



September 30, 2021

The Honorable Eric Holcomb,
51st Governor of the State of Indiana
Office of the Governor
200 W. Washington St.
Rm. 206
Indianapolis, IN 46204

Dear Governor Holcomb,

On behalf of the Greater Lafayette Region, thank you for inspiring the READI program. We fully appreciate your vision and this opportunity to develop and offer this Regional Development Plan for consideration. We believe it will help achieve the talent and economic growth you have articulated, and we look forward to partnering with the State on this exciting effort.

Our region includes Carroll, White, Benton, Warren, Fountain, and Tippecanoe Counties. I cannot recall a time when the region's Mayors and Commissioners have worked so closely together to create a vision, and a plan, for all those who live and work in Greater Lafayette. You can trust that your goal of creating regions that work well together has taken hold here.

Our region responded with \$131 million in project and program requests. We are confident we can leverage the State's \$50M READI commitment to generate an additional \$2 billion in public and private investment. As IEDC staff has suggested, there may also be other opportunities to access funding. We welcome the opportunity to discuss which other sources may support our full portfolio of projects.

Thank you for your leadership. Thanks, also, to the IEDC team for its work on all this. Our peers in other states are envious of our partnership, and we look forward to pointing to this READI effort as central to our collective success.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Walker", with a long horizontal flourish extending to the right.

Scott Walker
Greater Lafayette Region
Board of Directors (Chair)

cc: Brad Chambers, Indiana Secretary of Commerce
Mark Wasky, VP, Innovation & Strategic Initiatives at Indiana Economic Development Corporation

337 Columbia Street – Lafayette, IN 47901
PO Box 348 – Lafayette, IN 47902
Tel (765) 742.4044
Fax (765) 742.6276
www.greaterlafayettecommerce.com



September 30, 2021

Greater
LAFAYETTE
REGIONAL DEVELOPMENT PLAN

TABLE OF CONTENTS

4	Section I. Executive Summary
8	Section II. Defining the Region
10	Labor Shed
11	Section III. Current State of the Region
11	Pulse of the Business Community
12	A Commitment to Action from Planning
14	Investments in the Core
15	Investments in Residents
16	Investments in Business
19	A Track Record of Public and Private Partnerships
20	State of the Region in 2021
21	Economic Conditions
23	Population Characteristics
25	Education Attainment
23	Personal Per Capita Income, Labor Force Participation
26	Poverty
27	Housing Occupancy Status
28	Housing Units Totals and Types
31	Economy
32	Sector Growth Pre-COVID
33	Sector Impacts Pre-COVID
34	Average Quarterly Change in Employment
35	Projections for Growth
35	Occupations
36	Innovation
36	Business Indices
37	Technology Indices
37	Technology Indices, Purdue Patents
39	Section IV. Stake Holders and Execution
39	Greater Lafayette Regional Plan Implementation and Evolution





- 40 Greater Lafayette Regional Plan
- 41 Community Engagement, Leadership Engagement, Broad Based Outreach
- 43 V. Regional Vision
- 44 Greater Lafayette's Strengths, Weaknesses, Opportunities and Threats
- 45 Telling the Greater Lafayette Story
- 47 VI. Trends
- 49 VII. Impact on Rural Communities
- 50 VIII. Goals and Objectives
- 53 IX. Alignment with the State's Specific Economic Development Priorities
- 53 Semiconductor Infrastructure & Facilities (Quality of Opportunity)
- 54 Project Big Drum (Quality of Opportunity)
- 55 Regional Broadband (Quality of Opportunity)
- 56 Runway for Growth: LAF Airport Expansion (Quality of Place and Life)
- 57 Celebrating the Wabash (Quality of Place and Life)
- 58 A Place to Call Home: Greater Lafayette Regional Residential Development Plan (Quality of Place and Life)
- 60 Wabash River Greenway Plan (Quality of Place and Life)
- 62 A Co-Working & Maker Space to Build a Stronger Future (Innovation and Entrepreneurship)
- 63 Regional Innovation Center Development (Innovation and Entrepreneurship)
- 64 Quality of Life Business Incubator (Innovation and Entrepreneurship)
- 65 Innovation in the Animaltech Ecosystem (Innovation and Entrepreneurship)
- 66 INVets Partnership to Welcome Veterans (Talent Attraction and Development)
- 67 Smart Relocations: Regional Talent Attraction Project (Talent Attraction and Development)
- 68 Regional Destination Guide for Prospective Neighbors (Talent Attraction and Development)
- 69 Upskilling for Industry 4.0 (Talent Attraction and Development)
- 70 Supporting Our Families
- 71 Appendix

EXECUTIVE SUMMARY

The Greater Lafayette Region is writing Indiana’s next great story! Growth has been accelerating over the past decade earning the region national acclaim, the Indiana Chamber of Commerce’s 2021 *Community of the Year Award*, and a reputation as one of the Midwest’s smartest working regions. Anchor institutions, like Purdue University and Ivy Tech Community College, continue to expand, driving innovation and providing outstanding educational opportunities to the region’s residents and workforce. Private corporations and local communities are retaining talent, considering expansion, and investing in the infrastructure, amenities, and services needed to support, sustain, accelerate the Greater Lafayette Region’s growth.

