

People want a **Growing and Vibrant** community.

THEIR CONCERNS

- In the process of “playing catch-up” from previous setbacks, but there are encouraging signs of progression.
- Demographic changes, particularly an increase in the poverty-level population
- Lack of a shared vision for the community across organizations
- A need to invest for the future, specifically with roads, infrastructure, etc.
- Housing and transportation
- The need for more activities and attractions for young people (like a movie theater, bowling alley, etc.)
- Employment and workforce challenges, such as work ethic, matching skill sets to jobs, and a qualified workforce for the 21st century.

“If we do nothing or just treat the symptoms, then we only grow a low-income base (negative growth). If we are growing negatively, then those people do not contribute to the general well-being of their community... It takes dollars to invest in a community. When your higher income people like plant managers aren’t living here, then where will the dollars come from?”

Clinton County Resident, 2019

Actions that would make a difference	Who is working on it?
<p>Being more intentional in community growth areas, such as vocational and educational opportunities across all socioeconomic demographics</p>	<p><u>The City and County recruited an Ivy Tech Campus, Fall 2013</u>, to create higher education opportunities for all socio-economic levels. This also provides benefits at the high school level, as they work with the schools to offer college classes to high school students at little or no cost.</p> <p><u>The community is strengthening relationships with Purdue</u>, especially targeting the Hispanic community. Ivy Tech is partnering with the industrial park businesses to provide certifications.</p>

TAKING EFFECTIVE COMMUNITY ACTION (TECA)

Being more intentional in community growth areas, such as vocational and educational opportunities across all socioeconomic demographics (Cont.)

There are Life Skill sessions through Purdue, but a recent report reveals that communication of the programs is not well known.

Frankfort City Council will consider a Frankfort Centered Future Program (no name yet). After a student who lives in the city applies for all applicable Ivy Tech scholarships and other financial aid, this program would provide “last in” dollars to finish funding a graduate’s higher education. Recipients of this grant must commit to a certain number of years with the Frankfort workforce, as well as community volunteer hours and a mentorship for a younger student in Frankfort. The goal is to build a reliable workforce that current employers can rely upon while also attracting higher paying employers to the city. The program would be funded by the Frankfort Redevelopment Commission along with Center Township. – Mayor McBarnes.

Community Leaders are making an intentional effort to put “human infrastructure” in place. They want to build a workforce with specific skill sets to meet the needs of existing businesses that want to invest in Clinton County.

Local Economic Development has been influential with state legislators. They are developing career pathways that connect people to jobs. Employers and educators are engaged in their mission, attend an Industry Leaders Luncheon regularly to discuss the skills on which they need to focus.

Workforce development, i.e., preparing for 21st century workforce skills and attracting a skilled workforce

Housing is a bottleneck when it comes to attracting a workforce because apartments fill up quickly. Affordable housing is the priority in attracting a workforce.

A Housing Improvement Plan exists, in partnership with Federal Home Lending in Indianapolis and Farmers Bank locally, for modernizing existing homes, so people want to live in Clinton Co.

TAKING EFFECTIVE COMMUNITY ACTION (TECA)

Infrastructure, especially 21st Century technology, including reliable broadband access across the county

Clinton County Council additional funds - \$240K - were requested from the WHIN grant to design a network providing strong broadband across 10 counties in the area. WATCH Communications got a large multi-million-dollar grant from the FCC and are glad to be a partner. Two ecosystems in the area were identified: the entire eastern side of the county, which is a dark area for broadband service, and the area around Colfax. Frankfort is strong for fiber, but now they are in the process of identifying vertical assets so they can use grain legs, water towers, etc. to triangulate connections across the county. Fiber is not viable for the entire county, so the goal is to cover as much as possible now and then eventually be able to make the final connections. The timeline for asset information to be in to WATCH is by the end of this year. By end of the first quarter, they hope to have the final network design completed, then they can return to the WHIN grant for the funding to launch the plan. Fiber lines can hang from poles, so not all of it has to be underground.

County government is acting as a facilitator for a grant match for the network design process because they do not have the financial means at this point to provide for the broadband initiative. This is a mechanism to get there.

Question asked: Is Frankfort Fiber involved in any of this discussion? Opportunity for them so they should probably be.

Water/Sewer structure lines: It is standard procedure to install new lines alongside any new road construction. SR28 will get the water mains and sewer lines replaced as the state is replacing that roadway in an upcoming project. They will also run sanitary/sewer lines, through a fiber line, from the city to I-65 by early 2021. There's great cooperation between city and county right now so they are jointly able to get some things done. They are sharing a common strategy and vision.

