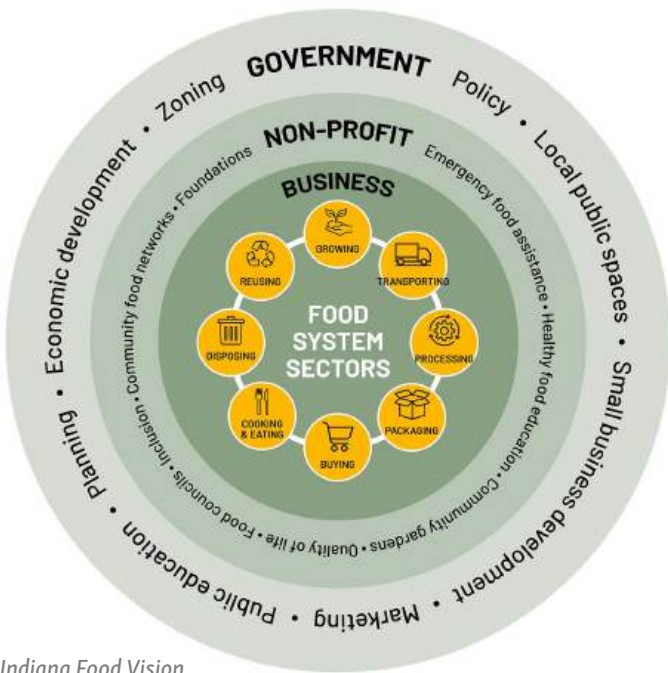
**PUBLIC COMMENTS**

***“Rentals, homes... lack of affordable housing is the biggest issue we face individually.”***

***“Senior housing needed.”***



# DEARBORN COUNTY THRIVING FOOD SYSTEM INITIATIVE



Indiana Food Vision  
 Source: <https://www.indianafoodvision.org/about>



SEI Community Gardens  
 Source: One Dearborn County

**DESCRIPTION:**

Dearborn County boasts many existing assets and organizations which our Stellar Pathways initiative will help coordinate to help build and realize the Indiana Food Vision ([www.indianafoodvision.org](http://www.indianafoodvision.org)). We wish to support this new statewide vision by building an equitable and sustainable local food system designed by community members from diverse backgrounds. Dearborn County can help Southeast Indiana become a best practice model for a thriving food system.

In addition to local government partners and non-profit organizations which are involved in other areas of our Strategic Investment Plan, this effort will be driven by a local coalition of food system experts:

- ★ The Food and Growers Association
- ★ SEI Community Gardens
- ★ Purdue Extension-Dearborn County
- ★ Dearborn County 4-H
- ★ Greater Cincinnati Regional Food Policy Council

The One Dearborn County region is not yet proposing a specific project for use of the ISDA funding through Stellar because we see many projects which could have a great impact. We wish to take more time to convene these relevant partners to work with ISDA to identify Dearborn County’s largest needs around fresh, local food access and the proper program(s) to help realize the Indiana Food Vision.

Potential projects which the local coalition members have already discussed and possible related outcomes we see include:

- ★ Expansion and enhancement of the successful SEI Community Gardens program. This may include the addition of the first community gardens in Bright and Dillsboro, expansion of the existing garden in Greendale and at Heart House (homeless shelter), hoop houses to extend the growing season, and volunteer you-pick gardens. See [www.seicommunitygardens.org](http://www.seicommunitygardens.org).
- ★ Enhancement of SEI Community Gardens’ cooking classes offered at Hamline Church. This could include SNAP cooking classes or canning lessons.
- ★ Partnerships with local schools to add student-grown gardens with a school staff member championing and managing their school’s garden. This could be enhanced by Purdue Extension’s Junior Master Gardener program. The Madison Community Grocery Project offers a model at [www.madisoncommunitygrocery.com/about/](http://www.madisoncommunitygrocery.com/about/).
- ★ Working with the Indiana Department of Education to encourage more Dearborn County schools to participate in the Farm to School program. Add more Dearborn County schools to the IDOE’s Farm to School map at [www.in.gov/doe/nutrition/farm-to-school/#Farm\\_to\\_School\\_Map](http://www.in.gov/doe/nutrition/farm-to-school/#Farm_to_School_Map).

- ★ A “food as medicine” program in partnership with Indiana Department of Health and St. Elizabeth Healthcare. The Food RX prescription service or similar would be a new offering for St. Elizabeth’s cancer patients or those with chronic health conditions. Additionally, this could be supported by a SEI community garden to be co-located at the new Greendale Cancer Center.
- ★ Young or new farmer mentorship program. This could include supporting these budding farmers in attending Partners in Food and Farming’s New Farmer University at [www.indianafarming.org/what-we-do/programs/new-farmer-university](http://www.indianafarming.org/what-we-do/programs/new-farmer-university).