The region’s existing companies, and those who are considering locating here, need a workforce ready to meet their needs for technically-savvy, skilled talent. This plan shares how the Greater Lafayette Region plans to use high-tech tools to attract new workers and develop new affordable housing options for the mid-skill workers in highest demand, both today and into the future. All this will be done while revitalizing our communities by leveraging the richness and diversity of our natural and cultural amenities.

The Greater Lafayette Region is home to a growing population of over 264,500 residents and a labor force of over 133,000. Tippecanoe County, with its cities of Lafayette and West Lafayette (the home of Purdue University), accounts for 70% of the region’s population. It is also the economic, social, and cultural center of the region.

Lafayette and West Lafayette have made strategic investments that have been recognized nationally and made the cities the region’s growth centers. More importantly, the communities are attracting new residents and jobs, resulting in a 7.8% growth rate over the last decade, outpacing the state’s impressive 4.7% growth rate. Now, growth is beginning to pay dividends for our region’s rural communities, as people start to look for new work, housing, and entertainment options.

The Greater Lafayette Region demonstrates key assets that are helping continue to grow its population and economy:

- A 2.87% increase in the labor force over the past decade, compared to Indiana’s 2.0% increase
- A median household income of \$59,563 versus the state’s median of \$57,617
- Higher education attainment rates than state averages
- A diverse economy with manufacturing, education, and healthcare as strengths

We also recognize we have room for improvement, as we seek to address:

- Lower rates of per capita income
- A lack of new housing development across the region, which is limiting our ability to attract new residents
- An aging housing stock, with costs creating financial burdens for owners
- An aging population that drives a need for replacement workers

BIG GOALS

The plan is defined by a set of measurable and sustainable goals, which is outlined in Section VIII. Among others, our goals include:

- Growing our population at a rate 150% faster than the previous decade
- Increasing the labor force by 8,000 workers by 2030
- Increasing housing stock 10% over the next decade
- Accelerating the adoption of digitization/Industry 4.0
- Doubling the number of visitors to our region annually
- Increasing labor force participation rates to 64%
- Increasing per capita personal income to higher than the state’s

To accomplish these goals we are seeking \$50M in matching funding from the State of Indiana through its Regional Economic Acceleration and Development Initiative (READI).

A full analysis is included later in this plan that includes a look at the region's Strengths, Weaknesses, Opportunities, and Threats (SWOT). Through this planning process, and others, we are defining our priorities and investing in them. Hundreds of regional business and industry leaders participated in this process, weighing in on the region's top priorities through interviews and surveys.

AN ALIGNED PORTFOLIO OF REGIONAL PROJECTS

County commissioners, mayors, local economic developers, Wabash Heartland Innovation Network (WHIN), Purdue, and Ivy Tech leaders met for the first time in May, 2021 to discuss the READI program. Working together, they selected the Greater Lafayette Commerce Community and Economic Development Foundation as the coordinating organization for the region. They also created a Board of Directors for the Greater Lafayette Region. Doing so ensures broad regional collaboration and business and industry engagement.

Through broad community outreach we received a significant level of interest and identification of projects and programs that could support talent attraction, quality of place and growth. Forty-five projects are included in our Regional Development Plan submittal. In total these projects can leverage \$2.2 billion in private investment with \$100 million in local match (to date) with \$139 million in requested READI or other state funds.

SUSTAINABILITY OF THE PLAN

As has been emphasized by the state, sustainability was a key consideration for the board as it reviewed the projects proposed herein. The region's leaders are also working to refine the organizational structure that will enable continued collaboration as a regional development authority, a regional economic development partnership as a 501c3, or the creation of a regional planning commission, with a Certified Economic Development Strategy (CEDS) through which EDA and other federal funding may be attained.

UNPRECEDENTED COLLABORATION

The region's community leaders recognize collaboration is critical to foster further growth. This regional development plan represents unprecedented collaboration between the urban and our more rural parts of our community. County commissioners, mayors, local economic officials, and independent organizations like the Wabash Heartland Innovation Network (WHIN), Purdue University and Ivy Tech, met for the first time as region-wide collaborators in May. Each agreed to a memorandum of understanding, which designated the Greater Lafayette Commerce Community and Economic Development Foundation as the entity through which the collaboration will take place.

The regional development plan's board of directors includes six county commissioners, six mayors, six local economic development leaders, and representatives from Purdue and Ivy Tech. The board also formed a Working Group that included the local LEDOS, local city development directors, as well as additional representatives from GLC, WHIN, Purdue University, Purdue Research Foundation, and Ivy Tech Community College. This governance model has helped build relationships between the various county and city leaders that crafted the vision and steered the development of this plan.



