



Wabash River Region

Wabash River Region
Proposal for
**Indiana Regional
Cities Initiative**

2015

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Wabash River Region Proposal for the Indiana Regional Cities Initiative

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Introduction: The Wabash River Region

The Wabash River Region is composed of Knox, Sullivan, and Vigo counties in the southwestern part of the state. Nestled along the Wabash River and the border of Illinois, the region stands ready to attract residents, visitors, and employers from Illinois and surrounding counties for its high quality of life and strong industry presence.

The Region prides itself on being a college and university “powerhouse” with Harrison College, Indiana State University, Ivy Tech Community College, Rose-Hulman Institute of Technology, St. Mary of the Woods College, and Vincennes University. Because of its border location, the region has successfully recruited out-of-state companies, residents, and students looking for the same set of values as they had in their home state, but with greater opportunity. With many of the university’s strong skilled trades and training programs, especially career and technical education programs at Vincennes University, the nationally-recognized engineering programs and high-quality, liberal arts institutes in Vigo County, the Region offers a near-limitless supply of workers for companies drawn to Indiana’s low-tax environment. Out-of-state workers will find Hoosier Hospitality welcomes them to a new home, and the fiber optic lines make the area attractive for young entrepreneurs looking for a place to build their start-up or work remotely, enjoying an urban-style job from the quality of life that a smaller community provides.

In addition to a strong educational presence, the Region is strong in the medical and healthcare industries with projects and programs such as Rural Health Innovation Collaborative. The RHIC, located in Union Hospital West in the former intensive care unit doubled the size and tripled its number of patient simulators earlier this year, but the work of its many partners – Indiana State University, Indiana University’s School of Medicine-Terre Haute, Union Hospital, Inc., Ivy Tech Community College Wabash Valley, the Terre Haute Economic Development Corporation, the City of Terre Haute, Hamilton Center, Inc., Saint Mary-of-the-Woods College, Harrison College – Terre Haute, Valley Professionals Community Health Center, Inc., the Indiana Rural Health Association, the Indiana Area Health Education Centers, and Terre Haute Regional Hospital will enhance the community and improve delivery of healthcare in rural communities.

Although the region has made great strides in several key areas of economic development, there is still more work to be done, making the Regional Cities Initiative important. While most communities to submit an application have populations over 200,000 in their Regional Development Authority territories, the Wabash Region is just under 170,000 in all three counties. However, with the influx of students to the educational opportunities, a population increase is within reach just by retaining the talent that has already chosen Indiana as a home, even if for a short time. With the continued support from community, industry, and business leaders, the Wabash River Region is well-positioned for a wave of revitalization and growth. Funding from the Regional Cities Initiative is crucial to achieving these goals and will help further cement the collaboration and teamwork that the Wabash River Region has participated in as a part of this process. This funding will catalyze the new projects as described in this proposal and provide a foundation from which the Region can expand and retain existing business and industry within the region and improve its overall quality of life, and build population. The increased population will draw in additional income tax revenue to the State, benefitting all Hoosiers.

Where Are We Now?

The data contained in the following pages paint a picture of a promising, but struggling, area of the Hoosier Heartland.

a. Current State of the Region

Geographic Boundaries

The Wabash River Region is composed of Vigo, Sullivan, and Knox Counties in the Southwestern part of the state. Over the years, the three counties have collaborated to improve their region for long-term economic sustainability. Although many successes have been made, there is still work to be done.



b. Demographics

Population

As shown in **Figure 1**, of the three regional partners, Vigo County has the highest population at 108,373, followed by Knox and Sullivan Counties.

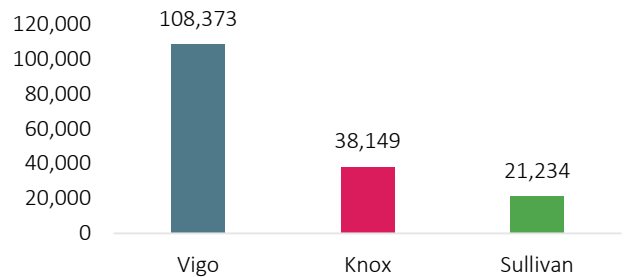
Population Projections

By 2050, Knox County's population is projected to increase in Preschool Age (0-4 years), School Age (5-19 years), Young Adults (25-44), and Seniors (65 and above). Knox, Sullivan, and Vigo are projected to have an increase in seniors.

Age

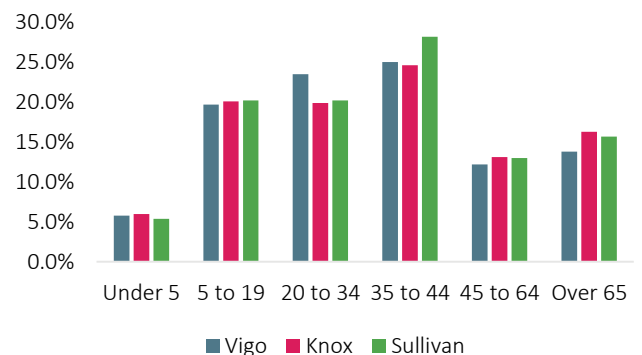
Of the three counties, Vigo County has the lowest median age at 35.8, followed by Knox at 39.6, and Sullivan at 40.5 years old. Vigo also has the highest concentration of 20- to 34-year-olds and Sullivan has the highest concentration of 35-to-44-year olds.

Figure 1. Population: Knox, Sullivan and Vigo Counties



Source: ACS 2011-2013 3-Year Estimates

Figure 2. Age Comparisons



Source: ACS 2009-2013 5-Year Estimates

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Race

Each county in the proposed region has over roughly 80 percent of their population defined as White, Non-Hispanic. Vigo County has the highest percentage of Black or African American people at 6.6 percent and also has the highest percentage of Asians among the counties at 1.8 percent.

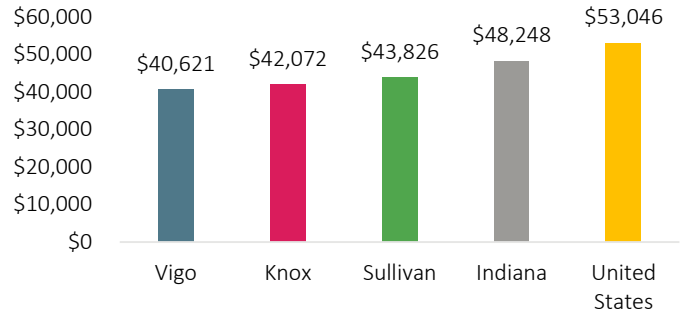
Income

Median Household Income

When comparing the median household incomes of each county, Sullivan County has the highest at \$43,826, followed by Knox and Vigo Counties respectively as shown in **Figure 3**.

When compared to the state and the United States, Sullivan comes within \$4,422 of Indiana's median household income of \$48,248.

Figure 3. Median Household Incomes



Source: ACS 2011-2013 3-Year Estimates

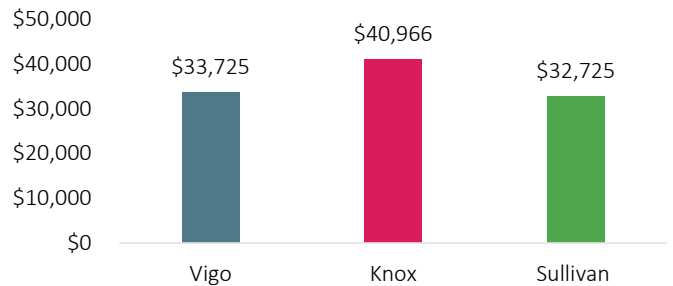
Per Capita Personal Income (PCPI)

In **Figure 4**, Per capita personal income is highest in Knox County, at \$40,966, followed by Vigo and Sullivan Counties respectively.

PCPI Growth

From 2003 to 2013, all counties in the region experienced PCPI growth. The highest growth was in Knox County at 19.4 percent, followed by Sullivan at 17.7 percent, and Vigo at 2.6 percent.

Figure 4. Per Capita Personal Income by County

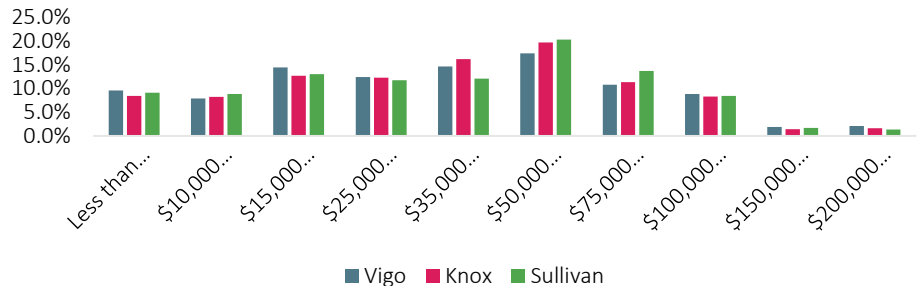


Source: ACS 2011-2013 3-Year Estimates

Income Distribution

Figure 5 shows that between the three counties, the most concentrated income bracket is \$50,000 to \$74,999. Sullivan County has the highest population in the \$75,000 to \$99,999 bracket.

Figure 5. Income Distribution by County

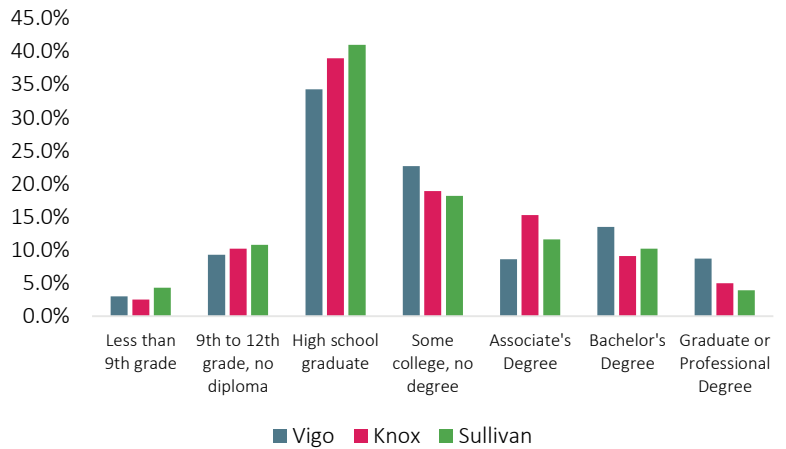


Source: ACS 2011-2013 3-Year Estimates

Educational Attainment

Among the three counties, Sullivan has the highest percentage of adults over the age of 25 whose highest educational attainment is a High School diploma and Vigo has the highest percentage of Some College, Bachelor's, and Graduate or Professional Degree earners as shown in Figure 6.

Figure 6. Educational Attainment



Source: ACS 2011-2013 3-Year Estimates

Commuting

Vigo County

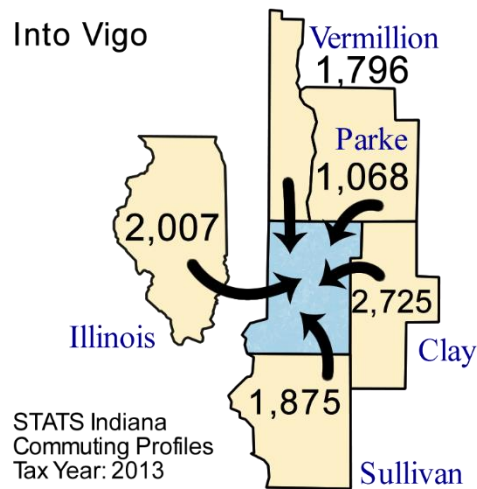
Table 1: Commuting Workers in 2013

Number of people who live in Vigo County and work (implied resident labor force)	63,058
Number of people who live AND work in Vigo County	59,952
Total number of people who work in Vigo County (implied work force)	72,263

Source: Indiana Business Research Center, STATS America

Table 2: Top 5 Counties Sending Workers into Vigo County (2013)

Clay County	2,725
Illinois	2,007
Sullivan County	1,875
Vermillion County	1,796
Parke County	1,068



Source: Indiana Business Research Center, STATS America

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Knox County

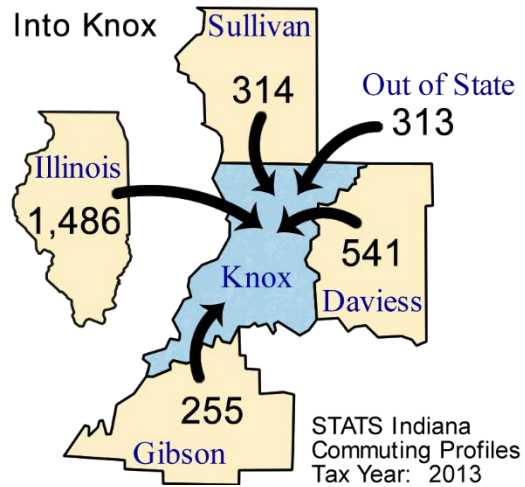
Table 3: Commuting Workers in 2013

Number of people who live in Knox County and work (implied resident labor force)	23,417
Number of people who live AND work in Knox County	21,110
Total number of people who work in Knox County (implied work force)	25,112

Source: Indiana Business Research Center, STATS America

Table 4: Top 5 Counties Sending Workers into Knox County (2013)

Illinois	1,486
Daviess County	541
Sullivan County	314
Out of State	313
Gibson County	255



Source: Indiana Business Research Center, STATS America

Sullivan County

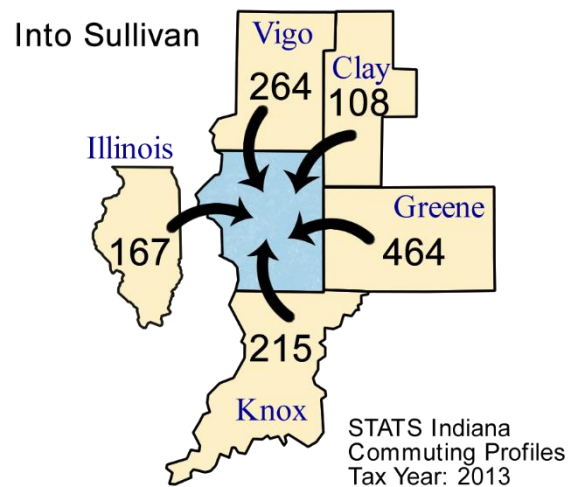
Table 5: Commuting Workers in 2013

Number of people who live in Sullivan County and work (implied resident labor force)	23,417
Number of people who live AND work in Sullivan County	21,110
Total number of people who work in Sullivan County (implied work force)	25,112

Source: Indiana Business Research Center, STATS America

Table 6: Top 5 Counties Sending Workers into Sullivan County (2013)

Greene County	464
Vigo County	264
Knox County	215
Illinois	167
Clay County	108



Source: Indiana Business Research Center, STATS America

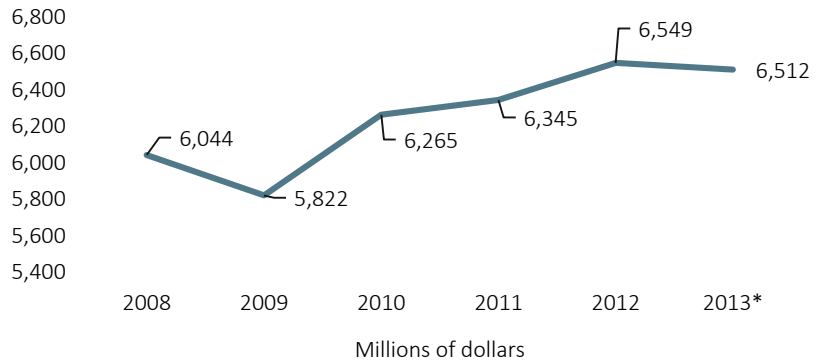
c. Economic Statistics

Gross Domestic Product (GDP)

After taking a dip in 2009 from the economic recession, the Terre Haute MSA Gross Domestic Product (GDP) has been steadily growing from \$5,822 million in 2009 to \$6,512 million in 2013.

Source: Bureau of Economic Analysis, only available at MSA-level
*current dollar gross domestic product by Metropolitan Area

Figure 7: Terre Haute MSA Gross Domestic Product (GDP) Change



Gross Regional Product












The Gross Regional Product (GRP) for Vigo, Knox, and Sullivan County was just under \$6.8 billion in 2013. The industry with the highest percentage of the total GRP, at 18 percent was the manufacturing industry, taking in roughly \$1.20 billion.

Vigo, Knox and Sullivan County

\$3,810,116,898	\$2,564,098,881	\$420,977,787	\$6,795,193,565
Earnings (2013)	Property Income (2013)	Taxes on Production (2013)	Total GRP (2013)

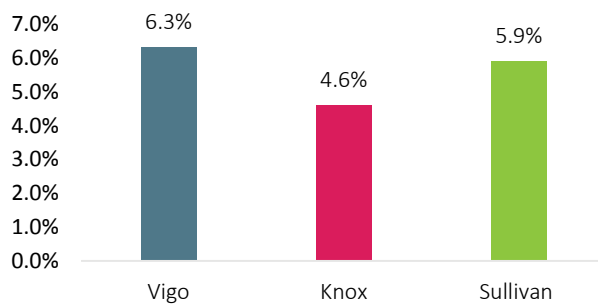
NAICS	Industry	GRP (2013)	% of Total
11	Crop and Animal Production	\$76,067,651.80	1%
21	Mining, Quarrying, and Oil and Gas Extraction	\$721,249,557.14	11%
22	Utilities	\$352,425,176.91	5%
23	Construction	\$249,789,121.45	4%
31	Manufacturing	\$1,192,400,804.19	18%
42	Wholesale Trade	\$242,405,600.13	4%
44	Retail Trade	\$380,556,532.50	6%
48	Transportation and Warehousing	\$183,767,109.24	3%
51	Information	\$102,910,349.76	2%
52	Finance and Insurance	\$284,257,913.01	4%

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53	Real Estate and Rental and Leasing	\$277,819,491.19	4%	
54	Professional, Scientific, and Technical Services	\$101,817,188.31	1%	
55	Management of Companies and Enterprises	\$30,247,237.64	0%	
56	Administrative and Support and Waste Management and Remediation Services	\$144,911,177.06	2%	
61	Educational Services	\$100,335,220.51	1%	
62	Health Care and Social Assistance	\$653,875,439.61	10%	
71	Arts, Entertainment, and Recreation	\$16,780,593.28	0%	
72	Accommodation and Food Services	\$165,257,148.55	2%	
81	Other Services (except Public Administration)	\$120,836,094.34	2%	
90	Government	\$933,055,172.50	14%	
	Other Non-Industries	\$464,428,986.34	7%	

Source: Economic Modeling Specialists, Intl. (EMSI)

Figure 8. Unemployment Rates by County



Source: Indiana Department of Workforce Development

Unemployment

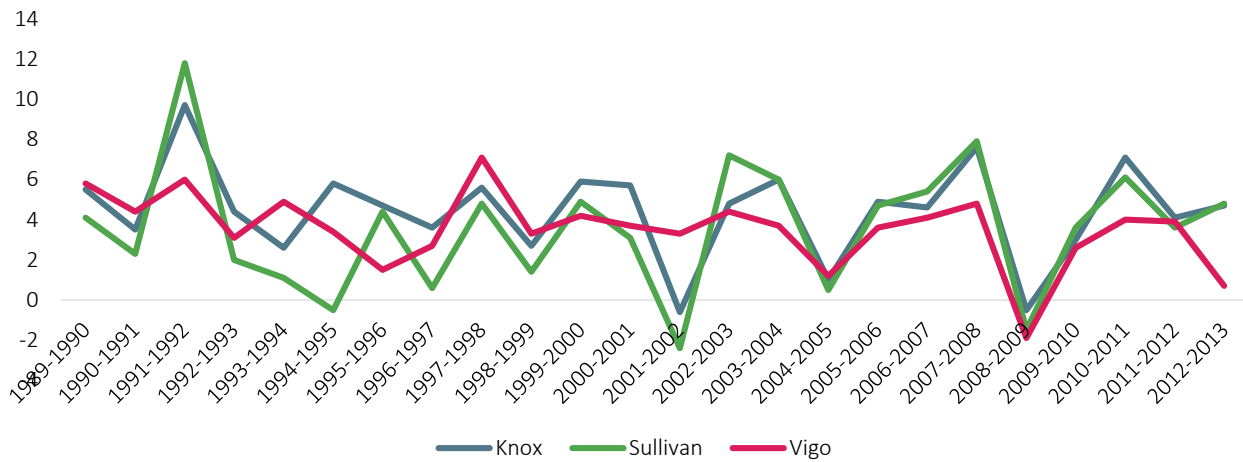
As shown in **Figure 8**, Knox County has the lowest unemployment rate at 4.6 percent, followed by Sullivan at 5.9 percent, and Vigo at 6.3 percent in June 2015.

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Per Capita Personal Income (PCPI) Percent Change

From 1989 to 2013, all three counties in the region experienced similar patterns with the exception of a few time periods as shown in **Figure 9**. From 1993 to 1994, Knox and Sullivan counties experienced a decrease in PCPI, whereas Vigo experienced an increase. A similar pattern occurred between 2002 and 2003.

Figure 9: Percent Change PCPI by County



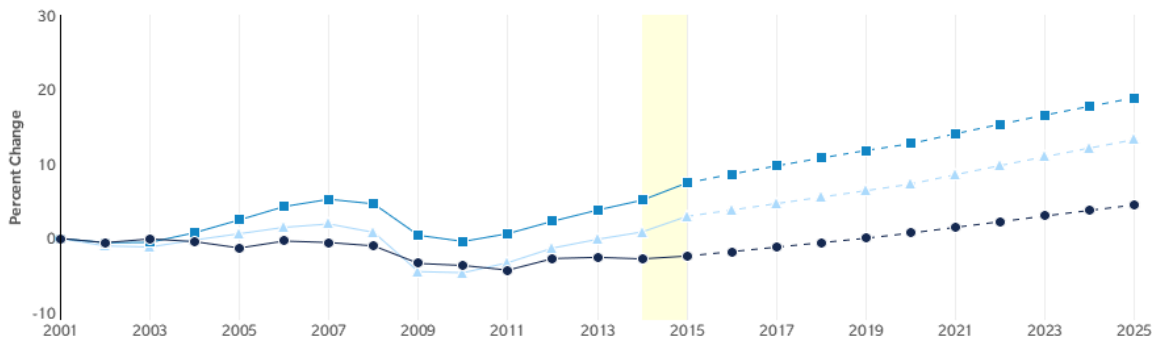
Source: Bureau of Economic Analysis

* Per capita personal income was computed using Census Bureau midyear population estimates. Estimates for 2010-2013 reflect county population estimates available as of March 2014.

Labor Force Trends and Projections

Regional Trends

Between 2014 and 2015, the region experienced a 0.4 percent increase in jobs – from 80,488 to 80,801 in total and is expected to experience continued growth through 2025.