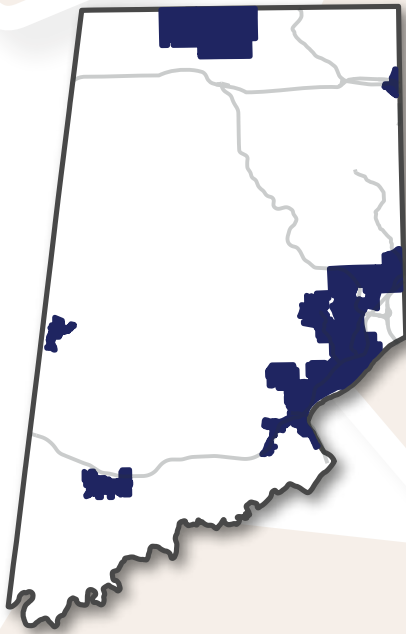
**BUDGET:**

ISDA	\$100,000
Local Match	\$0
<b>TOTAL</b>	<b>\$100,000</b>

**TIMELINE:**

ISDA Application	2025
ISDA Award	2025
Program Implementation	2026-2028

**LOCATION MAP: COUNTY-WIDE**



**STELLAR PATHWAYS GOALS ALIGNMENT:**

Promoting Community Wellness, Strengthening Local Economies

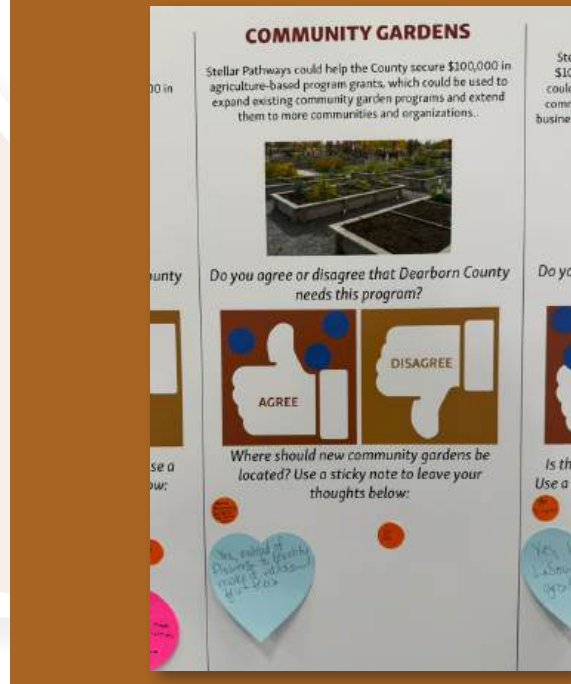
**ENGAGEMENT:**

Stellar Pathways community surveying and engagement.

**KEY PARTNERS:**

The Food and Growers Association, SEI Community Gardens, Purdue Extension-Dearborn County, Dearborn County 4-H, Greater Cincinnati Regional Food Policy Council, St. Elizabeth Healthcare.

**PUBLIC COMMENTS**



# LIFETIME HOUSING GROUP- NORTH DEARBORN VILLAGE SENIOR APARTMENTS EXPANSION

## PRECEDENT IMAGERY



North Dearborn Village Apartments  
Source: HWC Engineering

### DESCRIPTION:

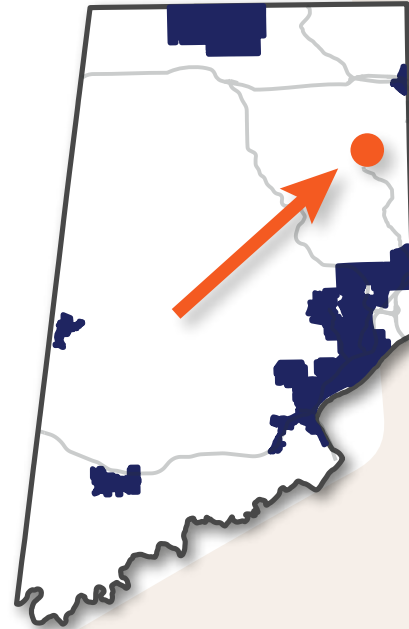
The North Dearborn Village Apartments currently consists of eighty 1-2 bedroom 1- and 2-bedroom units, offering affordable, independent living housing to individuals 55 years of age and older+. LifeTime Housing Group is a non-profit agency dedicated to assisting people in acquiring safe and affordable housing that is well-maintained and managed. LifeTime Housing Group developed North Dearborn Village It was originally developed in two stages. In (1998 the community opened up with 54 units and 26 units were added in 2002. North Dearborn Village consistently has a waiting list exceeding 80 individuals. & 2002) by LifeTime Housing Group, whose mission is being dedicated to assisting people in acquiring safe and affordable housing and has been well-maintained and managed. LifeTime Housing Group has been offered a generous donation of an adjacent 1.34 acres of land. This land, which could be utilized to expand the property by provide an additional 16 units of senior independent living on the North Dearborn Village campus. The new units will be modelled after the units constructed on the south side of the North Dearborn Village campus.

