
QUALITY of LIFE PLAN



Residents; civic, faith based and volunteer organizations; businesses; our school town, government and town services; working together to improve our Quality of Life.

One Town , One Community, One Neighborhood

“Continue the Conversations”

Acknowledgements:

The Legacy Foundation

Kelly Anoe, Director of Grants and Partnerships

Prosperity Indiana

Rachel Mattingly, Program Manager

Crossroads Y.M.C.A.

Laurie Halaska, C.E.O.

Griffith Neighborhood Steering Committee

Organizing Members

Carl Zurbriggen

Co-Chairman
Executive Director, Griffith YMCA

Gary Sutton

Co-Chairman
Board Member, Crossroads Y.M.C.A.

Kathy Ruesken

Committee Member

Shawn Graham (Team Leader)

Committee Member

Debby Hoot

Committee Member

Debbie Dillon

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Carrie Sovola (Team Leader)

Committee Member

Michelle Velez

Committee Member

Nancy Stout

Committee Member

Kim Smith

Committee Member

Nick Biancardi (Team Leader)

Committee Member

Councilwoman Pat Schaadt

Committee Member

Leah Dumezich (Prjct Ldr)

Committee Member

Greg Mance

Griffith Chief of Police, Senior Advisor

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Community Builder

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Susan Gempke / Luther Phillips

Lori Falstrom-Rose

Tommy Biancardi (Prjct Ldr)

Michelle Udchitz

Jamee Queen

Kim Swender

Valerie Wotkun

Griffith, Indiana

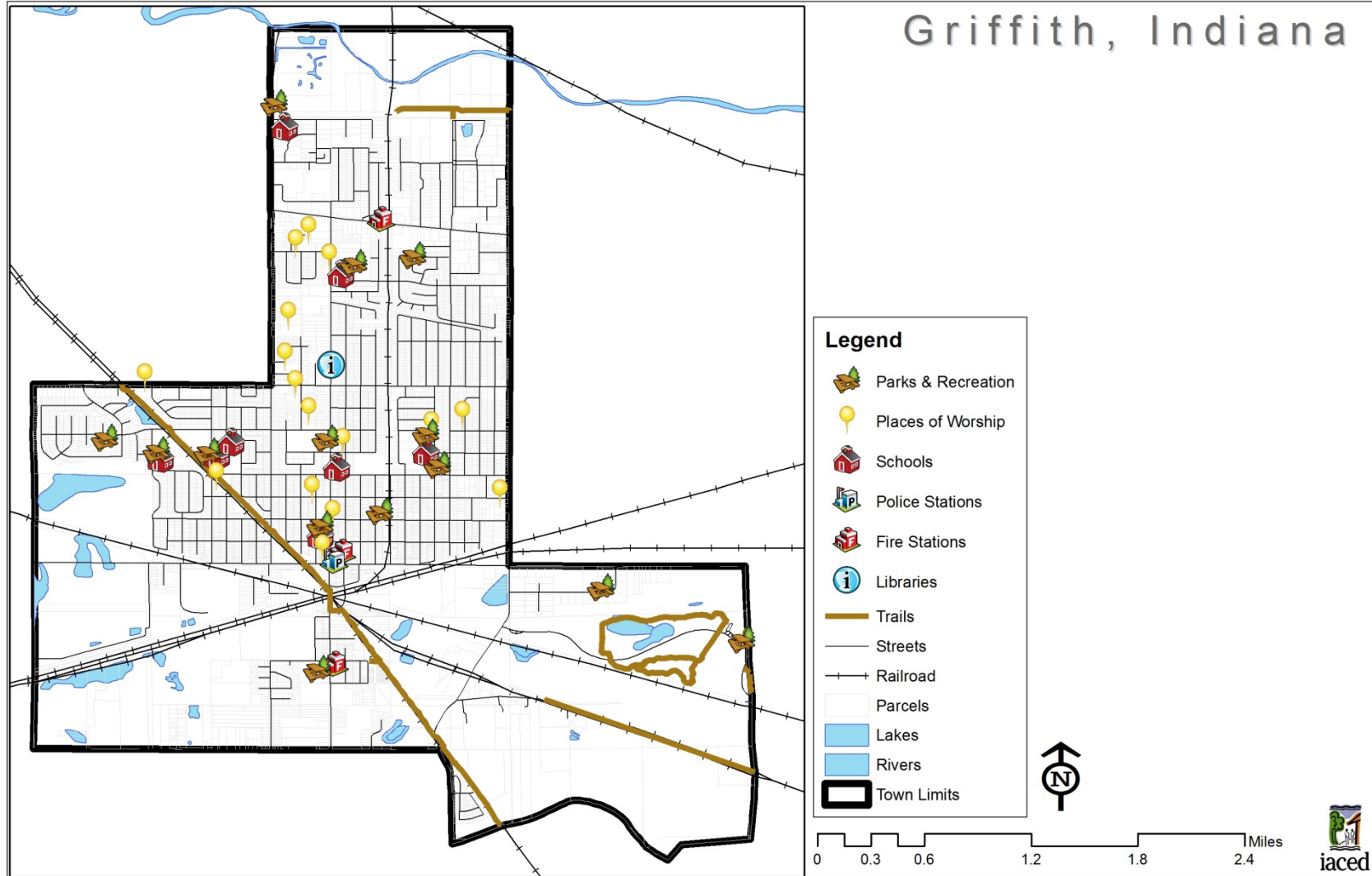


Physical Location and History:

The town of Griffith, Indiana is located in the Calumet Lacustrine Plain of former glacial Lake Chicago. Many major roadways surround and service Griffith. Interstate 80/94 borders the town on the north side, Cline Avenue, a major north/south thoroughfare runs along the western edge of the town, Colfax Avenue borders the town on the east side, and Avenue H and the Turkey Creek Ditch lie on the southern edge.

According to the most recent census (2010), Griffith is comprised of 16,900 residents from diverse backgrounds. The town of Griffith's dedication to fostering a cohesive, healthy neighborhood is evident in its design; unlike towns of similar or larger sizes, Griffith does not segment its town into smaller communities, thus creating an inclusive environment for all of its residents. Not only are the residents diverse in age (64.52% are between the age 18 and 64), race (1 out of 4 residents are non-white), and education attainment levels (1 out of 10 residents over the age of 25 do not hold a high school diploma), they share a diverse set of assets, a unique history, culture, and community challenges. Among its assets are a vibrant downtown area comprised of thriving small businesses and specialty shops unique in the region (e.g., American Natural Resources, G&G Hobbies, Wild Rose Brewing Company), a former school that was renovated and now serves as a community center/YMCA, the Erie Lackawanna Trail and Oak Savannah Trail, the Griffith Historical Society/Rail Road Museum, an airport, proximity to the City of Chicago and affordable housing stock. Griffith's unique history and culture is one that is openly acknowledged, embraced and celebrated by the town's residents as is evidenced by year-round music, art, and other community festivals. The town's history is honored by the historical society's successful efforts at housing many pieces of memorabilia pertaining to the town's development over time.

Griffith, Indiana



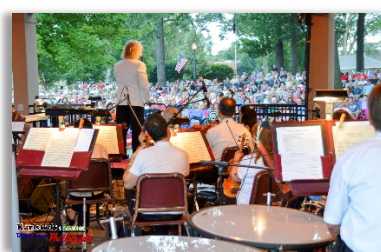
Challenges and Opportunities

The town's challenges and opportunities are centered in its response to workforce diversity (race and industry composition). In the last decade, the town has seen increases in its Latino and African American populations (53% and 62%, respectively). Currently, only 13% of small businesses in Griffith are owned by non-white owners. The community, while it embraces diversity, is challenged with looking for and attracting diverse businesses that are highly technical and sophisticated in nature. This is not an industrial town, thus it has low manufacturing and shipment production. For example, in 2007, the town's businesses manufactured and shipped only one unit valued at over \$1000; the state of Indiana aggregate total for that year was 221,877,814 units.

Civic, Physical, Social and Economic Attributes

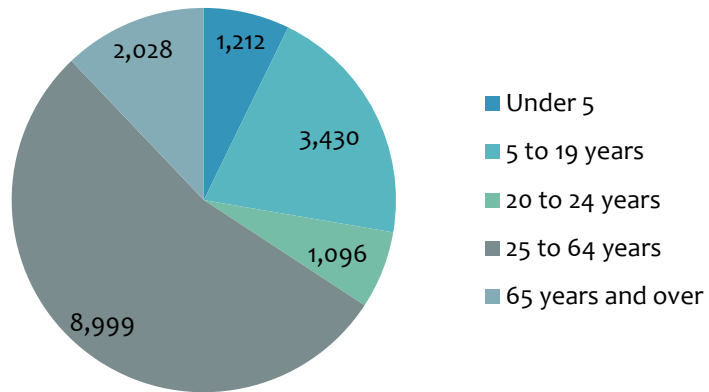
When defining the health of Griffith, Indiana, one must call attention to its civic, physical, social and economic attributes. The use of a gap analysis strategically identifies the current state of those attributes, while providing insight to the future direction of the town. As mentioned above, Griffith's civic health, as a result of diversification, has improved and has taken on new dimensions through efforts undertaken to create a more collaborative community where individuals share and enjoy public goods and services. The town's education system focuses on delivering college and career preparation to its students. Through teacher, parent and community collaboration, the town of Griffith graduates 91% of its students from high school.