Region	2014 Jobs	2015 Jobs	Change	% Change
● Region	80,488	80,801	313	0.4%

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Region	2014 Jobs	2015 Jobs	Change	% Change
• United States	152,496,017	155,858,595	3,362,578	2.2%
• Indiana	3,184,501	3,250,538	66,037	2.1%

Industry Analysis

Employment by Broad Industries (Past and Projected)

Table 7 below details the employment by industry change from 2014 to 2025. Vigo County had the largest percentage employment growth at 49 percent in the Mining, Quarrying, and Oil and Gas Extraction industry. The next largest growth occurred in Sullivan County in the Educational Services industry at 43 percent. However, the county also experienced a large decrease in employment, at a 48 percent drop in the Arts, Entertainment, and Recreation industry. For Knox County, these numbers represent existing home-based residents. However, if Vincennes University were the focal point for Career and Technical Education, the qualified pool base would represent all 92 counties. Therefore, if there is a focus on the region, there is a virtually limitless supply for skilled graduates.

Table 7: Employment By Industry 2014 – 2025 Percent Change

	Vigo County	Knox County	Sullivan County
Crop and Animal Production	-1%	-2%	10%
Mining, Quarrying, and Oil and Gas Extraction	49%	15%	43%
Utilities	-29%	26%	-25%
Construction	4%	27%	38%
Manufacturing	-20%	24%	16%
Wholesale Trade	-5%	-1%	25%
Retail Trade	4%	6%	2%
Transportation and Warehousing	6%	7%	6%
Information	-21%	21%	39%
Finance and Insurance	8%	21%	-9%
Real Estate and Rental and Leasing	7%	30%	-19%
Professional, Scientific, and Technical Services	-1%	-7%	36%
Management of Companies and Enterprises	10%	37%	0%
Administrative Support and Waste Mgmt. and Remediation Services	13%	31%	2%
Educational Services	6%	11%	43%
Health Care and Social Assistance	20%	27%	25%
Arts, Entertainment, and Recreation	-6%	12%	-48%
Accommodation and Food Services	8%	13%	23%
Other Services (except Public Administration)	1%	8%	9%
Government	0%	9%	6%
Unclassified	0%	0%	0%

Source: Economic Modeling Specialists International (EMSI)

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Table 8: Terre Haute MSA Employment by Broad Industries

NAICS	Description	2015 Jobs	2020 Jobs	2015-2025 % Change
11	Crop and Animal Production	532	516	(-3%)
21	Mining, Quarrying, and Oil and Gas Extraction	1,109	1,260	14%
23	Construction	3,887	4,071	5%
31	Manufacturing	10,811	10,412	(-4%)
48	Transportation and Warehousing	1,974	2,034	3%
61	Educational Services	2,073	2,215	7%
62	Health Care and Social Assistance	9,791	10,803	10%

Source: Economic Modeling Specialists International (EMSI)

Wage Comparisons by Broad Industry

Average Earnings in the Region by Industry

The average wage in the region for 2015 is \$43,356, which is approximately 73 percent of the national average wage. The Utilities and Mining, Quarrying, and Oil and Gas Extraction Industries have the highest average wages at \$94,098 and \$122,032 respectively.

\$43,356

Avg. Earnings (2015)

73% of Nation Avg.

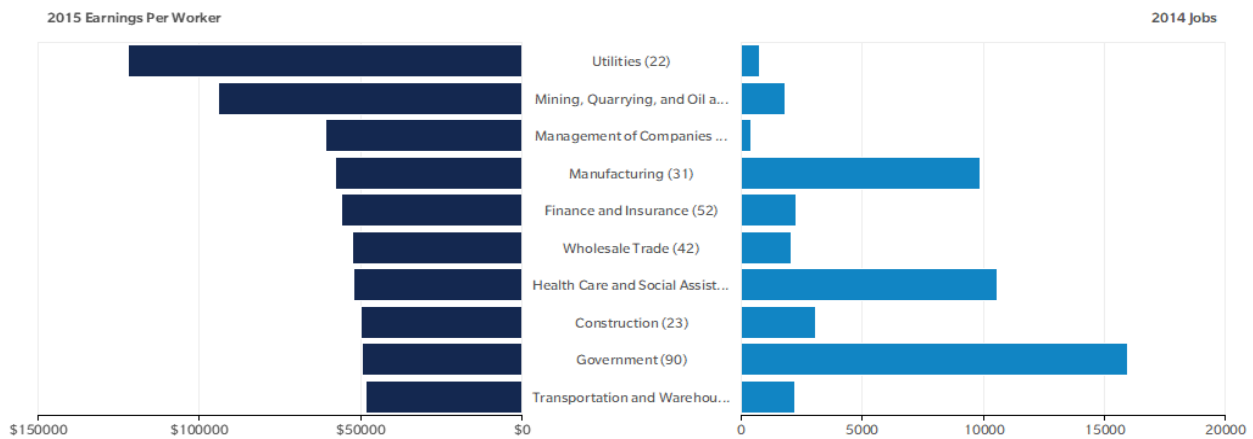
NAICS	Industry	Avg. Earnings (2015)
11	Crop and Animal Production	\$26,657
21	Mining, Quarrying, and Oil and Gas Extraction	\$94,098
22	Utilities	\$122,032
23	Construction	\$50,029
31	Manufacturing	\$57,900
42	Wholesale Trade	\$52,451
44	Retail Trade	\$26,410
48	Transportation and Warehousing	\$48,216
51	Information	\$46,149
52	Finance and Insurance	\$55,962

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NAICS	Industry	Avg. Earnings (2015)
53	Real Estate and Rental and Leasing	\$39,020
54	Professional, Scientific, and Technical Services	\$46,630
55	Management of Companies and Enterprises	\$60,764
56	Administrative and Support and Waste Management and Remediation Services	\$23,341
61	Educational Services	\$39,538
62	Health Care and Social Assistance	\$52,253
71	Arts, Entertainment, and Recreation	\$15,269
72	Accommodation and Food Services	\$15,270
81	Other Services (except Public Administration)	\$24,260
90	Government	\$49,573

Source: Economic Modeling Specialist, Intl. (EMSI)

Highest Paying Industries in the Region



Source: Economic Modeling Specialist, Intl. (EMSI)

Industry	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2015 Earnings Per Worker
Utilities	736	722	-15	-2%	\$122,032
Mining, Quarrying, and Oil and Gas Extraction	1,794	1,874	80	4%	\$94,098
Management of Companies and Enterprises	403	390	-13	-3%	\$60,764

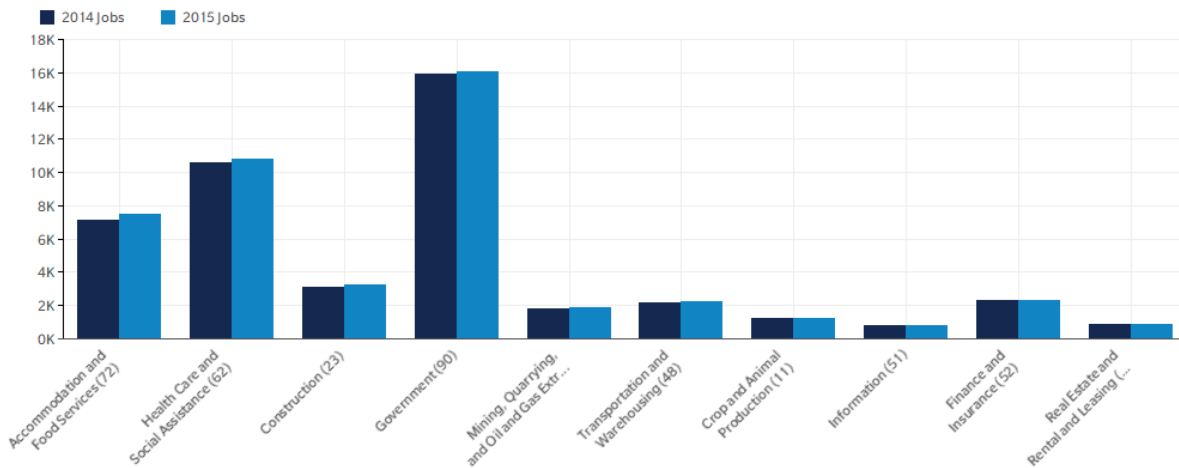
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Industry	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2015 Earnings Per Worker
Manufacturing	9,887	9,714	-173	-2%	\$57,900
Finance and Insurance	2,269	2,281	12	1%	\$55,962
Wholesale Trade	2,048	2,034	-14	-1%	\$52,451
Health Care and Social Assistance	10,573	10,817	244	2%	\$52,253
Construction	3,074	3,236	161	5%	\$50,029
Government	15,947	16,028	82	1%	\$49,573
Transportation and Warehousing	2,194	2,225	31	1%	\$48,216

Source: Economic Modeling Specialist, Intl. (EMSI)

Fastest Growing Industries in the Region

The fastest growing industries in the Wabash River Region include Accommodation and Food Services, and Construction with a 5 percent change in jobs from 2014 to 2015 followed by the Mining, Quarrying, and Oil and Gas Extraction Industry at 4 percent job growth.



Source: Economic Modeling Specialist, Intl. (EMSI)

Industry	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2015 Earnings Per Worker
Accommodation and Food Services	7,128	7,478	350	5%	\$15,270
Health Care and Social Assistance	10,573	10,817	244	2%	\$52,253
Construction	3,074	3,236	161	5%	\$50,029

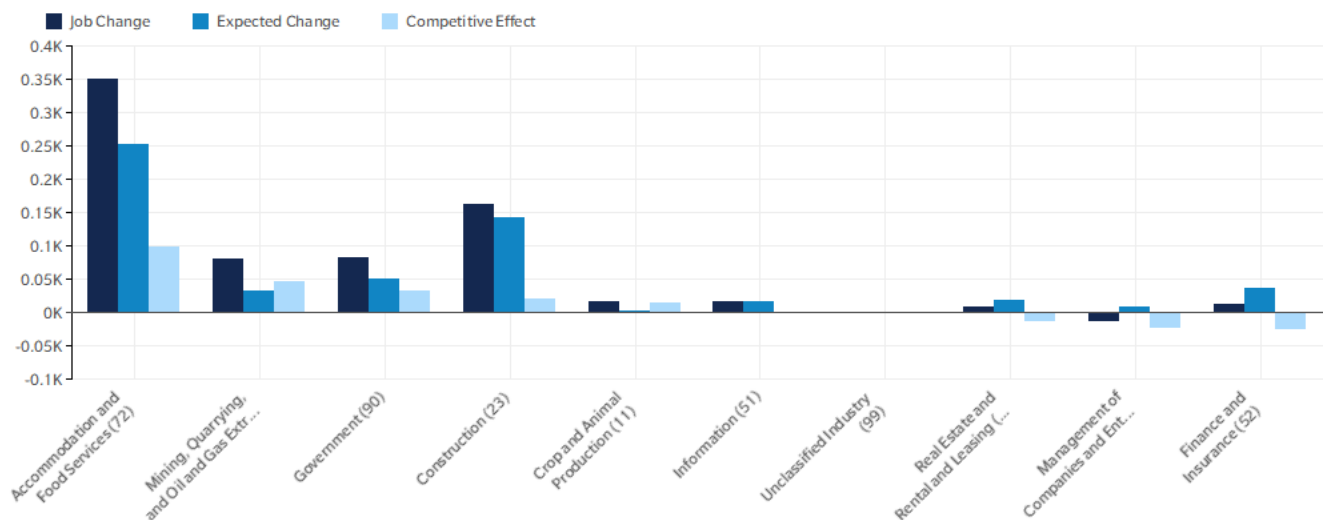
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Industry	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2015 Earnings Per Worker
Government	15,947	16,028	82	1%	\$49,573
Mining, Quarrying, and Oil and Gas Extraction	1,794	1,874	80	4%	\$94,098
Transportation and Warehousing	2,194	2,225	31	1%	\$48,216
Crop and Animal Production	1,198	1,215	17	1%	\$26,657
Information	795	811	17	2%	\$46,149
Finance and Insurance	2,269	2,281	12	1%	\$55,962
Real Estate and Rental and Leasing	839	846	8	1%	\$39,020

Source: Economic Modeling Specialist, Intl. (EMSI)

Most Competitive Industries in the Region

The most competitive industry in the region is the Accommodation and Food Services industry with a competitive effect rate of 98 and expected change of 252. Following this industry, the next most competitive industry is Mining, Quarrying, and Oil and Gas Extraction.



Source: Economic Modeling Specialist, Intl. (EMSI)

Industry	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2015 Earnings Per Worker
Accommodation and Food Services	350	95	157	252	98	\$15,270
Mining, Quarrying, and Oil and Gas Extraction	80	-7	40	33	47	\$94,098

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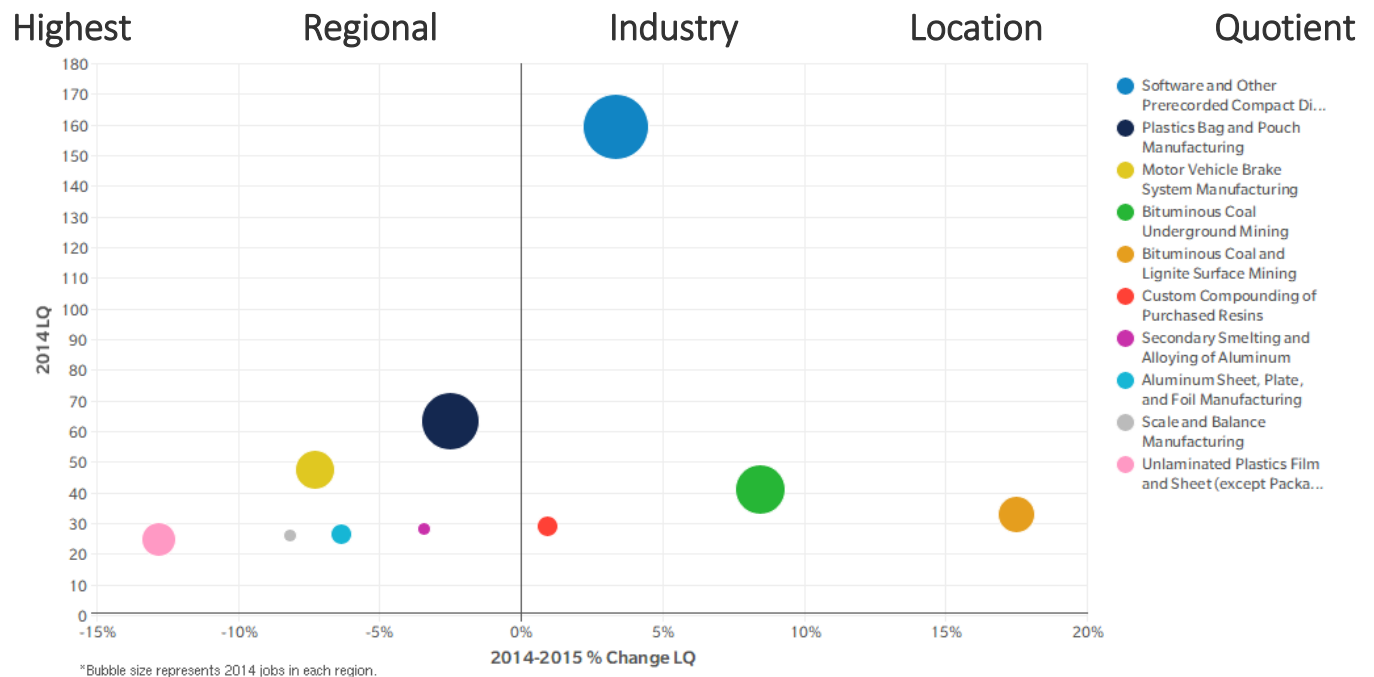
Industry	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2015 Earnings Per Worker
Government	82	-302	352	50	32	\$49,573
Construction	161	73	68	141	20	\$50,029
Crop and Animal Production	17	-24	26	2	14	\$26,657
Information	17	-2	18	16	1	\$46,149
Unclassified Industry	0	0	0	0	0	\$0
Real Estate and Rental and Leasing	8	0	18	18	-11	\$39,020
Management of Companies and Enterprises	-13	0	9	9	-21	\$60,764
Finance and Insurance	12	-13	50	37	-25	\$55,962

Source: Economic Modeling Specialist, Intl. (EMSI)

Location Quotients

Location Quotients (LQs) are a valuable way of quantifying how concentrated a specific industry, cluster, occupation or demographic group is in a region compared to the nation. Essentially, the LQ helps define what makes a region unique when compared to the national average. It is generally accepted that any LQ higher than one (1) means that the region has a significant concentration in that area.

Top Ten Regional Location Quotients



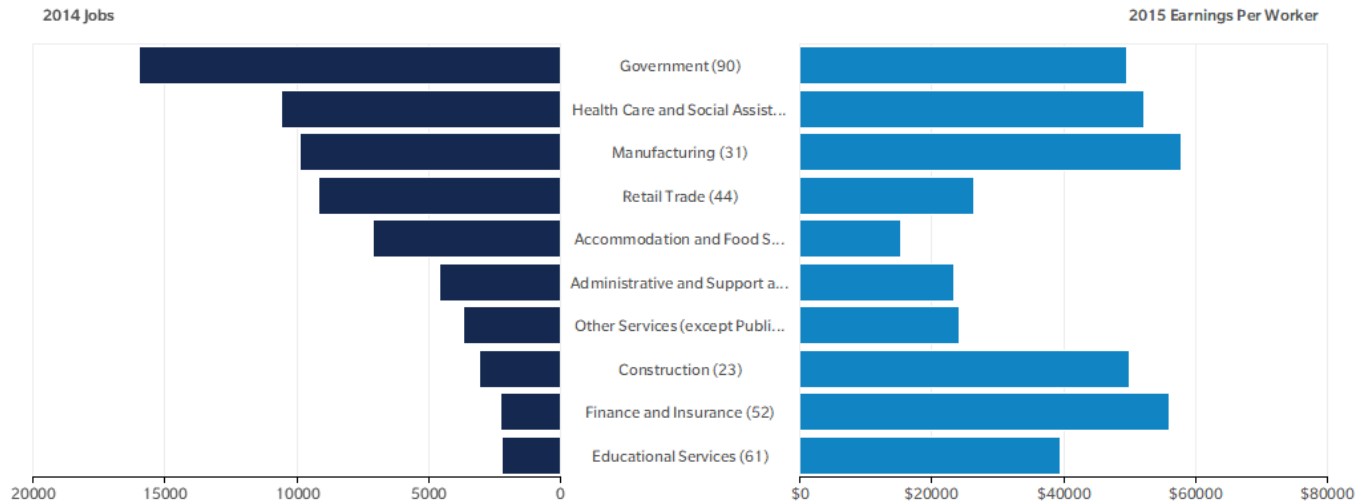
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Industry	2014 Jobs	2015 Jobs	% Change	2014 LQ	2015 LQ	% Change LQ	2015 Earnings Per Worker
Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing	1,194	1,229	3%	159.42	164.71	3%	\$57,416
Plastics Bag and Pouch Manufacturing	1,017	1,000	-2%	63.59	62.00	-3%	\$59,328
Motor Vehicle Brake System Manufacturing	614	573	-7%	47.65	44.17	-7%	\$53,416
Bituminous Coal Underground Mining	869	863	-1%	41.14	44.61	8%	\$103,914
Bituminous Coal and Lignite Surface Mining	567	633	12%	33.05	38.82	17%	\$89,491
Custom Compounding of Purchased Resins	262	263	0%	29.34	29.62	1%	\$87,089
Secondary Smelting and Alloying of Aluminum	80	81	1%	28.09	27.12	-3%	\$66,552
Aluminum Sheet, Plate, and Foil Manufacturing	218	215	-2%	26.40	24.72	-6%	\$78,758
Scale and Balance Manufacturing	56	53	-6%	26.21	24.07	-8%	\$54,871
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	518	463	-11%	24.99	21.79	-13%	\$81,511

Source: Economic Modeling Specialist, Intl. (EMSI)

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As shown in the figure below, Manufacturing is the industry with the highest 2015 Earnings per Worker at \$57,900, however the industry has had a 2 percent decline in jobs from 2014 to 2015. The industry with the most jobs is Government at 16,028 jobs in 2015.



Source: Economic Modeling Specialist, Intl. (EMSI)

Industry	2014 Jobs	2015 Jobs	Change in Jobs (2014-2015)	% Change	2015 Earnings Per Worker
Government	15,947	16,028	82	1%	\$49,573
Health Care and Social Assistance	10,573	10,817	244	2%	\$52,253
Manufacturing	9,887	9,714	-173	-2%	\$57,900
Retail Trade	9,153	9,065	-88	-1%	\$26,410
Accommodation and Food Services	7,128	7,478	350	5%	\$15,270
Administrative and Support and Waste Management and Remediation Services	4,579	4,440	-140	-3%	\$23,341
Other Services (except Public Administration)	3,665	3,663	-2	0%	\$24,260
Construction	3,074	3,236	161	5%	\$50,029
Finance and Insurance	2,269	2,281	12	1%	\$55,962
Educational Services	2,232	2,179	-53	-2%	\$39,538

Source: Economic Modeling Specialist, Intl. (EMSI)

Wabash River Region Proposal for the Indiana Regional Cities Initiative

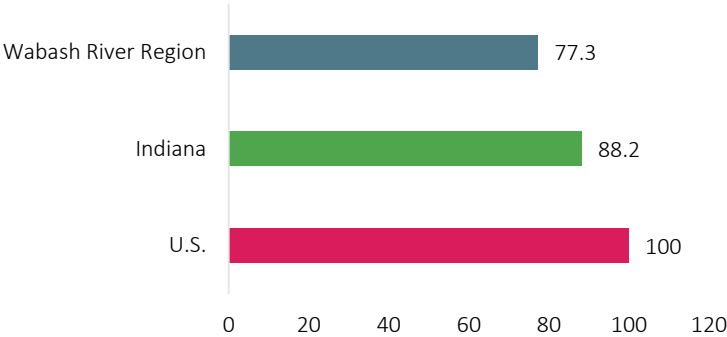
Innovation Index

The Indiana Business Research Center (StatsAmerica) provides an Innovation Index for custom regions. The index incorporates a mix of input measures that characterize the place and its people (accounting for 60 percent of the overall index score) and output measures that characterize its economic success (40 percent of the overall score). The data for the Wabash River Region is provided below.

Inputs and Capacity

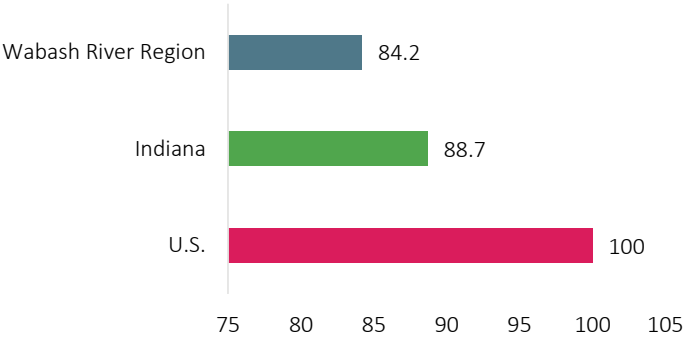
For **Figures 10 and 11**, the index measures the ability of the population and labor force to innovate in two component indexes that include inputs (Human Capital and Economic Dynamics) into local economies.

