

## BLUFFTON VISION STATEMENT 1

Downtown Bluffton and Riverfront will be a vibrant, connected, mixed-use hub for dining, entertainment, and community engagement while preserving its small-town charm.

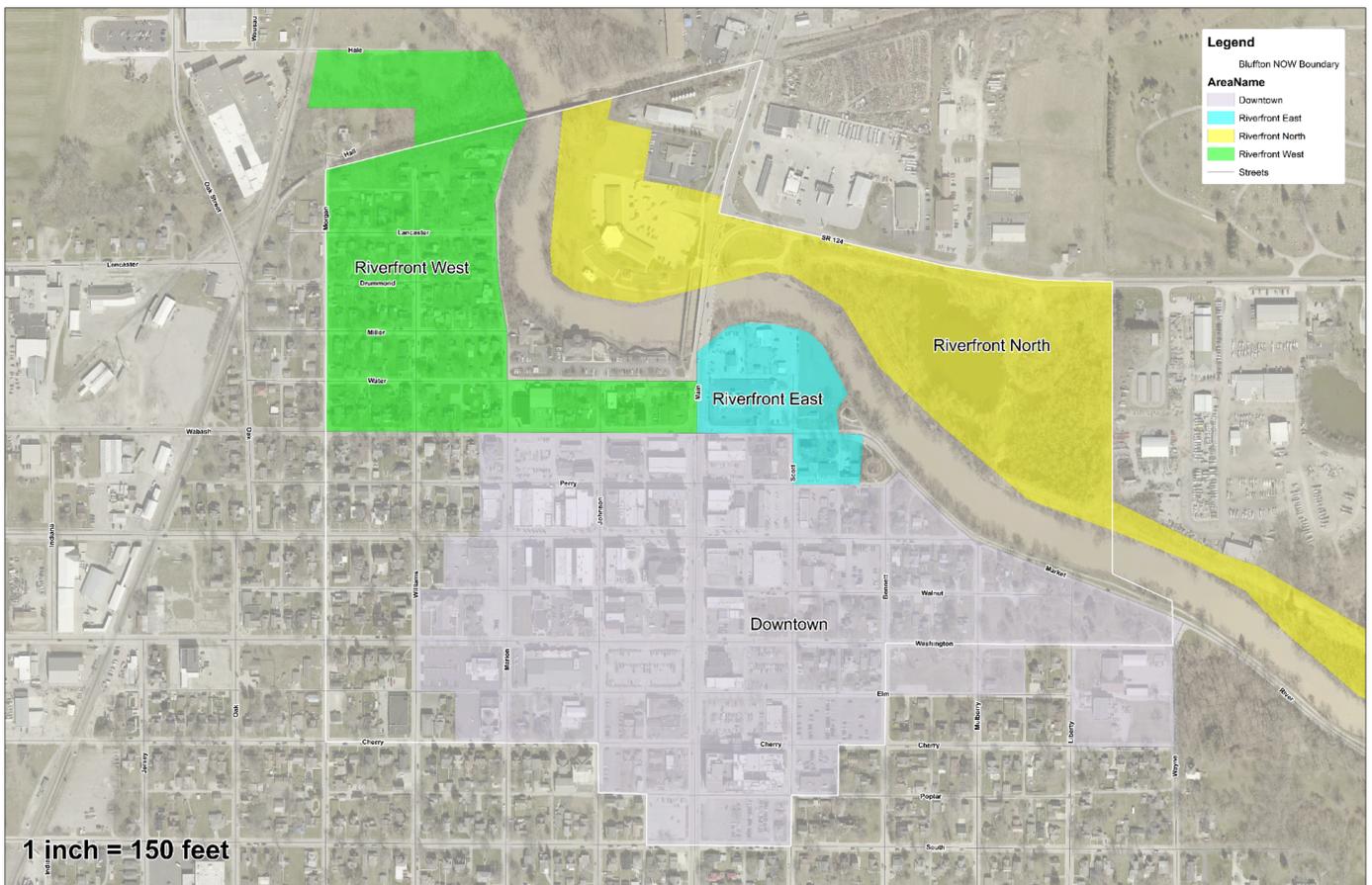
Strategy	Responsibility	Funding	Cost	Priority	Timeline	
1	Obtain architectural renderings and engineering cost estimates for all applicable proposed projects for this vision statement.	<ul style="list-style-type: none"> <li>• City Council</li> <li>• County Commissioners</li> <li>• County Council</li> <li>• Redevelopment Commission</li> <li>• Parks Board</li> <li>• Bluffton NOW!</li> <li>• Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• General Fund</li> <li>• Tax Increment Financing</li> <li>• State/Federal Grants</li> <li>• Community Foundation</li> </ul>	\$	Highest	0 - 1 Year
2	Redevelop the Eastside Riverfront into a mixed-use district that serves as a grand gateway into downtown Bluffton.	<ul style="list-style-type: none"> <li>• Private Developer(s)</li> <li>• Land Trust</li> <li>• City Council</li> <li>• County Commissioners</li> <li>• County Council</li> <li>• Redevelopment Commission</li> <li>• Parks Board</li> <li>• Bluffton NOW!</li> <li>• Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Private Equity</li> <li>• General Fund</li> <li>• Tax Increment Financing</li> <li>• Tax Credits</li> <li>• State/Federal Grants</li> <li>• Community Foundation</li> <li>• Philanthropy</li> </ul>	\$\$\$	High	2-5 Years
3	The Northside Riverfront Strategy strengthens recreation, connectivity, and community spaces by upgrading amenities, improving trails, and enhancing trailheads.	<ul style="list-style-type: none"> <li>• City Council</li> <li>• County Commissioners</li> <li>• County Council</li> <li>• Redevelopment Commission</li> <li>• Parks Board</li> <li>• Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• General Fund</li> <li>• Tax Increment Financing</li> <li>• State/Federal Grants</li> <li>• Community Foundation</li> <li>• Philanthropy</li> </ul>	\$\$	High	2-7 Years
4	Redevelop the Westside Riverfront into a mixed-residential area featuring integrated trails and inviting open spaces.	<ul style="list-style-type: none"> <li>• Private Developer(s)</li> <li>• Land Trust</li> <li>• City Council</li> <li>• County Commissioners</li> <li>• Redevelopment Commission</li> <li>• County Council</li> <li>• Parks Board</li> <li>• Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Private Equity</li> <li>• General Fund</li> <li>• Tax Increment Financing</li> <li>• Tax Credits</li> <li>• State/Federal Grants</li> <li>• Community Foundation</li> <li>• Philanthropy</li> </ul>	\$\$\$\$	High	2-9 Years
5	Continue developing downtown into a destination featuring local shops, restaurants, upper-level residences, interactive open spaces, cultural art, and vibrant community activities.	<ul style="list-style-type: none"> <li>• Private Developer(s)</li> <li>• Land Trust</li> <li>• City Council</li> <li>• County Commissioners</li> <li>• County Council</li> <li>• Redevelopment Commission</li> <li>• Parks Board</li> <li>• Bluffton NOW!</li> <li>• Community Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Private Equity</li> <li>• General Fund</li> <li>• Tax Increment Financing</li> <li>• Tax Credits</li> <li>• State/Federal Grants</li> <li>• Community Foundation</li> <li>• Philanthropy</li> </ul>	\$\$\$	High	2-12 Years
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

# Vision 1 Proposed Timeline

## Vision 1 - Timeline

Strategy	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Obtain architectural renderings and engineering cost estimates for all Vision 1 projects												
Riverfront East: mixed-use district gateway to downtown												
Riverfront North: Upgrading North Kehoe Park, improving trails, and enhancing trailheads.												
Riverfront West: mixed-residential area featuring integrated trails and inviting open spaces.												
Downtown Revitalization: open spaces, cultural art, and activities.												

# Vision 1 Proposed Map



Vision 1: Strategy: 1 Obtain architectural renderings and engineering cost estimates for all applicable proposed projects.

Table V1 S1 - 1

Objectives	Tactics
Professional renderings of potential projects	<ul style="list-style-type: none"> <li>● RFP/RFQ process to hire an architect to provide renderings</li> <li>● Create a team to work with the selected architect through the process</li> <li>● Use our historic downtown and neighborhood design, and the natural appeal of the river as design guidelines</li> </ul>
Professional cost estimates of potential Projects	<ul style="list-style-type: none"> <li>● RFP/RFQ process to hire an engineer to provide cost estimates based on the architectural renderings</li> <li>● Work with key stakeholders to determine any project red flags</li> <li>● Create a team to work with the selected engineer through the process</li> </ul>
Market concepts to prospective donors and investors	<ul style="list-style-type: none"> <li>● Create website</li> <li>● Create a multifaceted social media campaign</li> <li>● Hold public meetings</li> <li>● Develop relationships with donors and foundations</li> <li>● Develop relationships and match prospective leads with potential investors and developers.</li> </ul>
Prepare for Approving Projects	<ul style="list-style-type: none"> <li>● Create a plan to make sites ready for development</li> <li>● Create clear approval procedures</li> <li>● Align procedures with best practices</li> <li>● Remove development roadblocks</li> </ul>

Vision 1: Strategy 2: Redevelop the Eastside Riverfront into a mixed-use district that serves as a grand gateway into downtown Bluffton.

Table V1 S2 - 1

Objectives	Tactics
Develop mixed-use development	<ul style="list-style-type: none"> <li>● Work with a private developer to acquire properties within the Eastside Riverfront area and find suitable locations for existing businesses</li> <li>● Work with NIPSCO to move or buffer gas line equipment</li> <li>● Develop a grand mixed-use development</li> </ul>
Develop an urban riverfront-style park	<ul style="list-style-type: none"> <li>● Develop an urban-style riverfront park project that surrounds the mixed-use development and parking areas.</li> <li>● Develop a multi-use Indoor park/sports area</li> <li>● Develop lighting in the area to promote pedestrian safety</li> </ul>
Develop a gateway to downtown feature	<ul style="list-style-type: none"> <li>● Develop a gateway sign for downtown Bluffton as people cross the Crosby Bridge</li> <li>● Light up the Crosby and Pedestrian Bridge</li> </ul>
Develop the official connection between the Interurban Trail and the River Greenway.	<ul style="list-style-type: none"> <li>● Develop Trail / Sidewalk improvements connecting our existing trail system</li> <li>● Develop safe crossing of Main Street through innovative design or mural crossings</li> <li>● Install Wayfinding Signage</li> </ul>

Vision 1: Strategy 3: The Northside Riverfront Strategy strengthens recreation, connectivity, and community spaces by upgrading amenities, improving trails, and enhancing trailheads.

