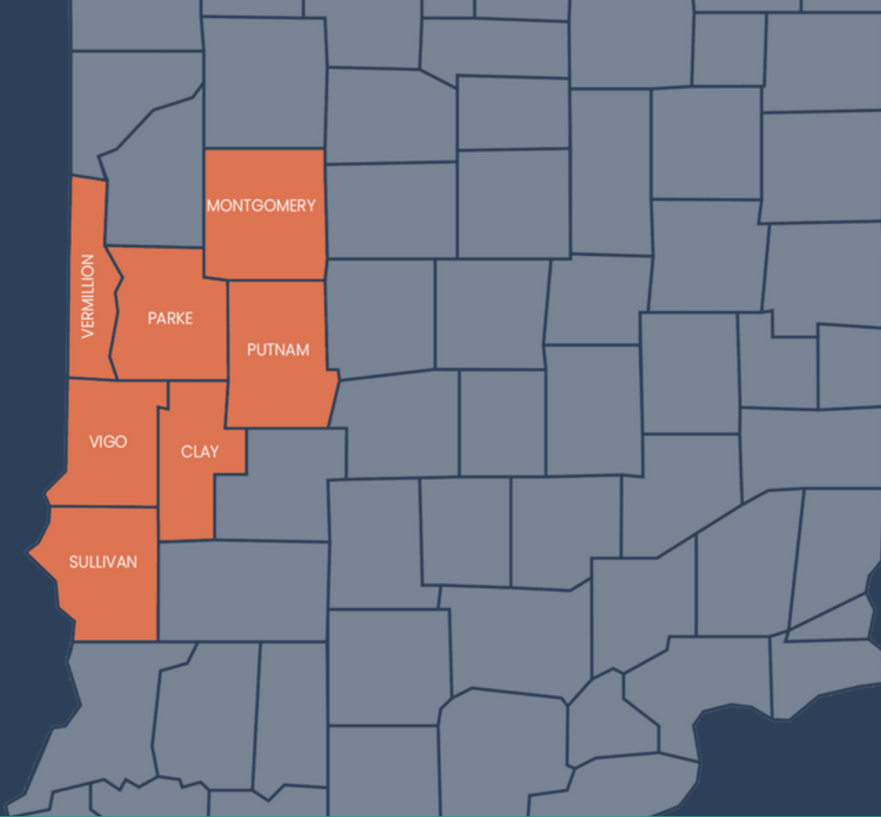




WEST CENTRAL INDIANA

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

2023–2027

ACKNOWLEDGEMENTS

FUNDING PARTNERS

- US Economic Development Administration

PARTICIPATING ORGANIZATIONS

- Duke Energy
- Greencastle/Putnam County Development Center
- Terre Haute Chamber of Commerce
- Brampton Brick
- Montgomery County Board of Commissioners
- Jay's Autoworld
- Putnam County Council
- Indiana State University
- Vermillion Rise Mega Park
- Vermillion County Economic Development Council
- Montgomery County Council
- CenterPoint Energy
- City of Sullivan
- Montgomery County Plan Commission
- Terre Haute Regional Airport
- Parke County Board of Commissioners
- Milligan Farms
- Vigo County Board of Commissioners
- Northwest Investment Services
- Sycamore Winery
- Indiana Small Business Development Center
- WorkOne Western Indiana
- A&B Farmhouse
- Partnership Parke County
- The Fountain Trust Company
- Vermillion County Board of Commissioners
- Thrive West Central

We are also grateful for the guidance and participation of Thrive West Central's Board of Directors and other key stakeholders in the private, public, and nonprofit sectors in the region.

The West Central Indiana Comprehensive Economic Development Strategy (CEDs) was prepared by Thrive West Central. It is funded by the Economic Development Administration, and we wish to express our sincere gratitude for their support of this effort.

STRATEGY COMMITTEE

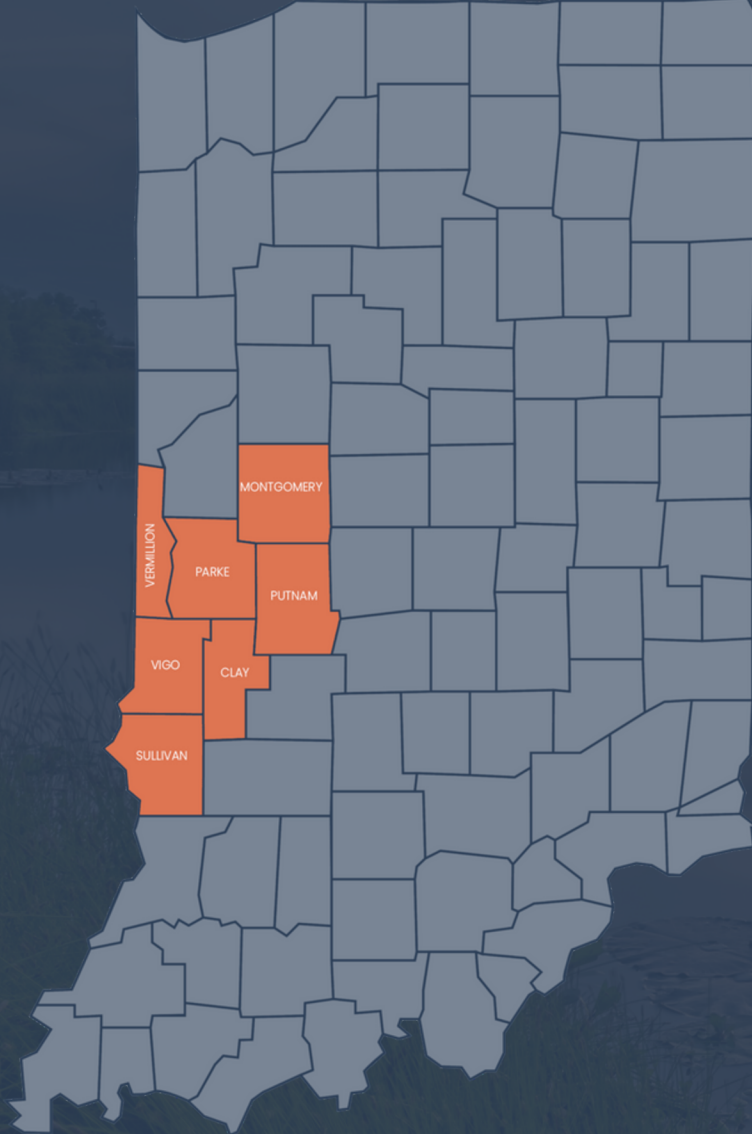
- Rick Burger
- Douglas Hess
- Larry Moss
- Kristin Clary
- Councilman David Hunt
- Daniel Pigg
- Kristin Craig
- Jennifer Isbell-Scott
- Courtney Richey-Chipol
- Chris Egge
- Mayor Clint Lamb
- Mike Smith
- Commissioner John Frey
- Steve Loy
- Andy Stone
- Tim Garrett
- Kara McIntosh
- Cyndi Todd
- Councilman Phil Gick
- Commissioner Jim Meece
- Douglas Weisheit
- Greg Goode
- Thomas Milligan
- Commissioner Tim Yocum
- Bob Grewe
- Commissioner Mike Morris

CONTENTS

I. Introduction.....	3
Overview of Region.....	3
Purpose of the CEDS.....	4
CEDS Development Process.....	4
Vision Statement.....	4
II. Summary of the Economic Development Conditions....	6
Economic Overview.....	6
Demographic and Socioeconomic Data.....	7
Employment, Occupations, and Industries.....	10
Housing.....	12
Infrastructure.....	13
Education and Childcare.....	14
Impact of COVID-19.....	16
III. SWOT Analysis.....	17
IV. Strategic Direction.....	19
V. Action Plan.....	23
VI. Evaluation Framework.....	27
Appendix A. Public Comment.....	28
Appendix B. County Projects.....	29



I. INTRODUCTION



Overview of Region

West Central Indiana—made up of Clay, Montgomery, Parke, Putnam, Sullivan, Vermillion, and Vigo counties—is centrally located on the western border of Indiana, adjacent to Illinois (see map, right). It is a vibrant region of rural communities, 47 incorporated cities and towns, and one Class II City—the City of Terre Haute in Vigo County. The region is home to many state and local parks, nationally recognized sports establishments, distinguished educational institutions, historic downtowns, museums, performing arts centers, and rural farmlands. Each county has its own distinct assets that complement one another while also sharing a unified culture and Hoosier hospitality.

Its business-friendly environment allows for continuous growth and new entrepreneurial opportunities. Throughout the region, you will find a wide range of local and chain businesses that support the region and its residents. Counties like Vigo, Montgomery, and Putnam offer bustling small cities centered around college life, while other communities like Sullivan or Brazil have invested in their downtowns to become havens for the individuals who reside there. West Central Indiana's rural communities thrive off their farmlands and vast greenery and host a large portion of the region's population.

Purpose of the CEDS

Thrive West Central (“Thrive”) is an EDA-designated Economic Development District (EDD). Part of Thrive’s responsibility as an EDD is to develop, in close cooperation with the Strategy Committee and regional stakeholders, a Comprehensive Economic Development Strategy (CEDS) and to update it every 5 years. The purpose of the CEDS is to guide the economic development and resiliency of the region. It is meant to help establish and maintain a robust economic ecosystem by building regional capacity that contributes to individual, firm, and community success. The CEDS planning process also provides a vehicle for individuals, organizations, local governments, educational institutions, and private industry to engage in meaningful conversation and debate about economic development in the region. Furthermore, it is increasingly important for tapping into federal and state funding as a demonstration that proposed grant projects are derived from a regional planning process.

CEDS Development Process

The CEDS was developed through a regional economic development planning process steered by the CEDS Strategy Committee and coordinated by Thrive West Central. The committee, which is appointed by the Thrive’s board of directors, represents a broad spectrum of public and private interests. Members met multiple times throughout 2022 to develop the CEDS vision, conduct a SWOT analysis, agree on regional goals and objectives, and develop an action plan and performance measures. The CEDS committee also supported the solicitation of input from other regional stakeholders and residents. Following completion of the CEDS, Committee members will meet periodically to discuss progress on key elements of the CEDS and to make recommendations for amendments to the document based on changes to the economic environment.

Thrive West Central also relied on its broad-based planning process and community engagement that took place throughout 2021 as part of the development of Resilient, an economic recovery and resiliency plan funded by the Economic Development Administration. Thrive publicized two economic recovery surveys to better understand residents’ concerns and priorities for economic development and COVID-19 recovery, which revealed many concerns that predated the pandemic but were exacerbated or seen in a new light. Thrive held both in-person and virtual public focus groups in each of the counties to dig deeper into the nuances of these issues. In all, Thrive received 466 survey responses and saw 95 focus group participants. This robust community input helped form the basis of not only Resilient, but also of the 2023–2027 CEDS.

After the initial draft of the CEDS was completed, Thrive West Central, with the support of the Strategy Committee, published the document for public review and comment from Oct 1st to 31st. The CEDS was available online on Thrive’s website and in person at Thrive’s office.. Thrive received and responded to 5 comments. See Appendix A for details.

Vision Statement

The vision statement describes where the region hopes to be in the future and how it will get there. It is the basis for this strategy’s goals, objectives, and actions.

West Central Indiana is committed to broad regional collaboration that increases resiliency; makes the region a vibrant, desirable place to live; develops a robust skilled workforce; and nurtures a highly supportive ecosystem for businesses.

Guiding Principles

Through implementation of the CEDS, we will apply these principles to all goals, objectives, and actions to promote economic development across the region.



Strengthen regional collaboration: Regionalism is the key to success. We will work to ensure that all local leaders understand that the whole is greater than the sum of its parts and take steps to continue building and maintaining regional partnerships.



Tell our story: In everything we do, we will celebrate successes and share the captivating stories of our region and its people.



Take an asset-based approach to development: We will seek to identify, mobilize, and build on existing assets within the region, rather than dwelling on shortcomings.



Build the capacity of local government, nonprofits, and businesses: Through education, mentorship, and tapping into outside funding, we will seek to build the capacity and knowledge of local stakeholders in achieving sustainable economic development.



Cultivate resilience: Building off the region's Resilient plan, we recognize the need to integrate economic resilience strategies throughout CEDS implementation, including anticipating possible risks and positioning the region to withstand such shocks.

II. SUMMARY BACKGROUND OF THE ECONOMIC DEVELOPMENT CONDITIONS OF THE REGION

Economic Overview

Among West Central Indiana's core assets are several leading higher education institutions: DePauw University, Indiana State University, Ivy Tech Community College of Indiana, Rose-Hulman Institute of Technology, Saint Mary-of-the-Woods College, and Wabash College. In addition to being significant employers, they provide a highly educated and academically diverse workforce and serve as a talent attraction magnet for the region.