Figure 10: Human Capital



Source: Indiana Business Research Center, StatsAmerica Innovation Index

Figure 11: Economic Dynamics

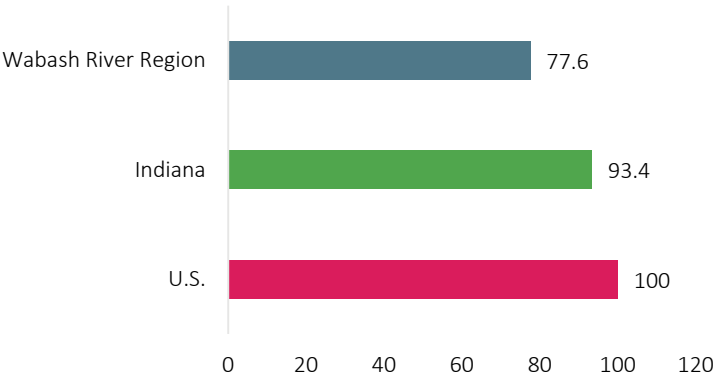


Source: Indiana Business Research Center, StatsAmerica Innovation Index

Outputs

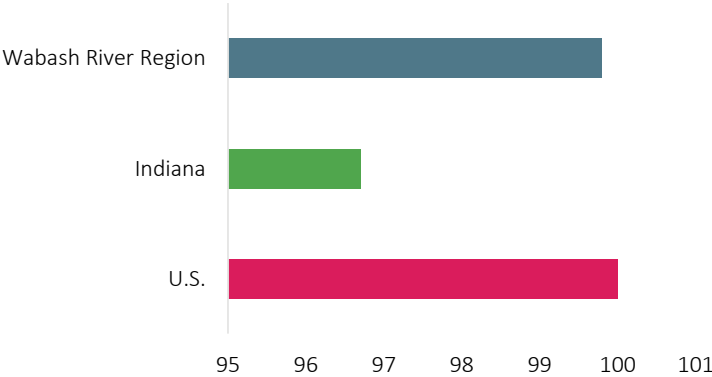
For **Figures 12 and 13**, the Index measures the output indexes of Productivity and Employment and Economic Well-Being for the region. Overall, the region ranks at almost 78, compared to 100 (the U.S. ranking) in Productivity and Employment and a very high rating of 99.8 in Economic Well-Being.

Figure 12: Productivity and Employment



Source: Indiana Business Research Center, StatsAmerica Innovation Index

Figure 13: Economic Well-Being



Source: Indiana Business Research Center, StatsAmerica Innovation Index

d. Sources of Local Public Funding

Below please find the anticipated sources of local public funding for the Regional Cities Projects:

- TIF – Available in late 2016 or whenever we believe they can be provided.
- Public / Private- Private Donations through St. Mary of the Woods College, available in 2017.
- Land – Value of the land on which public projects are being built (e.g. ICON building)
- In-Kind – more information will be available in the coming months.
- Planned Gifts – more information will be available in the coming months.
- Campaign Funding – Available in late 2016 or 2017

e. Stakeholder Groups

Vigo, Knox, and Sullivan County

Issues

Through survey results, personal interviews with city and county leaders and forum discussions, some of the most prominent challenges and opportunities affecting the economic environment in Vigo, Knox and Sullivan counties.

Challenges

- Generational poverty
- Drug abuse
- Talent retention
- Locally-based industry and capital
- Collaborative leadership
- Affordable housing for the workforce
- Available workforce
- Personal pride and motivation
- Unemployment
- Perceptions of Terre Haute
- Labor Force Participation Rate
- Lack of daycare for employees

Opportunities

- Geography and infrastructure
- The Wabash River
- Rich regional history
- Educational resources
 - Harrison College, Indiana State University, Ivy Tech Community College, Rose-Hulman Institute of Technology, St. Mary of the Woods College, and Vincennes University.
- Quality of life, access to parks
- Reborn downtown
 - River Walk – Clean up, lighting, benches and view of the river. Eventually, the walk will be connected to the Memorial and Military Museum and the cemetery.
- Bi-State Authority – Lawrenceville – Vincennes Airport
- Good network of rail and highway infrastructure
 - Curb repair through Main Street Organization

Wabash River Region Proposal for the Indiana Regional Cities Initiative

- Bicycle lanes
- Good Samaritan Hospital
 - Recent Gibault Tower Expansion: \$140 million with 6 floors of state-of-the-art facilities and equipment.
 - Heavily recruiting new physicians and is starting a residency program in 2017 with hopes of having 10 interns in 2017 and ramp up each year with an additional 10 for a total in the program on a continuous basis of 30 residents.
- U.S. 41 Industrial Park
 - Available land for future development
- Potential Commercial/Retail Growth

f. Previous Planning Efforts

Terre Haute Tomorrow: In 2000, the Terre Haute Chamber of Commerce and the Alliance for Growth and Progress partnered to commission a study to be conducted to identify economic development needs, which was followed by the formation of the first Steering Committee and Strategic Action Teams. Over the next ten years, Terre Haute saw progress in downtown developments, river initiatives, and county-wide projects.



Vision for Growth and Prosperity

In 2013, a new Steering Committee was formed to reinvigorate the long-term plan. Chorus, Inc. was hired to assist in the facilitation and coordination of the next stage of the long-term plan. Extensive community engagement was conducted through surveys, interviews, and a one-day forum attended by 84 community leaders. Based on the public and stakeholder input, Terre Haute Tomorrow unveiled a new 10-year Strategic Community Plan. Goals, objectives, and strategies are defined in each of five critical areas: quality of life/community image, economic development, workforce, leadership development and infrastructure. The long-range plan is based on four cornerstones:

- **Talent** - Workforce readiness, educational attainment, higher education collaboration, and retention of our best and brightest people.
- **Identity** - Addressing the internal and external perceptions of Terre Haute and working to change the literal landscape and the mental images of the city.
- **Quality of Life** - The factors that draw people to Terre Haute, encourage them to make this home, and motivate them to improve the lives of other citizens.
- **Infrastructure and Enterprise** - The physical and economical assets of the city and county that help drive its prosperity and provide better lives for citizens and consumers.

Mission: To provide the leadership and coordination necessary to develop, implement and update the long-term plan.

Vision: That the Terre Haute and Vigo County community will grow and prosper.



RiverSCAPE: The riverSCAPE planning initiative was a result of the successful efforts of the Wabash River Development and Beautification, Inc. to restore wetlands on the west bank of the Wabash River in Terre Haute. The riverSCAPE master plan, released in 2008, is a representative of preferred future land uses of Terre Haute and Vigo County surrounding the Wabash River. The plan is part of a larger vision to transform the face and image of Terre Haute in hopes of bringing economic growth opportunities for new business and to provide a landmark destination for tourists done through the restoration of the banks of the Wabash.

Vision: The riverfront in Terre Haute redefines the Communities by creating a sustainable and active focal point where family-friendly recreation, passive natural areas and opportunities for education and interpretation about the river and the environment serve as the catalyst for compatible commercial and residential development.

Southwest Indiana: A Plan for Growing Southwest Indiana’s Logistics Sector: This plan was created to:

- Enhance the environment for companies in advanced manufacturing and logistics to grow their business, taking advantage of Indiana’s position at the heart of the global supply chain;
- Create a more attractive environment for manufacturing and logistics companies to relocate or expand in the Southwest Region, thereby creating jobs and increasing State and local revenue; and
- Create high-paying jobs for Hoosiers – the average wage of Indiana manufacturing and logistics jobs is more than 33% higher than the State’s median income.

SOUTHWEST REGIONAL LOGISTICS COUNCIL
A PLAN FOR GROWING
SOUTHWEST INDIANA’S
LOGISTICS SECTOR



Mission: The Southwest Regional Logistics Council will work to promote logistics excellence in the Southwest Region through development of infrastructure, public policy, public awareness and workforce development goals. The Southwestern Region is positioned strategically in the population center of the United States.

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Turn to the River Plan: In 2012, Art Spaces applied to the National Endowment for the Arts (NEA) for funding through the Our Town program for *Turn to the River*. The City of Terre Haute endorsed the comprehensive approach proposed by Art Spaces that would include a strong focus on community engagement while employing public art and design at the heart of the project. The NEA grant was awarded in the summer of the same year and the planning process began that fall. The City of Terre Haute serves as Art Spaces' governmental partner on this project and J3 Concepts, a local planning and development consulting firm, was retained to initiate and gather public and stakeholder input, analyze the data received, and develop the plan.

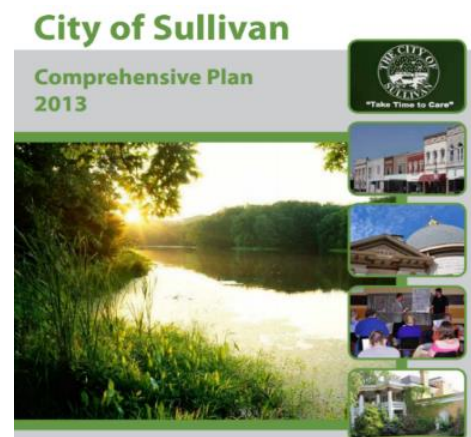


The planning effort focused on public art and design, and placemaking and community engagement. *Turn to the River* infuses public art and design within each recommendation. As a pivotal part of the planning process, three nationally-known professional artists provided education, expertise, design suggestions, and innovative concepts for reconnecting the downtown to the river and enlivening adjacent spaces in keeping with the mission and practice of Art Spaces.

Creative placemaking is a process that enables citizens to improve their collective quality of life by shaping public spaces. Placemaking activities treat the citizens as the experts and engage as many members of the community as possible. *Turn to the River* created a strong dialogue among participants, encouraged an attitude of ownership and stewardship, and increased community support to translate the plan into a reality.

Purpose: The purpose of *Turn to the River* is to engage the community in a creative placemaking project that will strongly affect the future of Terre Haute and its relationship with the Wabash River, which runs along the city's western edge.

Sullivan Comprehensive Plan - 2013: In 2013, the City of Sullivan adopted a comprehensive land use plan. The creation of the comprehensive plan was overseen by a steering committee comprised of 18 community leaders. The plan was developed through an assessment of the current characteristics of the community and community outreach efforts including focus groups, interviews, public meetings, and steering committee meetings. The plan sets goals in five areas—economic development, housing, natural resources and recreation, transportation, and utilities.



Quality of Place

The Wabash River Region is dedicated to improving the quality of place by creating topic-focused advisory committees to identify opportunities to make the regional a place where people want to work and live.

Community Engagement

The Wabash River Region has a strong history of engaging the public and stakeholders. The Regional Development Plan is built on previous planning efforts, which involved extensive community engagement. This plan is a product of meetings and conversations with public, private, civic, and institutional stakeholders to identify issues, clarify perceptions, and pinpoint opportunities. As the plan is executed, the steering committee will continue to encourage stakeholder collaboration and to grow community support.

g. Past Efforts

riverSCAPE

Community engagement activities included outreach opportunities via surveys and a community-wide open house. Steering committee and key stakeholders meetings were facilitated throughout the plan creation. Two distinct alternative plans were prepared and presented at a public forum. Feedback from the various stakeholder groups resulted in the final preferred concept of riverSCAPE.

Terre Haute Tomorrow

A series of interviews with leaders from for-profit and non-profit organizations, city and county government officials, and leaders from higher and K-12 education were conducted. Surveys were conducted with individuals identified for participation in a community forum and with a large cross-section of community leaders. Two focus groups of students representing all five colleges and universities in Vigo County were held. On May 22, 2013, the Terre Haute Tomorrow steering committee hosted a day-long long-range planning forum. Eighty-four city and county leaders from all walks of life and public and private service gathered to review the findings of the research, determined the most critical goals to address, and developed possible strategies and objectives to achieving those goals.

Turn to the River

The Project Team offered a wide array of opportunities for public and stakeholder involvement throughout the 18-month process of research, planning, and writing, and placed public art and design at the forefront of the planning process. Through focus groups, the Project Team collected information and ideas from local business and community leaders. A public survey was developed in order to gather input from as many community members as possible. Four public input meetings were conducted in order to offer the opportunity for direct involvement to any member of the community.

Sullivan Comprehensive Plan

The creation of the comprehensive plan was overseen by a steering committee comprised of 18 community leaders including elected and appointed officials, business owners, not-for-profit representatives, and long-time residents. Focus groups were conducted to gather input from representatives from economic development, housing, natural resources, agriculture, and recreation sectors. Key stakeholders from utility companies and officials from county-wide organizations were interviewed. Public meetings were held and a public survey was conducted to gather community input about local goals.

h. Current Efforts

In the development of the Regional Development Plan, the steering committee engaged key stakeholders. These key stakeholders from across the region and across sectors provided input into the selection of programs and projects in the plan. County, city, educational, institutional, and business leaders have demonstrated their commitment to the plan through letters of support.

Wabash River Region Proposal for the Indiana Regional Cities Initiative

While officials of the three counties have shown support for the proposed region, much work needs to be done, including passage of the Regional Development Authority. The steering committee chose to place the focus of the last few months of bringing the vision to life on these pages, and in the coming months, will officially approach the units of local government to pass the ordinance. The work done on this proposal has built momentum in the communities. It is critical to include and engage stakeholders in the coming months to continue to gather community input that will ensure development and execution of this plan.

Vision – Where Do We Want To Be?

The Wabash River Regional aspires to be as successful and thriving as the three comparison communities in this proposal:

- Council Bluffs, Iowa
- Little Rock, Arkansas
- San Antonio, Texas

The key similarity between these cities is a Riverwalk or river-themed destination. The Wabash River Region wants to take advantage of the Wabash River to improve quality of life and attract residents and tourists on a large scale.

i. Vision Statement

The Wabash River Region came together to discuss their vision for the future and decided upon the following vision statement:

The Wabash River Region is comprised of collaborative, diverse partners who are working to shape a region of prosperous communities, quality talent from our educational institutions, thriving industry and small business, and excellent infrastructure to support growth.

j. Three Benchmark Cities

Each of the benchmark cities below have one similarity: a thriving Riverwalk or park. The Wabash River Region wants to take advantage of its location and access to this natural resource. Further analysis is provided after brief summaries of the communities.¹

¹ For some of the analysis, Sullivan was excluded because a lack of data and the fact that Sullivan is not an official Metropolitan Statistical Area (MSA).

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Council Bluffs, Iowa (pop. 61,969) - Small

Tom Hanafan River's Edge Park in Council Bluffs, Iowa protects and sustains the river's riparian wetlands and woodland in preserving over 80 acres of the park. This area provides a simple public open space that is versatile for a wide variety of community events as well as corporate/special events, concerts, and weddings.



1. Little Rock, Arkansas (pop. 197,357) – Medium

Little Rock's Riverfront Park is located along the south bank of the Arkansas River in downtown Little Rock. A total of 33 acres is provided for outdoor events. The park is sprinkled with historical landmarks such as the Clinton Presidential Park Bridge, the Little Rock Civil War Marker and the Peabody Splash Park.



2. San Antonio, Texas (pop. 1.4 million) - Large

San Antonio's Riverwalk is the number one tourist attraction in the city. Also known as Paseo del Rio, the Riverwalk sits one story beneath the city and is lined by bars, shops, and restaurants. The Riverwalk is an important part of the city's urban fabric and connects major tourist attractions such as the Alamo, the Rivercenter Mall, the Arneson River Theatre and others. This river walk has inspired similar projects in other cities around the country.



k. Demographic Comparisons – Terre Haute and Vincennes

This analysis begins with a comparison of population change and projections. Data for the city of Sullivan and Sullivan County was added only when data was available. Otherwise, this analysis compares the Council Bluffs, Iowa metropolitan statistical area (MSA), the Little Rock, Arkansas MSA, and the San Antonio, Texas MSA.

Wabash River Region Proposal for the Indiana Regional Cities Initiative

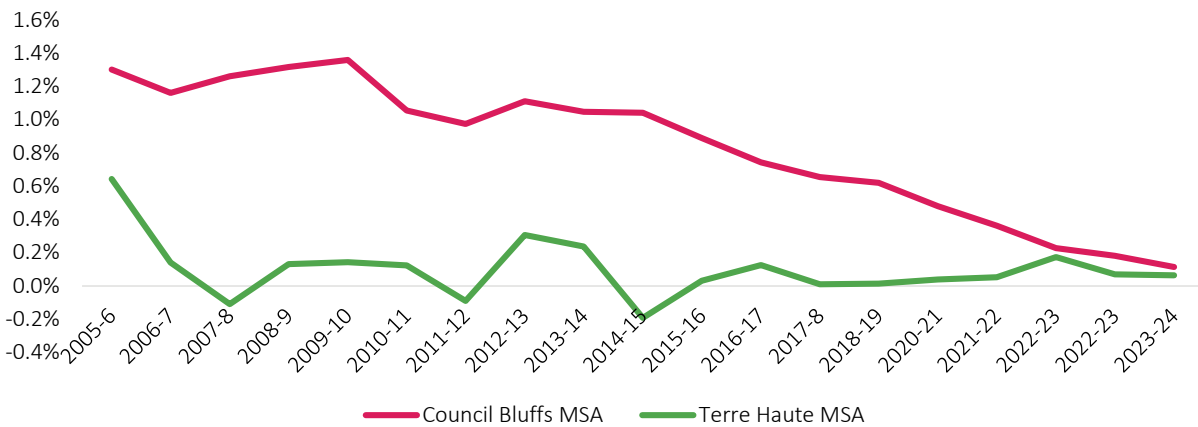
Population Change & Projections

Since 2005, Council Bluffs' population had its highest population growth between 2005 and 2006 at 1.3% growth, but through the years, although they have had growth, it has been less so and is expected to decline to 0.2% growth from 2023-2024. Terre Haute also had its highest population growth from 2005 to 2006 at 0.6%. The MSA's growth has been up and down and is expected to remain stagnant between 2017 and 2022 with a slight rise from 2022 to 2023.

Both Little Rock and San Antonio have similar growth patterns and projections to Council Bluffs in this regard.

Council Bluffs, Iowa

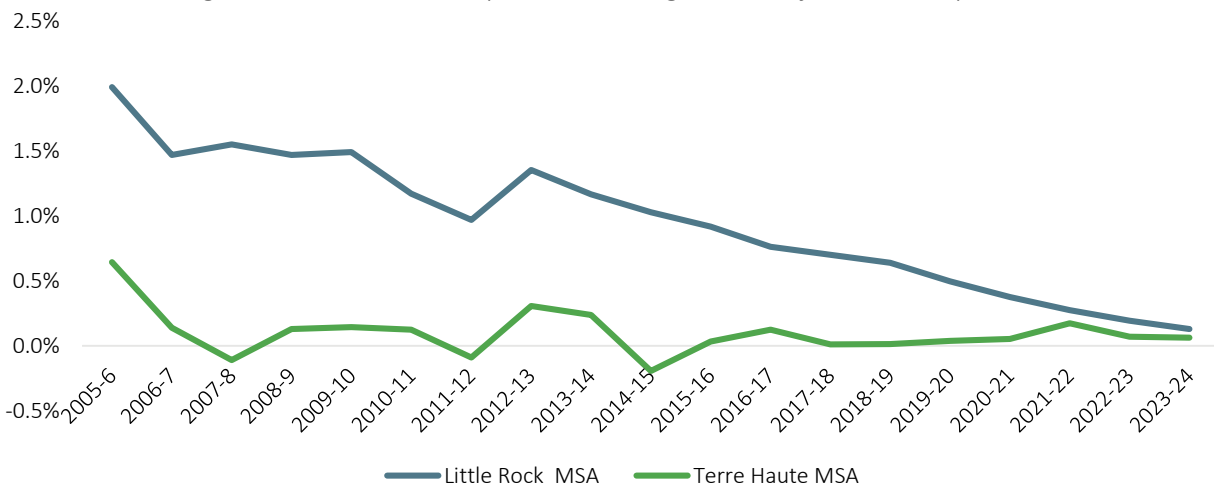
Figure 14: Council Bluffs Population Change and Projection Comparisons



Source: ACS 2009-2013 5-Year Estimates

Little Rock, Arkansas

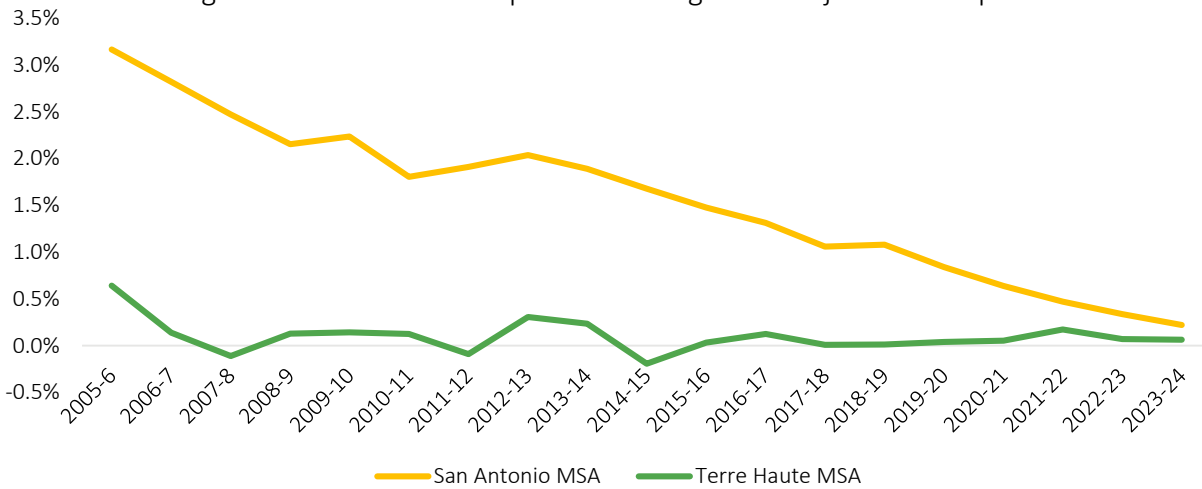
Figure 15: Little Rock Population Change and Projection Comparisons



Source: ACS 2009-2013 5-Year Estimates

San Antonio, Texas

Figure 16: San Antonio Population Change and Projection Comparisons



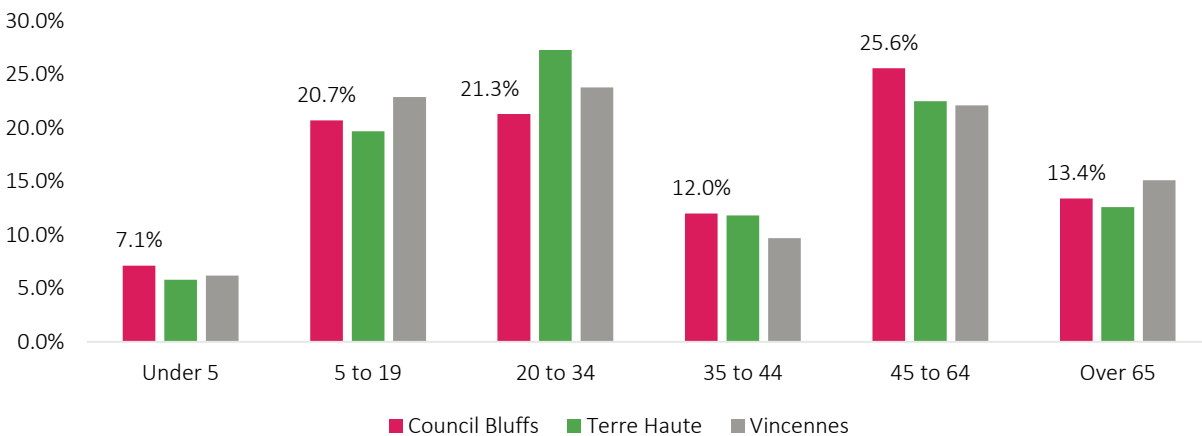
Source: ACS 2009-2013 5-Year Estimates

Age

Of the three communities, Terre Haute has the highest concentration of 20-to-34-year olds. Whereas Council Bluffs has higher concentrations of Under 5, 5 to 19, and 45-to-64 year olds. When compared to Vincennes, Council Bluffs has a higher concentration of 45-to-64 year olds, whereas Vincennes has a higher concentration of their population over 65.