Table V1 S3 - 1

Objectives	Tactics
<p>Improve the north section of Kehoe Park</p>	<ul style="list-style-type: none"> <li>● Deck / Restaurant behind Dutch Mill Plaza</li> <li>● Public Events / Family Events / Food Trucks</li> <li>● Lighting under the bridge / Riverfront Lighting</li> <li>● Permanent Mini Golf</li> <li>● Install Large Swings, Firepits, Play Area, and Riverside Activities for families</li> <li>● Connect the north riverside trail throughout Kehoe Park.</li> </ul>
<p>Develop the north riverside trail</p>	<ul style="list-style-type: none"> <li>● Improve the existing trail for walking with compacted stone and get the necessary easements from the three private landowners</li> <li>● Improve the mountain bike trail</li> <li>● Determine a permanent maintenance solution for trails</li> <li>● Install a pedestrian bridge over the Paxson and Johnson Ditches</li> <li>● Install historical signage</li> <li>● Install historical art</li> </ul>
<p>Develop Trailheads</p>	<ul style="list-style-type: none"> <li>● Improve the existing grass parking area at the southeast corner of the Main Street and SR 124 (Division Road) Intersection.</li> <li>● Install a kayak launch near the Main Street bridge</li> <li>● Improve the existing grass parking area at the curve on Elm Grove Rd by the Paxson Ditch</li> <li>● Improve connections to existing trails</li> <li>● Install wayfinding signage</li> </ul>

Vision 1: Strategy 4: Redevelop the westside riverfront into a mixed-residential area featuring integrated trails and inviting open spaces.

Table V1 S4 - 1

Objectives	Tactics
<p>A mixed-residential redevelopment that seamlessly blends into downtown and the surrounding neighborhoods.</p>	<ul style="list-style-type: none"> <li>● Work with a private developer to acquire properties within the westside riverfront area</li> <li>● Develop apartments with riverfront views of the Wabash River with a private developer</li> <li>● Develop duplexes and single-family owner-occupied residential properties along the back side of the area.</li> <li>● Improve the view of the river through the clearing of invasive species and other bank improvements</li> <li>● Discuss options for a small commercial area within the development</li> </ul>
<p>Develop the extension of the Bluffton Greenway to the Bluffton Cemetery property, add a kayak access, and create additional open space.</p>	<ul style="list-style-type: none"> <li>● Develop a green space alongside the residential development</li> <li>● Develop a trail with a trail head at the residential development and the old Bluffton Cemetery property.</li> <li>● Develop a kayak launch at the end of Hale St</li> </ul>

Vision 1: Strategy 5: Continue developing downtown into a destination featuring local shops, restaurants, upper-level residences, interactive open spaces, cultural art, and vibrant community activities.

Table V1 S5 - 1

Objectives	Tactics
Complete Pathways Project & Improve Public Parking Lots	<ul style="list-style-type: none"> <li>• Develop Alley 3 in the Downtown Pathways Project</li> <li>• Develop Alley 5 in the Downtown Pathways Project</li> <li>• Develop landscaping features and sidewalks at each downtown public parking lot</li> <li>• Create consistent wayfinding signage for public parking lots</li> <li>• Develop permanent maintenance plans and funding for these spaces</li> </ul>
Advance the redevelopment of the showcase downtown properties	<ul style="list-style-type: none"> <li>• Fully activate key buildings in downtown, near Parlor City Plaza and Main Street, to promote Parlor City's charm.</li> <li>• Utilize the Community Reinvestment Program to promote private investment</li> <li>• Partner with PAGO and the Land Trust to work towards this goal</li> <li>• Create a downtown TIF to support projects</li> </ul>
Work towards 100% occupancy of downtown buildings	<ul style="list-style-type: none"> <li>• Promote the redevelopment of vacant downtown buildings and underutilized properties</li> <li>• Promote the preservation and activation of historic structures (including local government-owned properties)</li> <li>• Utilize the Community Reinvestment Program to promote private investment</li> <li>• Partner with the Land Trust to work towards this goal</li> <li>• Create a downtown TIF to support projects</li> <li>• Work with the private owner to develop the Spiral Loft project</li> </ul>
Create a people-friendly commercial environment in downtown.	<ul style="list-style-type: none"> <li>• Improve the ability for pedestrians and cyclists to cross Main St</li> <li>• Promote consistent events and activities to drive activation in downtown.</li> <li>• Tie events together to make active days</li> <li>• Develop outdoor eating and gathering opportunities within downtown</li> <li>• Develop art and cultural items throughout downtown</li> <li>• Promote the Parlor City Refreshment District to boost downtown growth.</li> <li>• Further develop streetscape improvements in downtown using the Downtown Bluffton Streetscape Plan</li> <li>• Develop pedestrian-only spaces within downtown</li> <li>• Create a downtown business advocates group</li> <li>• Develop an Indoor Park</li> </ul>
Develop pedestrian and bicycle infrastructure in downtown.	<ul style="list-style-type: none"> <li>• Do a study on Main St to improve walkability</li> <li>• Install Mural Crosswalks</li> <li>• Install benches, outdoor tables, bike racks, security cameras, and lighting.</li> <li>• Consider making more downtown areas pedestrian- and cyclist-only.</li> </ul>

## BLUFFTON VISION STATEMENT 2

Bluffton will invest in modern infrastructure to support growth, improve connectivity, and enhance quality of life. Upgrading roads, utilities, and public services will ensure a safe, efficient, and sustainable foundation for the city's future.

entertainment, and community engagement while preserving its small-town charm.

	Strategy	Responsibility	Funding	Cost	Priority	Timeline
1	Infrastructure Modernization	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>Board of Works</li> <li>Utility Depts</li> <li>Economic Development</li> <li>Area Plan Commission</li> </ul>	<ul style="list-style-type: none"> <li>Utilities</li> <li>General Fund</li> <li>Grants</li> <li>TIF</li> <li>Public Private Partnerships</li> </ul>	\$\$\$\$	High	2027-2035
2	Urban Densification and Revitalization	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>Private Developers</li> <li>Utility &amp; Street Depts</li> <li>Utility Depts</li> <li>Parks Dept</li> <li>Economic Development</li> <li>Bluffton NOW!</li> <li>Area Plan Commission</li> <li>Building / Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Utilities</li> <li>General Fund</li> <li>Grants</li> <li>TIF</li> <li>Public Private Partnerships</li> <li>Non-Profits</li> <li>Philanthropy</li> </ul>	\$\$\$	High	2027-2035
3	Pathways and Connectivity	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>Street Dept</li> <li>Parks Dept</li> <li>INDOT</li> <li>Wells County Trails</li> <li>Bluffton NOW!</li> </ul>	<ul style="list-style-type: none"> <li>General Fund</li> <li>Grants</li> <li>TIF</li> <li>Public Private Partnerships</li> <li>Philanthropy</li> </ul>	\$\$\$	High	2027-2035
4	Strategic Resource Management	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>Department Heads</li> <li>Board of Works</li> <li>Infrastructure Committee</li> <li>City Engineer</li> </ul>	<ul style="list-style-type: none"> <li>General Fund</li> <li>Grants</li> <li>TIF</li> <li>Public Private Partnerships</li> </ul>	\$\$\$	High	2027-2035
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 2: Strategy 1: Infrastructure Modernization

Table V2 S1 - 1

Objectives	Tactics
Power Capacity, Redundancy, and Modernization	<ul style="list-style-type: none"> <li>● Cherry Street Substation (redundancy and capacity)</li> <li>● MAJ Substation (redundancy and capacity)</li> <li>● Identify partnership opportunities with other projects for electrical distribution to be moved underground in the downtown area (modernization)</li> <li>● Modify city standards to require underground electric for future development</li> <li>● Bluffton will welcome alternative energy solutions. As technology advances and market forces affect residents, we will use available solutions to serve our citizens best. In the near term, our efforts will focus on education and awareness.</li> </ul>
Wastewater	<ul style="list-style-type: none"> <li>● Extend the life of the sanitary sewer and reduce I &amp; I, accomplish this through incremental lining projects, 10 miles over 10 years (Collection)</li> <li>● North Main Extension, 2026 – 2028, 1.5 miles (Collection)</li> <li>● Pump Station Rehabilitation, 1 pump station every 3 years (Collection)</li> <li>● Plant 2 Valve Replacement, 2025 – 2026 (Plant)</li> <li>● Dewatering Facility (Plant)</li> </ul>
Water	<ul style="list-style-type: none"> <li>● Well 10 (Poplar Grove)</li> <li>● Study for Well 11</li> <li>● Indiana Street Water Tower replacement or refurbishment</li> <li>● Lead pipe remediation, lead-free by 2037</li> <li>● Water Main replacements: 1-2% per year over the next 10 years.</li> <li>● Address calcification complaints</li> </ul>
Storm	<ul style="list-style-type: none"> <li>● Implement a stormwater management plan in compliance with MS4 requirements.</li> <li>● Establish and implement a stormwater fee for the upgrading and maintenance of stormwater infrastructure. Funds generated from this item could address the need for a new Maintenance Garage.</li> </ul>