## PUBLIC COMMENTS

***“Quality of housing, rental opportunities and facilities for our elderly folks.”***

***“Increase senior housing.”***

## LOCATION MAP: BRIGHT/NE DEARBORN CO



### STELLAR PATHWAYS GOALS ALIGNMENT:

Enhancing Quality Of Place

### ENGAGEMENT:

Stellar Pathways community surveying and engagement.

### KEY PARTNERS:

LifeTime Housing Group, Dearborn County

### AMENITIES/INFRASTRUCTURE:

Housing

### BUDGET:

IHCDA	\$500,000
Local Match	\$2,738,363
<b>TOTAL</b>	<b>\$3,238,363</b>

### TIMELINE:

Complete Funding	2025
Design	2025-2026
Bidding	2027
Construction	2027-2028

### READINESS CHECKLIST

- Financing  Partially secured. AHP grant and HOME funding applications pending
- Engineering  Not started. Scheduled for 202
- Environmental  No known environmental issues  
Predominately local permitting.
- Permitting  State design release required for building.
- Site Control  Property is pledged and will transfer ownership prior to construction



# LIFETIME RESOURCES – HEALTH WORKER PROGRAM



Precedent Image

**DESCRIPTION:**

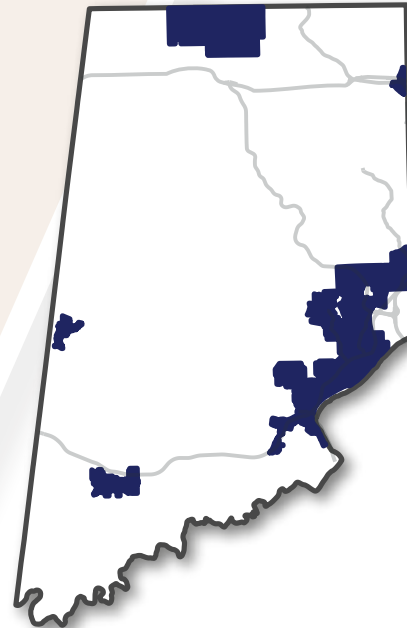
LifeTime Resources will implement a Community Health Worker (CHW) initiative aimed at addressing Social Determinants of Health (SDOH) among vulnerable populations located within our service area. Our goal is to identify individuals in need of support through our Aging and Disability Resource Center (ADRC) and connect them to local resources. By utilizing certified CHWs, we will facilitate personalized discussions in the individuals’ homes, provide tailored resource navigation, and ensure follow-up to confirm that individuals receive the assistance they require.

A Community Health Worker (CHW) is a frontline public health worker who is a trusted member of and has a close understanding of the community served. This trusting relationship enables the CHW to serve as a liaison/link/intermediary between social services and the community, facilitating access to services and improving the quality and cultural competence of service delivery. CHWs build individual and community capacity by increasing resource knowledge.

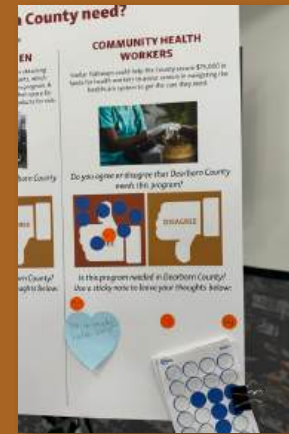
This program has two primary goals. The first goal is to identify and engage individuals in need of SDOH-related assistance. To achieve this goal, we will conduct outreach through phone calls to ADRC clients to assess their needs related to SDOH. This outreach will help us identify individuals who may benefit from our services and connect them with the appropriate resources. We aim to increase the number of individuals connected to resources by 15% through the duration of the project.

The second goal is to provide personalized support through certified Community Health Workers. To accomplish this goal, we will deploy a team of certified CHWs to conduct home visits for resource navigation.

**LOCATION MAP: COUNTY-WIDE**



**PUBLIC COMMENTS**



CHWs will provide personalized support to individuals, helping them navigate the complex healthcare system and access the resources they need. Additionally, we will ensure that at least 80% of individuals participating receive follow-up calls to confirm resource utilization. This will help us track the effectiveness of our interventions and make necessary adjustments.

By pursuing these goals and objectives, we hope to increase awareness and access to community resources among individuals in need of SDOH-related assistance.

**STELLAR PATHWAYS GOALS ALIGNMENT:**

Promoting Community Wellness

**ENGAGEMENT:**

See LifeTime Resources plan, Stellar Pathways Engagement and addition of the People & Services driver

**KEY PARTNERS:**

LifeTime Resources

**BUDGET:**

ISDH	\$75,000
Local Match	\$0
<b>TOTAL</b>	<b>\$75,000</b>

**TIMELINE:**

Activate the Community Health Worker program in 2025

# HISTORIC BUILDING PRESERVATION



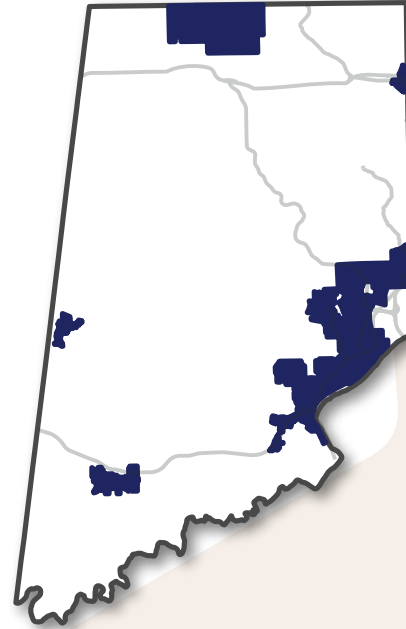
YES Home  
Source: Yes Home Inc.