TAKING EFFECTIVE COMMUNITY ACTION (TECA)

Higher-wage jobs, to attract stronger skilled workforce

Economic Development – This is always the intention. Clinton Co’s location is a blessing in that it is a good, logistical position. However, those jobs are becoming more technical and the physical jobs are going away. Regionally, as part of NCIEDP, there is a focus on attracting kids that are coming out of college and getting them here. (The PepsiCo® expansion is an example of needing that high-tech, skilled position. They no longer have the old, physical maintenance.)

As a community, there are currently no tax incentives to bring jobs here. They are building educational attainment levels, schools, housing, etc., to create the environment that attracts people and jobs to the area.

Clinton County is thinking about incentivizing headquarters, R&D, etc. and being intentional with above things in place to get those high-level jobs and housing.

Economic Development is looking at connectivity between communities, as well. They appreciate and are thankful for the Community Foundation’s financial support the past couple of years. Twenty years ago, community foundations weren’t known for giving funds toward significant economic improvement projects. With \$100k to \$250K gifts, it’s a more impactful game changer and those funds can be leveraged for business and other growth.

‘Quality of Place’ initiatives, or attractions with which all people can engage and enjoy that are also aesthetically pleasing for drawing others here

Housing – Clinton Co. Economic Advancement Foundation - They are going to have 32 units built (range of \$170K - \$250K) for the first time in many years. Land was donated to the Foundation and given to the developer to get these houses built. Many are involved in this. The F&K Group is developing it and will also sell the lots. Multiple builders will be working on the units. Lots should be available by late 2020. They are also going after slum lord properties and selling those lots. They are involving building trades classes in both above initiatives.

TAKING EFFECTIVE COMMUNITY ACTION (TECA)

'Quality of Place' initiatives, or attractions with which all people can engage and enjoy that are also aesthetically pleasing for drawing others here

County strategy is to make the towns more appealing, which will attract people. Colfax will do trail linkage on the Monon Trail. Now that the county helped Kirklin with their Main Street funding effort, a housing developer is looking at them.

The City is investing in the foundational building blocks to be able to build attractions such as a bowling alley, but they will need community support.

Prairie Creek Park is a \$10 million dollar project for a green space/ outdoor venue with multiple amenities, including an Aquatic center, to be built by 2021.

The County and IU Health negotiated for a new hospital. The commitment is that it will be operational by this time next year.

Economic Development contends that the opportunity for more city/county quality of place exists. Kirklin is a good example: By connecting Kirklin to Frankfort, they could connect sewer lines and develop that trail connection.

People and organizations they trust:

- Current city leaders; especially Mayor Chris McBarnes
- Don DeWeese, Superintendent, Community Schools of Frankfort
- Clinton County Community Foundation
- The Clinton County Chamber of Commerce
- The local economic development organizations

Additional Notes from Research Sessions for the Community Foundation's Reference:

We asked each member of the group where the community foundation could make the most impact regarding this aspiration?

- Mayor - Funding support for broadband and housing. With \$100K to put toward a couple of homes, as part of a land bank, those houses can be back on the tax rolls.
- County Council - Serve as a "clearing house" for broadband funds. This would make the project a step removed from political processes that could derail its forward motion.
- Commissioners - They have been doing a lot to remove blighted properties recently. They want those improved and back on the tax rolls. They want attractive lots that are not a detriment to the neighbors. Housing and broadband are major issues for focus.

Growing and Vibrant community

Harwood stage of community life is

Impasse on Housing

Growth on Downtown Revitalization

Discussion on what role the Community Foundation could play in this Aspiration:

- Mark Hodges is a good point person on Broadband issues. Greg has talked with him about the issue. There is funding from the state and federal levels, and they are starting to work with private firms to address the broadband issue. It is unclear if the Community Foundation could or should do anything about this issue.
- Housing is not a problem that we can address.
- If any role would be the Community Foundation's, then maybe it is something in the Workforce Development/Education issue. We are already in that space and have made commitments. We can continue to make sure that the dollars we have put forth are being used to make a difference. The Community Foundation could provide impact through grant cycle allocations.

The community foundation will focus on the following actions:

- Sharing the report information

And this role:

- Communicator

Action Plan for **Growing and Vibrant** Community

Action	Lead	Completion by
Share the information as we are already active in the education piece of this aspiration.	Community Foundation Staff	2nd Quarter 2020
Speak to the board about considering setting aside funds that could support non-profit grant applications that address this aspiration.	Greg Aaron	January 31, 2020