Vision 2: Strategy 2: Urban Densification and Revitalization

Table V2 S2 - 1

Objectives	Tactics
Promote development within city limits	<ul style="list-style-type: none"> <li>• Identify and prioritize vacant or underused properties for redevelopment to enhance land-use efficiency</li> <li>• Adopt zoning policies that support infill, mixed-use, and higher-density development</li> <li>• Identify development partnership opportunities</li> <li>• North Farm Feasibility Study</li> </ul>
Improve older neighborhood attractiveness and livability.	<ul style="list-style-type: none"> <li>• Implement incentive programs for home renovations and downtown building improvements. Continue strong support of the community reinvestment program</li> <li>• Create streamlined processes for transferring vacant lots to new property owners.</li> <li>• Focus on eliminating blight and increasing enforcement of local ordinances.</li> </ul>
Develop pedestrian-friendly downtown spaces that encourage economic activity and community gathering.	<ul style="list-style-type: none"> <li>• Partner with Bluffton NOW! To complete the downtown pathways project</li> <li>• Partner with Bluffton NOW! In the efforts to beautify, maintain, and increase visibility of our public parking lots</li> <li>• Partner with Bluffton NOW! In the efforts to develop the Johnson Street Walking Mall and update the Downtown Streetscape</li> <li>• Develop a downtown parking structure</li> <li>• Create a Welcome to Downtown Bluffton Sign / Archway</li> <li>• Develop a skatepark / pump track</li> <li>• Integrate green infrastructure (trees, stormwater features) into redevelopment plans.</li> </ul>

Vision 2: Strategy 3: Pathways and Connectivity

Table V2 S3 - 1

Objectives	Tactics
Construct 5 miles of multi-use trails by 2030	<ul style="list-style-type: none"> <li>• Develop a multi-use trail connecting the interurban trail to Bluffton Woods along SR 124</li> <li>• Develop a multi-use trail connecting the interurban trail to the YMCA</li> <li>• Develop a multi-use trail from Bluffton Woods to the River Greenway</li> <li>• Support the development of the Poka-Bache Connector Trail heading north to Ossian</li> </ul>
Improve pedestrian and bicycle connectivity across key city locations	<ul style="list-style-type: none"> <li>• Partner with schools to develop safe trail corridors and educational routes through the use of existing sidewalk maintenance and improvement programs (HSIP Grant)</li> <li>• Coordinate with INDOT and local agencies on sidewalk extensions on Main St between Spring St and State St</li> <li>• Coordinate with local agencies on sidewalk extensions on Lancaster St to Adams St</li> <li>• Develop a comprehensive signage and wayfinding plan for trails and public spaces.</li> <li>• Establish a central pathway system connecting parks, downtown, and neighborhoods.</li> <li>• Install bike lanes and pedestrian-friendly street designs. One-way roads?</li> </ul>
Enhance street accessibility and safety for all users	<ul style="list-style-type: none"> <li>• Address Street build-up from repeated overlay (sidewalks and street at the same level)</li> <li>• Streets with parking on one side only</li> <li>• Pursue a city-county partnership for the second bridge</li> </ul>
Enhance digital infrastructure and internet connectivity citywide	<ul style="list-style-type: none"> <li>• Enhance digital infrastructure and internet connectivity citywide</li> </ul>
Review and Update Standards	<ul style="list-style-type: none"> <li>• Review and Update City Construction Standards</li> </ul>

Vision 2: Strategy 4: Strategic Resource Management

Table V2 S4 - 1

Objectives	Tactics
Develop a robust grant acquisition strategy to expand funding capacity.	<ul style="list-style-type: none"> <li>• Hire a dedicated Grant Writer to identify and secure external funding sources.</li> </ul>
Optimize development and utility fees for sustainable revenue.	<ul style="list-style-type: none"> <li>• Hire a City Engineer for accountability and monitoring</li> <li>• Conduct a comprehensive cost-benefit analysis for infrastructure projects.</li> <li>• Develop a multi-year capital investment plan that aligns with projected growth and maintenance needs. Establish a cross-department Infrastructure Committee for coordination.</li> <li>• Publish an annual Infrastructure Progress Report for public transparency.</li> <li>• Review system development fees.</li> <li>• Develop incentive programs for utility and infrastructure upgrades.</li> </ul>
Establish Infrastructure Committee	<ul style="list-style-type: none"> <li>• Create a long-term infrastructure improvement plan to coordinate investments and timelines.</li> <li>• Review and update policies annually to reflect changing conditions and community feedback</li> </ul>

### BLUFFTON VISION STATEMENT 3

Bluffton will work to restore, strengthen, and expand access to healthcare and wellness services to ensure residents can obtain essential medical, behavioral, and preventative care.

The City of Bluffton does not directly provide healthcare services. Its role is to convene partners, promote awareness, reduce access barriers, advocate for local capacity, and align public and private resources to support a resilient, accessible healthcare system.

Strategy	Responsibility	Funding	Cost	Priority	Timeline	
1 Strengthen Preventative Care Access	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>Health Care Providers</li> <li>Local Not-for-Profits</li> <li>Mobile Service Providers</li> <li>News</li> <li>Health Department</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$	Moderate High	2029-2035	
2 Expand Mental, Behavioral, and Aging Health Services	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>Local Schools</li> <li>Health Care Providers</li> <li>Council on Aging</li> <li>Health Department</li> <li>Wells County Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$	High	2027-2035	
3 Improve Healthcare Communication & Community Confidence	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>Health Care Providers</li> <li>Health Department</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$	Moderate High	2028-2035	
4 Promote Community Wellness, Youth Programs, and Prevention	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>YMCA</li> <li>Youth Sports Leagues</li> <li>Drug Task Force</li> <li>Local Schools</li> <li>Law Enforcement</li> <li>Emergency Management</li> <li>Recovery Organizations</li> <li>Health Department</li> </ul>	<ul style="list-style-type: none"> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$	Moderate High	2029-2035	
5 Sustain and Strengthen EMS Services	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>Health Care Providers</li> <li>Emergency Management</li> <li>Wells County EMS</li> <li>Local Schools</li> </ul>	<ul style="list-style-type: none"> <li>EMS Income</li> <li>Private</li> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$\$	High	2027-2035	
6 Protect and Transition Critical Hospital-Based Services	<ul style="list-style-type: none"> <li>Elected Officials</li> <li>City Staff</li> <li>Health Care Providers</li> <li>Emergency Management</li> <li>Wells County EMS</li> <li>Area Plan Commission</li> <li>Health Department</li> </ul>	<ul style="list-style-type: none"> <li>Private</li> <li>Local Government</li> <li>Grants</li> <li>Philanthropy</li> </ul>	\$\$	High	2027-2035	
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 3: Strategy 1: Strengthen Preventative Care Access

Table V3 S1 - 1

Objectives	Tactics
<p>Increase community awareness and utilization of existing preventative care services by 2027, measured through publication reach, digital engagement, and participation in local screening events</p>	<ul style="list-style-type: none"> <li>● Coordinate digital, print, and event-based promotion of preventative services available locally.</li> <li>● Maintain an annually updated directory of medical, dental, and vision providers and coordinate provision of this information for local publication (e.g. News-Banner “Outreach Wells” directory) and to Facebook Wells County resource page.</li> <li>● Maintain prominent link on City of Bluffton website to access current listing of local medical providers, practice information, and mental health services.</li> <li>● Ensure outreach materials are accessible to Medicaid, Medicare, uninsured, and underinsured populations.</li> </ul>
<p>Expand access to preventative screenings for underserved populations</p>	<ul style="list-style-type: none"> <li>● Partner with providers and community organizations to host recurring screening events.</li> <li>● Recruit mobile screening services.</li> <li>● Pursue grants and private funding to support free or low-cost screenings.</li> <li>● Evaluate feasibility of a public–private community health assistance fund.</li> </ul>

Vision 3: Strategy 2: Expand Mental, Behavioral, and Aging Health Services

Table V3 S2 - 1

Objectives	Tactics
Improve coordination and awareness of mental and behavioral health services.	<ul style="list-style-type: none"> <li>• Maintain a centralized resource guide for behavioral health services.</li> <li>• Support school-based mental health education and referral pathways.</li> <li>• Clearly communicate service availability and limitations.</li> </ul>
Evaluate feasibility of expanded behavioral health service capacity.	<ul style="list-style-type: none"> <li>• Assess community demand for additional services including targeted services for veterans.</li> <li>• Engage regional healthcare systems on potential service expansion.</li> <li>• Identify workforce gaps and monitor funding opportunities.</li> </ul>
Address aging, in-home care, and respite service gaps.	<ul style="list-style-type: none"> <li>• Assess service availability and utilization.</li> <li>• Coordinate with the Council on Aging and service providers.</li> <li>• Use demographic trends to guide service planning.</li> </ul>
Support youth mental health and suicide prevention efforts.	<ul style="list-style-type: none"> <li>• Partner with schools to provide speakers, programs, and suicide awareness resources.</li> <li>• Offer free booth space at community events (e.g. Street Fair) to showcase mental health providers and services.</li> <li>• Coordinate with churches and youth organizations to expand youth opportunities.</li> </ul>

Vision 3: Strategy 3: Improve Healthcare Communication & Community Confidence

Table V3 S3 - 1

Objectives	Tactics
Establish consistent, transparent healthcare communication	<ul style="list-style-type: none"> <li>• Publish regular healthcare features and updates.</li> <li>• Maintain an annual healthcare services guide.</li> <li>• Designate responsibility for healthcare communications within City administration.</li> </ul>

Vision 3: Strategy 4: Promote Community Wellness, Youth Programs, and Prevention

Table V3 S4 - 1

Objectives	Tactics
Expand youth wellness and recreation programming	<ul style="list-style-type: none"> <li>• Partner with community organizations to host youth programs.</li> <li>• Support YMCA and youth sports leagues.</li> <li>• Host community wellness events.</li> </ul>
Strengthen recovery and substance abuse prevention efforts	<ul style="list-style-type: none"> <li>• Maintain City participation on the Drug Task Force.</li> <li>• Coordinate with schools, EMS, and law enforcement.</li> <li>• Distribute centralized recovery resources.</li> </ul>