The town's physical infrastructure was updated to include more bike trails, parking in the downtown area, and the beautification of community parks. These revitalization efforts created spaces where citizens can gather and socialize. For example, annual cultural celebrations such as the Rock 'N Rail Street Festival, Park Full of Art, and the Griffith Central Market (a family festival event hosted every Friday for 20 weeks in spring and summer), unite local business owners, residents, and visitors. This socialization and the foot-traffic it fosters have created enormous economic opportunities for local businesses, and have also created a variety of positive experiences that can be internalized by the residents and visitors to the events.



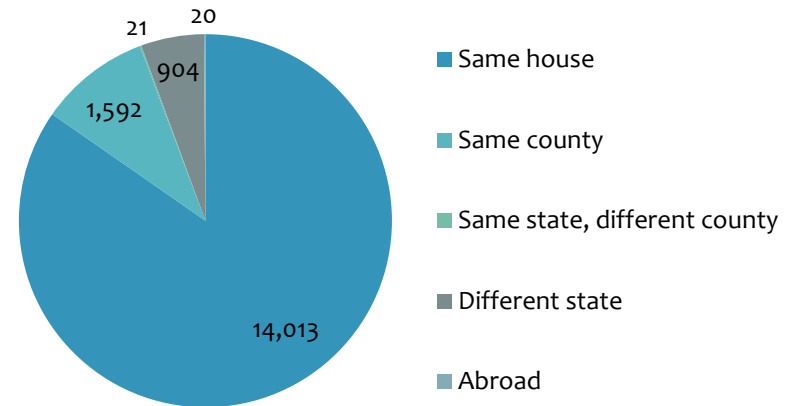
The following data provides additional insight into the Griffith community.

Population by Functional Age Groups

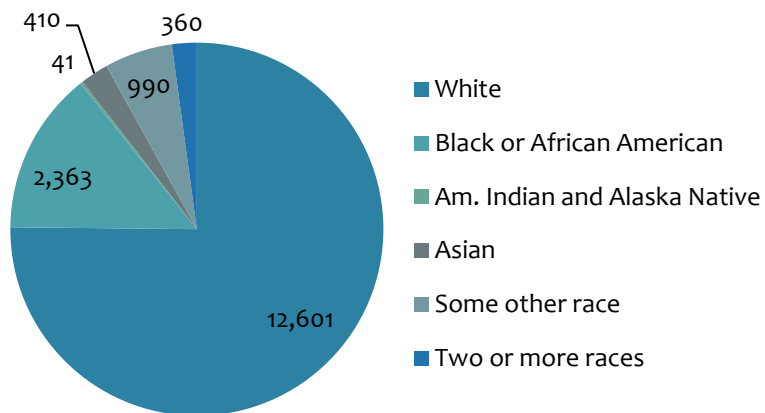


Median age: 35.6 years old

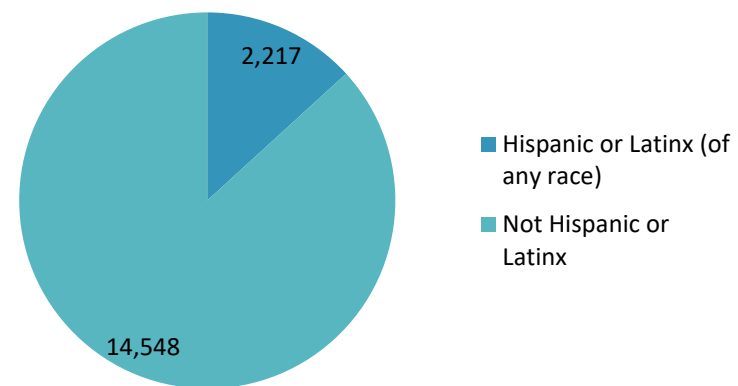
Residence 1 Year Ago



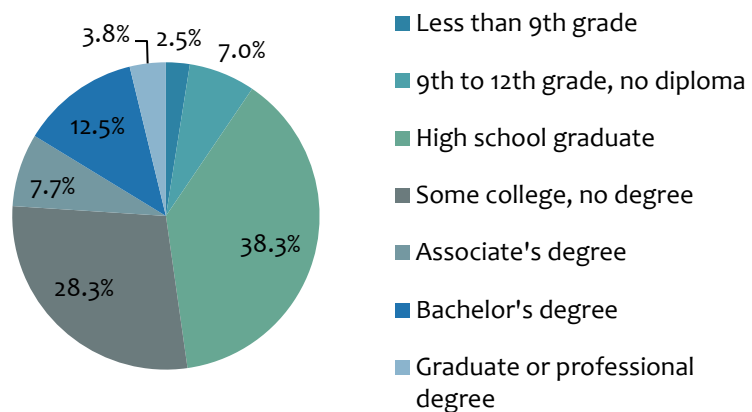
Population by Race



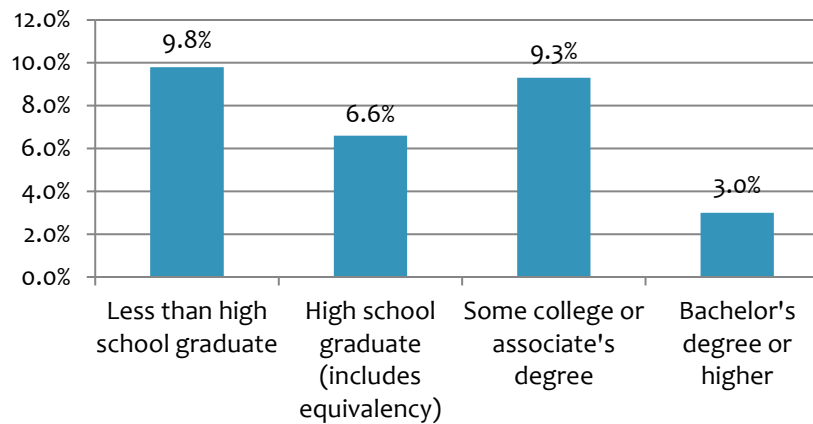
Hispanic or Latinx Population (all races)



