



Switzerland County

Community Profile and Visioning

2023



APPLIED RESEARCH AND EDUCATION CENTER
INDIANA UNIVERSITY SOUTHEAST
1998-2023



**APPLIED RESEARCH
AND EDUCATION CENTER**
INDIANA UNIVERSITY SOUTHEAST

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March 2023

Applied Research and Education Center

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The Applied Research and Education Center (AREC) is an outreach project of Indiana University (IU) Southeast. The AREC provides research, consulting, and technical assistance to nonprofit organizations, foundations, and government agencies. The student staff enhances classroom learning through applied research projects as it actively engages every stage of each community-based project. The AREC combines learning, teaching and doing to support and empower community organizations in the IU Southeast service region.

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Vision

Switzerland County will be a vibrant community filled with diverse local businesses and anchored by a well-developed outdoor recreation industry that capitalizes on natural amenities while protecting them for the future. Strong local schools and partnerships with local and regional organizations, governments, and businesses will build a quality workforce for 21st century jobs in this picturesque rural community with access to Cincinnati, Louisville, and Indianapolis.

Strengths

Natural Capital: Switzerland County is rich in natural capital. The river provides an excellent centerpiece to the community’s history, culture, and recreational opportunities.

Social Capital: People report a strong sense of attachment to the people and organizations that comprise the community. In public data, the social association rate is low, but in conversation with community members, the sense of connection is high.

Cultural Capital: Swiss settlers founded Vevay in the early 1800’s and established the country’s first commercial winery. The Ohio River provided early access to far away markets for locally produced goods, including hay. Vevay is home to 275 historic buildings and it supports a small community theater. The Swiss Wine Festival is the community’s annual event that welcomes thousands of guests to Switzerland County.

Opportunities

Human Capital: Improve attention to creating the conditions for human flourishing (meeting basic needs and providing access to opportunity); invest in developing and supporting leaders across all age groups.

Intellectual Capital: From early care and education through vocational training and college attainment, improvements in intellectual capital development will support a stronger economy.

Political Capital: Increase civic engagement and collaboration across government, nonprofit and voluntary organizations, and local and regional businesses.

Physical/Built Capital: Significant opportunities to improve physical infrastructure from roads and bridges to affordable housing for low income residents and broadband internet access throughout the rural county.

Key Assets

Schools and School District Leadership: Across all groups, the community’s schools are cited as a significant asset and Rod Hite is identified as a well-respected leader who can influence others.

The River and Beautiful Countryside: Communities share a belief that the river is a key asset on which to build recreation and attract visitors.

History and Culture: The historic community has both a wealth of historical buildings and a rich cultural tradition in the arts. These assets, can combine with outdoor recreation to generate economic activity around recreational and arts and culture tourism.

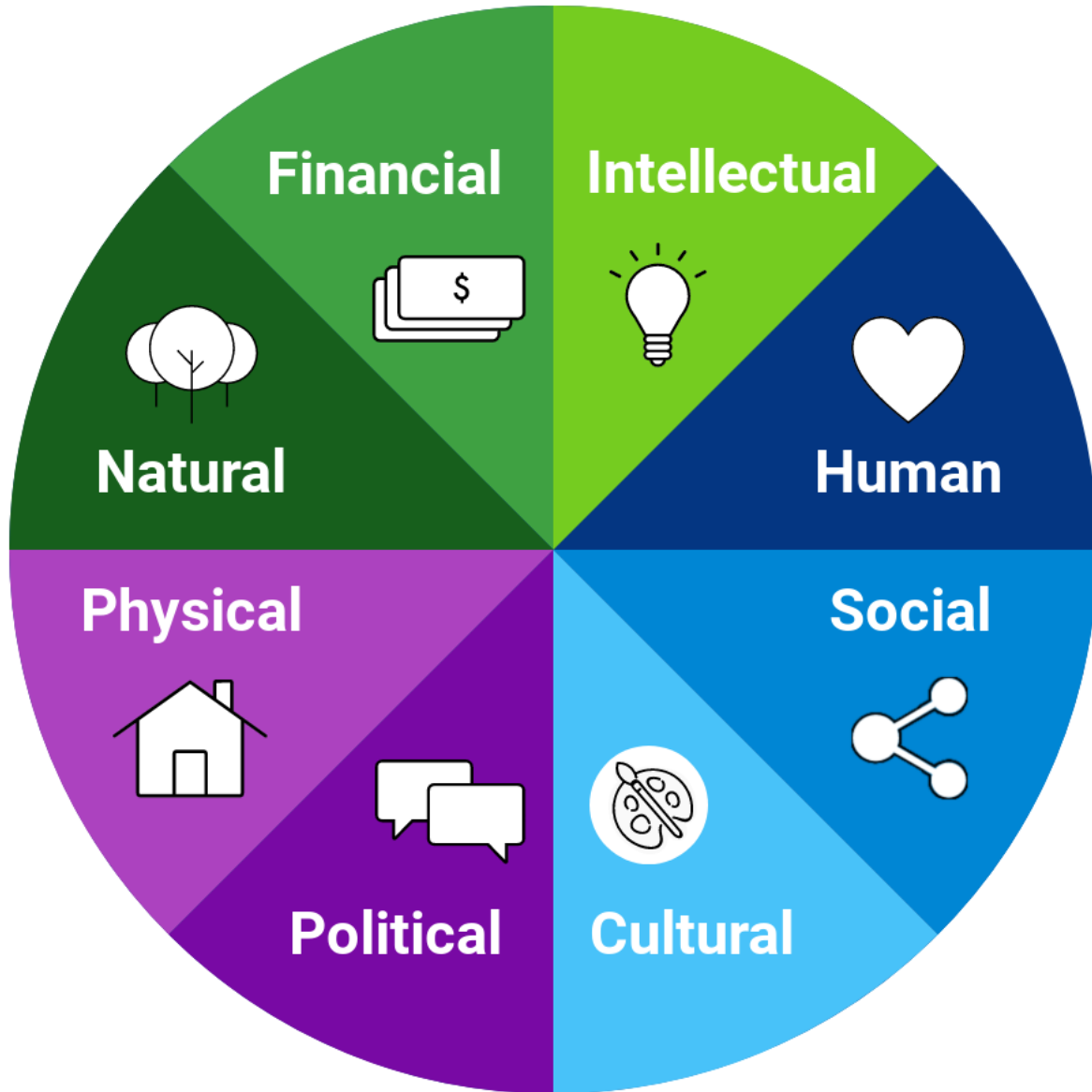
Regional employers and access to cities: Employment opportunities for varied levels of training and education as well as small town quality of life that presents opportunities for remote work with access Cincinnati, Louisville and Indianapolis.



Switzerland County

Community Profile and Visioning
2023

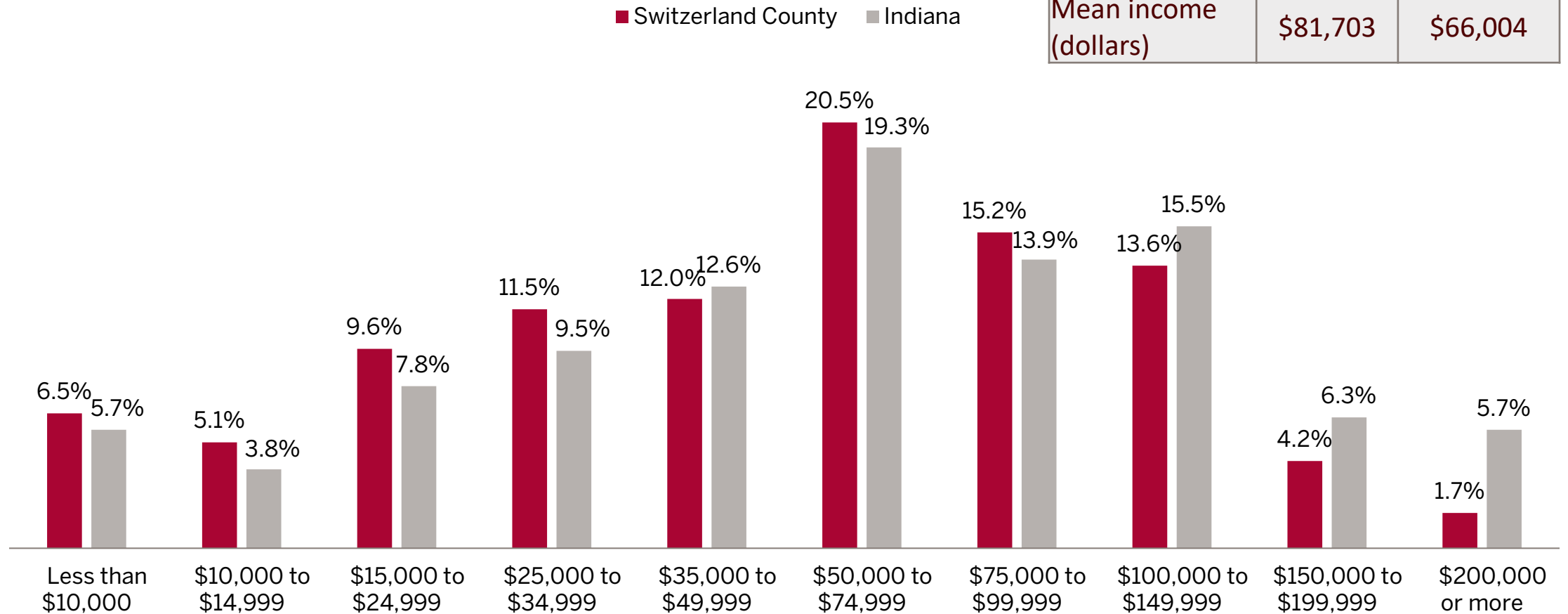




Comprehensive Community Wealth Approach

Income Distribution

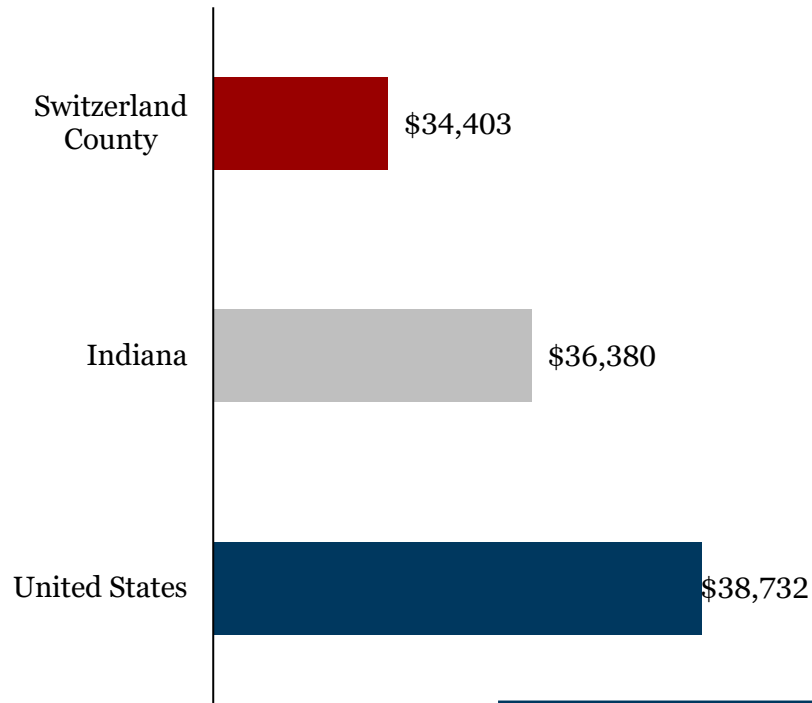
	Indiana	Switzerland County
Median income (dollars)	\$61,944	\$56,268
Mean income (dollars)	\$81,703	\$66,004



Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January 2023.

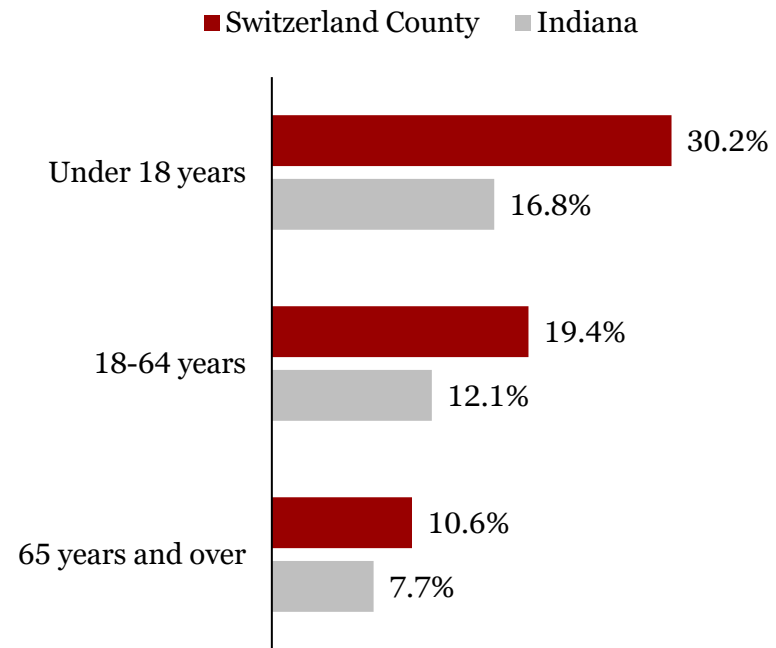
Median Earnings and Poverty Rate by Age

Median Individual Earnings



Source: United States Census Bureau. "Table S2001: Earnings in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023.

Poverty Rate by Age

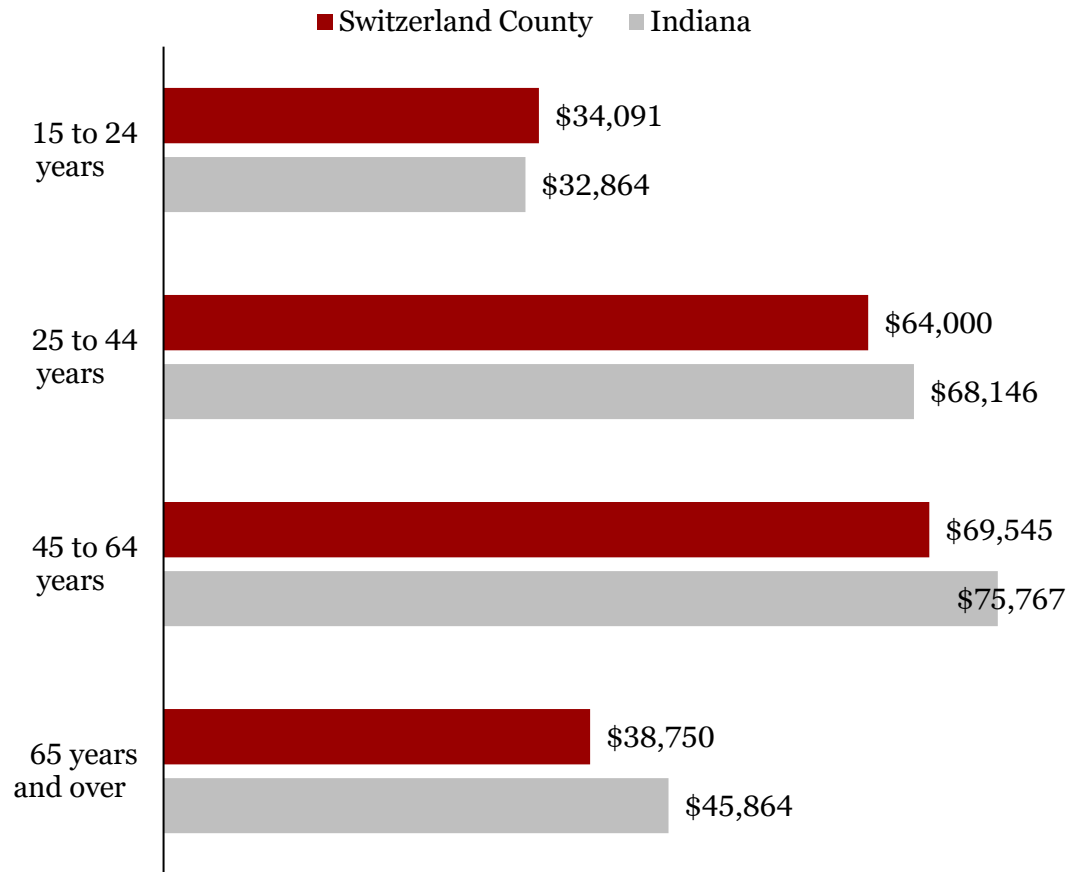


Source: United States Census Bureau. "Table 1701: Poverty Status in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023.