**DESCRIPTION:**

This program will provide funding for the preservation of historic building exteriors. Eligible properties must be listed on the National Register of Historic Places and owned by a public entity or nonprofit organization. Successful applicants will be required to maintain a protective covenant for 5-10 years.

While there are several National Register-listed buildings in Dearborn County, Dillsboro, and Greendale, further research is needed to identify the most promising candidates for restoration. Potential properties include the YES Home (a youth home operating at the county farm), Acorn Hall in Greendale, and others. We'll consider factors like the building's condition, historical significance, and the potential for community enhancement when making our selections.

**LOCATION MAP: COUNTY-WIDE**



**STELLAR PATHWAYS GOALS ALIGNMENT:**

Enhancing Quality Of Place

**ENGAGEMENT:**

Stellar Pathways community surveying and engagement.

**KEY PARTNERS:**

Indiana Landmarks, Dearborn County Historical Society, private property owner

**BUDGET:**

IDNR	\$75,000
Local Match	\$75,000
<b>TOTAL</b>	<b>\$150,000</b>

**TIMELINE:**

Applications will be received in 2025  
Projects will be awarded in 2025  
Preservation activities will occur 2026-2027

**READINESS CHECKLIST**

- Financing  Local match is available
- Environmental  No known environmental issues
- Permitting  Local permitting only
- Site Control  All sites must be owned by a public entity or nonprofit organization

*The final scope is still in progress, and match amounts and responsible parties have not been finalized.*

**PUBLIC COMMENTS**



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# IMPLEMENTATION

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Dillsboro Main Street Summer Concert Series, August 17, 2024  
Source: One Dearborn County*

**“I do believe when a community comes together and wants to improve it then it will happen.”**

**-COMMUNITY MEMBER**



# IMPLEMENTATION

## INTRODUCTION

To effectively gauge progress on our Stellar Pathways projects, we've established a robust set of key performance indicators aligned with One Dearborn's Big 8 Drivers. Our metrics, such as Housing, Parks and Trails, and Downtown Redevelopment, directly correlate with the County's strategic goals. By tracking these indicators against established benchmarks, we can assess the impact of our initiatives on the local economy

and make data-driven decisions to optimize our efforts. This comprehensive approach ensures that our projects are contributing meaningfully to Dearborn County's economic vitality and sustainable growth.

We will measure and aim to achieve the following goals, detailed on the next page in Table 13.



