



**Urban Land
Institute**

Advisory Services Program

**Mt. Comfort Corridor
Hancock County IN
January 13-18, 2019**

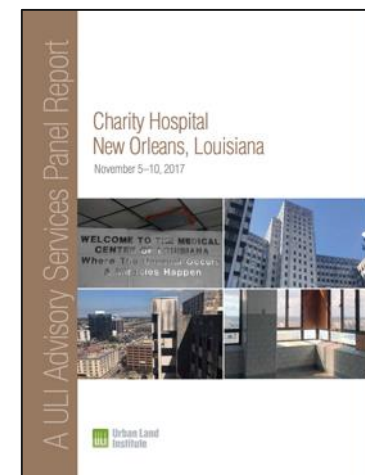
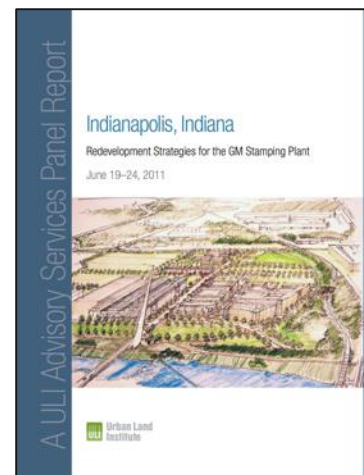
Thanks to Everyone especially

- Nine Star Connect
- Hancock Health
- Greenfield Banking Company
- Hancock County
- Town of McCordsville
- Town of Cumberland
- Town of New Palestine
- Hancock County Redevelopment Commission
- Hancock County Community Foundation
- Hancock Economic Development Council
- Mt. Vernon Community School Corporation
- Thomas P. Miller and Associates
 - Tom Miller, Mike Higbee and Jack Woods



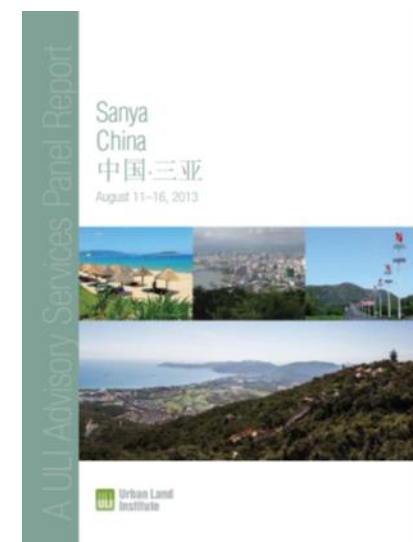
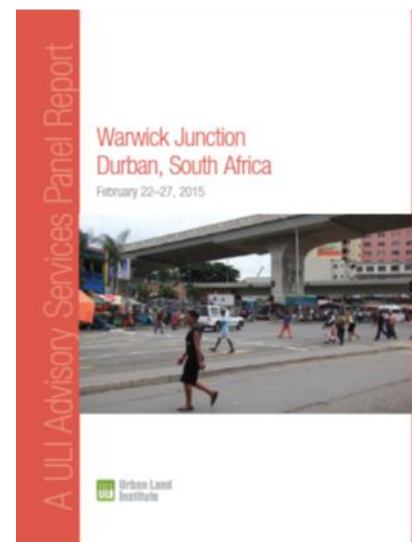
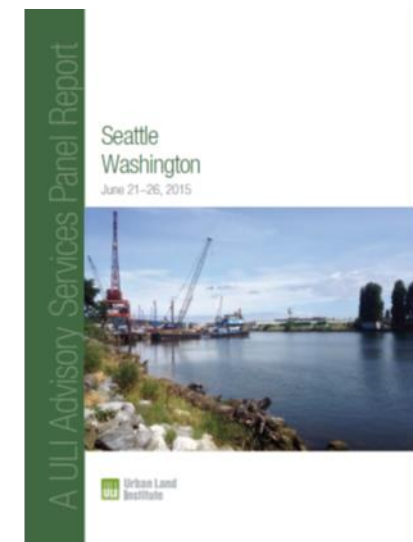
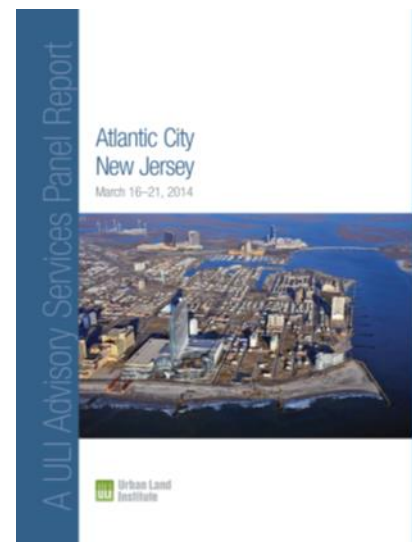
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 45,000 members worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- The Urban Land Institute:
 - Conducts research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Services Panels



The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of real estate and land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process:
 - Reviews background materials
 - Receives a sponsor presentation and tour
 - Conducts stakeholder interviews
 - Considers data, frames issues and writes recommendations
 - Makes presentation
 - Produces a final report



Thank you to everyone else...

**Eric Anderson - Brad Armstrong - Rich Block - Maria Bond - David Book
Tom Bruns - Mike Burrow - Brigitte Cook Jones - Ryan Crum - Mike
Dale - Dan Dawes - Maureen Donohue Krauss - Mike Earlywine - Ross
Ferson - April Fisher - Bill French - Tonya Galbraith - Beverly Gard
Mary Gibble - Brian Gildea - Dave Gray - Lynn Greenwalt - Anna
Gremling - Kathy Hall - Richard Henderson - Abbe Hohman - Christmas
Hudgens - Jan Jarson - John Kennedy - Ann Kloc - Lisa Lantrip
Jonathan Lawler - Ben Lipps - Bob Long - Steve Long - Larry Longman
John Manley - Ethan Maple - Tom Miller - Greg Morelock - Christine
Owens - Dr. Jack Parker - Anna Pea - Gary Pool - Ron Pritzke - Joe
Renner - Rick Roberts - Steve Rusche - Scott Shipley - Suzanne Short
Jackson Shrowe - Larry Siegler - Jill Snyder - Randy Sorrell - Tom
Strayer - Haley Tomlinson - Jessica Tower - Andrew Waggoner - Roy
Wilson - Mark Witsman - Dan Zuerner - Mary Zurbach**

Panelists

Chair

- **Ed McMahon**, Senior Fellow - Sustainable Development
Urban Land Institute, Washington, DC

Panel

- **Jose Bodipo-Memba**, Dir. of Sustainable Communities
Sacramento Municipal Utility District
- **Meredith Byer**, Director of Planning Director of Planning
Dewberry, Rockville, MD
- **Bill Clarke**, Urban Planner and Consultant
Ross, CA
- **Geoff Koski**, President, Bleakly Advisory Group
Atlanta, GA
- **David Stebbins**, Executive Vice President, Buffalo Urban Development Corp.
Buffalo, NY
- **David Leazenby**, Panel Advisor



ULI Staff

- **Tom Eitler**, Senior Vice President
- **Michaela Kadonoff**, Associate, Meetings and Logistics
- **Rebecca Hill**, Associate, Meetings and Logistics

Panel Assignment

Strategic Advice for the Mt Comfort Corridor focused on:

- Technology
- Economic Development
- Land Use and Design
- Infrastructure
- Branding
- Organization and Implementation

Hancock County is a Special Place!





No Place Will Stay Special By Accident





The world is changing faster than ever.

What is Changing?

- National and Global Economy
- Demographics
- Technology
- Consumer Attitudes & Market Trends
- Health Care
- Transportation
- Economic Development
- The Weather

There are Only 2 Kinds of Change

- Planned Change
- Unplanned Change



“The best way to predict the future is to create it yourself.”

Abraham Lincoln

Growth is about Choices



Should we invest in town?



Should we invest outside of town?

Growth is About Choices



Should we design for cars?



Should we design for people?

Growth is About Choices



Should we have corridors like this?



Or corridors like this?

Should You Accept Anything?

- “The city should be happy that any commercial entity is willing to invest money within the city limits. If the city sets its standards too high, then will have to settle for empty lots.”
- Source: Letter to the Editor, Toledo, Ohio



Should You Expect Higher Quality ?

- “We should not be so desperate for development that we approve whatever comes our way. We can set our sights higher, and we’ll get better development. Companies like CVS are willing do whatever they need to do, to be in a profitable location.”
- Source: Letter to the Editor, Toledo, Ohio



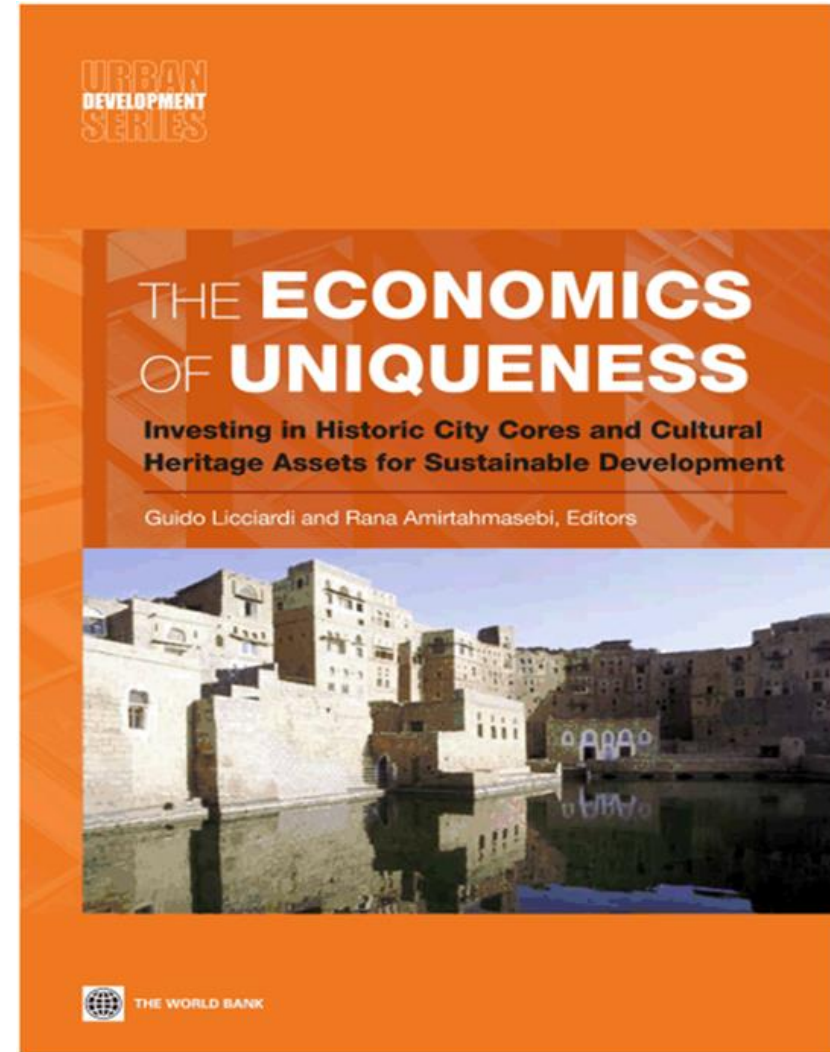
Place Matters!