West Central Indiana has abundant natural resources, including the Wabash River (previously a transportation corridor and now a cultural and recreational resource), Sugar Creek, Big Walnut Nature Preserve, industrial mineral reserves like clay, gravel, and sand; agricultural and timber resources; and energy sources like coal, natural gas, and crude oil.

Another top strength of the region is its diversified manufacturing base, with specializations in primary and fabricated metal products, plastics and rubber products, chemicals, transportation equipment, food processing, and wood products. Emerging industries that are poised for growth include Energy and Transportation & Logistics.

West Central Indiana is projected to continue steadily losing population over the next 30 years.

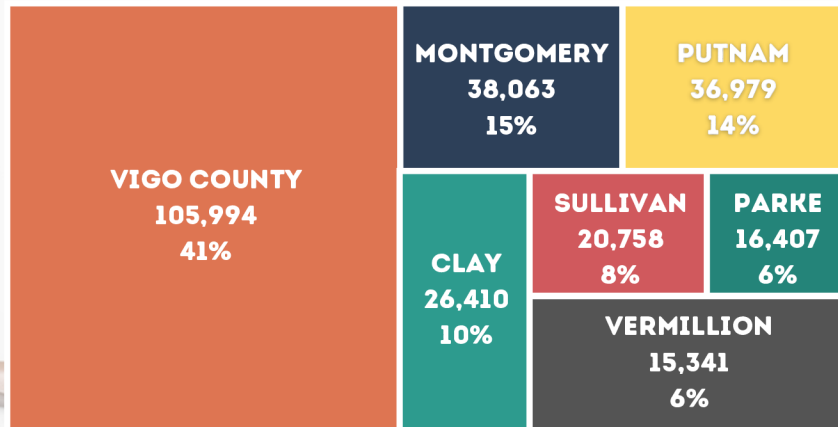
While West Central Indiana has many assets, it also faces several intertwined challenges. Several of its largest industry clusters in the manufacturing, education, and coal-related sectors are on the decline. And despite an abundance of educational resources within the region, less than 20 percent of residents have earned a bachelor's degree or higher, lagging behind the state rate of 27 percent and 33 percent nationally. Perhaps in part due to those low levels of educational attainment, the seven-county region's 2020 PCPI sits at just over \$42,000, only 70.6% of the U.S. level.

West Central Indiana has had the lowest per capita personal income (PCPI) of any state-designated Economic Growth Region in the state for the past two decades.

Like many predominantly rural regions, it continues to experience population decline, primarily due to residents migrating out of the region for a variety of reasons—lack of economic opportunity, in search of higher wages, housing availability, or other quality of life issues. On its current trajectory, **West Central Indiana is projected to continue steadily losing population over the next 30 years, declining by nearly five percent by 2050**, unless the trend is reversed. This erodes the tax base and limits the services and investments local government can offer, further exacerbating current challenges.

Demographic and Socioeconomic Data

FIGURE 1. POPULATION DISTRIBUTION BY COUNTY, 2021

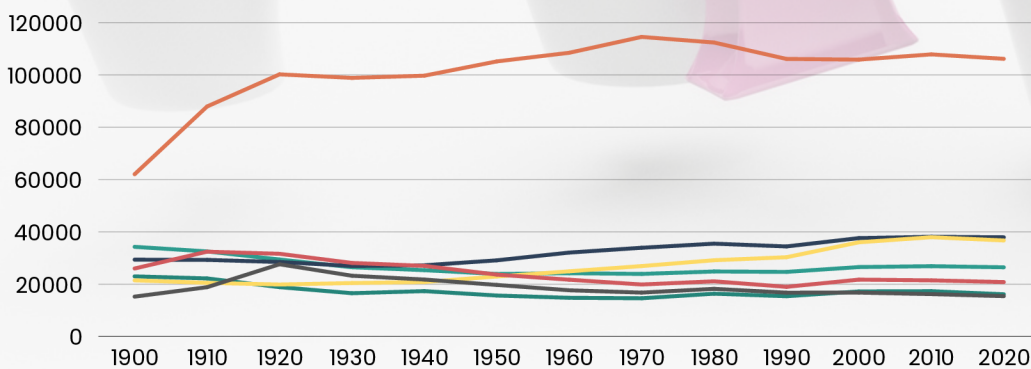


Source: U.S. Census Bureau Population Estimates Program

West Central Indiana's **total population in 2021 sat at 259,952**, with 41 percent of people residing in Vigo County. See Figure 1 for the regional population distribution. The region's population has been largely stagnant for the past century, even as the population of the country has more than tripled (see Figure 2).

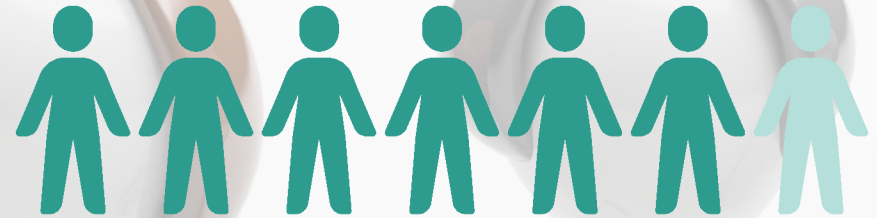
FIGURE 2. POPULATION TOTALS BY COUNTY, 1900-2020

● Clay ● Montgomery ● Parke ● Putnam ● Sullivan
● Vermillion ● Vigo



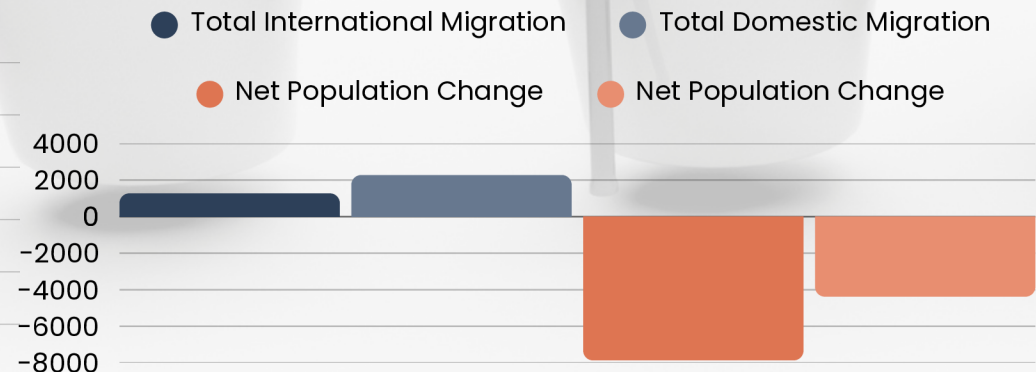
Source: U.S. Census Bureau Decennial Census

Total population in 2021 sat at 259,952.



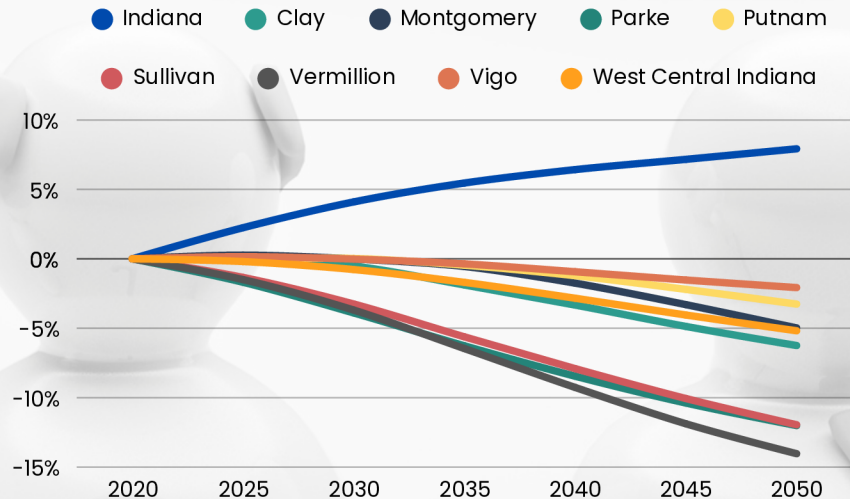
More concerning, the number of residents declined by 2.3% over the last 10 years, reversing slight gains from the 1990s and 2000s. This was primarily driven by people moving out of the region to elsewhere in the country (i.e, domestic migration). Its rate of natural increase (births minus deaths) and international migration helped to offset those residents' relocations, but not in large enough numbers to result in a net positive population change. See Figure 3.

FIGURE 3. COMPONENTS OF POPULATION CHANGE, 2010-2020



Source: U.S. Census Bureau County Population Totals

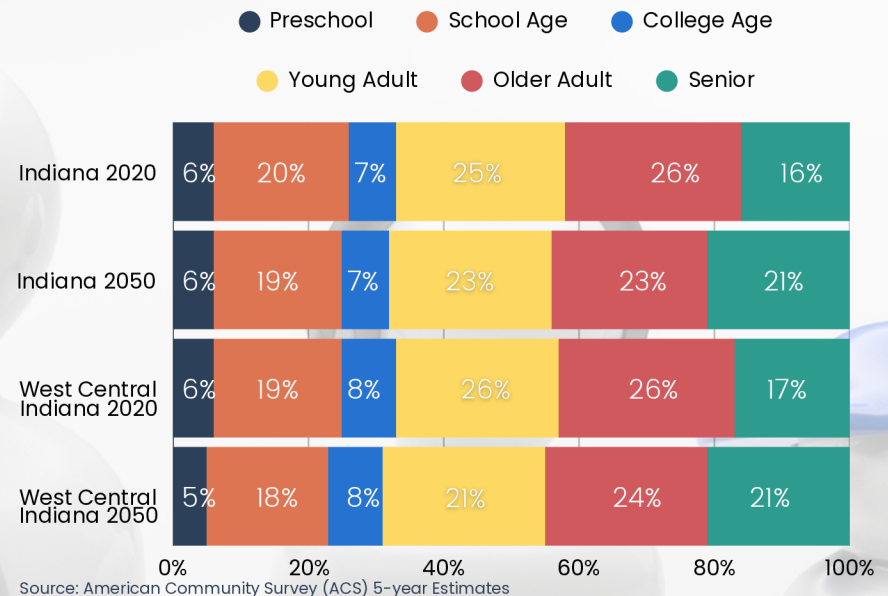
FIGURE 4. PROJECTED POPULATION CHANGE FROM 2020



Source: STATS Indiana, using data from the Indiana Business Research Center

West Central Indiana is not only facing a shrinking population, but also an aging one, as its share of residents aged 65 and older is expected to grow from 17.4 percent in 2020 to 21.2 percent by 2050. See Figures 5. Among households headed by a person aged 65 or older, 35 percent have an annual income below \$30,000, and another 35 percent between \$30,000 and \$59,999. These shares are several points higher than in the state and country as a whole. However, that leaves more than 8,000 senior households with incomes near or above the region's median level.

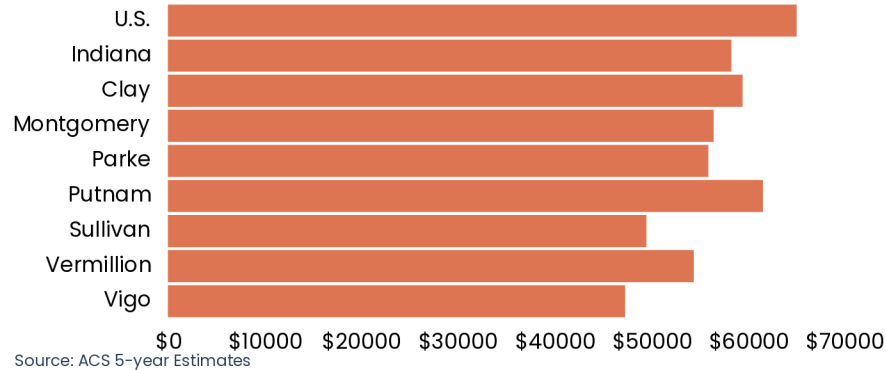
FIGURE 5. AGE DISTRIBUTION



Source: American Community Survey (ACS) 5-year Estimates

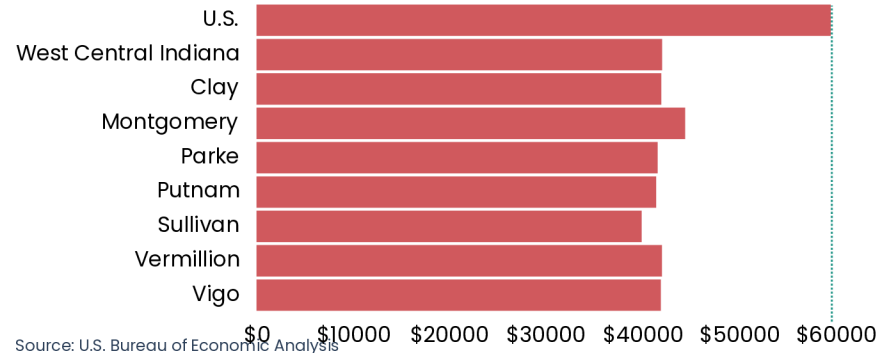
Median household incomes across each of the seven counties are lower than the national median. Both Clay and Putnam counties see median incomes above the state level, while the rest of the region lags behind (see Figure 6). **Per capita personal incomes (PCPI) are similarly below the national level, with each county and the region as a whole coming in below 80 percent of the national PCPI of \$59,510, EDA's threshold for distress** (see Figure 7).