*Greendale Movies in the Park  
Source: Greendale Main Street*



Table 13: Key Performance Indicators

BIG 8 DRIVER	PERFORMANCE METRIC
Housing*	<p><b>Increase Population by 4.0% by 2030</b> Dearborn County grew at a rate of 2.3% between 2010 and 2022. Our goal is to increase our rate of growth, achieving t4% growth by 2030. This would result in an increase in population from 50,709 (2022) to 52,737 (2030).</p>
	<p><b>Add 850 New Housing Units by 2030</b> To support population growth, we need to address the current housing deficit. Our goal is to increase the number of housing units from 21,194 (2023) to 22,790 (2030) in order to maintain the current household size.</p>
	<p><b>Construct 50 Infill Housing Units by 2030</b> To support housing while avoiding sprawl, our goal is to construct 50 units of infill housing in Dearborn County.</p>
Parks & Trails*	<p><b>Construct 0.8 Miles of Trail by 2028</b> Through Stellar Pathways, our goal is to construct 0.8 miles of trail, converting a 3’ wide walk to a full 8’ wide trail in Bright Meadows Park.</p>
	<p><b>Construct 4 Miles of Trail Constructed by 2030</b> Our goal is to construct at least 5 miles of new trails in the region by 2030. This will include projects outside of Stellar Pathways.</p>
Downtown Redevelopment*	<p><b>Add 10 Small Businesses in Downtown Dillsboro and Greendale by 2030</b> Through downtown investments, the goal is to increase small business activity in the downtown districts. Our target is a total of 10 new businesses between the two communities</p>
	<p><b>Full Expenditure of Façade Programs by 2028</b> Through Stellar Pathways investments, our goal is to see downtown business owners renovate their properties. We will consider this goal accomplished if the funds for downtown façade programs in Dillsboro and Greendale are 100% expended by 2028</p>
Economic Development Fundamentals	<p><b>Retain and Grow at Least 30 Local Employers by 2030</b> Our goal is to see at least 30 local employers retained and expanded by 2030 for all of Dearborn County. This should include supporting retention current jobs and attraction of at least 250 new jobs. This number includes small, medium, and large businesses.</p>
	<p><b>Attract at Least 15 New Employers by 2030</b> Our goal is to see at least 15 new employers added to the region, with at least 250 jobs added. This number includes small, medium, and large businesses.</p>
	<p><b>Increase Wages for New Jobs to \$25/hour</b> Our goal is to see new employers paid more than a living wage. Our goal is to increase the average private sector wage from \$22.50 (2024) to \$25.00 by 2028.</p>
	<p><b>Increase Per Capita Personal Income by 12.5% by 2030</b> Our goal is to see the per capita personal income grow from \$55,782 (2022) to \$62,755 (2030).</p>
	<p><b>Increase TIF Assessments by 20% by 2031</b> Our goal is to increase the assessed value in our existing and new TIF districts increase by 20% by the 2031 payable tax year. For all of Dearborn County, this would be an increase from \$180M (2022) to \$217M (2031).</p>
Tourism & Culture	<p><b>Increase Hotel Occupancy Rates by 1% Per Year</b> To support our tourism industry, our goal is to see a continued increase in tourism visits. Our goal is to see a 1% annual increase in our hotel occupancy rate. This reflects an increase in annual countywide hotel occupancy from 56% in 2023 to 61% in 2030.</p>
	<p><b>No School Closures in Rural Communities</b> Especially in our rural communities, our schools are important anchor institutions. Our goal is to encourage population stabilization and growth, including education talent, in order that ensure the viability of our schools.</p>
U.S. 50 & Transportation	<p><b>Complete Updated US 50 Plan by 2030</b> Our primary goal is to complete an updated plan for US 50 that builds consensus on solutions for congestion and safety. We would like this plan completed by 2030.</p>
Infrastructure	<p><b>Increase The Number of Homes Served by Public Utilities by 5% by 2030</b> Our goal is to see a 5% increase in water and/or sanitary sewer customers in rural areas of the county. This means an increase from roughly 15,000 (2023) to 15,750 by 2030.</p>
People & Services	<p><b>Ensure Recommended EMS Response Times Countywide by 2028</b> Reach National Fire Protection Association recommended 15 minutes or less EMS service response times in rural areas and 8 minutes or less response in urban areas in all townships by 2028.</p>

\*This Driver is a primary emphasis for Stellar Pathways



## ESTABLISH REPORTING MECHANISMS TO THE REGION AND STATE

To ensure transparency and accountability throughout the project, we will implement a comprehensive reporting mechanism designed to keep both regional and state stakeholders informed. During the initial six-month Kick-off Phase, we will prioritize regular communication to establish a strong foundation for collaboration. This will involve monthly progress reports detailing key milestones, challenges, and successes. Additionally, we will host quarterly stakeholder meetings to provide in-depth updates, gather feedback, and address any concerns.

As we transition into the Implementation Phase, spanning 4.5 years, our reporting frequency will adapt to the project's evolving needs. While maintaining monthly progress reports, we will shift our focus towards quarterly

performance reviews that analyze key performance indicators (KPIs) against established benchmarks. These reviews will provide a more granular assessment of our progress towards project goals. To ensure widespread dissemination of information, we will leverage a variety of communication channels, including email newsletters, social media updates, and press releases. This multifaceted approach will guarantee that stakeholders at all levels remain informed and engaged throughout the project's lifecycle.

For transparency to local and regional citizens, stakeholders, and partners, reporting documents will be published timely at our website for Stellar information sharing, [www.1dearborn.org/stellar](http://www.1dearborn.org/stellar).

Table 14: Reporting Mechanisms

ACTIVITY	FREQUENCY	RESPONSIBILITY
<b>KICKOFF PHASE – MONTH 1-6</b>		
Kickoff Meeting	Once	Steering Committee, All Agencies
Stellar Pathways Agency Planning Meetings	Monthly – First 6 Months	Steering Committee, All Agencies
Project Status Report: Including status updates, budget updates, funding allocation, and next steps	Monthly	One Dearborn Stellar Program Manager
<b>IMPLEMENTATION PHASE – Month 7-60</b>		
Leadership Coordination Meeting (Virtual) – with OCRA, One Dearborn Stellar Program Manager, and others as needed	Monthly	One Dearborn Stellar Program Manager, OCRA
Stellar Pathways Agency Planning Meeting	Quarterly	Steering Committee, All Agencies
Project Status Report: Including status updates, budget updates, funding allocation, and next steps	Quarterly	One Dearborn Stellar Program Manager

## COMMUNICATION STRATEGIES TO KEEP STAKEHOLDERS INFORMED

See communications plan page 51.

Other Strategies:

- ★ Agency Updates: Provide regular written project updates and conduct meetings with OCRA and state agencies as needed or required. Meetings could be in-person or virtual as desired by agencies.
- ★ Recurring monthly update meetings and/or calls with OCRA Southeast Liaison.
- ★ Annual project update and completion videos.
- ★ Continuous updating of [www.1dearborn.org/stellar](http://www.1dearborn.org/stellar) with much One Dearborn County Stellar Pathways content and information.
- ★ Stellar Pathways progress section included in One Dearborn Economic Development's annual report published Q1 each year.