Vision 3: Strategy 5: Sustain and Strengthen EMS Services

Table V3 S5 - 1

Objectives	Tactics
Support EMS systems that preserve local control, rapid response times, and workforce stability	<ul style="list-style-type: none"> <li>• Advocate for governance models prioritizing local responsiveness.</li> <li>• Explore City–County funding strategies.</li> </ul>
Strengthen EMS workforce recruitment and retention	<ul style="list-style-type: none"> <li>• Promote EMS career pathways through schools and training programs.</li> <li>• Support staffing strategies that meet recommended coverage levels.</li> </ul>
Evaluate expansion of community paramedicine services	<ul style="list-style-type: none"> <li>• Explore post-discharge home visit programs.</li> <li>• Evaluate potential reductions in hospital readmissions.</li> </ul>

Vision 3: Strategy 6: Protect and Transition Critical Hospital-Based Services

Table V3 S6 - 1

Objectives	Tactics
<p>Support the long-term viability of emergency and inpatient services in Bluffton through active monitoring, coordination, and alignment of City-supported healthcare initiatives.</p>	<ul style="list-style-type: none"> <li>● Establish formal, recurring executive-level communication between City leadership and hospital system leadership to monitor utilization trends, service risks, and strategic priorities.</li> <li>● Advocate for Bluffton’s hospital as a strategic regional asset by highlighting EMS integration, community paramedicine potential, senior population growth, and reduced transport times.</li> <li>● Align City-supported initiatives (EMS coordination, community paramedicine, wellness programming, discharge follow-up) to reduce avoidable readmissions and uncompensated care.</li> <li>● Monitor emergency department utilization, EMS diversion patterns, and inpatient admission trends in coordination with healthcare and public safety partners to identify emerging risks to local service viability.</li> <li>● Monitor and pursue eligibility for state and federal rural hospital stabilization and healthcare resilience programs.</li> </ul>
<p>Prepare contingency pathways to maintain emergency and urgent care access if inpatient beds or emergency services are reduced, reconfigured, or where patients are routinely redirected to other facilities.</p>	<ul style="list-style-type: none"> <li>● Evaluate alternative care models that could operate within the existing hospital footprint or nearby, including freestanding emergency departments, 24/7 urgent care with EMS co-location, or short-stay observation units.</li> <li>● Coordinate with EMS leadership to model transport, response-time, and staffing impacts under reduced-service scenarios.</li> <li>● Identify zoning, permitting, and infrastructure barriers in advance to enable rapid service conversion if required.</li> <li>● Maintain an updated inventory of regional inpatient capacity and transfer relationships.</li> </ul>
<p>Preserve healthcare employment, clinical presence, and community confidence during periods of service instability or transition.</p>	<ul style="list-style-type: none"> <li>● Work with healthcare partners to retain outpatient, diagnostic, behavioral health, and specialty services locally regardless of inpatient service changes.</li> <li>● Support workforce transition strategies that encourage healthcare professionals to remain in Bluffton.</li> <li>● Implement a proactive, transparent communication framework to address community concerns during periods of service instability or transition.</li> </ul>

## BLUFFTON VISION STATEMENT 4

Bluffton will strengthen its community fabric through housing, developing a citywide strategy that maximizes value per acre and promotes connectivity and engagement.

	Strategy	Responsibility	Funding	Cost	Priority	Timeline
1	Develop a first-time homebuyers strategy	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Lending Institutions</li> <li>• Insurance Agencies</li> <li>• Realtors</li> <li>• Consultants</li> <li>• GIS</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• State</li> <li>• Grants</li> </ul>	\$	High	2026-2028
2	Work to promote infill	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Wells County APC</li> <li>• Housing Programs</li> <li>• Developers</li> <li>• Building Department</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• State</li> <li>• Grants</li> <li>• Private</li> </ul>	\$	High	2026 - 2035
3	Diversify the types of residences built	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Wells County APC</li> <li>• Developers</li> <li>• Building Department</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• State</li> <li>• Grants</li> <li>• Private</li> </ul>	\$	Medium	2026 - 2035
4	Strengthen neighborhood identity and pride	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Wells County APC</li> <li>• Developers</li> <li>• Neighborhood Groups</li> <li>• Non-Profits</li> <li>• Building Department</li> <li>• Creative Arts</li> <li>• Bluffton NOW!</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Phillanthropy</li> <li>• Grants</li> <li>• Private</li> </ul>	\$	Medium	2028 - 2035
5	Redevelop key blighted areas	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Wells County APC</li> <li>• Developers</li> <li>• Building Department</li> <li>• Creative Arts</li> <li>• Bluffton NOW!</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Phillanthropy</li> <li>• Grants</li> <li>• Private</li> </ul>	\$\$\$	Medium	2028 - 2035
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 4: Strategy 1: Develop a first-time homebuyers strategy

Table V4 S1 - 1

Objectives	Tactics
Expand access to homeownership opportunities	<ul style="list-style-type: none"> <li>• Utilize Club 720 to roll out assessments and surveys with employers to identify employee housing needs.</li> <li>• Create an employer engagement and talent retention plan to help build a local buyer pipeline.</li> <li>• Identify gaps in daycare availability for young parents.</li> </ul>
Increase collaboration with local lenders to support new buyers	<ul style="list-style-type: none"> <li>• Partner with local banks, credit unions, and lenders to market and promote DPA (Down Payment Assistance) and construction loans.</li> <li>• Coordinate an event hosted by the Mayor to rally financial institutions and promote first-time buyer programs. - Offer Indiana Housing Education, USDA loan guidance, and local financial literacy workshops.</li> </ul>
Research the feasibility of creating Housing Support Zones in Bluffton.	<ul style="list-style-type: none"> <li>• Research the feasibility of creating Housing Support Zones in Bluffton.</li> <li>• Develop a micro-loan program (36-month, second-loan model) to support down payments.</li> <li>• Support and expand programs like OOR and NeighborLink to assist with property cleanup and maintenance.</li> </ul>

Vision 4: Strategy 2: Work to promote infill

Table V4 S2 - 1

Objectives	Tactics
Encourage Infill and renovation projects.	<ul style="list-style-type: none"> <li>• Launch a city-led marketing campaign to promote infill opportunities.</li> <li>• Create programs that incentivize new constructions of single-family homes in Housing Support Zones</li> </ul>
Establish clear density and design standards	<ul style="list-style-type: none"> <li>• Collaborate with city officials to draft ordinances limiting density (no more than a duplex per lot).</li> <li>• Require garage inclusion for duplexes. Develop density ordinances that balance parking and green space.</li> </ul>
Create a structure to facilitate lot redevelopment	<ul style="list-style-type: none"> <li>• Form a city-supported 501(c)(3) or committee to acquire and renovate homes for resale. Model after Kendallville's Kendallive Restorations, focusing on restoring 1-4 family properties.</li> <li>• Explore partnerships with local contractors and investors for sustainable redevelopment.</li> </ul>

Vision 4: Strategy 3: Diversify types of residences built

Table V4 S3 - 1

Objectives	Tactics
Support a balanced housing mix for all income levels	<ul style="list-style-type: none"> <li>• Monitor housing inventory to ensure proportional growth across housing types.</li> <li>• Maintain strong landlord-to-ownership ratios.</li> </ul>
Maintain a database of landlords, distinguishing between local and out-of-state owners	<ul style="list-style-type: none"> <li>• Establish or evaluate an 80/20 ownership-to-rental ratio ordinance. Assess enforcement mechanisms and penalties for ordinance violations.</li> <li>• Right of refusal on home sales, offering the home as an owner-occupied purchase before investors.</li> </ul>
Implement landlord and tenant checklists at lease signing	<ul style="list-style-type: none"> <li>• Enable the Building Department to inspect and require maintenance for deteriorating rentals.</li> <li>• Require landlords to assume responsibility for unpaid city utilities within a set timeframe. If the tenant moves out and is delinquent, send notice to the landlord if not paid by 45 days. Accounts need to be at a 0 balance within 90 days.</li> </ul>

Vision 4: Strategy 4: Strengthen neighborhood identity and pride

Table V4 S4 - 1

Objectives	Tactics
Identify and Name Neighborhoods, Create Districts	<ul style="list-style-type: none"> <li>• Provide grants and fundraising support for neighborhood entryway signage (e.g., Willowbrook model). Use historical streets or plat names to define neighborhood boundaries.</li> </ul>
Foster collaboration among neighborhood groups	<ul style="list-style-type: none"> <li>• Study models from Fishers and South Bend for neighborhood cohort programs. Encourage community associations and Non-Profits (The Dream Center &amp; Habitat) to coordinate cleanups and beautification events.</li> <li>• Include the City and nonprofits at each event to support volunteers and explore possible infrastructure improvements.</li> </ul>
Promote engagement and revitalization in underrepresented areas	<ul style="list-style-type: none"> <li>• Leverage NeighborLink Bluffton, Habitat, The Dream Center, and local nonprofits to assist with maintenance and cleanup.</li> <li>• Expand city-led cleanup days (quarterly or more) and promote existing trash collection programs.</li> <li>• Deploy informational campaigns highlighting available homeowner assistance.</li> </ul>
Strong, well-named districts can build welcoming, desirable growth	<ul style="list-style-type: none"> <li>• The Riverbend District – Near the river with natural spaces, enhancing the beauty of our natural landscape. Bluffton Arts &amp; Living District- highlights the arts center, great for branding a new Arts Center, and the younger generation.</li> <li>• The Townline District- A contemporary neighborhood name with new townhome developments near shopping areas.</li> <li>• Wells Park District- Strong, civic-minded area near the Wells community pool and parks.</li> <li>• The Parlor City District- to emphasize the downtown living with lofts, apartments, and a downtown vibe.</li> </ul>

Vision 4: Strategy 5: Redevelop key blighted areas

Table V4 S5 - 1

Objectives	Tactics
<p>Redevelop South Hospital/ Blighted Site into Modern Townhomes</p>	<ul style="list-style-type: none"> <li>• RFP out to developers and provide grants and fundraising support for the newly developed District. Encourage the community surrounding this new district to be involved in the planning process.</li> </ul>
<p>Create a district, e.g., the Wells Park District</p>	<ul style="list-style-type: none"> <li>• Pictures below demonstrate the types of townhomes that are desirable. It is important to redevelop this space with parks in mind.</li> <li>• Adding the Creative Arts Center to this area would create a new destination, drive traffic through downtown, and enable future redevelopment on the South end of town.</li> </ul>
<p>Encourage compliance with ordinances</p>	<ul style="list-style-type: none"> <li>• Junk ordinances clean up so we have no GREY areas, clear and consistent expectations</li> <li>• Parking Ordinance: residents must park on solid surfaces, i.e., pavement or stone.</li> <li>• Put the trash and recycling bins up when collection is done.</li> </ul>



## BLUFFTON VISION STATEMENT 5

Bluffton will foster effective and innovative teams within the municipality that develop transparent, efficient, and results-driven processes, measurable in impact and focused on delivering high-quality public services, while delivering a highly valued work experience for its employees.