- “New investment is increasingly seeking locations based on the quality of place, rather than the utility of locations.”
- Source: Steve McKnight, President Fourth Economy Consultants



Distinctiveness has Value!

- “If you can’t distinguish yourself you will have no competitive advantage.”
- Sameness is a *minus* not a plus in today’s world.”
- Source: The World Bank



Placemaking = Economic Development



Town Square, Wausau, WI



Bricktown, Oklahoma City, OK

- “Economic development is really the result of creating places where people want to be.”
- Source: Mick Cornett, Mayor, Oklahoma City, OK

- **Well-rounded and resilient communities** offer a variety of land use patterns within their boundaries for their citizens to access.
- That is, CHOICES about where and how to live, work, shop, and play.
- More compact patterns of development lead to higher economic returns and reduced local government spending on a per acre and per capita basis in comparison to less compact development patterns.

THE TRANSECT

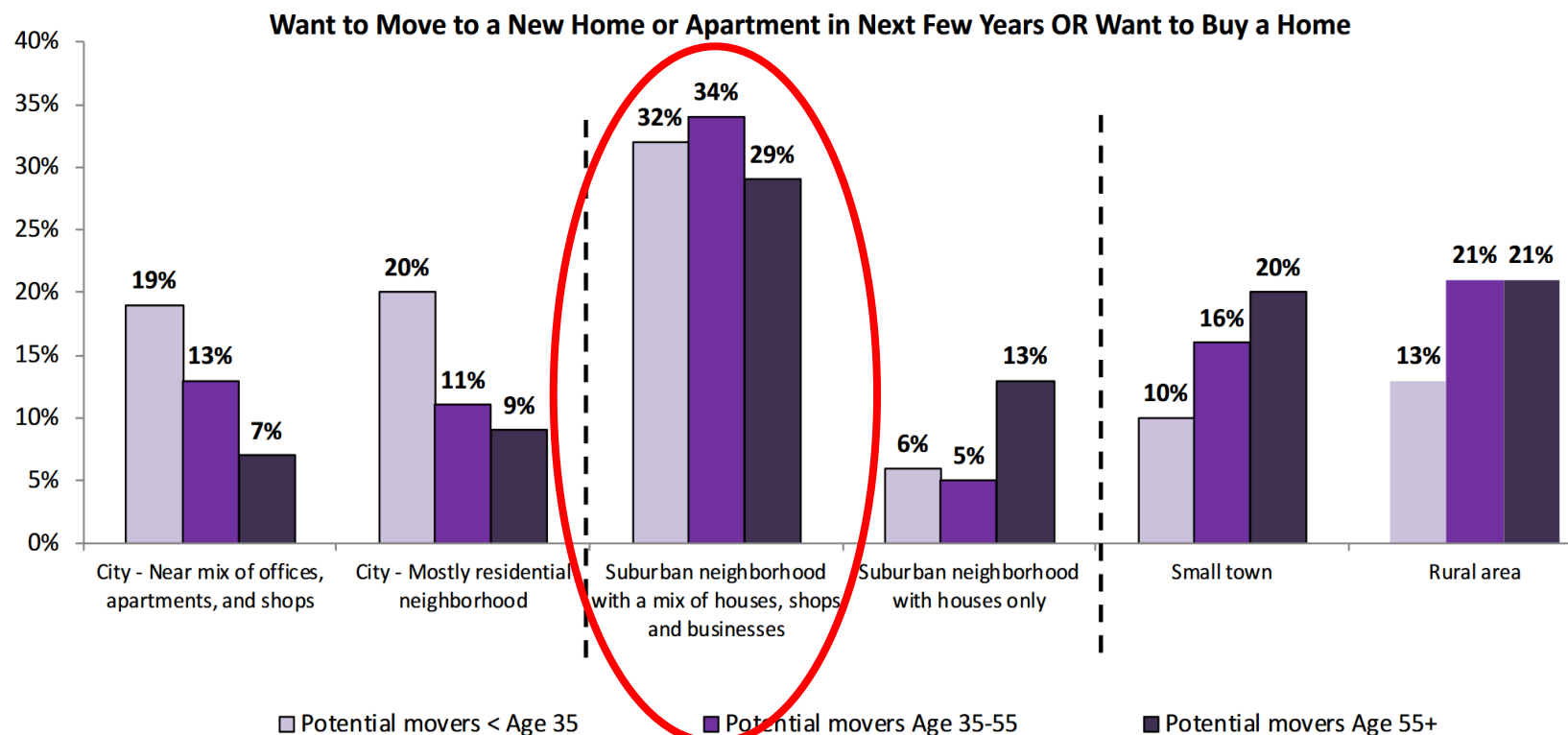


- Communities in the Indianapolis area that are providing limited housing types and few commercial activity options (that is, “bedroom communities”) are drastically reducing their economic viability in the marketplace.
- This would describe the situation in most areas of the Mt. Comfort Corridor.

CENTRAL INDIANA

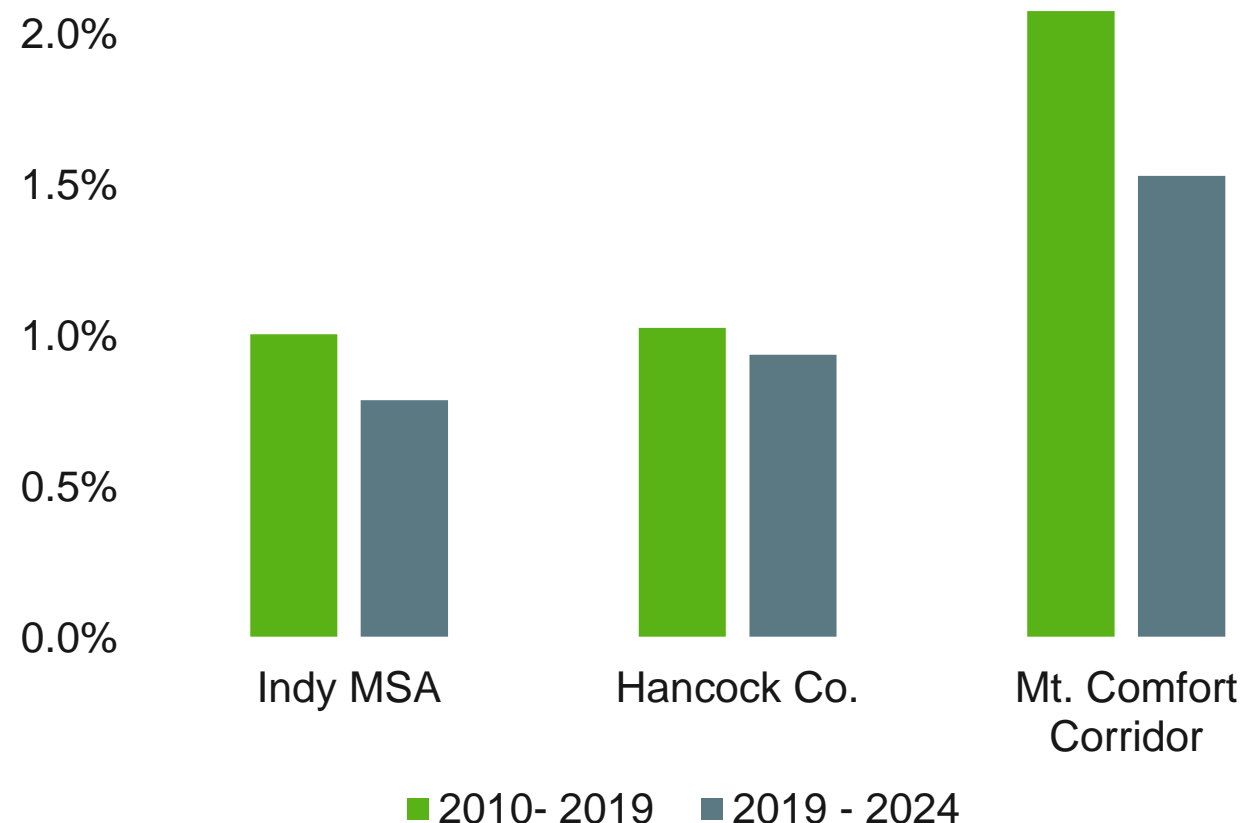
2018 COMMUNITY PREFERENCE SURVEY

Young Movers Want to Live in the City or Mixed-Use Suburbs, while Older Movers Want to Live Outside the City



- The future population and economic growth of the Mt. Comfort Corridor is inextricably tied to the growth of the larger Indianapolis region.
- The region has been growing, adding approximately 20,000 jobs annually in recent years, which is driving population growth throughout the metropolitan region.