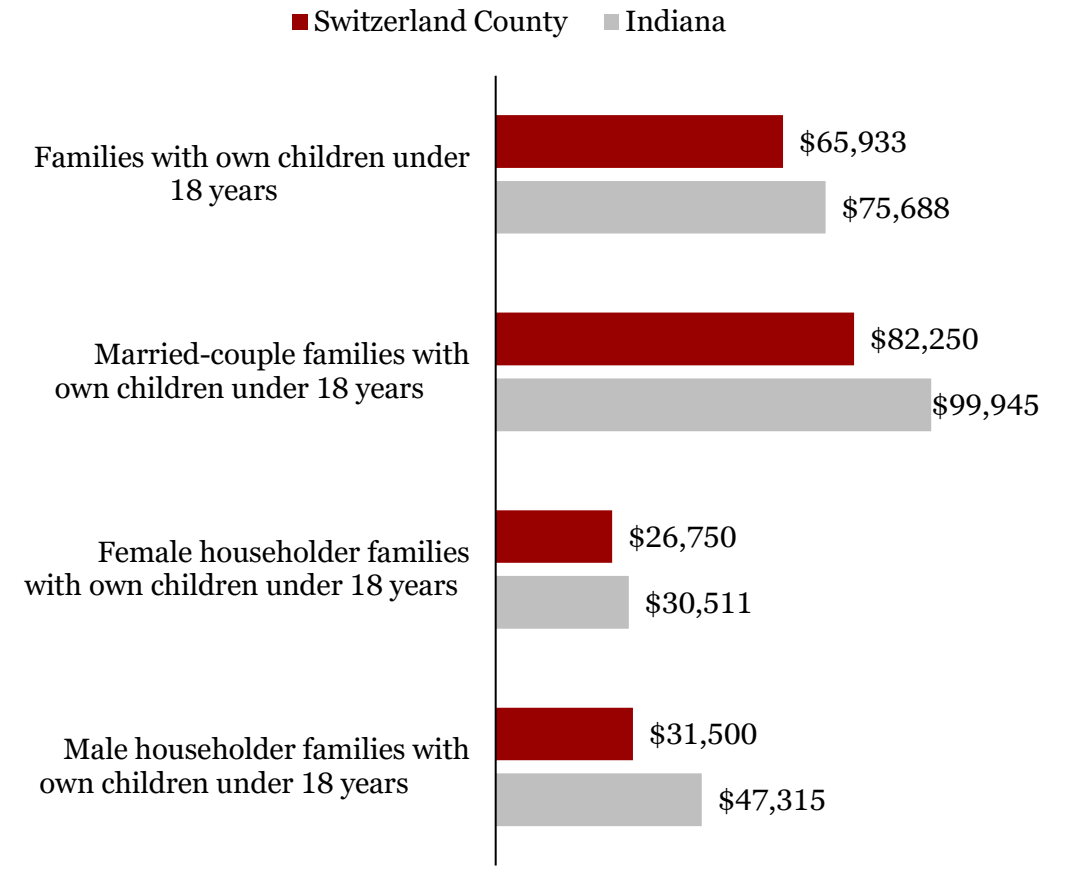
	Switzerland	Indiana	US
Overall Poverty Rate	14.0%	12.2%	11.6%

Household Income Dynamics

Median Household Income by Age of Householder



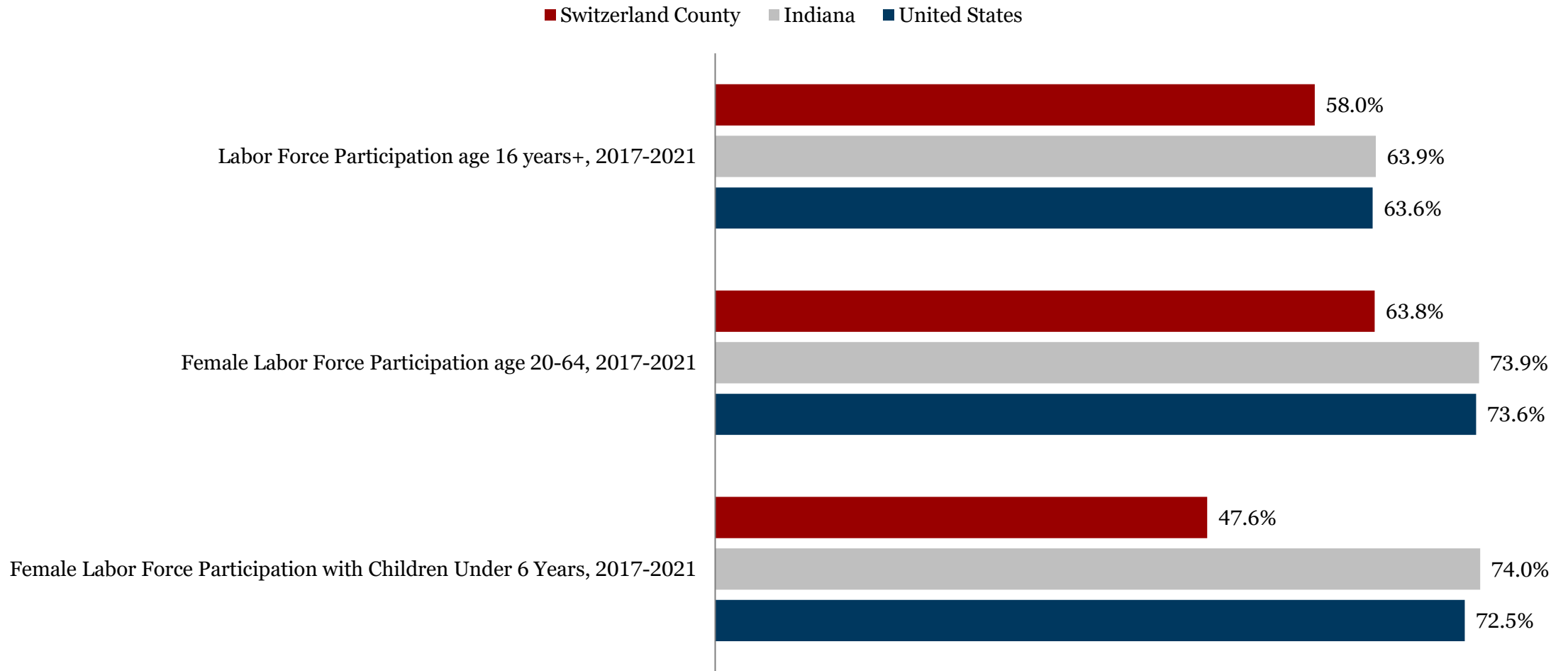
Median Household Income by Family Type



Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January 2023.

Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January 2023.

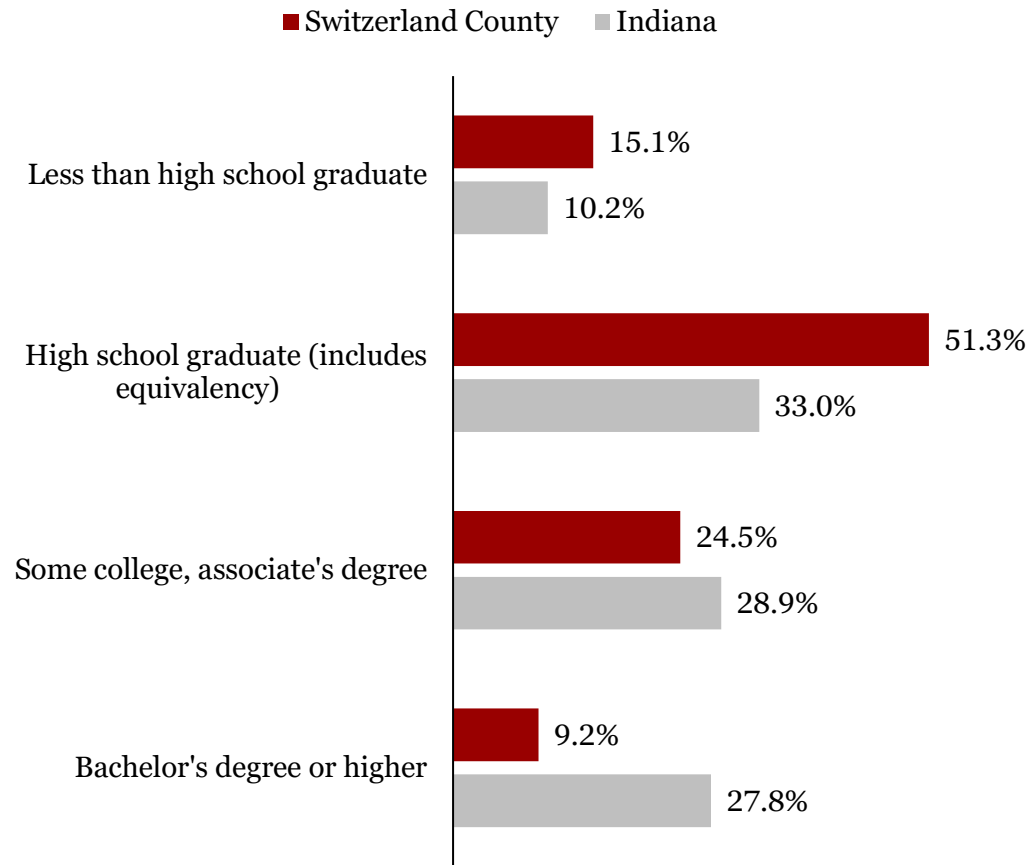
Labor Force Participation



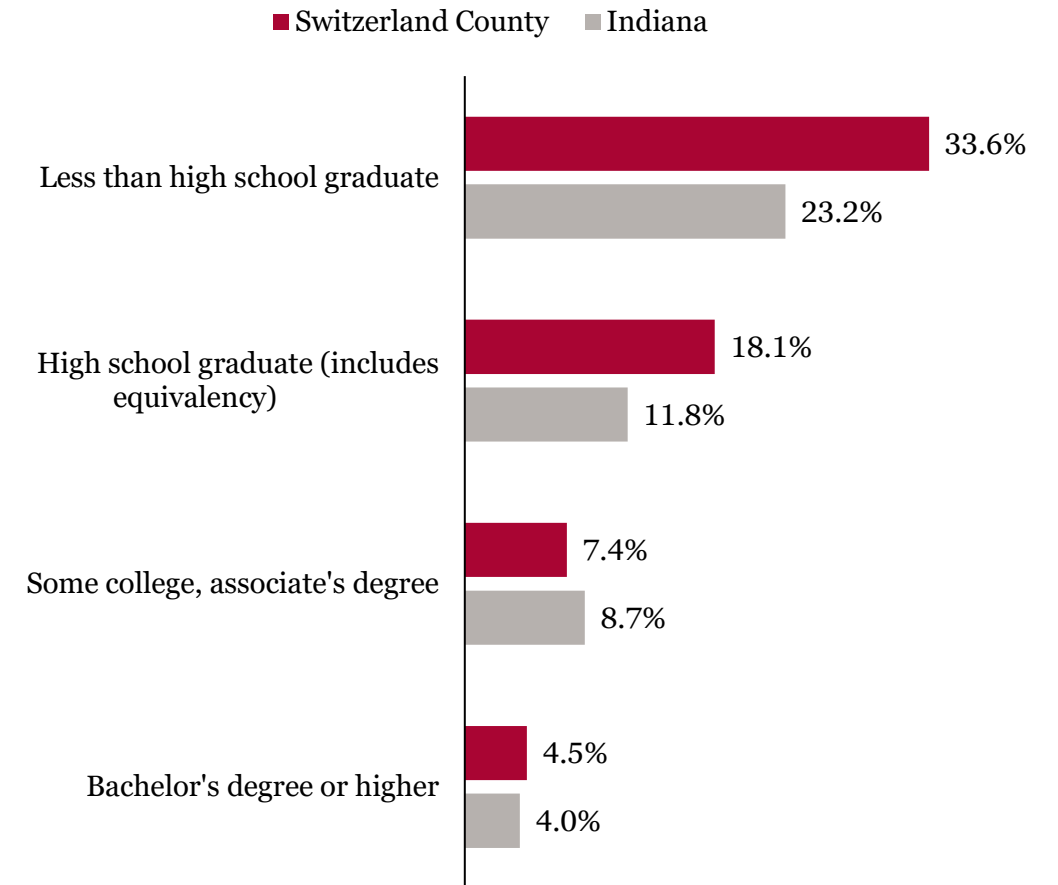
United States Census Bureau. "Table S2301: Employment Status." ACS 5-Year Estimates 2017-2021. Retrieved January 2023 from <https://data.census.gov/table?q=Switzerland+County,+Indiana+Indiana+United+States+labor+force+participation&tid=ACSST5Y2021.S2301>.

Educational Attainment & Poverty

Educational Attainment



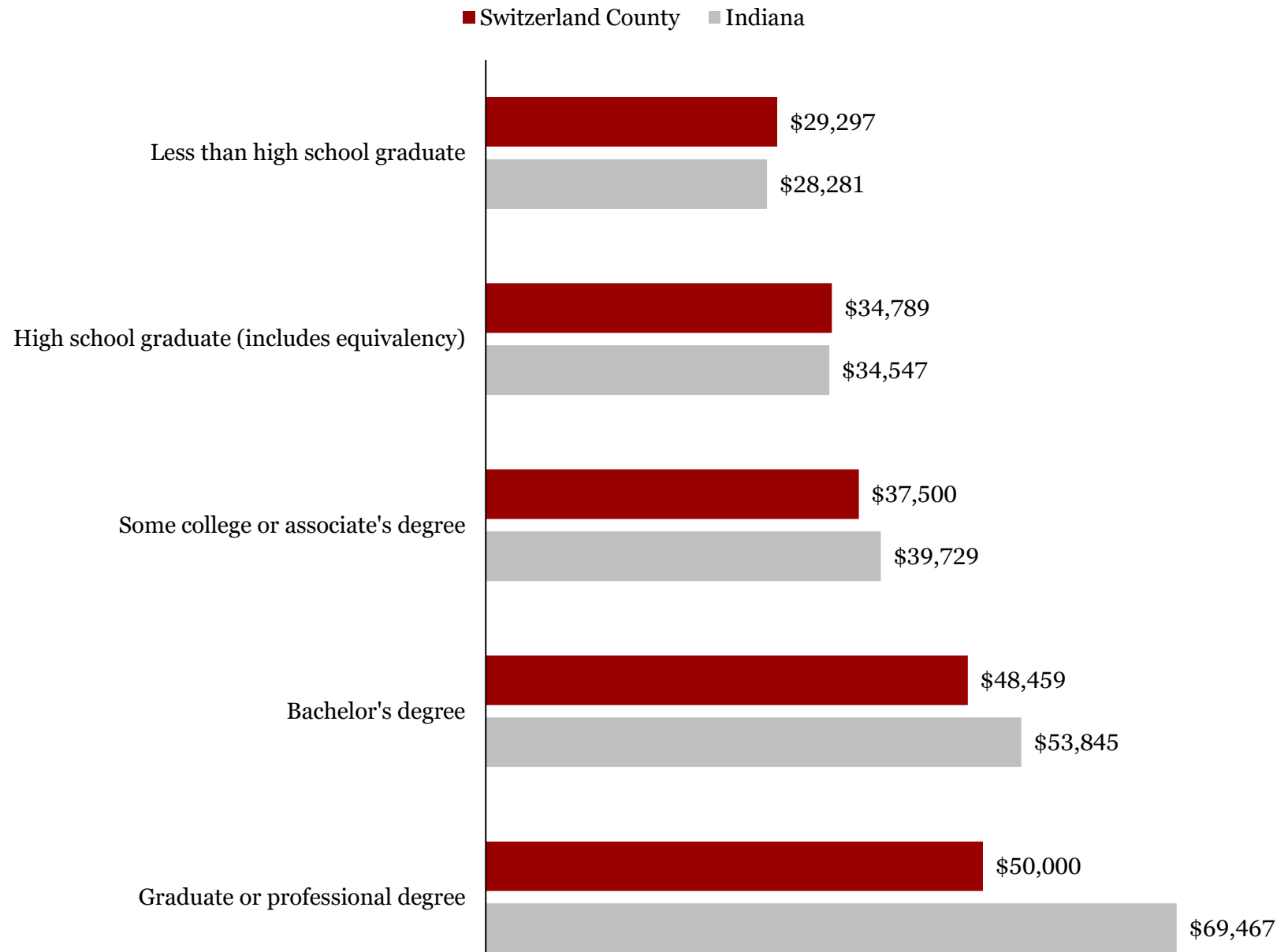
Poverty Rates by Educational Attainment



United States Census Bureau. "Table S1501: Educational Attainment." ACS 5-Year Estimates 2017-2021. Retrieved January 2023.