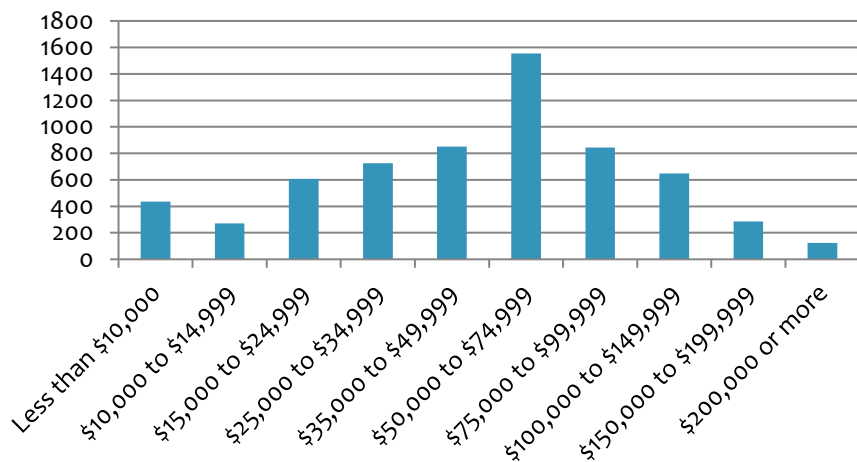
Educational Attainment, Population 25+



Poverty Level by Educational Attainment

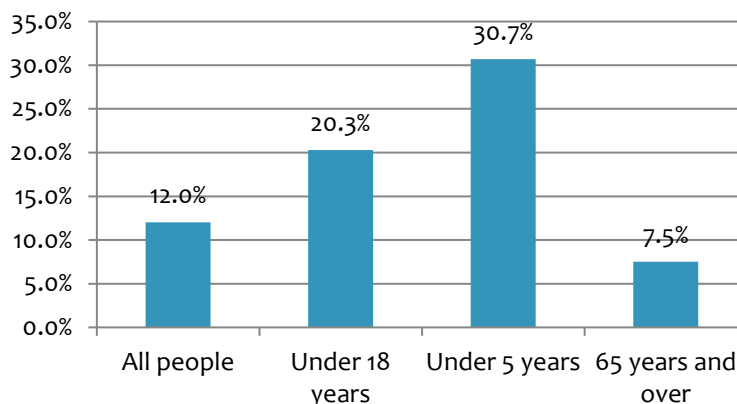


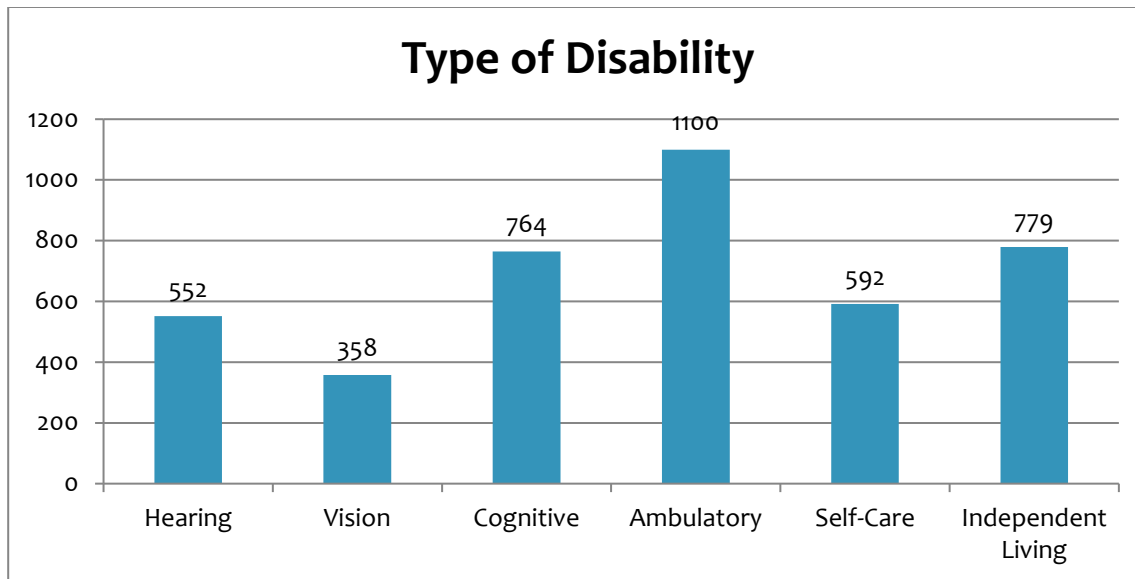
Households by Income



Median household income: \$52,800

Percentage of People in Poverty in Past 12 Months





Note: Some people may have more than one type of disability. This data reflects all ages, but not all ages report on all types of disability. For children under 5, data is only reported on hearing or vision difficulties. For children under 18, data is not reported on independent living difficulty.

Total population with a disability: 2245, or 13.4% of the noninstitutionalized population. 41% of the population 65 years and over have a disability.

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Looking Ahead to the Future / Civic, Social ,Economic and Physical Growth

The community, while enjoying many strengths, also recognizes it must seek to continue improving its civic, social, physical, and economic infrastructure.

Civically, the town wishes to address the call for diversified marketing, and to create ways to facilitate, expedite and streamline communication to ensure all residents are well-informed and given equal opportunity to become engaged with the community. This need for improved communication and engagement is particularly evident in the apparent disconnect that exists with the residents of the community's rental properties.

Socially, the town has room to develop and build upon the activities that lead to a more inclusive town. One recent strategy is the Griffith Community Initiative, funded by the Legacy Foundation. This initiative, which is based upon the objective of building a communication network of support through qualified volunteers and project leaders, unifies the community through a sense of purpose and residential involvement. This additionally serves to support the many active civic, social, and church-related organizations, which periodically have difficulty physically servicing their own events and projects.

The existence of this volunteer and improved communications network and its possible expansion would also provide an opportunity to create a more open and collective dialogue between the town's elected leaders, the organizations listed above, and the citizens who would not typically have a voice.

Physically, the town must continue to build meaningful structures and maintain and improve current structures, properties, and neighborhoods that make the town accessible and provide for its aesthetic and physical quality, safety, and attraction for the town's residents and businesses. To this extent the Griffith Police Department has taken an active role in identifying blighted properties owned by aging and/or infirm residents who, due to their conditions, are unable to adequately care for their property. Once identified these properties are referred to the Griffith Community Initiative where appropriate volunteers are located to assist in the improvement of these privately owned properties. While this effort to address blighted residential properties should not be overlooked, the town continues to be challenged in its efforts to adequately address the many vacant commercial properties located throughout the community (Griffith Cinema, Calvary Church, Pactiv, John's Fine Dining).

Economically, the town wishes to increase the number of female and minority business owners, while finding new and inventive ways to recruit businesses that suit the future of the town and support regional initiatives. Over the past five years, while our Chamber of Commerce has become less active, Griffith has experienced a rise in new business ventures. These include an eclectic café, two music

stores, a hair salon, barber shop, and three micro-breweries, all of which represent a youthful contingent of entrepreneurs driving their stakes into the ground to support their families and the town's future and diversity.

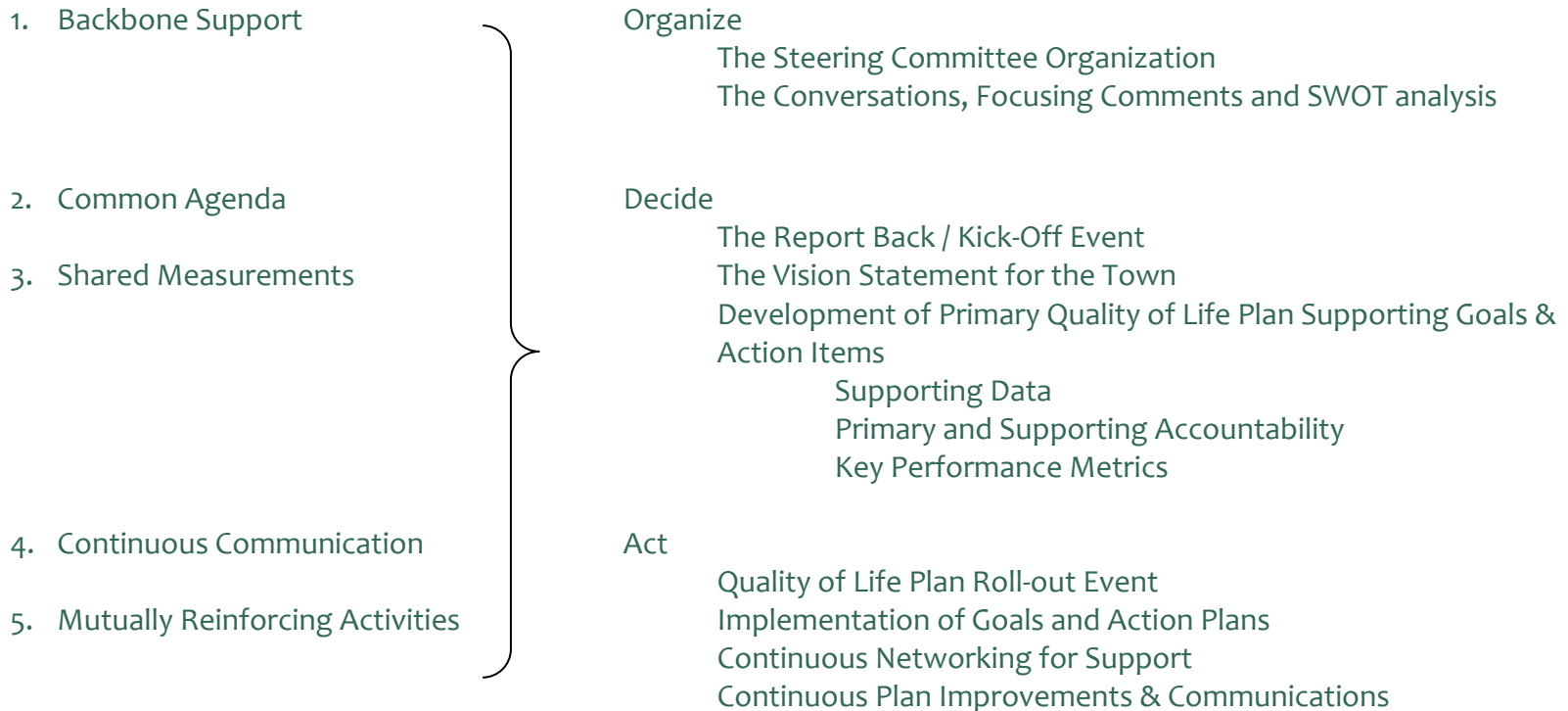
Summary and Next Steps:

As we assess the status of the community's civic, social, physical, and economic infrastructure, we realize that we have an immense amount of opportunity for neighborhood growth and development. In order to take advantage of this opportunity, to assure that we can coordinate growth and development effectively and efficiently, we realized that we must build a master plan to drive and sustain Griffith going forward. This Collective Impact Plan process fits this need and is the final critical piece to support the future of our town and our residents.



Collective Impact Process

Neighborhood Spotlight is an initiative of the Legacy Foundation that supports place-based collective impact in Lake, County, In. The supporting Collective Impact Process is defined by five principles and takes place in three stages:.



Process Goals & Timelines for Griffith Neighborhood Spotlight

The goal of Griffith Neighborhood Spotlight is to develop a Quality of Life Plan through the collaborative efforts of our residents, civic and faith-based leaders, business owners, and school and government officials, all working together for the common good of our one neighborhood community. We will use the Collective Impact Process as the primary ‘tool’ to achieve this overall goal.

