

Leading Brown County

*A Strategic Renewal of
"Brown County 2020: A Vision for the Future"*



*An Updated Assessment and Directional Report
Prepared for Community Use*

**Facilitated by the
Brown County Partnership**

August 15, 2014

Brown County Partnership

Mission

The Brown County Partnership acts as a **catalyst** to identify and prioritize **community needs**, and to facilitate and stimulate **planning** to address these needs. It provides a **forum** for communication and collaboration to achieve long and short term **solutions**.

Partnership Member Representation

Arts, History and Cultural Heritage
Business
Community
Education
Environment
Faith Based Services
Family Services
Government
Health and Wellness
Housing
Philanthropy
Recreation, Entertainment and Tourism
Safety

Disclaimer

The enclosed report was partially compiled through the review and analysis of relevant Brown County research documents. No detailed primary research was conducted other than the expert advice received from the Vision 2020 Review Committee members, contributing partners and related public forum participants. These sources are identified in the report appendices.

All information contained herein is as of August 2014, and the views and opinions expressed are for the discretionary use of the Brown County community. No endorsement is made on the contents of this report.

Report Outline

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Section 1:

Introduction and Background Understanding

How is Brown County perceived today?

What changes or improvements do we want in Brown County for the future?

How can Brown County effectively and efficiently prepare to meet the future?

The above questions led to a community assessment process in 2008 and a visioning process in 2008 and 2009 by Brown County community residents, resulting in two important documents: (1) a Countywide Needs and Assets Assessment, and (2) Brown County 2020: A Vision for the Future. Over 500 community persons provided input into these two documents.

Seeing a need in 2013 to renew community commitment to the goals of Vision 2020 and to re-energize its implementation in both the public and private sectors, the Brown County Partnership (BCP), working with and through its constituent organizations, has prepared this report entitled “Leading Brown County.” This report is rooted in the 2008 Needs Assessment and 2009 Vision 2020 Report, and provides a current analysis of Brown County’s societal and economic needs, its challenges, and proposed new directions. Also included is agreed-to community values, promise and vision so that effective leadership and resource allocation decision making has direction. Simply stated, this update is designed to help leaders identify and capitalize on strategic opportunities and align measurable outcomes for the benefit of Brown County and its people.

To create this update, a Vision 2020 Steering Committee was formed in August 2013. This committee convened seven review meetings, along with additional sector discussion sessions in between, to compile a combined and updated version of the 2008 and 2009 reports. In addition, public opinion was sought over summer 2014 to attain further advice—and ultimately validation—from the community at large. The eight sector/stakeholder groups are:

1. Civic Participation and Government
2. Environment and Quality of Life
3. Arts, History and Cultural Heritage, and Entertainment
4. Infrastructure and Economic Development
5. Housing
6. Education and Workforce Development
7. Health, Wellness and Family Services
8. Safety

A list of community participants and written resources used as background for this update is available in the appendices of this report.

The detailed components of the report follow.

Section 2:

Recognizing Our Community Culture, Brand and Aspiration

Values of the Community

Returning to the past Brown County 2020 Vision work, as well as to Vision 2010, a review of the key beliefs and guiding principles of the county was undertaken. Eight defining community values were consistently woven throughout the documents:

Collaborative

Supporting partner-based public/private leadership that effectively plans and meets community goals

Creative

Promoting arts and history while continuing to embrace a unique heritage and cultural arts destination

Sustainable

Balancing development with responsible stewardship of the natural environment and human settlement

Entrepreneurial

Seeking economic growth opportunities that respect the natural, cultural and historical legacy with private initiative

Secure

Investing in dependable safety, accessible housing and basic public infrastructure

Learning

Supporting quality educational and training programs that are essential for individual well-being and gainful employment

Healthy

Encouraging a spiritual and wellness lifestyle and increasing available affordable health care

Neighborly

Promoting activities that develop and support friendly and engaged residents.

