Celebrating Communities:

*Enriching the Quality of Our Place*

Shirley, Indiana
September 15, 2014
Community Development is a process designed to create conditions of *economic* and *social* progress for the whole community with its active participation and fullest possible reliance upon the community’s initiative.

*United Nations 1948*
20th Century Economic Development Policy

• Luring investment and jobs

• Locally based

• Incentives, infrastructure & job training

• Assumes people move to new jobs
21st Century Economic Development Policy

- Luring people
- Locally based (traditional ED becomes regional)
- Quality of services, amenity based
- Assumes jobs move to people
How is Economic Development Defined?

- Job Creation
- Business attraction
- Business Retention/Expansion
- New Business Development
- Standard of Living
- Tourism Development
- Quality of Life
- Infrastructure Development
- Increasing the Tax Base
- Agribusiness Development
- Education
- Workforce Development
Primacy of Place

Talent is the single most important element in local economic development, and quality of place is a primary factor in a community’s ability to attract and retain talent.
Building Better Communities
@ Ball State University

Primacy of Place

The most successful communities are those that recognize and address the critical importance of human capital in competition for highest value-added economic development.
Why Education Matters in economic development

Education pays:

Unemployment rate in 2010 (%)

- Doctoral degree: 1.9
- Professional degree: 2.4
- Master's degree: 4.0
- Bachelor's degree: 5.4
- Associate degree: 7.0
- Some college, no degree: 9.2
- High school diploma: 10.3
- Less than a high school diploma: 14.9

Average: 8.2%

Median weekly earnings in 2010 ($)

- Doctoral degree: 1,550
- Professional degree: 1,610
- Master's degree: 1,272
- Bachelor's degree: 1,038
- Associate degree: 767
- Some college, no degree: 712
- High school diploma: 626
- Less than a high school diploma: 444

Average: $782

Building Better Communities

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Key Components of Primacy of Place

– Community Collaboration for Educational Excellence
– Arts Integration
– Community Design
– Community Well-Being
– Municipal Governance
– Community Readiness for Change
Community Collaboration for Educational Excellence

- Fosters student learning and success
- Engages parents
- Engages faculty and administrators
- Attracts new residents seeking best education for their children
- Builds strong ties to community
- Attracts businesses seeking talent
- Fosters entrepreneurship
- Creates an environment that values and nurtures education
Arts Integration

• Creation of cultural flavor, sense of place
• Unites people through celebration of history, culture, and arts
• Public art
• Economic driver
• Education
• Entertainment
• Tourism
• Increases attractiveness and allure of community
Community Design

- Physical components of place/how things are arranged
- Activities, look, feel
- Impact on local economy, efficient design
- Social and ecological systems
- Define community character (public realm and streetscapes)
- Safety and security
- Vibrancy and sustainability
- Stimulate sense of connectivity and public engagement
- Downtown revitalization
- Historic preservation
- Art and creativity
Community Well-Being

• Improves places where people live, work and play
• Enhances quality of life
• Encourages change in overall health and vibrancy of community
• Increases attractiveness of place
• Increases engagement with and connectivity to place
• Contributes to economic and business bottom line
• Integrates with public space and community design
• Builds community health networks and providers
Municipal Governance

• Community attractiveness is influenced by the quality of local government’s efficient and effective public service, accountability and responsiveness to citizen concerns.

• Six key practices upon which model governance relies:
  - Citizen and community engagement
  - Strategic planning
  - Strategic management
  - Performance measurement and improvement
  - High performance human resource development and management
  - Community collaboration
Community Readiness for Change

- Engagement and participation in defining and seeking a vision
- Collaboration among public/private sectors to reach consensus to realize common goals
- Planning that is inclusive and focuses on the vision/outcomes
- Leadership that fosters collaboration and is committed to change
- Social Capital that will come together to achieve common goals
- Sustainability resulting from capacity building and focus on the vision
- Placemaking resulting from weaving the community’s assets, vision, and ability to create a place that promotes the health, happiness and well-being of people.
Impacting Community

- Communities decide the need and appropriateness of quality of life projects and make local decisions to create attractive and livable communities.
- HCCF can impact integration of those decisions locally and holistically through grant making criteria, evaluation, and goals.
Where do we begin?