BOARD OF DIRECTORS

Our thanks to each board member, and the supporting staff, for their insight, commitment, and contribution to this regional effort.

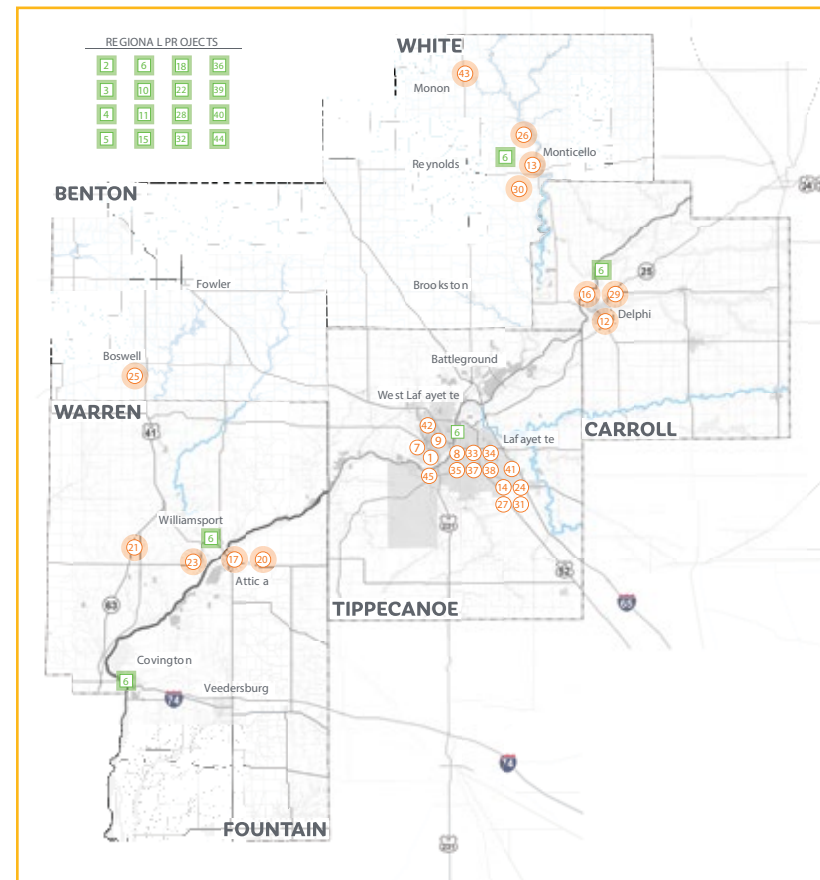
Clearly, the vision and an action plan, align with the IEDC’s priorities and goals of growing the state’s population, attracting new talent, and driving economic growth in the State of Indiana. We believe it is truly a plan that will make us “Greater.”

- Mike Freeland - Benton County Commissioner
- Bill Brown - Carroll County Commissioner
- Tom Murtaugh - Tippecanoe County Commissioner
- Jim Davis - White County Commissioner
- Clay Andrews - Warren County Commissioner
- Brenda Hardy - Fountain County Commissioner
- Duane Roderick - Mayor, City of Attica
- Brad Crain - Mayor, City of Covington
- Anita Werling - Mayor, City of Delphi
- Tony Roswarski - Mayor, City of Lafayette
- Cathy Gross - Mayor, City of Monticello
- John Dennis - Mayor, City of West Lafayette
- Paul Jackson - Benton County Economic Development
- Jake Adams - Carroll County Economic Development Corporation
- Brent Bauerband - Fountain County Economic Development
- Scott Walker - Greater Lafayette Commerce (Chair)
- Ben Dispennett - Warren County Advantage (Vice Chair)
- Randy Mitchell - White County Economic Development Corporation
- David Broecker - Purdue University/PRF
- Aaron Baute - Ivy Tech Community College

ADDITIONAL SUPPORTING REPRESENTATIVES AND STAFF

- Dennis Carson - City of Lafayette
- Erin Easter - City of West Lafayette
- Cristina Farmus - Purdue University
- Paul Moses - Greater Lafayette Commerce
- Trent Fletcher - Greater Lafayette Commerce
- Jim Olds - Greater Lafayette Commerce
- Andrea Schwartz - Ivy Tech
- Johnny Park - Wabash Heartland Innovation Network

GREATER LAFAYETTE REGION-READI PROJECT MAP



**“THIS IS A COMMUNITY WITH A LONG-
STANDING TRADITION OF COLLABORATION
AND COMMUNITY INVOLVEMENT BETWEEN
MUNICIPALITIES, COMPANIES AND
INSTITUTIONS TO SOLVE PROBLEMS.”**

W. David Lasater, Non-Profit CEO

Section II

DEFINING THE REGION

The Greater Lafayette Region includes most of the contiguous counties that make up the Greater Lafayette labor shed, which is centered around Tippecanoe County. The county governments from Benton, Carroll, Fountain, Tippecanoe, Warren, and White counties, as well as the Monticello, Attica, Covington, Delphi, Lafayette and West Lafayette city governments, have worked together to create this Regional Development Plan and are pleased to submit it through the Greater Lafayette Community and Economic Development Foundation.