### HOW WILL THE SIP CONTINUE WITHOUT STATE PARTNERSHIP?

As was demonstrated with the 2018 Action Plan and its results, our region is committed to making advancements.

Progress and partnerships will continue to hold and grow through the vehicle of One Dearborn and its recurring working teams will be steadfast. Teamwork will remain core to how our communities operate.

Although projects and programs may take more time and local resources to implement, their inclusion in various local plans and this new regional SIP ensures they will remain priorities through political or economic change.

Our partners understand that even without a Stellar designation, many of the partner state agencies' programs still exist and are accessible to us in a competitive environment. We'll remain engaged with relevant state agencies to ensure our work locally supports the bold vision and priorities set by the State of Indiana.



Stellar Pathways Kickoff Meeting, July 2024

Source: One Dearborn County





# SUSTAINABILITY

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Greendale Spring Free Dumpster Day  
Source: Greendale Main Street*

**“Education contributes to the development of environmentally and socially conscious citizens for sustainable development.”**

**-COMMUNITY MEMBER**





# SUSTAINABILITY

## INTRODUCTION

The long-term sustainability of the One Dearborn County Stellar Pathways initiative is deeply rooted in a clear and actionable vision that leverages existing assets, organizations, and programming while aligning with community and market needs. This commitment ensures that our efforts are not just short-term investments but are designed to have lasting impact. We have drawn on the strengths of both our public and private sectors to build a framework that supports sustained regional growth, economic development, and enhanced quality of life for our residents. Through the life of the Stellar Pathways program, we will continue this momentum.

## SUSTAINABILITY STRATEGIES

Our approach to ensuring the sustainability of Stellar Pathways projects involves selecting properly planned and publicly vetted projects, activating projects with supporting events and programming, parallel investments in support projects to amplify the investment, and clearly assigned responsibilities for operations and maintenance. Here is how we define these sustainability strategies.

- ★ **Strong Planning:** We have selected projects that were identified in detailed community plans that received public participation. This ensures that projects have been carefully scoped and are not just project ideas. Example: Our proposal includes projects to bring Greendale and Dillsboro downtown plans to fruition.
- ★ **Support Programming:** We have selected projects that have existing organizations in place to support programming and events. This ensures the investment can be activated, and not sit unused. Example: Bright Area Business Association's community concert programming will activate the proposed amphitheater at Bright Meadows Park.
- ★ **Supporting Projects:** We have selected projects where plans are in place to implement parallel supporting projects to address the underlying community needs. We recognize that one project alone will not usually be enough to make a difference. Example: Greendale's downtown project will be enhanced by their ongoing local facade matching grant program.

- ★ **Maintenance Responsibility:** We have selected projects where the responsibility for ongoing maintenance and operations of the facility is clearly understood and assigned. Funding should also be in place for both the matching funds and ongoing operations. Example: The Dearborn County Park Board will continue to own, operate, and maintain the expanded and enhanced Bright Meadows Park.
- ★ **Local Staffing:** In addition to strong elected leaders, local staffing is needed to support and sustain project investments. Key staff support is outlined in later parts of this section. Example: Greendale and Dillsboro have established Main Street organizations to promote the use of new downtown infrastructure.
- ★ **Readiness Assessment:** Each project has been through a full readiness assessment as part of our scoping process. This includes ensuring financing is in place, preliminary design is complete, that there are no known environmental issues that will delay the project, that permitting is feasible within the timelines, and where land is already controlled for the project. Example: Greendale's successful TIF has and will continue to support ongoing investment identified in the downtown plan and southern Ridge Avenue neighborhood.

# SUSTAINABILITY

At the heart of our sustainability efforts is the county-wide collaboration led by One Dearborn Economic Development. Since it was founded by local private sector leaders in 2017, this organization has served as the vehicle through which our communities unite for the region's benefit. The strong support of private-sector businesses through recurring investments reinforces the organization's ability to sustain long-term development projects. Additionally, One Dearborn's service contracts with local governments ensure that essential regional projects, including those aligned with the Stellar Pathways, are successfully executed. This public-private partnership creates a sustainable foundation, with resources dedicated to project management, a full-time project manager overseeing Stellar initiatives, and ensuring continuous coordination with state agencies

## GREENDALE SUSTAINABILITY

The sustainability of downtown redevelopment in Greendale is rooted in a long-term effort to support revitalization. Downtown revitalization became a key priority during the 2019 Comprehensive Plan. Greendale Main Street followed up on this priority and completed a downtown master plan in 2023 to develop specific recommendations for improvement.

The sustainability of the proposed streetscape project is supported by Greendale's use of Tax Increment Financing (TIF). With TIF revenues generating approximately \$2.5 million annually, the Greendale Redevelopment Commission can fund both bond obligations and strategic investments in community growth, quality of life improvements, and support for Greendale Main Street initiatives. This consistent source of funding creates a sustainable foundation for ongoing development, ensuring the area's growth aligns with long-term community goals.