	Strategy	Responsibility	Funding	Cost	Priority	Timeline
1	Enhance team collaboration and leadership development	<ul style="list-style-type: none"> <li>• City Staff</li> <li>• Elected Officials</li> <li>• Utility Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Utilities</li> <li>• Grants</li> </ul>	\$\$	Medium	18 - 36 months
2	Establish the definition of high-quality public services in Bluffton and work to provide them.	<ul style="list-style-type: none"> <li>• City Staff</li> <li>• Elected Officials</li> <li>• Utility Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Utilities</li> </ul>	\$\$	Medium - High	6 - 18 months
3	Optimize processes for transparency, efficiency, and measurable impact.	<ul style="list-style-type: none"> <li>• City Staff</li> <li>• Elected Officials</li> <li>• Utility Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Utilities</li> </ul>	\$	Medium	12 - 24 months
4	Develop a positive and rewarding work environment for City staff.	<ul style="list-style-type: none"> <li>• City Staff</li> <li>• Elected Officials</li> <li>• Utility Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Utilities</li> <li>• Grants</li> </ul>	\$	Medium - High	6 - 18 months
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 5: Strategy 1: Enhance team collaboration and leadership development

Table V5 S1 - 1

Objectives	Tactics
Strengthen leadership capabilities across all municipal departments	<ul style="list-style-type: none"> <li>● Implement required management leadership training</li> <li>● Develop mentorship programs</li> <li>● Establish an onboarding program for new managers</li> <li>● Identify future leaders (strengths, weaknesses, talents, skills)</li> <li>● Develop pathways of learning and growth</li> </ul>
Develop a Team-Centric Culture that fosters innovation and collaboration	<ul style="list-style-type: none"> <li>● Develop a utility coordination program to share future projects across departments to aid in planning</li> <li>● Hold monthly/quarterly team-building activities to build relationships across departmental lines (who leads this?)</li> <li>● Bring in someone from outside to lead training and/or team-building (lunch &amp; learn)</li> <li>● Hold multi-departmental meetings (quarterly/semi-annually/annually) to explore ways to share resources across departments</li> </ul>
Cultivate an environment of continuous learning and adaptability	<ul style="list-style-type: none"> <li>● Send staff to local/regional trade shows and trainings</li> <li>● Develop and maintain standard operating procedures (SOPs) for critical functions in each department</li> <li>● Offer additional training and classes to interested employees</li> <li>● Collaborate with other like-departments in our region to share knowledge (host round tables, vendor trainings, etc)</li> <li>● Departmental “Rodeos” for hands-on demonstration/training events</li> </ul>

Vision 5: Strategy 2: Establish the definition of high-quality public services in Bluffton and work to achieve providing them.

Table V5 S2 - 1

Objectives	Tactics
<p>Educate the public on what services our organization does (and doesn't) provide</p>	<ul style="list-style-type: none"> <li>● Offer “open houses” at a large facility with tables/displays set up for the public to come talk with departments and learn what we do.</li> <li>● Website – spotlight on a different department each month</li> <li>● Mayor’s Podcast “spotlights” on city departments/functions</li> <li>● Continue newsletters from the Mayor’s Office</li> <li>● QR codes to send people to a list of events</li> <li>● Expand Bluffton “event” calendar (consider broader community scope)</li> </ul>
<p>Educate and engage residents in the municipal process</p>	<ul style="list-style-type: none"> <li>● Conduct a survey to indicate the best communication channels with citizens</li> <li>● Communicate city “wins” and achievements – how much more did we get done and at what cost/savings</li> <li>● Community surveys (run by outside company?) to gauge satisfaction in specified areas</li> <li>● Improve live-stream access on website (currently too many clicks to drill down)</li> <li>● Expand 311's ability to use AI to guide non-emergency callers using the FAQ knowledge base</li> </ul>
<p>Establish how to measure if we are, in fact, providing high-quality public services</p>	<ul style="list-style-type: none"> <li>● Provide a channel for feedback (satisfaction or not) (TRASH CANS?!?!)</li> <li>● Establish response time metrics and gauge citizen perception of satisfaction</li> <li>● Establish a work order management system (to track projects, completion rates, etc.)</li> <li>● Establish a service request management system (expand the 311 system)</li> </ul>

Vision 5: Strategy 3: Optimize processes for transparency, efficiency, and measurable impact.

Table V5 S3 - 1

Objectives	Tactics
Increase Departmental Transparency (How do we tell citizens what we did/are doing?)	<ul style="list-style-type: none"> <li>● Create and communicate clear goals and expectations</li> <li>● Establish desired levels of service for each department</li> <li>● Establish key performance indicators (KPIs)</li> <li>● Create ways to track and assess KPIs</li> </ul>
Increase Departmental Efficiencies	<ul style="list-style-type: none"> <li>● Establish baselines of current service levels / KPIs</li> <li>● As teams across the organization identify opportunities for process improvements</li> <li>● Work together to improve processes</li> <li>● Establish a method to track the value of the improvements (time/money/resources)</li> <li>● Provide monthly productivity/efficiency results so all staff in departments can see them.</li> </ul>
Develop Community impact metrics	<ul style="list-style-type: none"> <li>● Identify community goals/opportunities – surveys, pictures, how to gauge public opinion/input, QR CODES!!!!</li> <li>● Establish baselines of new and existing impact/goals we wish to maintain</li> <li>● Work to achieve/sustain those goals</li> <li>● Identify methods of measuring impact and review results quarterly – surveys, pictures, how to gauge public opinion/input, QR CODES!!!!</li> <li>● Install people counters to track increases in facility usage.</li> </ul>

Vision 5: Strategy 4: Develop a positive and rewarding work environment for City staff.

Table V5 S4 - 1

Objectives	Tactics
Attract and retain skilled staff	<ul style="list-style-type: none"> <li>● Establish an actual Human Resources department and/or designated resource</li> <li>● Review job descriptions to ensure accuracy and effectiveness</li> <li>● Cast a wider net in the applicant pool (Indeed, ZipRecruiter, etc)</li> <li>● Establish an onboarding program for new employees</li> <li>● Conduct annual “stay” interview to identify potential flight risks</li> <li>● Paid birthday off</li> <li>● Surprise afternoon off</li> <li>● Consider improved maternity (and/or paternity) leave plans/options</li> <li>● Lunch is provided for a different department each month</li> <li>● Food trucks at City Hall or on the Plaza</li> <li>● Years of Service Awards/Recognition</li> </ul>
Empower, recognize, and engage employees	<ul style="list-style-type: none"> <li>● Anonymous suggestion box</li> <li>● Employee surveys</li> <li>● Department heads can establish criteria for “above and beyond” and recommend or allow peer recommendations for “spot bonuses” (i.e., \$25 chamber bucks)</li> <li>● See above, could be citizen-initiated too</li> <li>● Family-friendly event nights (i.e., movie night, bingo night, Vegas night, holiday turkey/ham donations)</li> <li>● Win Lunch with the Mayor (employee nominations)</li> </ul>
Provide an environment where employees grow and thrive	<ul style="list-style-type: none"> <li>● Coach employees on how to establish and maintain a healthy well-being</li> <li>● Routine positive feedback and encouragement from managers and peers</li> <li>● Productivity Bonuses (boost productivity and morale)</li> <li>● Earn time off (i.e., an afternoon a month) as a reward for exceptional service</li> <li>● Allow 1-2 mental health days per year, which must be used during the specified time range</li> <li>● Consider establishing a “sick bank” for employees to donate excess sick hours to be used for future medical emergencies</li> <li>● Community Serve-events (i.e., Angel Tree, Habitat for Humanity, Kate’s Kitchen, Emergency \$ fund, Adopt a Greenway, City Cleanup, Parks Cleanup)</li> <li>● Volunteer Opportunities – work-sponsored, paid days, but pitching in to help those less fortunate in the community</li> </ul>

## BLUFFTON VISION STATEMENT 6

Bluffton will create and sustain vibrant, clean, and accessible spaces that reflect our local flavor and heritage, enrich the quality of life, and serve as welcoming, attractive destinations for residents, businesses, and visitors, offering fun and healthy recreational opportunities for all.