Annual Population Growth Rate

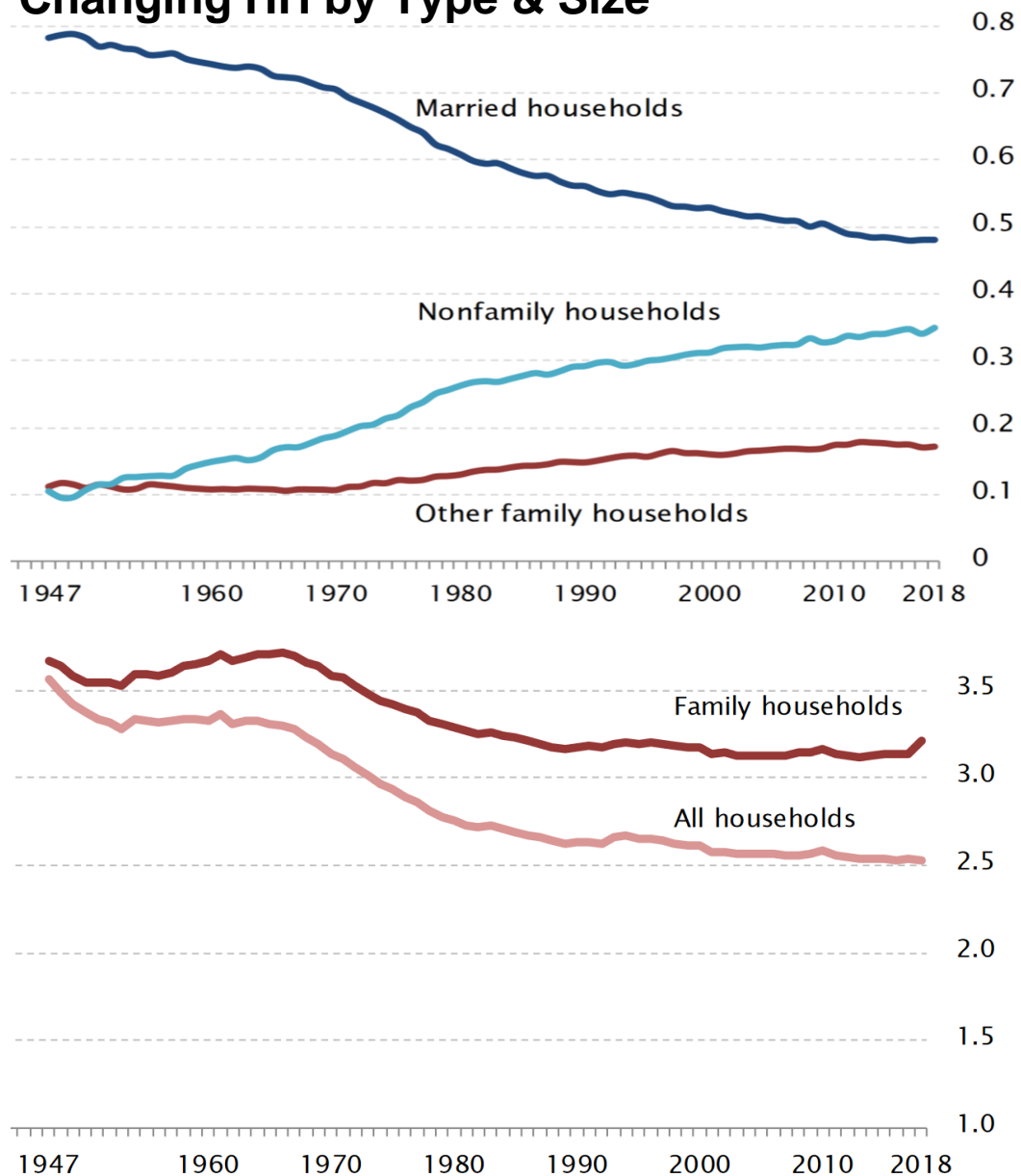


Numeric Population Growth Forecast

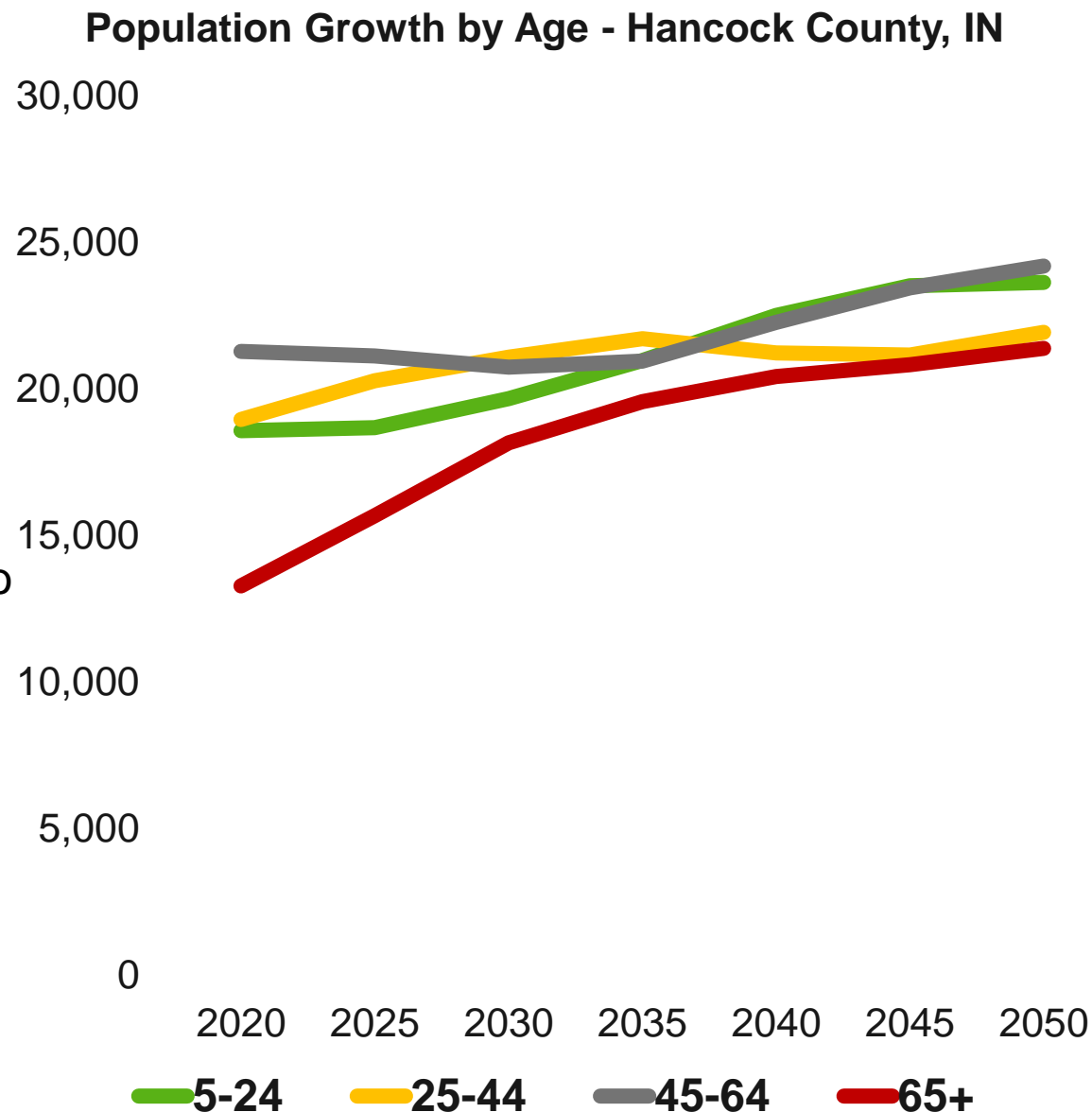
Indy MSA:	81,051
Hancock Co:	3,585
Mt. Comfort Corridor:	1,263

- Extraordinary and unprecedented changes in demographics and lifestyle-choices have altered the housing requirements for the nation as a whole, including the Indianapolis region.

United States: Changing HH by Type & Size



- In Hancock County, households age 65+ are expected to grow at a far faster rate than all other age cohorts over the next 30 years.
- Currently, the housing stock in Hancock County, particularly along the Mt. Comfort Corridor is ill-prepared for the impact of this demographic shift to older, smaller households.



Mt. Comfort Corridor – Real Estate Development Potential, through 2030

Land Use	Status Quo	Upside
Single-family Detached Residential	1,500 - 3,000	units
Attached Residential	250 - 2,000	units
Retail	295,000 - 450,000	SF
Office	100,000 - 250,000	SF
Industrial	2,500,000 - 4,000,000	SF

- Based on current economic and demographic trends and real estate market realities, we estimate that the Mt. Comfort Corridor has the potential, over the next decade, to attract the real estate uses shown above.
- The status quo development potential projections take into account current corridor, county, and regional growth trends and assume the corridor will continue to capture its current share of development types that would be attracted to the corridor under the current land use pattern.
- The upside scenario assumes that opportunities for a more varied land use pattern are established throughout the corridor.

Mt. Comfort Corridor – Real Estate Development Potential, through 2030

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Industrial	2,500,000 - 4,000,000	SF



Potential market value: \$300 – \$350 million \$850 - \$900 million

- **Thus, the opportunity to enhance the Mt. Comfort Corridor is potentially valued at over one-half billion dollars in real estate market value.**

The following Hancock County industries have a **Location Quotient (LQ)** of greater than 1 and are likely viable to pursue in economic development:

- **Manufacturing: 1.8**
- **Construction: 1.5**
- **Professional and Business Services: 1.2**
- **Leisure and Hospitality: 1.0**
- **Trade, Transportation, and Utilities: 1.0**

These industries are aligned with the plans for infrastructure and development with, not only future initiatives outlined in this report, but also the economic development priorities of the Indy Partnership/Indy Chamber.

According to University of Indiana's Kelley School of Business a "LQ greater than 1.0 indicates that an area has proportionately more workers than the larger comparison area employed in a specific industry sector. This implies that an area is producing more of a product or service than is consumed by area residents. The excess is available for export outside the area."