Council Bluffs, Iowa

Figure 17: Council Bluffs Age Comparisons

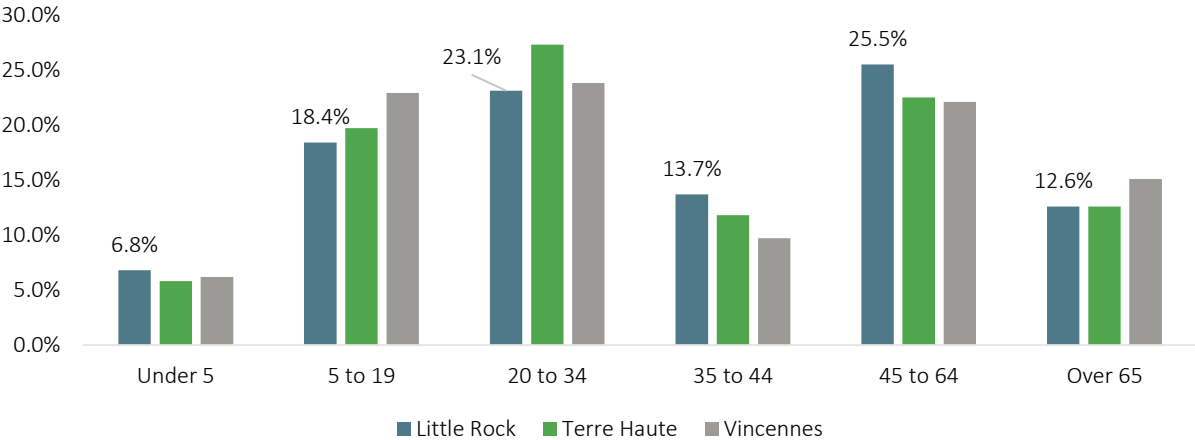


Source: ACS 2009-2013 5-Year Estimates

Little Rock, Arkansas

In **Figure 18** below, once again, Terre Haute has the highest percentage of 20-to-34-year-olds, while Little Rock's highest concentration of population is 45-to-64 year olds. As shown in the previous chart, Vincennes has a higher percentage of the population 65 and older, but also has a higher concentration of 5-to-19-year-olds.

Figure 18: Little Rock Age Comparisons

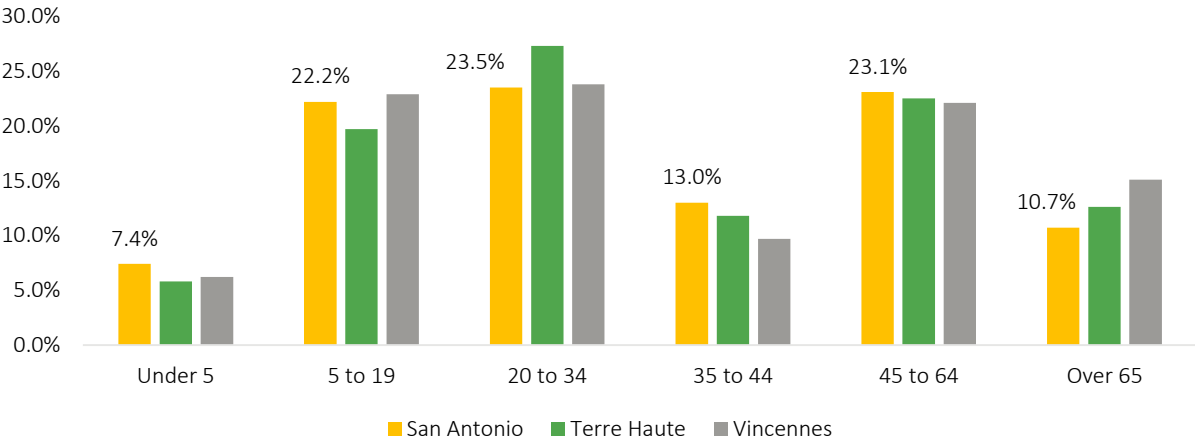


Source: ACS 2009-2013 5-Year Estimates

San Antonio, Texas

In **Figure 19** below, once again, Terre Haute has the highest percentage of 20-to-34-year-olds, while San Antonio has a higher percentage of 45 to 64, Under 5, and 5-to-19-year-olds. For Vincennes, their 20-34 and 5-to-19-year-old population is just above San Antonio's.

Figure 19: San Antonio Age Comparisons



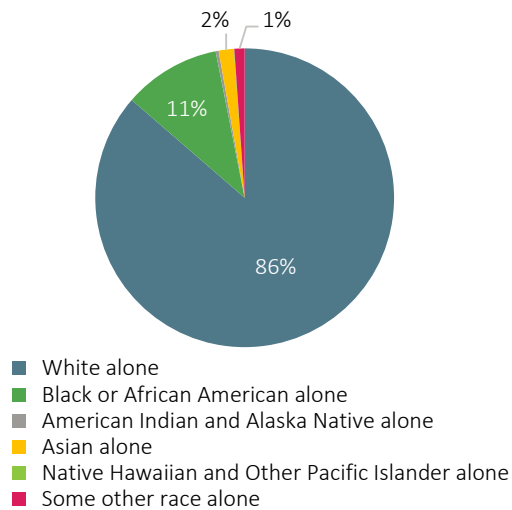
Source: ACS 2009-2013 5-Year Estimates

Race

When comparing race distribution among Terre Haute and Vincennes, both are primarily White, with a higher percentage, at 11 percent, of Black or African Americans residing in Terre Haute as shown in **Figures 20 and 21** below.

Terre Haute, Indiana

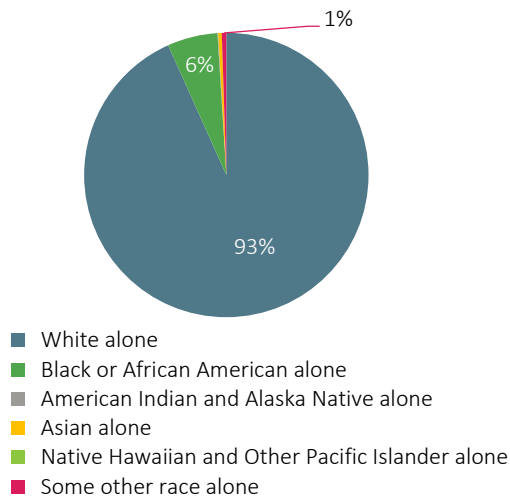
Figure 20: Terre Haute Race Distribution



Source: ACS 2009-2013 5-Year Estimates

Vincennes, Indiana

Figure 21: Vincennes Race Distribution

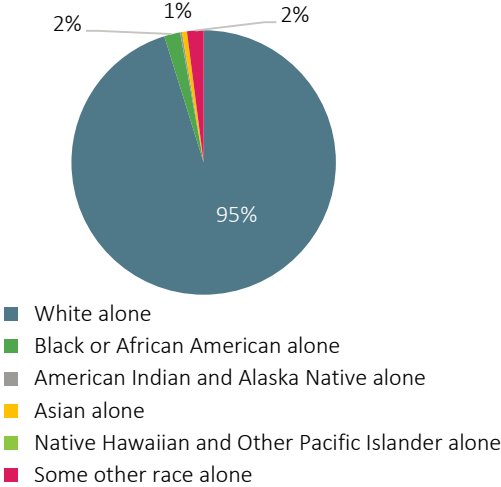


Source: ACS 2009-2013 5-Year Estimates

Council Bluffs, Iowa

The race distribution in Council Bluffs is most closely similar to that Vincennes race distribution in that Council Bluffs has 95 percent of their population as white and Vincennes has 93 percent White.

Figure 22: Council Bluffs Race Distribution

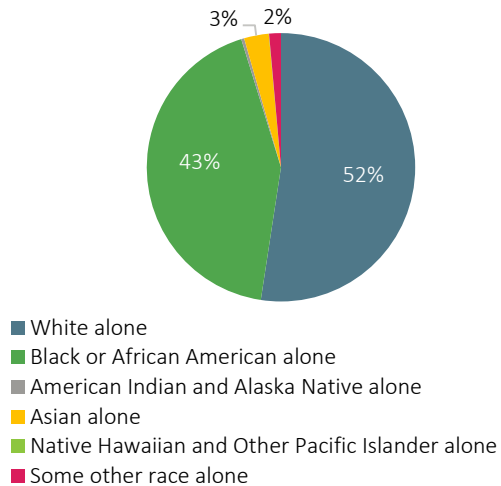


Source: ACS 2009-2013 5-Year Estimates

Little Rock, Arkansas

Little Rock’s race distribution has a much higher percentage of Black or African Americans, at 43 percent and a smaller percentage of Whites at 52 percent as shown in **Figure 23** below.

Figure 23: Little Rock Race Distribution

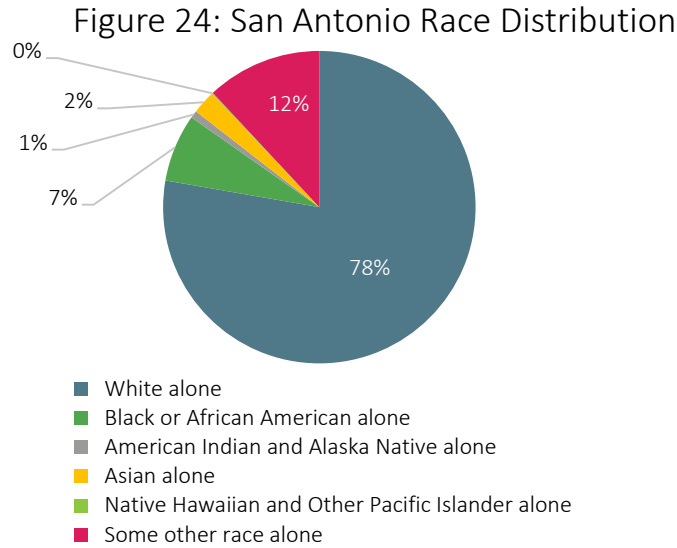


Source: ACS 2009-2013 5-Year Estimates

Wabash River Region Proposal for the Indiana Regional Cities Initiative

San Antonio, Texas

78 percent of San Antonio's population is White, 7 percent Black or African American and 12 percent is defined as Some Other Race as shown in **Figure 24** below.

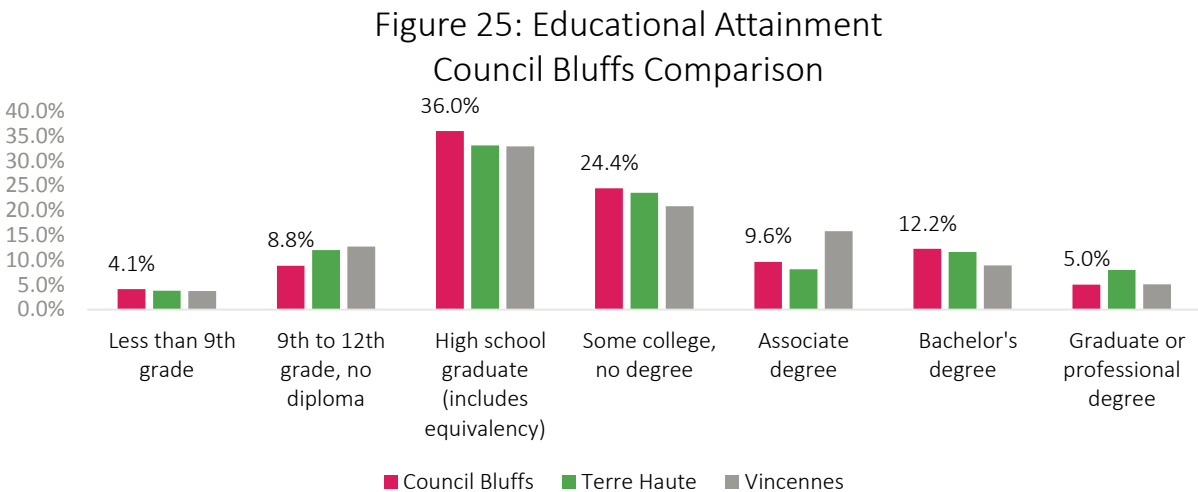


Source: ACS 2009-2013 5-Year Estimates

Educational Attainment (Population 25 years and Older)

Council Bluffs, Iowa

As shown in **Figure 25** below, Council Bluffs has a higher percentage of high school graduates, some college (no degree), Associate and Bachelor's Degree holders. Terre Haute has a higher percentage of 9th to 12th graders and Graduate or Professional Degree holders. Vincennes also has a very large percentage of its population that are Associate Degree holders.

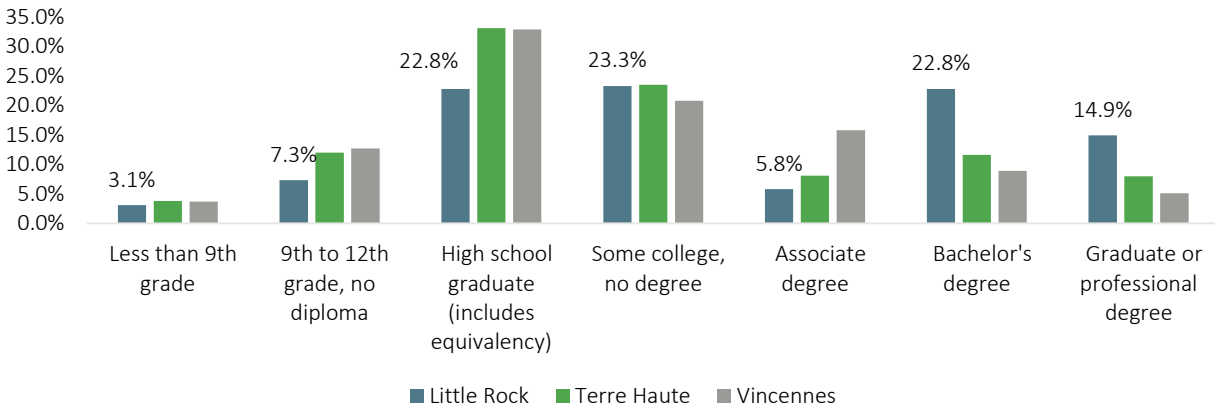


Source: ACS 2009-2013 5-Year Estimates

Little Rock, Arkansas

Shown in **Figure 26**, Terre Haute and Vincennes have a higher percentage of the population than Little Rock in less than 9th grade, high school graduates and Associate Degree attainment levels. However, Little Rock has a much higher percentage of Bachelor's and Graduate degree holders.

**Figure 26: Educational Attainment
Little Rock Comparison**

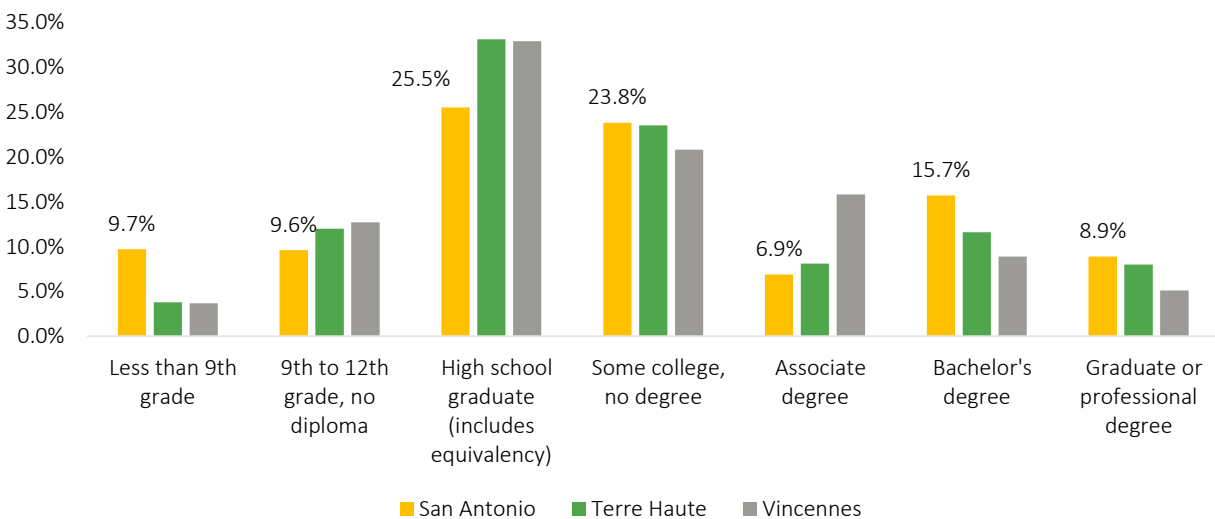


Source: ACS 2009-2013 5-Year Estimates

San Antonio, Texas

San Antonio is similar to Little Rock with its high percentage of Bachelor's and Graduate degree holders, but San Antonio also has a very high percentage of individuals with less than 9th grade completed as shown in **Figure 27** below.

**Figure 27: Educational Attainment
San Antonio Comparison**



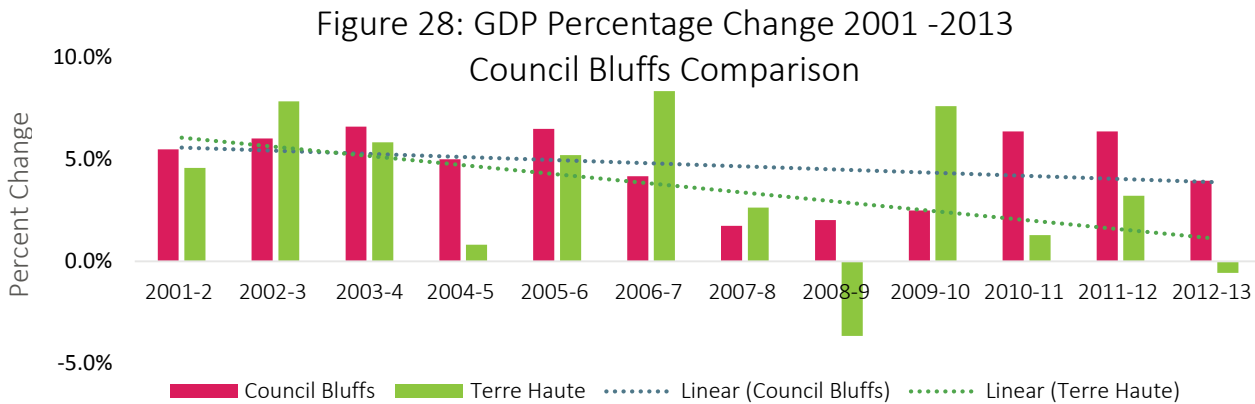
Source: ACS 2009-2013 5-Year Estimates

Economic Comparisons

Gross Domestic Product (GDP)

Council Bluffs, Iowa

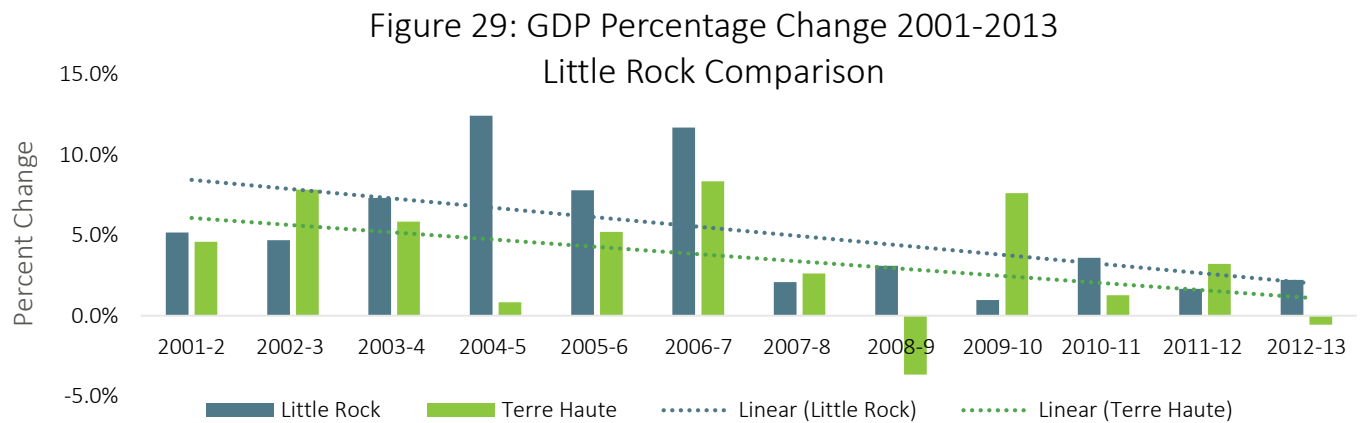
The Terre Haute MSA aligns closely with the Council Bluffs MSA with the exception of 2004-5 and the recession years of 2008-9. However, the Terre Haute MSA fell behind Council Bluffs and recently decreased in the 2012-13 fiscal year. Overall, Council Bluffs GDP change has been relatively consistent, whereas Terre Haute's has been decreasing.



Source: U.S. Bureau of Economic Analysis, GDP by MSA Data

Little Rock, Arkansas

When analyzing the trend lines in **Figure 29** below, both Little Rock and Terre Haute have slowly experienced a decrease in Gross Domestic Product (GDP) growth.