• What is your desired outcome?
• What is the reality of the current situation?

✓ Assess county assets
✓ Assess community assets (8 incorporated and the unincorporated areas)
✓ Assess county/community priorities, goals and plans, resources and collaborations
✓ Determine collaborative frameworks
# Hancock County

<table>
<thead>
<tr>
<th>People &amp; Income Overview (By Place of Residence)</th>
<th>Value</th>
<th>Rank in State</th>
<th>Industry Overview (2013) (By Place of Work)</th>
<th>Value</th>
<th>Rank in State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (2013)</td>
<td>71,575</td>
<td>22</td>
<td>Covered Employment</td>
<td>20,893</td>
<td>26</td>
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<tr>
<td>Growth (%) since 2010 Census</td>
<td>2.2%</td>
<td>14</td>
<td>Avg wage per job</td>
<td>$39,967</td>
<td>18</td>
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<tr>
<td>Households (2012)</td>
<td>25,943</td>
<td>24</td>
<td>Manufacturing - % all jobs in County</td>
<td>16.7%</td>
<td>55</td>
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<tr>
<td>Labor Force (persons) (2013)</td>
<td>37,056</td>
<td>21</td>
<td>Avg wage per job</td>
<td>$46,629</td>
<td>42</td>
</tr>
<tr>
<td>Unemployment Rate (July 2014)</td>
<td>4.8%</td>
<td></td>
<td>Transportation &amp; Warehousing - % all jobs in County</td>
<td>3.8%</td>
<td>29</td>
</tr>
<tr>
<td>Per Capita Personal Income (2012)</td>
<td>$45,576</td>
<td>5</td>
<td>Avg wage per job</td>
<td>$37,994</td>
<td>64</td>
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<tr>
<td>Median Household Income (2012)</td>
<td>$66,131</td>
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<td>Health Care, Social Assist. - % all jobs in County</td>
<td>9.6%</td>
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<tr>
<td>Poverty Rate (2012)</td>
<td>7.3%</td>
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<td>Avg wage per job</td>
<td>$31,675</td>
<td>42</td>
</tr>
<tr>
<td>H.S. Diploma or More - % of Adults 25+ (2012 ACS 5yr)</td>
<td>92.1%</td>
<td>4</td>
<td>Finance and Insurance - % all jobs in County</td>
<td>1.7%</td>
<td>66</td>
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<tr>
<td>Bachelor's Deg. or More - % of Adults 25+ (2012 ACS 5yr)</td>
<td>25.4%</td>
<td>12</td>
<td>Avg wage per job</td>
<td>$41,863</td>
<td>47</td>
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</tbody>
</table>

Source: STATS INDIANA
2012 TOTAL: 5,098
2012 TOTAL: 18,620
Labor Force Projections: Average Annual Rate of Change, 2010 to 2020

Shirley, Indiana
Shirley Demographics

Census 2010

Pop. 830

Median Age 35.0

Households 328

Families 225

Per Cap. Income (Est. 2012) $16,912.00

Median Household Income (Est. 2012) $36,415.00

2010 U.S. Census
Shirley Demographics

White alone - 809 (97.5%)
Black alone - 5 (0.6%)
American Indian alone - 5 (0.6%)
Two or more races - 4 (0.5%)
Asian alone - 3 (0.4%)
Hispanic - 3 (0.4%)
Other race alone - 1 (0.1%)

Source: 2010 U.S. Census
## Hancock County's Full Asset Inventory Report

Click on a category to view grades/points in all counties.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>GRADE</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>A</td>
<td>78.8</td>
</tr>
<tr>
<td>Human Capital: Education</td>
<td>A</td>
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</tr>
<tr>
<td>Human Capital: Health</td>
<td>C+</td>
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<td>Government Impact &amp; Economy</td>
<td>B</td>
<td>79.8</td>
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<tr>
<td>Public Amenities: Changeable</td>
<td>n/a</td>
<td>104.9</td>
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<tr>
<td>Public Amenities: Static</td>
<td>n/a</td>
<td>76.6</td>
</tr>
<tr>
<td>Arts, Entertainment, &amp; Recreation</td>
<td>C</td>
<td>64</td>
</tr>
</tbody>
</table>

N/A: Only points are used when assessing the changeable and static amenities categories.