TARGETED INDUSTRIES



ADVANCED
MANUFACTURING



LOGISTICS &
WAREHOUSING



LIFE SCIENCES



DIGITAL
TECHNOLOGY



SPORTS



CLEAN
ENERGY

ECONOMIC DEVELOPMENT STRATEGY

20th Century Model:

- Public Sector Leadership
- Shotgun recruitment strategy
- Low cost positioning
- Cheap labor
- Focus on what you don't have
- Quality of life unimportant
- Driven by transactions

21st Century Model:

- Public/Private Partnerships
- Laser Recruitment Strategy
- High Value Positioning
- Highly Trained Talent
- Focus on what you do have
- Quality of life critical
- Driven by overall vision

ECONOMIC DEVELOPMENT STRATEGY

ATTRACT AND RETAIN TALENT

- Diverse housing choices
 - Range of prices, styles and types
- Placemaking
 - Walkable, vibrant, mixed-use communities
- Workforce Training
 - Partner with Workforce orgs
 - Match industry needs
- Public Transit
 - Extend IndyGo BRT Lines to corridor



ECONOMIC DEVELOPMENT STRATEGY

I-70 Interchange

- Leverage asset
- Complete infrastructure improvements to/from
- Gateway signage and monuments
- Consistent and updated zoning and design standards
- Business amenities at interchange
 - Hotel with meeting rooms
 - Sit-down restaurants
 - Business services



ECONOMIC DEVELOPMENT STRATEGY

Indianapolis Regional Airport

- No clear role today
- Involve Airport Authority in Corridor development
- Potential suggestions:
 - Time-Sensitive bio-medical logistics
 - Development of out parcels
 - Solar farm



ECONOMIC DEVELOPMENT STRATEGY

Remove Impediments to Development

- Railroad crossing – McCordsville
- Complete Infrastructure improvements
- Storm-water management – corridor-wide strategy
- Updated master plan(s) and by-right zoning



ECONOMIC DEVELOPMENT STRATEGY

Focus on Key Industry Sectors

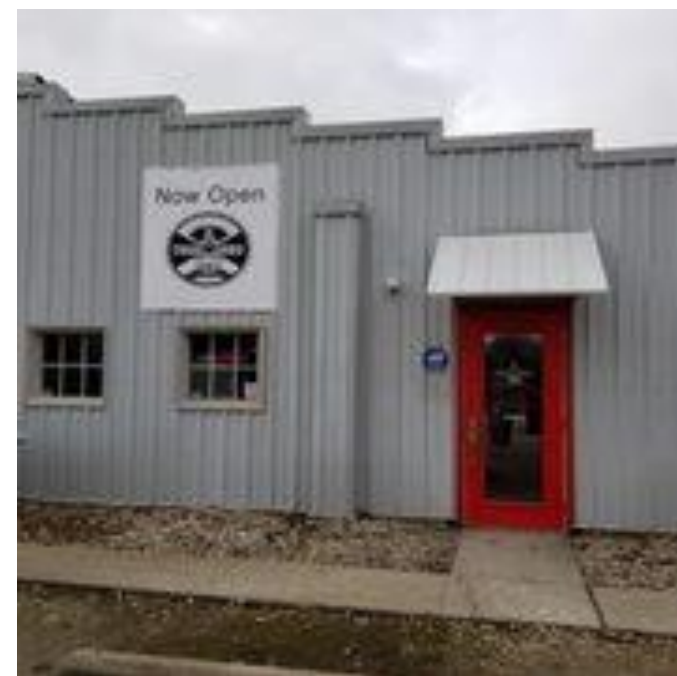
- Laser-focus
- Detailed analysis
- Potential sectors
 - Ag-based manufacturing
 - Ag-tech & Agro-bioscience
 - Advanced manufacturing
 - Logistics



ECONOMIC DEVELOPMENT STRATEGY

Leverage Agricultural Assets

- Ag-Tech & Agro-bioscience (Elanco)
- Ag Tourism
 - U-Pick, Fall Fest
 - Educational – Fishers Ag Park
- Farm-to-table
 - Trax Barbecue
 - Food Hall
 - Food Trucks
- Event venues



ECONOMIC DEVELOPMENT STRATEGY

Entrepreneurs

Foundation for long-term growth

- Placemaking
- Incubators, co-working, makers spaces
 - Idea Co-Op
 - Trail Head at Buck Creek Trail
 - Mt. Vernon Schools
- Nurturing environment
 - Mentoring & funding



ECONOMIC DEVELOPMENT STRATEGY

Leverage Hancock Health Investments

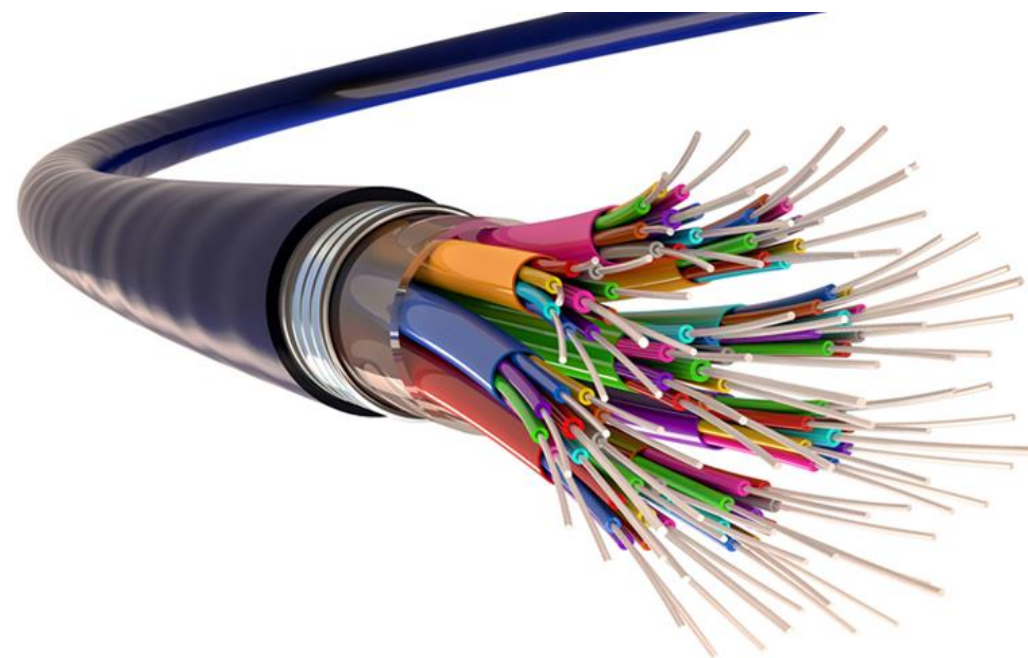
- Key sites
- Strategic developments
 - Hotel with meeting space
 - Business services & amenities
- Mixed-use opportunities
- Health and wellness activities and retail
 - Outdoor recreation & trails
 - Recreation retail
 - Healthy food opportunities



ECONOMIC DEVELOPMENT STRATEGY

Leverage Fiber Optic Infrastructure

- Core infrastructure for broad range of businesses
- Marketing and outreach
- Free Wi-Fi Zones



ECONOMIC DEVELOPMENT STRATEGY

Corridor of the Future Branding

- EV Infrastructure
- Wi-Fi Zones
- Solar farms

Organize for Econ Development

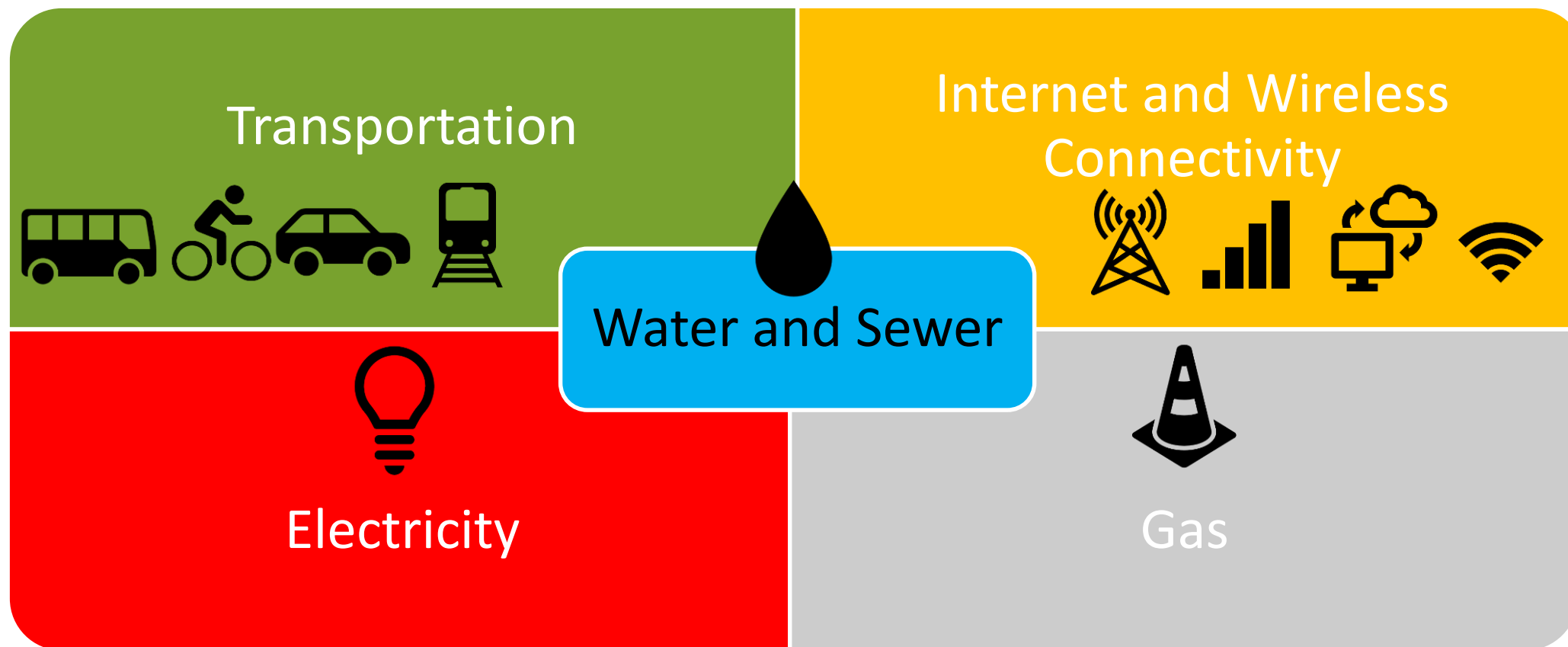
- Focused entity
- Adequate resources, inventory available funding
- Coordination & Cooperation
- Consistent messaging



Quality of infrastructure is the key driver of real estate and investment



Mt. Comfort Corridor Infrastructure



SWOT Analysis

Mt. Comfort Corridor

Strength

Existing Corridor Investment

Electric, Gas, and Wireless Capacity

Trails Planning/Wellness Infrastructure

Weakness

SR 36 and Mt. Comfort Intersection

Lack of EV/Autonomous Infrastructure

Transit, Bike, Ped Connectivity

Opportunity

Alternate Funding Sources:

EMTF EV Funds, Naming Rights, Public Private Grants/Partnerships Collaborative Vision