The Community Promise

As an extension of these beliefs, a countywide value proposition was formulated which states the essential being of the community:

***“We commit to the endearing quality
of a pastoral place
and a considerate lifestyle
for residents and visitors
through sharing of assets centered on
natural beauty, active outdoor recreation,
and a unique arts, history and cultural
heritage, all within rural village and
neighborhood settings.”***

Community Vision 2020

Similarly, the modified vision statement of Brown County Vision 2020 reflects the established community values:

***“We are a progressive, naturally inspired,
culturally rich, caring, and
welcoming community.”***

Section 3:

Knowing Our Community Challenges and New Directions

The steps in updating “Brown County 2020: A Vision For The Future” included:

- Gathering direction from the Vision 2020 Steering Committee,
- Seeking detailed advice from stakeholder groups,
- Reviewing and updating the eight sectors via SWOT (strengths—weaknesses—opportunities—threats) analyses, and then identifying key issues, main challenges and new directions. These eight sector analyses were further assessed, and they revealed four broad themes that were used to organize this report:



Community Leadership

Civic Participation and Government—SWOT Analysis

Key Issues: accountability and trust, comprehensive and cooperative planning, public-private cooperation, limited land subject to property tax, and a need for increased state level prominence and funding

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Dedicated base of volunteers ➤ Committed and active civic organizations (Accredited BCCF, Partnership, League of Women Voters, Lions Club, Rotary, etc.) ➤ Some improvement in county-town cooperation and coordination ➤ Lowest taxes in the state ➤ Our Brown County and Into Art—free information guides ➤ Polling places in churches ➤ League of Women Voters public convening meetings ➤ Continuing public and government dialogue through Brown County Partnership 	<ul style="list-style-type: none"> ➤ Strong local newspaper that closely follows events and public actions (amazing resource) ➤ “This is Brown County” online and Facebook pages attract wide following ➤ Audio/video feed of county meetings ➤ Ongoing citizen interest in town and county governance ➤ Recognition by government to work within a regional context, i.e., Columbus and Bloomington 	<ul style="list-style-type: none"> ➤ Deficit budgets deplete fund balances ➤ County Comprehensive Plan out of date and never incorporated into actual zoning ordinance ➤ Limited strategic planning at the County level ➤ Lack of leadership continuity ➤ Negative attitude towards change ➤ Little understanding of inclusive planning processes ➤ Absence of organized youth involvement in community affairs ➤ Inadequate internal and public communications ➤ Rumors and misinformation overtaking public conversation
Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Potential for tax-based investment projects if needs are identified ➤ Large retiree community means more potential volunteers and donors for civic priorities ➤ Better leverage of the energy/expertise of volunteers and non-profit organizations ➤ Technological improvements ➤ Expanded community radio ➤ State-wide effort regarding monies for local services to state parks 	<ul style="list-style-type: none"> ➤ Lilly regional initiative opportunity ➤ Mutual county/town partnership pursuing initiatives such as IDEM’s Clean program and area cultural designations ➤ Closer working relationship between government and existing community groups ➤ State’s Stellar Community Program ➤ Effort to further develop leadership resources (Leadership Brown County, Leadership Academy, youth leadership program) ➤ BCCF initiative to grow youth understanding of civic engagement and philanthropy 	<ul style="list-style-type: none"> ➤ Local governments facing financial shortfalls ➤ Sizeable new infrastructure investments required (e.g., water for home use and for fire protection) ➤ Distrust and/or lack of interest in government recognizing and working with community ➤ Lack of adequate fiscal oversight ➤ “This is Brown County” is going out of business

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program/project directions were identified.