FIGURE 6. MEDIAN HOUSEHOLD INCOME, 2020



While incomes are low, residents generally enjoy a lower cost of living than many other parts of the country, helping to somewhat offset that burden. For example, a dollar spent in Terre Haute has 4 percent more purchasing power than the U.S. average, according to an index developed by the Council for Community and Economic Research.⁽¹⁾ Terre Haute residents spend relatively less on expenses like housing and healthcare, but significantly more on transportation. Still, approximately 15 percent of the region's residents, or more than 35,000 people, live below the federal poverty level and struggle to meet their basic needs.

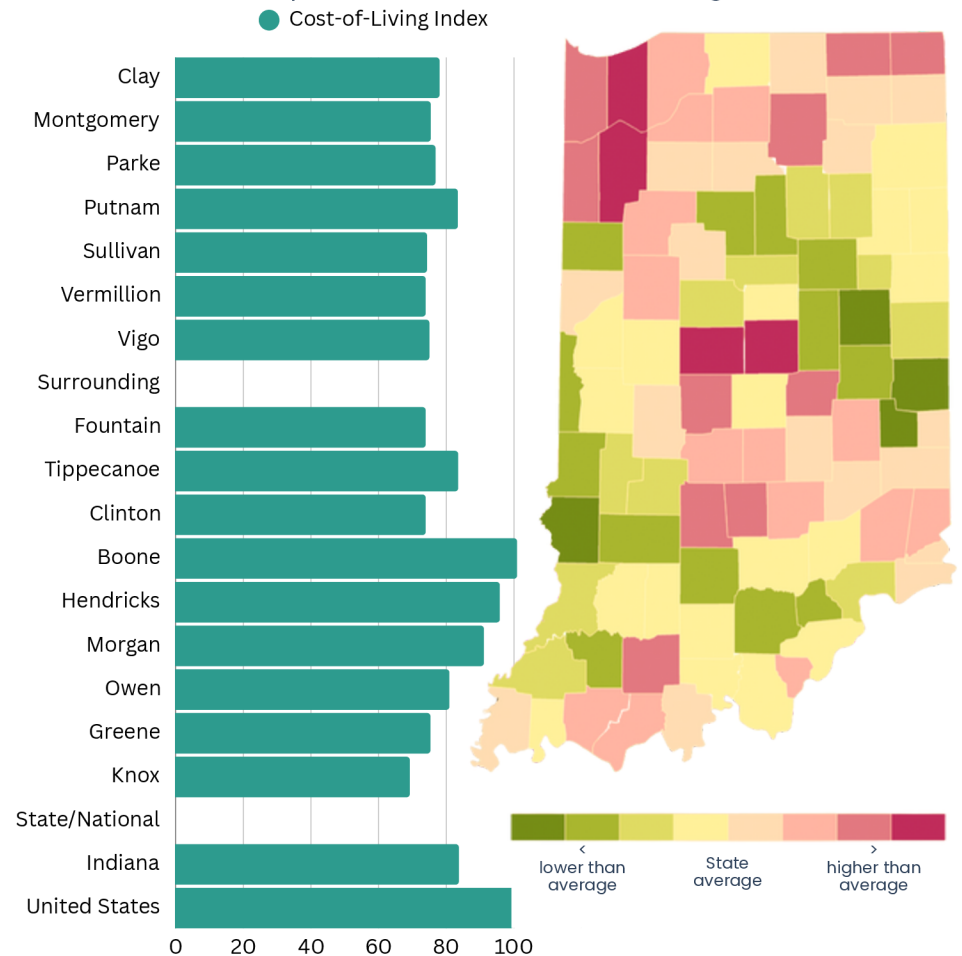
FIGURE 7. PER CAPITA PERSONAL INCOME, 2020



(1) C2ER Cost of Living Index. Council for Community and Economic Research, under license to the Indiana Business Research Center.

A dollar spent in Terre Haute has 4 percent more purchasing power than the U.S.

The cost-of-living index was created by weighing necessary expenses for living by the following: miscellaneous items including clothing, services, and entertainment 32%, housing 30%, food and groceries 15%, transportation 10%, health care 7%, and utilities 6%. Scores are presented in relation to the national average of 100. If a place's cost of living index is below 100, it's cheaper than the national average. If it's over 100, it's more expensive than the national average.



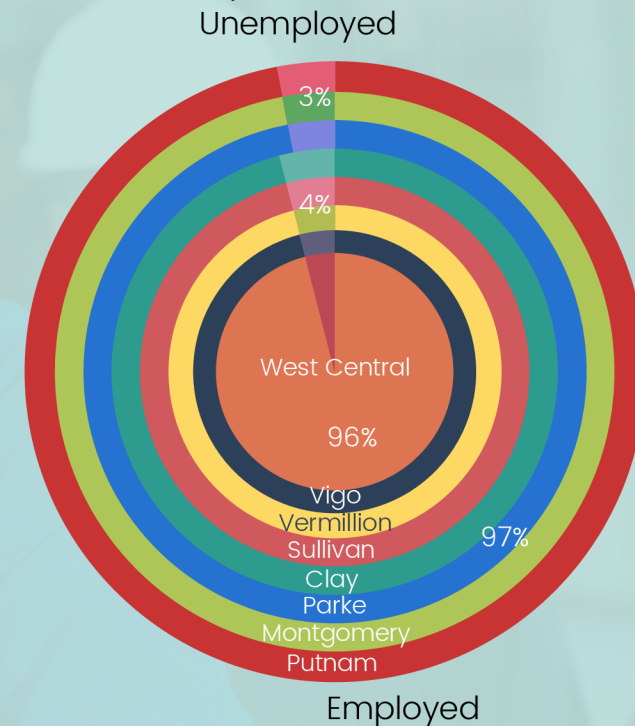
Employment, Occupations, and Industries

The region's total labor force in 2021 stood at nearly 113,000 people, with 3.6 percent of them, or around 4,100 people, unemployed. The lowest unemployment rates are seen in Montgomery and Parke counties, with Vigo coming in the highest at more than 4 percent. See Figure 8. Across West Central Indiana, the labor force participation rate is 58.6 percent, roughly five points below the state and national rates. 27 percent of the prime age (25-54) population is not employed, either because they are not participating in the workforce or because they cannot secure employment, again 5 to 6 points higher than the national and state levels. That number jumps even higher, to 36 percent, in Parke and Sullivan counties.

The region's total labor force in 2021 stood at nearly 113,000 people, with 3.6 percent of them, or around 4,100 people, unemployed.

Production occupations, in particular, are found in the region in a higher concentration than both Indiana and the U.S. as a whole. Average weekly wages across the region have largely grown over the past five years, according to data from the Bureau of Labor Statistics, with an average gain of almost six percent from 2020 to 2021.

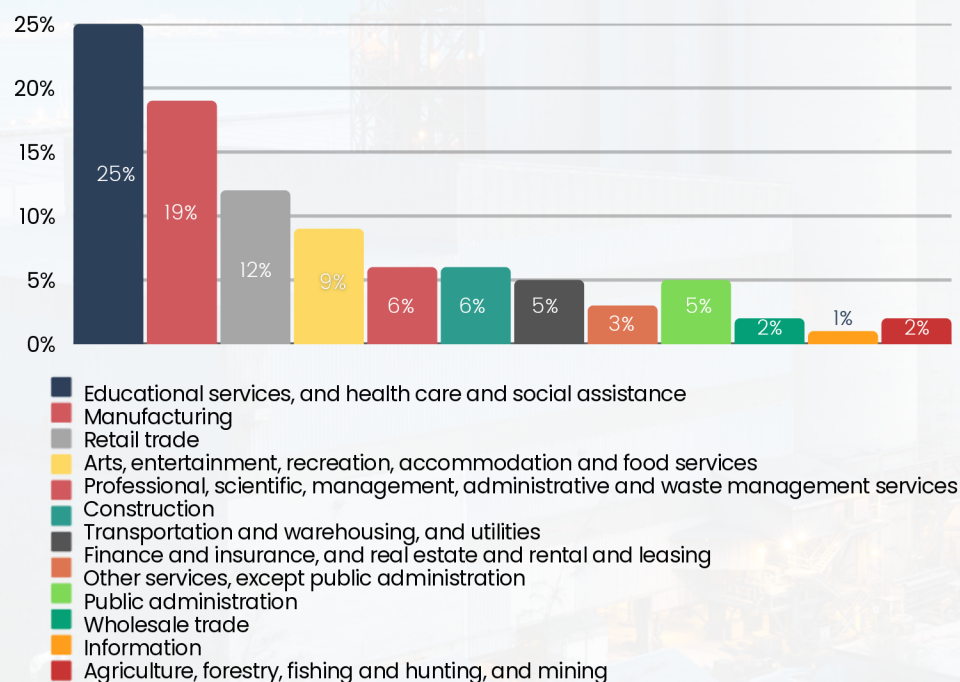
FIGURE 8. EMPLOYMENT, 2021



Source: Bureau of Labor Statistics' Local Area Unemployment Statistics

The top occupations in West Central Indiana, according to Census data, are: management, business, and financial; office and administrative support; and production. Production occupations, in particular, are found in the region in a higher concentration than both Indiana and the U.S. as a whole. Average weekly wages across the region have largely grown over the past five years, according to data from the Bureau of Labor Statistics, with an average gain of almost six percent from 2020 to 2021, slightly behind national and state rates. However, Sullivan County was unique in that its workers' average wages slightly declined in 2021.

FIGURE 9. REGIONAL EMPLOYMENT BY INDUSTRY, 2020



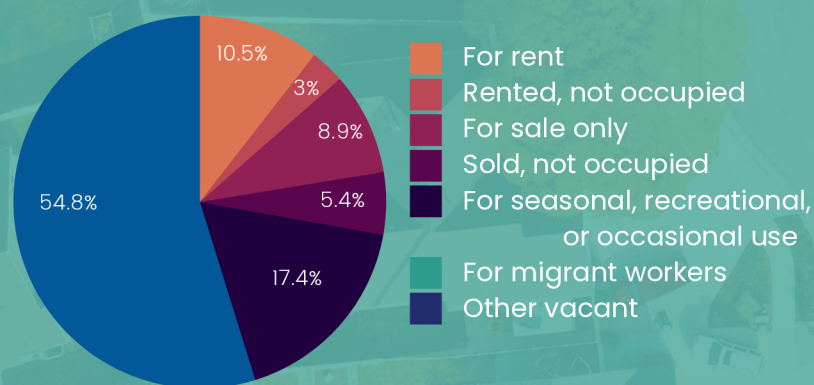
Source: ACS 5-year Estimates

Notes

Housing

West Central Indiana is home to 115,768 housing units, of which nearly 89 percent are occupied, leaving 11 percent vacant. Of those vacant homes, roughly 17 percent are for seasonal or recreational use, more than 10 percent are for rent, and another 9 percent are for sale. More than half, however, are classified as “other vacant,” without a clear explanation, a number more than 20 points higher than the national share. See Figure 11. Approximately 71 percent of homes in the region are owner-occupied, and 29 percent are renter-occupied, a lower share of renters than in the U.S. as a whole and roughly on par with the state.