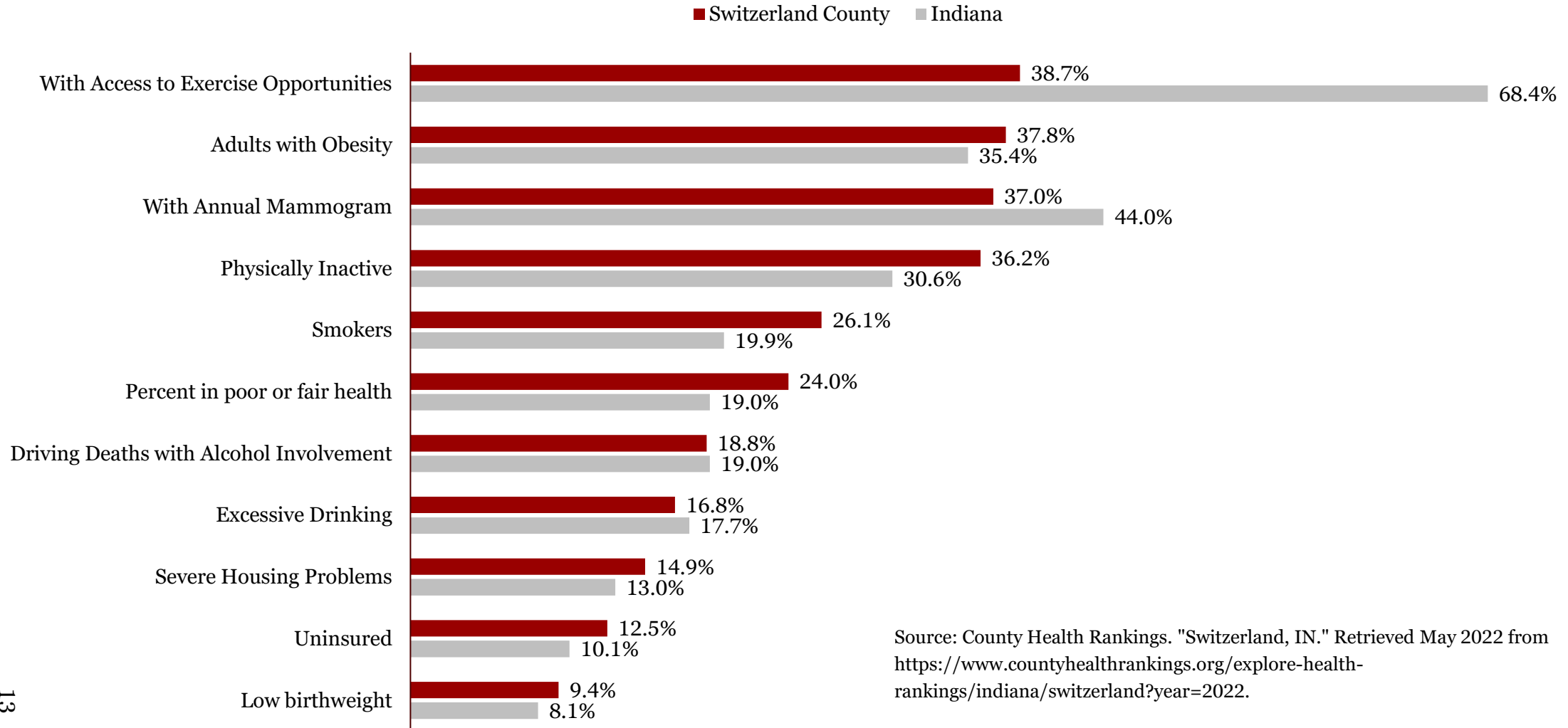
United States Census Bureau. "Table S1701: Poverty Status in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January 2023.

Median Individual Earnings by Education Level



Source: United States Census Bureau. "Table S2001: Earnings in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023.

Health Indicators



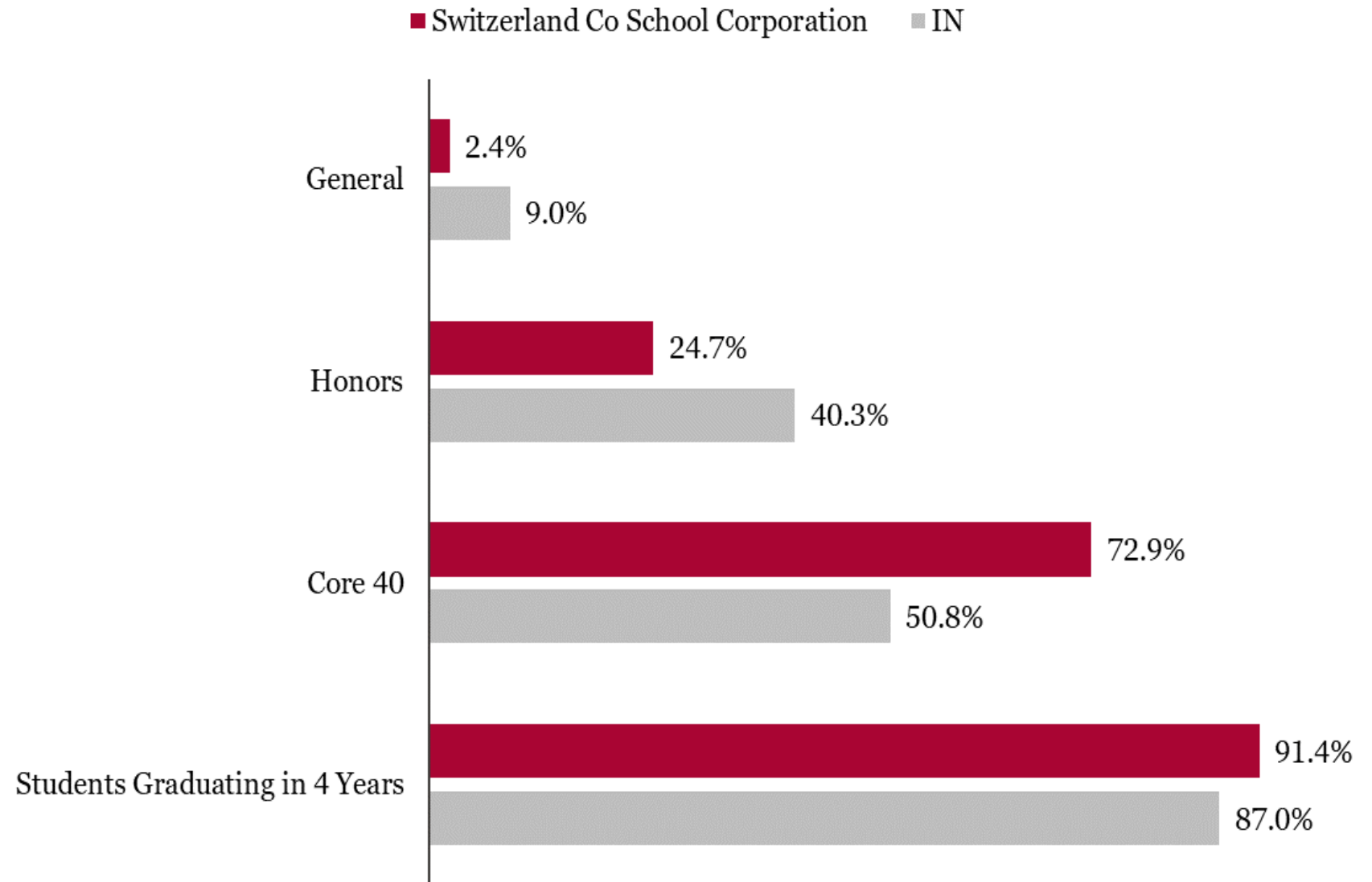
Source: County Health Rankings. "Switzerland, IN." Retrieved May 2022 from <https://www.countyhealthrankings.org/explore-health-rankings/indiana/switzerland?year=2022>.

Health: Access and Outcomes

	Switzerland County	IN
Injury Death Rate (per 100,000)	120	85
Teen Birth Rate (per 1,000)	30	23
Average daily particulates (ppm)	9.3	9.1
Food Environment Index (0 worst, 10 best)	7.5	6.6
Average number of mentally unhealthy days (in past 30 days)	5.6	4.8
Average number of physically unhealthy days (in past 30 days)	5.0	4.1
Preventable Hospitalization Rate (per 100,000)	6133	4322

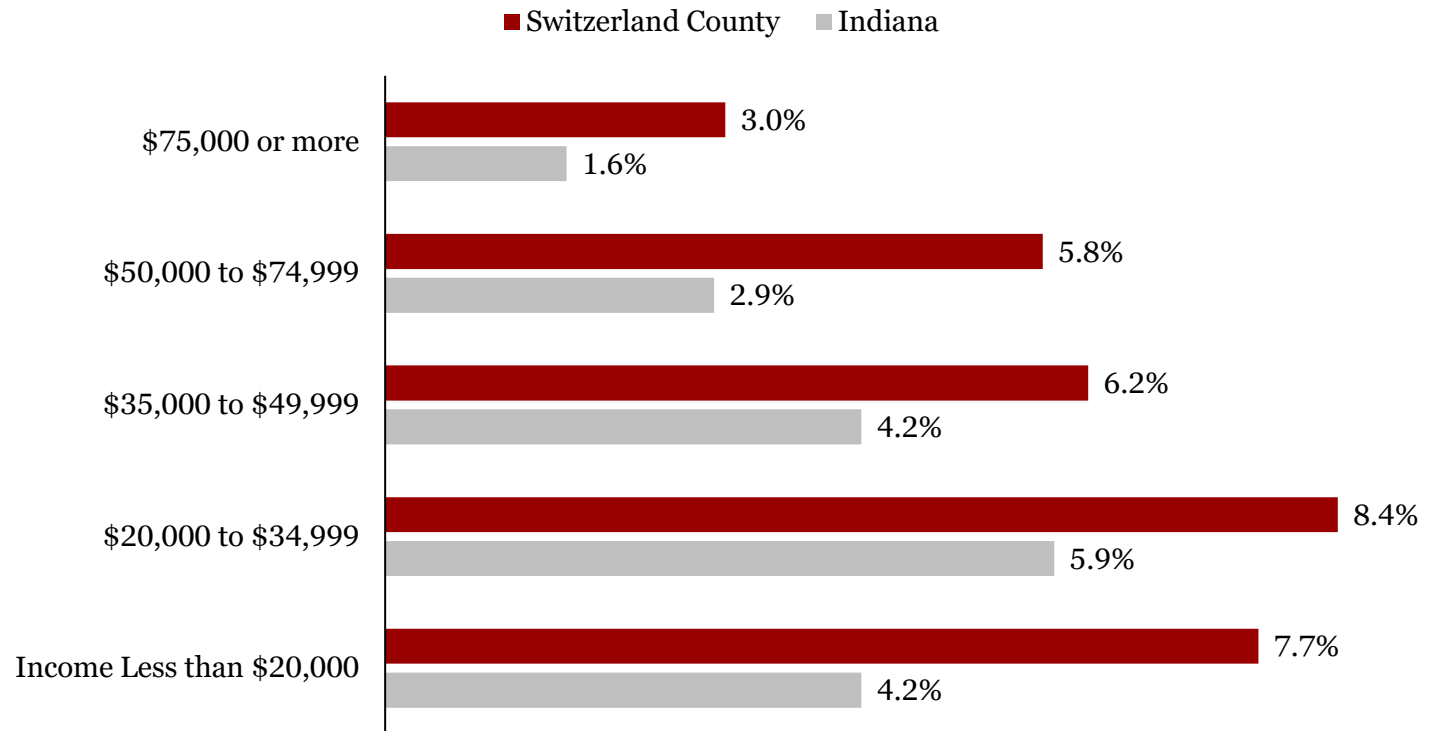
Switzerland County's Rank out of 92 Indiana Counties	
Physical Environment	80
Health Behaviors	86
Length of Life	87
Clinical Care	87
Health Outcomes	88
Social & Economic Factors	89
Quality of Life	91
Health Factors	91

Percent of Students Graduating with each Diploma Type and 4-Year Graduation Rate



Source: Indiana Department of Education. "Switzerland County School Corp (7775)." Retrieved October 2022 from <https://inview.doe.in.gov/corporations/1077750000/graduation>.