ORGANIZATION:

Griffith Neighborhood Spotlight

The Griffith Neighborhood Spotlight (GNS) initiative was organized in early December, 2015, after the community of Griffith was selected to participate in the program by the Legacy Foundation in November. The GNS initiative was convened and supported by our ‘backbone’ organization, the Crossroads YMCA, after a start-up Steering Committee of six Griffith resident volunteers was formed. This group of individuals attended training in 2014 and 2015 and participated in the development of the grant application.

Touring our Neighborhood



The Legacy Grant Award



GNS Steering Committee



A Community Builder was hired in early January, 2016, to organize, facilitate, and support the work of the Steering Committee. Additional community based volunteer members joined the Committee to support the front-end ‘Engagement’ and information gathering phase of the Collective Impact process.

Conversations and Report

From January to May 2016, the GNS Committee completed a total of 187 one-on-one interviews with a combination of residents and leaders from our town government, schools, community businesses, and civic, volunteer, and faith-based organizations who were invited to 'Join the Conversation'. These 'conversations' resulted in 2064 individual comments regarding our interviewees' current perspective on the town's Quality of Life. A report containing these comments was shared with the community on Togetherness Day (May 14, 2016); this report can be found at <http://griffithymca.org/programs/social-responsibility/griffith-neighborhood-spotlight>

TogetherhooD Day Rally



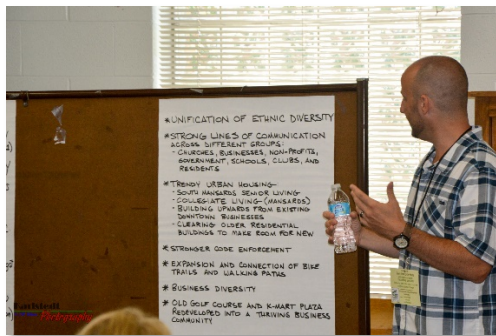
The conversations characterized our town as being clean, not too big or too small, with a good sense of town pride and safe, quiet areas to live. Many residents comment that "It's my kind of town". Participants described Griffith as having a diverse population that is close knit and pulls together in times of need. Griffith is said to be appealing to millennials with 'hipster' year-round festivals and events; respectful of its seniors; mindful of its history; with a fresh, progressive business environment. People have said that the town has good leadership and supportive community services, a diverse selection of churches with a united group of clergy, and a great network of community volunteers where residents can get involved and get things done.



The Visioning Session

On June 18th, 2015, the GNS Steering Committee hosted a Visioning Session at the Griffith Lutheran Church to create a formal Vision for the Town. The Vision was created and based on the information that was communicated at the May 14th Togetherhood Day “Report-Back” and from the input regarding what should be our focus and direction for creating work groups for our neighborhood. The invitation to be involved in this development was open to all.

A total of 35 individuals representing our Neighborhood’s civic, faith-based and volunteer organizations, as well as businesses, schools, and government came together to develop a Vision Statement for our town. This Vision provides a unifying focus for the Town’s strategic development across the next ten years.



VISION STATEMENT

Town of Griffith, Indiana

*One town, One community, **One Neighborhood***

The Town of Griffith is known for its welcoming and eclectic mixture of social, business and religious environments, grounded by its cohesive diverse population and a sense of community spirit and pride.

This “one neighborhood” feel is perpetuated by a strong coalition of community volunteers and a progressive partnership of trust with its government, town services and school town, making its residents feel supported, protected, safe and secure. A strong communication network efficiently and effectively connects all residents to their government, town services, school town, and civic, church, volunteer organizations and businesses.

Innovative housing opportunities and apartment living options offer appealing affordable choices for families of all sizes and types and people of all ages. Our beautiful, well-maintained parks and recreational facilities, walkable bike trails, children’s playgrounds and landscaped streets are decorated with seasonal and public art. These open spaces and public venues provide attractive platforms for a variety of popular outdoor festivals, markets, cultural events, youth sports, child’s play and facilitated community programs, offering conversational and social opportunities for everyone that is part of our “neighborhood”.

As a supporting economic base for the town, the popular and quaint downtown business area sits in balance and contrast to the interstate-accessible modern uptown business district and the local access corridors. Each area of commerce provides its own unique variety of progressive business opportunities and shopping conveniences for residents and visitors alike.

These binding characteristics of our town represent why “the little town that came to the tracks” in 1904 is still here and providing its close-knit residents with a great place to live, work, play, and worship - a place that feels more like a family than a town.

Griffith Neighborhood Spotlight Steering Committee

Volunteer Residents

August 22, 2016

Work Groups

Achieving the Vision

Work Groups formed around four topics to develop strategies for reaching the town's vision. Groups based their ideas on neighborhood research and data; input collected during one-on-one conversations and through the visioning session; and feedback from partners. Out of these ideas, groups drafted specific, measurable goals and work plans that highlight timelines and responsible parties and supporting partners to ensure accountability.

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING

COMMUNICATION INTEGRATION and NETWORKING

BUSINESS DEVELOPMENT and GROWTH

BRANDING and MARKETING of OUR TOWN

QUALITY of LIFE PLAN

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING

Team Members:

Tim Diamond (Team Leader) Lori Falstrom-Rose Peter Christ Valerie Wotkun Jamee Queen Dana Jelenski

The Vision:

Our beautiful, well-maintained parks and recreational facilities, children’s playgrounds, walkable bike trails and landscaped streets are decorated with seasonal and public art. These open spaces and public venues provide attractive platforms for a variety of popular outdoor festivals, markets, cultural events, youth sports, child’s play, and facilitated community programs, offering conversational and social opportunities for everyone that is part of or visiting our “neighborhood.”

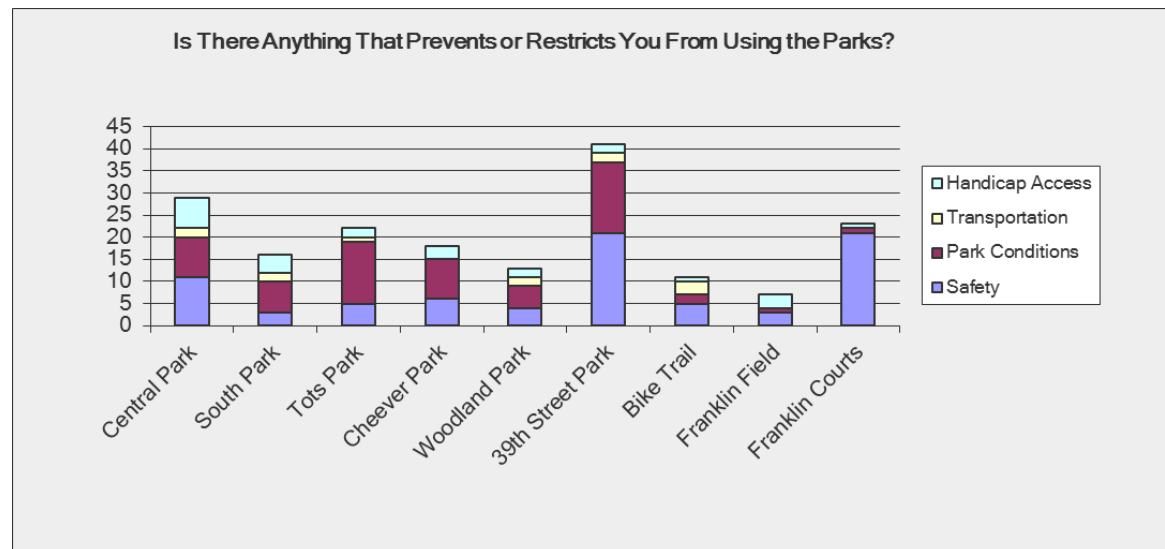
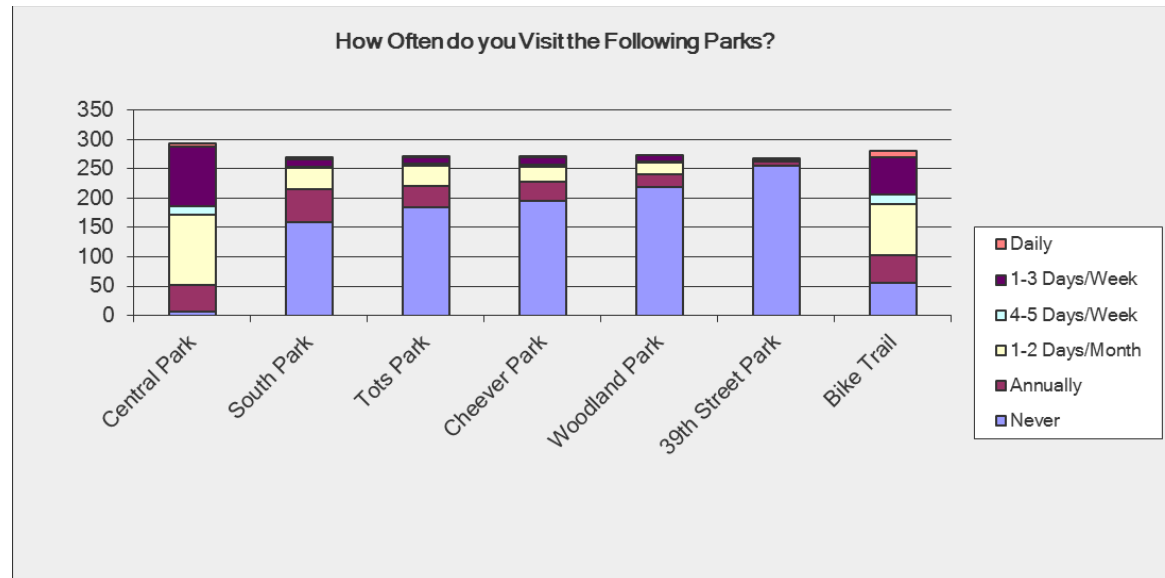
The Parks Survey:

The Parks and Recreation Board conducted a survey during the summer of 2016. 349 responded to a survey regarding the parks. 80% of respondents have lived in Griffith for over 10 years; 55% of respondents have lived in Griffith for over 20 years. Respondents varied in age, with almost three quarters being between 35 and 64 years old. It's important to note that this sample is not representative of the entire community; while it does provide important insights into park usage and perceptions, the results should not be overly generalized.