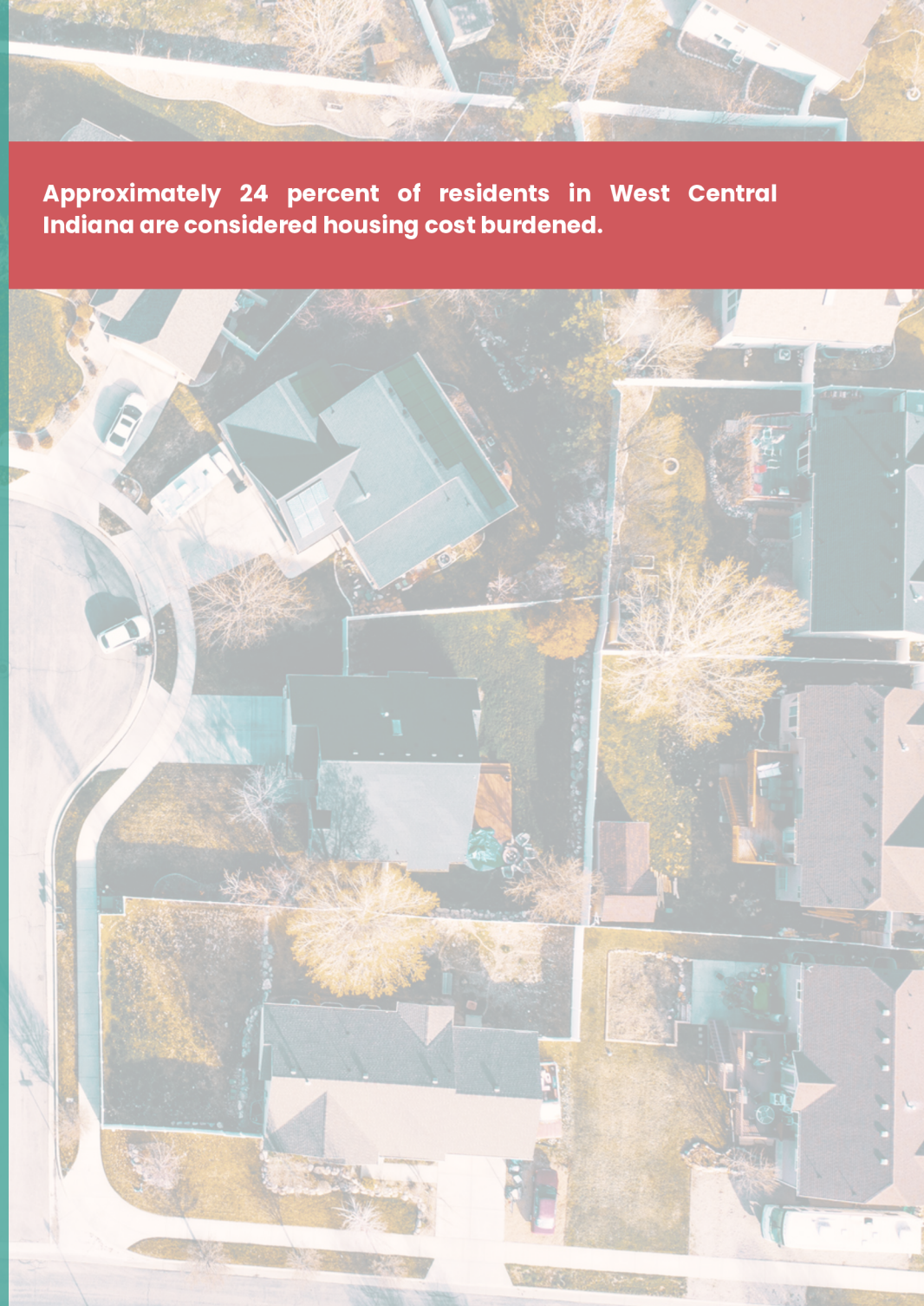
FIGURE 10. HOUSING VACANCY STATUS, 2020



Source: ACS 5-year Estimates

While median home values and median rents across the region are lower than the state and national levels, approximately 24 percent of residents in West Central Indiana are considered housing cost burdened, meaning they spend 30 percent or more of their household income on housing costs. In Vigo County, that share reaches nearly 31 percent. The burden is especially heavy for renters in the region—almost 47 percent of them exceed the 30 percent threshold for housing costs.

Approximately 24 percent of residents in West Central Indiana are considered housing cost burdened.



Infrastructure

As a whole, the region has an abundant supply of safe drinking water, although select areas are still lacking sufficient supply. Every incorporated community is served by a municipal/private water system, while some rural areas still depend on residential wells. Most of the region's aging water systems were installed in the 1950s and prior. Due to the age of these systems, many municipally owned systems are struggling to keep their systems up to date and in good working condition. Therefore, operators have to maintain a delicate balance between providing a safe and reliable water system that is affordable to its customers. Communities face similar challenges with providing adequate sanitary sewage treatment, where the cost of operating, maintaining, and/or replacing sewage treatment facilities exceeds available local funding.

West Central Indiana offers an excellent network of transportation facilities, ensuring that industry has ready access to global and domestic suppliers and markets. It is served by two interstate highways, I-70 and I-74, along with hundreds of lane miles of U.S. and state highways. A strong rail infrastructure network cost effectively moves freight across the region and beyond, and six airports serve the region, along with the nearby Indianapolis International Airport.

Passenger rail service is largely unavailable, with access only in Crawfordsville in Montgomery County. Public transportation within the region exists, although it is not widely accessible to all residents and visitors—the City of Terre Haute provides fixed route and paratransit bus service and Thrive West Central, as the Area Agency on Aging, provides transportation to older adults and people with disabilities in Parke, Vermillion, and Vigo counties. Some limited transportation services are available in the rest of the region.

In most counties, more than 85 percent of residents lack access to 100/20 internet.

Throughout the region, bicycle and pedestrian facilities are used for both recreation and transportation purposes. Trail development has recently emerged as a major tool for improving quality of life and economic development. The National Road Heritage Trail and the B&O Trail, two significant trails across the state, run in part through West Central Indiana, with plans for new connections and enhancements.

Access to high-speed internet is a critical component for economic development. The Purdue Center for Regional Development (PCRD) has developed a Digital Divide Index (DDI) that is made up of two scores: one for broadband infrastructure and adoption and another for socioeconomic factors.⁽²⁾ The DDI relies on a speed standard of at least 100 Mbps download and 20 Mbps upload (100/20). DDI scores for each county range from 16.08 in Putnam County (the lowest digital divide) to 33.28 in Parke County (the highest digital divide). All seven counties scored higher on the infrastructure score than the socioeconomic score, meaning that the digital divide in our region appears to be driven by a lack of sufficient broadband infrastructure. While the number of residents with no internet access at all is relatively low, speeds do not meet current standards. In most counties, more than 85 percent of residents lack access to 100/20 internet. In the most well-connected counties of Montgomery and Putnam, roughly 45 percent of residents do not have access to 100/20.

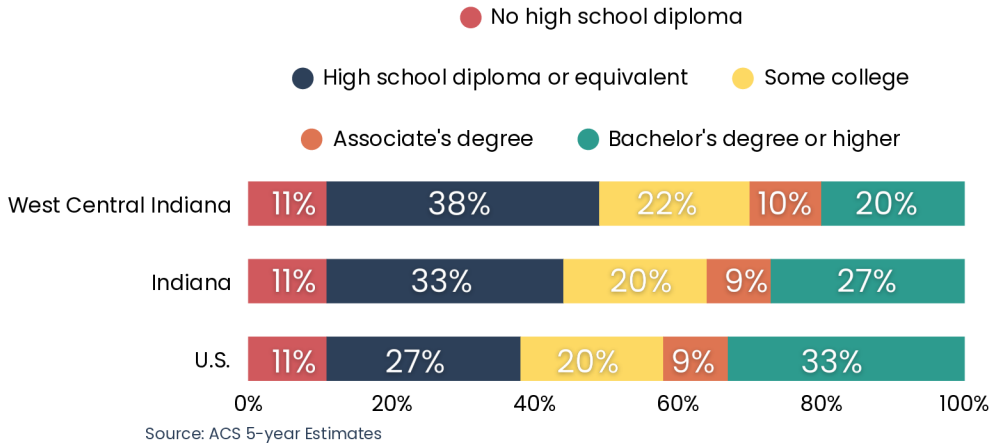
⁽²⁾ See <https://arcg.is/fCrWC> for the 2020 index and methodology.

Less than 20 percent of residents earned a bachelor's or higher, compared to 27 percent statewide and 33 percent in the U.S.

Education and Childcare

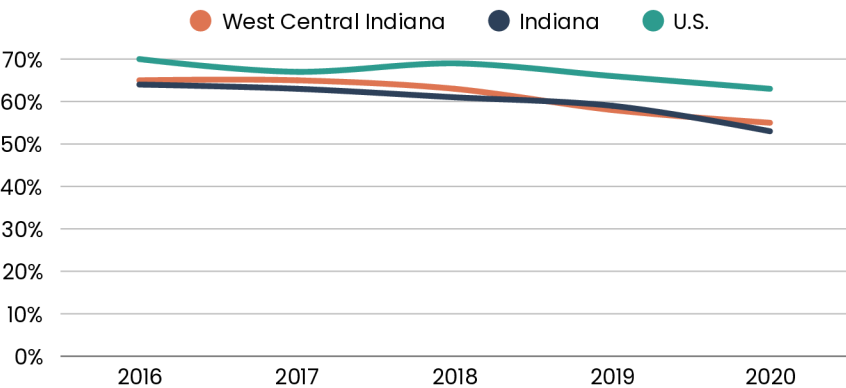
While West Central Indiana exceeds state and national averages in the proportion of adults that have a high school diploma, some college education, or an associate's degree, the region lags in the prevalence of bachelor's and graduate degrees, with less than 20 percent of residents earning a bachelor's or higher, compared to 27 percent statewide and 33 percent in the U.S. See Figure 11. This is a sharp contrast with the wealth of higher education institutions in the region that enroll approximately 20,000 students, and is a critical gap given that individuals with higher education credentials are more likely to work and earn higher wages.

FIGURE 11. EDUCATIONAL ATTAINMENT, 2020



The number of West Central Indiana high school graduates going on to pursue higher education (including certificates and beyond) is declining, down 10 points from 65 percent in 2016 to 55 percent in 2020.

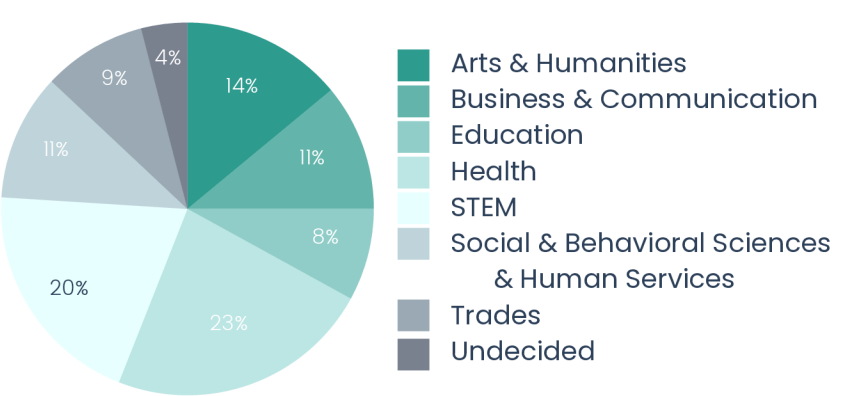
FIGURE 12. HIGH SCHOOL GRADUATES ENROLLING IN COLLEGE



Source: Indiana Commission for Higher Education, College Readiness Reports

The number of West Central Indiana high school graduates going on to pursue higher education (including certificates and beyond) is declining, down 10 points from 65 percent in 2016 to 55 percent in 2020 (see Figure 12), exacerbated by the COVID-19 pandemic. This mirrors or even outperforms state trends, but both Indiana and regional college-going rates have been diverging from the rest of the country since 2018. Among college attendees from the Class of 2020, the most popular areas of study were those in the health and STEM fields. See Figure 13.

FIGURE 13. AREAS OF STUDY, WEST CENTRAL INDIANA, 2020



Source: Indiana Commission for Higher Education, College Readiness Reports

Only one of the 15 school corporations—South Montgomery—received an ‘A’ grade from the Indiana Department of Education in 2020.

The region is home to 15 public school corporations that manage and operate 54 elementary schools, 17 middle schools, 18 high schools, and 3 alternative or virtual schools. Almost all of these corporations face challenges with funding the necessary maintenance and improvements to school infrastructure, along with offering the quality of education necessary to prepare students for the workforce. Only one of the 15 school corporations—South Montgomery—received an ‘A’ grade from the Indiana Department of Education in 2020 for its performance and student learning outcomes.



Families of younger children in the region struggle to access affordable, high-quality childcare. The Indiana Family and Social Services Administration estimates that 61 percent of children under age 6 in West Central Indiana need childcare due to all parents working. Yet, **there are roughly 12 children for each spot at childcare centers** and 5 children per home daycare spot, demonstrating that likely demand far exceeds supply. Furthermore, for those who are able to secure places for their children, the cost often eats away at a tight budget. According to the Economic Policy Institute, the average annual cost of infant care in Indiana for 2020 was \$12,612, or \$1,051 per month, a considerable financial burden in most families’ budgets. This puts formal childcare out of reach for many families, forcing them to instead rely on a patchwork of family and friends to meet their needs, or keeping caregivers out of the workforce entirely.

In response to these challenges, public, private, and nonprofit stakeholders in both Montgomery and Vigo Counties are investing in the development of childcare centers. These centers will be Level 4 National Accreditation centers that are high-quality, education focused, and affordable. The proliferation of these centers will meet the childcare demand and give caregivers the opportunity to enter back into the workforce.