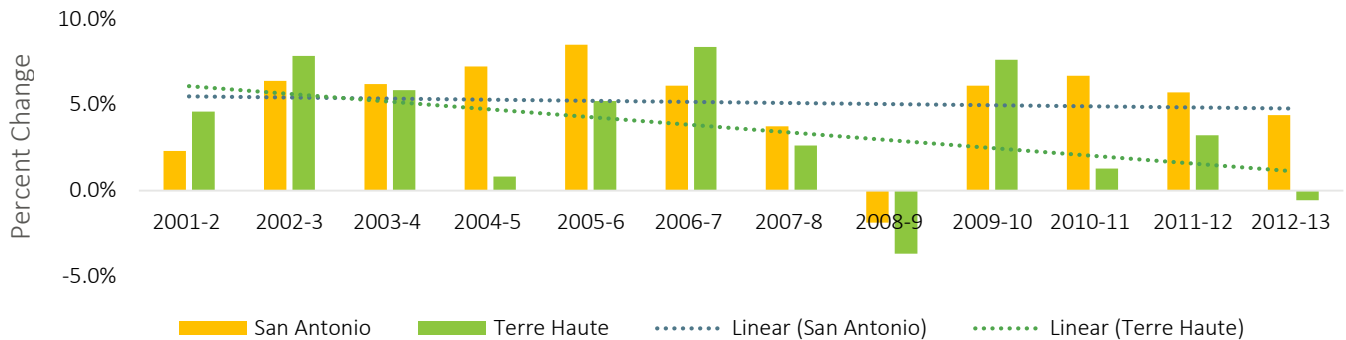
Source: U.S. Bureau of Economic Analysis, GDP by MSA Data

Wabash River Region Proposal for the Indiana Regional Cities Initiative

San Antonio, Texas

In **Figure 30** below, both San Antonio and Terre Haute MSAs were hit hard by the economic recession in 2008-9. From 2001 to 2013, Terre Haute experienced less consistent growth that eventually led to a decrease in GDP in the 2012-2013 fiscal year.

Figure 30: GDP Percentage Change 2001-2013
San Antonio Comparison



Source: U.S. Bureau of Economic Analysis, GDP by MSA Data

Cost of Living Comparisons

Cost of Living data is only available at the MSA level, therefore data below compares the Terre Haute MSAs to the three comparison MSAs (i.e. Little Rock, San Antonio, Terre Haute). San Antonio's grocery, housing and utilities indices are much lower than Terre Haute's and Little Rock's, but they are between Little Rock and Terre Haute for Miscellaneous expenses at 104 compared to 107.5 in Terre Haute and 101.1 in Little Rock.

Index	Terre Haute	Little Rock	San Antonio	National Average
Composite	97.6	98.2	91.1	100
Grocery	96.0	95.2	87.8	100
Housing	87.9	95.8	79.0	100
Utilities	97.3	108.8	84.6	100
Transportation	91.6	94.8	92.8	100
Health	109.5	86.0	95.9	100
Miscellaneous	107.5	101.1	104.0	100

Source: C2ER, Cost of Living Index Data

Wabash River Region Proposal for the Indiana Regional Cities Initiative

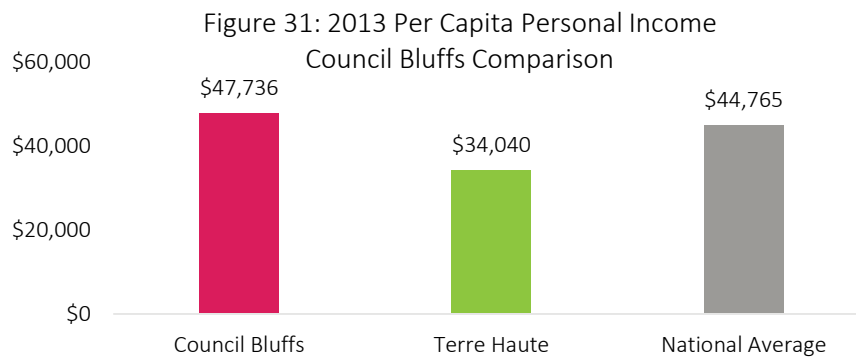
In **Table 10** below, San Antonio has the lowest cost of living for all categories.

Total Monthly Expense	Terre Haute	Little Rock	San Antonio	National Average
Husband and Wife with Children Under 6	\$5,598	\$5,599	\$5,232	\$5,746
Husband and Wife with Children 6-17	\$5,978	\$6,025	\$5,609	\$6,160
Homeowner	\$4,850	\$5,003	\$4,480	\$5,049
Renter	\$4,797	\$4,604	\$4,567	\$4,834

Per Capita Personal Income (PCPI)

Council Bluffs, Iowa

When compared to the national average of \$44,765, Council Bluffs' per capita personal income is \$2,971 above the national average, while Terre Haute's per capita personal income is \$10,725 below the national average as shown in **Figure 31** below. Note: Data for PCPI was only available at the Metropolitan Statistical Level (MSA), therefore Vincennes could not be included because its population is too small.



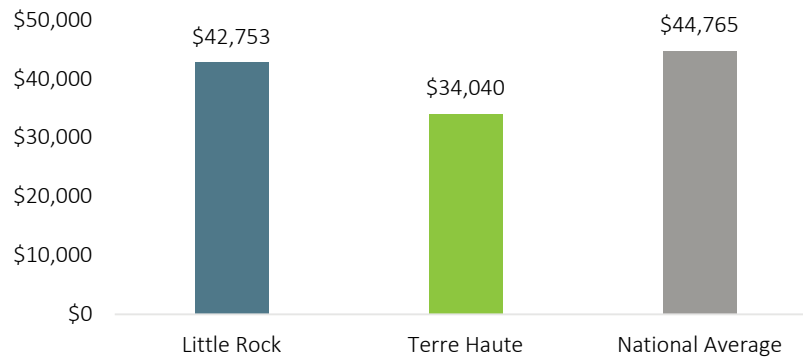
Source: U.S. Bureau of Economic Analysis, Regional Fact Sheets

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Little Rock, Arkansas

When compared to Terre Haute and the national average, Little Rock is slightly below the national average, at \$42,753 as shown in **Figure 32** below.

**Figure 32: 2013 Per Capita Personal Income
Little Rock Comparison**

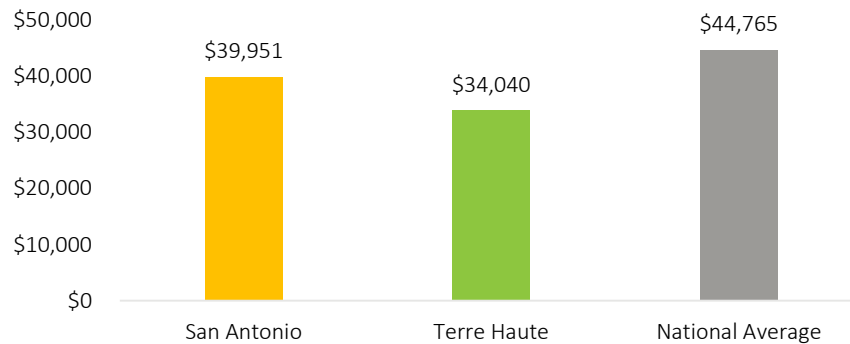


Source: U.S. Bureau of Economic Analysis, Regional Fact Sheets

San Antonio, Texas

Figure 33 below shows that San Antonio's Per Capita Personal Income is \$4,814 below the national average.

**Figure 33: 2013 Per Capita Personal Income
San Antonio Comparison**



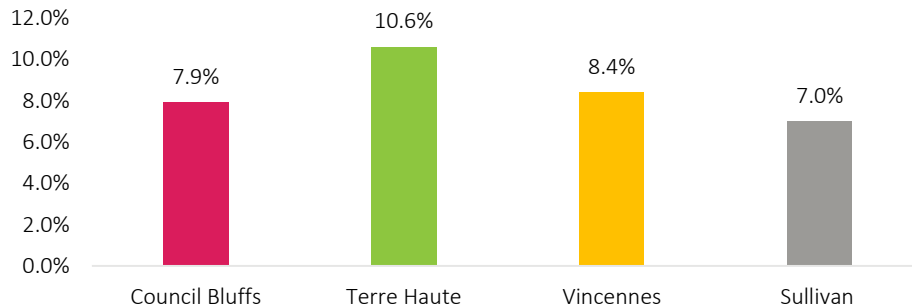
Source: U.S. Bureau of Economic Analysis, Regional Fact Sheets

Unemployment

Council Bluffs, Iowa

In **Figure 34** below, Terre Haute has the highest unemployment rate at 10.6 percent, followed by Vincennes at 8.4 percent, and Council Bluffs at 7.9 percent, Sullivan has the lowest unemployment rate at 7.0 percent.

Figure 34. MSA Unemployment Rates:
Council Bluffs Comparison

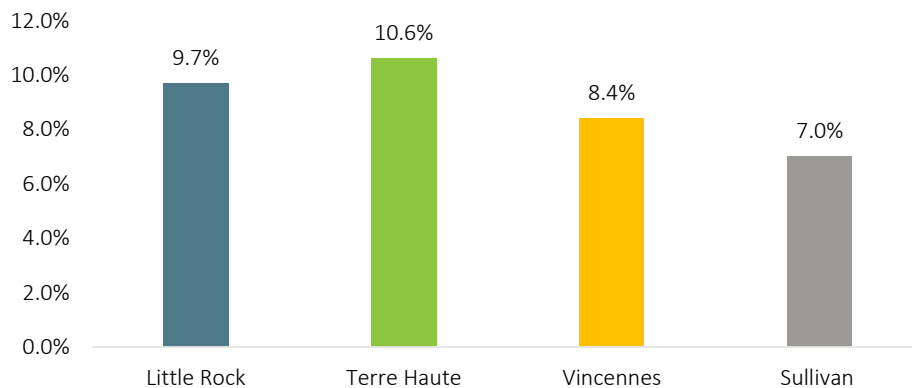


Source: ACS 2009-2013 5-Year Estimates

Little Rock, Arkansas

Little Rock's unemployment rate is higher than both Sullivan and Vincennes - at 9.7 percent, while Terre Haute's rate remains the highest at 10.6 percent. See **Figure 35** below.

Figure 35: MSA Unemployment Rates:
Little Rock Comparison



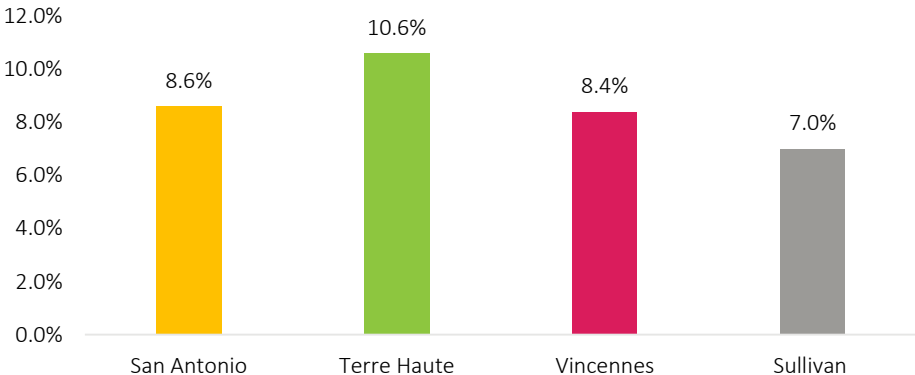
Source: ACS 2009-2013 5-Year Estimates

Wabash River Region Proposal for the Indiana Regional Cities Initiative

San Antonio, Texas

San Antonio’s unemployment rate is just above Vincennes’ at 8.6 percent but higher than Sullivan’s and lower than Terre Haute’s.

Figure 36: MSA Unemployment Rates:
San Antonio Comparison



Source: ACS 2009-2013 5-Year Estimates

Tax Climate

Indiana’s overall tax climate ranking is 8 when compared to the rest of the nation. When compared with the states where the selected benchmark cities are located, Indiana’s ranking for all criteria below shown in **Table 11** below scored higher except for the Individual Income Tax Rank (10), when compared to Texas’ (6).

Indiana is also implementing moderate cuts to the individual income tax rate – from 3.4 percent to 3.2 percent in tax year 2015, and then 3.23 percent by 2017.

Table 11 Tax Climate Comparisons					
State	Overall Rank	Corporate Tax Rank	Individual Income Tax Rank	Sales Tax Rank	Property Tax Rank
Indiana	8	22	10	10	5
Illinois	31	47	11	34	44
Iowa	41	49	32	23	38
Arkansas	39	40	28	44	19
Texas	10	39	6	36	36

Source: The Tax Foundation: 2015 State Business Tax Climate Index

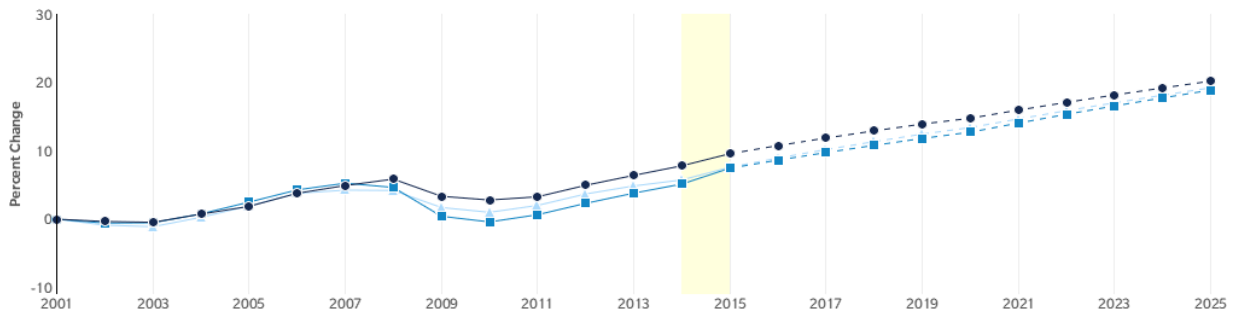
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Labor Force Trends and Projections

Council Bluffs, Iowa

As shown in the figure below, Council Bluffs had a 1.6 percent increase in jobs from 2014 to 2015 and is expected to continue its growth moderately above the state and nation.

Regional Trends



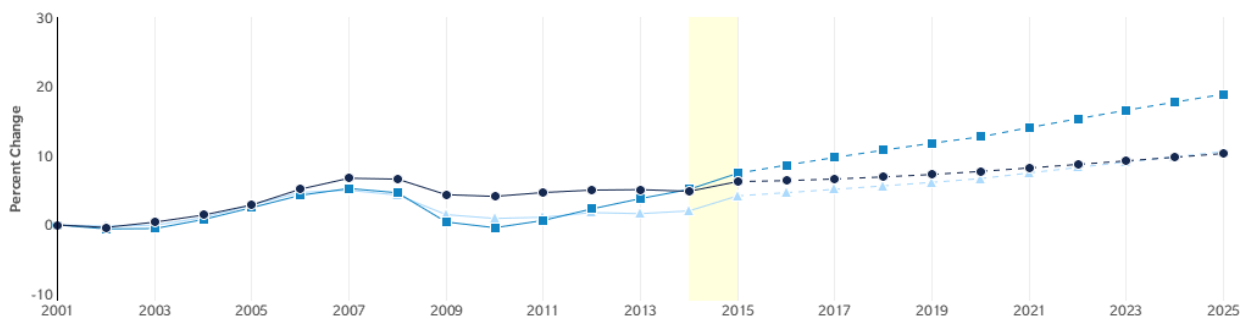
	Region	2014 Jobs	2015 Jobs	Change	% Change
●	Region	514,074	522,512	8,438	1.6%
■	United States	152,496,017	155,858,595	3,362,578	2.2%
▲	Iowa	1,706,506	1,736,442	29,936	1.8%

Source: Economic Modeling Specialist, Intl. (EMSI)

Little Rock, Arkansas

As shown below, Little Rock was on par with the nation in 2014 in terms of job growth and experienced a 1.3 percent increase in jobs from 2014 to 2015. The MSA is expected to grow, but only slightly and eventually align with the growth in Arkansas.

Regional Trends



Wabash River Region Proposal for the Indiana Regional Cities Initiative

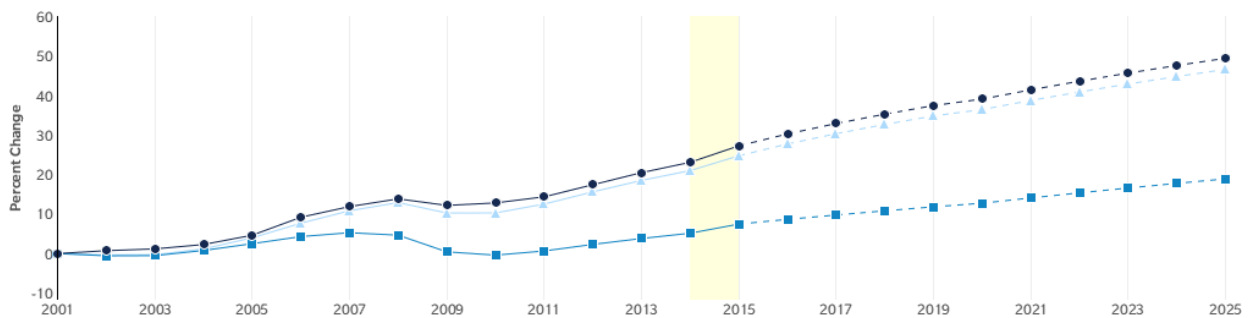
	Region	2014 Jobs	2015 Jobs	Change	% Change
●	Region	364,779	369,685	4,906	1.3%
●	United States	152,496,017	155,858,595	3,362,578	2.2%
●	Arkansas	1,300,455	1,328,142	27,687	2.1%

Source: Economic Modeling Specialist, Intl. (EMSI)

San Antonio, Texas

Among the three comparison cities, San Antonio has experienced the greatest job growth at 3.4 percent from 2014 to 2015. It is only 3 percentage points above the state and is expected to grow at the same rate through 2025.

Regional Trends



	Region	2014 Jobs	2015 Jobs	Change	% Change
●	Region	1,048,680	1,084,208	35,528	3.4%
●	United States	152,496,017	155,858,595	3,362,578	2.2%
●	Texas	12,696,370	13,089,948	393,578	3.1%

Source: Economic Modeling Specialist, Intl. (EMSI)

Wage Comparisons by Broad Industry

In **Table 12** below, the green-highlighted earnings represent the highest among the three MSAs.

Council Bluffs, Iowa

Industry	Description	Council Bluffs	Terre Haute	Vincennes
11	Crop and Animal Production	\$30,702	\$32,081	\$25,111
21	Mining, Quarrying, and Oil and Gas Extraction	\$67,452	\$90,118	\$95,009
22	Utilities	\$201,510	\$119,369	\$127,421
23	Construction	\$53,980	\$52,240	\$37,456

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Table 12: 2015 Total Earnings Comparison – Council Bluffs

31	Manufacturing	\$58,750	\$59,809	\$48,360
42	Wholesale Trade	\$72,399	\$54,531	\$50,927
44	Retail Trade	\$31,019	\$26,421	\$26,275
48	Transportation and Warehousing	\$57,418	\$49,931	\$43,095
51	Information	\$78,772	\$44,156	\$50,590
52	Finance and Insurance	\$78,764	\$53,954	\$57,030
53	Real Estate and Rental and Leasing	\$46,090	\$40,909	\$27,815
54	Professional, Scientific, and Technical Services	\$73,973	\$48,439	\$35,703
55	Management of Companies and Industries	\$115,992	\$60,562	\$62,225
56	Administrative and Support and Waste Management and Remediation Services	\$38,677	\$23,759	\$20,968
61	Educational Services	\$35,968	\$39,970	\$28,152
62	Health Care and Social Assistance	\$50,193	\$51,729	\$47,963
71	Arts, Entertainment, and Recreation	\$22,208	\$14,530	\$13,667
72	Accommodation and Food Services	\$18,612	\$15,100	\$14,486
81	Other Services (except Public Administration)	\$27,108	\$23,323	\$22,334
90	Government	\$62,099	\$48,789	\$47,340

Source: Economic Modeling Specialist, Intl. (EMSI)

Little Rock, Arkansas

Table 13: 2015 Average Earnings Comparison – Little Rock

Industry	Description	Little Rock	Terre Haute	Vincennes
11	Crop and Animal Production	\$37,554	\$32,081	\$25,111
21	Mining, Quarrying, and Oil and Gas Extraction	\$90,387	\$90,118	\$95,009
22	Utilities	\$116,277	\$119,369	\$127,421
23	Construction	\$47,293	\$52,240	\$37,456
31	Manufacturing	\$63,727	\$59,809	\$48,360
42	Wholesale Trade	\$68,069	\$54,531	\$50,927
44	Retail Trade	\$31,068	\$26,421	\$26,275
48	Transportation and Warehousing	\$55,990	\$49,931	\$43,095
51	Information	\$79,257	\$44,156	\$50,590
52	Finance and Insurance	\$82,165	\$53,954	\$57,030
53	Real Estate and Rental and Leasing	\$41,621	\$40,909	\$27,815
54	Professional, Scientific, and Technical Services	\$71,151	\$48,439	\$35,703

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Table 13: 2015 Average Earnings Comparison – Little Rock

55	Management of Companies and Industries	\$84,400	\$60,562	\$62,225
56	Administrative and Support and Waste Management and Remediation Services	\$32,073	\$23,759	\$20,968
61	Educational Services	\$37,407	\$39,970	\$28,152
62	Health Care and Social Assistance	\$52,239	\$51,729	\$47,963
71	Arts, Entertainment, and Recreation	\$21,061	\$14,530	\$13,667
72	Accommodation and Food Services	\$17,472	\$15,100	\$14,486
81	Other Services (except Public Administration)	\$26,929	\$23,323	\$22,334
90	Government	\$61,791	\$48,789	\$47,340

Source: Economic Modeling Specialist, Intl. (EMSI)

San Antonio, Texas

Table 14: 2015 Average Earnings Comparison – San Antonio

Industry	Description	San Antonio	Terre Haute	Vincennes
11	Crop and Animal Production	\$29,501	\$32,081	\$25,111
21	Mining, Quarrying, and Oil and Gas Extraction	\$95,555	\$90,118	\$95,009
22	Utilities	\$97,606	\$119,369	\$127,421
23	Construction	\$48,531	\$52,240	\$37,456
31	Manufacturing	\$63,342	\$59,809	\$48,360
42	Wholesale Trade	\$69,491	\$54,531	\$50,927
44	Retail Trade	\$34,648	\$26,421	\$26,275
48	Transportation and Warehousing	\$57,277	\$49,931	\$43,095
51	Information	\$79,930	\$44,156	\$50,590
52	Finance and Insurance	\$81,682	\$53,954	\$57,030
53	Real Estate and Rental and Leasing	\$47,264	\$40,909	\$27,815
54	Professional, Scientific, and Technical Services	\$69,659	\$48,439	\$35,703
55	Management of Companies and Industries	\$136,330	\$60,562	\$62,225
56	Administrative and Support and Waste Management and Remediation Services	\$34,446	\$23,759	\$20,968
61	Educational Services	\$37,176	\$39,970	\$28,152
62	Health Care and Social Assistance	\$48,267	\$51,729	\$47,963
71	Arts, Entertainment, and Recreation	\$30,923	\$14,530	\$13,667

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Table 14: 2015 Average Earnings Comparison – San Antonio

72	Accommodation and Food Services	\$20,858	\$15,100	\$14,486
81	Other Services (except Public Administration)	\$24,794	\$23,323	\$22,334
90	Government	\$67,658	\$48,789	\$47,340
99	Unclassified Industry	\$51,674	\$0	\$0

Source: Economic Modeling Specialist, Intl. (EMSI)

Location Quotient Comparisons

Council Bluffs, Iowa

In **Table 15** below, green-highlighted items represent the highest location quotient for each 2-digit NAICS code industry. Terre Haute leads the comparison cities in Mining, Quarrying, and Oil and Gas Extraction, Manufacturing, Educational Services, Healthcare and Social Assistance and Utilities.