Strategy		Responsibility	Funding	Cost	Priority	Timeline
1	Beatify and Activate Public Spaces (Welcoming / "Parlor City")	• See R&F Tables Below	• See R&F Tables Below	\$\$	High	2026 - 2035
2	Expand Recreational and Accessible Community Spaces	• See R&F Tables Below	• See R&F Tables Below	\$\$	Medium High	2028 - 2035
3	Celebrate Local Heritage, Arts, and Culture	• See R&F Tables Below	• See R&F Tables Below	\$	Medium High	2028 - 2035
4	Strengthen Community Engagement, Learning, and Stewardship	• See R&F Tables Below	• See R&F Tables Below	\$\$	High	2026 - 2035
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 6: Strategy 1: Beautify and Activate Public Spaces (Welcoming / “Parlor City”)

Objective 1.1: Enhance downtown aesthetics and streetscape to reflect Bluffton’s “Parlor City” identity

Table V6 S1 - 1

Objectives	Tactics
<p>Enhance downtown aesthetics and streetscape to reflect Bluffton’s “Parlor City” identity</p>	<ul style="list-style-type: none"> <li>● Enhance parking lots with thoughtful landscaping and cohesive signage; maintain flowerbeds free of promotional materials to maintain a unified appearance; and ensure only non-invasive plants are purchased.</li> <li>● Implement a façade improvement program to restore historic or character-defining building exteriors, while establishing design guidelines and review processes to prevent the use of materials that detract from downtown’s aesthetic.</li> <li>● Paint crosswalks and utility boxes; install murals and sidewalk rain art.</li> <li>● Add sculptures (permanent or temporary) and other artistic features to pathways and public spaces.</li> <li>● Install branded elements such as murals, decorative banners, and a “Welcome to Bluffton” arch to greet visitors and reinforce city pride.</li> <li>● Create seasonal Instagrammable photo opportunities.</li> <li>● Coordinate window decorating contests and holiday home contests</li> <li>● Illuminate building outlines and the pedestrian bridge with lights during the summer months, and increase frequency for special events to enhance nighttime ambiance</li> <li>● Perform a comprehensive sign inventory to assess condition, remove unnecessary signs, and reduce visual clutter for a cleaner, more navigable streetscape.</li> <li>● Conduct a semi-annual sidewalk power-washing program to create a visually appealing pedestrian area.</li> </ul>

Table V6 S1.1 R&F

Responsibility	Funding
Bluffton NOW!	Land & Water Conservation Fund
Chamber of Commerce	IDNR Grants
Economic Development	OCRA Grants
Local Artists, Teachers, and Students	Indiana Destination Development Corporation Grants
Bluffton Street Department	Community Foundation
Creative Arts Council	USDA Grants
Area Plan Commission	Philanthropy
Historical Society	Corporate Sponsorship
Local Building and Business Owners	
Wells County Tourism	
Local Sign Companies, Landscape Firms, and Design Students	

Objective 1.2: Improve pedestrian comfort and safety

Table V6 S1.2

Objectives	Tactics
<p>Improve pedestrian comfort and safety</p>	<ul style="list-style-type: none"> <li>● Add lighting and seating in parking areas and remaining pathways and trails.</li> <li>● Maintain sidewalks by grinding tripping hazards and repairing broken curbs.</li> <li>● Install cozy tables, chairs, bench swings, rocking chairs, or integrate seating areas combined with raised flower planters downtown.</li> <li>● Install public amenities like bulletin boards, Wayfinding Signs, QR codes with maps, and tourism suggestions.</li> <li>● Add free Wi-Fi and phone charging stations downtown and in parks.</li> <li>● Activate downtown sidewalks by adding shaded parklets for outdoor dining.</li> <li>● Add a permanent, accessible bathroom downtown with a baby-changing table.</li> <li>● Close select streets to traffic during events with temporary decorative lighting to create pedestrian zones.</li> <li>● Inform residents about the advantages of human-scale design over car-centric planning to promote walking, biking, and active transportation.</li> <li>● Coordinate with businesses along the Interurban Trail to install bike racks.</li> <li>● Conduct a comprehensive study of traffic accidents to identify patterns, high-risk intersections, and recurring safety issues. Use the findings to implement targeted measures such as improved signage, road markings, speed control measures, pedestrian crossings, bike lanes, and traffic calming strategies to reduce accidents and enhance overall safety for drivers, cyclists, and pedestrians.</li> <li>● Consider ways to be golf cart-friendly and offer discounted weekend passes for special-event golf cart parades.</li> <li>● Install clear, easy-to-read signs for downtown, parks, trails, and civic buildings.</li> <li>● Ensure sidewalks remain unobstructed by enforcing regulations against parked vehicles, trash cans, or other barriers.</li> </ul>

Table V6 S1.2 R&F

Responsibility	Funding
Wells County Trails	OCRA Grants
INDOT	INDOT Grants
NIRCC / Police Department / Street Dept	AARP Grants
AARP Indiana	NIPSCO Grants
Parks Department	Community Crossings
Local Utilities	Community Development Block Grants
Local Businesses and Building Owners	Local Government
AdamsWells	Community Foundation
Local Schools	Phillanthropy

### Objective 1.3: Establish Routine Maintenance

Table V6 S1.3

Objectives	Tactics
Establish routine maintenance	<ul style="list-style-type: none"> <li>• Mobilize community volunteers to take an active role in maintaining downtown spaces, parks, trails, public art, and riverfront areas through organized clean-ups and stewardship programs.</li> <li>• Train volunteers to identify and remove invasive plant species in parks and along trails, promoting native vegetation and ecosystem health.</li> <li>• Pursue grant funding to implement projects that prevent riverbank erosion and protect waterfront areas.</li> <li>• Create an Economic Improvement District for downtown merchants or a neighborhood group to oversee upkeep and event coordination.</li> <li>• Implement bird flocking solutions and routine streetscape maintenance.</li> <li>• Educate residents on how to use the City's "Report a Concern" system</li> <li>• Refresh the water tower paint and explore adding colorful uplighting to enhance visual appeal.</li> <li>• Implement sustainable maintenance practices (plant only native plants, switch to energy-efficient lighting)</li> <li>• Regularly clean or paint the water towers</li> <li>• Earn the Tree City USA designation and increase and maintain a healthy tree canopy.</li> </ul>

Table V6 S1.3 R&F

Responsibility	Funding
Volunteer Service Clubs	IDNR Grants
Churches & Schools	IDEM Grants
Wells County Soil & Water	OCRA Grants
Neighborlink	Corporate Volunteer Matching Programs
Parks Department	Duke Energy Foundation
Wells County Extension Office	NIPSCO Grants
Local Scouts & 4-H Clubs	EPA Brownfield Program
Downtown Business Association	Community Foundation
Local Utilities	Phillanthropy

Vision 6: Strategy 2: Expand Recreational and Accessible Community Spaces

Objective 2.1: Develop inclusive recreational facilities for all ages

Table V6 S2.1

Objectives	Tactics
<p>Develop inclusive recreational facilities for all ages.</p>	<ul style="list-style-type: none"> <li>● Coordinate with merchants for monthly meetings, downtown tours, sales, and special events such as First Fridays, Third Thursdays, Flicks on the Bricks, Concerts, Theater Performances, Block Parties, etc.</li> <li>● Build a skate park, pump track, and roller hockey park</li> <li>● Create a mini-golf course</li> <li>● Recruit entertainment businesses, such as a game store and movie theater, through grants, tax incentives, and marketing of prime downtown locations.</li> <li>● Introduce summer recreational amenities on the plaza, including chessboard tables, bag toss, ping pong, giant games, temporary mini-golf stations, and fire pits.</li> <li>● Install additional power sources downtown to accommodate food trucks.</li> <li>● Improve riverfront amenities such as a fishing pier or area, bench swings, a public restroom, and a water fountain.</li> <li>● Promote and support businesses offering indoor climbing, eSports lounges, cat cafés, indoor toddler play areas, outfitter stores, kayak rentals, and restaurants with integrated gaming or interactive spaces to enhance entertainment options.</li> <li>● Develop and program a Performing Arts Center that hosts theater productions, concerts, dance performances, community talent showcases, and educational workshops to foster local arts and cultural engagement.</li> <li>● Establish a Senior and Community Center that provides accessible programming, social activities, educational workshops, wellness classes, and intergenerational events to foster community connection, lifelong learning, and an active lifestyle.</li> <li>● Develop a co-working and maker’s space that offers flexible workstations, collaborative areas, creative labs, and access to tools and technology, fostering entrepreneurship, innovation, skill-building, and community collaboration.</li> <li>● Activate empty lots by creating pocket parks and community gardens that enhance neighborhood livability.</li> <li>● Promote downtown dining diversity by offering incentives to attract new restaurants and culinary experiences.</li> </ul>

Table V6 S2.1 R&F

Responsibility	Funding
Park Department	Land & Water Conservation Fund
Bluffton NOW!	IDNR Grants
Chamber of Commerce	OCRA Grants
Wells County YMCA	Indiana Destination Development Corporation Grants
Local Service Clubs / Youth Leagues / Schools	Community Foundation
Local Business and Building Owners	USDA Rural Development
Creative Arts Council	Phillanthropy
Local Health Care Providers	Corporate Sponsorships / Grants
Private Developers	

Objective 2.2: Improve connectivity and pedestrian-friendly infrastructure

Table V6 S2.2

Objectives	Tactics
<p>Improve connectivity and pedestrian-friendly infrastructure.</p>	<ul style="list-style-type: none"> <li>• Coordinate with Wells County Trails to implement priority trail segments, including trails along Route 124, connections to the YMCA, and linking the River Greenway to the Interurban Trail, while establishing safe sidewalks to parks and downtown destinations.</li> <li>• Upgrade sidewalks and crossings to ADA standards, install compliant ramps, improve surface conditions, and ensure clear, unobstructed pathways for all pedestrians.</li> <li>• Evaluate and optimize street parking by analyzing areas where vehicles frequently block sidewalks, converting streets to one-sided parking as needed to maintain safe pedestrian routes.</li> <li>• Enforce a code that prevents drivers from parking on sidewalks</li> <li>• Expand active transportation infrastructure by installing bike lanes, bike racks, bike repair stations, and offering bike rental options for residents and visitors.</li> <li>• Enhance pedestrian and event safety by temporarily closing streets during events, adding wayfinding maps, and implementing traffic-calming measures for pedestrians, cyclists, and golf carts.</li> <li>• Deploy electric vehicle charging stations to support sustainable transportation and accommodate EV users.</li> <li>• Promote trail accessibility and resources on the Wells County Trails website, providing detailed maps, difficulty ratings, and user-friendly information to ensure safe, enjoyable outdoor experiences.</li> <li>• Create designated pedestrian corridors connecting key destinations, incorporating clear crosswalks, lighting, signage, seating, landscaping, and public art to make walking safe, accessible, and enjoyable for people of all ages.</li> </ul>