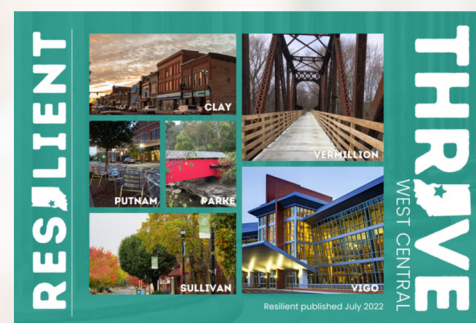


Impact of COVID-19

During 2020, the region, along with the rest of the world, experienced unprecedented hardship due to the COVID-19 pandemic, the economic and social consequences of which are still being determined. Many of the underlying challenges in the region were brought to the fore—e.g., broadband access became more important than ever as many places of school and work shifted home. And new issues—like mandated closures or a collapse in demand for many businesses—arose suddenly and required urgent attention. Because of this, Thrive West Central launched Resilient in December 2020, made possible through a grant from the Economic Development Administration, to identify the most pressing resiliency-related challenges and opportunities in the region and spur action towards addressing them. The resulting plan (available at thrivewestcentral.com/resilient) lays out several key findings and opportunities around the themes of workforce and business development, healthcare, quality of life, and education.

RESILIENT

Resilient is a direct result of the \$400,000 received from the CARES Act Supplemental Grant program to conduct outreach efforts to accurately identify needs related to recovery from the current pandemic and its effects and that identified, activities, goals, and objectives have been incorporated into the 2023-2027 CEDS by Thrive's CEDS Committee.



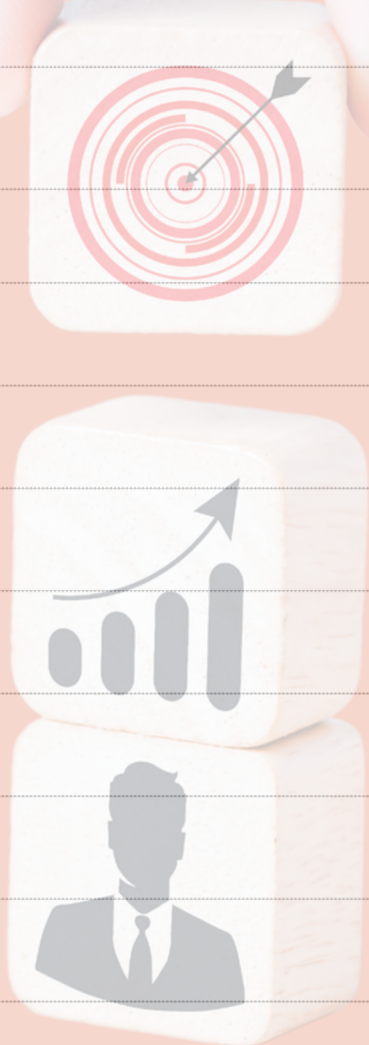
Learn more: thrivewestcentral.com/resilient

III. SWOT ANALYSIS

As part of the CEDS development process, the committee performed a SWOT Analysis. A SWOT Analysis identifies the strengths, weaknesses, opportunities, and threats of the area. Strengths and weaknesses are most often internal influences, while opportunities and threats are most often external influences.

Findings from the SWOT analysis were mapped to provide a visual representation of the degree to which the region can control the issues. Items closer to the center of the graph are more local in nature. Those at the outer corners are influenced by state, national, or global trends, placing them largely outside local leadership's control. While it is important to be aware of national and global trends (many of which have been impacted by the COVID-19 pandemic), the focus should be on maximizing the strengths and opportunities.

Notes



The image shows three wooden blocks stacked vertically. The top block has a target icon with an arrow in the center. The middle block has a bar chart icon with an upward arrow. The bottom block has a silhouette of a person in a suit. The blocks are set against a background of horizontal lines on a light orange surface.

STRENGTHS



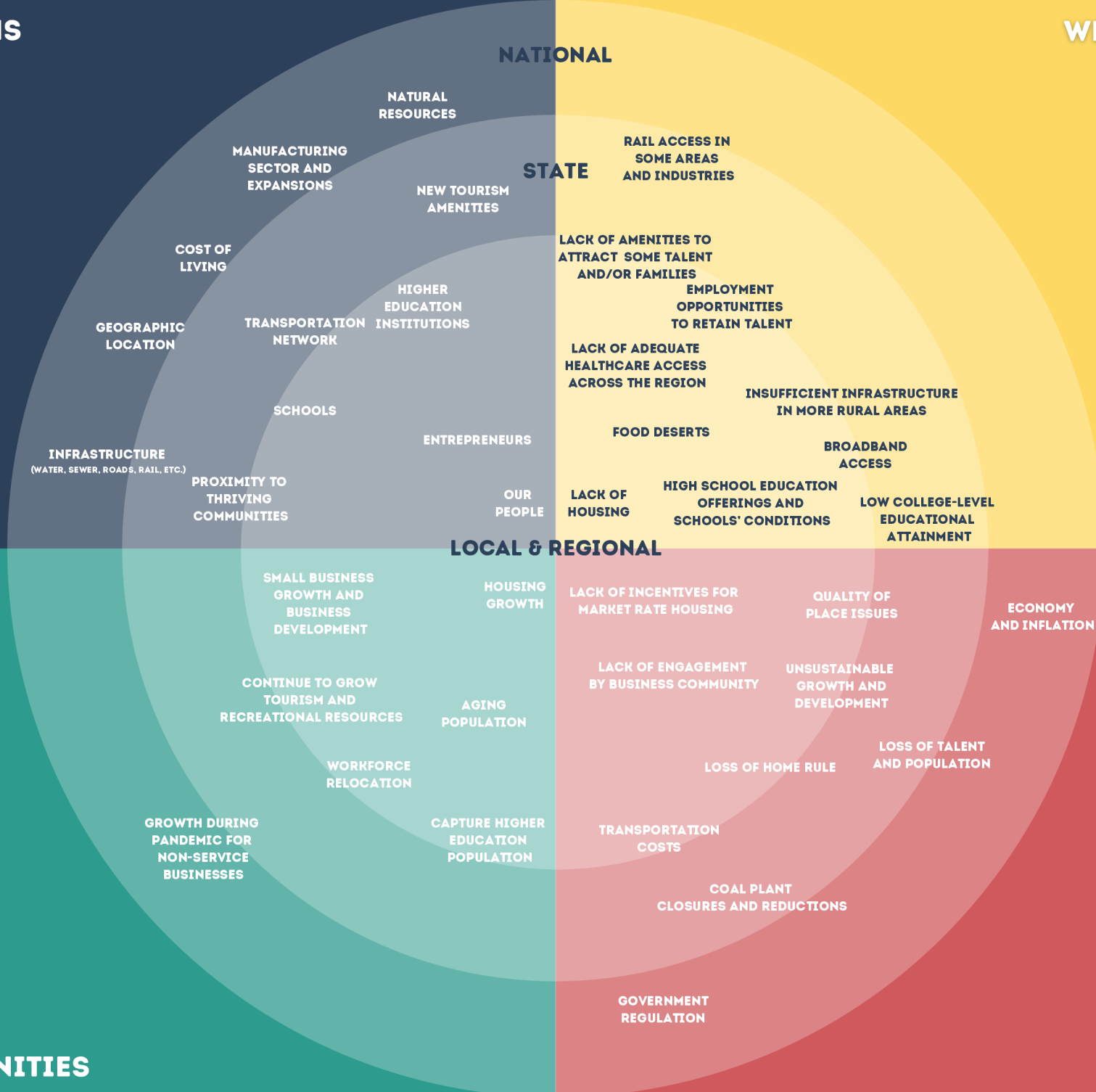
WEAKNESSES



OPPORTUNITIES



THREATS



IV. STRATEGIC DIRECTION

West Central Indiana will achieve its vision by advancing the region as a place where people want to live; supporting business retention, expansion, and new startups; and developing a skilled workforce pipeline that meets the needs of both current and future employers. These three goals and their corresponding objectives form the basis of the CEDS action plan and serve as benchmarks to evaluate progress towards regional economic development. The goals were driven and shaped by community input, data on the current economic conditions of the region, and known strengths and opportunities, and are aligned with community aspirations for economic prosperity. They are designed to be measurable and attainable as West Central Indiana seeks to achieve its vision (see box). Specific actions under each goal, along with key stakeholders, timing, and resources, are outlined in Section VI., Action Plan.



GOAL 1

Advance West Central Indiana as a place where people want to live



GOAL 2

Support business development and entrepreneurship



GOAL 3

Develop a skilled workforce pipeline that meets the needs of current and prospective employers

VISION

West Central Indiana is committed to broad regional collaboration that increases resiliency; makes the region a vibrant, desirable place to live; develops a robust skilled workforce; and nurtures a highly supportive ecosystem for businesses.

GUIDING PRINCIPLES



**STRENGTHEN REGIONAL
COLLABORATION**



TELL OUR STORY



**TAKE AN ASSET-BASED
APPROACH TO
DEVELOPMENT**



**BUILD THE CAPACITY OF LOCAL
GOVERNMENT, NONPROFITS,
AND BUSINESSES**



**CULTIVATE
RESILIENCE**

GOAL 1: ADVANCE WEST CENTRAL INDIANA AS A PLACE WHERE PEOPLE WANT TO LIVE

Objectives:

- Improve the availability and affordability of quality housing
- Improve and expand community infrastructure, particularly for broadband, drinking water, wastewater, and stormwater
- Enhance quality of life through community beautification and improved amenities
- Expand access to high-quality childcare
- Ensure communities are age-friendly and accessible to people of all ages
- Enhance and promote tourism and recreation assets

In today's economy, talent is everything. For West Central Indiana to grow and prosper, it must attract and retain skilled individuals to not only fill the jobs of today, but to create the jobs of the future. Research shows that investments in quality of life and place pay the greatest dividends when it comes to growing population and creating economic prosperity. Community amenities like outdoor recreation opportunities, arts and cultural activities, and strong public services (e.g., schools, transportation) are the biggest contributors to healthy local economies. Small communities with a high quality of life see higher population growth and employment growth than similar communities with a lower quality of life, even those with traditional "business-friendly" environments.⁽³⁾ In other words, jobs follow people, and people choose to live in places that fit their lifestyle and allow them to spend time doing activities they enjoy with family, friends, and neighbors.

(3) Weinstein, Amanda L., Michael Hicks, and Emily Wornell. "An Aggregate Approach to Estimating Quality of Life in Micropolitan Areas." (2022)

The availability of housing is an essential element for attracting and retaining talented individuals and families. The region must have an adequate supply of quality housing available at a range of price points and for those at all stages of life. Instead, West Central Indiana has an aging housing stock, a significant amount of which is in disrepair, and very little new construction. Likewise, much of the region's community infrastructure—particularly for water, sewer, and stormwater—is aging, requiring costly maintenance, repairs, or upgrades. These utilities, along with broadband internet access, are basic essential services that residents and businesses alike count on for carrying out day-to-day life.

Accordingly, West Central Indiana will prioritize the following six objectives in order to reverse population decline and ensure the region is a quality place where people want to live.

Small communities with a high quality of life see higher population growth and employment growth than similar communities with a lower quality of life, even those with traditional "business-friendly" environments.



GOAL 2: SUPPORT BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP

Objectives:

- Develop and improve infrastructure to industrial and business areas, including transportation systems
- Bolster business retention, expansion, and attraction efforts
- Further develop and enhance the region's entrepreneurial ecosystem
- Improve access to capital for small businesses
- Focus on developing sectors with strong potential for growth and above-average wages
- Leverage senior population as an asset for business development

West Central Indiana is known for its business-friendly environment and strong business community. This strategy prioritizes growth from within, supporting existing companies within the region to maintain or expand their operations and enabling entrepreneurs to create and grow new businesses. Developing and maintaining strong business retention and expansion programs can help companies withstand economic shocks and cultivate resilience for the region, as such programs put local officials in close contact with companies and keep them in tune with business needs. When/if an urgent situation arises, local officials will be better positioned to respond and bring the proper resources to bear so the company has the best chance to recover. Resources to support

This strategy prioritizes growth from within, supporting existing companies within the region to maintain or expand their operations and enabling entrepreneurs to create and grow new businesses.

regional business development for both existing and new businesses include maintaining and improving infrastructure access to industrial and business areas, better defining and showcasing available sites and resources, boosting access to capital for small and emerging businesses, and continuing to cultivate and celebrate a culture of entrepreneurialism.

Retirees accounted for a little more than 46 percent of all U.S. households in 2020, but controlled more than 73 percent of all household wealth.

The region's aging population can be a significant resource for business development, if leveraged properly. Retirees (i.e., age cohorts 55 to 75+) accounted for a little more than 46 percent of all U.S. households in 2020, but controlled more than 73 percent of all household wealth.⁽⁴⁾ A significant number of these retirees have the time and the passion to engage with their communities, and many offer a wealth of knowledge and both professional and life experience that could be of great benefit to entrepreneurs and other business leaders. Given that this population segment is increasing in West Central Indiana, it also represents a market opportunity for businesses catering to seniors' needs and consumer tastes.