Civic Participation and Government Challenges

1. Formation and follow-up of common county and regional partnerships among government, community groups and private organizations to gain cooperative influence and implement best practices
2. Encouragement of civic involvement and leadership, including the young adult generation
3. Seeking of new funding sources for local development

Civic Participation and Government New Directions

- Prepare a joint and collaborative county-town strategic plan incorporating updated Vision 2020 support documentation
- Develop and implement a public-private leadership and volunteer development strategy, including both young and old, to attract civic volunteer interest and commitment
- Revise the county zoning ordinance to reflect the county comprehensive plan and current community priorities
- Pursue the statewide initiative to cover emergency services costs and gain untaxed lands financial support
- Participate and cooperate with regional improvement planning initiatives

Community Environment

Environment and Quality of Life—SWOT Analysis

Key Issues: natural resources conservation funding, sustainable fresh water resource and waterways cleanup, littering and dumping, increased environmental education, invasive species eradication, and recycling center sustainability

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Abundance of natural resources ➤ Contiguous forest ➤ Brown County State Park, Yellowwood State Forest, Hoosier National Forest and other nature preserves ➤ Trash pickup and dropoff ➤ Variety of hard and soft outdoor recreation activities ➤ Tree City USA, Bird Town Indiana, Clean Community Challenge, Riverfront District designations ➤ Salt Creek Trail System ➤ Invasive species public education and program 	<ul style="list-style-type: none"> ➤ Garden Club litter cleanup campaign ➤ Lions Club Ambassadors ➤ Clean waterways initiative ➤ Premier biking trail at Brown County State Park 	<ul style="list-style-type: none"> ➤ Insufficient support funding ➤ No tax on public lands (50% of county land mass) ➤ No owned water supply ➤ Weak linkage between community and state and national parks ➤ Limited availability of “accessible” recreation opportunities for disabled and elderly ➤ Lack of connection between environmental priorities and zoning ordinance planning ➤ Inadequate Salt Creek corridor conservation ➤ Insufficient community education regarding litter/road clean-up efforts
Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Promotion of natural resources use and related environmental education ➤ Further recycling ➤ Responsible agencies cooperation/partnerships 	<ul style="list-style-type: none"> ➤ Enhanced clean waterways and littering programs ➤ Nashville downtown revitalization green space inclusion ➤ Active outdoor recreation potential 	<ul style="list-style-type: none"> ➤ Inappropriate development ➤ Degradation of natural resources ➤ Shortage of water ➤ Environmental funding cutbacks

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program/project directions were identified.

Environment and Quality of Life Challenges

1. Need for enhanced natural resources conservation funding
2. Higher environmental awareness among government planning decision-makers
3. Increased youth involvement in natural/environmental resources and outdoor recreation understanding and learning
4. Closer working relationship between contiguous parks and community

Environment and Quality of Life New Directions

- Continue to develop the Salt Creek Trail system with integration to Brown County's historical and cultural attractions
- Maintain and increase the recycling center capability
- Expand youth awareness and education programming of natural resources
- Develop a serious anti-litter and clear waterways campaign
- Increase and formalize the working relationship between the community and Brown County State Park, Yellowwood State Forest, DNR and other managers of nature preserves and conserved lands, encouraging not only better quality of life, but quality experiences for Brown County visitors

Arts, History and Cultural Heritage, and Entertainment—SWOT Analysis

Key Issues: comprehensive planning, cooperative leisure travel marketing, retail offerings mix, wayfinding/welcoming signage, events clearinghouse, evening entertainment, and artists engagement programming

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Well-recognized Brown County brand identity ➤ Brown County State Park, Yellowwood State Forest, Hoosier National Forest and other nature preserves ➤ Numerous cultural and arts events/festivals ➤ 200+ retail shops with some providing unique offerings ➤ CVB destination website ➤ Studio and garden tours ➤ Bill Monroe Bluegrass Memorial Park ➤ T.C. Steele State Historic Site ➤ Many historic sites, including some on Historic Register 	<ul style="list-style-type: none"> ➤ Nashville art murals ➤ Arts Road 46 corridor initiative ➤ Unique vacation home rentals, art studios and artists co-ops ➤ Indiana Arts and Entertainment District designation ➤ Indiana Main Street Community ➤ Story Inn’s wine and beer festivals ➤ Arts colony heritage ➤ Brown County Historical Center development ➤ Brown County Art Gallery expansion 	<ul style="list-style-type: none"> ➤ Dated lodging properties ➤ Limited quality dining offerings ➤ Poor overnight visitation in off-peak periods ➤ No iconic event/festival ➤ Limited hours of operation for retail/foodservice establishments ➤ Absence of superior customer service ➤ No log cabin tour ➤ Absence of children/family oriented activities and events ➤ Lack of evening entertainment ➤ No strategic tourism plan ➤ Lack of permanent linkage between designations, i.e., Arts and Entertainment District, Bird Town, Tree Town etc. ➤ Underutilization of the Arts Colony of the Midwest brand ➤ Lack of coordination and leadership of community-wide events

Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ New programming at Brown County Playhouse ➤ History Center, Pioneer Village, Historic Courthouse and other historic attractions ➤ Farmers Market ➤ Walking tours programming ➤ Former Ski World destination resort development ➤ Growing musical venue ➤ Expanded trail opportunities, e.g., Tecumseh and Knobstone Trails, bicycle trails ➤ Ongoing wellness and heritage tourism dialogue 	<ul style="list-style-type: none"> ➤ Little Nashville Opry resurrection ➤ Village Riverfront District potential ➤ Brown County Art Gallery expansion ➤ Cohesive arts community with interest in visitors ➤ Expanded public art/sculptures ➤ Branded wayfinding/directional signage ➤ Countywide quality arts and heritage campus with event facilitator 	<ul style="list-style-type: none"> ➤ Increased nearby competitive destination marketing ➤ Changes in visitor motivation, needs and behavior ➤ Limited arts/entertainment/community cohesive cooperation

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project directions were identified.

Arts, History and Cultural Heritage, and Entertainment Challenges

1. Insufficient critical mass of integrated branded arts, history and cultural heritage attractions and activities
2. Underperformance in realizing outdoor recreation and wellness potential
3. Fragmented partner-oriented research and planning effort with no agreed-to consistent brand communications/development investment strategy

Arts, History and Cultural Heritage, and Entertainment New Directions

- Expand organized and accessible arts, historic, cultural, wellness, environmental, educational and entertainment experience programming, both day and evening
- Capitalize on adventure travel, historic/heritage tourism and ecotourism opportunities (public and private lands)
- Coordinate the preparation and implementation of a priority-based strategic destination tourism master plan

Community Development

Infrastructure and Economic Development—SWOT Analysis

Key Issues: community communications, cooperative brand marketing, infrastructure needs, and employment potential

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Respected public school system ➤ Brown County State Park, Yellowwood State Forest, Hoosier National Park and other nature preserves ➤ Supportive Brown County Community Foundation ➤ Nashville retail shopping village ➤ Active visitor marketing through Brown County Convention & Visitors Bureau ➤ Scenic vistas and beautiful countryside ➤ Active service organizations ➤ Extensive recreational activities 	<ul style="list-style-type: none"> ➤ ADA accessibility studies and transition plan in place ➤ Diversified and highly educated retirement population ➤ Proximity to Bloomington/IU, Columbus and Indianapolis ➤ New commercial investments such as Big Woods Brewery and Out of the Ordinary ➤ Nashville economic development/tourism investment strategy ➤ Updated assessment and inventory of Brown County’s natural, historic and cultural assets 	<ul style="list-style-type: none"> ➤ Little marketing of Brown County as a place to live and work ➤ Weak county comprehensive plan ➤ Lack of affordable and reliable high speed Internet access countywide ➤ Failing water and sewer services ➤ Absence of demonstrated unified county and local government cooperation ➤ Pervasive negativity toward any progressive change ➤ Division between “new” and “ancestral” populations ➤ Significant poverty and unemployment issues ➤ Lack of “quality” restaurants and updated lodging ➤ Absence of retirement community core requirements and amenities ➤ Reallocation of EDIT (Economic Development Income Tax) funds to other uses ➤ Unstable Economic Development Commission directions

Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Expanded small business incubator program ➤ Modern hotel with conference/learning center facilities ➤ Growing interest in the integration of tourism with arts campus (including storytelling and music), wellness, recreation, history, etc. ➤ Agreed upon comprehensive infrastructure plan 	<ul style="list-style-type: none"> ➤ Definitive county-wide economic development strategy ➤ Action to reach ADA compliance based on accessibility studies 	<ul style="list-style-type: none"> ➤ No full acceptance of progressive sustainable growth ➤ No accepted process for making the big community decisions ➤ Limited employment creation ➤ Continued outdated comprehensive plan and related zoning ordinances ➤ Increased political infighting and brinkmanship ➤ No consistently visible collaboration between town and county governments

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project directions were identified.