Table 15: Council Bluffs Location Quotient Breakdown – Comparison with Terre Haute
MSA

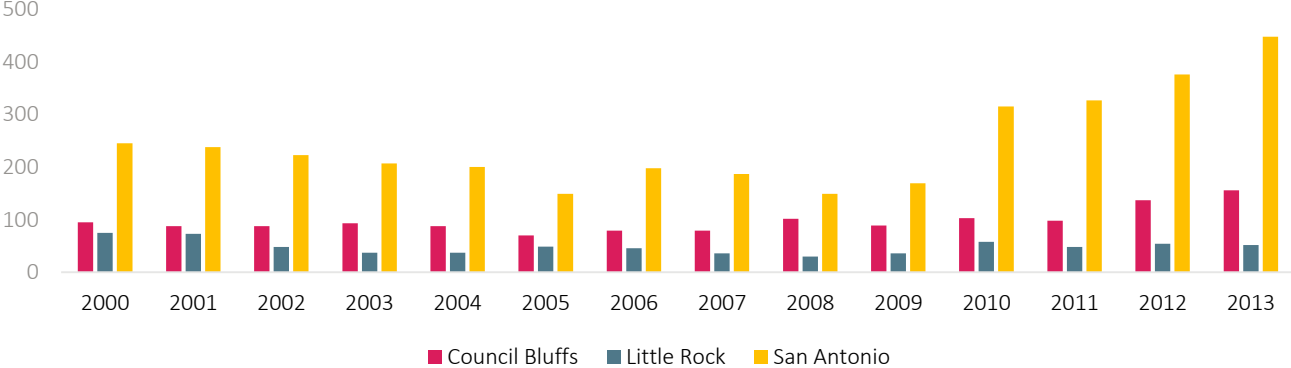
Industry NAICS Code	Description	Terre Haute MSA	Council Bluffs MSA	Little Rock MSA	San Antonio MSA
21	Mining, Quarrying, and Oil and Gas Extraction	2.70	0.14	0.92	1.46
31	Manufacturing	1.82	0.78	0.69	0.53
61	Educational Services	1.12	0.92	0.72	0.95
62	Health Care and Social Assistance	1.06	1.06	1.03	0.98
23	Construction	0.98	1.09	0.96	1.21
48	Transportation and Warehousing	0.81	1.59	1.03	0.75
11	Crop and Animal Production	0.59	0.63	0.35	0.31
22	Utilities	2.35	0.39	1.82	0.29
72	Accommodation and Food Services	1.11	0.93	1.00	1.19
53	Real Estate and Rental and Leasing	0.59	0.77	0.87	1.10
54	Professional, Scientific, and Technical Services	0.28	0.90	0.76	0.78
52	Finance and Insurance	0.67	1.62	1.09	1.59

Source: Economic Modeling Specialist, Intl. (EMSI)

Innovation Patents

As shown in **Figure 37** below, San Antonio far outranks the comparison communities with number of patents filed per year, with 448 patents filed at its peak in 2013.

Figure 37: Number of Patents by MSA Per Year



Source: U.S. Patent and Trademark Office

Completed Projects and Programs

I. Knox County

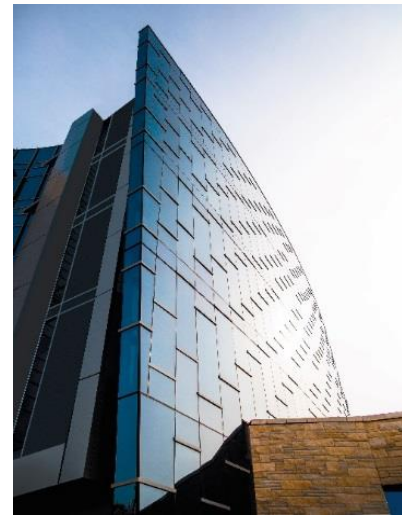
Knox County has been active in their revitalization and improvement in many areas. The projects listed below outline some of these successes and shows the commitment of the County.

Quality of Place

Brick and Mortar Projects

Good Samaritan Hospital – Gibault Memorial Tower

For more than 100 years, Good Samaritan has been a health care leader in southwestern Indiana and southeastern Illinois. Good Samaritan is a 232-bed community health care facility with a commitment to delivering exceptional patient care. Good Samaritan is a major sponsor/partner of KCDC and are in the process of completing their \$111 million BEACON project which is five stories and 240,000 SF (including the mechanical systems) and will ultimately enhance overall care and efficiency for Knox and surrounding counties residents. This five story tower will be named Gibault Memorial. After completion of the BEACON project, GSH's campus will encompass 20 city blocks and a total of 520,000 square feet.



Timeline: Grand Opening was on July 15, 2015

Budget: It will cost Good Samaritan \$250,000 per year for 4 years to participate in this consortium with St. Mary's, Deaconess, both located in Evansville, Indiana, and Jasper Memorial. Fundraising efforts will be in place to provide financial support for this program. However, this \$1 million investment is expected to result in a \$3.5 million per year return to Good Samaritan Hospital after five years.

Industry impact: Healthcare

Location: Good Samaritan Hospital in Vincennes

of jobs (if can include): Good Samaritan is Knox County's largest employer with 1,877 associates and an estimated \$96.1 million in annual payroll

Clark's Crossing

The former Lincoln Junior High School (LJHS) was retro fitted with uniquely designed apartments utilizing the former class rooms. This 47-room affordable senior apartment complex has retained the high ceilings and historic features to preserve its historic design. Hardwood floors were refinished and a new elevator was installed. The JRHS gym and stage in the original building were converted into a community room. The team also totally renovated Adams Coliseum and it will be transferred over to the Vincennes Education Foundation for use by the community. A total investment of \$9.8 million was made in this 45,000 square-foot facility including property and renovations.

Funding: \$9.8 million

Vincennes TownePlace Suites Marriott

This extended stay suite was originally constructed in 2011 and features 64 guest suites located on 2.71 acres with 43,000 SF located on Willow Street between 13th and 14th Streets. The hotel is in the process of adding 24 guest suites on the 13th Street side of the existing hotel. This 15,000 SF expansion is a \$2.6 million investment and is planned to be completed in August 2015. The Vincennes TownePlace Suites was recently recognized with the prestigious award of Diamond Hotel of the Year at the 2015 General Managers Conference.

Funding: \$2.6 million

Industry impact: Tourism

Location: Vincennes

of jobs (if can include): Currently employ 20 full time equivalent and part time associates and have an approximate annual payroll of \$385,000.

Clark's Crossing of Historic Vincennes



Wabash River Region Proposal for the Indiana Regional Cities Initiative

Steak 'n Shake

The Niehaus family developed and operate this new Steak 'n Shake franchise located on Hart Street in Vincennes. They invested over \$2 million in property, building (3,750 SF) and equipment.

Timeline: Completed

Funding: Private, \$2 million+

Location: Vincennes

of jobs (if can include): Currently employ over 100 FT and PT associates with an annual payroll of \$900,000.



Gilbert's Restaurant and Pub – This restaurant and pub located on Willow Street in front of the Marriott TownePlace Suites features a 5,000 SF dining facility which also includes a lounge with state of the art audio/visual systems. They made a total capital investment of \$2.5 million including property building and equipment. There is a .78 acre lot available for development west of Gilbert's and another 2.35 acres across Willow Street that formerly housed the Willow Manor Nursing Home which was recently razed and the land will be available for future development in the spring.

Funding: \$2.5 million

of jobs (if can include): Currently employ 40 FT and PT associates with an annual payroll of approximately \$500,000.



Rainbow Beach Pool

Rainbow Beach Pool was renovated in 2014 and approved by a referendum and the cost was approximately \$3.4 million. Approximately 900 community members attend daily.

Timeline: Renovated in 2014

Budget: \$3.4 million

of jobs (if can include):



Cultural Amenities

Programs

INVin, Inc. is a business and arts innovation initiative for the Main Street area. Their mission is "to improve, impact, and deploy community resources to help redevelop the central business and residential district of Vincennes in harmony with its history and existing structures."

The City of Vincennes is a designated Indiana Main Street community. INVin oversees the Main Street program for the City. By being an Indiana Main Street community, INVin follows the four-point approach with the active committees of Organization, Promotion, Design and Economic Development.



Wabash River Region Proposal for the Indiana Regional Cities Initiative

Arts & Business Innovation Initiative Program: The plan will create an aesthetically pleasing urban residential area where property values increase over time and bring economic stability to the area. This program includes:

- A business mentorship program
- Free marketing plan and consulting for 2 years
- Architectural consultation
- Free legal consultation and process of business incorporation paperwork
- Banking incentives with Old National Bank
- City Liaison
- In city UEZ and TIF zone

Downtown Revitalization: The City of Vincennes has applied for a Downtown Revitalization planning grant through the Indiana Office of Community and Rural Affairs (OCRA). The grant is in the amount of \$40,000 with a 10 percent match of \$4,445 through the City's Board of Works Outlay fund. The plan will evaluate existing conditions such as façades, signage, parking, etc. While the City is the applicant, they are working collaboratively with INVin and the Vincennes Central Business District organization. Once this plan is completed and approved (Spring 2016) by the OCRA, the City can then move forward to apply for the Main Street Revitalization Program construction grant funds of \$400,000 with a 20 percent match. Again, the City would be the applicant with the match from the property owners of the facades to be renovated. If awarded, that announcement would be mid/late-summer 2016.

Loft Tour: There is a Loft tour scheduled for September 26, 2015 for Main Street property owners. Our hope is this will generate ideas and interest for them to invest in their own properties and work with Good Samaritan Hospital and the residency students to lease the lofts. At this point this would be private investment.

A local Loft program has been discussed. This would be working with the City, the Redevelopment Commission, Urban Enterprise Association and Revolving Loan Fund Committee. This program has not yet been created.

Grouseland: William Henry Harrison Mansion & Museum: Located in Vincennes, this charming Georgian/Federal Home, completed in 1804, was the home of William Henry Harrison when he was Governor of Indiana from 1800 to 1812. The building was the first brick home in Indiana and is a certified National Historic Landmark. The house is open for tourists, visitors, and citizens all year round.



Wabash River Region Proposal for the Indiana Regional Cities Initiative

Red Skelton Performing Arts Center: Located on the Vincennes University Campus, the center cost approximately \$17 million to build. Honoring the memory of Red Skelton's contribution, the Indiana Legislature approved the funds to have the center built in his hometown of Vincennes. The center features a wide variety of plays, movies, and musicals including "To Kill a Mockingbird" and "A Raisin in the Sun" for this year's lineup.



Industry-Specific Development

Brick and Mortar Projects

Isaac K. Beckes Industrial Park was established in 1982 with 140 acres in Knox County. An estimated workforce of 1,768 employees and an annual payroll of \$67.2 million in the combined industrial parks represents approximately 9.14% of the total workforce (19,341 employed) in Knox County.

Some key economic impacts of the Industrial Park:

- The Isaac K. Beckes Industrial Park was established with the purchase of 140 acres on Old Decker Road in 1982
- Sold 5 acres to Hacker Plumbing and Drilling, LLC
- Sold 10 acres to Lewis Brothers Bakeries – 97,000 SF building. Lewis Bakery currently employs 125 with an approximate annual payroll of \$1.7 million before benefits
- Sold 5 acres to Sutton Heating and Cooling who own/occupy a 4,000 SF building with 5-7 employees with an annual payroll of \$250,000.
- Pepsi – Distribution center which currently employs 80 with an annual payroll of \$1.8 million and is located in a 46,000 SF building.
- Built 25,200 SF industrial building for Hoover Universal (Johnson Controls); this building has been occupied by Winfield Solutions as an Agricultural warehouse for the past 16 years. It will be vacated December 31, 2014.
- Sold 3 acres to D. Smith and was leased to Yellow Freight System, Inc, CSX Motor Express, now VU truck driving school
- Sold 5 acres to Carousel International, now AirGas who occupies 6,340 SF and employs 8 with an annual payroll of \$205,000.
- Sold 37.5 acres to Children & Family Services (The Southern Indiana Youth Village) – Currently employs 170 with an annual payroll of \$4.5 million
- KCDC utilized a PSI Energy (Duke) Cornerstone grant to design, permit and build a 38,400 SF "shell" building to attract industrial development; this building was purchased and currently occupied by Excell, USA, Inc.



Wabash River Region Proposal for the Indiana Regional Cities Initiative

- Businesses also located in the Beckes Industrial Park – Frito Lay distribution center (7 district sales representatives – annual payroll \$350 thousand), Indiana Oxygen (3 associates), Progressive Chemist (3 associates), Barmes Wholesale
- Sold remaining acreage in Beckes Industrial Park to Bonnie Adams and KT Realty

Industry impact: Manufacturing/Industrial

Location: Knox County

of jobs (if can include): U.S. 41 Industrial Park is comprised of six businesses/industries who combine to employ approximately 1,240 employees with an approximate annual payroll of \$53 million. Capital investments have exceeded \$240 million since inception in 2001.

MacAllister Machinery: As part of Indiana-based and family-owned MacAllister Machinery, MacAllister Rentals purchased 12.29 acres in US 41 Industrial Park on July 29, 2014 and will invest approximately \$12 million in total property, plant (20,000 SF) and equipment. This location will house heavy equipment, rental, shoring, and compact construction equipment business divisions. They will be converting their location in Bicknell to focus on agricultural rentals.

Funding: \$12 million

Industry impact: Manufacturing/Construction

of jobs (if can include): They will employ approximately 14 with an estimated payroll of \$700,000.

FIA/Futaba – FIA broke ground on 30 acres located in US 41 Industrial Park in 2001 and completed the 117,600 SF building in 2002 with 75 employees. FIA completed a 176,000 SF expansion to accommodate robotic laser welding and total employment reached 298 in 2005. Also in 2005, FIA broke ground on a third expansion with 153,000 SF stamping division and brought total employment to 440. In 2010, FIA expanded their stamping operation and relocated two presses from Chicago and employment increased to 590. In 2012, FIA added three additional presses, expanded plant capacity and added parking and plant employment reached 700. KCDC donated 1.67 acres to FIA to accommodate parking and they currently employ 800 associates and are looking to potentially add additional “hot” presses to their existing plant location. They have an annual payroll of \$36 million.

Timeline: Completed in 2002

Industry impact: Manufacturing

of jobs (if can include): 800 associates with an annual payroll of \$36 million.



Wabash River Region Proposal for the Indiana Regional Cities Initiative

North Knox School Corporation – North Knox built a new Junior High School gymnasium, recreation and community center that was opened in early 2015. This 2-story 41,744 SF facility cost approximately \$5.2 million and will bring the JRHS gymnasium under one campus at NK Junior/Senior High School between Bicknell and Freelandville, IN. In addition to the gymnasium, this facility features a walking track, state of the art weight room and cardiovascular fitness center with highly technical equipment.

Timeline: Finished in early 2015

Budget: \$5.2 million



Programs

Good Samaritan Hospital – Expanded Residency Program

For more than 100 years, Good Samaritan Hospital has been a health care leader in southwestern Indiana and southeastern Illinois. Located in historic Vincennes, Good Samaritan Hospital is a 239-bed community health care facility with over 1,900 employees and a commitment to delivering exceptional patient care.

Good Samaritan is proud to offer a broad range of medical services as well as some of the most progressive technology available today. Recently, Gibault Memorial Tower was opened to provide our patients, their families and our entire community the highest quality of care possible. An array of services and staff are ready to greet patients with medical expertise, cutting-edge technology and big hearts. The tower has five floors, each with a focus: Cardiology and Clinical Decision, Intensive Care, Pediatrics and Medical Surgery, Joint Replacement and Medical Surgery, and Women’s Health and Oncology.



The hospital also has a state-of-the-art Same Day Surgery Center, with surgical suites designed with input from the hospital’s physicians. The Cancer Pavilion is a 25,000-square-foot comprehensive oncology care center, featuring one of the most advanced methods for delivering radiation therapy, a linear accelerator with IMRT. The Pavilion also has 12 fully equipped infusion suites and other amenities for patients and families.

In collaboration with three local hospitals, Good Samaritan Hospital has agreed to enter a consortium to receive post-graduate residency students. Starting July 2017, Good Samaritan will receive five residency students every year for three years in either Family Practice or Internal Medicine. In addition, Good Samaritan Hospital has the opportunity to receive up to 5 residency students in Psychiatry, resulting in up to 30 residency students training at Good Samaritan. Good Samaritan Hospital will have the opportunity to become a “home base” for one or two specialties where residents will be able to have outpatient clinics and assist with the growing shortage of primary care physicians.

Timeline: 2017 - ongoing

Industry impact: Medicine

Location: Good Samaritan Hospital, Vincennes

of jobs (if can include): ~30

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Innovation and Technology

Brick and Mortar Projects

Vincennes University – Updike Hall: Center for Science, Engineering and Mathematics

The new Updike Hall had its groundbreaking ceremony on August 13th, 2015. This building had a \$27M investment (80,000 square feet) which had a private donation of \$2M. Vincennes and the Center have a strong partnership with Purdue for Engineering students and bio-technical degrees.

Timeline: Completed on August 13, 2015

Funding: \$27M

Industry impact: STEM Jobs/Industries

Location: Vincennes University



UPDIKE HALL

CENTER FOR SCIENCE, ENGINEERING AND MATHEMATICS

Programs

Vincennes University Advanced Manufacturing Machinery Technician NOW Program – This program is an accelerated 16-week program for trainees to gain employment in industrial maintenance or machine service with an emphasis on machine tool, robotics, and automation maintenance. The program provides hands-on training for AC/DC electrical components, electric motor controls, PLC's, servo, vector and frequency drives, and many more. The program is designed for Veteran and Civilian adult learners and high school graduates are referred to Vincennes University's two-year Computer Integrated Manufacturing Program. Upon completion, trainees are awarded a certificate. The University provides all training at the campus' ABB Robotics and Industrial Maintenance Lab in the Indiana Center of Applied Technology Building (ICAT). The program cost is \$8,000 with an addition \$975 for books.

In order to successfully place completers, Vincennes University uses its own campus resources as well as partnering with Save Our Veterans, Operation: Job Ready Veterans, and Work One as well as taking advantage of industry partners.

Completed Projects and Programs

m. Vigo County

Knox County has also been active in their revitalization and improvement in many areas. The projects listed below outline some of these successes and ongoing work. Although the county has made great strides, there is still more work to be done.

Quality of Place

Brick and Mortar Projects

Vigo County School Corporation – Aquatic Center

Located at Voorhees Park, the Vigo County Schools Corporation leased eight acres of the park to create an Aquatic Center. The \$9.8 million center serves as a regional attraction, not only for visitors, but hosting events such as swim meets, tournaments, and potentially the IHSA sectionals and regionals. Construction of the center began in July of 2015 and is estimated to be completed by December.



Tribune Star – Artist's rendering by Austen Leake

The center will feature a 50-meter by 25-yard Olympic-sized pool, a diving well, therapy pool and spectator seating for over 350 people. The facility will be approximately 30,000 square feet and replaces aging pools at Vigo County high schools.

Estimated Timeline: July 2015 – December 2015

Budget: \$9.8 million

Industry impact: Tourism, Sports, Regional Attraction

Location: Voorhees Park

Jeanne Knoerle Sports and Recreation Center at St. Mary of the Woods College

This \$11 million, 45,130 square foot facility comfortably seats 1,000 spectators and includes locker rooms, a fitness center, and a training room. It also includes an auxiliary gym that seats 200-300 people. The gym is used for community events and hosts the Pomeroy Wellness program which benefits the campus community as well as Vigo County residents.



Estimated Timeline: Finished in December 2014

Budget: \$11 million for construction

Location: St. Mary of the Woods College

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Programs

Rural Health Innovation Collaborative (RHIC)

The mission of the Rural Health Innovation Collaborative (RHIC) is to improve and expand inter-professional education, training, and deployment of future health care providers, especially for those committed to serving rural populations.

The RHIC serves as an economic engine for west-central Indiana through the development of health care-related jobs and a catalyst for neighborhood revitalization in Terre Haute. The initial structure of the Collaborative was guided by a Leadership Committee that included the executives of the Founding Partners and convened when needed, to make high-level decisions.



In 2008 an Operations Committee was initially established to handle day-to-day set up of the RHIC. This Operations Committee was composed of representatives from each of the institutions and was responsible for the initial implementation of the RHIC's initiative elements.

As a team comprised of community leaders, board members, and a plethora of committee members, the Rural Health Innovation Collaborative has the ability to make great strides in the health service and education sectors for the Wabash Valley. The RHIC offers higher education opportunities, including inter-professional development, and community and economic development while improving health care for generations to come.

Estimated Timeline: Ongoing

Budget: \$1.5 million (RHIC Operations and Simulation Center)

Industry impact: Healthcare, Education

Location: 1433 N 6-1/2 Street

Terre Haute, IN 47807

Rails to Trails Project – Old Graham Grain Line

The City of Terre Haute is planning to create a Rails-to-Trails Project along the Old Graham Grain Line. Terre Haute's section of the trail runs from 6 1/2 Street and Helen Avenue down to Davis Avenue. Terre Haute would own approximately 0.9 miles of the proposed trail. Vigo County would then own remainder of the trail from Davis Avenue to Springhill Road – roughly 1.5 miles. In total, the trail could be about 2.5 miles.

Estimated Timeline: Construction will begin in 2017.

Budget: Estimated cost is \$500,000 for a limestone trail

Cultural Amenities

Brick and Mortar Projects

Indiana Theater

Originally constructed in 1922, the Indiana Theater has survived over ninety years of transition from vaudeville acts, motion pictures, and its place today as a space for community gatherings and celebration of heritage. Currently owned by Lundstrom Holdings USA, the theater has benefited from over \$1 million in phase one capital improvement investment and Robert Lundstrom projects another \$3 million to be invested in two additional restoration phases. The downtown theater's proximity to the Wabash River is critical to the community's efforts to appeal to attracting and retaining the Wabash River Region's creative class.



Estimated Timeline: Phase II: 2015-6, Phase III: 2018-19

Budget: \$3 Million

Anticipated Funding: Lundstrom Holdings USA with support of state and local government contributions

Industry impact: Arts/visual

Location: Downtown Terre Haute



Programs

Art Spaces

Located in Terre Haute, this award-winning non-profit arts organization is leading the community in transforming the landscape through public art and design. Partnerships with businesses, foundations, and universities have strongly contributed to the economic revitalization of the area and provided amenities for residents and visitors. Community-wide initiatives engage Wabash Valley residents in planning and designing these public environments as well as providing educational programs and increased access to the arts.