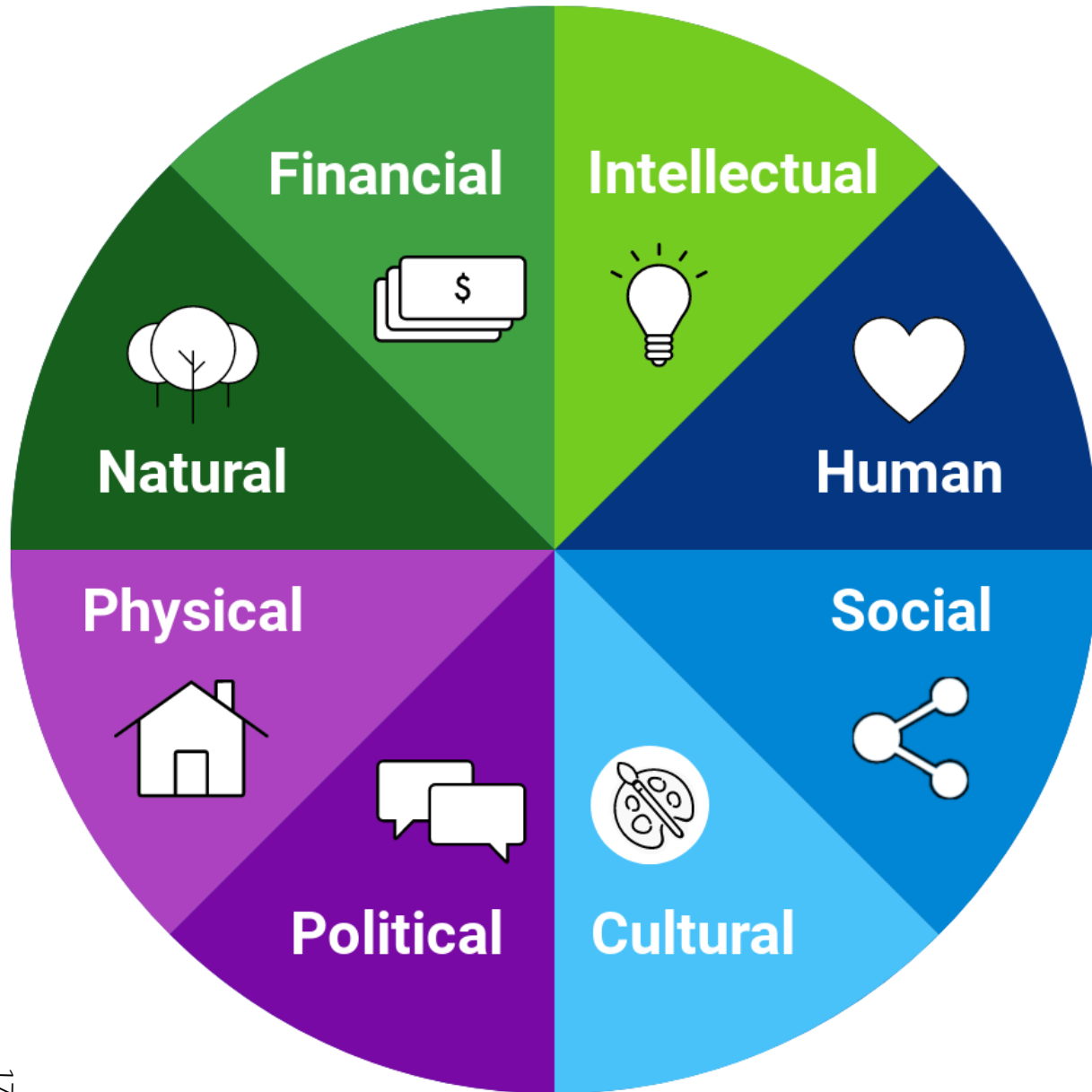
Housing: Percent of owner-occupied households (with a mortgage) that spend 30% or more of monthly income on housing costs



Source: United States Census Bureau. "Table S2506: Financial Characteristics for Housing Units With a Mortgage." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023.

	Switzerland County	IN	US
Owner-occupied housing unit rate, 2017-2021	78.8%	69.9%	64.6%
Median value of owner-occupied housing units, 2017-2021	\$129,500	\$158,500	\$244,900

Source: United States Census Bureau. "Table B25077: Median Value." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023; and United States Census Bureau. "Table S1101: Households and Families." *ACS 5-Year Estimates 2017-2021*. Retrieved January 2023.



Comprehensive Community Wealth Approach

Vision and Aspirations

Vibrant community with diverse local businesses (restaurants, shops, and internet enterprises).



Well-developed outdoor recreation industry that capitalizes on natural amenities while protecting them for the future.



Quality workforce for 21st century jobs in picturesque rural setting with access to Cincinnati, Louisville, and Indianapolis.

Strengths



NATURAL CAPITAL



SOCIAL CAPITAL



CULTURAL CAPITAL

Opportunities

Human Capital

Intellectual Capital

Political Capital

Physical/Built Capital

Recommendations

Collective Impact Approach to Leverage Point Issues and Asset Based Community Development (ABCD) Strategies



Schools

- Schools as the centering institution with one of the community's most well-respected leaders (Rod Hite).
 - Place-based education and partnerships with area employers (college and career readiness begins in elementary school).
 - Build stronger college going culture through connections to regional career opportunities that require post secondary education, technical or vocational schooling.
- Build culture of civic engagement: support and empower youth leadership in these efforts.
 - Bring civic leaders into schools to mentor and support youth engagement efforts.
 - Engage youth in discussions of issues facing local government—generate civic ownership and teach critical thinking.

Invest in Children and Youth to Support Current and Future Workforce

- Invest in child and youth development.
 - Labor force participation rate for women is low. Childcare burden is high. Increase access to high quality affordable childcare for significant economic development leverage.
 - Uptake of soccer in recent years reflects demand for youth development opportunities. Build on strength of 4-H, FFA, and soccer. Include youth in identifying areas for growth and new opportunities.
- Build culture of healthy active lifestyles through focus on active childhood and access to free outdoor recreation.





Natural Assets are Strong and Immovable

- Develop strategic plan for recreational development that ties into arts and culture.
 - River-centered activities—any possibility of taking advantage of American Queen river traffic?
 - Trail development—increase hiking, kayaking, and bicycling opportunities and supports.
- Caution: Among the big ideas mentioned is turning former quarry into ATV attraction. This is a good potential use for land that might not be easily transitioned to other uses. Be mindful of potential negative impacts of this or additional ATV development. You have some assets here so it's a good idea, but strategy will be very important.

Arts and Culture

- Tie natural amenity development into arts and culture scene where possible.
- Nashville, IN and Madison, IN are peers who are further on the path of using natural amenities and arts and culture to develop their local economies.
 - Build on what is useful in their models.
 - Learn from struggles they have encountered.
 - Capitalize on what is unique to Switzerland County.





Small Business Development

- Broadband
- Small business and entrepreneurship development.
- Small Business Development Center workshops and support for internet businesses and remote work.
- Develop strategic plan around supporting a remote workforce: educated workers who can work remotely and want the natural amenities and quality of life offered by this small, rural, and culturally rich community with easy access to Cincinnati, Louisville, and Indianapolis.

Next Steps

Core committee for a collective impact approach.

That committee will plan for a collective impact planning and implementation process to flesh out strategies identified in this process.

- Research grant opportunities. (ROUTES—Transportation; USDA; NEA; Settlement funds for Substance Abuse Prevention; Economic Development Administration Program; Public Works Economic Adjustment Assistance; Lilly Initiatives)
- Plan for a structured *Strategic Doing* process.

Identify resources needed and secure funding and person power to manage the process and logistics.



Demographics

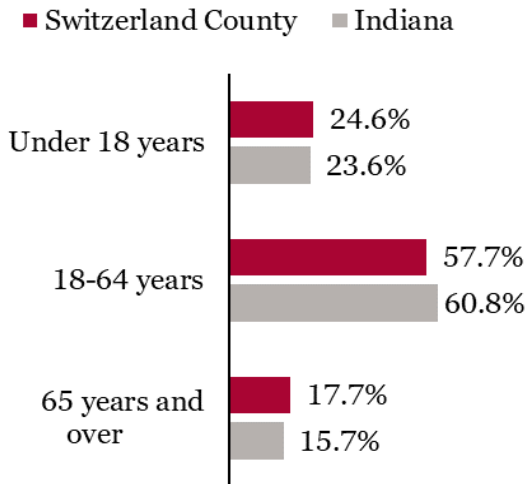
Estimated Population: 9,870

48.7% Female

51.3% Male

7.9% Veterans (780)

Figure 1: Age



Source: United States Census Bureau. "Table S0101: Age and Sex." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

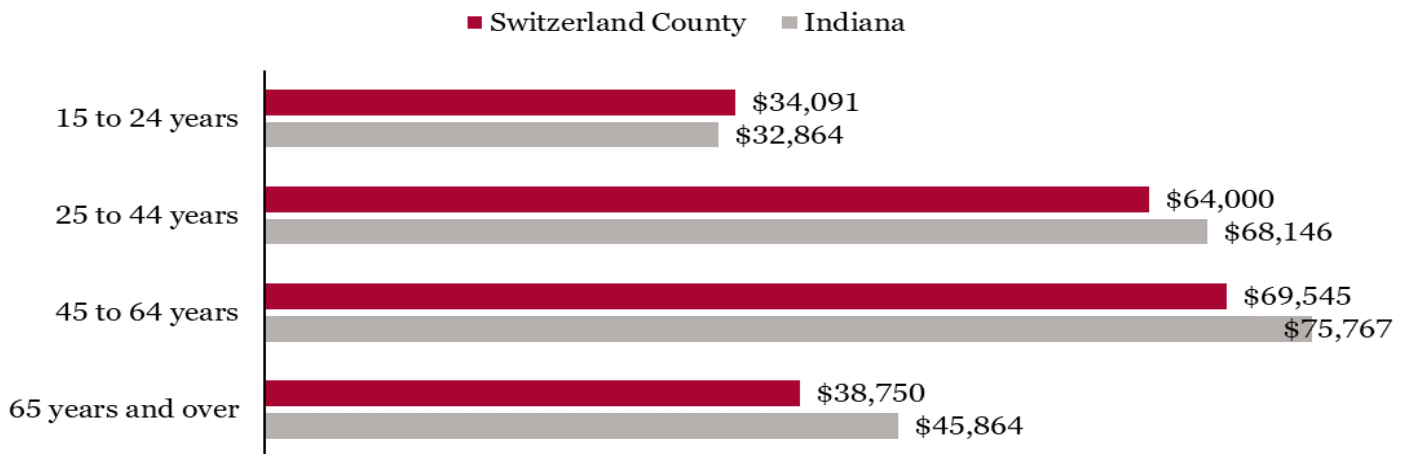
Figure 2: Race, Ethnicity & Language

	Switzerland County	IN
White alone	95.8%	81.2%
Black or African American alone	0.3%	9.4%
American Indian and Alaska Native alone	0.2%	0.2%
Asian alone	0.7%	2.4%
Native Hawaiian and Other Pacific Islander alone	0.7%	0.0%
Some other race alone	0.5%	2.5%
Two or more races:	1.8%	4.3%
Hispanic or LatinX	1.9%	7.3%
Language other than English at Home	3.6%	8.9%

Source: United States Census Bureau. "Table DP05: Demographic and Housing Estimates." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

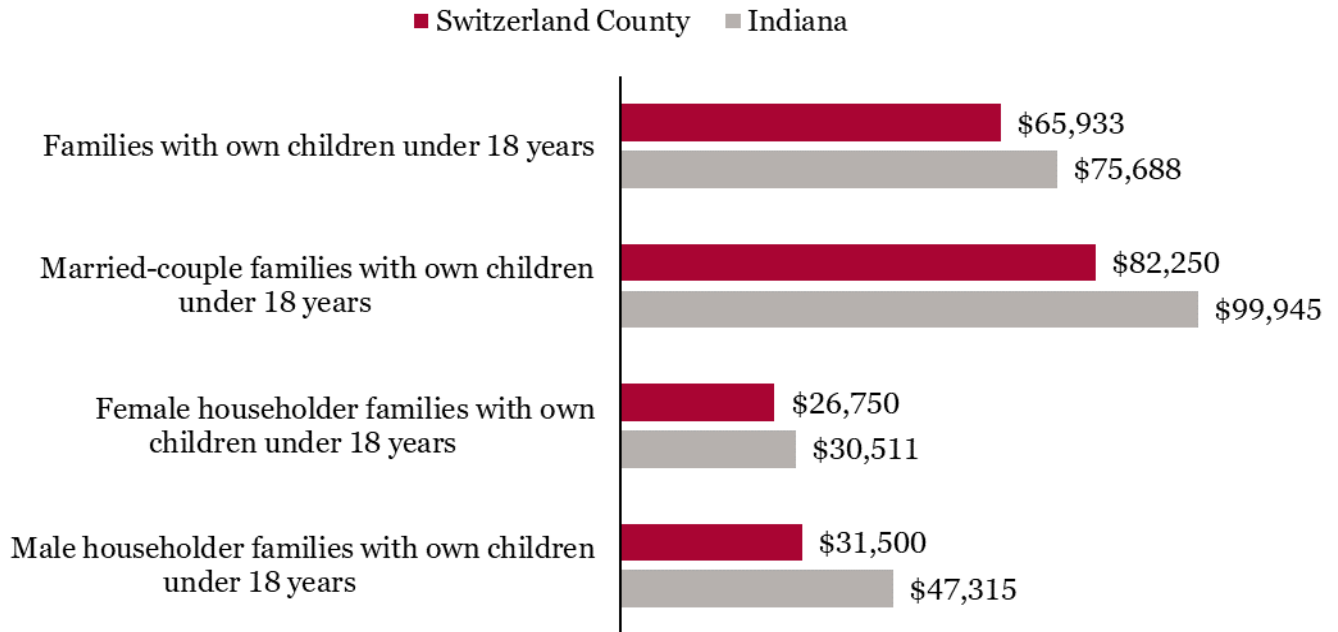
Economy

Figure 3: Median Household Income by Age of Householder



Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023 .

Figure 4: Median Household Income by Family Type



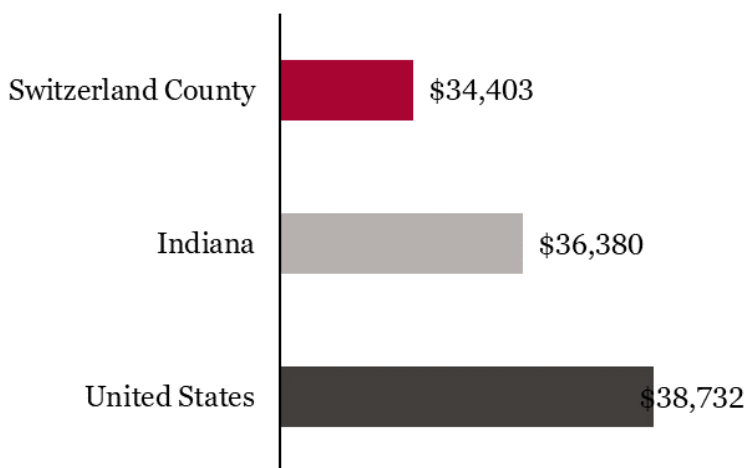
Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

Figure 5: Per Capita Income and Median Household Income, 2017-2021

	Switzerland County	Indiana	United States
Per Capita Income	\$25,482	\$32,537	\$37,638
Median Household Income	\$56,268	\$61,944	\$69,021

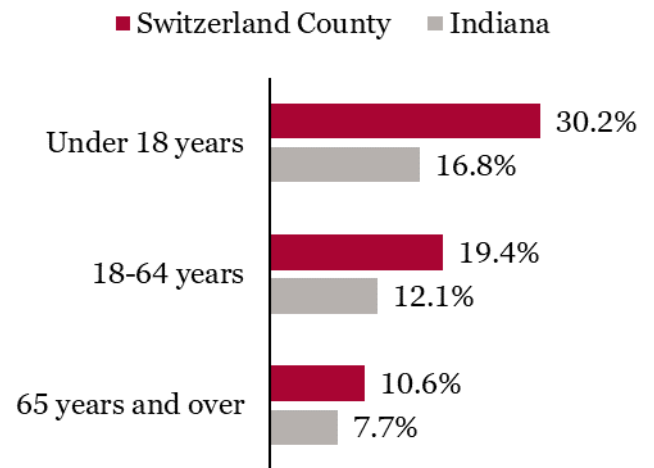
Source: United States Census Bureau. "Table S1903: Median Income in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