(4) Macke, Don, and Kimberlee Spillers. "Retiree-Led Development." (2021).

GOAL 3: DEVELOP A SKILLED WORKFORCE PIPELINE THAT MEETS THE NEEDS OF CURRENT AND PROSPECTIVE EMPLOYERS

Objectives:

- Increase engagement with the higher education student population
- Promote education for parents and children on career pathways
- Expand internship, externship, apprenticeship, and certification opportunities
- Improve employer engagement around workforce needs
- Connect adult learners and employers with resources to encourage advanced education and training
- Improve K-12 learning outcomes to better prepare students for the workforce



The top concern of regional employers is their workforce. Businesses are struggling to hire and retain skilled, committed employees. While this challenge has been exacerbated by the labor market conditions as a result of the pandemic, it is not a new struggle for West Central Indiana. Educational attainment levels lag behind the rest of the state and the country, and workers' skills do not align with the needs of employers. With a higher education student population of more than 20,000, local and regional leaders must increase engagement with those institutions and their students to understand their needs and aspirations and capture more of them as long-term residents. Beyond four-year degree programs, certification and trades programs offer in-demand credentials that will lead to good, secure jobs. However, both parents and children need to be better informed on the abundance of career pathways that exist in the region.

Businesses are struggling to hire and retain skilled, committed employees.



V. ACTION PLAN

This action plan was derived from the 2023-2027 CEDS Vision Statement and aligns with each of the goals and objectives that were identified as priorities for regional economic prosperity. The following table describes actions with the highest priority and potential for regional impact. It is not meant to be an exhaustive list of all regional economic development activities.

Notes

GOAL 1: ADVANCE WEST CENTRAL INDIANA AS A PLACE WHERE PEOPLE WANT TO LIVE

Action	Key Stakeholders (* denotes lead)	Timeline	Tools and Resources
OBJECTIVE 1.1. IMPROVE THE AVAILABILITY AND AFFORDABILITY OF QUALITY HOUSING			
Action 1.1.1. Perform a regional housing study and develop a corresponding action plan	Thrive West Central*, LEDOs, real estate community, local government officials	2022–2023	
Action 1.1.2. Implement a pilot initiative aimed at incentivizing new market rate housing development	Thrive West Central*, Wabash River RDA, IEDC, homebuilders and developers	2022–2023	IEDC READI, private investment, IHCD
OBJECTIVE 1.2. IMPROVE AND EXPAND COMMUNITY INFRASTRUCTURE, PARTICULARLY FOR BROADBAND, DRINKING WATER, WASTEWATER, AND STORMWATER			
Action 1.2.1. Create and maintain an inventory of community projects and priorities	Thrive West Central*, local government officials	2023–2027	
Action 1.2.2. Initiate or complete 15 infrastructure improvement projects for drinking water, wastewater, and/or stormwater	Local government officials*, engineering firms, grant administrators	2023–2027	OCRA, IFA, USDA
Action 1.2.3. Pursue new federal funding opportunities through the Bipartisan Infrastructure Law to improve transportation infrastructure	Terre Haute EDC* (Metropolitan Planning Organization), Thrive West Central*, local government officials	2023–2025	U.S. DOT, INDOT
Action 1.2.4. Develop a regional Broadband and Digital Inclusion Plan	Thrive West Central*, Purdue Center for Regional Development, West Central Digital Inclusion Alliance	2023	NTIA, OCRA, IOT
Action 1.2.5. Develop public–private partnerships between local government and internet service providers	Local government officials*, internet service providers	2023–2027	OCRA, USDA, private investment
OBJECTIVE 1.3. ENHANCE QUALITY OF LIFE THROUGH COMMUNITY BEAUTIFICATION AND IMPROVED AMENITIES			
Action 1.3.1. Encourage downtown revitalization and beautification projects	Main Street organizations*, local government officials, neighborhood associations, chambers of commerce	2023–2027	OCRA, DNR, private grants, community volunteerism
Action 1.3.2. Identify, assess, and promote the redevelopment of 10 brownfield sites	Redevelopment commissions*, local government officials, environmental consultants, Thrive West Central	2023–2027	Indiana Brownfields, EPA, private investment
OBJECTIVE 1.4. EXPAND ACCESS TO HIGH-QUALITY CHILDCARE			
Action 1.4.1. Engage employers around the importance of childcare access for workforce availability and retention	Chambers of commerce*, West Central 2025, Thrive West Central	2023–2027	FSSA, private investment
Action 1.4.2. Pilot Early Care and Education Coalition in Parke County; determine replicability in other counties	Partnership Parke County*, child care providers, local elected officials, community action programs	2023–2024	FSSA, OCRA
OBJECTIVE 1.5. ENSURE COMMUNITIES ARE AGE-FRIENDLY AND ACCESSIBLE TO PEOPLE OF ALL AGES			
Action 1.5.1. Pursue AARP age-friendly community designation for at least 5 jurisdictions	Thrive West Central (Area 7 Agency on Aging)*, Area IV Agency on Aging & Community Action, local elected officials	2023–2027	AARP, FSSA
Action 1.5.2. Ensure all communities are in compliance with ADA and Title VI requirements	Local government officials*, Thrive West Central	2023	INDOT
OBJECTIVE 1.6. ENHANCE AND PROMOTE TOURISM AND RECREATION ASSETS			
Action 1.6.1. Develop a regional trails plan	Crossroads Trails Regional Council*, local government officials, trail stewards	2023	DNR
Action 1.6.2. Promote the development of 5 new tourism facilities and attractions	Local government officials*, private organizations, local tourism bureaus	2023–2027	IEDC READI, private investment, IDDC

GOAL 2: SUPPORT BUSINESS RETENTION, EXPANSION, AND STARTUPS

Action	Key Stakeholders (* denotes lead)	Timeline	Tools and Resources
OBJECTIVE 2.1. DEVELOP AND IMPROVE INFRASTRUCTURE TO INDUSTRIAL AND BUSINESS AREAS, INCLUDING TRANSPORTATION SYSTEMS			
Action 2.1.1. Initiate or complete 5 infrastructure improvement projects for industrial parks	Redevelopment commissions*, local elected officials	2023–2027	INDOT, IFA, OCRA, EDA, USDA
OBJECTIVE 2.2. BOLSTER BUSINESS RETENTION, EXPANSION, AND ATTRACTION EFFORTS			
Action 2.2.1. Strengthen BRE programs through closer coordination among partners	LEDOS*, chambers of commerce, redevelopment commissions, Thrive West Central	2023–2025	IEDC
Action 2.2.2. Develop and market an improved industrial site inventory	Accelerate West Central Indiana Economic Development*, LEDOs	2023	IEDC
OBJECTIVE 2.3. FURTHER DEVELOP AND ENHANCE THE REGION'S ENTREPRENEURIAL ECOSYSTEM			
Action 2.3.1. Create new or expanded networking opportunities for entrepreneurs	ISBDC*, West Central 2025, Terre Haute Chamber of Commerce, Thrive West Central, LEDOs	2023–2027	SBA, IEDC
Action 2.3.2. Improve outreach to entrepreneurs	ISBDC*, West Central 2025, Terre Haute Chamber of Commerce, Pride Center of Terre Haute, Wabash Valley Base Community Council	2023–2027	SBA
OBJECTIVE 2.4. IMPROVE ACCESS TO CAPITAL FOR SMALL BUSINESSES			
Action 2.4.1. Expand regional revolving loan fund (RLF) to cover 7 counties	Thrive West Central*, ISBDC, chambers of commerce	2022–2025	EDA, USDA
Action 2.4.2. Facilitate financing partnerships for small businesses	LEDOS*, Thrive West Central, local lenders, local businesses	2023–2027	Private investment, EDA, USDA
OBJECTIVE 2.5. FOCUS ON DEVELOPING SECTORS WITH STRONG POTENTIAL FOR GROWTH AND ABOVE-AVERAGE WAGES			
Action 2.5.1. Develop Rural Economic Development Model and accompanying plan	IEDA*, LEDOs, PCRD, Thrive West Central, local agribusinesses	2023	EDA
OBJECTIVE 2.6. LEVERAGE SENIOR POPULATION AS AN ASSET FOR BUSINESS DEVELOPMENT			
Action 2.6.2. Pilot a mentorship program between retirees and entrepreneurs or business leaders	West Central 2025*, Thrive West Central, ISBDC, chambers of commerce	2024	SBA, EDA

GOAL 3: DEVELOP A SKILLED WORKFORCE PIPELINE THAT MEETS THE NEED OF CURRENT AND PROSPECTIVE EMPLOYERS

Action	Key Stakeholders (* denotes lead)	Timeline	Tools and Resources
OBJECTIVE 3.1. INCREASE ENGAGEMENT WITH THE HIGHER EDUCATION STUDENT POPULATION			
Action 3.1.1. Market local employers to students	University career centers*, local businesses, chambers of commerce	2024-2027	
Action 3.1.2. Facilitate mentorship opportunities and networking events among students and local leaders	University career centers*, local businesses, local government officials, community leaders	2024-2027	
OBJECTIVE 3.2. PROMOTE EDUCATION FOR PARENTS AND CHILDREN ON CAREER PATHWAYS			
Action 3.2.1. Implement regional industry awareness sessions in high schools	WorkOne*, LEDOs, high schools, local businesses	2024-2027	DWD, IDOE
Action 3.2.2. Increase exposure to career pathways to students beginning in grade school	School corporations*, WorkOne, LEDOs, elementary schools, local businesses	2024-2027	IDOE, DWD
OBJECTIVE 3.3. EXPAND INTERNSHIP, EXTERNSHIP, APPRENTICESHIP, AND CERTIFICATION OPPORTUNITIES			
Action 3.3.1. Pilot an internship program with regional employers for college students	Thrive West Central*, West Central 2025, higher education institutions, local businesses, community foundations	2024-2025	Private investment
Action 3.3.2. Develop an inventory of opportunities currently available and conduct gap analysis	Thrive West Central*, WorkOne, local businesses, LEDOs, vocational training programs, Ivy Tech, school corporations, universities	2024	
OBJECTIVE 3.4. IMPROVE EMPLOYER ENGAGEMENT AROUND WORKFORCE NEEDS			
Action 3.4.1. Engage the private sector in curriculum development	School corporations*, local businesses, chambers of commerce	2025-2027	
Action 3.4.2. Convene 5 regional employer meetings to understand current and anticipated workforce needs	LEDOs*, Thrive West Central, WorkOne, chambers of commerce, higher education institutions	2023-2027	
OBJECTIVE 3.5. CONNECT ADULT LEARNERS AND EMPLOYERS WITH RESOURCES TO ENCOURAGE ADVANCED EDUCATION AND TRAINING			
Action 3.5.1. Pilot a Goodwill Excel Center in the region and assess its effectiveness as a model for educational attainment	Goodwill*	2024	Private investment, DWD
Action 3.5.2. Explore incentives and opportunities to pilot new on-the-job training programs with wraparound services, such as childcare or transportation	Thrive West Central*, WorkOne, Ivy Tech, local businesses	2025	Private investment, DWD, EDA, IEDC
OBJECTIVE 3.6. IMPROVE K-12 LEARNING OUTCOMES TO BETTER PREPARE STUDENTS FOR THE WORKFORCE			
Action 3.6.1. Engage the private and public sector in the development early learning programs, project-based learning, experiential learning, internship, externships, leadership, mentoring, and other evidence-based educational programming to better prepare students for the workforce	School corporations, higher education institutions, non-profits, Thrive West Central, chambers of commerce, local businesses		IDOE

VI. EVALUATION FRAMEWORK

The following evaluation framework will allow Thrive West Central to track progress towards achieving the vision and goals of the 2023–2027 CEDS. Thrive will monitor implementation of the CEDS through semi-annual reporting, regular Strategy Committee meetings, and other tools. These performance measures were selected based on their relevance to CEDS objectives and their availability to be measured on a consistent basis. An explanation of each performance measure and its baseline are included below. Other data sources may be incorporated in the future to reflect regional economic performance and trends most accurately.