Infrastructure and Economic Development Challenges

1. Update of county comprehensive plan and related zoning ordinances
2. Delivery of reliable and affordable online/Internet accessibility
3. Need for adequate water and sewer capacities for residential, business and recreational uses

Infrastructure and Economic Development New Directions

- Prepare and execute a countywide economic development/redevelopment strategy focused on community infrastructure needs and balanced between tourism and complementary service industries with priority initiatives
- Invest fully in an agreed-to consistent and influential county economic development/tourism brand communications program
- Commit to stronger cooperation and mutual partnerships between Brown County and the Town of Nashville
- Conduct water and sewer community conversations leading to a viable long range plan for improvements
- Utilize the ADA Self-Evaluation and Transition Plan and supporting studies, which systematically leads to a fully accessible community

Housing—SWOT Analysis

Key Issues: availability of affordable housing, zoning and ordinances, efficient development process, green construction technologies, housing production efforts, and family housing support services

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Scenic rural environment ➤ Historic structure legacies ➤ Established Habitat for Humanity program ➤ Community Housing Committee responsible for securing past housing repair grants 	<ul style="list-style-type: none"> ➤ New affordable senior housing (Willow Manor) ➤ New affordable family housing (Gnaw Bone) 	<ul style="list-style-type: none"> ➤ Large number of failing septic systems ➤ No “green” ordinances as it relates to building standards ➤ Numerous substandard homes not up to codes ➤ Many vacant residences ➤ Little available affordable housing for workers ➤ Limited assisted living options ➤ Lack of up-to-date comprehensive plan and zoning ordinances ➤ Absence of “aging in place” resources to modify owner-occupied homes over time
Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Increased demand for senior housing ➤ Affordable rental workforce housing 	<ul style="list-style-type: none"> ➤ Bundle housing needs with social services (i.e., financial counseling, job aptitude testing, job skills evaluation and training, etc.) 	<ul style="list-style-type: none"> ➤ Many federal and state grant programs disappearing ➤ Large housing developments negatively change views, destroy forests, etc. ➤ Absence of up-to-date building codes and code enforcement ➤ No utility infrastructure outside of currently developed areas ➤ Few job opportunities to support low-income families

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project directions were identified.

Housing Challenges

1. Production of new affordable housing including environmentally sensitive construction
2. Support of families that need accessible lifecycle housing
3. Availability of housing options based on progressive living and aging
4. Continuation of housing repair programs

Housing New Directions

- Create a regulatory framework that supports environmentally sensitive, affordable and lifecycle housing (zoning, ordinances, and comprehensive plan)
- Determine market-based affordable housing production goals by market segment as part of a long range community development plan
- Provide education towards understanding the underlying root causes of related housing subsidization and family income

Education and Workforce Development—SWOT Analysis

Key Issues: life time education understanding, school enrollment decreases, after school and summer youth programming, and workforce development

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Community-based Career Resource Center (CRC) ➤ Brown County Schools strategic plan focus on financial sustainability and instructional improvement ➤ Brown County Literacy Coalition support to early intervention and to early grades tutoring ➤ Improving graduation rates ➤ Regional and national awards won by Brown County students (“We The People,” etc.) 	<ul style="list-style-type: none"> ➤ Regional elementary schools ➤ School Superintendent weekly newspaper column ➤ Continued foster grandparent program ➤ First Steps and Head Start early childhood programming ➤ CRC and Workforce Development location partnership 	<ul style="list-style-type: none"> ➤ State of Indiana’s present public education funding formula causing serious budget challenges ➤ School age population decreasing for the last ten years ➤ Brown County’s rural setting negatively impacts student transportation system ➤ Duplication of services due to lack of community-wide education collaboration among service organizations ➤ Limited foster grandparents to serve all Brown County elementary schools ➤ Insufficient AP courses delivered to compete at college levels ➤ Continued silo approach to early identification, location and subsequent programming for children and their families ➤ Inadequate substantive post-secondary scholarships ➤ Preschool opportunities not filling needs of young children and their families ➤ Transportation not available for all preschoolers ➤ Low college graduation rate of county residents (49.7% have high school diploma or less)

Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ High school student college credit potential ➤ Increased CRC involvement with neighboring communities to increase education and employment opportunities ➤ Literacy Coalition “Ready to Learn” family program ➤ Retiree population as tutors for elementary and high school 	<ul style="list-style-type: none"> ➤ Reach Brown County School’s strategic plan high district-wide student and staff achievement goals ➤ Regional economic development plan participation to increase employment/workforce opportunities ➤ Alignment of education and workforce development opportunities through the CRC ➤ Untapped retiree population in CRC courses 	<ul style="list-style-type: none"> ➤ Few living wage jobs to attract young families ➤ Little progress at state level to improve public education funding

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project directions were identified

Education and Workforce Development Challenges

1. Continued development and provision of quality comprehensive education programs
2. Cooperation with initiatives dedicated to improved statewide funding formula for public schools
3. Increased complementary educational collaborations
4. Ongoing focus on county workforce needs and supportive professional development/training programming

Education and Workforce Development New Directions

- Work closely with public education leaders and state legislature to enhance funding for the public school system
- Compile and market Brown County Schools’ high achievements to increase family migration
- Increase “during and after school” educational partnerships
- Identify and provide effective lifelong learning alternatives relating to work force opportunities
- Develop educational community-wide partnerships to ensure a seamless system of community education

Community Services

Health, Wellness and Family Services—SWOT Analysis

Key Issues: affordable health care, child/youth activities, transportation, and family services coordination

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Safe and caring neighborhoods ➤ Smoke free environment ➤ Current movement towards reaching community-wide ADA requirements ➤ Over 15 available programs for families, including domestic violence, mental health, family support ➤ In-home healthcare services ➤ Residential Health Center ➤ Circle of Care coordinated case management ➤ Presence of local doctors ➤ Strong group of caring community service leaders ➤ Brown County School nutrition and nursing services ➤ Purdue Extension nutrition and health living practices ➤ YMCA wellness and exercise programs, including special programs for the elderly ➤ Community Network collaboration ➤ Access Brown County public transportation ➤ Core volunteers 	<ul style="list-style-type: none"> ➤ Who's Where, a local government and non-government agency and organization agency directory ➤ Numerous recreational opportunities ➤ Many church-related youth activities, such as Scouts and other groups, etc. ➤ Churches' support to low-income families for basic needs—heating, food, utilities, etc. ➤ ADA compliance studies completion 	<ul style="list-style-type: none"> ➤ Lack of transportation to some activities ➤ Some community activities unaffordable to low income families ➤ Uncoordinated volunteer network system ➤ Limited outreach/marketing of available resources and services ➤ Undependable septic and water resources ➤ Family services movement from local to regional approach ➤ Lack of coordinated family services ➤ Affordability of health services (health clinic, ambulance, etc.) ➤ Low awareness of Brown County specific health statistics ➤ Absence of youth/child activity spaces ➤ Limited advocacy for disabled and elderly ➤ Limited licensed childcare ➤ No local adult day care ➤ Uncoordinated case management for families in need ➤ Insufficient focus on wellness education and lifestyle ➤ No health clinic ➤ Little communications and coordination among local churches

Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Additional health professional needs ➤ Increased communications of health/wellness practices and opportunities ➤ Full knowledge of Brown County health statistics ➤ Youth/child activity space potential ➤ Use of retired expert people in community ➤ League of Women Voters Inventory of natural, historical, and cultural assets 	<ul style="list-style-type: none"> ➤ Expansion of child/youth activities in churches ➤ Response to recent ADA local studies ➤ Increased faith-based service cooperation with Access Transportation ➤ State Health Department accreditation study ➤ Acknowledged need for communication/marketing plan for regionally based services ➤ Local family services under one roof 	<ul style="list-style-type: none"> ➤ Inadequate funding for health/family services programs ➤ No permanent health clinic funding ➤ No clear goal setting for health services ➤ Lack of affordable eye and dental services ➤ Inadequate permanent public transit funding (Access BC) ➤ Negative family services regionalization implications ➤ No formal structure for local churches to coordinate services ➤ Lack of trust among elected officials

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project discussions were identified.