Leveraging Fiber for Business Development

Threats

Speed of EV: Future is Now

County Competition For Infrastructure Sewer and Water

Corridor Infrastructure Funding

Infrastructure Driving Development

Infrastructure

EV Transition Part 1



- Phasing out gas powered and hybrid beginning in 2023



- Phasing out gas powered and hybrid beginning in 2023



- Phasing out gas powered and hybrid beginning in 2021



- Phasing out gas powered and hybrid beginning in 2021



Infrastructure

EV Transition Part 2

Volvo

- Phasing out gas powered and hybrid beginning in 2023

Daimler

- Mercedes going all electric by 2022
- Chrysler Phasing out gas powered and hybrid beginning in 2021

Jaguar

- Phasing out gas powered and hybrid;
- Going all electric beginning 2020

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VW

- All Electric or Hybrid by 2030



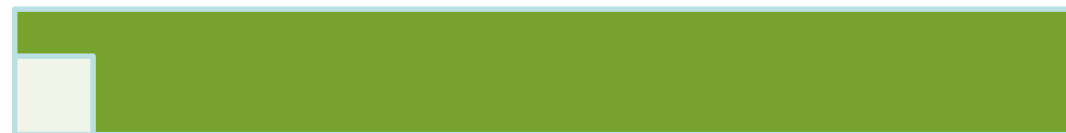
Mt Comfort Corridor Infrastructure Recommendations

Near Term



- ☐ Positioning/Planning for EV Funding and Infrastructure
- ☐ Close the Gap on Water and Sewer
- ☐ Multi- Jurisdictional organization focused on Infrastructure Funding- SR-36 Intersection

Mid Term



- ☐ Leverage Naming Rights, Foundations, Grants, and Collaboration for Funding
- ☐ Establish nodes for future transit/ride share,
- ☐ Ensure implementation of trail plan/fiber plan by 2021

Opportunity for the Corridor-

- Collaboration is necessary
- Impacts entire corridor

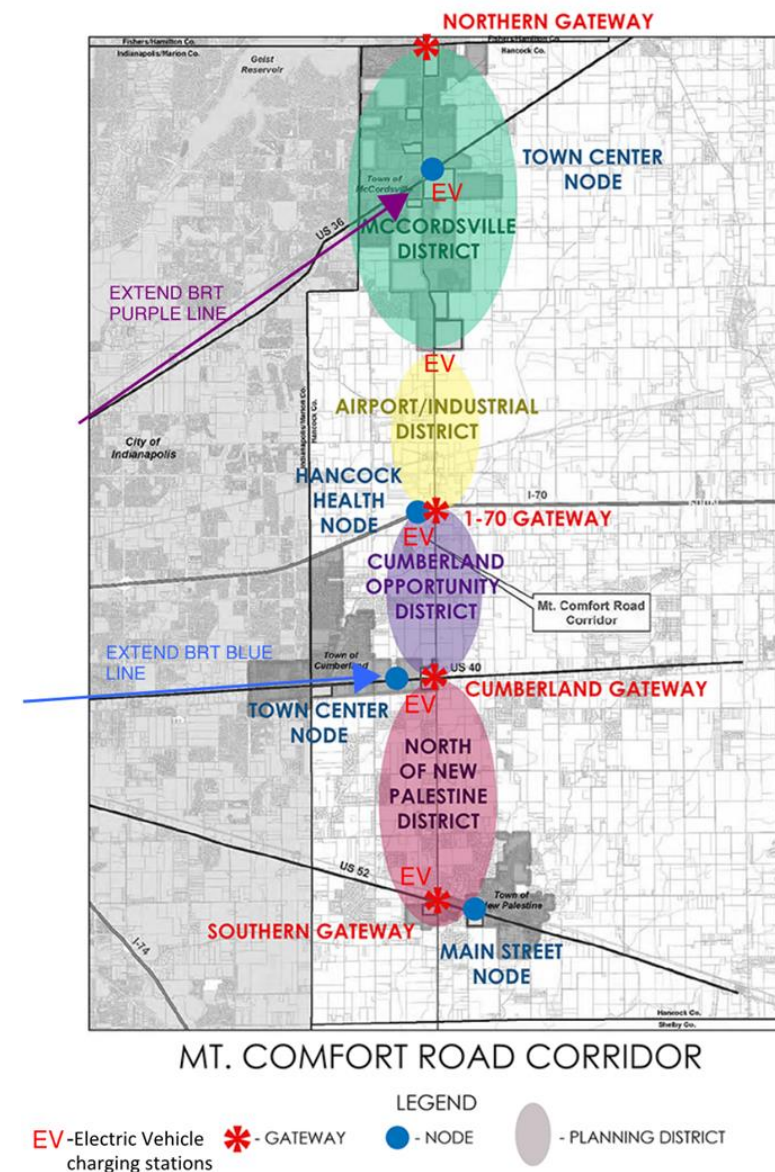


SR 36- and Mt. Comfort Road



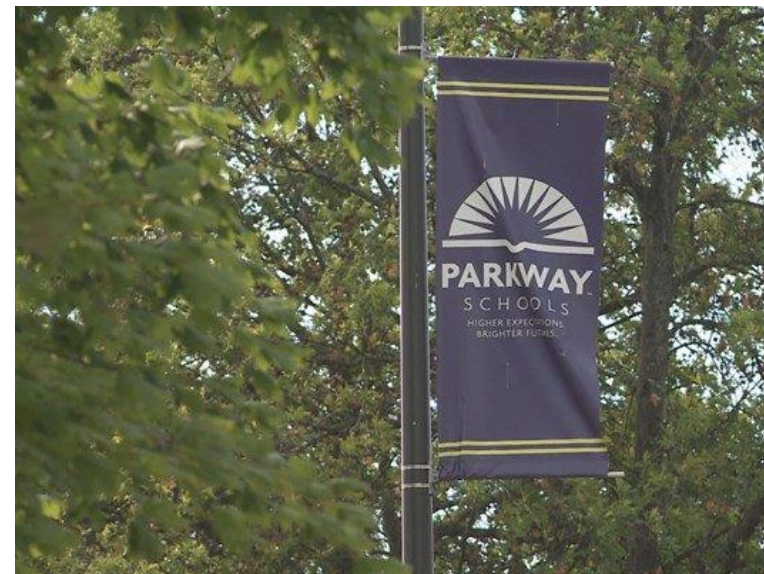
Land Use – Community Design

- Defining the Mt Comfort Corridor
 - The roadway
 - The area
 - West to Marion County line
 - ~1,000' east of the roadway
- Plan Areas
 - McCordsville
 - Airport Industrial
 - Cumberland Opportunity District
 - North of New Palestine



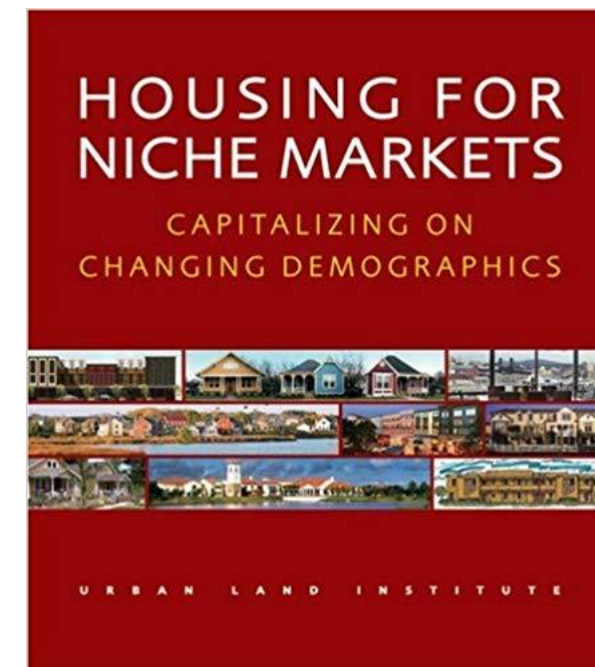
Land Use – Community Design

- Important Roadway Design Considerations
 - Adjacent trails, uniform lighting standards, street trees, drainage
- Monumentation
 - North Boundary of McCordsville
 - North and south of I-70 interchange
 - North and south of US-40 intersection
 - North of US-52
- Adjacent Buildings
 - Setbacks
 - Driveways



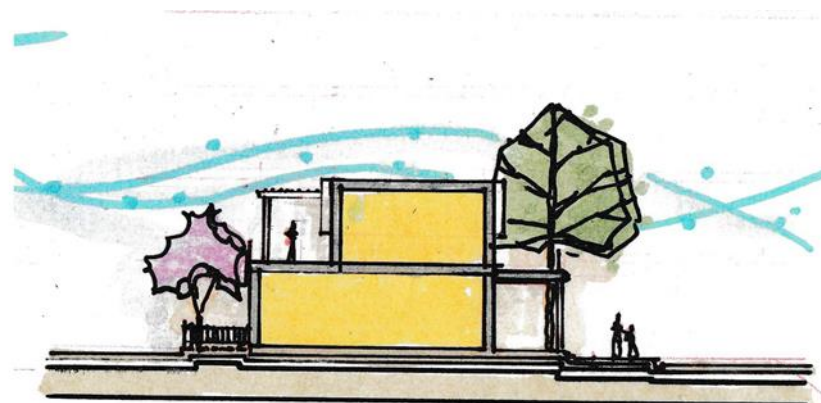
Land Use – Community Design

- What People Want
 - Trails, open space, parks etc
 - In other words – Walkable Communities
- Walkable Communities
 - Promote health
 - Foster connection
 - Can command property premiums
 - Increase property values
 - Provide commercial premiums



Land Use – Community Design

- Housing Choice
 - Benefits of choices
- Detached Housing
 - Executive homes
 - Homes for starter families and workforce
 - Attached homes and apartments
- Mixed Use Development
 - Horizontal and Vertical Mixed Use



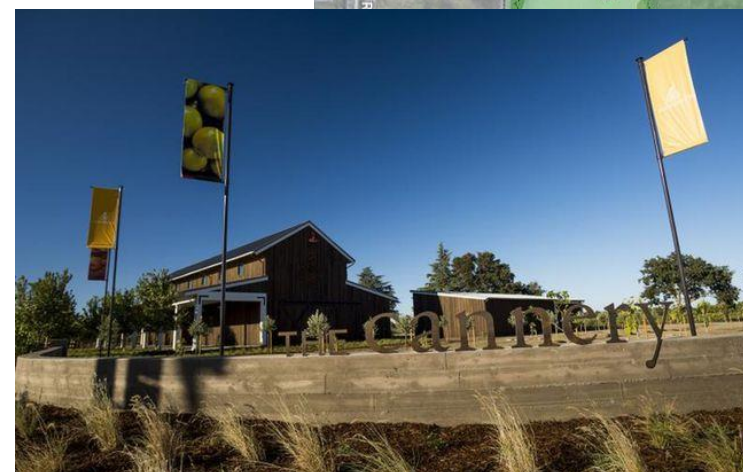
Land Use – Community Design

- Civic Amenities
 - Components of towns
- Parks and Open Space
 - Civic features contribute to a complete community
 - Currently limited public park and recreation opportunities
 - Possibly change 25% on-site open space requirement to get more public open space.