Past regional collaborative efforts have included those led by the Lilly Endowment-funded Wabash Heartland Innovation Network (WHIN) and the regional economic development group known as Greater Lafayette Economic Alliance.

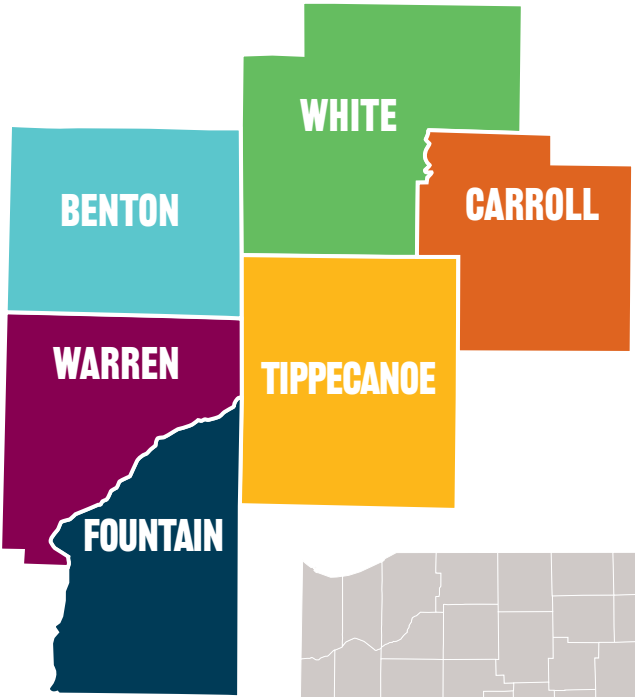
Greater Lafayette Commerce (GLC), a not-for-profit local economic development organization and chamber of commerce serving several governmental units, as well as local businesses and other regional stakeholders, has led the Greater Lafayette Region READI effort. GLC has historically led similar collaborations, including acting

as the fiscal agent for Indiana's Technology Corridor (ITC) to receive previous IEDC grants, and more recently the State of Indiana's certification of Greater Lafayette as a 21st Century Talent Region, and other workforce development, quality-of-life and business retention and recruitment efforts.

Geographically, the Greater Lafayette Region stretches east and west of the I-65 corridor, midway between Indianapolis and Chicago. Its economy thrives based largely on the advanced manufacturing sector, which employs more than 20,000 people. Purdue University and its robust research and development, corporate relationships, and entrepreneurial efforts are also among the region's (and the State of Indiana's) economic drivers and the largest employer. Combined with the rich agricultural heritage that anchors the surrounding counties, the Greater Lafayette Region offers a diverse and vibrant quality of life. From rural and small towns to the more urban college-town experiences of downtown Lafayette and West Lafayette, this part of the Midwest shines as one of the smartest working communities in the United States.