Health, Wellness and Family Services Challenges

1. Effective operations of an affordable healthcare clinic
2. Promotion of healthy child and youth initiatives
3. Improvement of communications across all family services and healthcare services, bringing in all regionalized services
4. Continuation of effort to improve community ADA compliance standards
5. Development and coordination of a community volunteer corps

Health, Wellness and Family Services New Directions

- Stabilize the Brown County Access public transportation service
- Embrace and respond positively to the statewide social services regionalization effort
- Support and implement the ADA compliance studies and initiatives
- Secure and communicate required healthcare status information
- Attain county/school system supported health clinic services
- Promote wellness education and opportunities for residents and visitors

Safety SWOT Analysis

Key Issues: law enforcement and fire protection services, adequate water for fire protection, long range disaster recovery, and ambulance emergency services

Strengths (present advantages)		Weaknesses (present disadvantages)
<ul style="list-style-type: none"> ➤ Self-reliant populace ➤ Active volunteer base when emergencies happen ➤ County Highways and Fire Departments work well together 	<ul style="list-style-type: none"> ➤ Supportive law enforcement at the town and county levels 	<ul style="list-style-type: none"> ➤ Aging infrastructure ➤ Incompatible communication systems (law enforcement uses 800 MHz radios while firefighters use VHF) ➤ No future volunteers training ➤ No adequate and identifiable water supply for fire protection ➤ No long term countywide ambulance service ➤ Lack of countywide training among fire departments ➤ Lack of contingency plans for site-specific response pre-planning and training ➤ Frequent boil water notices
Opportunities (potential advantages)		Threats (potential disadvantages)
<ul style="list-style-type: none"> ➤ Formalized volunteer corps development ➤ Fire and law enforcement to work closer with planning and zoning personnel 	<ul style="list-style-type: none"> ➤ Need for a disaster relief/recovery plan and information service, and “triage clinic” services 	<ul style="list-style-type: none"> ➤ Decreasing population for tax revenue support ➤ Impact of aging demographics ➤ Lack of younger volunteers

From the SWOT analysis conclusions, the following main challenges and new and/or enhanced program and project directions were identified.

Safety Challenges

1. Final resolution of the fire district issue
2. Funding investment in emergency services training and development
3. Development of a formalized volunteer corps across all emergency services
4. Need for a long term adequate and safe water supply

Safety New Directions

- Develop a seamless communications system among police, fire and other emergency services providers
- Achieve a long-term agreement for competent countywide ambulance service
- Strengthen and build public awareness of disaster relief/recovery and “triage” services
- Create contingency plans for site-specific response pre-planning and training
- Provide emergency responders with integrated professional development and training assistance
- Provide identifiable long-term supply of water resources and required emergency services agreements

Section 4

Advocating Our Strategic Initiatives for Meaningful Community Leadership

For this update of the Brown County 2020 plan to be effective, the community must determine an acceptable and committed entity to take responsibility for each identified strategic initiative. Each entity must develop measurable outcomes for each project, and track these outcomes through project completion. It is *only* through the completion of these projects—based on the identified community concerns, resources and priorities—that Brown County can meet its challenges and realize its community vision.

These strategic initiatives are not necessarily in priority order.