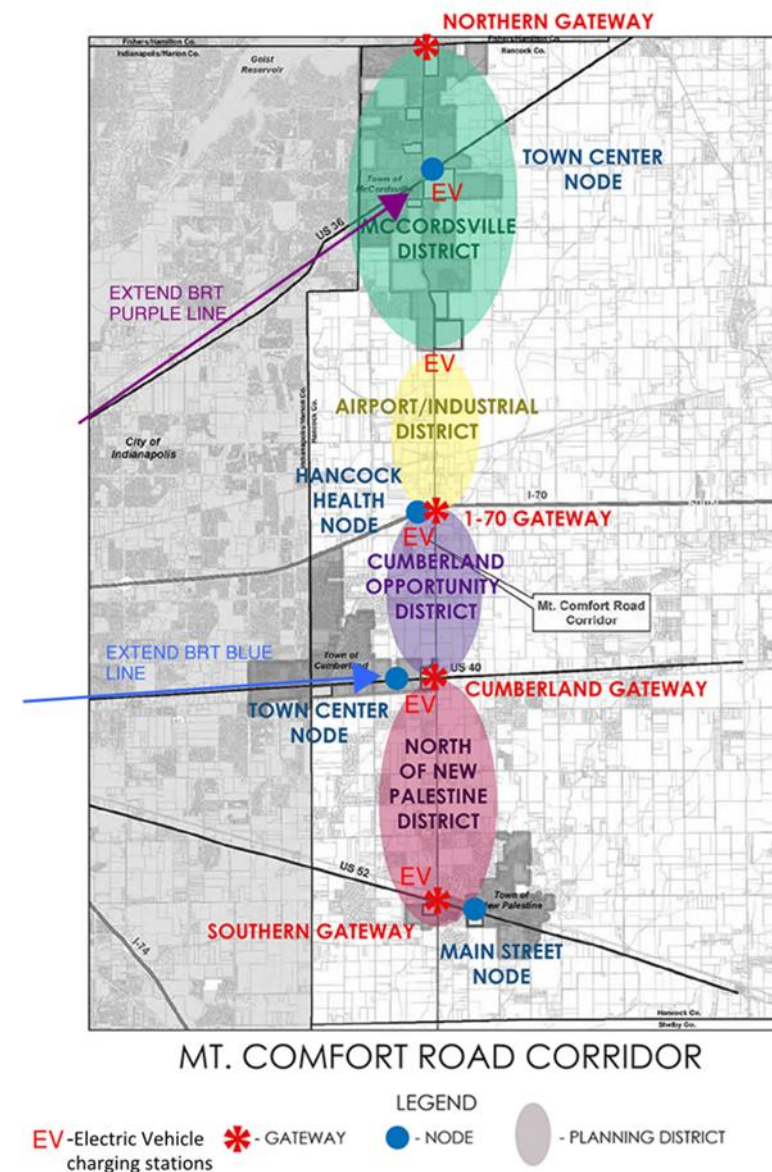
Land Use – Community Design

- Agriculture
- Ag Related Development
 - Retail – farm stands, farmer's markets, food trucks
 - Ag Parks - Brandywine Creek Farms / Fishers
 - Ag Tourism – interactive farm experiences
 - “Agrihoods”- Residential with Ag
 - Housing neighborhood with working farmland



Land Use – Community Design

- A Framework Plan
 - Should be done now
 - Furthers cooperative effort already underway
 - Addresses Corridor-wide topics
 - Road cross section, monumentation, signage, trails
 - Land use changes
 - Implemented mostly in cities and by county



Uses throughout the Corridor

Corridor Districts

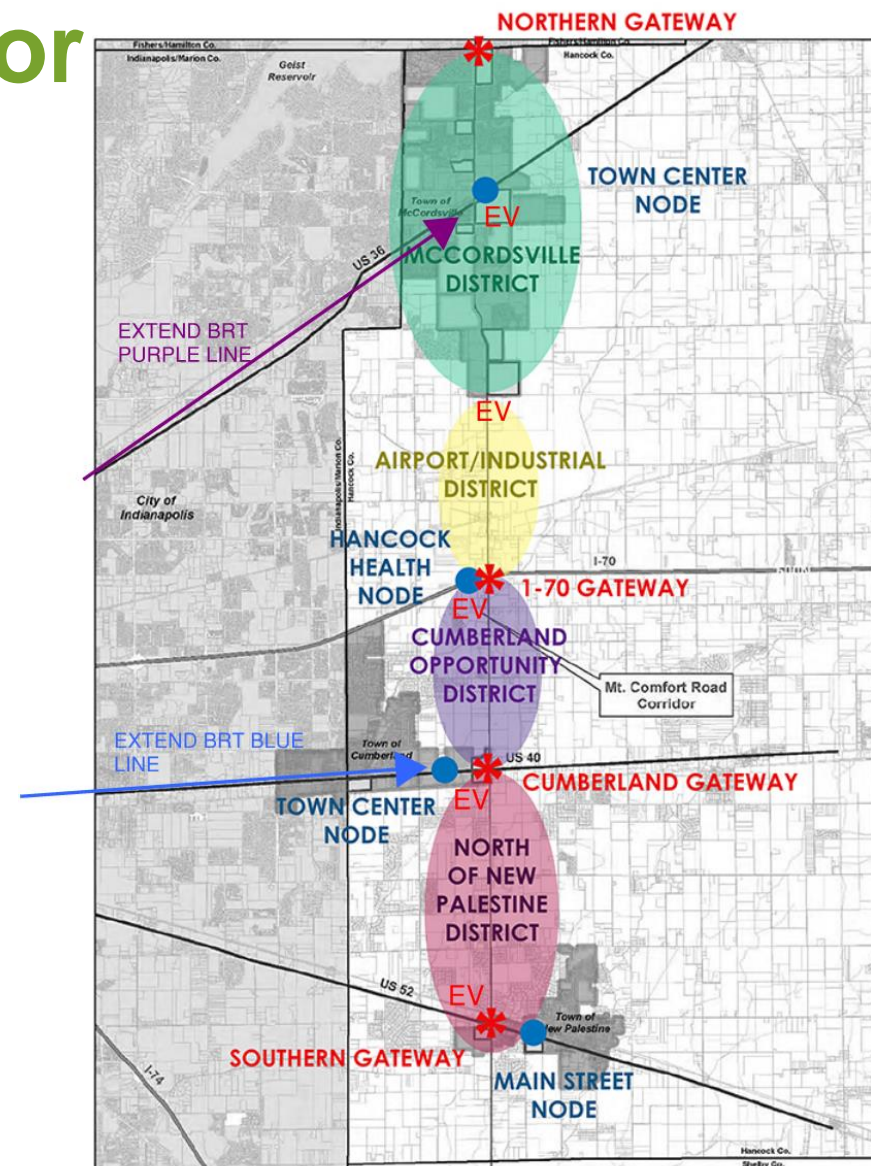
- McCordsville District
- Airport/Industrial District
- Cumberland Opportunity District
- North of New Palestine District

Gateways

- Northern Gateway
- I-70 Gateway
- Cumberland Gateway
- Southern Gateway

Nodes

- McCordsville Town Center Node
- Hancock Health Node
- Cumberland Town Center Node
- New Palestine Main Street Node



MT. COMFORT ROAD CORRIDOR



McCordsville District

Mixed Use

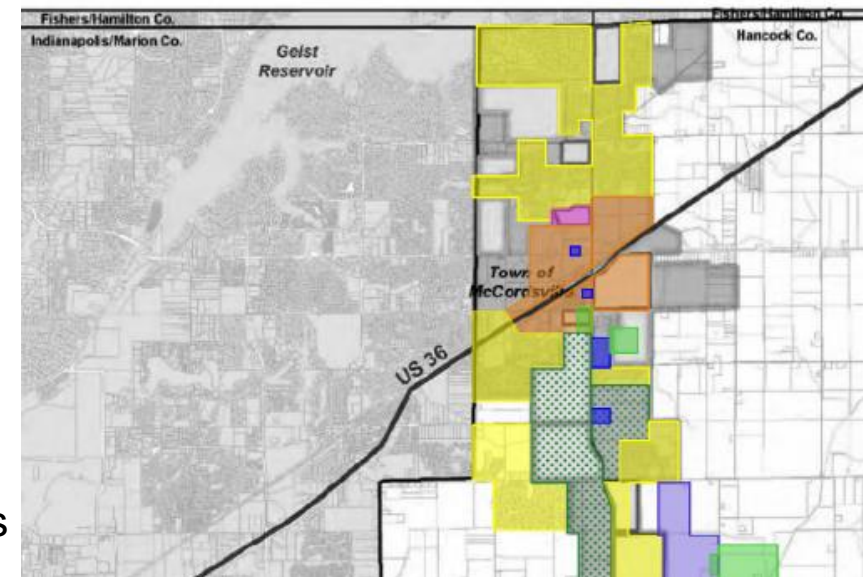
- Focused at the intersection at US 36 and Mt. Comfort Road on all four corners of the intersection
- Uses should include Retail, Office, Small Scale Multifamily and Restaurants
- Create a walkable community at the core of this town

Parks

- Provide pocket parks, town squares and other gathering spaces to create a placemaking dividend.