The survey asked residents about their experiences with each of the parks and recreation areas in Griffith including playgrounds run by the county, schools and apartment complex. Their responses reveal that Central Park is used most heavily, followed by the Bike Trail. Oak Ridge Prairie Lake County Park is also visited on at least an annual basis by many people. Each of the other parks had at least half of those who responded indicate that they never use the park.

The survey also asked, "Is there anything that prevents or restricts you from using the parks?" The question was answered by 119 people, among whom safety and park conditions were the biggest concerns. Park conditions primarily referenced to the playground equipment in each of the town parks are in need of refurbishing and surface enhancements. Safety was noted as a concern, however no comments to clarify key issues.

Over 100 comments were made in the survey consisting of suggestions on park playground enhancements; flower /forestry enhancements; Activity/program suggestions for all ages; and concerns regarding the need to improve the town sports venue facilities.



PARKS INFRASTRUCTURE and RECREATIONAL PLANNING: GOALS / ACTION PLANNING

Goal 1: Improve perception of safety on bike trails and in public parks, measured by a 50% decrease in safety concerns identified on the Parks and Recreation survey by December 2019.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Benchmark Parks & Recreation survey results from 2016	<ul style="list-style-type: none"> Tim Diamond 	<ul style="list-style-type: none"> Peter Ghrist Parks Board 	Jan 2017	Data documented in plan
Assess and document existing safety features (cameras, lighting, patrol)	<ul style="list-style-type: none"> Tim Diamond Peter Ghrist 	<ul style="list-style-type: none"> Chief Mance 	Feb. 2017	Data documented in plan
Develop proposal to add camera system per park.	<ul style="list-style-type: none"> Peter Ghrist 	<ul style="list-style-type: none"> Chief Mance 	Q3 – 2018	Camera system purchased, installed and documented
Develop proposal to implement 911 phone along bike path	<ul style="list-style-type: none"> Peter Ghrist 	<ul style="list-style-type: none"> Chief Mance 	Q4 – 2018	Phones exist and are functional
Share safety features to the public via newsletter and social media	<ul style="list-style-type: none"> Tim Diamond 	<ul style="list-style-type: none"> Peter Ghrist Rob Bubala 	Q2 – 2019	Newsletters sent out, Facebook post on parks and police sites, documented on website.
Evaluate and Compare 2016 to 2019	<ul style="list-style-type: none"> All team members 	<ul style="list-style-type: none"> Parks Board 	Q4 – 2019	Results regarding safety compared to determine if enhancements changed public perceptions by at least 50%

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING: GOALS / ACTION PLANNING

Goal 2: Increase Parks program offerings for kids, adults and seniors through the developing and implementation of a series of (5) new Resident Recreational Activity Programs by the end of 2021 to help build the activity resources of the Parks and Recreation Department.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Inventory and document existing programs being currently offered Review and make recommendations for improvements, consolidations, service reductions and or enhancements	<ul style="list-style-type: none"> Jamee Queen 	<ul style="list-style-type: none"> YMCA associates and staff 	Q2 – 2017	<ul style="list-style-type: none"> Documented inventory completed. Review completed with documented recommendations to help increase participation
Collaborate YMCA with Match Point Tennis club to develop / enhance combined programs at both locations creating; <ul style="list-style-type: none"> organized youth programs adult tennis programs. 	<ul style="list-style-type: none"> Jamee Queen 	<ul style="list-style-type: none"> Carl Zurbruggen Carl Davis Jerry Tauber 	Q4 – 2017	<ul style="list-style-type: none"> Activities exist, documented and publicized. Participations numbers are measured for growth over time
In conjunction with Town activity director, develop activity programs for <ul style="list-style-type: none"> kids, adults seniors 	<ul style="list-style-type: none"> Jamee Queen 	<ul style="list-style-type: none"> Dana Jelenski Michelle Velez 	Q1, 2018 – Q4, 2018 Initial (3) programs	<ul style="list-style-type: none"> Activity programs exist, documented and publicized. Participations numbers are measured for growth One new program for each age level annually

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING: GOALS / ACTION PLANNING

Goal 3: Enhance and continually restore the parks infrastructure at a 75% community acceptance level by developing and implementing a Parks and Recreation 5 year Strategic Plan to enhance and continually restore the parks infrastructure at a 75% community acceptance level .

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Define structure of strategic plan	• Tim Diamond	• DNR	August 2016	Approved by parks board and DNR
Create and execute public survey.	• Tim Diamond	• Parks Board	July 2016	Survey's resulted
Define accomplishments over the past 2 years	• Tim Diamond	• Parks Board	Sept 2016	Chapter on plan is complete
Document demographic information of the town and parks including staffing structure, park size and features, mission, and budget, census data	• Tim Diamond	• Town Hall office • Al Markut	Dec. 2016	Data collected and documented in new plan
Finalized expected improvements into the plan and obtain final approval/acceptance	• Tim Diamond	• Town Council • DNR	Jan 2017	Master plan complete and submitted to DNR
Prioritize action items defined in the plan and lay out action steps to complete the details within the Plan	• Tim Diamond	• Parks Board • Parks Department	August 2016	Approved by parks board and DNR

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING: GOALS / ACTION PLANNING

Goal 4: Increase Griffith youth sports participation by 20% by developing and implementing a Parks & Recreation Sports Revitalization Program

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Collect participation data from each sports program board to document baseline	<ul style="list-style-type: none"> Lori Falstrom-Rose 	<ul style="list-style-type: none"> Joint Parks Board, YMCA oversight committee 	Jan 2017	<ul style="list-style-type: none"> Data collected and documented.
Create Youth Sports Revitalization Team	<ul style="list-style-type: none"> Lori Falstrom-Rose 	<ul style="list-style-type: none"> youth sports leaders 	Q2 – 2017	<ul style="list-style-type: none"> Team exist and meets regularly Team members include representation from each sport youth program.
Interview each sport board to do SWOT analysis.	<ul style="list-style-type: none"> Lori Falstrom-Rose 	<ul style="list-style-type: none"> sports revitalization team 	Q3 – 2017	<ul style="list-style-type: none"> SWOT analysis documented and complete
Review SWOT Analysis to identify common key issues and develop plan to address them	<ul style="list-style-type: none"> Lori Falstrom-Rose 	<ul style="list-style-type: none"> Youth sports leaders 	Q4 – 2017	<ul style="list-style-type: none"> Resolve any low hanging fruit issues. Plan to resolve more complex issues.
Create/Enhance marketing material to further support signups and participation.	<ul style="list-style-type: none"> Lori Falstrom-Rose 	<ul style="list-style-type: none"> sports revitalization team 	Q3- 2018	<ul style="list-style-type: none"> Marketing material exists for all youth sports and distribution is maximized and consistent.

PARKS INFRASTRUCTURE and RECREATIONAL PLANNING: GOALS / ACTION PLANNING

Goal 5: Maintain and develop the growth of trees and flowers and the placement of public art within the Town's Parks and on its Bike Trails through the development & implement a Parks & Trails Beautification (internal Tree Commission) Plan over the next 5 years.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
Document current tree canopy % and any historical canopy % if available.	<ul style="list-style-type: none"> Town Arborist 	<ul style="list-style-type: none"> DNR- Division of Forestry- Carrie Tauscher 	Spring – Fall 2017	<ul style="list-style-type: none"> Canopy data documented in master plan.
Conduct tree inventory at specified time frames to identify species and age of existing trees	<ul style="list-style-type: none"> Town Arborist Master Gardeners 	<ul style="list-style-type: none"> DNR- Division of Forestry- Carrie Tauscher Nikki Witkowski- Purdue Master Gardener Educator Valerie Wotkun, Cheryl Wiseman- Tree Stewards Imagine Griffith Volunteer network Residents 	<ul style="list-style-type: none"> Q2-Q3 2017 Q2- 2017 Q2- 2018 	<ul style="list-style-type: none"> Documented inventory Commissions exist and meet regularly Maintenance plan documented and approved.