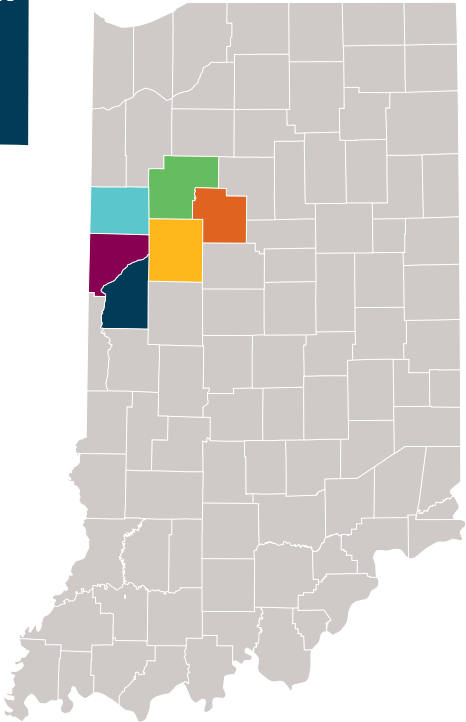
6
COUNTIES



20K
**ADVANCED
MANUFACTURING
EMPLOYEES**

10
**PARTICIPATING
COMMUNITIES**

267K
**REGIONAL
POPULATION**



LABOR SHED

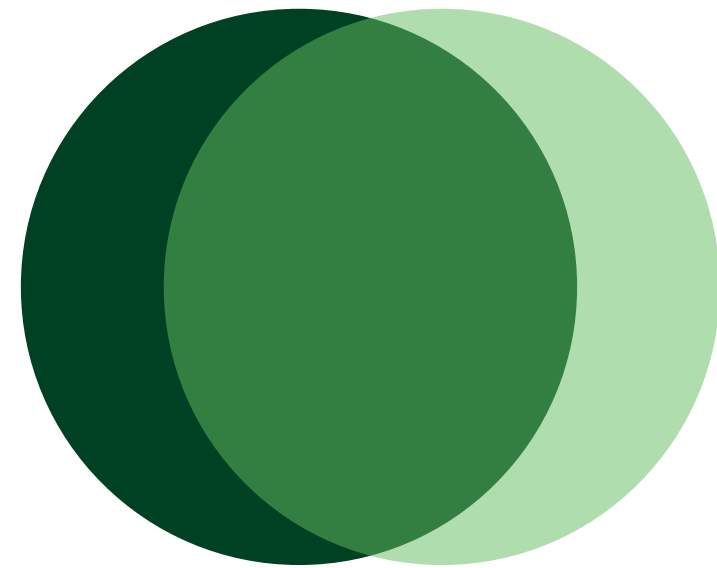
About half of the total number of regional workers both live and work within the region. The remaining half is almost evenly divided into those that live in the region but commute out for work, or live outside the region and commute in. This suggests the region is a job center itself, which is consistent with the presence of Purdue University in Tippecanoe County.

The Greater Lafayette Region's largest private-sector employers include world leaders in advanced manufacturing, such as Subaru of Indiana Automotive (SIA), Caterpillar, GE Aviation, Saab, Harrison Steel, Wabash National Corporation, and many others. Greater Lafayette is also home to several high-growth industry clusters, including advanced materials, biomedical and biotechnology. Defense and security, information technology, telecommunications, energy, and arts and entertainment are growing rapidly, as well. These and other innovation-driven enterprises are driving growth in the region that positions it to compete globally.

Combined with the diversity of the arts, guest lectures, cultural and BIG10 sporting events on and around Purdue's campus, the region features major recreational amenities. Among the many others, these include Indiana Beach, the Badlands Off-Road Park, Prophetstown State Park, Lake Freeman and Lake Shafer, as well as the natural beauty of the Wabash River valley, all of which draw hundreds of thousands of visitors annually.

To ensure the Greater Lafayette Region's plan is strengthened by diverse perspectives, a wide range of stakeholders are actively engaged in this process beyond the governmental entities already mentioned, including Purdue University, Purdue Research Foundation, Ivy Tech Community College, the Wabash Heartland Innovation Network, and local economic development organizations from each participating county. Through this sustained collaboration, the Greater Lafayette Region will continue to grow its population, attract, educate, and expand its workforce, and draw new businesses to Indiana. All this will happen while improving the quality of life for the diverse range of people who make us greater, those who learn, live, and work in Greater Lafayette.

INFLOW/OUTFLOW JOB COUNTS IN 2018



- 38,502 Employed in Selection Area, Live Outside
- 75,139 Employed and Live in Selection Area
- 38,977 Live in Selection Area, Employed Outside

Section III

CURRENT STATE OF THE REGION

OVERVIEW

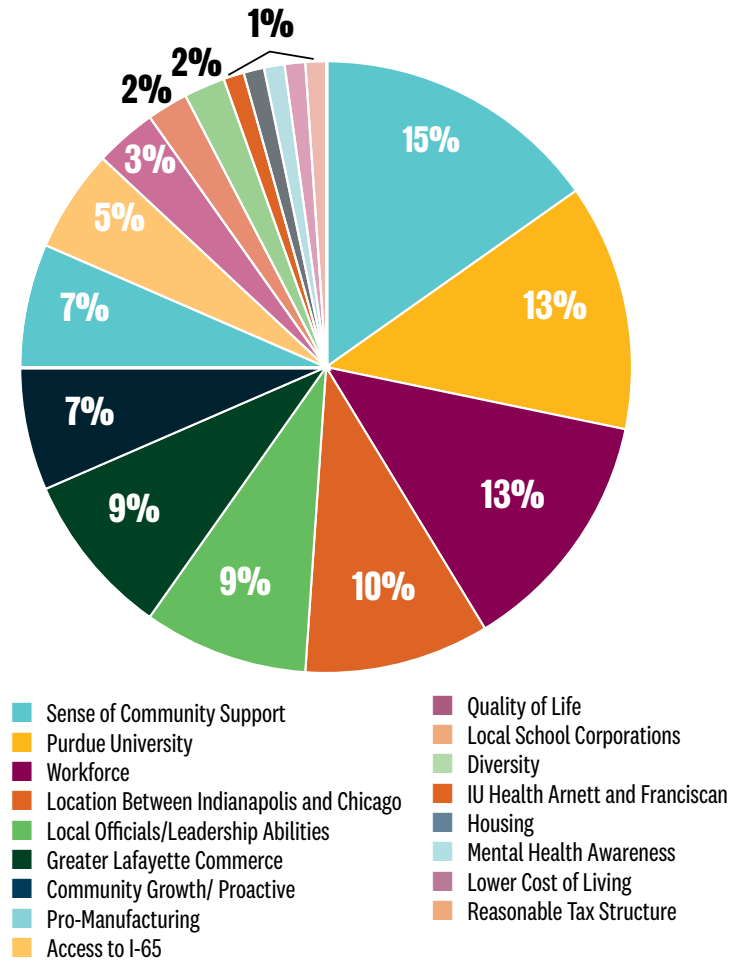
We have learned through previous planning efforts and ongoing community dialogue the region’s main challenges include continuing to attract more company investment and talent to the area. Small business is important to our local economy, and we also compete globally with much larger metropolitan areas for jobs and other private corporate investment. Some have said we compete out of our class, but we have had great success in recent years as foreign companies look to expand into the U.S. market and domestic companies seek new sources of quality talent. We recognize that we are competing with other regions around the country for talent and that people are attracted to regions that support a higher quality of life. Infrastructure and amenity upgrades have been prioritized to support the population growth necessary for corporate and community expansion.