Figure 6: Median Individual Earnings



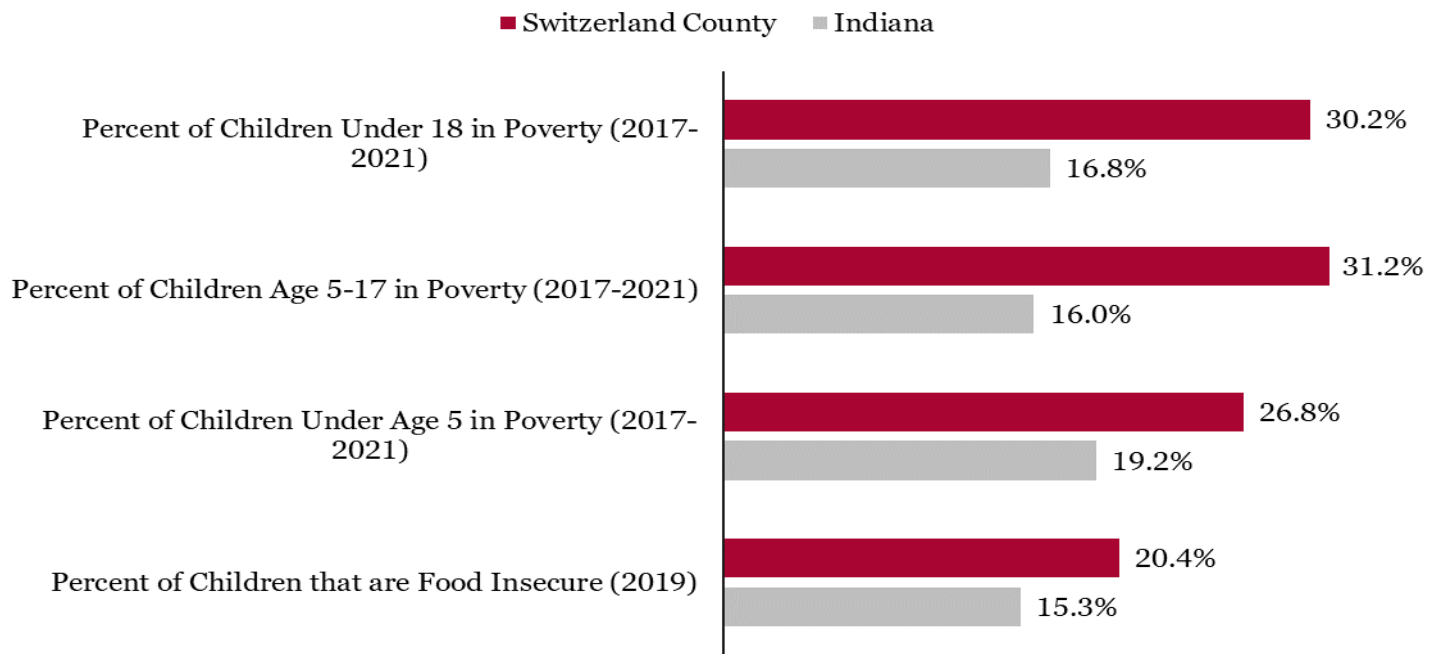
Source: United States Census Bureau. "Table S2001: Earnings in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

Figure 7: Poverty Rate by Age



Source: United States Census Bureau. "Table 1701: Poverty Status in the Past 12 Months." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

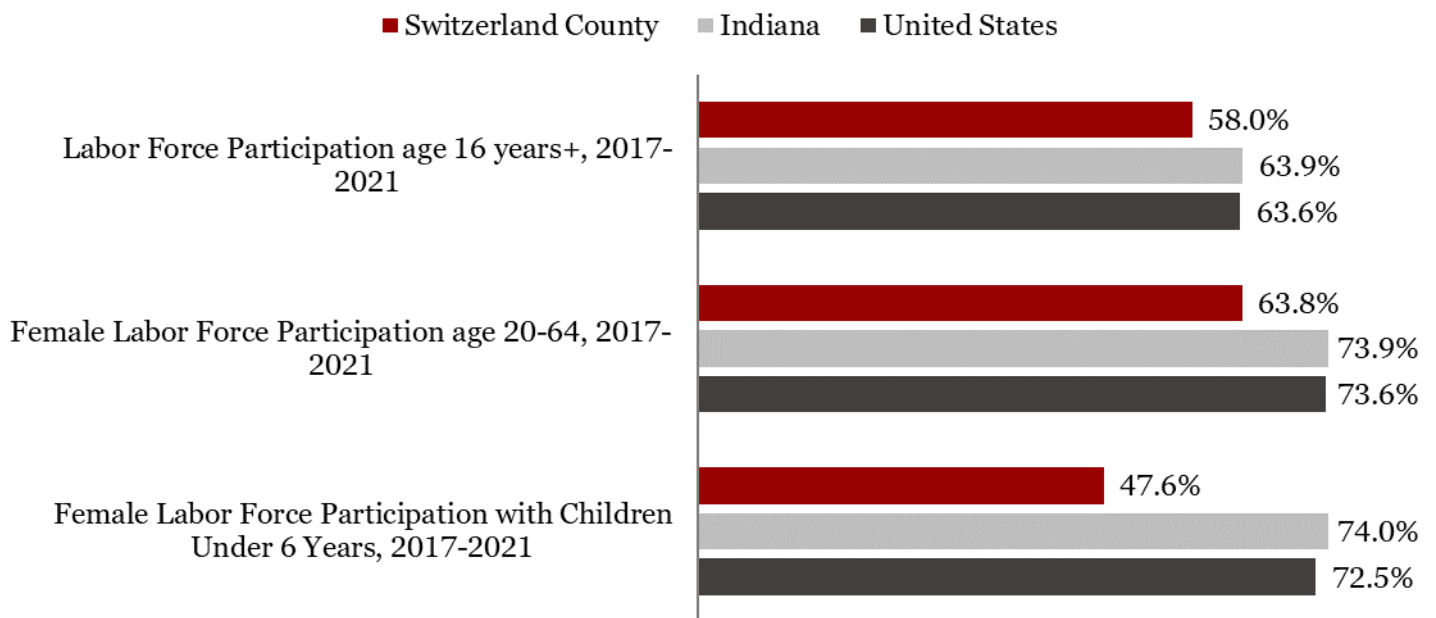
Figure 8: Economic Indicators of Family Well-Being



Source: United States Census Bureau. "Table 1701: Poverty Status in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023.

Childcare Burden
(Percent of Household Income Required for Childcare Expenses)
25%

Figure 9: Labor Force Participation



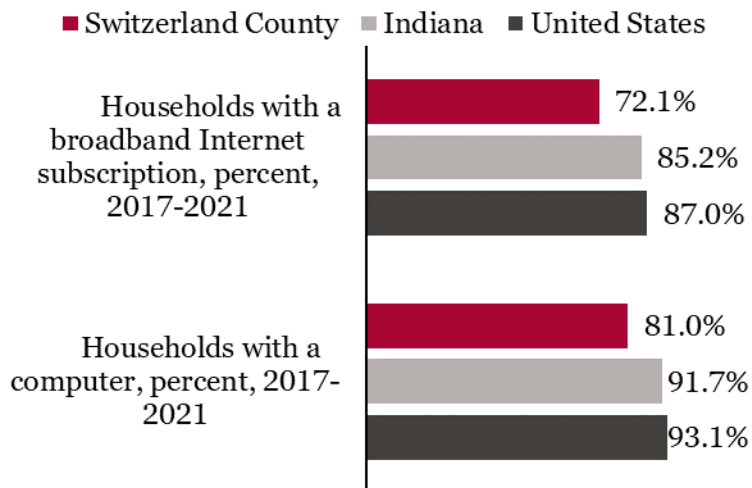
Source: United States Census Bureau. "Table S2301: Employment Status." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023 <https://data.census.gov/table?q=Switzerland+County,+Indiana+Indiana+United+States+labor+force+participation&tid=ACSST5Y2021.S2301>.

Figure 10: Firms, 2017-2020

Employer and Non-Employer Firms 2017-2020	
All employer firms, Reference year 2017	176
Men-owned employer firms, Reference year 2017	58
Women-owned employer firms, Reference year 2017	68
Total employer establishments, 2020	130
Total non-employer establishments, 2019	557

Source: United States Census Bureau. "County Business Patterns: 2020." Retrieved February 2023 from <https://www.census.gov/data/datasets/2020/econ/cbp/2020->

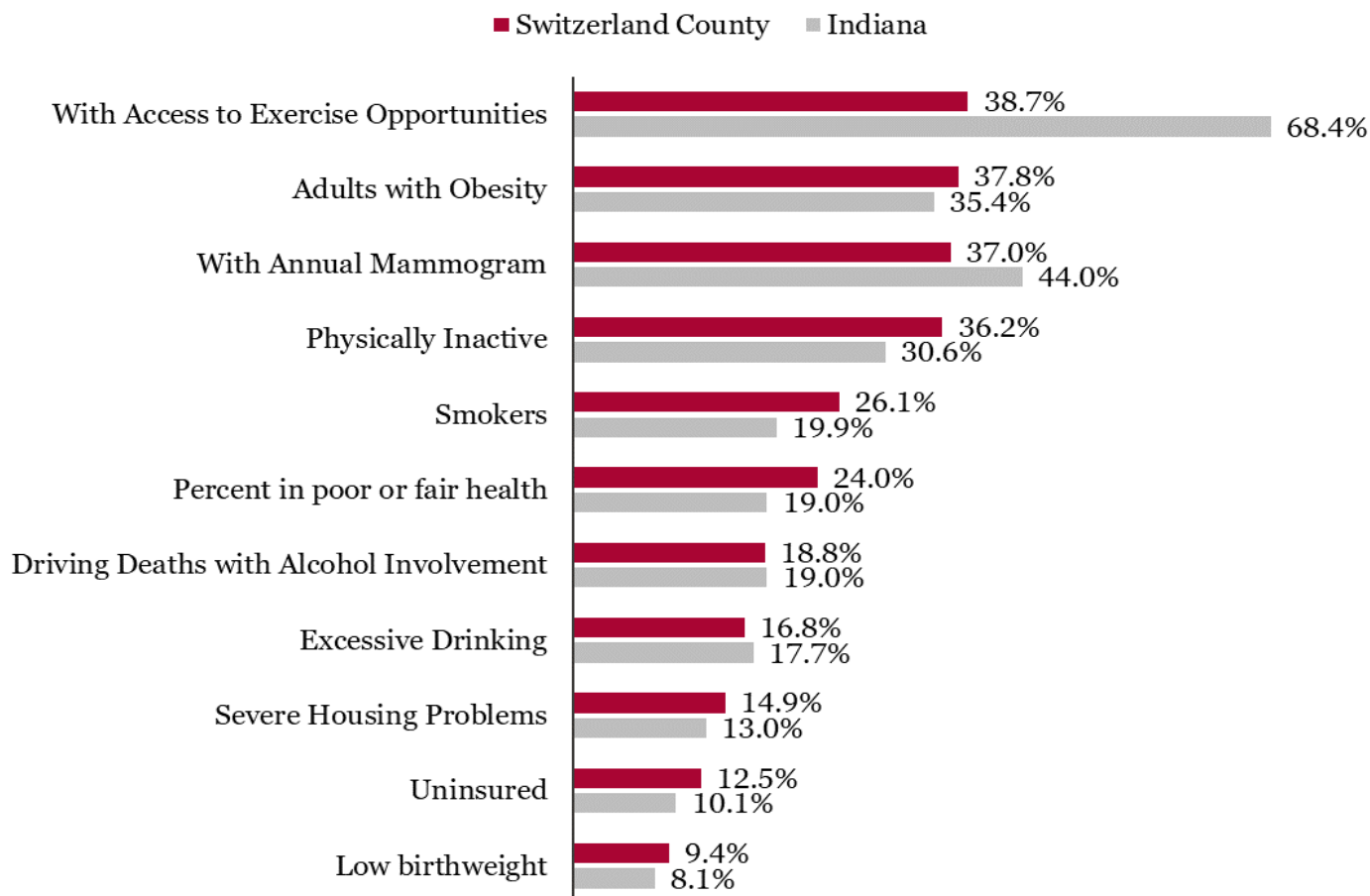
Figure 11: Computer & Internet Access



Source: United States Census Bureau. "Table S2801: Types of Computers and Internet Subscriptions." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023 from <https://data.census.gov/table?q=Switzerland+County,+Indiana+indiana+united+states+computer+access&tid=ACSS15Y2021.S2801&moe=false>.

Health and Wellness

Figure 12: Health Indicators



Source: County Health Rankings. "Switzerland, IN." Retrieved May 2022 from <https://www.countyhealthrankings.org/explore-health-rankings/indiana/switzerland?year=2022>.

Figure 13: Additional Health Indicators

	Switzerland County	IN
Injury Death Rate (per 100,000)	120	85
Teen Birth Rate (per 1,000)	30	23
Average daily particulates (ppm)	9.3	9.1
Food Environment Index (0 worst, 10 best)	7.5	6.6
Average number of mentally unhealthy days (in past 30 days)	5.6	4.8
Average number of physically unhealthy days (in past 30 days)	5.0	4.1
Preventable Hospitalization Rate (per 100,000)	6133	4322

Source: County Health Rankings. "Switzerland, IN." Retrieved May 2022 from <https://www.countyhealthrankings.org/explore-health-rankings/indiana/switzerland?year=2022>.

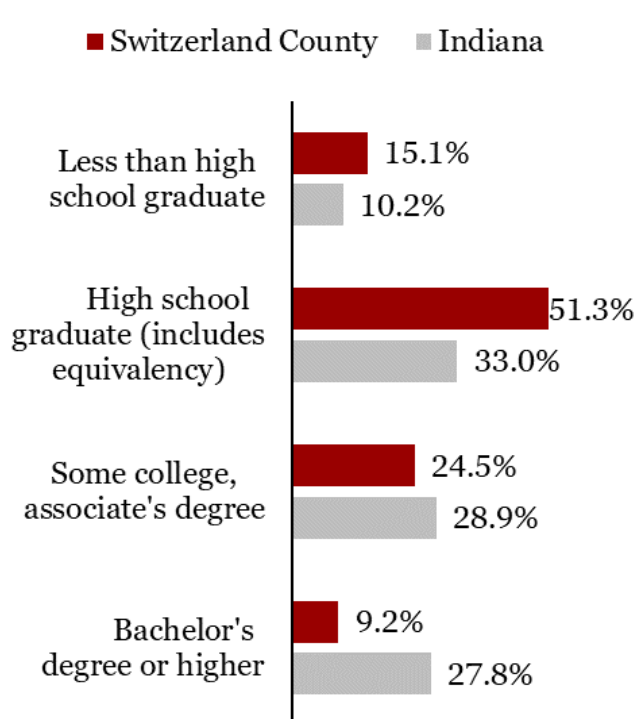
Figure 14: County Health Rankings

Switzerland County's Rank out of 92 Indiana Counties	
Physical Environment	80
Health Behaviors	86
Length of Life	87
Clinical Care	87
Health Outcomes	88
Social & Economic Factors	89
Quality of Life	91
Health Factors	91

Source: County Health Rankings. "Indiana." Retrieved May 2022 from <https://www.countyhealthrankings.org/explore-health-rankings/indiana?year=2022&tab=1>.