Identify all areas of planting and landscaping	<ul style="list-style-type: none"> • Valerie Wotkun, • Jan Demps, • MaryAnn Wiltfong, • Nikki Miklusak 	<ul style="list-style-type: none"> • Imagine Griffith volunteers (already in place) • Volunteer groups to adopt- Imagine Griffith volunteer network 	Spring – Fall 2017	<ul style="list-style-type: none"> • Planting areas documented and mapped.
Create a Public Art Commission to promote the sponsoring and placement of permanent public art throughout the town's parks and public places.	<ul style="list-style-type: none"> • Joan Algozzini, Imagine Griffith; Public Arts Advocate 	<ul style="list-style-type: none"> • Imagine Griffith volunteers (already in place) • Volunteer groups to adopt- Imagine Griffith volunteer network 	<ul style="list-style-type: none"> • Q2-Q3 2017 • Q2- 2017 • Q2- 2018 	<ul style="list-style-type: none"> • Commission of 6-10 members exists and meets regularly. including Master gardeners, Arborists, Art enthusiast, foresters.

QUALITY of LIFE PLAN

COMMUNICATION INTEGRATION and NETWORKING

TEAM MEMBERS

Kelly Sobieck (Team Leader)
Debbie Dillon
Luther Phillips

Kathy Ruesken
Christine Brenner
CouncilMan Jim Marker
(Advisor)

Carrie Sovola (Team Leader)
Susan Gempke
Tommy Biancardi

The Vision:

A strong communication network efficiently and effectively connects all residents to their government, town services, school town, and civic, church, volunteer organizations and businesses.

COMMUNICATION INTEGRATION and NETWORKING: GOALS / ACTION PLANNING

Goal 1: Analyze and profile the Town's current communication methods for all participants regarding community-based news, events, and information and their systems, platforms or channels for publishing, posting or distribution by creating a Griffith Event /Activities Communication Database .

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Inventory and matrix all public communication methods</u> by their participant base and contacts, and classified by their systems, platforms or channels for: <ul style="list-style-type: none"> • Publishing • Posting, or • Distribution 	<ul style="list-style-type: none"> • GNS Communications team • Imagine Griffith Communications Advocates 	<ul style="list-style-type: none"> • Named individual contacts for each base participant • Named representative contacts for each resident participation group 	Jan - Mar 2017	<u>Completed inventory list of all public communication methods</u> classified by their systems, platforms or channels for publishing, posting or distribution.
<u>Create a set of Communication utilization method surveys</u> and contacts for use across the Town's participant base for: <ul style="list-style-type: none"> • Residents /Homes & Apartments • School Town • Churches • Town Government and Services • Volunteer Groups • Civic Organizations • Businesses 	<ul style="list-style-type: none"> • GNS Communications team members • Imagine Griffith Communication Advocates 	<ul style="list-style-type: none"> • Residents /Homes & Apartments • Town Government • Imagine Griffith • School Town • Civic Organizations • Businesses • Other Volunteer Groups • Churches 	Mar - Jun 2017	<u>Set of communication surveys for distribution</u> inclusive and representative of the above inventory list.

<p><u>Distribute individual surveys as required to the Town's participant base contacts</u> to gather contact information and survey data.</p> <ul style="list-style-type: none"> Residents /Homes & Apartments School Town Churches Town Government and Services Volunteer Groups Civic Organizations Businesses 	<ul style="list-style-type: none"> GNS Communications team members Imagine Griffith Communications Advocate Team members 	<p>Named participant base contacts for;</p> <ul style="list-style-type: none"> Residents /Homes & Apartments School Town Churches Town Government and Services Volunteer Groups Civic Organizations Businesses 	Jul – Oct 2017	<p><u>List of communication surveys distributed</u></p> <ul style="list-style-type: none"> At least 1,000 individuals surveyed between platforms
<p><u>Collect survey information from each base participant / related to the systems, platforms or channels used for:</u></p> <ul style="list-style-type: none"> Publishing Posting, or Distribution 	<ul style="list-style-type: none"> GNS Communications team members Imagine Griffith Communications Advocate Team members 	<p>Named participant base contacts for;</p> <ul style="list-style-type: none"> Residents / Homes & Apartments School Town Churches Town Government and Services Volunteer Groups Civic Organizations Businesses 	EOY 2017	<p>Set of participated completed surveys</p> <ul style="list-style-type: none"> At least 350 valid responses between platforms
<p><u>Summarize, categorize, and analyze survey information data</u> as needed to create the required detailed Communication profiles</p> <ul style="list-style-type: none"> Cross reference data base for each support system platform and participant base. <p><u>Gather U.S. census data</u> to further understand the demographics of the Town (age, cultural and geographical factors) and the participant base audience</p>	<ul style="list-style-type: none"> GNS Communications team members 	<ul style="list-style-type: none"> IUN Collaborative partners Town Government collaborative partners 	EOY 2017	<p><u>Set of summarized Communication Profiles</u> = Griffith Community Communication Information Baseline. (To be updated over time)</p> <p><u>Current U.S. Census Data profile for the Town of Griffith</u></p>

COMMUNICATION INTEGRATION and NETWORKING: GOALS / ACTION PLANNING

Goal 2: Provide increased and improved information, assistance in volunteer networking, and facilitation for linking residents and visitors within the participation base scope and framework **by developing a Griffith Event /Activities Communication Coalition based within the Imagine Griffith (IG) Organization**

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Develop new Communication Coalition advocate volunteers</u> to work within Imagine Griffith to expand IG Network within the participation base; 1. Residents / Homes & Apartments 2. School Town 3. Churches 4. Town Government and Services 5. Volunteer Groups 6. Civic Organizations 7. Businesses	<ul style="list-style-type: none"> Carrie Sovola 	<ul style="list-style-type: none"> Valerie Wotkun & Imagine Griffith Communication Advocate Participation base contact representatives 	June 2017	Restructured Communication Coalition with <u>(7) participation base volunteer advocates.</u>
<u>Develop topical outline of shared content information</u> for posting, publication, and distribution of events / volunteer projects and other information sharing.	<ul style="list-style-type: none"> Communication Coalition 	<ul style="list-style-type: none"> Residents/Homes & Apartments School Town Churches Town Government and Services Volunteer Groups Civic Organizations Businesses 	Sept 2017	Communication Advocates having <u>presented itemized topical content list of information</u> to be shared through scheduled distribution on common platforms.

<u>Develop standards and best practices for use of shared content information</u> for posting, publication, of events / volunteer projects and other information sharing.	<ul style="list-style-type: none"> • Communication Coalition 	<ul style="list-style-type: none"> • Residents /Homes & Apartments • School Town • Churches • Town Government and Services • Volunteer Groups • Civic Organizations • Businesses 	Sept 2017	Communication Advocates having <u>presented summary of standards and best practices</u> for use with published and shared information
<u>Hold a yearly Communications Coalition Event Communication planning meeting and ideas session</u> with all interested organizations and individuals. Used to gather suggestions on what type of events could additionally be well supported and / or effective for partnering.	IG Communications Advocate - Ken Karlstedt	<ul style="list-style-type: none"> • Imagine Griffith Communication Advocate • Communication Coalition 	January 2017	Document the dates, locations and event / activity descriptions and Coordinators for each event. <ul style="list-style-type: none"> • Provide contact information
<u>Create an updated Griffith Community Volunteer and Organizational Event Calendar</u> for both on-line and printing. <ul style="list-style-type: none"> • Identify a process for regularly updating the calendar. 	IG Communications Advocate - Ken Karlstedt	<ul style="list-style-type: none"> • Imagine Griffith Communication Advocate • Network Base contact representatives 	February 2017 June 2017	Itemized, posted/ published Calendar of Griffith Community Volunteer and Organizational Events information for the year.

COMMUNICATION INTEGRATION and NETWORKING: GOALS / ACTION PLANNING

Goal 3: Develop a Community Communications Newsletter printed media platform to enhance / integrate the delivery of information and increase citizen and visitor awareness of our Community based news, events, celebrations and information.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Form a development team</u> to outline a Project proposal to include: <ul style="list-style-type: none"> Media format Publication content Distribution list Methods of distribution Estimate costs of publication 	<ul style="list-style-type: none"> GNS Communications team members 	<ul style="list-style-type: none"> IG Communications Advocate team Academic supporting partners Town Government supporting individuals 	June 2017	<ul style="list-style-type: none"> List of team members and association affiliations. Finalized publication proposal document
<u>Develop tentative partnerships to publish non-technical media format</u> – suggestions to include: <ul style="list-style-type: none"> GHS Journalism Dept. American Marketing & Publishing LLC Griffith Business Collaborations Academic collaborative partners 	<ul style="list-style-type: none"> GNS Communications team members 	<ul style="list-style-type: none"> IG Communications Advocate team Academic supporting partners Town Government supporting individuals 	Sep 2017	<ul style="list-style-type: none"> Finalized list and selection of publication partnership(s). Must include both media content provider and publisher / distributor
<u>Locate funding resources for project:</u> <ul style="list-style-type: none"> Grants Business sponsorships Schedule, produce and distribute publication	<ul style="list-style-type: none"> GNS Communications team members Publisher 	<ul style="list-style-type: none"> IG Communications Advocate team Town Government supporting individuals 	Oct 2017	<ul style="list-style-type: none"> Documented grant proposals Funding agreement 500 to 1500 distributed on fixed schedule