PULSE OF THE BUSINESS COMMUNITY

Greater Lafayette Commerce interviewed two dozen business leaders and developed a summary report of the resulting analysis in early 2021 titled, Business Retention and Expansion Report. It showed leaders, among other things, appreciate the region’s sense of community and trust the teams working to make the region greater.

The survey also showed quality-of-life, good schools, and public amenities are key to economic growth, as well as talent attraction and retention.

2021 GREATER LAFAYETTE BUSINESS RETENTION & EXPANSION REPORT



Such key feedback from business leaders and the community has prompted the Greater Lafayette Region to strongly engage with the Wabash River Enhancement Corporation (WREC), a consortium including Lafayette, West Lafayette, Tippecanoe County, and Purdue University. Their first project, completed in 2020, was the Riverfront Promenade, which overlooks the Wabash River. WREC has since completed a series of Master Plans for the other counties and communities in the region along the Wabash River corridor.

A COMMITMENT TO ACTION FROM PLANNING

The tremendous progress of the last five years is a direct result of planning which began in the early 2000s when community leaders recognized Greater Lafayette was uniquely positioned to compete globally for talent and company investment. That is when Greater Lafayette Vision 2020 was created. In support of this believe, six local community economic development organizations came together and formed Greater Lafayette Commerce, which leveraged and streamlined the region’s community and economic development work. The Lafayette, West Lafayette, and Tippecanoe County governments, as well as Purdue University, and Ivy Tech Community College were inspired to work alongside Greater Lafayette Commerce and its regional partners. Together they began to address critical issues and economic development in a more comprehensive manner that built on each other’s strengths and expertise.

In 2011, Greater Lafayette Commerce and its community partners launched the Greater Lafayette Good to Great Plan, with a renewed emphasis on quality of life. This long-term vision had a dramatic impact, in that it helped convince GE Aviation to invest (\$100M) in a state-of-the-art manufacturing facility, producing LEAP engines, the next generation of jet/airline engines utilized by both Boeing and Airbus. Since then, the community has been able to position itself as an aerospace hub with new investments by SAAB (\$37M) and Rolls Royce (\$3.5M), in a dedicated Aerospace focused research park (\$30M). That park will soon also be home to a new Hypersonics Research Facility (\$41M), as well as a Hypersonics Ground Test Center.



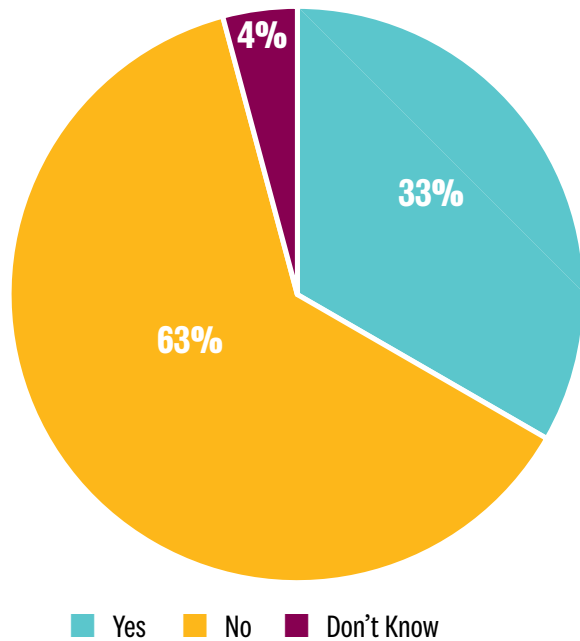
STATE OF THE ART MANUFACTURING FACILITIES