The sustainability of this area is further supported by the anticipated growth spurred by the new St. Elizabeth Healthcare campus. This development is expected to create a ripple effect of additional investment, including new retail businesses, professional services offices, and hotels. Developers have already begun securing sites,

signaling strong confidence in the area's future potential. Guided by the newly developed Greendale Economic Development Strategy, the city is well-prepared to manage this growth, with a clear road map in place to guide development for the next couple of decades. This long-term planning ensures that infrastructure, community amenities, and investments remain aligned with Greendale's vision for sustainable and balanced growth.

Here is an assessment of sustainability relative to our region's metrics:

- ★ **Strong Planning:** The Ridge Avenue Streetscape project was a key recommendation of the 2023 downtown revitalization plan.
- ★ **Support Organization:** Even though the commercial business district is relatively small, the city launched Greendale Main Street – designated an OCRA Downtown Affiliate Network (ODAN) organization in 2022 – to build capacity and programming ahead of investing capital into downtown projects. Now two years old, Greendale Main Street has established residential curb appeal and commercial façade improvement matching grant programs. The organization also hosts multiple downtown events every year, including a golf cart rally, Fourth of July festivities, Movies in the Park, the Rock the Block music and food truck festival. Other events include community clean-up days, community yard sale day, and Halloween and Christmas decorating contests.
- ★ **Support Projects:** Recent investment by the local distillery, MGP Ingredients Ross & Squibb Distillery, will result in over \$7 million in new TIF revenues over the next 30 years. The City has dedicated this funding toward cleanup and revitalization of the greater downtown district.



St. Elizabeth Cancer Center Ribbon Cutting  
Source: St. Elizabeth Healthcare



Additionally, the city has launched a local façade program to support revitalization of commercial and residential/mixed-use façades, with a focus on the greater downtown. Finally, Greendale Redevelopment Commission has acquired key properties in the downtown district, including properties directly related to successful implementation of the downtown plan. The goal is to control and then renovate the properties since market forces alone have not prompted the desired levels of revitalization.

- ★ **Maintenance Responsibility:** The City of Greendale will be wholly responsible for operations and maintenance of the Ridge Avenue Streetscape Project.
- ★ **Local Staffing:** In addition to elected officials, the City of Greendale has a full-time staff position for Executive Director of Redevelopment. The City has historically staffed a full-time City Manager position, although the administration is considering adding capacity by dividing these responsibilities into two positions, including a

director of public works. The Executive Director of Redevelopment or director of public works will be responsible for project management. Greendale Main Street has part-time director that will also support the project. Additional local capacity will be through One Dearborn Economic Development’s Stellar Pathways project manager and Southeastern Indiana Regional Planning Commission as grant administrator.

- ★ **Readiness Assessment:** All property is controlled for the project, with the exception of property for the optional downtown plaza. The focus of the project is on the streetscape, and work can proceed without acquiring off-street property for the plaza. All other readiness expectations have been met.



Construction of the Tiger Trail on the River Levee in Greendale  
Source: City of Greendale



## DILLSBORO SUSTAINABILITY

In Dillsboro, sustainability is being secured through strategic infrastructure investments and coordinated efforts between town and county leadership. The establishment of TIF districts along the US 50 corridor will fund further infrastructure development and land acquisition, making the area even more attractive for economic growth. The Town of Dillsboro has already laid the groundwork for sustainable development by acquiring key downtown properties, which will be used for parks and multi-family residential projects. As these sites are sold to developers, the proceeds will be reinvested into additional projects, demonstrating a cyclical, self-sustaining model for community enhancement.

For its downtown focus area, Dillsboro has completed both a recent downtown plan and a bicycle and pedestrian plan. These documents are the basis for the projects recommended in this SIP. It is important to note that Dillsboro has been actively working to secure funding for the projects, including submitting for an Indiana Department of Natural Resources Land and Water Conservation Fund grant for the North Street Plaza project earlier in 2024.

Here is an assessment of sustainability relative to our region's metrics:

- ★ **Strong Planning:** The North Street Streetscape project was a key recommendation of the town's 2017 Downtown Revitalization Plan. Sidewalk recommendations to be implemented under Stellar Pathways were developed out of the town's 2023 Bicycle and Pedestrian Plan.
- ★ **Support Organization:** Downtown initiatives are supported by multiple local organizations. Dillsboro Main Street was designated an Indiana Accredited Main Street through OCRA in 2024. Having been formed in 2014, the organization supports various events and programs to support local businesses. Downtown programming is also supported by Dillsboro Arts. This organization hosts regular art exhibitions in the downtown Dillsboro Arts Friendship Gallery and hosts music events at its informal plaza area. Finally, the Dillsboro Civic Club hosts community events throughout the year. All three organizations are expected to launch additional events downtown with the construction of the North Street Plaza project.