COMMUNICATION INTEGRATION and NETWORKING: GOALS / ACTION PLANNING

Goal 4: Create a single (best) application platform for all Griffith Event /Activities Communication information to simplify and increase access to citizen and visitor awareness of our Community based news, events and information.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<p><u>Evaluate options to use as best application platform to serve the town Neighborhood (along with #3 above) in accessing the GEACC information:</u></p> <ul style="list-style-type: none"> • <u>use of single unifying website for all base participants</u> • <u>use of tie-in links to all base participants on the Town's website via an "in-development" 311 application.</u> • <u>use of an additional Town Message Board on the Town's website platform. (Similar to a weekly version of the Griffith Informer)</u> 	NS Communications Team	<ul style="list-style-type: none"> • TC Representative • Web-Site Developer • Outside Consultant 	June 2018	Go or No-Go decisions on each – some could be combined or integrated.
1. <u>Create single unifying (GEACD) website; or</u>	NS Communications Team	<ul style="list-style-type: none"> • TC Representative • Web-Site Developer • Outside Consultant 	Sept 2018	All GEACC link information <u>regularly posted to single (GEACC) Website daily</u>
2. <u>Create expanded tie-in links on the Town's existing website using the new 311 application site; or</u>	NS Communications Team	<ul style="list-style-type: none"> • TC Representative • Town Webmaster • Outside Consultant 	Sept 2018	All GEACC link information <u>regularly posted to Town Website daily</u>
3. <u>Create a GEACC Town Message Board (expanded or combined use of Imagine Griffith FB page or Griffith Informer formats) by enhancing the Town's website to support "311" and a GEACC website</u>	NS Communications Team	<ul style="list-style-type: none"> • TC Representative • Town Webmaster • Outside Consultant 	Sept 2018	All GEACC link information <u>regularly posted to GEACC Message Board platform daily</u>

QUALITY of LIFE PLAN

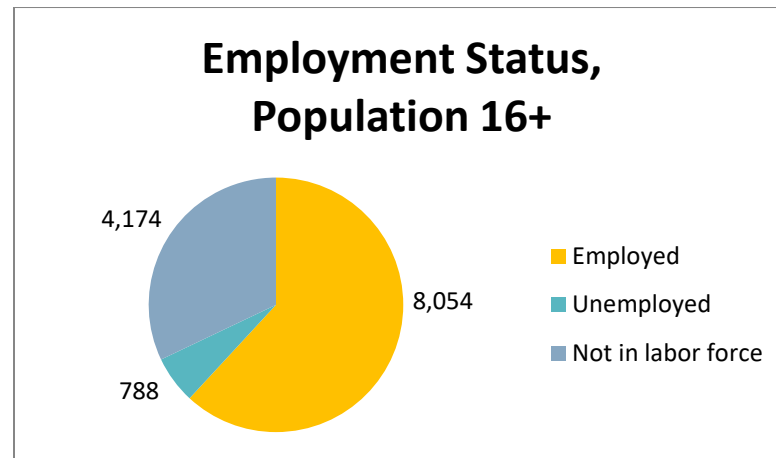
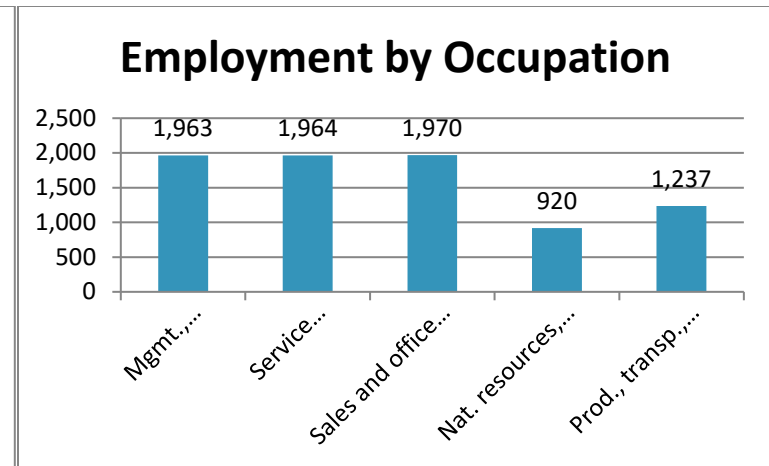
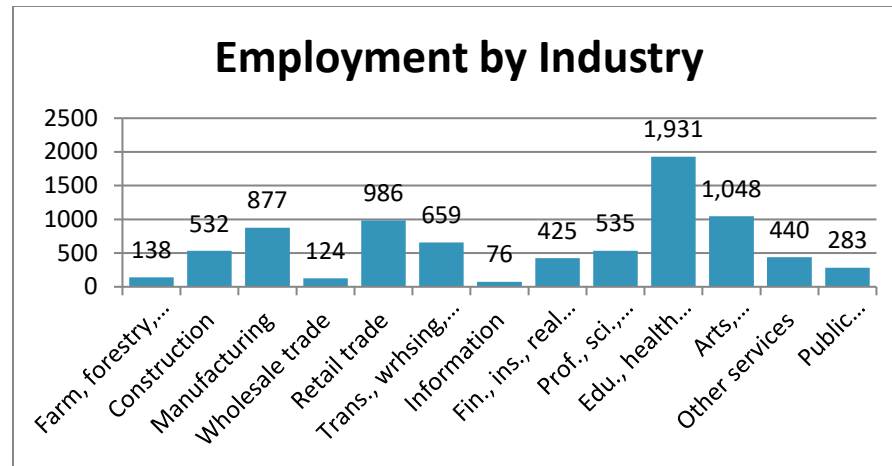
BUSINESS DEVELOPMENT and GROWTH

Team Members

Shawn Graham (Team Leader) Ken Karlstedt, Sr.

The Vision:

As a supporting economic base for the town, the popular and quaint downtown business area sits in balance and contrast to the interstate-accessible modern uptown business district and the local access corridors. Each area of commerce provides its own unique variety of progressive business opportunities and shopping conveniences for residents and visitors alike.



BUSINESS DEVELOPMENT and GROWTH GOALS / ACTION PLANNING

Goal 1: Develop and implement a quarterly facilitated Neighborhood Business Forum beginning with 5 participating businesses in 2017, to exchange concerns and recommendations for their resolution..

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Recruit at least (5) participating businesses</u> by utilizing contacts among business owners in the town.	<ul style="list-style-type: none"> Shawn Graham Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Q1 2017	At least 5 businesses participate in each forum
<u>Secure through invitation, at least (2) Town Council members</u> to participate in the community business forum. Develop a Business Planning / Tracking document to make transparent the combined and coordinated ; <ul style="list-style-type: none"> Uptown / Downtown Revitalization agenda Economic Development agenda 	<ul style="list-style-type: none"> Shawn Graham Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5) <ul style="list-style-type: none"> DRC Member EDC Member 	Q1 2017	2 town council participants at each forum <ul style="list-style-type: none"> 1 representative of the downtown revitalization committee 1 representative of the economic development commission
<u>Host a quarterly facilitated forum.</u> The first will be open topic, later forums may be open or address specific issues raised in the first forum, with invited guests to speak to the topic.	<ul style="list-style-type: none"> Shawn Graham Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Quarterly beginning mid-2017	Invitations to local businesses sent each quarter. One forum hosted at least each quarter. Evaluate participation and efficacy after 4 forums.
<u>Identify a suitable location and schedule to maximize participation.</u> Identify a facilitator for each forum, and speakers to invite.	<ul style="list-style-type: none"> Shawn Graham Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Q1 2017 initially, evaluate logistics after each forum	Location and date/time published for first 2 forums with the initial invitation Secure a time/date/location for subsequent forums at least one quarter in advance.