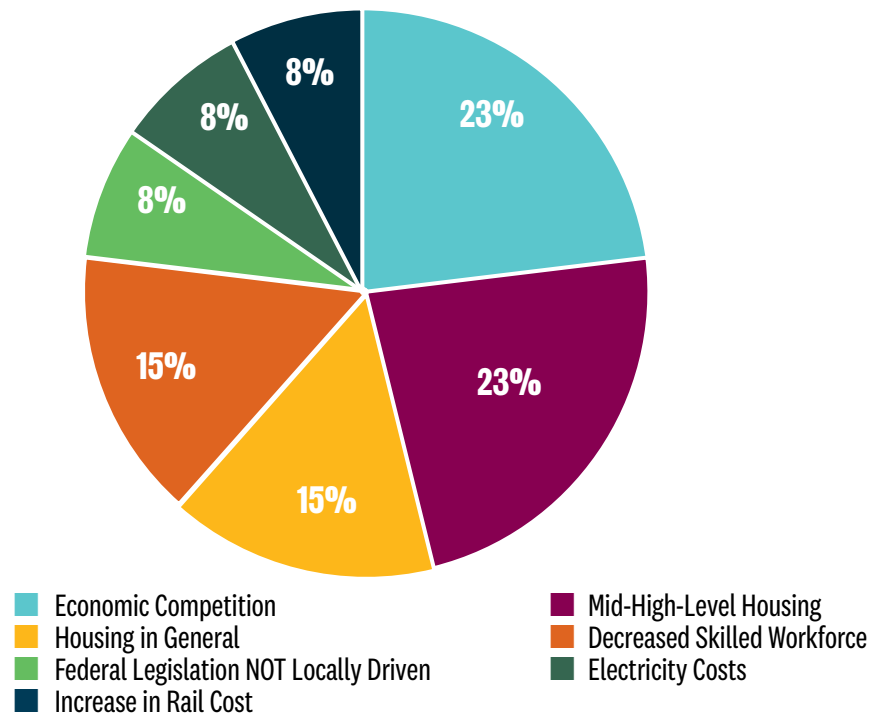
SIA (Subaru of Indiana Automotive), Wabash National, Arconic, Dana Fairfield, Nanshan, and Caterpillar, are among numerous other local employers. Together they form a high-technology, R&D, and advanced manufacturing base that employs tens of thousands of local workers. They provide good-paying jobs and draw capital and talent from around the world, creating wealth locally, regionally, and elsewhere across the state of Indiana.

2021 GREATER LAFAYETTE BUSINESS RETENTION & EXPANSION REPORT

Are there any reasons this community would not be considered for future expansion?



If yes, why?



More than two-thirds of those polled say they saw no barriers to possible local expansion. Among the minority indicating possible barriers, available housing and skilled workforce topped the list of local variables.

INVESTMENTS IN THE CORE

As a growing community, we must keep pace with demand but more importantly, we know that potential residents, businesses, and visitors have many choices on where and when to locate. To that end, the Cities of Lafayette and West Lafayette, and Tippecanoe County have made significant improvements in the last five years totaling \$873M. A significant portion was dedicated to the improvement of the communities' parks and recreation system. Similarly, the local school corporations have invested more than \$355M in enhancement and expansion projects to accommodate the new families drawn to the market by the new corporate expansion and quality of life improvements.

Together, the schools built the Greater Lafayette Career Academy (GLCA). GLCA is a state-of-the-art education facility. It provides hands-on training to high school students preparing for college, a career, and the workforce in a broad array of career fields, from engineering and nursing, to computer science, advanced manufacturing, fire & rescue, and others.

Other notable investments were made in Lafayette's Columbian Park, a regional destination.

These include:

- Loeb Stadium – After nearly 80 years this baseball-only facility has been replaced with a \$22M multi-purpose/sports stadium featuring state of the art playing surfaces, equipment, and facilities that will seat 2,500 people, and include a children's play area, full concessions, fan experience retail, and corporate suites.
- Lafayette has one of Indiana's oldest accredited zoos, where recent and improvements included a warm-weather Penguin exhibit for a \$2.7M investment plus other investments to fulfill the Zoo's Master Plan creating an experience that features animals, their habitats, and conservation efforts underway around the world.
- Tropicane Cove is one of the region's water park destinations.



**PARK &
RECREATION
IMPROVEMENTS**

Amenities are consistently being upgraded and added that include the Matt Racer water slide and Aqua loop which was a \$3.8M investment.

- Other key improvements include a complete renovation of Memorial Island, which pays homage to our veterans. The redevelopment of the fishing lagoon/pond, paddle boat experiences, and a new \$6.9M amphitheater. Lafayette is also bringing back its beloved carousel, which will be housed in an enclosed in a \$2M facility for year-round enjoyment.

All of these improvements have been very well received driving increased visitors from the community and from outside the region.



INVESTMENTS IN RESIDENTS

Greater Lafayette has also emerged as a leader in Workforce Development programming that encourages collaboration between employers to facilitate both face-to-face and virtual recruiting efforts. The region also leads the way with new interactive K-12 programs, like Robotics in Manufacturing Summer Camps, CoderDojo, and Manufacturing Week that encourage students across the entire region to explore careers in manufacturing, the trades, and high-tech disciplines. Combined with minority and veteran-focused programs, the region is set up to both expand its current workforce and attract new workers.