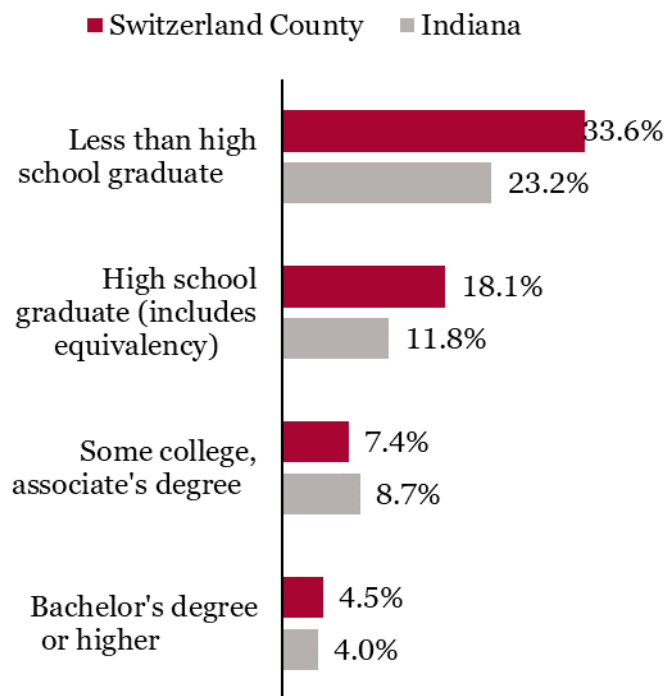
Education

Figure 15: Educational Attainment



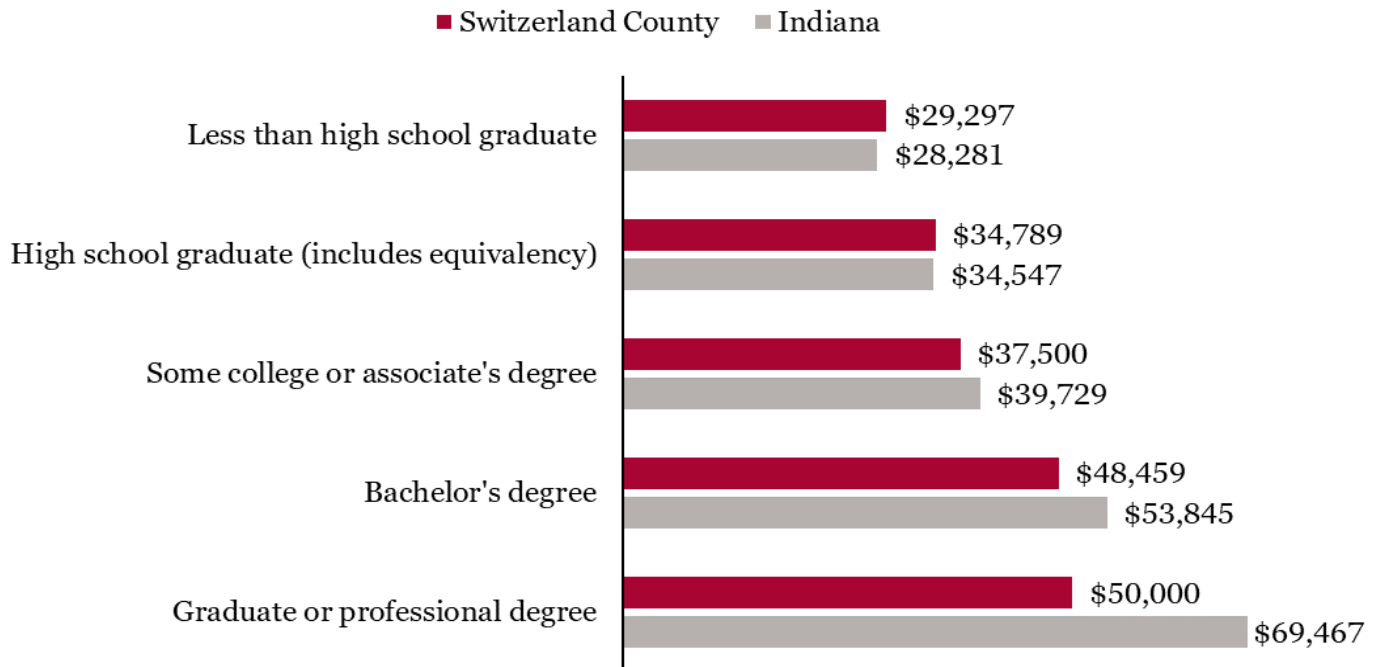
Source: United States Census Bureau. "Table S1501: Educational Attainment." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023.

Figure 16: Poverty Rates by Education Level



Source: United States Census Bureau. "Table S1701: Poverty Status in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023.

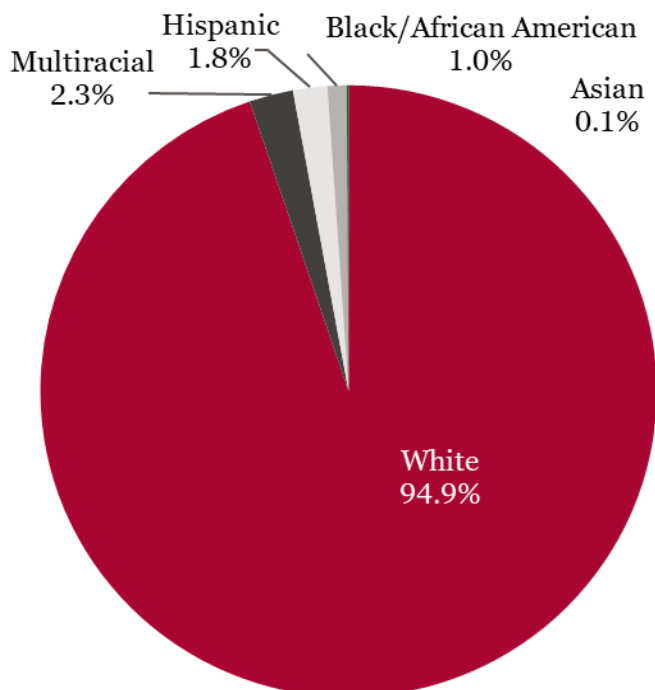
Figure 17: Median Individual Earnings by Education Level



Source: United States Census Bureau. "Table S2001: Earnings in the Past 12 Months." ACS 5-Year Estimates 2017-2021. Retrieved January, 2023.

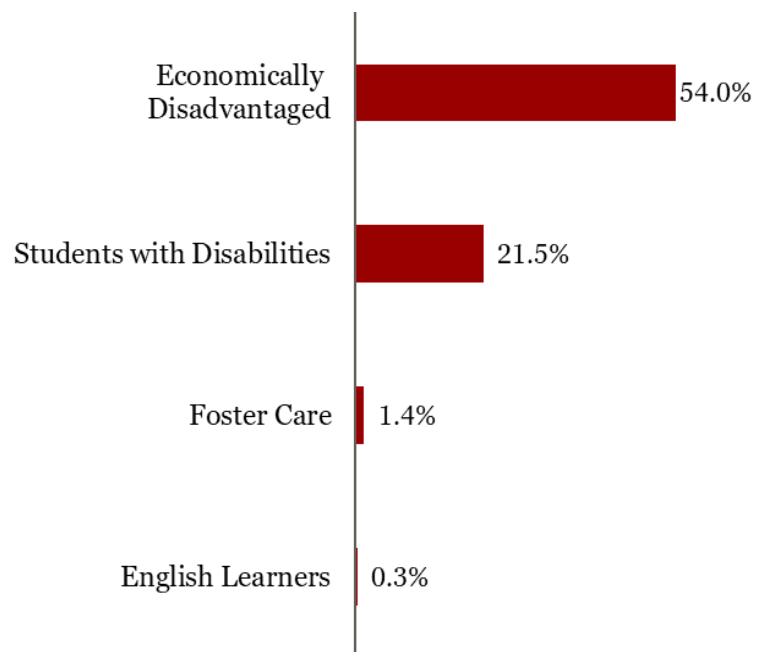
Public Schools

Figure 18: Racial Composition of Student Population



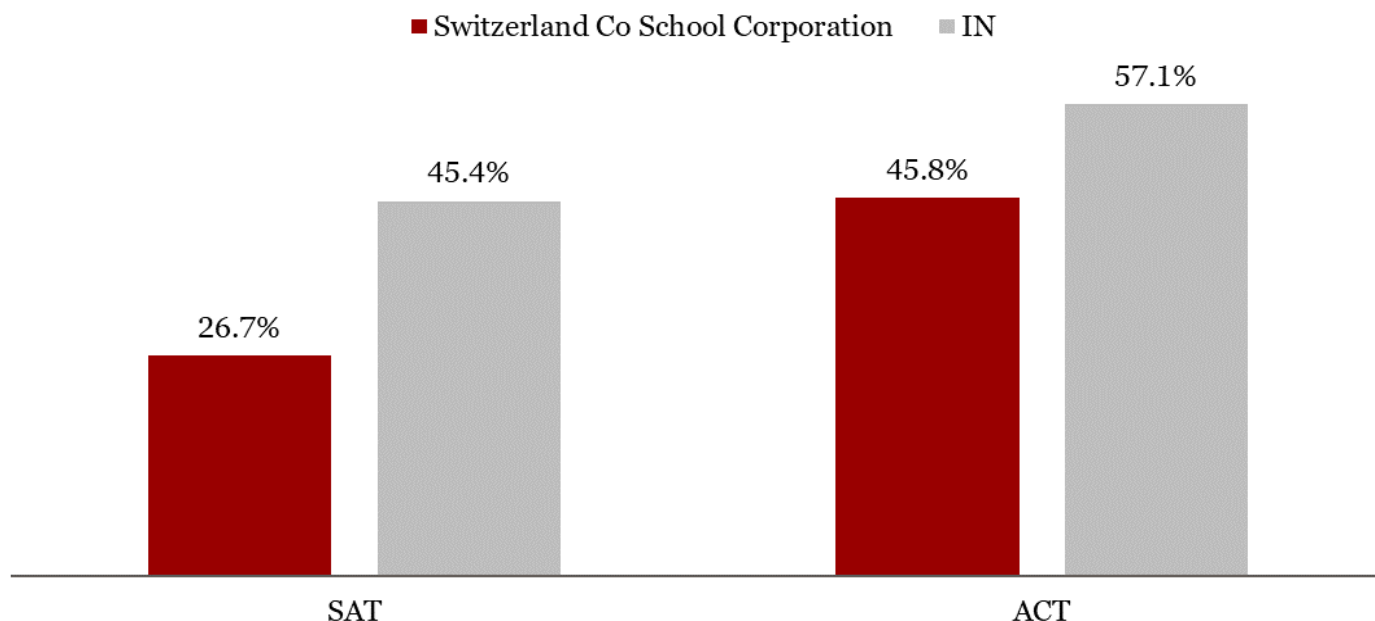
Source: Indiana Department of Education. "Switzerland County School Corp (7775)." October 2022 from <https://inview.doe.in.gov/corporations/1077750000/population>.

Figure 19: Student Characteristics



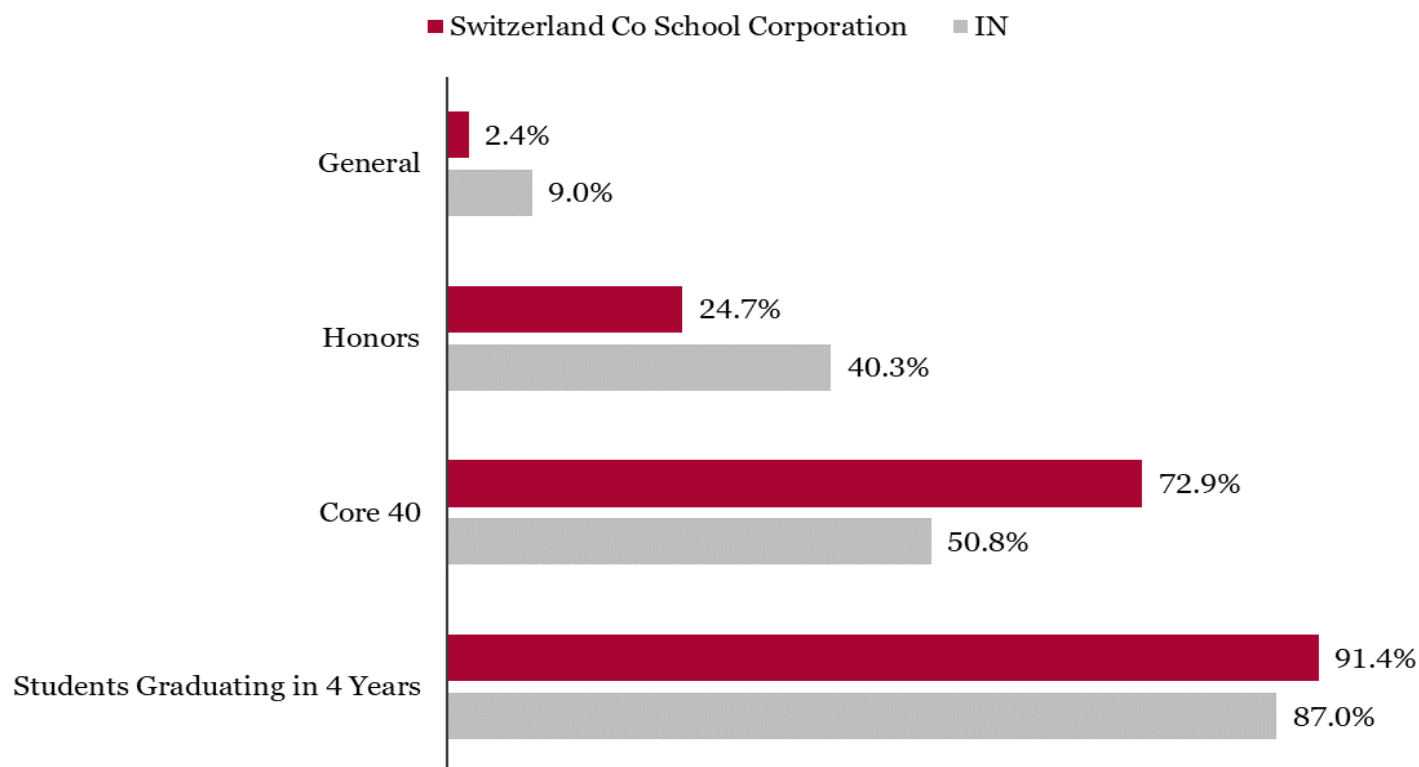
Source: Indiana Department of Education. "Switzerland County School Corp (7775)." Retrieved October 2022 <https://inview.doe.in.gov/corporations/1077750000/>

Figure 20: Percent of Students who took SAT and ACT that met College and Career Readiness Benchmarks, as Measured by SAT and ACT



Source: Indiana Department of Education. “Switzerland County School Corp (7775).” Retrieved October 2022 from <https://inview.doe.in.gov/corporations/1077750000/readiness>.

Figure 21: Percent of Students Graduating with each Diploma Type and Overall 4-Year Graduation Rate



Source: Indiana Department of Education. “Switzerland County School Corp (7775).” Retrieved October 2022 from <https://inview.doe.in.gov/corporations/1077750000/graduation>.

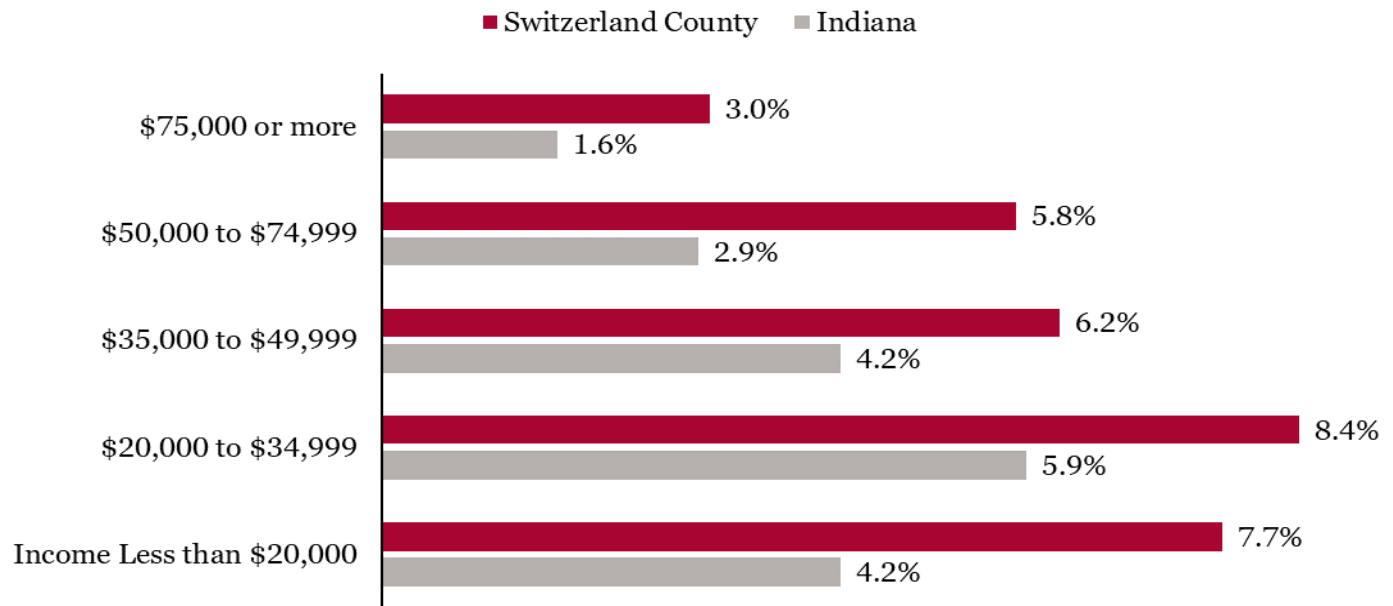
Housing

Figure 22: Housing Ownership and Value

	Switzerland County	IN	US
Owner-occupied housing unit rate, 2017-2021	78.80%	69.90%	64.60%
Median value of owner-occupied housing units, 2017-2021	\$129,500	\$158,500	\$244,900

Source: United States Census Bureau. "Table B25077: Median Value." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023; and United States Census Bureau. "Table S1101: Households and Families." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.