GOAL 1: ADVANCE WEST CENTRAL INDIANA AS A PLACE WHERE PEOPLE WANT TO LIVE

Performance Measure	Purpose	Data Source	Baseline
Share of households that are housing cost burdened	Housing affordability	American Community Survey 5-year estimates	24% (2016–2020)
Digital Divide Infrastructure / Adoption Score	Broadband readiness and adoption	PCRD Digital Divide Index	Amount of private investment
Ratio of children under 6 to childcare spots	Availability of childcare	Indiana Family and Social Services Administration, U.S. Census Bureau	12:1 centers, 5:1 home (2021)
Annual rate of population change	Population change	U.S. Census Bureau Population Estimates Program	+0.22% (2020–2021)

GOAL 2: SUPPORT BUSINESS RETENTION, EXPANSION, AND STARTUPS

Performance Measure	Explanation	Data Source	Baseline
Amount of private investment	Business investment for retention and expansion	LEDOs, public announcements, Thrive West Central calculations	\$13.5 million (2021)
Total employment	Size of labor force and employment	Bureau of Labor Statistics	108,845 (2021)
Startup rate	Entrepreneurial activity and dynamism	U.S. Census Bureau Business Dynamics Statistics	5.1% (2019)
Per capita personal income	Residents' income and spending power	Bureau of Economic Analysis	\$42,026 (2020)
Net assessed value of property	Property improvements and development	Indiana Gateway Dashboard	\$11.25 billion (2021)

GOAL 3: DEVELOP A SKILLED WORKFORCE PIPELINE THAT MEETS THE NEEDS OF CURRENT AND PROSPECTIVE EMPLOYERS

Performance Measure	Explanation	Data Source	Baseline
Educational attainment of a bachelor's or higher	Human capital and educational attainment	American Community Survey 5-year estimates	19.8% (2016–2020)
Percentage of high school graduates pursuing higher education	Workforce development	Indiana Commission for Higher Education	55.3% (2020)
Average school corporation grade	School quality	Indiana Department of Education	B– (2020)
Labor force participation rate	Workforce development	American Community Survey 5-year estimates	58.6% (2016–2020)

APPENDIX A. PUBLIC COMMENT

Public Comment	Response
Page 6 – Suggested including Sugar Creek and Big Walnut as part of the natural resources in the region that contribute to the economy.	These natural resources have been added to that section.
Page 9 – Suggested putting a cost-of-living graph that compares the cost of living in West Central Indiana compared to the rest of the state/other major metropolis areas.	Currently undergoing research to have a graph representing this included on this page. Will also add a paragraph describing this.
Page 15 – Shared information regarding the \$5 million Tier 1 Childcare Center that is in development in Montgomery County. It was suggested that this information and other similar projects be added to demonstrate the area recognizes the need for childcare and is taking steps to fix the issue.	The following paragraph was added to the childcare section in a breakout box: <i>"In response to these challenges, public, private, and nonprofit stakeholders in both Montgomery and Vigo Counties are investing in the development of childcare centers. These centers will be Level 4 National Accreditation centers that are high-quality, education focused, and affordable. The proliferation of these centers will meet the childcare demand and give caregivers the opportunity to enter back into the workforce."</i>
SWOT Analysis – In the threats section, the phrase "government regulation" should be more specific. The individual felt like the state government encroaching on local government was an issue they were facing. Wants to be able to maintain "home rule."	The term "government regulation" was used to represent federal government regulation. For clarification, this term was changed to <i>"federal government regulation"</i> and <i>"loss of home rule"</i> (which is local government related) was added to the middle of the threat ring.
Employment, Occupations, and Industries section – the last sentence of the first paragraph "The large share of adults not working in the region is driven by a sizeable number of residents without a high school diploma; well over half of them do not work." draws a fairly broad assumption about the employment of the Prime Age workers in the region.	Without supporting data, the statement in question was removed from the final document.

APPENDIX B. COUNTY PROJECTS: CLAY

☐	5-Year Master Plan for the Brazil Park Board
☐	City of Brazil Trail Project to link neighborhoods with Craig Park
☐	Clay City Water Project
☐	Conduct Comprehensive Feasibility Study for the Chinook Mine Area
☐	Construction of two 6-unit and two 10-unit T-hangers at the Brazil/Clay County Airport to provide tenant space for aircraft storage
☐	Continue to Identify, Delineate, and Redevelop Brownfield Site within Clay County
☐	Continued Development of the Clay County Industrial Park to support Technifab Products Expansion
☐	Continued Development of the I-70/SR 59 Economic Development Area
☐	Development of the Chinook Mining Site
☐	Development of the I-70/State Road 59 EDA
☐	Downtown Revitalization for the City of Brazil
☐	Downtown Revitalization Town of Harmony
☐	Federal Bridge Project to replace County Bridge #1
☐	Federal Bridge Project to replace County Bridge #84
☐	Housing Rehabilitation Town of Staunton
☐	Improvement of wireless/broadband communications county-wide
☐	Improvements to curbs and sidewalks in the City of Brazil
☐	Improvements to the Brazil/Clay County Airport
☐	Improvements to the Church Street (Craig Park) Lift Station in the City of Brazil
☐	Improvements to the Murphy Avenue Lift Station in the City of Brazil
☐	City of Brazil Water Project
☐	Town of Center Point Wastewater Project

☐	Improvements to the Town of Center Point's Water System
☐	Improvements to the Town of Staunton's storm water drainage
☐	Expansion of the Montezuma Fire Department's firehouse
☐	Historical Restoration -Town of Rockville
☐	Infrastructure Development to Encourage Growth within the I-70/SR 59 Economic
☐	McGuire/Knight /Chicago Streets Water Main Replacement to boost fire protection pressure and flow
☐	Mill and resurface Leavitt Street from US 40 South to White Rock Road in Brazil
☐	Mill and resurface Pinckley Street between State Road 59 and Murphy Avenue in Brazil
☐	Mill and resurface Vandalia Street from Hendrix Street South to US 40 in Brazil
☐	New storm water drainage City of Brazil
☐	Pogues Run Detention Pond Project to increase the efficiency of the drainage system along the roadway and to eliminate future flooding
☐	Posey Township Volunteer Fire Department Building Project
☐	Purchasing of land and construction of the Pogues Run Detention Pond in the City of Brazil
☐	Rail Enhancement for the improvement and development of railroad tracks in Western Clay and Eastern Vigo Counties
☐	Repaving of Murphy Road which is located at County Road 1000 North to County Road 1500 North
☐	Replacement of the existing lift station and pumps on Railroad (Lambert) Street in the City of Brazil
☐	Replacement of the existing lift station and pumps on Ridge (Alabama) Street in the City of Brazil
☐	Resurfacing of County Road 100 East from County Road 650 South to County Road 950 South
☐	Resurfacing of County Road 500 East which is located north of State Road 42 to County Road 1500 North
☐	Resurfacing of County Road 500 West which is located south of State Road 246 to County Road 1500 South
☐	Clay County "Coalmont" Regional Sewer District Wastewater Project

APPENDIX B. COUNTY PROJECTS: PARKE

☐	Bloomington Volunteer Fire Department Tower vehicle
☐	Bloomington Wastewater Project
☐	Broadband deployment for rural areas that are served by the Parke County REMC
☐	Brush Truck for the Mecca Fire Department
☐	Community Building Town of Bloomington
☐	County-wide park improvements
☐	Development of a new fire station in Union Township
☐	Development of a new Town Hall and an improved community building in the Town of Rockville in the northeast corner of Hwy 36 and Jefferson Ave
☐	Development of a Tourist Information Center and public restroom facility in the Town of Rockville in the northwest corner of Hwy 36 and Jefferson Avenue
☐	Development of Affordable Senior Housing in the Town of Montezuma
☐	Development of affordable/energy efficient housing and senior housing with the County
☐	Development of the J U G A (Bellmore) Volunteer Fire Department Training Facility
☐	Development of the Parke County Sheriff's Department Training Facility
☐	Development of the US Hwy 41 Scenic Trail
☐	Development of Wetlands with the County
☐	Downtown Revitalization in the downtowns of Parke County
☐	Downtown Revitalization in the Town of Montezuma
☐	Downtown Revitalization in the Town of Rockville
☐	Elevation of roads within the County to reduce damage caused by flooding
☐	Emergency backup generators for all elementary and high schools in Parke County
☐	Emergency backup generators for the County's critical infrastructure and emergency services during power outages
☐	Energy efficiency improvements to the schools of Parke County
☐	Expansion of the Montezuma Fire Department's firehouse
☐	Historical Restoration - Town of Rockville

☐	Housing rehabilitation to improve the housing stock in the Town of Mecca
☐	Housing rehabilitation to improve the housing stock in the Town of Montezuma
☐	Implement a Neighborhood Stabilization Program within the communities of Parke County
☐	Improve radio communications among emergency services/local government departments County-wide
☐	Improvements to the Parke County 4-H Fairgrounds and Buildings
☐	Lyford Volunteer Fire Department building renovation and addition project
☐	Lyford Volunteer Fire Department quick attack fire apparatus vehicle acquisition
☐	Maintenance/preservation of the County's Covered Bridges
☐	Mecca Fire Department - Improvements and additions to the fire station
☐	Public Transportation Improvements for County
☐	Purchase of a new emergency ambulance for the Parke County EMS
☐	Purchase of a new pumper/tanker fire truck for the Town of Marshall
☐	Purchase of a new tanker for the Montezuma Fire Department
☐	Purchase of a water rescue boat, hauling trailer, and all loose equipment for the Mecca Fire Department
☐	Renovation of Parke County Inc Headquarters
☐	Replace the Town of Montezuma's pumper/brush truck
☐	Replacement of Bridge 248 over Conrail Railroad to result in a two lane open weight restriction bridge
☐	Replacement of the Bloomington Volunteer Fire Department's fire truck (Engine 325)
☐	Restoration of the Town of Marshall's Arch that was built in 1921 and is listed on the National Register of Historic Places
☐	Resurfacing of roads in the Town of Bloomington
☐	Resurfacing of roads in the Town of Rosedale
☐	Road Improvements Town of Mecca
☐	Rockville Water Supply Improvements
☐	Rosedale Community Center

☐	Rosedale Park Improvements
☐	Rosedale Wastewater Improvements
☐	Rosedale Wastewater/Stormwater Plan
☐	Sidewalks Town of Mecca
☐	Street repaving inside the corporate limits of the Town of Rockville
☐	Tanker replacement for the J U G A Volunteer Fire Department
☐	Town of Bloomington Storm Water Improvements
☐	Town of Marshall Wastewater
☐	Town of Marshall Water Improvements Project
☐	Town of Mecca Park Improvements
☐	Town of Mecca Storm Water Improvements
☐	Town of Mecca Water Upgrade and Expansion Project
☐	Town of Montezuma Park Improvements
☐	Town of Rockville - Howard Ave repaving, sidewalk improvements, and storm sewers, east of Hwy 41 north of Hwy 36 and Jefferson Ave
☐	Town of Rockville Storm Water Improvements
☐	Town of Rockville well head protection
☐	Town of Rosedale Sewer Improvements/Upgrades including three generators for the sewage treatment plant
☐	Town of Rosedale Storm Water Improvements
☐	Upgrade failed and aging septic systems to protect Raccoon Lake from contamination
☐	Upgrade/modification of the Bloomington Volunteer Fire Department Fire Station
☐	Town of Montezuma Water Improvements Construction Project for a new Water Treatment Plant to address nitrates and manganese
☐	Widen and replace/repair the bridge by Schopmeyer Farm Supply in the Town of Rosedale
☐	Widening and resurfacing of Coxville Road between the Town of Rosedale and County Road 700 South
☐	Widening and resurfacing of Coxville Road between the Town of Rosedale and County Road 700 South

APPENDIX B. COUNTY PROJECTS: PUTNAM

☐	Clear Creek Conservancy Sewer Expansion
☐	Community Revitalization/Redevelopment Project in Greencastle's Courthouse Square Business District
☐	Complete all phases of development of the Big Walnut Sports Park
☐	Completion of Ballard Lane improvements in Greencastle
☐	Completion of road improvements /infrastructure to serve the Enterprise Park II – Airport Development Area
☐	Construction of a new fire substation to serve the industrial area of Greencastle
☐	Construction of a new water line route between the Greencastle Water Plant to provide fire protection for the Greencastle Industrial Park
☐	Construction of a Putnam County Annex that is energy efficient to a Gold and Silver LEED certification
☐	Continue the development of the People Pathways system in and around Greencastle
☐	Continued development of the Putnam County Museum
☐	Continued improvements and upgrades of the County's roads/bridges to ensure truck access for local industry and agriculture business
☐	Cover/enclose the outdoor arena at the Putnam County Fairgrounds for trade show/special events
☐	Development and improvement to the Greencastle Courthouse Square Business District area
☐	Development of a Community Center in the Big Walnut Sports Park in the City of Greencastle
☐	Development of a Life-Long Learning System County-wide
☐	Development of a new Bainbridge recreational park and redesign of the existing park
☐	Development of a Recycling Center in the Town of Bainbridge
☐	Development of Industrial/Business parks in Bainbridge, Cloverdale, Fillmore, and Roachdale and Russellville
☐	Development of the US 231 and I-70 interchange corridor
☐	Edgelea Storm Water Drainage Project
☐	Expansion/improvement of the Jaycee Park Dam to repair damage to the inlet of the dam
☐	Extension of Calbert Way to County Road 25 South and County Road 50 South to improve traffic flow of Greencastle's eastside industrial area