Agricultural Related Development

- Agrihood
- Agritourism
- Ag Retail



LAND USE PLAN

LEGEND

RETAIL-REGIONAL AND LOCAL SERVING	EX. RESIDENTIAL	AGRICULTURE RELATED OVERLAY	INDUSTRIAL/ WAREHOUSE
MIXED USE	PARKS	INSTITUTIONAL	MEDICAL

McCordsville District



Small Scale Multifamily



Cottage Housing



Food Hall

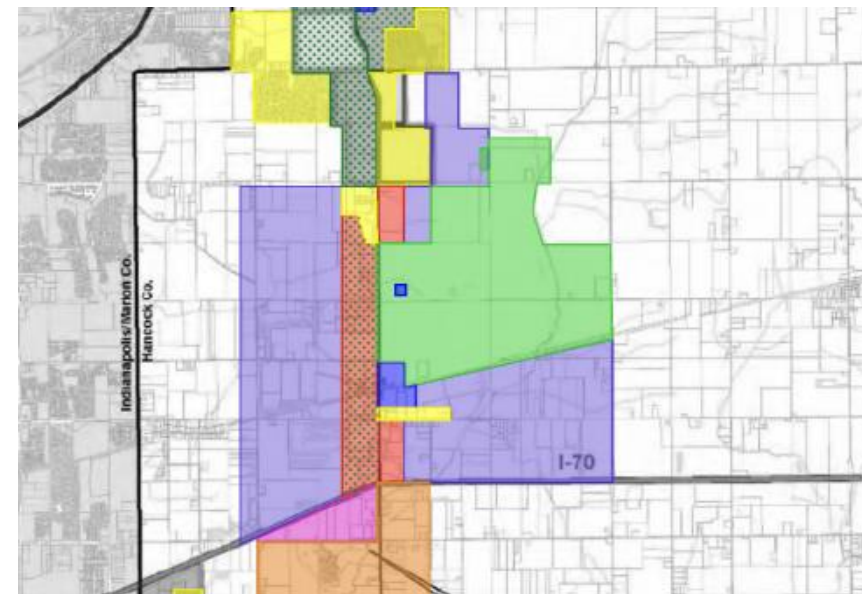


Farmhouse
Wedding

Airport/Industrial District

Industrial/Warehouse

- Focus these uses in this district to allow walkable communities in other districts.
- These uses should be buffered from the Road



LAND USE PLAN

LEGEND

RETAIL-REGIONAL AND LOCAL SERVING	EX. RESIDENTIAL	AGRICULTURE RELATED OVERLAY	INDUSTRIAL/ WAREHOUSE
MIXED USE	PARKS	INSTITUTIONAL	MEDICAL

Retail – Regional and Local Serving

Restaurant and retail to amenitize work places
Big box retail in key locations
Flex space and accelerator spaces

Agricultural Related Development (Non Residential)

Ag Tech
Farm Stands/Ag Retail

Cumberland Opportunity District

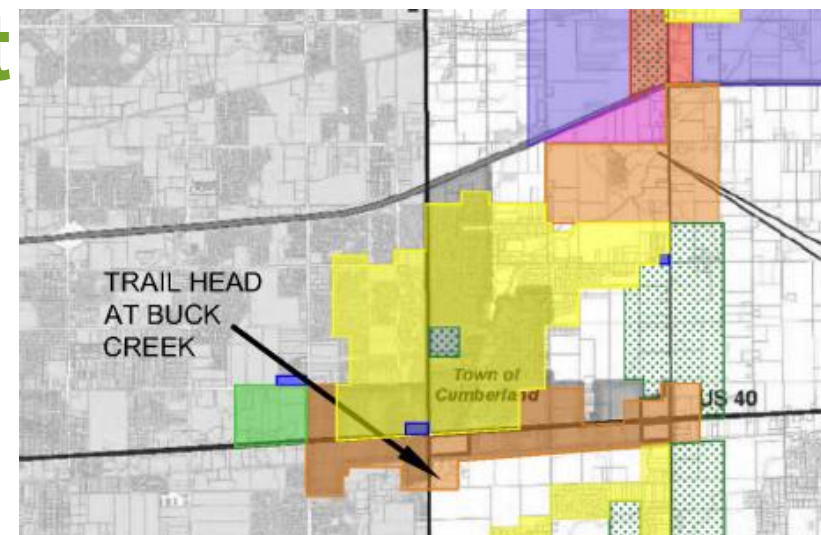
Mixed Use

- Hancock Health Node & Cumberland Gateway Nodes
 - Hotel with Meeting Rooms or Conference Center
 - Office and business service
 - Retail
 - Townhouse, cottage, small scale multifamily

Agricultural Related Development

- Ag Tech
- Ag Retail
- Ag Tourism

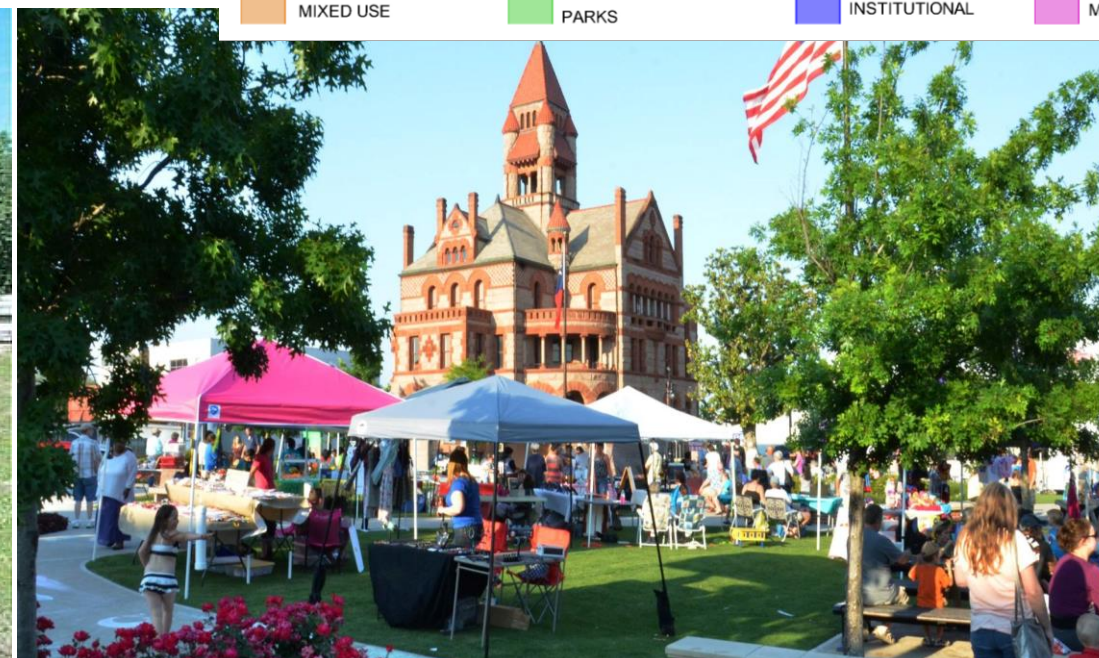
Agritourism



LAND USE PLAN

LEGEND

RETAIL-REGIONAL AND LOCAL SERVING	EX. RESIDENTIAL	AGRICULTURE RELATED OVERLAY	INDUSTRIAL/ WAREHOUSE
MIXED USE	PARKS	INSTITUTIONAL	MEDICAL



Farmers Market

North of New Palestine

Mixed Use

- Infill – multifamily or mixed use: above retail
- Incubator

Agricultural Related Development

- Agrihoods
- Agriculture Focused Retail
- Agritourism



Agrihood



LAND USE PLAN

LEGEND

RETAIL-REGIONAL AND LOCAL SERVING	EX. RESIDENTIAL	AGRICULTURE RELATED OVERLAY	INDUSTRIAL/ WAREHOUSE
MIXED USE	PARKS	INSTITUTIONAL	MEDICAL

Small Scale Multifamily- Infill



The Mount Corridor Brand Today

Non-Unified Brand Messaging

Internal and External Customer

No Clear and Definition Entry Ways and Exits

Current Brand Messaging and Current Perceptions of the Corridor

- **Formal Messaging**

- Mt. Comfort Corridor- Building Connections for Tomorrow
- Mt. Comfort Corridor- Life, Well Run
- Cumberland- Stay Connected,
- Next Stop...McCordsville



★ Designed by TownMapsUSA.com

- **Informal Messaging**

- “Health and Wellness is the future”
- “Not Fishers”,
- “Not Olio Road”,
- “Airport Anchors the Corridor”
- “Future Regional technology hub”
- “Prime location for Business Incubators”
- “Ready for fast residential and business growth”
- “Large Executive Housing Center with Country Living Opportunities”
- “Farm and agricultural has always and will always drive the county and corridor”