BUSINESS DEVELOPMENT and GROWTH GOALS / ACTION PLANNING

Goal 2: Co-Develop a Neighborhood Communications Newsletter printed media platform to enhance / integrate the delivery of information to increase citizen and visitor awareness of our Community based news, events, celebrations , information and local business advertising.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Join the Communications development team</u> to outline a Project proposal to include: <ul style="list-style-type: none"> Media format Publication content Distribution list Methods of distribution Estimate costs of publication 	<ul style="list-style-type: none"> Shawn Graham Imagine Griffith Business Advocate Griffith Business Association Core Members (5) 	<ul style="list-style-type: none"> IG Communications Advocate team Academic supporting partners 	June 2017	<ul style="list-style-type: none"> List of team members and association affiliations. Finalized publication proposal document
<u>Work with tentative partnerships to publish non-technical media format</u> – suggestions to include: <ul style="list-style-type: none"> GHS Journalism Dept. American Marketing & Publishing LLC Griffith Business Collaborations Academic collaborative partners 	Griffith Business Association Core Members (5)	<ul style="list-style-type: none"> IG Communications Advocate team Academic supporting partners 	Sep 2017	<ul style="list-style-type: none"> Finalized list and selection of publication partnership(s). Must include both media content provider and publisher / distributor
<u>Assist in locating funding resources for project</u> within Business Community to create <ul style="list-style-type: none"> Business sponsorships 	Griffith Business Association Core Members (5)	<ul style="list-style-type: none"> IG Communications Advocate team 	Oct 2017	<ul style="list-style-type: none"> Documented grant proposals Funding agreement 500 to 1500 distributed on fixed schedule

BUSINESS DEVELOPMENT and GROWTH GOALS / ACTION PLANNING

Goal 3: Develop and implement a Griffith Business Association (GBA) by Sept 2018 with a minimum of (10) participating businesses - to provide a common collective organization to build relationships that promote the advancement and improvement of Griffith's business climate, internal support and external outreach.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Discuss formation of a Griffith Business Association (GBA)</u> with potential members in one-on-one meetings to gauge interest and desired focus/impact.	<ul style="list-style-type: none"> Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Q1 2018	Commitment of at least 10 businesses to participate for a minimum of one year
<u>Formation of a mission/purpose</u> , establishment of an initial board of directors, drafting bylaws, and formal organization.	<ul style="list-style-type: none"> Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Q2 2018	Incorporation with the Indiana Secretary of State
<u>Develop a GBA Strategic Plan</u> to guide \: <ul style="list-style-type: none"> What this group can do to build a better environment for Griffith businesses. Discuss the impact of this group on the community & the Highland-Griffith Chamber of Commerce 	<ul style="list-style-type: none"> Imagine Griffith Business Advocate 	Griffith Business Association Core Members (5)	Q3 2018	Strategic Plan document completed, reviewed and approved by core members.

QUALITY of LIFE PLAN

BRANDING and MARKETING of OUR TOWN

Team Members

Nick Biancardi (Team Leader)

Quin Barwick Michelle Velez Kim Swender

The Vision:

The Town of Griffith is known for its welcoming and eclectic mixture of social, business and religious environments, grounded by its cohesive diverse population and a sense of community spirit and pride.

This ‘one neighborhood’ feel is perpetuated by a strong coalition of community volunteers and a progressive partnership of trust with its government, town services and school town, making its residents feel supported, protected, safe and secure.

These binding characteristics of our town represent why “the little town that came to the tracks” in 1904 is still here and providing its close-knit residents with a great place to live, work, play, and worship - a place that feels more like a family than a town.

BRANDING & MARKETING of OUR TOWN: GOALS / ACTION PLANNING

Goal 1: Establish A Brand Strategy and Visual Identity that unifies all visuals, marketing materials, and signage that is Town Council approved by the end of September 2017.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Create a social media questionnaire for Griffith residents</u> <ul style="list-style-type: none"> to discover which aspects of our town they feel are unique - something that other local towns can't claim. 	Branding / Marketing Team	Town Council representative Advertising Consultant	Results by January 31st, 2017	Questionnaire results 1,000 unique responses from Griffith residents
<u>Survey residents from nearby communities to find out</u> <ul style="list-style-type: none"> their thoughts on our town, when/why, if ever, they choose to spend time here. 	Branding / Marketing Team	Town Council representative Advertising Consultant	Results by January 31st, 2017	Survey results 1,000 unique responses from outside Griffith
<u>Review any visual plan in place during the downtown revamp,</u> <ul style="list-style-type: none"> use it as a basis to develop visuals. 	Imagine Griffith	Town Council representative Advertising Consultant	As soon as possible after Jan 31st, 2017	Acquisition of revamp plan
<u>Develop a list of key values and assets</u> <ul style="list-style-type: none"> Will serve as a basis for structuring our brand strategy. Based on results from the questionnaire and survey. 	Branding / Marketing Team	Town Council representative Advertising Consultant	February 28th, 2017	List of 3 – 5 values/assets
<u>Create several "brand statements" that summarize the town.</u> <ul style="list-style-type: none"> act as a cornerstone for further brand development. Use the identified values and assets (Based on the strategy used by North Star Ideas, northstarideas.com) 	Branding / Marketing Team	Town Council representative Advertising Consultant	List of statements by March 31th, 2017	List of statements

<u>Determine which “brand statement” statement will be used to move forward</u> <ul style="list-style-type: none"> via survey to town residents. 	Goal Leader	Town Council representative Advertising Consultant	Final statement by April 30th, 2017	Final brand statement in place 1,000 unique responses from Griffith residents
<u>Present the idea of creating a structured brand strategy to the Town Council</u> <ul style="list-style-type: none"> receive the go ahead to begin working on the visual assets. 	Branding / Marketing Team	Town Council representative Advertising Consultant	May 19th, 2017	Town Council's approval or rejection.
<u>Compile a brand manual booklet</u> <ul style="list-style-type: none"> develop and refine the visual components of the brand, determination on an official logo for use throughout and outside the town 	Branding / Marketing Team Imagine Griffith	Town Council representative Advertising Consultant	August 31st, 2017	Completed Brand Manual
<u>Finalize the brand strategy and visual guidelines</u> <ul style="list-style-type: none"> have approved and recognized by Town Council. 	Branding / Marketing Team	Town Council representative Advertising Consultant	By Sept. 30th	Approval of brand strategy by Town Council.

BRANDING & MARKETING of OUR TOWN: GOALS / ACTION PLANNING

Goal 2: Develop A Multi-Media Marketing Campaign reaching a market internal and external to Griffith to Bring Awareness To Our Town And What It Has To Offer Relative To Its Quality Of Life by the end of May 2018.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Determine which aspects of the town we want to focus on marketing.</u> <ul style="list-style-type: none"> Using the results from Goal #1, 	Branding / Marketing Team	<ul style="list-style-type: none"> Town Council representative Advertising Consultant 	Oct. 31st 2017	List of ideas.
<u>Determine where we want the campaign to be seen</u> and <ul style="list-style-type: none"> what forms of media, how often we will advertise, how far the ads will reach geographically. 	Branding / Marketing Team	<ul style="list-style-type: none"> Town Council representative Advertising Consultant 	Nov. 30 th 2017	List of "where, what, how"
<u>Develop several concepts for potential campaigns</u> <ul style="list-style-type: none"> review with Town Council. 	Branding / Marketing Team	<ul style="list-style-type: none"> Town Council representative Advertising Consultant 	Concepts by December 15th, 2017.	Have at least 3 concepts in place.
<u>Move forward with visually creating the chosen campaign.</u>	Branding / Marketing Team	<ul style="list-style-type: none"> Town Council representative Advertising Consultant 	By March 31st, 2018	Visual advertising assets developed
<u>Secure funds to roll out campaign over predetermined media forms.</u>	Neighborhood Spotlight (grants)	<ul style="list-style-type: none"> Town Council representative 	By April 30th, 2018	Funds committed and secured.
<u>Work with Town Council to finalize campaign before rolling it out.</u>	Branding / Marketing Team	<ul style="list-style-type: none"> Town Council representative Advertising Consultant 	By May 31st, 2018	Advertising campaign begins.

BRANDING & MARKETING of OUR TOWN: GOALS / ACTION PLANNING

Goal 3: Develop a Permanent Organization to work with the Town and Business Community to continually develop growth strategies and support both the Communications Integration and Networking, and Business Development & Growth Project teams. Continue applied use of the predetermined marketing strategies and develop new strategies by the end of 2017. Act as a think tank for potential new ideas.

Action Steps	Responsible Party	Supporting Partner(s)	Timeframe	Measures/Evaluation
<u>Discuss continuance of the Griffith Marketing Team (GMT) to support:</u> <ul style="list-style-type: none"> Economic Development Redevelopment Commission Seek Town Council Approval 	Branding / Marketing Team	<ul style="list-style-type: none"> Economic Development Redevelopment Commission 	Q1 2018	Approval / non-approval by the Town Council
<u>Establish a formal organization.</u> <ul style="list-style-type: none"> Develop and document mission and purpose statement Hold a call out/informational session to look for potential volunteers. 	Branding / Marketing Team	<ul style="list-style-type: none"> Economic Development Redevelopment Commission 	Q1 2018	Mission and Purpose Statement complete
<u>Develop a Strategic Plan</u> to guide: <ul style="list-style-type: none"> What can this group do to assist in Business and Commerce Development Develop concept and specifications for a “visit.griffith” tourism website 	Griffith Marketing Team	<ul style="list-style-type: none"> Economic Development Redevelopment Commission Business Associates Communications Team 	Q2 2018 Q3 2018	Strategic Plan document completed, reviewed and approved by GMT members. Concept draft for Tourism Website

Next Steps:

Our goal going into 2017 is to initiate the work outlined in each of the (4) Work Projects with your help and support. We will need additional volunteers and leaders to keep the momentum going from 2016 and hopefully be able to add new work projects as the needs arise. We also need to create support partnerships with businesses, institutions, church work groups, volunteer organizations and as many residents who want to give of their time and talents to help improve our Neighborhood's Quality of Life.

So if you would like to get involved, contribute alongside your fellow citizens while building new relationships, please contact me and let's have a Conversation.

Contact Person:

Ken Karlstedt, Sr.

Community Builder

takumikek@aol.com

219-614-7425

Check us out at

- **www.facebook.com/griffithspotlight**