Figure 23: Percent of owner-occupied households (with a mortgage) that spend 30% or more of monthly income on housing costs



Source: United States Census Bureau. "Table S2506: Financial Characteristics for Housing Units With a Mortgage." *ACS 5-Year Estimates 2017-2021*. Retrieved January, 2023.



APPLIED RESEARCH AND EDUCATION CENTER
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 1998-2023

Director: Melissa S. Fry, Ph.D.

Research Assistance Provided by:

Ava Minnery, and Hannah Scott, and Mariah Benham

Community Vision

Vision

Switzerland County will be a vibrant community filled with diverse local businesses and anchored by a well-developed outdoor recreation industry that capitalizes on natural amenities while protecting them for the future. Strong local schools and partnerships with local and regional organizations, governments, and businesses will build a quality workforce for 21st century jobs in this picturesque rural community with access to Cincinnati, Louisville, and Indianapolis.

Local Businesses

- Restaurants
- Local shops
- Downtown Vevay thriving (1st Friday every day)
- Small business support and dev. (chamber econ. dev)
- Business/business expo leader
- (50-100 employees) 10-yr tax benefit for startups
- Businesses/orgs utilizing and maintaining own budgets
- Need more financial literacy for businesses
- Vevay main street full of local shops/restaurants that stay
- More small nearby factories

Infrastructure

- Internet business hub
- Fast and robust fiber optic Internet 7
- Redo downtown lighting
- Bike accessible
- Developed public spaces on river
- Well-maintained roads, enhanced curb appeal for homes and businesses
- One county-owned utility co.
- County-wide cell access and Internet access for remote work
- Developed riverfront bridge from KY to Vevay
- Buildings repaired and used in all small towns
- Clean, sustainable industry

Schools

- Community College
- Updated state-of-the-art facilities (old gym, connector, and auxiliary gym)
- System expansion
- Parents involved in kids' education/lives
- Student career pathways and mentorship programs
- Tech center, trade school
- Fully staffed with excellent educators
- More students = more learning opportunities
- Great teacher candidates
- Better vocational ed. for HS grads
- Debt-free school campus
- Renovated HS
- College & career readiness growth

Tourism

- Largest US Flag
- Really Big Lake
- Kayaks and Canoeing
- Ogle Haus would be operational "crown jewel" again
- Partners develop traditional and new events
- Vibrant main street w/ shops/restaurants that attract newcomers. More and diverse restaurant and entertainment offerings.
- A tourism attraction like Pioneer Woman that would employ locals and attract people from all over.

Jobs

- Higher-paying jobs for HS grads (Dollar Stores - min. wage)
- More job opportunities (esp. outside big industry)
- More sources for part-time labor when needed
- Locally available, well-paying jobs
- Higher employment rate
- Substantial diversified increased in living wage.
- Young adults bring industrial skills learned at trade schools.

Housing

- Affordable housing in Patriot land development.
- Sustainable apartment buildings
- Low-income housing, mixed-income structure, mentorship programs
- Landlords maintain their property
- Affordable housing leader
- Re-gentrified housing
- Expand housing

Recreation

- ATV trails
- Pool/water park for kids at Ogle Park
- Leader in recreation
- Update and expand fairgrounds
- Youth athletic center
- Bike trails
- Hiking trails
- Alternate outdoor activities away from river (bike trails, paths)
- Camping, parks

General Community/County

- Community pride
- Supports new ideas and unique viewpoints
- More social events not revolving around sports
- County needs to be self-sufficient from Belterra
- County should be totally separate from "boat" funding, it can just be extra cash
- Lower poverty rate

- Thriving community center
- Vibrant communities across county
- Opportunities for upward mobility across all age groups
- Event center out in the county for weddings/receptions, meetings, dances, etc.

Healthcare

- Regional hospital
- Attract more doctors, dentists, health specialists
- Mental health and addiction services readily available
- Decline in drug abuse/more drug rehab programs
- Affordable healthcare for all
- More sophisticated local healthcare options

Leadership

- Strong, non-partisan
- Leaders and volunteers work with the same purpose: to serve
- Various boards filled w/ qualified, knowledgeable appointees
- Boards understand their mission goal
- Partnerships on a larger scale working toward goals
- Strong young leaders
- Need young leaders to return after leaving
- Diverse young leadership group developing and running core community activity

Parks/River

- More dev. of park system, more access to nature
- Update Ogle Park on the river to host movies concerts, etc. for people to gather
- Leverage river asset: marina expansion, paddle tourism
- River Walk
- Enhanced use/promotion of river

Youth

- More youth events not related to sports
- More activities/recreation for kids
- Engaged youth participate in all aspects of day-to-day life.

Organizations

- Collaboration; need leaders and organizations working fluidly together.
- Organizations have overlapping projects, need to communicate and work together.
- Organizations and government entities exchange ideas and information.
- Community Foundation needs stronger network to finance programs that organizations develop.

Industrial Park

- Recreation Sports Complex

Attracting people to the county

- Jobs
- Amenities for youth
- Outdoor recreation
- Arts and crafts shows
- Fishing expos
- Vibrant, working industrial park
- Same small-time feel but more opportunities (employment) to keep families here

Public Services (including EMS)

- Better backing/wages
- Need to be able to reach the underserved (connection to transportation)
- Decreased response time; Increase in saved lives and property
- Close access to 24/7 emergency medical care

Arts, Culture, History

- Protect historic assets (zoning, fines, etc.)
- Play up historical aspect of community
- Keep Hoosier Theater
- Active Artist Community
- Madison Music City #2

Food

- Fast food
- No child would be hungry
- More food and supply availability

Transportation

- Better public transportation for needy (youth and seniors)

Patriot

- Capitalizing on all the town has to offer

Media

- Everyone has access to news/weather quickly
- Local Newspaper

Switzerland County: Community Asset Map



*Came out in discussion as among the most important.

Education

Public library (24)
 School system/SCSC (21)
 *Ivy Tech (15)
 *Tech center (gives access to college courses) (10)
 High school (SCHS) (8)
 Career Center (7)
 *Dual credit program (7)
 Elementary schools (4)
 Extension Office/4-H (4)
 Purdue extension (4)
 Rod Hite (superintendent) (4)
 YMCA (4)

*GED (3)
 *JCTC (3)
 Passionate educators (3)
 *SIEOC Headstart (3)
 Small schools (3)
 Sports (3)
 Access to Madison (2)
 Board of education (2)
 Cross-state reciprocity programs (2)
 Good school community (2)
 Graduation rate (2)

Hanover College – GE and Tech (2)
 Leadership/administration (2)
 *Local relationships (2)
 Online education training (2)
 *Scholarships (2)
 Summer reading program (2)
 Adult Ed
 *After school programs
 *Class variety
 Coaching

College
 Community
 Foundation/non-profits
 EMS/Fire dept.
 Daycares
 Different orgs. that
 students can be involved in
 Energetic support
 Excel After the Bell
 *Extra-curricular activities
 Freshmen Academy

Middle school
 Musee de Venoge
 farmstead
 Partnerships with
 neighboring schools
 - Lots of programs
 Potential for founding CTE
 FFA
 Preschools
 Purdue access for schools

Safe for kids
 School expansion project
 Training programs in
 general
 distance learning
 3 GED/HSE career
 pathways – agriculture,
 business

Natural Resources

Ohio River (39)
 *Farms/fertile farmland
 (14)
 Hunting (8)
 - Deer hunting
 Lots of land – green, open
 space (7)
 * 164 acres owned by
 historical society
 Hanson materials/Stone
 quarry (6)
 Crops (4)
 Forest (4)
 Hills (4)
 *Beautiful
 landscape/topography (3)
 *Markland Dam (4)

Proximity to major cities
 (2)
 Tinder/Timber (2)
 Water (2)
 Wildlife (2)
 2 water companies (2)
 All nature/conservation
 programs
 Campground
 Corps. Of Engineers
 Creeks
 DNR area
 Extension Office
 Food to Table
 Hilltop Storage
 Hydro-energy
 *Low population density

- Corn
 - Soybeans
 Natural Resources
 Conservation Service
 (NRCS) Office
 *No pollution
 Ogle Park Landowners
 Outdoor recreation and
 solitude
 Sidewalks for runners
 Skateboard Park
 Stone gravel
 Strong 4-H and FFA
 program
 4 highways

Recreation, Arts and Culture

*Swiss Wine Festival (41)
 *Art Center (29)
 First Friday (25)
 *YMCA (20)
 - Walking trail
 *Hoosier Theater (17)
 Paul Ogle Park (11)
 *Belterra (10)
 - Golf course (3)
 Campground/camping (9)
 *Historic sites/Swiss History
 (9)
 - Historical homes on
 Market Street
 - Underground railroad
 Museums (9)

Parks in general (7)
 4-H Fair (6)
 *Historical Society (6)
 *Hunting (6)
 River (5)
 Boating (4)
 Fishing (4)
 Tourism events/center (4)
 Vevay Main Street (4)
 *Local artist community (3)
 *Ogle Haus Inn (3)
 War/veteran memorial (3)
 *Art festival (2)
 FFA (2)
 Markland business park (2)
 Musee de Venoge (2)

SAY soccer (2)
 YPAC (performing arts
 center) (2)
 *4th of July Fireworks
 Skateboarding
 Boat ramps
 Community-wide yard sale
 *Christmas Light Show
 Clubs
 Fair grounds
 *First Friday
 *Hiking
 Jennings Park
 Library
 Paul Ogle Park
 Patriot Park

Potential for Main Street to be more
 Patriot 4th of July parade
 *Quilt Shop
 Recreational stop

Roadways in rural areas (I assume the paved ones are an asset?)
 RV parks
 Schenck Mansion
 Sleepy Hollow Festival
 UTV riding and benefits

Vineyard
 Welcome center
 Winery
 Youth Athletics Markland
 3 county parks
 *4 town parks

Food Systems

Small farmers market by courthouse (35)
 *Food pantries in general (30)
 *Farms/farmers/agriculture (23)
 - Row crops, hay, tobacco
 - North Bend farms, Welch's, Donnellon's, Schuler
 *Restaurants (13)
 - AJ, Roxano's (breadsticks), Subway, Shell's, Belterra, Tequila's

- Dine-in restaurants
 *Grocery stores (12)
 - Vevay grocery
 FFA chapter (8)
 *Free school meals program (7)
 Meat market/local meat production (5)
 - City Meat Market
 - Roeschlein Meat Processing
 Churches (5)
 4-H (4)
 IGA (3)
 Soil and water grants for farmers (3)

Amish community (2)
 ASCS/Farm Bureau (2)
 CMHC food pantry (opening in Oct.) (2)
 Dutch Discount pantry (2)
 Extension Office (2)
 USDA (2)
 Food to table programs
 Food trucks
 Gas stations
 Non-profits
 Purdue Extension
 *Senior Meals
 1 food processor
 3 county stores
 Dollar Stores
 Family-owned businesses

Employers and Employment

School System (33)
 *Belterra (33)
 County govt. (17)
 BESI (12)
 Swiss Caps (truck accessories store) (10)
 YMCA (10)
 Small locally owned businesses (9)
 Swiss Villa (8)
 Trenwa Concrete (8)
 *Steel mills (6)
 - North American Steel
 - Nucor
 Banks (5)
 Stores and shops (5)
 - Grocery
 - Dollar Store
 CMHC (4)
 - Ticket to Work
 - C.A.S.E.

Community Foundation (4)
 IGA (4)
 *Industry (4)
 - Factories
 Restaurants (4)
 Farming (3)
 *Good employment in general (3)
 Markland business park (3)
 *Opportunities/access to factories across river (3)
 Dow Chemical (2)
 EMT/fire dept. (2)
 Gas stations (2)
 Hilltop Storage Sheds (2)
 Hospitals (outside county) (2)
 Police dept./sheriff (2)
 REC Enterprises (2)
 Schuler Farms (2)
 Town of Vevay (2)

Amish industries
 Army Corps of Engineers
 Doctor offices
 Historical Society
 Homemakers
 Hotels
 Hydro-electric Plant
 Job fairs
 KU
 Lifetime Resources
 Mobile food pant
 Non-profits
 Ogle Foundation
 Remote work from home
 Retail
 Swiss Inn
 Town govt.
 Town newspaper
 Vevay foundations
 Workforce development

Social Networks

<p>*Several clubs/societies (29)</p> <ul style="list-style-type: none"> - Lions Club - Red Hats - Masons - Shriners - Eggleston - Julia L. Dumont literary club - Homemakers <p>Churches (28)</p> <ul style="list-style-type: none"> - Catholic, Apostolic, Baptist, Methodist - Olive Branch Baptist Church <p>Local paper and radio/Vevay Media Group (27)</p> <p>Tri Kappa (10)</p> <p>American Legion/Auxiliary (8)</p> <p>Schools (6)</p> <ul style="list-style-type: none"> - Sports, esp. HS - Clubs - Activities from youth to retired 	<p>*VFW (6)</p> <p>*4-H (6)</p> <p>*Froggy radio station (5)</p> <p>Historical Society (4)</p> <p>*Other volunteer community organizations (including youth) (4)</p> <p>*FFA (3)</p> <p>Swiss Wine Festival (3)</p> <p>Facebook/social media (2)</p> <p>Fire depts. (2)</p> <p>Rivertimes (2)</p> <p>Vevay Reveille paper (2)</p> <p>Welcome Center (2)</p> <p>*Adults support youth</p> <p>Amish community</p> <p>Amvets</p> <p>Bowling Center</p> <p>Camp Livingston</p> <p>*Common sense; little extremism</p> <p>Community Foundation</p> <p>Eastern Star</p> <p>*Everybody knows everybody/friendly</p>	<p>*Good place to raise kids</p> <p>Hoosier Theater</p> <p>*Keeping Pace Cancer Support</p> <p>Kiwanis</p> <p>Library</p> <p>*Newspaper</p> <p>OVYBL (Ohio Valley Youth Baseball League)</p> <p>Purdue extension</p> <p>*Slow pace attracts retirees</p> <p>SWF volunteers</p> <p>SWF committee</p> <p>Silver Sneakers</p> <p>Small literature clubs</p> <p>*Support each other</p> <p>Venoge</p> <p>Veteran support</p> <p>Vevay Main Street</p> <p>2 donor foundations</p>
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Political and Public Services