☐	Fencing the water/sewer facilities in Cloverdale
☐	Fillmore Water Improvements Construction Project
☐	Fillmore Stormwater Improvements Construction Project
☐	Fillmore Wastewater Improvements Construction Project
☐	Floyd Township Public Water Project (Heritage Lake)
☐	Future expansion of Ivy Tech within the County
☐	Gas utility improvements in Bainbridge
☐	Gas utility improvements in Roachdale
☐	Clear Creek Conservancy Sewer Expansion
☐	Community Revitalization/Redevelopment Project in Greencastle's Courthouse Square Business District
☐	Complete all phases of development of the Big Walnut Sports Park
☐	Completion of road improvements /infrastructure to serve the Enterprise Park II – Airport Development Area
☐	Construction of a new fire substation to serve the industrial area of Greencastle
☐	Completion of Ballard Lane improvements in Greencastle
☐	Greencastle Wastewater Treatment Plant improvements
☐	Greencastle's secondary well field and distribution system project
☐	Implement a Neighborhood Stabilization Program within the communities of Putnam County
☐	Improve and develop the Eastside Economic Development Area in the City of Greencastle
☐	Improve, develop, and expand recreation areas and sports fields throughout the County and its communities
☐	Improvements and expansions to the Putnam County Airport
☐	Improvements to Bainbridge's storm water drainage
☐	Improvements to Cloverdale's storm water drainage

☐	Improvements to sanitary sewer systems in the City of Greencastle
☐	Indianapolis Road Rehabilitation in the heart of Greencastle's commercial corridor
☐	Installation of water and sewer and possibly a lift station to Greencastle's Enterprise Park I – Capital Drive Site
☐	Neighborhood Improvement Project in the City of Greencastle to rehabilitate sidewalks to better connect existing pathways and neighborhoods
☐	New Industrial Road in Cloverdale – Beagle Club Road from the intersection of 231
☐	Northern Corridor Sanitary Sewer Project (US 231 / Edgelea)
☐	Putnam County Waterway Reconstruction
☐	Putnam County / Van Bibber Lake Conservancy District Wastewater Improvements Construction Project for Distribution System Upgrades and WWTP Upgrades
☐	Reconstruction of County Road 275 East for industrial access including storm drainage, water line replacements, and sewer improvements
☐	Reelsville Water Tower Project
☐	Restoration of the Albin Pond Dam to construct an emergency spillway and flatten the slopes
☐	Roachdale sanitary sewer renovation
☐	Russellville Downtown Revitalization Project
☐	Sewer extension to Edgelea Subdivision
☐	Southwest Putnam County Regional Waste Water District Project
☐	Stream bank reconstruction county-wide
☐	Street resurfacing throughout the Town of Fillmore
☐	Upgrade telecommunications County-wide
☐	Washington Street rebuild project in Bainbridge including curbs, sidewalks, lighting, and storm water
☐	Water line installation along Calbert Way between State Road 240 and County Road 200 East in Greencastle's eastside industrial area
☐	Town of Fillmore Wastewater Project

APPENDIX B. COUNTY PROJECTS: SULLIVAN

☐	Cleaning out the 15 flood control impoundment lakes within the County to provide flood relief	☐	Installation of a CSO interceptor line in the City of Sullivan
☐	Cleaning the County's streams and water for the Busseron Creek Watershed District	☐	Installation of sewer to the west side of US 41 near the Sullivan County Community Hospital
☐	Conduct a feasibility study on a future 5,000 +/- acre lake	☐	Merom Coal Bed Methane Generating Station Project to include 30 CBM wells, a gas collection system, and an 8 MW generating station
☐	Continued Downtown Revitalization within the downtowns of Sullivan County	☐	Merom Pipeline Replacement – installation of new pipeline from the well field to the plant
☐	County-wide Park Improvements	☐	Merom Wastewater Project
☐	Demolition of the Hagen Building in Shelburn	☐	Moderate-to-low income housing project to renovate apartments in the City of Sullivan's historic downtown district
☐	Designation of an economic development area for the downtown of Shelburn	☐	Obtain additional equipment for the Recycling Center
☐	Development of a Community Center/Kitchen and Dining Facilities in the Town of Merom	☐	Overall County-wide riverfront development
☐	Development of a Hospital Business Park	☐	Perpetuate all survey section corners within the County
☐	Development of affordable/energy efficient housing County-wide	☐	Reconstruction of the Old US 41 through Sullivan, center section of the City
☐	Development of an overpass in the City of Sullivan	☐	Renewal and renovation of the Historical Museum Building
☐	Expansion of Stewart Street Economic Development Area	☐	Renovation of the former Interurban Depot in the Town of Shelburn
☐	Extension of the City of Sullivan's sanitary sewer system to the Airport	☐	Revitalization of Sullivan Lake
☐	Farmersburg Wastewater Improvement Project	☐	Road Pavement Project for the City of Sullivan
☐	Hymera water tank project	☐	School Modernization and Repair Project
☐	Improve and replace bridges County-wide	☐	Separation of priority sewer lines within the City of Sullivan's collection system
☐	Improve government buildings to be more energy efficient	☐	Septic System Renewal Project – provide a cost share with homeowners to replace or repair failing systems
☐	Improvement to curbs and sidewalks with the communities of the County	☐	Storm water drainage improvements County-wide
☐	Improvements to Merom's Riverfront Park and to repair and restore the Historic Stone Wall	☐	Sullivan County Community Hospital Energy Savings Improvements
☐	Improvements to roads County-wide	☐	Sullivan County Community Hospital Planned Unit Development
☐	Improvements to the City of Sullivan's lift stations	☐	Upgrades to the Sullivan County Highway Garage and Shop
☐	Improvements to the Sullivan County Courthouse which includes energy saving repairs	☐	Town of Carlisle – Development of a comprehensive planning document to guide the town for investment
☐	Installation of a County-wide siren system controlled by the Sheriff's Department 911	☐	City of Sullivan – Fire Station Project
		☐	City of Sullivan – Development of a comprehensive plan

APPENDIX B. COUNTY PROJECTS: VERMILLION

☐	Conduct a regional water study utilizing the Newport Chemical Depot reuse
☐	Conduct a water system study on the Newport Chemical Depot
☐	Conduct Comprehensive Plan for Clinton
☐	Construction of interior access roads in the Clinton Industrial Park
☐	Continued Brownfield Delineation and Redevelopment in the City of Clinton
☐	Continued improvements to drainage systems County-wide
☐	Continued infrastructure and development in low-to-moderate income areas in the County
☐	Continued renovation of Clinton's sewer system
☐	Develop a five year Solid Waste Disposal Program
☐	Develop rail access to industrial sites County-wide
☐	Development Infrastructure to Support the HKP Housing Projects in North and South Clinton
☐	Development of affordable/energy efficient housing County-wide
☐	Development of available industrial sites such as the Meeker Property, the 50 to 250 acre site in Clinton, and the Little, Hennis and Myers Property
☐	Development of commercial business area of Indiana 63/163 intersection
☐	Downtown Revitalization in all Vermillion Co communities
☐	Expand Ivy Tech learning centers throughout the County
☐	Implement a Neighborhood Stabilization Program within the communities of Vermillion County
☐	Improvements to storm water drainage in the Eugene area
☐	Improvements to the City of Clinton's storm water drainage
☐	Improvements to the curbs and sidewalks within the communities of the County
☐	Improvements to the Town of Cayuga's storm water drainage
☐	Improvements to the Town of Fairview Park's storm water drainage including the addition of new sidewalks

☐	Improvements to the Town of Universal's storm water drainage
☐	Institute a County-wide home buyout for buildings/properties that are chronically affected by flood damage
☐	Ranney Wells Restoration and Sewage Treatment Plant Updating at the Newport Chemical Depot to provide future industrial and residential use
☐	Renovation of the Cayuga Health Care Clinic
☐	Re-use of the Newport Chemical Depot site to provide additional jobs to the County
☐	St Bernice Water Corporation - Water Utility Improvement Project
☐	Town of Dana - New Wastewater Treatment and Collection Project
☐	Town of Dana - Water System Improvement Project
☐	Town of Dana Community Center / Library Project
☐	Town of Dana Storm Water Drainage Project
☐	Transportation Improvements County-wide including roads and sidewalks
☐	Upgrading the Town of Clinton's sidewalks and infrastructure to promote handicap accessibility
☐	Water supply improvements for the Town of Fairview Park
☐	City of Clinton's Wastewater Improvements Construction Project for WWTP & Distribution Systems Upgrades and WWTP New Pump Station
☐	Town of Perrysville Water Improvements Construction Project to Upgrade Finished Water Storage and the Water Distribution System
☐	Vermillion County/Perrysville Volunteer Fire Department's Fire Station Improvements Construction Project
☐	Town of Dana- Blight Elimination
☐	Town of Fairview Park Water Project
☐	City of Clinton Water Project
☐	Town of Dana 2-Utility Master Planning Study for Water & Wastewater

APPENDIX B. COUNTY PROJECTS: VIGO

☐	City of Terre Haute – Margaret Avenue Infrastructure Development (Roads)	☐	Review/Update the County's Economic Development Commissions (EDC) Strategic Plan
☐	Connover Levee (located near 63 and 41) Flood Relief to include the cutting of the levee to allow seep water from the Wabash River to recede after the river falls below flood stage	☐	Rural Health Initiative Collaborative (RHIC) Project
☐	Continued Delineation and Redevelopment of Brownfield Sites in Vigo County	☐	Sanitary sewer improvements for north of West Terre Haute to add line extensions to provide service to the area along US 150
☐	Continued development of affordable housing in Vigo County	☐	Seelyville sanitary sewer improvements
☐	Continued Downtown Revitalization within the downtowns of Vigo County	☐	Sewer line extensions for the Deerfield Lift Station to relieve capacity and allow for the lift station to be eliminated
☐	Continued infrastructure and development in low-to-moderate income areas of the County	☐	State Road 46 and Hulman Street Sewer Extension Project to provide homes and businesses sanitary sewer
☐	Demolition of the Toney Petroleum Site	☐	Thompson Ditch Reconstruction to re-establish the flow line
☐	Develop a business incubator center with Indiana State University/other secondary educational institutes in support of new entrepreneurial companies and high-tech jobs	☐	Town of Seelyville Park Improvements
☐	Development of a Public Safety Center to combine the departments of Police and Fire in one central location facility	☐	Town of Seelyville Storm Water Improvements
☐	Development of a Wetlands/Wildlife Reserve along the Wabash River – refer to the RiverScape Plan section of the County Comprehensive Plan	☐	Town of West Terre Haute Park Improvements
☐	Fort Harrison Park access road	☐	Town of West Terre Haute Wastewater System Improvements
☐	Hunt Road Improvements	☐	Town of West Terre Haute Water Expansion Project
☐	Implement storm water drainage in the Southeast Drainage area of Terre Haute of Poplar Street, 25th Street, Wallace Avenue, and Thompson Ditch	☐	Trail Development – Refer to the Terre Haute–Vigo County updated 2030 Long Range Transportation Plan and the Transportation Improvement Program
☐	Marketing and development of Jadcore Industrial Park	☐	Transportation Improvements – Refer to the Terre Haute–Vigo County updated 2030 Long Range Transportation Plan and the Transportation Improvement Program
☐	Marketing and development of the Fort Harrison Business Park	☐	Upgrades and relocations of certain fire stations within the County
☐	Marketing of the former Coke and Carbon Plant site on the property of 13th Street	☐	West Terre Haute – Old Paris Avenue Improvements
☐	Marketing of the former Stran Steel Site	☐	West Terre Haute Storm water Improvements
☐	Redevelopment of the Wabash Riverfront – refer to the RiverScape Plan section of the County Comprehensive Plan	☐	Town of West Terre Haute Master Utility Planning Study
☐	Redevelopment of the Wabash Riverfront – refer to the RiverScape Plan section of the County Comprehensive Plan		
☐	Relocation of Fire Station #11 to serve the annexed area as well as the Region 7 Training Facility		

APPENDIX B. COUNTY PROJECTS: MONTGOMERY

- | | |
|--------------------------|--|
| ☐ | Expansion infrastructure of Purple Heart Parkway |
| ☐ | Development of Housing along Purple Heart Parkway |
| ☐ | Removal of commercial and residential blight throughout the county |
| ☐ | Removal of old gymnasium in Alamo |
| ☐ | Development of a countywide housing strategy |
| ☐ | Development of countywide housing repair programs |
| ☐ | Expansion of infrastructure of Nucor industrial area |
| ☐ | Create a new I-74 Interstate access point on the east side of the County |
| ☐ | Expand utilities (sewer, water, broadband) in strategic areas throughout the county |
| ☐ | Develop a comprehensive housing strategy that includes market rate and low to moderate rates for new builds. |
| ☐ | Create a housing stabilization program to reduce barriers for homeowners and creates an owner-occupied repair program. |



The West Central Indiana Comprehensive Economic Development Strategy (CEDS) was prepared by Thrive West Central. It is funded by the Economic Development Administration, and we wish to express our sincere gratitude for their support of this effort.