STRATEGIC INITIATIVES	COMMUNITY ORGANIZATION RESPONSIBILITY
Community Leadership	
Civic Participation and Government	
Prepare a joint and collaborative Brown County-Nashville government services strategic plan incorporating updated Vision 2020 support documentation	
Develop and implement an effective public-private leadership and volunteer development strategy, including both young and old, to attract civic volunteer interest and commitment	
Revise the county zoning ordinance to reflect the county comprehensive plan and current community priorities	
Pursue the statewide initiative to cover emergency services costs and gain untaxed lands financial support	
Participate and cooperate with regional improvement planning initiatives	
Community Environment	
Environment and Quality of Life	
Continue to develop the Salt Creek Trail system with integration to Brown County's historical and cultural attractions	
Maintain and increase the recycling center capability	
Expand youth awareness and education programming of natural resources	
Develop a serious anti-litter and clear waterways campaign	
Increase and formalize the working relationship between the community and managers of all nature preserves and conserved lands, encouraging not only better quality of life, but quality experiences for Brown County visitors	

STRATEGIC INITIATIVES	COMMUNITY ORGANIZATION RESPONSIBILITY
Arts, History and Cultural Heritage and Entertainment	
Expand organized and accessible arts, historic, cultural, wellness, environmental, educational and entertainment experience programming, both day and evening	
Capitalize on adventure travel, historic/heritage tourism and ecotourism opportunities (public and private lands)	
Coordinate the preparation and implementation of a priority-based strategic destination tourism master plan	
Community Development	
Infrastructure and Economic Development	
Prepare and execute a countywide economic development/redevelopment strategy focused on community infrastructure needs and balanced between tourism and complementary service industries with priority initiatives	
Invest fully in an agreed-to consistent and influential county economic development/tourism brand communications program	
Commit to stronger cooperative and mutual partnerships between Brown County and Town of Nashville	
Conduct water and sewer conversations leading to a long range plan for improvements	
Utilize the ADA Self-Evaluation and Transition Plan and supporting studies, which systematically leads to a fully accessible community	
Housing	
Create a regulatory framework that supports environmentally sensitive, affordable, and lifecycle housing (zoning, ordinances, and comprehensive plan)	
Determine market-based affordable housing production goals by market segment as part of a long range community development plan	
Provide education geared towards understanding the underlying root causes of related housing subsidization and family income	
Education and Workforce Development	
Work closely with public education leaders and state legislature to enhance funding for the public school system	
Compile and market Brown County Schools' high achievements to increase family migration	
Increase "during and after school" education partnerships	
Identify and provide effective lifelong learning alternatives relating to workforce opportunities	
Develop educational communitywide partnerships to ensure a seamless system of community education	

STRATEGIC INITIATIVES	COMMUNITY ORGANIZATION RESPONSIBILITY
Community Services	
Health, Wellness and Family Services	
Stabilize the Brown County Access public transportation service	
Embrace and respond positively to the statewide social services regionalization effort	
Support and implement the ADA compliance studies and initiatives	
Secure and communicate required community healthcare status information	
Attain county/school system supported health clinic services	
Promote wellness education and opportunities for residents and visitors	
Safety	
Develop a seamless communications system among police, fire and other emergency services providers	
Achieve a long-term agreement for a competent countywide ambulance service	
Strengthen and build public awareness of disaster relief/recovery and “triage” services	
Create contingency plans for site-specific response pre-planning and training	
Provide emergency responders with integrated professional development and training assistance	
Provide an identifiable long-term supply of water resources and required emergency services agreements	

Section 5

The Brown County Partnership Communications Strategy

In order to be supportive and assist in the Brown County current and future community building initiatives, the BCP proposes the following communications actions.

Activities	Timing							
	2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Present report outcomes to BCP Vision 2020 Steering Committee conveners and receive feedback		●	●					
Acquire further public input regarding information in the Vision 2020 Update, <i>Leading Brown County</i>			●					
Finalize <i>Leading Brown County</i> assessment and directional report			●					
Prepare and distribute a report outcomes media news release				●				
Prepare report outcomes PowerPoint presentation and summary brochure				●				
Present report outcomes to Brown County Council and Commissioners, and Town of Nashville Council with recommended actions				●	●			
Present applicable report outcomes to selective Brown County non-profit groups and other organizations with follow-up procedures in place					●	●	●	●

Section 6

Appendices

Research and Planning Documentation

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