## About Hancock County

- **County Seat:** Greenfield
- **Founded:** 1828
- **Area:** 307 square miles

Hancock County was formed in 1828. It was named for John Hancock, president of the Continental Congress, who signed his name prominently to the Declaration of Independence. The town of Greenfield was chosen as the county seat on April 11, 1828.

Learn more about this county through CBER's County Profiles.
What Does It All Mean?

- Assets create opportunities and overcome challenges.
- Assets define authenticity.
- Know your weaknesses and limitations.
- Authenticity is key. No community is unique.
- Do not compete if you do not have the assets to be sustainable.
- Asset weaving strengthens your “place”.
What Does It All Mean?

• Look at where your community “fits” in the county.
• No community is an island, especially in today’s environment.
• Know your resources.
• Collaborations (weaving) leverage resources and ability to succeed.
• Collaborative planning results in the integration of parts into the whole.
What Does It All Mean?

• What does placemaking mean to you?
• What is quality of life?
• What is quality of place?
• How do you attract talent? Why would they want to live in your community, in Hancock County?
• How do you make it all happen?
Questions?
Assets

1. List the five (5) top assets in your community.
2. How to these contribute to community “place”?
3. How do these contribute to county “place”?
4. How would you maximize these assets to enhance community “place”?
5. How would you maximize these assets to enhance county place?
Imagine

1. Does your community have a Vision for the future?
2. If so, what is it?
3. Does the Vision contribute to community placemaking? How?
Plans

1. Does your community have a current written Plan for development? If so, please identify it/them.

2. How does implementation of the Plan(s) contribute to community placemaking?

3. How does implementation of the Plan(s) contribute to county-wide placemaking?
Implementation

1. What is being done in your community to enhance “place”?

2. Does implementation of these strategies impact other communities in the county? If so, how?

3. Is there any collaboration in this implementation, with other communities in the county? If so, please describe them.
Dream

1. What are the needs of your community to enhance authentic placemaking?

2. How do you see your community contributing to county placemaking?

3. How could an organization like the Hancock County Community Foundation collaborate with your community in placemaking?
Where are we now?

The Harwood Index

The Waiting Place:

- Things are not working; unable to define the problem
- Disconnect from leaders and decision-making process
- Community discussion regarding challenges is infrequent; Old patterns persist
- People waiting for clarity of issues and for “someone” to solve their problems
Where are we now?

The Harwood Index

Impasse:

• Community hits rock bottom; Can’t go on like this
• Sense of urgency; People tired of waiting
• Lack of clarity regarding what to do
• Community norms and practices keep the status quo
• People very frustrated, but lack capacity to act
Where are we now?

The Harwood Index

Catalytic:

• Begins with small, almost imperceptible steps
• Small groups/organizations begin to take risks; Challenge status quo
• Actions begin to produce results, build hope
• Participation in processes increases, building networks and collaborations
• Acceptance of status quo attitude is threat
Where are we now?

**The Harwood Index**

**Growth:**

• People see signs that community is moving forward
• People identify leadership at all levels; Networks are growing and there is a sense of common purpose and direction
• There is a renewed spirit of community; Targeted, collaborative efforts are taking place
• A common community story has emerged
Where are we now?

The Harwood Index

Sustain and Renew:

• Community ready to address nagging issues not adequately addressed previously
• New insights and new norms exist throughout community
• Momentum must be kept; Growth of leaders and leadership is essential
• Community cannot rest on its laurels/success
Stages of Community Life

1. Harwood Index-Community

2. Ballot #1:
   1. Write your community’s name on the ballot.
   2. Place an X on the ballot to indicate where you believe your community lies in the development of community life.
Stages of Community Life

1. Harwood Index-County

2. Ballot #2:
   1. Mark an X on the ballot to indicate where you believe Hancock County lies in the development of community life.
THANK YOU!