Table V6 S2.2 R&F

Responsibility	Funding
Wells County Trails	Federal Highway Administration Grants
INDOT	OCRA Grants
NIRCC	Build Grants
Street Department	IDNR Grants
AARP Indiana	Clean Cities Coalition Grants
Local Utilites	AARP Indiana
Local Business and Building Owners	State Trail & Regional Trail Grants

Objective 2.3: Enhance senior and intergenerational accessibility

Table V6 S2.3

Objectives	Tactics
Enhance senior and intergenerational accessibility.	<ul style="list-style-type: none"> <li>• Provide ADA-accessible parking, restrooms, and clearly marked pathways to ensure safe access for people of all abilities.</li> <li>• Develop senior-focused programming and community spaces, connecting with daycare facilities to foster intergenerational learning, social interaction, and shared recreational opportunities.</li> <li>• Partner with schools and churches to open gyms, fields, tracks, and meeting rooms for community use, promoting multi-generational engagement and physical activity.</li> <li>• Encourage businesses to apply for grants to install easy-open, slow-closing ADA-accessible doors to improve accessibility for all residents.</li> <li>• Coordinate with the Council on Aging to provide wheelchair and mobility scooter rentals or loans for seniors and residents with mobility challenges.</li> <li>• Offer water wheelchairs at Wells Community Aquatic Facility to ensure inclusive aquatic recreation for seniors and individuals with disabilities.</li> <li>• Build a community learning center that offers educational workshops, technology training, arts and crafts classes, and intergenerational programs, serving as a hub for lifelong learning and social engagement.</li> <li>• Establish a senior center with dedicated spaces for social activities, wellness programs, recreational classes, and intergenerational events, fostering a welcoming environment that encourages active aging and community connection.</li> </ul>

Table V6 S2.3 R&F

Responsibility	Funding
Council on Aging	AARP Indiana Grants
Schools / Child Care Centers	Older Americans Act Title III Grants
Churches / Community Centers	Community Development Block Grants
Senior - Focused Nonprofits	OCRA Grants
ADA Consultants	Healthcare Foundation of Northeast Indiana
AWS & Occupational Therapist	Local Health Care Grants
Local Health Care Facilities	Community Foundation
Public Library	Phillanthropy

Vision 6: Strategy 3: Celebrate Local Heritage, Arts, and Culture

Objective 3.1: Integrate arts and creative expression throughout public spaces.

Table V6 S3.1

Objectives	Tactics
<p>Integrate arts and creative expression throughout public spaces.</p>	<ul style="list-style-type: none"> <li>• Create a Public Arts Commission (Creative Arts of Wells County, Bluffton Parks, Bluffton Now!, area artists, art teachers &amp; students, etc) to partner on grants, attend workshops, and promote installation of public art in Bluffton.</li> <li>• Install murals, sculptures, and sidewalk rain art in parks, pathways, and plazas.</li> <li>• Paint crosswalks and utility boxes to reflect local culture and history.</li> <li>• Install window clings in downtown storefronts and public buildings to highlight Bluffton’s history and notable residents.</li> <li>• Offer families the opportunity to purchase a commemorative banner honoring a Veteran to be displayed on a downtown light post.s</li> <li>• Develop a Creative Arts Facility as a hub for community workshops, exhibitions, and classes.</li> <li>• Engage residents in temporary community art projects—such as collaborative murals, painted benches, or sculpture displays—that are exhibited publicly throughout the city and later sold to support local programs.</li> <li>• Create whimsical discoveries for visitors with tiny, hidden artworks like Mice on Main, fairy doors, miniature gnome homes, and painted rocks.</li> </ul>

Table V6 S3.1 R&F

Responsibility	Funding
Creative Arts Council	NEA “Our Town” Grants
Indiana Arts Commission	Indiana Arts Commission
Local Schools	OCRA Grants
Wells County Historical Museum	Phillanthropy
Local Artists, Fabricators, and Sign Companies	IHCDA Grants
Art Students & Youth Organizations	Local Businesses & Building Owners
	Community Foundation

Objective 3.2: Host events that reflect local flavor, culture, and heritage.

Table V6 S3.2

Objectives	Tactics
<p>Host events that reflect local flavor, culture, and heritage.</p>	<ul style="list-style-type: none"> <li>• Plan seasonal festivals, outdoor movies such as Flicks on the Bricks, and cultural events in plazas and parks to celebrate community life and attract visitors.</li> <li>• Highlight local history and natural heritage by focusing events on figures or themes such as Paul Cook, EB Williamson Irises, or Charles Deam.</li> <li>• Incorporate art, music, and heritage elements into all events to strengthen civic pride and community identity.</li> <li>• Host cook-offs, food truck rallies, local factory tours, and farm-to-table tastings to showcase local culinary traditions and businesses.</li> <li>• Partner with the Historical Museum to offer Living History events featuring costumed interpreters demonstrating quilting, candle dipping, Dutch oven cooking, and other traditional crafts.</li> <li>• Organize Storytelling on the Square, where local historians, residents, and teachers share memories, historic events, and unique stories from Bluffton's past.</li> <li>• Celebrate local culinary heritage with events like Pretzel &amp; Brews, pairing locally made pretzels or bread products with regional craft beers, sodas, and ciders.</li> <li>• Host carry-ins, community picnics, and recipe swap events to encourage informal social interaction and sharing among residents.</li> <li>• Offer guided historic walks, home tours, and explorations of downtown's hidden gems, including attics, basements, and other rarely seen spaces.</li> <li>• Support and expand the Farmer's Market and agritourism initiatives to highlight local agriculture and produce.</li> </ul>

Table V6 S3.2 R&F

Responsibility	Funding
Bluffton NOW!	Indiana Destination Development Corporation Grants
Wells County Historical Museum	IHCDA Grants
Parks Department	Phillanthropy
Local Breweries, Wineries, Restaurants & Farms	USDA Rural Business Development Grants
Wells County Tourism	Community Foundation
Visit Indiana	
Indiana Destination Development Corporation	
Local Media Outlets	
Local Schools & Churches	

Objective 3.3: Support creative partnerships and volunteer engagement.

Table V6 S3.3

Objectives	Tactics
Support creative partnerships and volunteer engagement.	<ul style="list-style-type: none"> <li>• Coordinate with schools, churches, and local nonprofits for programming and facility use.</li> <li>• Offer classes in community gardens, arts, and recreational spaces.</li> <li>• Promote volunteer opportunities for arts, beautification, and events.</li> <li>• Partner with 4-H, farmers, and FFA for local produce tastings and demonstrations</li> <li>• Create a Mayor’s Youth Council for student input on projects and programs</li> <li>• Partner with foreign exchange students to celebrate cultural diversity through an international food festival, engaging travelogues, and personal stories. Offer short interactive language lessons.</li> </ul>

Table V6 S3.3 R&F

Responsibility	Funding
Local Schools, 4-H, and FFA	Indiana Humanities Grants
Parks Department	Youth as Resources
Wells County Extension Services	Youth Service America Grants
Churches, nonprofits, and cultural groups	AARP Indiana
Foreign Exchange Programs	Local Civic Clubs
Local Restaurants and Chefs	Community Foundation

Vision 6: Strategy 4: Strengthen Community Engagement, Learning, and Stewardship

Objective 4.1: Establish community hubs and third places for social connection.

Table V6 S4.1

Objectives	Tactics
Establish community hubs and third places for social connection.	<ul style="list-style-type: none"> <li>● Develop or support the Wells County Dream Center as a space for events, childcare, coworking, and learning.</li> <li>● Encourage cafés and libraries to host story hours, social gatherings, and educational programs.</li> <li>● Partner with schools to allow community access to gyms, walking tracks, and meeting rooms.</li> <li>● Support &amp; coordinate with the Park Department's 5-Year Master Plan priorities to ensure consistency with long-term community investments. (replace aging equipment, trail development, ADA accessible facilities, and bury overhead powerline when appropriate)</li> </ul>

Table V6 S4.1 R&F

Responsibility	Funding
Wells County Dream Center	OCRA Grants
Library	USDA Grants & Loans
Local Schools & Churches	Lilly Foundation
Chamber of Commerce	Community Foundation
Economic Development	AARP Indiana
Parks Department	Local Businesses & Building Owners
YMCA & Child Care Providers	Phillanthropy

Objective 4.2: Promote learning, sustainability, and volunteerism.

Table V6 S4.2

Objectives	Tactics
<p>Promote learning, sustainability, and volunteerism.</p>	<ul style="list-style-type: none"> <li>● Support community gardens with water, shade, seating, and classes; coordinate volunteer committees.</li> <li>● Offer educational programs on gardening, arts, aging, and healthy recreation.</li> <li>● Coordinate river and park clean-up days to engage residents in stewardship.</li> <li>● Become a Bird Town Indiana City to restore, protect, and improve bird habitat.</li> <li>● Regularly gather community feedback through public forums and city surveys.</li> <li>● Share updates on project progress, survey results, and city plans through newsletters, the city website, social media, and the Parlor City Voice Podcast to keep residents informed and involved.</li> <li>● Develop a friendly visitor program to pair newcomers with local “guides” to introduce them to community resources and events.</li> <li>● Form citizen committees representing diverse age groups and neighborhoods to provide input on projects and policies.</li> <li>● Establish a “Neighbor-to-Neighbor” program that connects residents in need of assistance with volunteers who can help with home maintenance, repairs, or other supportive tasks (similar to Neighbor Link).</li> <li>● Recognize and celebrate volunteers, local businesses, and community contributors to foster pride.</li> </ul>

Table V6 S4.2 R&F

Responsibility	Funding
Wells County Extension Services	IDEM Grants
Parlor City Community Garden	AARP Indiana Grants
Local Schools	EPA Grants
Local Service Organizations	Community Foundation
Parks Department	Local Businesses and Building Owners
Local Media Outlets	Phillanthropy

Objective 4.3: Resolve blight and improve neighborhood quality.