Target Audience

Brand Environment

Content

Support Marketing

Implementation

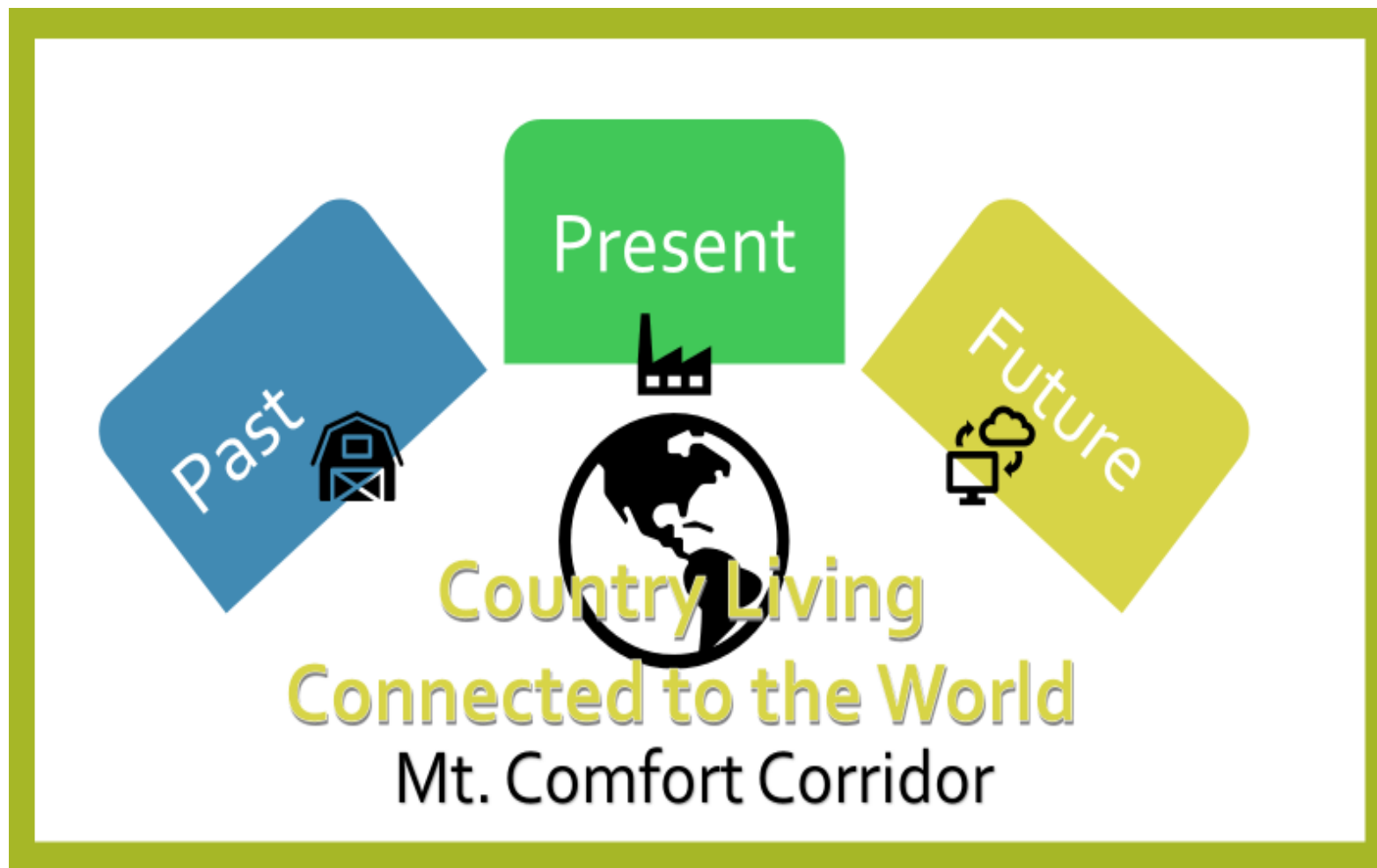


- Focus on Assets, Not Deficits
- Unified Corridor Vision and Unique Town Identity- Ensure Alignment
- Capitalize on Natural Amenities and Value Added Differentiators
- Consistent Messaging
- Leverage Signage, Art, and Multi-Media
- Diverse Engagement
- One Voice

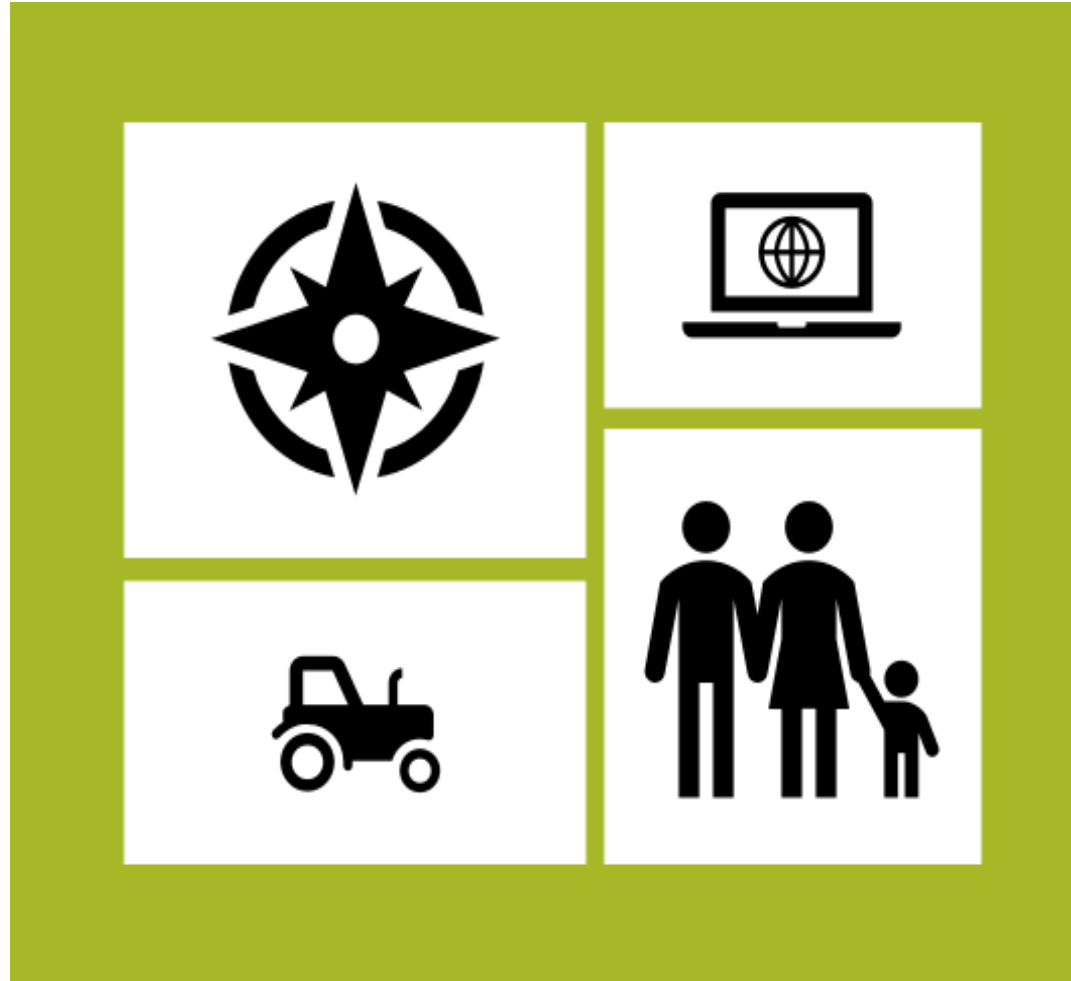
Branding Examples



Branding Examples



Branding Examples



Other Potential Tag-Lines for Mt. Comfort Corridor

- Country Living- Connected to the World
- Back to the Future
- Small Towns- Big Dreams
- Positioned for Prosperity
- Grounded in Tradition; Positioned for the Future
- Country Wellness
- Country Cool
- Family Friendly; Business Friendly
- Safety First



ULI Branding Suggestions

- One Name- Mt. Comfort Road through Corridor
- Gateway Signage at main corridor access points
- Signage and Monumentation at Key Intersections
 - Leverage Art
- Unified Corridor Brand and Tagline
 - Allow Towns and Townships to leverage identity
- Alignment with Corridor Design Guidelines
- Formal Communication Plan
- “One Voice”



Signage Examples



Highway Scale Public Art Examples



Art and Signage



Organization and Implementation

A successful economic development initiative should have an underlying organizational structure that is laser-focused on the vision, goals and action strategies of that initiative.



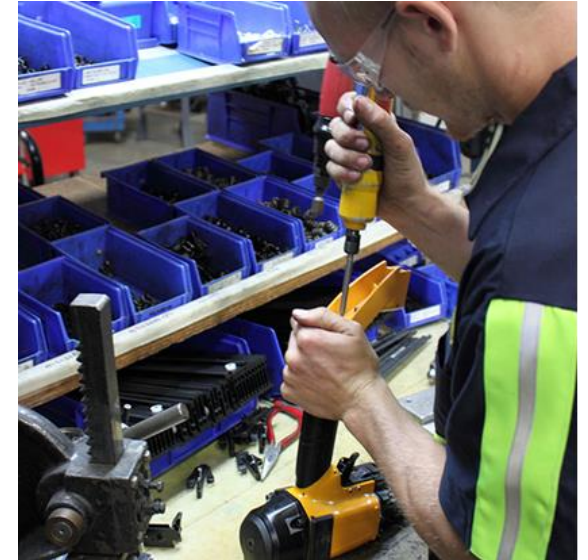
Examples of Successful Corridor Development Organizations

- Buffalo Urban Development Corporation
- Columbia Pike Revitalization Organization
- North Carolina Aerospace Corridor
- 495/MetroWest Partnership in Massachusetts
- Central Corridor Anchor Partnership in Minneapolis



Responsibilities

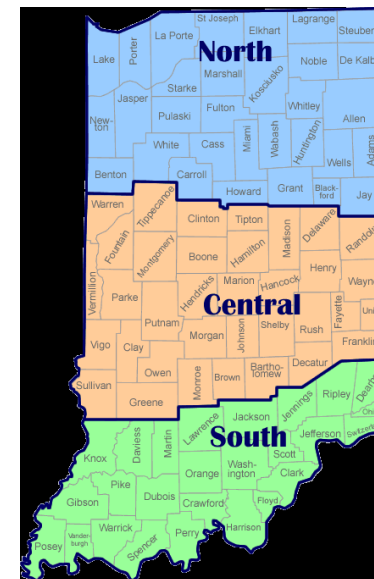
- **Setting the Vision**
- **Amenities**
- **Incentives**
- **Convenings**
- **PR and Marketing**
- **Education**
 - Land Use policies
 - Success Stories
 - Economic Advantages



Option 1

Create a Economic Improvement District

- Meet State organizational requirements
- EIDs provide a unique and straightforward economic and community development tool for municipalities, developers, and property owners.
- EIDs allow targeted control, financing, and development of projects without creating an additional financing burden on taxing units.
- EIDs also allow tax units to avoid some debt caps which might otherwise limit bonding or borrowing.



Option 2

Create a PPP

- Partnership is an organization of the willing
- Also provides a straightforward economic and community development tool for municipalities, developers, and property owners.
- Significant flexibility with membership and reporting.
- Faster Startup time
- Could eventually be transformed into EID
- Need to identify revenue source



Implementation

Initiative	Goal	Time Frame	Responsibility
Create PPP	Create entity to Drive Economic Development Goals of County and Towns	Near Term	Towns, County and Airport Authority
Convening on McCordsville RR Crossing	Establish Northern Gateway	Near Term	PPP with Town of McCordsville, County and MPO
Create Corridor Vision	Establish PPP mission	Near Term	PPP with Towns, County, HEDC, MPO
Create Strategic Plan	Incorporate individual Jurisdiction and private sector objectives	Mid Term	PPP with Towns, County, HEDC, MPO
Inventory properties within corridor	Acquire knowledge and Understanding of Corridor	Near Term	PPP with County, Towns and MPO
Create			

Conclusion

- Successful communities have a vision for the future.
- Successful communities build on their assets.
- Successful communities have high expectations.
- Successful communities pick and choose among development projects.
- Successful communities use education, incentives and partnerships, not just regulation.
- Successful communities cooperate with their neighbors for mutual benefit.
- Successful communities have strong leaders and committed citizens.
- A Final Thought!