<p>Broadband/Internet (13)</p> <ul style="list-style-type: none"> - Spectrum - Century Link - REMC - Crossroads <p>*Courthouse (13)</p> <p>Town/county water and sewer (10)</p> <ul style="list-style-type: none"> - Patriot Water/Utilities - Vevay Utilities <p>Catch-A-Ride (8)</p> <p>Local/town govt. (8)</p> <p>Duke Energy (5)</p> <p>Paved and maintained roads (5)</p> <p>Patriot and Vevay town councils (3)</p> <p>Vevay police/Switzerland County Sheriff (3)</p> <p>Community Foundation (2)</p> <p>County govt. (2)</p> <p>Highway dept. (2)</p>	<p>Lifetime Resources (2)</p> <p>Parties (D and R) (2)</p> <p>Stores (2)</p> <p>Switz. County gas (2)</p> <p>Township trustees (2)</p> <p>Approachable political/public services</p> <p>Commissioners</p> <p>Community Mental Health</p> <p>DCS</p> <p>*Fire/EMS</p> <p>Jail</p> <p>Local govt. commissioners</p> <p>*Location (centralized in Vevay)</p> <p>*Location (proximity to cities)</p> <p>*Low taxes</p> <p>Vet. Travel Assistance</p> <p>Vevay Switz. Foundation</p> <p>Tourism</p> <p>Vevay Public library</p> <p>Patriot</p>	<p>Vevay road dept.</p> <p>Vevay town hall</p> <p>YMCA</p>
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Leadership

<p>Auditors, commissioners (10) *Community Foundation (8) County council (8) Sheriff/police chief/law enforcement (8) School board, principals, superintendent (8) Vevay town council (7) Judge Coy/court system/prosecutor (7) Vevay town board (5) Vevay Switzerland Foundation (4) Good community (3) Local people (elected) Schools (3) Pastors (2) Purdue extension (2) YMCA (2) All volunteers through clubs Business owners Churches CMHC Comparable programs to larger County govt. communities County govt. Elected officials</p>	<p>*Future Leaders Principal Republican/Democrat parties Social and volunteer orgs. Some strong non-profit leadership Teachers Those in charge of businesses Tourism Unspecified council USCFI Vevay Media Group *Other funders</p> <p>Individuals Rod Hite** (5) Tye Sullivan** (3) David Todd** Melissa (CFCSI) Amy Combs Anita Danner Betty Lucas Bret Howard Chris Riley David Todd Brooke Todd Diana South Greg Curlin</p>	<p>Karen Miller Katie Collier Jeni Scudder Joey Rider Josh Archer Jessica Whitham Judge Coy Larry Tolbert Lisa & Jerry Fisher Luanne Green Mark Boggs Mike Jones Pam Acton Pat and Jaquita Lanman Paul Schmidt Rita Sullivan Rod Dickerson Roger Nay Ryan and Casie Jessup Tony Gregory Tom Dawson Tyler Allen Anthony Wilks Codey Turner Wilma Rosenberger</p> <p>**Individuals mentioned several times in listening sessions.</p>
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Housing

<p>Swiss Villa nursing home (14) *Senior housing/apts. (2) - Switzer Square (13) Apt. complexes (10) - *Riverbend Apts., low-income (8) - Valley Apts. (3) Rentals (7) CMHC housing (5)</p>	<p>Across from the old gym (apartments?) 2 retirement homes (4) *Land to build on/land development (4) *Low-income affordable housing/subsidies (4) Privately owned homes (4) Trailers (4) Campgrounds (2)</p>	<p>Renovation of budgeted housing Nicer historical homes (2) Assisted living apts. Friendly neighborhood Walterscape *Homes to buy Lifetime Resources – SNAC Mental Health/Heart House *RV Parks</p>
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Health and Wellness

<p>*YMCA (20) - exercise *Community Mental Health (CMHC) (19) *Health Dept. (15) *Clinics (14)</p>	<p>- New clinic opened (2) *St. Elizabeth (12) *King's Daughter's Health/Norton's (9) Body Lab Fitness (7)</p>	<p>*2 doctors; nurse practitioners; nurses (7) - Dr. Frede (4) - *Katia Stefanova – nurse-managed clinic (8)</p>
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- Dr. Findley Good fitness in general (2) Sammi	OrthoCincy (2) Rehab centers (2) Connection to Lawrenceburg and Madison *Good health and wellness center Good places to walk/ exercise Life Squad Norton Medical Center	One Community One Family (OCOF) SCH offices SIEOC Switzerland County ER Variety of doctors/therapies Walkable community (in town)
- Harmony Health (4) Swiss Villa (4) Eyecare group (3) General medical services (2)		

Inventory of Community Capitals¹

(Based on Survey of a small sample of 7 Community Leaders where 1=present and 0=not present)

Natural Capital:	Present	Not Present	Mean
Community maintains selected natural amenities like parks for residents' use.	7	0	1.00
Community leadership actively seeks to improve soil conservation.	7	0	1.00
Agricultural areas are valued by residents (non-farmers).	5	2	0.67
Streams in the community are environmentally safe (not on EPA distressed list).	5	2	0.67
Community maintains selected natural amenities like open space for residents' use.	4	3	0.50
Some form of natural capital used instrumentally/explicitly in local community activity (list, e.g., methane from a landfill).	2	5	0.33
Local government acts to protect/preserve sensitive environmental areas in community.	2	5	0.17
Community leadership has enacted a land development policy to protect/conservate natural capital.	1	6	0.17
Community leadership actively seeks to improve air quality.	0	7	0.00

¹ Community Capitals Inventory adapted from "Checklist Representing Community Capitals, for Use with Key Informants" found in Appendix B of *Community Effects of Leadership Development Education: Citizen Empowerment for Civic Engagement* by Kenneth Pigg, Stephen Gasteyer, Kenneth Martin, Godwin Apaliyah, and Kari Keating.

Human Capital:	Present	Not Present	Mean
Our community utilizes women in leadership roles.	7	0	1.00
Local group(s) write their own proposals for project funding.	6	0	1.00
Elected leaders offer opportunities for residents to participate in governance activities (i.e., serve on local appointed boards or commissions).	6	0	1.00
There are accessible local worker training/adult vocational education programs.	5	1	0.83
Our community utilizes youth in leadership roles.	6	1	0.83
Community exhibits commitment to meeting basic human needs of residents through program interventions.	4	2	0.67
Local employers encourage/support OIT experience.	3	3	0.50
There is a local degree granting university, college, or community college.	2	4	0.33
The community supports leadership development program(s) that include women, youth, minorities, and people from diverse socio-economic, religious, and ethnic backgrounds.	2	4	0.33
Our community utilizes people from diverse socio-economic, religious, and ethnic backgrounds in leadership roles.	2	4	0.33

Local employers generally consider the available workforce capable and skilled.	2	4	0.33
High school graduation rates are higher than the state norm.	2	4	0.33
Some form of human capital used instrumentally/explicitly in local community activity (list: e.g., sufficient quality and availability of healthcare or day care services).	1	5	0.17
Cultural Capital:	Present	Not Present	Mean
Community has a local historical society.	6	0	1.00
Local library has a historical section/collection or a cultural focus.	6	0	1.00
Our community supports, maintains, and promotes art facilities that welcome everybody.	6	0	1.00
People generally live in the community for a long time and claim it as home.	6	0	1.00
The community claims a distinctive cultural heritage/history (overt signage present).	5	1	0.83
Local public artworks demonstrate cultural heritage.	5	1	0.83
Community has a local art museum.	5	1	0.83
The community sponsors a cultural festival inviting surrounding communities to participate/enjoy festivities.	4	2	0.67
Local tourism focused on cultural attributes of local area (e.g., heritage tourism program).	4	2	0.67
The community has successful local ethnic restaurants or other businesses.	4	2	0.67

The local government supports cultural activities (via funding or applications for and administration of funding from other sources, policy re: community planning activities, sustainability measures, etc.)	4	2	0.67
Local institutions such as schools, ED organizations, support cultural activities.	4	2	0.67
The community supports diverse perspectives, and honors and respects the values and cultures of all community members.	3	3	0.50
Some form of cultural capital used instrumentally/explicitly in local community activity (list).	3	3	0.50
The community has local cultural/ethnic organizations.	0	6	0.00
Financial/Built Capital:	Present	Not Present	Mean
Environment and Infrastructure			
The community has a modern public electric utility that has sufficient capacity to meet demand and minimizes environmental degradation.	4	2	0.67
Community supports and maintains a sound (conforms to all of the national goals) and vigorous main street/downtown (an active committee working).	2	4	0.33
Community supports a variety of recreational facilities for all.	2	4	0.33
Water and sewer system quality—recent CWA or SDWA violations?	2	4	0.33
Built Capital			
Community library exists for local users (not a mobile service).	6	0	1.00
Community has commercial property available for business location or expansion.	6	0	1.00
Community has an active industrial/business park.	4	2	0.67

Bridges in the community are in good repair.	3	3	0.50
Some form of built capital was used instrumentally/explicitly in community activity (list, e.g., community-owned property donated for community center, local facility used to house internet provider services, community property for vegetable gardens, etc.).	2	4	0.33
Community has developed a new city park for organized recreation activities (like sports) in the last 5-10 years.	1	5	0.17
Local streets and roadways in good condition.	1	5	0.17
Sidewalks and bike paths in the community are in good repair.	1	5	0.17
Community has identified older buildings and/or brownfield sites for economic/residential redevelopment.	1	5	0.17
Community owns and operates a public internet service for residential and business use.	0	6	0.00
Community operates a business incubator.	0	6	0.00
Our community has safe, affordable housing that is available to all residents.	0	6	0.00
Financial Capital			
A local community foundation exists that is actively supported in the community.	6	0	1.00
Alternatives to conventional banking institutions exist e.g., credit unions.	5	1	0.83
Local fundraising events are usually successful and easily organized.	5	1	0.83

Community has received recent federal grant/loans.	5	1	0.83
Community works to reduce effects of poverty, e.g., supports community homeless shelters and/or food banks.	5	1	0.83
Some form of fiscal capital used instrumentally/explicitly in community activity (list, e.g., local banks contribute to cultural festivals or memorials).	5	1	0.83
Locally owned banking institutions in the community (more than one).	3	3	0.50
Local tax proposals generally approved by voters (school/city/etc.).	3	3	0.50
Community exercises its bonding capacity.	2	4	0.33
Entrepreneurial ventures are encouraged and financially supported by the community.	1	5	0.17
Community offers financial or regulatory incentives for business development.	1	5	0.17
Community offers financial or regulatory incentives for business expansion.	1	5	0.17
Social Capital	Present	Not Present	Mean
Mediating Institutions			
Community organizations welcome and engage women.	6	0	1.00
Community organizations are active sponsors of community events.	6	0	1.00
Community organizations include civic, spiritual, service, and recreational/cultural interests (i.e., represent diverse purposes).	6	0	1.00
Community organizations welcome and engage youth.	5	1	0.83

Some form of social capital used instrumentally/explicitly in community activity (list, e.g., civic groups raise money for local cultural or educational activities.).	4	2	0.67
Community organizations welcome and engage minorities and people from diverse socio-economic, religious, and ethnic backgrounds.	2	4	0.33
Welcome Wagon or other similar activity exists in the community targeting new residents to make them feel welcome and get oriented.	0	6	0.00
Community Member Involvement			
At least one community organization exists that involves youth in active roles.	6	0	1.00
Most community organizations have links to regional, state, and/or national “parent” organizations (e.g., local economic development group to AEDC or similar organization).	3	3	0.50
Community leaders actively recruit diverse residents to participate in community activities.	1	5	0.17
Political Capital:	Present	Not Present	Mean
Project leaders exhibit the ability to independently determine their agenda—goals and methods.	5	1	0.83
Groups involved in local projects manage/control their own resources.	5	1	0.83
Community has access to influential external political actors that control resources (e.g., state and federal elected reps are residents).	4	2	0.67
Community groups demonstrate the capability to engage local government yet maintain their independence.	4	2	0.67
Community organizations can achieve goals without local government intervention, support/approval.	3	3	0.50
Community exhibits commitment to meeting basic human needs of residents through policymaking/intervention.	2	4	0.33
Community groups/agencies seek public-private partnerships.	2	4	0.33

Local government seeks consensus to resolve local issues.	2	4	0.33
Some form of political capital used instrumentally/explicitly in community activity (list).	2	4	0.33
Local elections see competing candidates (rather than unopposed candidates).	1	5	0.17
Government officials treat community organizational leaders as partners rather than recipients of benefits.	1	5	0.17
Community residents demonstrate high voting rates for local elections.	0	6	0.00

Opportunities

Transportation (especially to east side)

Transportation hub (bus, trucking)

Interact for Health

Upgrade waterfront park and recreational opportunities

Use industrial park for economic development and career pathway education

Utilize schools to feed-into local jobs

More awareness of industrial education opportunities

Build arts/culture

Focus on architecture, Swiss heritage

Hoosier Theater, especially youth arts

Build on local arts to create opportunity for youth (some already happening)

Expand core of engaged citizens

Need for 24/7 medical personnel

Urgent care, evenings, and weekends

Financial literacy

Churches can help with this

Increase educational attainment

(Not necessarily college, but also need to increase college attainment)

Soft skill development, how to get and keep jobs

Competitive wages

Poverty reduction

Preserve local character while upgrading (transitioning tradition)

Increase tourism and small business development

Attract Belterra visitors to local attractions

Improved safety with 101 highway expansion

School farm where k-6 can learn hands-on (science, agriculture, sustainability, food systems)

Barriers

- Politics:
 - Need more diverse but informed voices.
 - No executive government.
 - County government lacks strong individual leaders.
 - Local government lacks capacity to plan/execute community development.
 - Small population limits political leverage in state legislature.
 - State does very little to support county.
- Lack of Centralized Decision-Making
 - Backroom decision-making undermines what open meetings suggest.
 - Silos prevent coordinated action.
 - Low sense of efficacy for collaborative effort.
 - Politicians fail to work together.
- Transportation
 - Hard for people to get to good property they could buy
 - Families in remote areas can't access amenities
 - ECE, Interact for Health Effort
- Social Media
 - Toxic, creates oppositional approach to topics
 - Not everyone hears important things on Facebook
- Early Care and Education
 - Distance/access
 - Waiting for workers' background checks
- Low Engagement
 - Local government
 - Need to get people out of houses
- Lack of Money: Belterra well is dry (state legislature changed how much of that money goes to local community).
- Too close-knit
 - People are afraid to expose themselves.
 - Tight-knit families can be barrier to building community with newcomers.
- Failure to use fresh resources and newcomers
 - Newcomers told, "You haven't lived here long enough."
- People see bigger opportunities elsewhere
 - Grads move away to expand new businesses.
 - "Brain drain"
- Slow EMS response times in rural areas
- Infrastructure
 - Fix roads
 - Fix sidewalks
- Complacency
- "Survival mode" is reactive and lowers engagement
- Low educational attainment
- Childcare (including 2nd and 3rd shift)
- Poverty
- Important meetings scheduled during workdays so people can't attend (Boards, organizations, and local government)
- Newcomers don't buy Vevay houses (little quality housing, needs redevelopment)
- Zoning laws
- Raising property values raises taxes and people can't afford more
- Little diversity in population
- Only wine festival weekend brings people in consistently
- No mall
- Leadership is aging and/or burnt out—need a pipeline for the next generation of leaders.
- Overcoming college-for-all frame (belief that success=college degree) while also needing to increase educational attainment and college-going rates (need to value college and non-college paths)
- Little in the way of substance use disorder treatment
- Struggle to engage youth
- Private land ownership limits riverfront opportunities
- Changes to dual credit regulations
- Lack of small business development support
- No Chamber of Commerce
- HWY 101 connector to I-70
- Little access to Indiana news; it's all Kentucky