Table V6 S4.3

Objectives	Tactics
Resolve blight and improve neighborhood quality.	<ul style="list-style-type: none"> <li>● Locate all blighted and brownfield sites throughout the city and implement remediation, redevelopment, or removal strategies to improve community safety and aesthetics.</li> <li>● The city should obtain and repurpose the 124 S Oak Street property into a public space that meets the requirements.</li> <li>● Repair broken sidewalks, curbs, and pathways.</li> <li>● Upgrade streetscapes, sidewalks, and neighborhood parks to improve safety and appeal.</li> <li>● Encourage neighborhood associations to coordinate improvements, host community/block party events, and beautification efforts.</li> <li>● Offer small grants to neighborhoods to fund minor beautification projects that enhance livability and foster local pride.</li> </ul>

Table V6 S4.3 R&F

Responsibility	Funding
Redevelopment Commission	EPA Grants
Local Non-Profits	OCRA Grants
Building Department & Code Enforcement	Community Development Block Grants
Neighborhood Associations	USDA Grants
Local Churches	Community Foundation
Habitat for Humanity	Local Government
Neighbor Link	Corporate Grants
Wells County Land Bank	Phillanthropy

## BLUFFTON VISION STATEMENT 7

Bluffton will build a connected community where participation in events, programs, and shared experiences enhances the quality of life, fosters a lasting sense of belonging, and strengthens Bluffton’s sense of pride and trust.

	Strategy	Responsibility	Funding	Cost	Priority	Timeline
1	Activate the Parlor City: Maintain, expand, and create community events and experiences	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Parks Department</li> <li>• Community Groups</li> <li>• Non-Profits</li> <li>• Toursim</li> <li>• Chamber of Commerce</li> <li>• Economic Development</li> <li>• Local Businesses</li> <li>• General Public</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Grants</li> <li>• Philanthropy</li> <li>• Sponsorship</li> </ul>	\$	High	2026 - 2035
2	Experience Bluffton: Develop a community engagement plan	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Parks Department</li> <li>• Community Groups</li> <li>• Non-Profits</li> <li>• Toursim</li> <li>• Chamber of Commerce</li> <li>• Economic Development</li> <li>• Local Businesses</li> <li>• General Public</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Grants</li> <li>• Philanthropy</li> <li>• Sponsorship</li> </ul>	\$	High	2026 - 2035
3	Tell our Story: Develop a consistent community marketing plan	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Parks Department</li> <li>• Community Groups</li> <li>• Non-Profits</li> <li>• Toursim</li> <li>• Chamber of Commerce</li> <li>• Economic Development</li> <li>• Local Businesses</li> <li>• General Public</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Grants</li> <li>• Philanthropy</li> <li>• Sponsorship</li> </ul>	\$	High	2026 - 2035
4	Find your Bluffton: Wayfinding and Branding Initiatives	<ul style="list-style-type: none"> <li>• Elected Officials</li> <li>• Parks Department</li> <li>• Community Groups</li> <li>• Non-Profits</li> <li>• Toursim</li> <li>• Chamber of Commerce</li> <li>• Economic Development</li> <li>• Local Businesses</li> <li>• General Public</li> <li>• Poka-Bache Task Force</li> <li>• NIRCC</li> </ul>	<ul style="list-style-type: none"> <li>• Local</li> <li>• Grants</li> <li>• Philanthropy</li> <li>• Sponsorship</li> </ul>	\$	High	2026 - 2035
<b>TABLE FORMAT NOTES</b>		<b>Cost: \$ \$1M or less   \$\$ \$1M - \$5M   \$\$\$ 5M - \$15M   \$\$\$\$ 15M and Up</b>				

Vision 7: Strategy 1: Activate the Parlor City: Maintain, expand, and create community events and experiences

Table V7 S1 - 1

Objectives	Tactics
<p>Maintain and expand existing events and experiences</p>	<ul style="list-style-type: none"> <li>● Grow events attendance by 20% by 2028</li> <li>● Improve event attendance tracking (free ticketing i.e. Eventbrite)</li> <li>● Integrate into a new community-wide digital calendar</li> <li>● Run targeted social media adds 2-weeks prior to events</li> <li>● Work to expand participation in event and experience planning</li> <li>● Develop new financial support mechanisms to sustain events and experiences</li> <li>● Provide additional support to the Parks Department, local businesses, and community organizations that provide these events and experiences</li> <li>● Actively support fundraising efforts for these events and experiences</li> <li>● Integrate these events and experiences into the community marketing plan</li> <li>● Work to combine existing events and experiences, or pair them with new events and experiences, to create active days or weekends in Bluffton.</li> </ul>
<p>Develop new events and experiences</p>	<ul style="list-style-type: none"> <li>● Develop citizen groups that can guide the planning and implementation of new Parlor City centric events and experiences</li> <li>● Develop events and programming that focuses on multiple age ranges (0-17, 18-35, 36-59, and 65+)</li> <li>● Develop a new multi-day festival to complement our other activities and experiences with a tie to our local heritage</li> <li>● Create new semi-permanent passive experiences in our community ie. murals, sculptures, scavenger hunts, self guided tours, veteran memorials, historical figures, and information centers</li> <li>● Work with Bluffton NOW! to develop a hometown hero's banner program for Bluffton to support veterans, active service members, and first responders</li> <li>● Work to combine these new events and experiences with existing events and experience, to create active days or weekends in Bluffton</li> </ul>

Vision 7: Strategy 2: Experience Bluffton: Develop a community engagement plan

Table V7 S2 - 1

Objectives	Tactics
Create a welcome wagon program for new residents	<ul style="list-style-type: none"> <li>● Create Bluffton concierge website, email list, and phone number</li> <li>● Work with utilities and local real estate agents to collect contact information for new residents</li> <li>● Survey new residents on what information would be helpful to provide</li> <li>● Create a list of existing churches, non-profits, social groups, and clubs that people can engage with</li> <li>● Develop the neighbor to neighbor program</li> </ul>
Create Parlor City centric experiences	<ul style="list-style-type: none"> <li>● Create a parlor city passport promoting eating, recreating, and shopping local</li> <li>● Create seasonal parlor city photo stations</li> <li>● Create Bluffton curated gift boxes featuring local businesses and products</li> <li>● Offer guided tours of historic buildings, homes, and places</li> <li>● Create meet the maker style events highlighting locally made products</li> <li>● Grow shop local, sidewalk sales, farmers markets, and taste of Bluffton activities</li> </ul>

Vision 7: Strategy 3: Tell our Story: Develop a consistent community marketing plan

Table V7 S3 - 1

Objectives	Tactics
<p>Develop a unified and accessible events calendar</p>	<ul style="list-style-type: none"> <li>● Create a communications director position</li> <li>● Create a committee to select a new digital community-wide digital calendar product (robust search and filter functionality, mobile-friendly event submissions, and add to calendar feature)</li> <li>● Provide training, user testing, brand guidelines, and micro-grants for organizations that host events in the community to promote use of the community-wide digital calendar</li> <li>● Create QR codes and landing pages to help promote the calendar throughout multiple platforms</li> <li>● Place signage and QR codes on social media, in mailers, and key public places (library, post office, community hubs, public buildings, popular cafes...) to promote the calendar</li> <li>● Partner with local news outlets to further promote the calendar and upcoming events, “What’s on in Bluffton” weekly segment using the new digital community-wide calendar</li> </ul>
<p>Capture and share the spirit of Bluffton’s major events</p>	<ul style="list-style-type: none"> <li>● Create and train a Digital Storyteller to lead community storytelling, coordinate event coverage, and train partner organizations and volunteers.</li> <li>● Identify priority events and partners (schools, clubs, nonprofits, local groups), rotate coverage, and include citizen interviews, quotes, and business spotlights.</li> <li>● Build a simple annual content plan with consistent branding, templates, workflows, and strong local SEO optimization.</li> <li>● Produce real-time coverage of priority events and launch the Parlor City Stories <i>Live</i> social media series.</li> <li>● Collect evergreen content (videos, interviews, behind-the-scenes) and run online contests encouraging residents and visitors to share photos and videos.</li> <li>● Track analytics and community feedback, adjust storytelling based on performance, and create quarterly and end-of-year highlight reels.</li> </ul>

Vision 7: Strategy 4: Find your Bluffton: Wayfinding and Branding Initiatives

Table V7 S4 - 1

Objectives	Tactics
<p>Make Bluffton easier to navigate for residents, new families, and visitors</p>	<ul style="list-style-type: none"> <li>● Strengthen our visual identity by using consistent visual identity (colors, fonts, community history, and design elements) across the city, geared to be recognizable and easy to read</li> <li>● Highlight public parking opportunities</li> <li>● Increase attendance at parks and events by marking these sites easier to find and move through</li> <li>● Create gateway signage as part of the wayfinding plan</li> <li>● Improve perception of our overall appearance and sense of pride in annual community surveys</li> </ul>
<p>Highlight high-impact areas</p>	<ul style="list-style-type: none"> <li>● Locate high traffic areas to place wayfinding signage, such as downtown, trailheads, major intersections, parks, and gathering areas</li> <li>● Provide pedestrian-friendly elements in downtown and on trails</li> <li>● Use simple directional arrows and other universally accepted terms and symbols</li> <li>● Use durable weather-proof materials to reduce maintenance</li> <li>● Make sure wayfinding signage is ADA compliant</li> <li>● Include a 5-year refresh plan for wayfinding materials</li> <li>● Create maintenance plan and budget</li> <li>● Add wayfinding questions to annual citizen surveys</li> </ul>
<p>Digital wayfinding</p>	<ul style="list-style-type: none"> <li>● Interactive digital map</li> <li>● QR Codes at high-impact areas for pedestrian traffic</li> <li>● Includes updates of key community projects</li> <li>● Social media stories for events explaining where to park, enter, and navigate spaces</li> </ul>
<p>Bluffton Equipment Branding</p>	<ul style="list-style-type: none"> <li>● Create a unified letterhead</li> <li>● Add city logo to all correspondence</li> <li>● Tie branding into grants and capital projects</li> <li>● Require brand alignment in new developments and partnerships</li> <li>● Add city logo to all new city vehicles</li> </ul>