Education and Incumbent Workforce

Programs

Summer Youth Employment Programs at ISU, Rose-Human and St. Mary of the Woods College

This program allows high school students to work at a facility that might not otherwise employ them and encourage students to stay in Terre Haute. The program includes Shadow programs that expose ISU/Rose-Hulman & Saint Mary-of-the-Woods College students to local Vigo County employers and offer the incentives to be "placed" locally for a minimum of three years. The program works closely with programs like the Mentoring Assistance Program (MAPS) and AmeriCorps.

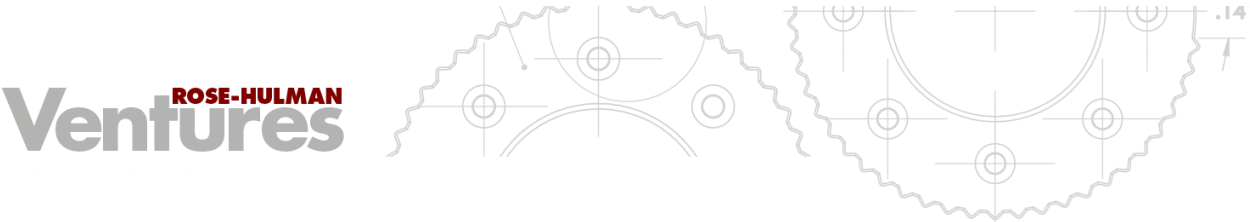
Pathway Program at Vigo County School Corporation (VCSC)

The Pathway Program encourages industry leaders to mentor, champion and sponsor three chosen career training programs (Auto Servicing, Advanced Manufacturing, and Machining). The program is working to host events for industry leaders to learn more about programs at Ivy Tech and Work One and encourage employers that invest in internships and scholarships to these programs.



Vigo County School Corporation is recognized for high graduation rates and being a leader in career-technical education in Indiana. The school corporation has 29 different career pathways that lead to good-paying jobs. VCSC is working on marketing these programs to a larger audience including students, parents, industry representatives, and the wider community. The corporation has made a roughly \$1 million investment in all three of the major high schools in the county to include have five industry-size computer numerical control (CNC) machines, nine CNC mills and six CNC lathes.

Innovation and Technology Programs



Rose-Hulman Ventures

Rose-Hulman Ventures represents a unique operational model for university/industry interaction. Clients seeking innovative solutions to industrial technology challenges engage their full-time engineering staff and a multidisciplinary team of student interns. It offers a cost-effective, market-driven approach to bring engineering design ideas to reality. Intellectual property always stays with the client.

Completed Projects and Programs

n. Sullivan County

Sullivan County has also been active in their revitalization and improvement in key areas. The county has been struggling with high unemployment and decreasing property values, but the leadership and support within the community has paved the way for the projects listed below.

Quality of Place

Brick and Mortar Projects

Sullivan Civic Center

The city of Sullivan chose to tear down their old Central Elementary School in the heart of their downtown and create a new all-purpose community center in the former school gymnasium which will host events like the farmer's market, weddings, and live entertainment.



Timeline: Will be completed on September 18, 2015

Budget: \$2.3 Million

Funding: \$130,000 per year from the city through Cumulative Capital Development funds, riverboat money and Economic Development Income Tax (EDIT) funds as well as corporate and individual donations. Mayor Clint Lamb also submitted a grant to Indiana American Water to purchase mature trees to plant in the area surrounding the civic center and was awarded a \$3,500 grant to do so.

Industry Impact: N/A

Location: 244 N. Main Street Sullivan, IN 47882

of jobs (if can include): 100+ Jobs

Programs

Blight Elimination Program

With a tagline of "They Gotta Go," Sullivan received approximately \$1.1 million to eliminate the blighted homes in the city. The county has nearly 95 blighted homes, 65 of which are in the city of Sullivan. Currently, 45 of the 65 blighted homes have been approved for demolition and the city is able to replace unapproved homes with potential new homes up to the amount of the allotment/award.

Timeline: 2015-2016 (18 months)

Budget: \$1.9 Million

Funding: State of Indiana (IHCD)

Location: City of Sullivan, IN

Street Trees Downtown

Timeline: Will be completed in October 2015

Budget: \$3,700

Funding: Rotary Club / City of Sullivan

Location: Downtown Sullivan, IN

New Projects – How Do We Get There?

Although Vigo County has made great strides in their overall development, there is still work to do. The following projects are important to achieving the Wabash River Region’s overall vision.

o. Vigo County

Redevelopment of Physical Assets

Brick and Mortar Projects

ICON Building

Indiana State University, in collaboration with its higher education partners in the Terre Haute community and Core Redevelopment, has proposed to conduct a historic rehabilitation of the former American Can Company/ICON Transportation Manufacturing Facility located on the northern banks of the Wabash River.



At approximately 180,000 square feet, this three story former industrial facility will provide living and working spaces for emerging entrepreneurs. The first floor will consist of space for: (1) the creation and development of business ideas, (2) entrepreneurial collaboration and support, and (3) social interaction. Outdoor activities including, hiking and biking trails, boating, and athletic venues are nearby as well as the proximity to a revitalized downtown core of businesses. Floors two and three will consist of approximately 125 market-rate rental apartments.

Launch Terre Haute on First Floor of ICON Building

Launch Terre Haute is an open and collaborative workspace for freelancers, independents, and start-ups. Their goal is to create and encourage an environment of open collaboration. Additionally, they collaborate with groups such as Verge Indy, Launch Fishers, and Launch Indiana to foster a state wide effort of entrepreneurship and innovation.



This project would receive priority funding if awarded Regional Cities dollars.

Estimated Timeline: 2016-2018 and inclusive of predevelopment work, budget committee approval, and construction.

Budget: \$22 million

Anticipated Funding: 60% privately identified by Core Redevelopment, Inc.

Industry impact: Continue meeting the need of higher end multifamily housing, entrepreneurship

Location: Northwest Terre Haute, Wabash River

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Education and Incumbent Workforce

Brick and Mortar Projects

Ivy Tech Precision Agricultural Center

Ivy Tech Community College will implement a \$2,000,000 renovation of a facility in the south industrial park in Terre Haute. This renovation will take an empty warehouse space and transform it into a high-tech lab for precision agriculture and heavy- to medium-diesel.



With this renovation Ivy Tech will become a Center of Excellence in Terre Haute for precision agriculture. By equipping this building with the latest high-end technology labs, Terre Haute will become a precision agricultural hub attracting students from the entire State of Indiana as well as Illinois. Business and industry have expressed the need and the desire to grow employees' skills in this area. Existing lab space on campus will not be sufficient for these programs and the transformation will be substantial.

At the heart of precision agriculture is the ability to pinpoint the location of a piece of agricultural equipment while it plants, spreads, sprays or harvests. The lab facilities for this program will focus on geospatial technology, how it is used to control agricultural machinery and its impact on field operations. The demand for diesel technology experts to meet current and projected workforce shortages continues to grow. Additional lab facilities for diesel will allow the programs to blend their programming to equip students with a well-rounded education. Realization of this project will fill a skills gap, improve the quality of life for our students, and support businesses in a large geographic area. The Precision Agricultural program does not fit neatly into the existing Standard Occupational Classification (SOC) system used by the Indiana Department of Workforce Development and the U.S. Department of Labor. The one category that is most closely related is Agricultural Technician (SOC 19-4011).

The Indiana Department of Workforce Development predicts long term (2012-2020) growth for Agricultural Technicians of 8.9 percent for the state of Indiana. The U.S. Department of Labor, Bureau of Labor Statistics projects 13 percent growth for Indiana for Agricultural Technicians for 2012-2022. Farm Equipment Service Technicians jobs are predicted to increase by 14 percent in Indiana by the Bureau of Labor Statistics while the Indiana Department of Workforce Development predicts 13.6 percent. Two additional sources of data were used to evaluate the viability of the Precision Agriculture program, one from Burning Glass and one from Economic Modeling Specialists International (EMSI). The data from Burning Glass was able to pinpoint actual job openings in Precision Agriculture in the last year (June 2013-June 2014), identifying 41 positions statewide with three of them in the Wabash Valley Region. EMSI shows 36 current openings for Farm Equipment Mechanics and Service Technicians and a growth to 60 openings per year (11 percent increase from 2001) by 2018 statewide and 431 current opens with a 9 percent growth for Agriculture Technicians.

This project would receive priority funding if awarded Regional Cities dollars.

***Timeline:** Precision Agriculture program has been approved for implementation for the Wabash Valley region. With funding approval and access, full program implementation is possible within 1 year. Implementation of program offerings can be phased in as equipment and facilities become ready for a more immediate implementation.*

***Budget:** \$2,495,816 projected construction plus equipment*

***Funding:** \$1,995,816 probable construction total & \$500,000 probable equipment total*

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Industry impact: Agriculture

Location: Southern Vigo County Industrial Park, Ivy Tech Community College, 1650 East Industrial Drive in Terre Haute

Talent Attraction

Brick and Mortar Projects

St. Mary of the Woods Equine Program

The Saint Mary-of-the-Woods College (SMWC) Equine Facility will establish Terre Haute as Indiana's leader in equine events on local, state and national platforms. This 30,800 sq. ft. facility will be host to academic equine programming such as pre-veterinarian and the only equine assisted therapy program minor offered in the United States. With over



fifty horses on campus during the academic year, SMWC is a destination for equine enthusiasts and their riding teams find themselves year-after-year in the national rankings. Terre Haute's culture of beautiful parks and recreation, retail and hotel accommodations makes expanding destination revenue an ease. Visitors can attend an equine event while Terre Haute, as a community, can host a well-rounded visitor experience. This \$4.9 million dollar project is a small price for making Terre Haute a destination for equine enthusiasts, hotel visitors, national attractions and more. It promises to highlight Indiana's commitment to the equine industry, creating overall attraction from other Midwestern states like Illinois and Kentucky.

Timeline: Complete by the fall of 2016

Budget: \$4.9 million

Funding: St. Mary of the Woods College received a \$500,000 gift to launch the project forward

Industry impact: Competitive Sports/Tourism

Location: Saint Mary of the Woods College in Saint Mary of the Woods, Indiana.

This project would receive priority funding if awarded Regional Cities dollars.

New Projects – How Do We Get There?

p. Knox County

Redevelopment of Physical Assets

Brick and Mortar Projects

Pioneer Oil Building

A private investor purchased the Old Hills building downtown. This three story building is 35,000 square feet and is being totally renovated - which will result in approximately \$150 per square foot in improvements.

Vincennes and Knox County Development Corporation (KCDC) partnered to provide resources to purchase adjoining real estate, pave a huge lot for employee parking, and are in the process of moving their corporate headquarters from Illinois. Pioneer Oil currently employs 40 administrative positions and another 200 Indiana-hired employees working in Knox and other Indiana Counties. Additionally, Franklin Well Services (a subsidiary of Pioneer Oil) will be hiring an additional 92 associates over the next three years. The combined companies owned by the investors' companies have an annual payroll of \$19 million and another 95 remote employees working in Illinois. KCDC, IEDC and the City of Vincennes partnered to provide financial incentives for this facility purchase, headquarter relocation, and improvements for the parking lot on adjoining property that Pioneer purchased downtown.



Budget: \$120-\$150 per square foot in improvements

Location: 428 Main Street

of jobs (if can include): They will employ 35 administrative positions and approximately 200 Indiana hired employees who will work in Knox County and other Indiana counties and Illinois.

This project would receive priority funding if awarded Regional Cities dollars.

Pantheon Theater

Located on the corner of 5th and Main Streets, the Pantheon Theater is a represents the arts history in Vincennes. The theater was originally designed to accommodate silent films, large road shows, and concerts with 1,200 seats. Since Vincennes is roughly halfway between St. Louis and Cincinnati, it became a regular stop for famous performers such as Red Skelton, Duke Ellington, The Marx Brothers, and W.C. Fields. After closing in the 1950's due to low attendance and high maintenance costs, it was eventually purchased by Vincennes' development organization, INVin.

INVin's dream is to see the theater transformed into a Community Center/Meeting Room for 5,700 square feet of



Wabash River Region Proposal for the Indiana Regional Cities Initiative

the property, and the remainder of the building turned into a Primary Care/Walk-In Clinic through Good Samaritan Hospital that would serve 75-100 patients per day.

INVin also wants to capitalize on the prime location, at 5th and Main Streets, as a gateway into Downtown Vincennes. As a packaged entrance plan, projects such as the New Moon Theater and larger parking would work into that vision.

This project would receive priority funding if awarded Regional Cities dollars.

Timeline: Spring 2016 - 2017

Budget: \$2.1 million

Industry impact: Tourism / Healthcare

Location: 400 N. Main St.

of jobs (if can include): 60 construction jobs, 20-24 FTE

New Moon Theater

Located near the Pantheon Theater at 6th and Main, the New Moon Theater is another historical gateway marker to Downtown Vincennes. The theater was originally equipped with a stage and motion picture screen that seated 1,200 people that opened in 1939. In 1983, the theater was purchased and remodeled by Kerasotes Theaters and has since been used as a church and laser tag facility. The massive building, at 9,200 square feet total, sits at one of the busiest intersections in Vincennes.

Timeline: Fall 2016 – Fall 2017

Budget: \$250,000

Industry impact: Arts / Tourism

Location: Corner of 6th and Main

Parking: INVin also plans to create parking at the corner of 6th and Main to accommodate the anticipated visitor increase due to both the Pantheon and New Moon Theaters. A mockup of their plan is pictured on the right.



Wabash River Region Proposal for the Indiana Regional Cities Initiative

Kimmell Park Revitalization: Kimmell Park, an 18-acre camping and park area, is located near the Vincennes University campus and offers magnificent views of the Wabash River. The revitalization of this major riverfront will create a hub of new entertainment opportunities on what currently exists as only a blighted campground.



A new walking path along the river will be established to connect Kimmell Park to the Vincennes University campus and downtown Vincennes. This new recreational space along the water's edge will feature a water fountain and plaza, children's playground, picnic tables,

park benches, green space, event space, new restrooms and an outdoor performance venue. Additionally, new lighting, road surfaces, landscaping, trees and signage will be installed as well as many utility upgrades. The revitalized park will provide intimate settings as well as large spaces to host special local and regional events. The design of the park is intended to attract the thousands of students that attend Vincennes University as well as create a destination for families, friends and business associates.

The renovation of Kimmell Park along the Wabash River will contribute to the community of Vincennes by offering 13,500 sf of new park structures including a shelter, restrooms and state of the art amphitheater at \$80 a square foot equaling \$1,080,000 the project will also invest 1.4 million dollars to renovate the remainder of the 18-acre park including new playground equipment, park lighting, road surfaces and sidewalks, landscaping, signage and utility upgrades. The park feature will promote an active lifestyle and encourage people to enjoy outdoor activities along the beautiful Wabash River. As a result of work from Works Progress Administration, their projects are now part of the Historic Register.

Timeline: To be Completed by 2017

Budget: \$2.5 million

Industry impact: Quality of Life

Location: Near the Vincennes University campus, will connect the University to Downtown

This project would receive priority funding if awarded Regional Cities dollars.

Wabash River Region Proposal for the Indiana Regional Cities Initiative

Education and Incumbent Workforce

Brick and Mortar Projects

Vincennes University Student Center: VU is now embarking on its third century of providing top quality education to undergraduates pursuing 1-year and 4-year academic programs of study in the state of Indiana. VU is Indiana’s first college and is one of the oldest in America. It is the birthplace of one of the nation’s first two-year institutions of higher learning. VU continues to expand its campus and footprint throughout the state of Indiana.



VU most recently broke ground on their campus in Vincennes for a new \$4.35 million Student Center. The 20,907 SF two-story Center will include a technology café, gaming lounge, study areas, multi-functional spaces, visual display boards, indoor fireplace, and outdoor seating area. One of the strengths of this project is that VU will have the new Student Center, Student Recreation Center, Aquatic Center, and Physical Education Complex under one roof. VU continues to grow their student population and enrollment for the 2014-2015 school year was over 5,000 students. VU is a major sponsor/partner of KCDC. VU is the second largest employer in Knox County and employs 1,100 full and part-time associates and have an annual payroll of approximately \$50 million.

Budget: \$4.35 million

Location: Vincennes University

This project would receive priority funding if awarded Regional Cities dollars.

Stakeholders and Execution

q. Participating Stakeholders List

A list of participating stakeholders who have assisted in the plan so far has been included below. Because the RDA has yet to be established, the roles of each of these will be fleshed out in the near future.



Chambers of Commerce

Kristin Craig

Terre Haute Chamber of Commerce
630 Wabash Ave # 105, Terre Haute, IN 47807
kcraig@terrehautechamber.com

David Haynes

Terre Haute Chamber of Commerce
630 Wabash Ave # 105, Terre Haute, IN 47807
dhaynes@terrehautechamber.com



St. Mary of the Woods College

Rachel Leslie

St. Mary of the Woods College
Chief External Relations Officer
RLeslie@smwc.edu



Indiana State University

Greg Goode

200 N 7th St, Terre Haute, IN 47809
Greg.Goode@indstate.edu



Knox County Economic Development

Kent Utt

1101 North 3rd Street
PO Box 701
Vincennes, IN 47591
TEL: (812) 886-6993
kentutt@kcdc.com

Becky Litherland

1101 North 3rd Street
PO Box 701
Vincennes, IN 47591
TEL: (812) 886-6993
beckylitherland@kcdc.com



Vincennes University

Phil Rath

1002 N 1st St, Vincennes, IN 47591

PRath@vinu.edu



City of Sullivan

Mayor Clint Lamb

32 N. Court Street

Sullivan, IN 47882

Clint.lamb@cityofsullivan.org

r. Updating the Plan

The Regional Development Authority will be responsible for updating the plan, budget and execution through implementation.

s. Letters of Support

Letters of Support are located in the Appendix of this proposal.

Measurement

t. Three Benchmark Cities – Criteria for Comparison

The economic and quality of life indicators included in this proposal provide long-term metrics of success for this plan. In the short-term, several indicators will signify to the Wabash River Regional that its goals and strategies are indeed having the desired effects. *Note: These are draft indicators and will be finalized with input from the Regional Development Authority Board.*

Regional Short-Term Metrics for Success	Current			2020 Target
Wages, Income, and Earnings	Averages			
<i>Increase:</i>	Vigo	Knox	Sullivan	
Average wage in broad industries by 15%	\$43,356			\$50,000
Per Capita Personal Income by 23%	\$36,472			\$45,000
Overall Average Earnings by 26%	\$43,536			\$55,000
Diversity				
<i>Increase:</i>	Vigo	Knox	Sullivan	
Foreign Born Population (2000) by 0.4%	1.1%			1.5%
Foreign Born Population (2013) by 0.6%	1.83%			1.90%
Increase in Immigrant Population by 0.3%	0.7%			1%
Economy & Housing				
<i>Increase:</i>	Vigo	Knox	Sullivan	
Median Home Value (2000) by \$4,000	\$64,966			\$68,966
Median Home Value (2013) by \$4,000	\$84,433			\$88,433
Median Household Income (2000) by \$3,000	\$32,507			\$35,507
Median Household Income (2013) by \$3,000	\$42,107			\$45,107
Median Home Value to Household Income (2000)	2			2.5
Median Home Value to Household Income (2013)	2			2.5
Employment Growth (2001-2015) by 4%	94%	103.8%	111.6%	-
Per Capita Personal Income as % of U.S. (2000)	81.6%	74.5%	75.2%	-
Per Capital Personal Income at & of U.S. (2013)	75.3%	74.7%	70.4%	-
<i>Decrease</i>	Vigo	Knox	Sullivan	
Percent in Poverty (2000)	14.1%	16%	10.9%	-
Percent in Poverty (2013)	20%	14%	17.9%	-
Difference in Poverty, % Points (2000-2013)	5.9%	-2%	7%	-
Vacant Units as % of All Housing Units (2000)	9.3%	10.1%	11.2%	-
Vacant Units as % of All Housing Units (2013)	14.1%	13.3%	12.7%	-

u. Plan and Timeline to Measure Progress

The Wabash River Regional Development Authority Board will meet quarterly to review progress and challenges and consult a comprehensive list of metrics and benchmarks to use as a guide.

Structural Changes

Upon award, the region will draft an ordinance to create a Regional Development Authority and Board to implement and monitor the Regional Development Plan. The 5-person board will be composed of 2 representatives from Indiana State University and the Terre Haute Chamber, 2 representatives from the Knox County Development Corporation and Vincennes University, and 1 representative from Sullivan County.

Appendix

Letters of Support



KNOX COUNTY COUNCIL

August 25, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 North Capital Avenue, #900
Indianapolis, Indiana 46204

Dear Selection Committee Member:

The Regional Cities application for Knox, Sullivan and Vigo counties is an endeavor that I support. Knox County government appreciates this opportunity and supports this initiative which closely aligns with our focus on collaboration. As strong supporters of the Knox County Development Corporation (KCDC), the Knox County Council understands the need to grow our local and regional economy.

Knox County collaborated with the KCDC and the City of Vincennes in purchasing approximately 50 additional acres for our US 41 Industrial Park just two months earlier. And, in 2013 we purchased another 45 acres that is now in the process of becoming a "gold" shovel ready designation. Our OCRA application for a workforce development grant with our nearest neighboring counties, Sullivan and Gibson further support our focus towards collaboration. We are also working directly on a county to county basis towards developing transportation options for Sullivan County residents who are employed in Knox County.

All of our efforts are tied together through the utilization of Vincennes University as our community partner. The grant request mentioned above will focus on industrial maintenance and heavy equipment operations, a need felt within both of those sectors.

Finally, the just completed \$140 million Gibault Tower addition to Good Samaritan Hospital (GSH), a county owned regional health care facility, will only continue to improve our quality of life and our ability to attract world class physicians to our area. GSH is the county's largest employer with approximately 1,900 associates and a \$97 million annual payroll.

Knox County is positioned well to implement the Regional Cities initiative and to grow Indiana's economy along our Wabash River corridor!

Sincerely yours,

A handwritten signature in cursive script that reads "Bob Lechner".

Bob Lechner, President
Knox County Council



VINCENNES UNIVERSITY
CHARLES R. JOHNSON, JR., INTERIM PRESIDENT

August 25, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N Capitol Ave # 900,
Indianapolis, IN 46204

Dear Selection Committee Member:

As Interim President of Vincennes University, I am pleased to express VU's support of the Regional Cities application for Vigo, Sullivan, and Knox counties. The projects outlined in the application will elevate our region's profile, attract talent and industry, and foster deeper partnership engagement among the communities.