- ★ **Support Projects:** Dillsboro has submitted a funding request to the Indiana Department of Natural Resources (IDNR) for a Land and Water Conservation Fund grant to support construction of the North Street Plaza project. This project, located at Front and North Streets downtown, would support a permanent plaza in a location the town currently uses for informal events. Additionally, Dillsboro Main Street and the Town launched in 2024 a new local façade matching grant program to encourage and support ongoing reinvestment in the downtown district.

- ★ **Maintenance Responsibility:** New aesthetic improvements within INDOT right-of-way, such as street trees, street furnishings, decorative lighting, banners, and plantings would be the responsibility of the Town of Dillsboro. For the sidewalk project, new walks would be the responsibility of the Town of Dillsboro.

- ★ **Local Staffing:** The Town of Dillsboro has a full-time Town Manager position. This individual will be responsible for projects under this program. Additional local capacity will be through One Dearborn Economic Development's Stellar Pathways project manager and Southeastern Indiana Regional Planning Commission as grant administrator.

- ★ **Readiness Assessment:** All land for the project is in public right-of-way. However, any work in INDOT right-of-way will be subject to their final review and approval. No other notable barriers to completing the projects are known.



Stellar Pathways Promotion at the Dillsboro Main Street Summer Concert Series

Source: One Dearborn County

## BRIGHT SUSTAINABILITY

The sustainability of growth in northern and eastern Dearborn County is being ensured through careful planning and investment. The Dearborn County Board of Commissioners, Council, and Redevelopment Commission are leading efforts in these fast-growing areas, which include the townships of Harrison, Miller, Logan, and Kelso. These areas have experienced rapid population growth driven by proximity to the booming Harrison, Ohio area just across the nearby Indiana-Ohio state line. Despite the growth, public amenities have not kept pace—a gap we are committed to addressing.

An existing TIF district in Kelso Township is seeing targeted investments in infrastructure to manage growth sustainably, guided by the 2024 State Road 1 Corridor Master Plan. This plan ensures that development preserves community identity and builds local support through thoughtful citizen engagement while supporting expansion.

In Bright, sustainability is being reinforced through a proposed new TIF district, which the Dearborn County Redevelopment Commission expects to be established by the end of 2024. Investments in a new economic development master plan for the downtown commercial district, inclusive of Bright Meadows Park, will be complemented by ongoing investments, including a \$5 million St. Elizabeth Healthcare medical facility, a \$2 million multi-family complex, and additional new commercial ventures. These initiatives, combined with the potential reinvestment of the county’s hospital sale funds, signal a long-term commitment to sustainable growth and community enhancement.



*Proposed TIF District*

Here is an assessment of sustainability relative to our region’s metrics:

★ **Strong Planning:** Dearborn County Park Board is currently finishing its 2025 Parks and Recreation Master Plan. This has identified that Bright

Meadows Park is the most used park in the county system and has documented the need for key improvements are the park.

★ **Support Organization:** Work at the park is supported by the Dearborn County Parks Department and the Bright Area Business Association (BABA). Volunteers from the Dearborn County Parks Board support ongoing maintenance of the park, while BABA has historically supported programming in Bright, such as the Bright Nights monthly free summer concerts in an empty parking lot and the Bright Community Parade each July. With the new amphitheater at the park, BABA’s goal is to give Bright Nights concerts a more inviting home. Other local citizens have proposed restarting the Bright Community Festival at the park as a multi-day fundraiser for the fire department and local organizations.

★ **Support Projects:** While the intent is for the Bright Meadows Park project to be all inclusive, additional investment is being planned in the greater Bright district. Notably, the County plans to complete a new Bright Master Plan in 2025 – an RFP for this plan has been drafted by the Dearborn County Redevelopment Commission and will be distributed in late 2024. The planning effort will focus on defining and improving a Town Center district, and on connecting the Town Center to Bright Meadows Park and other community anchors. Like the State Road 1 Corridor Plan in Kelso Township, this plan will also include wide citizen and stakeholder engagement.

★ **Maintenance Responsibility:** Improvements at the park would be the responsibility of Dearborn County Parks, with oversight by the Dearborn County Park Board.

★ **Local Staffing:** Since Dearborn County Parks does not have dedicated staffing to support project implementation, the county will delegate project management responsibilities to the Dearborn County Planning & Zoning Department for the purposes of Stellar Pathways. Additional local capacity will be through One Dearborn Economic Development’s Stellar Pathways project manager and Southeastern Indiana Regional Planning Commission as grant administrator.

★ **Readiness Assessment:** All property needed to complete the Bright Meadows Park enhancements and expansion is currently owned by the park board. No issues that have been identified that would serve as a barrier to park improvements.





# KEY ACKNOWLEDGEMENTS

**ONE  
DEARBORN  
COUNTY**  
STELLAR  
PATHWAYS

*Stellar Pathways Kickoff Meeting,  
July 2024  
Source: One Dearborn County*

“It’s all about those partnerships —between the local government and businesses, with neighboring counties, and with educational institutions. When they all come together, magic can happen!”

-COMMUNITY MEMBER





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### Dearborn County Government

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