Vincennes University is proud of its history as a major provider of education and training for our region. Through our innovative industry partnerships with major employers, such as Toyota, John Deere, Subaru, and many others, VU is a major contributor to workforce development in our region and throughout the State. Vincennes University enrolls many students from Vigo, Sullivan, and Knox counties, and a large proportion of our faculty and staff reside in these counties as well. Attracting and retaining high quality talent remains one of our greatest priorities, and the vitality of this region is critically important to our institution's ability to do so.

In addition to industry partnerships, Vincennes University has established great relationships with our K-12 and higher education partners in the three-county area. These partnerships have provided numerous Hoosier students access to seamless, affordable post-secondary education, and has saved them and their families thousands of dollars in the process. VU is well-positioned to support this initiative by attracting Illinois students to study in Indiana through our new Illinois scholarship. The scholarship, which allows Illinois residents to pay in-state rates for tuition and fees, has resulted in a fifty-one percent increase in new Illinois student enrollment for Fall-2015. We are confident this number will continue to expand as awareness of the program grows.

Vincennes University is pleased to support this application, as we see this partnership will be beneficial not only to our University, but also to the entire three-county region along the Wabash River.

Sincerely,

A handwritten signature in blue ink, appearing to read "Charles R. Johnson", is positioned above the printed name.

Charles R. Johnson
Interim President
Vincennes University

CRJ/nai

August 26, 2015

Regional Cities Selection Committee
Indiana Economic Development Corporation
One North Capitol
Suite 700
Indianapolis, IN 46204

Dear Members of the Regional Cities Selection Committee:

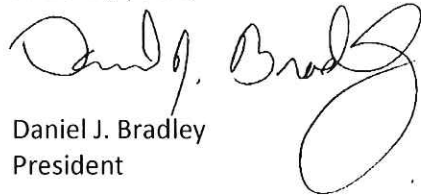
On behalf of Indiana State University, I am writing to encourage your support of the Regional Cities Application submitted by the Wabash River region consisting of Vigo, Sullivan, and Knox Counties.

Indiana State University has worked closely with community partners and local government to strategically grow its campus footprint along the Wabash River, one of Indiana's greatest natural assets. Recently, the University opened and dedicated a new track and field site nearby the ICON facility which is one of the proposed projects submitted by the Wabash River Region. The University serves as a major player in positioning the Terre Haute community as a magnet for talent and we have embraced partnerships with entities such as Riverscape, Art Spaces, and Downtown Terre Haute, Inc. in pursuing various projects that increase the quality of life for our citizens. The "Turn to the River" plan prominently involves the University and we see the River as vital to our success.

The counties submitting a Regional Cities proposal for your review have included a number of projects that leverage community strengths and connectivity to the River. This effort, along with other economic development initiatives from Terre Haute's array of higher education institutions positions the Wabash River Region as an important region for the state of Indiana and strong competitor for funding.

I believe that a compelling case is being made by Vigo, Sullivan, and Knox Counties and I encourage your support of their application.

Sincerely yours,



Daniel J. Bradley
President



August 24, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N. Capitol Ave. #900
Indianapolis, IN 46204

**TERRE HAUTE
CHAMBER
OF COMMERCE**

630 Wabash Avenue, Suite 105
Terre Haute, IN 47807-3220
Phone: 812.232.2391
Fax: 812.232.2905
www.terrehautechamber.com

Dear Selection Committee Member:

It's rewarding to see the various facets of a community come together for a common purpose with which each partner can identify. We at the Terre Haute Chamber of Commerce are proud to be a part of the Regional Cities Initiative for the counties of Vigo, Sullivan and Knox. We were able to host a meeting that included representatives of city and county government, state legislation, college administrators and business leaders, all of whom offered ideas and impetus to the regional cities effort for our community. To add our friends from Sullivan and Knox and the energy they bring to the table fueled the engine which resulted in our proposal and application.

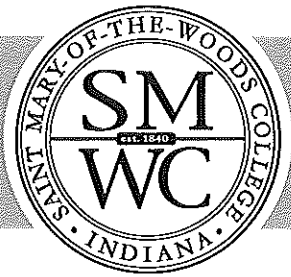
The Terre Haute Chamber of Commerce is on board with the application and the stated vision to enhance our part of this great state by which the realization of those dreams conceived by the Indiana Economic Development Commission will occur.

Sincerely,

A handwritten signature in blue ink, appearing to read "David D. Haynes", with a long, sweeping underline that extends to the right.

David D. Haynes

President, Terre Haute Chamber of Commerce



SAINT MARY-OF-THE-WOODS COLLEGE OFFICE OF THE PRESIDENT

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N Capitol Ave # 900,
Indianapolis, IN 46204

Dear Selection Committee Member:

I am writing to express support of the Regional Cities application for Vigo, Sullivan, and Knox counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

Saint Mary-of-the-Woods College is a leader in equine studies and competition. We serve as one of the top ten employers in Vigo County and represent over 7,000 alums across the state of Indiana and beyond. The proposed SMWC Equine Indoor Arena will align with the Mari Hulman George School of Equine Studies, and allow for expanded programming in equine assisted therapy, the only recognized minor of its kind in the United States.

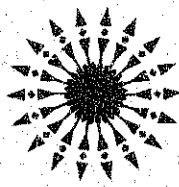
Saint Mary-of-the-Woods College is located just a few miles east of the Illinois state line and has the opportunity to attract talent and resources from Illinois. The Wabash River has historic significance to the Woods and has such potential to serve as a catalyst for the economy of western Vigo County. Our involvement in this project is indicative of our commitment to our community and to Indiana's economic and workforce development initiatives. We look forward to creating opportunities for developing the Wabash River to bring our communities together and to serve as a magnet for those interested in excellence in quality of life.

Saint Mary-of-the-Woods College is pleased to participate in a partnership that is beneficial not only to us, but to the entire Wabash Valley region.

Sincerely,

Dottie L. King, Ph.D.
President

Mayor Clint D. Lamb
clint.lamb@cityofsullivan.org
Phone: 812.268.5464



CITY OF
SULLIVAN
I N D I A N A
TAKE TIME TO CARE

Clerk/Treasurer Sue Pitts
sue.pitts@cityofsullivan.org
Phone: 812.268.6077

Friends of Central Plaza
240 N. Main Street
Sullivan, IN 47882

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N Capitol Ave # 900,
Indianapolis, IN 46204

Dear Selection Committee Member:

I am writing to express support of the Regional Cities application for Vigo, Sullivan, and Knox counties.

The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

The Friends of Central Plaza is a new organization in Sullivan developed to support our new Sullivan Civic Center and our upcoming project goal of developing Central Park Plaza in Downtown Sullivan. The goals of our organization align with the vision of the Regional Cities Application as we are promoting community engagement and economic growth within our city as well as reaching out for support from these surrounding communities because we are stronger with the support then alone.

The sense of community between these regional cities will impact all of our communities, organizations and local businesses by partnering with one another instead of competing with one another.

The Friends of Central Plaza is pleased to continue a partnership that is beneficial not only to us, but to the entire region.

Sincerely,

A handwritten signature in cursive script that reads "Jennifer L. Thompson". The signature is written in black ink and is positioned above the typed name and title.

Jennifer L. Thompson
Chairman
Friends of Central Plaza
Sullivan, IN

32 N. Court Street • Sullivan, IN 47882
Fax: 812.268.4522



August 25, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 North Capital Avenue, Suite 900
Indianapolis, IN 46204

Dear Selection Committee Member:

I am writing to express my support of the Regional Cities application for Knox, Sullivan and Vigo counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering a deeper partnership engagement among the communities.

INVin is a business and arts innovation initiative. Our mission is to improve, impact, and deploy community resources to help redevelop the central business and residential district of Vincennes in harmony with its history and existing structures.

INVin owns the former New Moon (1939) and Pantheon (1921) Theatres. We are in the process of working on possible reuse of the properties and cost factors. These two properties are historical anchors for the downtown area.

The City of Vincennes is an Indiana Main Street designated community. INVin partners with the City and the Central Business District organization to oversee the Main Street program which consist of four committees, Board/Organization, Promotion, Design and Economic Development. The City has applied for a Downtown Revitalization planning grant through the Indiana Office of Community and Rural Affairs and should be awarded in September. Being an Indiana Main Street community along with the planning grant, Vincennes will continue to work for a strong downtown in order to attract new talent and industry.

INVin is pleased to continue a partnership that is beneficial not only to us; but to the entire region.

Sincerely,

Ellen Harper
INVin
Executive Director



**STATE OF INDIANA
HOUSE OF REPRESENTATIVES**

THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

200 W. Washington Street
Indianapolis, IN 46204

August 25, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N. Capitol Ave. #900
Indianapolis, IN 46204

Dear Selection Committee Member:

We are writing to express our support of the Regional Cities application for Vigo, Sullivan, and Knox counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

In our elected positions, we work to improve the lives of our constituents and the communities, which we serve. The opportunity to create a regional city could be crucial to the future of these counties. By creating a regional city, we believe this collaboration will provide better opportunities for all of our constituents, which is one of our main priorities as state legislators.

Our experience at the Statehouse has helped us appreciate the importance of collaboration and the power it has, which can never be underestimated. We believe that working together is vital to achieve our goals. In our opinion, creating a regional city of these counties will improve the overall way of life for those residing in or near our region of the state.

We urge your support of the efforts being made by Vigo, Sullivan, and Knox counties to create a regional city. If you have any questions or concerns, please do not hesitate to contact our offices at (800)-382-9841.

Sincerely,

Handwritten signature of Thomas Washburne in black ink.

Thomas Washburne
State Representative
House District 64

Handwritten signature of Mike Braun in black ink.

Mike Braun
State Representative
House District 6



State of Indiana

Senate

Senator Jon Ford
State House
200 W. Washington Street
Indianapolis, Indiana 46204-2785
Telephone: (317) 234-9443
Telephone: (800) 382-9467
E-mail: s38@iga.in.gov

Committees:
Family & Children Services
Homeland Security & Transportation
Public Policy
Veterans Affairs & The Military

August 21, 2015

Regional Cities Selection Committee
Indiana Economic Development Corporation
One North Capitol
Suite 700
Indianapolis, IN 46204

Dear Members of the Regional Cities Selection Committee:

I have the pleasure of representing Vigo County as a member of the Indiana State Senate. It is my pleasure to write this letter of support of the Regional Cities Application submitted by the Wabash River region consisting of Vigo, Sullivan, and Knox Counties.

The Wabash River is one of Indiana's greatest natural assets. The counties submitting the proposal for your review have strategically included a number of projects that leverage community strengths and connectivity to the River. In recent years, I worked to bring the Indiana Arts Commission to Terre Haute to see firsthand how the community has embraced the incorporation of the arts as part of a community wide effort for quality of life enhancement. A "Turn to the River" strategy is underway as several organizations are collaborating around reconnecting downtown Terre Haute with the Wabash River through public art and design. This effort, along with other economic development initiatives from Terre Haute's array of higher education institutions, positions the Wabash River Region as a strong competitor for Regional Cities funding.

I believe that a compelling case is being made by Vigo, Sullivan, and Knox Counties and I encourage your support of their application.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Jon Ford".

Jon Ford
State Senator, District 38



August 24, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 North Capital Avenue, #900
Indianapolis, Indiana 46204

Dear Selection Committee Member:

I am writing to express my support of the Regional Cities application for Knox, Vigo, and Sullivan counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

KCDC's primary goal and mission is dedicated to maintaining and improving the quality of life, including environmental concerns, for the citizens of Knox County by developing the overall economy of the county. KCDC is a nonprofit that is hired by the City of Vincennes and Knox County government to fulfill this mission. We have a 51-member board of directors who are actively involved in the recruitment, expansion, and retention of industry and business in our area. We are also funded in part from our over 150 members through annual contributions.

We are in the process of applying for a Workforce Development grant offered through OCRA. This will be a collaborative effort between Knox, Sullivan, and Gibson counties. We will partner with Vincennes University and execute a training program to focus on industrial maintenance and heavy equipment operations. Both training programs are fully developed by VU and have industry/business partners prepared to hire persons who receive certification/graduate.

KCDC believes that the Regional Cities initiative is a great project that will ultimately help us attract talent to our area and improve the overall quality of place in southwestern Indiana. We have experienced a great deal of recent success with attracting businesses from bordering Illinois. Pioneer Oil Company and Franklin Well Services purchased a vacant downtown building and completed a \$5.2 million renovation and moved their corporate headquarters to downtown Vincennes in June of this year. This attraction effort resulted in an additional administrative workforce of over 40 associates and an additional 200 Indiana-hired employees who will work in Knox and surrounding counties. This private investment has really energized the downtown area and there are multiple other projects underway through public and private collaboration.

Thank you for your consideration and volunteer involvement to help grow our awesome state.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kent E. Utt", is written over a light blue background.

Kent E. Utt
President

Opportunity knocks in Knox County.





Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 North Capitol Avenue, # 900
Indianapolis, IN 46204

Dear Selection Committee Member:

I am writing to express the Knox County Chamber of Commerce's complete support of the Regional Cities application for Knox, Sullivan, and Vigo counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

Since 2010, the Knox County Chamber's message has been about the need for skilled and unskilled workers and the understanding that we have exhausted the current workforce to fill the many positions that are available in Knox County. We believe that population growth is the only way to fill the workforce needs and many other needs that face our community. The Chamber has and will continue to recruit new individuals and families at every opportunity to help our business community remain strong and current.

The Knox County Chamber, its board of directors, and 350 business members are pleased to continue a partnership that is beneficial not only to us, but to the entire region.

Sincerely,

Marc McNeece
President/CEO

August 28, 2015

Indiana Regional Cities Selection Committee
c/o Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204-2288

**TERRE HAUTE
ECONOMIC
DEVELOPMENT
CORPORATION**

630 Wabash Avenue, Suite 101
Terre Haute, IN 47807

Phone: 812.234.2524
Fax: 812.232.6054

www.terrehauteedc.com

Dear Sir or Madam;

Please consider this letter as the Terre Haute Economic Development Corporation's wholehearted support of the Regional Cities Initiative application being made on behalf of Vigo, Sullivan and Knox Counties. We believe the vision for our region – as outlined via the proposed projects contained within the application – will do wonders to elevate this three-county region's profile by attracting new job opportunities for our citizens while also fostering a deeper level of partnership and engagement among our three counties.

The Terre Haute Economic Development Corporation is dedicated to attracting (and retaining) new employers (as well as the accompanying new job opportunities and investment) to Terre Haute and Vigo County. Our work not only provides employment opportunities for our citizens, but also builds our local property tax base while also helping to rectify more general societal ills that are created by chronic unemployment and underemployment. We believe the proposed vision articulated in our Regional Cities' application will, without question, assist the THEDC in its mission. Also, as a resident of Sullivan County, I am also deeply gratified that the counties of Vigo, Knox and Sullivan have come together to submit this application as any future economic benefit that comes to one county will be of benefit to all.

Thank you very much for your consideration of our application. Please do not hesitate to contact me if I can answer any questions or provide any additional detail in regard to the anticipated future economic benefits that will be derived by our three-county region as a result of this initiative.

Sincerely,

Steve Witt

Steve Witt
President



**STATE OF INDIANA
HOUSE OF REPRESENTATIVES**

THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Bob Heaton
200 W. Washington St.
Indianapolis, IN 46204
Statehouse: 1-800-382-9841
Website: www.in.gov/H46
Email: H46@iga.in.gov
COMMITTEES:
Financial Institutions, Vice Chair
Natural Resources
Insurance

August 21, 2015

Regional Cities Selection Committee
Indiana Economic Development Corporation
One North Capitol
Suite 700
Indianapolis, IN 46204

Dear Members of the Regional Cities Selection Committee:

I have the pleasure of representing Vigo County as member of the Indiana House of Representatives. As the Majority Whip, it is my pleasure to offer this letter of support of the Regional Cities Application submitted by the Wabash River region consisting of Vigo, Sullivan, and Knox Counties.

My familiarity of the Western Indiana region dates back to my early childhood. I have witnessed the economic transition challenges of the greater Terre Haute area and the revitalization of this area built upon collaborations between the community and higher education. Terre Haute is blessed with five institutions of higher education that are distinctive in mission and vital to attracting talented students, faculty, and employees to the region. The universities are working collaboratively via this and other initiatives to grow the population by attracting and retaining talent through major investments of quality of life enhancers. The community-wide effort to embrace and build upon its great natural resource, the Wabash River, and promoting the River as an economic development connector with Sullivan and Knox counties is a worthy example of the bold and creative thinking that the Regional Cities Initiative calls for.

While it would be my hope that several regions around the State will receive portions of investment as authorized by the Indiana General Assembly, I recognize that each region must make a compelling case. I believe that case is being made by Vigo, Sullivan, and Knox Counties and I strongly encourage your support of at least one of the many fine projects articulated in their comprehensive application.

I join my colleagues in the General Assembly in anxiously awaiting the announcement by the IEDC and am confident that Wabash River will be included in your fall announcement of awards.

Sincerely yours,

A handwritten signature in black ink that reads "Bob Heaton".

Bob Heaton
State Representative
District 46

BH:cp



STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Alan Morrison
State Representative
200 West Washington Street
Indianapolis, Indiana 46204
(317) 234-2993
www.in.gov/HD42
h42@in.gov

Vice Chair: Agriculture and Rural
Development
Natural Resources
Utilities and Energy

August 21, 2015

Regional Cities Selection Committee
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

Dear Members of the Regional Cities Selection Committee:

I have the pleasure of representing Vigo County as a member of the Indiana House of Representatives and it is my pleasure to write this letter of support of the Regional Cities Application submitted by the Wabash River region consisting of Vigo, Sullivan, and Knox Counties.

The Wabash River is one of Indiana's greatest natural assets and the counties submitting a proposal for your review have done a fine job of including various projects that leverage community strengths and connectivity to the River. Last year, I worked to bring a special legislative study committee to Terre Haute and on the Wabash River. The Committee's enthusiasm for the River was matched by its appreciation for the efforts underway to create a new and vibrant economic development strategy involving the River. Higher Education and the business community have important roles as well. Terre Haute can boast of five institutions of higher education that serve different populations of students and attract talented students, faculty, and employees to the region.

I believe that a compelling case is being made by Vigo, Sullivan, and Knox Counties and I strongly encourage your support of their application.

Sincerely,

Alan Morrison
State Representative
House District 42

AM/db



Vigo County Council
Vigo County Annex
127 Oak Street
Terre Haute, Indiana 47807
812.231.5638 Fax: 812.231.6245

Rick Burger, Council President
rick.burger@vigocounty.in.gov

Kylissa Miller, Council Administrator
kylissa.miller@vigocounty.in.gov

August 21, 2015

Regional Cities Selection Committee
Indiana Economic Development Corporation
One North Capitol
Suite 700
Indianapolis, IN 46204

Dear Members of the Regional Cities Selection Committee:

As President of the Vigo County Council and a believer in strategies involving inter-county collaboration, I am writing to commend the IEDC on its recent success of passage of the Regional Cities legislation and to express my enthusiastic support for the Regional Cities Application submitted by the Wabash River region consisting of Vigo, Sullivan, and Knox Counties.

Vigo County and the greater Terre Haute community have five institutions of higher education that are critical to driving economic development in the region. Meantime, a community-wide effort is underway to embrace and build upon a great natural resource, the Wabash River. By working with our County neighbors to our south, Vigo County sees the River as an economic development connector and quality of life enhancer that will help our communities grow population by attracting and retaining talented people – particularly individuals from just across the state border.

I understand that an RDA must ultimately be created and we are working toward that goal. I do hope that you will support the Wabash River Region application and look forward to learning of your decision later this fall.

Sincerely yours,

Richard Burger
President, Vigo County Council



Thomas J. Snyder
President

August 24, 2015

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N Capitol Ave # 900
Indianapolis, IN 46204

Dear Selection Committee Member:

It is a great privilege for us to write this letter of Ivy Tech- Wabash Valley's support to the Regional Cities application for Vigo, Sullivan, and Knox counties. The vision and outlined projects proposed by our communities will inspire regional development, encourage regional collaboration, and attract a talented workforce to support our local industry needs.

Ivy Tech's most important commitment is educating Indiana citizens. We are excited to be a partner in this application process. Ivy Tech Community College's part of the integrated puzzle is to establish a "Center for Excellence" to support Precision Agriculture needs for the State of Indiana. The Precision Agriculture Program will be student-centered and workforce-aligned to provide lifetime employment opportunities and ensure Indiana's economic competitiveness. We pledge to work together with our community partners to find ways to expand our contribution to the Regional Cities initiative as our plans and implementation processes further develop.

It is anticipated that implementation of our plan will impact individual lives, our state's economy and the social fabric of Indiana. We are excited to once again partner with the other higher education institutions in Terre Haute.

We thank the State of Indiana for establishing this important grant opportunity and the Indiana Regional Cities Selection Committee through the Indiana Economic Development Corporation for considering our request. We look forward to hearing from you in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Snyder", written over the printed name.

Thomas J. Snyder

50 W FALL CREEK PKWY N DR
INDIANAPOLIS, IN 46208-5752
P. 317-921-4265
F. 317-921-4629



CITY OF VINCENNES

Joe Yochum, Mayor

201 Vigo Street • Vincennes, Indiana 47591
(812) 882-7285 • Fax: (812) 886-3408

Indiana Regional Cities Selection Committee
Indiana Economic Development Corporation
1 N Capitol Ave # 900,
Indianapolis, IN 46204

Dear Selection Committee Member:

I am writing to express support of the Regional Cities application for Knox, Sullivan, and Vigo counties. The vision and outlined projects will elevate the region's profile, attracting talent and industry, and fostering deeper partnership engagement among the communities.

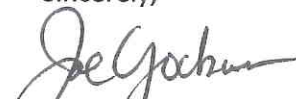
A strong partnership between the City and County is one of the most important ingredients necessary for a successful community. New industry/businesses, improved infrastructure, increased manufacturing, improved workforce and a safer neighborhood are just a few of the improvements resulting from Vincennes and Knox County pulling in the same direction. The City of Vincennes supports this initiative which aligns closely with our focus on collaborative efforts to maintain, improve and grow our local and regional economy. Successful execution of projects like this will help us attract talent and ultimately improve our workforce and quality of place and life.

Knox County and the City of Vincennes support KCDC with economic development initiatives and recently financially collaborated to purchase an additional 50 acres in our US 41 Industrial Park. This 50 acres combined with an additional 45 acres purchased in 2013 are in the process of receiving "gold" shovel ready designation from OCRA. We are also applying for a workforce development grant offered through OCRA jointly with neighboring Sullivan and Gibson counties. We are fortunate to have Vincennes University as a community partner and this particular grant will focus on industrial maintenance and heavy equipment operations, both sectors needed in our labor shed.

The recent headquarter relocation of Pioneer Oil and Franklin Well Services from Illinois has created a ton of momentum and investment in downtown Vincennes. The non-profit INVin initiative focused on business and art has fostered growth in our downtown.

The City of Vincennes is pleased to continue a partnership that is beneficial not only to us, but to the entire region.

Sincerely,


Joe Yochum, Mayor
City of Vincennes