Both Lafayette and West Lafayette have also invested millions in the ongoing redevelopment of their downtowns. Lafayette's downtown development plan has so far resulted in more than \$50M worth of new private investment. The results include 350 new housing units and 25,000 square feet of commercial/retail/office space and at least \$60M more is planned. The city's Five Points Plan is attracting a lot of interest to a difficult-to-develop area with a couple of new projects already in the works.

Key to supporting this growth and development is strategic investments in infrastructure such as roads, water, sewer and industrial parks.





INVESTMENTS IN BUSINESS

In response to the pandemic, the various regional governments developed multiple programs to support the local businesses. Lafayette, West Lafayette and Tippecanoe County each made available nearly \$1M of special pandemic funding in the form of forgivable loans, or grants, to 95 small businesses that had seen their sales and revenue significantly decline. Greater Lafayette Commerce created numerous technical assistance programs to help small businesses navigate what the uncharted territory and find ways to pivot and sustain and even grow their business. This included direct grants to support small businesses, Fresh Air Eats, and other programs.

The City of Lafayette helped start one of Indiana's first coworking studios, MatchBOX, to support local tech and innovation. Today, MatchBOX Coworking Studio has nearly 300 members and offers a variety of programs, events, and technical assistance to encourage and support entrepreneurs of all types. This has been leveraged with partnerships with Purdue University, including alliances with their programs such as the Purdue Foundry entrepreneurial program and the Purdue Railyard Coworking space.

With local state legislators, Senator Brian Buchanan and Representative Sharon Negele (Lafayette), MatchBOX's co-founders championed legislation for a pilot program, the Entrepreneur and Enterprise District, which leverages local incentives and state funds to

support these endeavors. This pilot program in Lafayette and Fort Wayne will be a model for other programs across the state and has allowed MatchBOX to offer a myriad of technical assistance programs to support entrepreneurship and small business development creating and retaining Indiana's creative and tech talent that can be replicated regionally and even statewide.

Growth has been so robust in the region over the last three to five years, it is challenging to surmise the totals invested. On top of the aforementioned investments, another big move that fostered both public and private investment was West Lafayette's State Street Project, a partnership between the city and Purdue University.

The State Street Project enabled the redevelopment of State Street through the heart of Purdue's campus. This project included the complete reconfiguration and reconstruction of State Street, putting an emphasis on pedestrian traffic and alternative forms of transportation. Amenities included sidewalk and streetscape improvements with new plazas and public gathering spaces. Also constructed were dedicated cycle lanes, along with basic infrastructure including water and sewer. The improvements were the first step in a 30-year, \$1.2B transformation of West State Street and Discovery Park District. They also spurred the development of the Aerospace-focused research park, which is adjacent to Purdue University Airport, just west of U.S. 231.

All of this complements the world-renowned rocket science and other high-pressure combustion work being done at Maurice J. Zucrow Labs. It has also led to the recruitment of new companies to the region and the expansion programs led by companies like GE Aviation, Rolls Royce, and Saab.

The improved infrastructure enabled new privately funded housing and commercial development. Among them were Hub on State (\$57M), The Rise (\$80M), Campus Edge (\$54M), HiVine (\$12M), State Street Corner/Target/Munzier Building (\$10M) and Margerum City Hall (\$16M). The City of West Lafayette also recently opened a new \$34M Wellness Center that supports the area's rapidly growing workforce and area citizens.

Other development activity, which includes Continuum, a private \$42M development that includes 250 luxury apartments and 15,000 square feet of street-level commercial space; Aspire, an \$85M, 800-bed privately led student housing development; Convergence, a five-story, \$32M office complex that also includes retail and co-working, a new \$20M production facility for Schweitzer Engineering Labs; and Provinance, a \$130M private investment developing single-family townhomes and retail spaces.

Other major investments include the redevelopment of the Tippecanoe County Fairgrounds (\$24M) and a Master Plan for future industrial development and job growth in the decades to come along the new Hoosier Heartland Highway. The City of Lafayette and Tippecanoe County have created a joint tax increment finance (TIF) district for investment and infrastructure in the area, including a proposed \$9M regional sewer district that will undoubtedly spark future investment in that part of Greater Lafayette.



**“GREATER LAFAYETTE IS AN AMAZING PLACE
TO LIVE, LOTS OF JOB OPPORTUNITIES WITH
LARGE CORPORATIONS, CONNECTION WITH A
BIG TEN UNIVERSITY AND A COMMUNITY THAT
SUPPORTS LOCAL AND SMALL BUSINESSES.”**

Keri Jeffers, Event Planning Professional

A TRACK RECORD OF PUBLIC AND PRIVATE PARTNERSHIPS

Both private and public sectors have come together as equal partners to create synergies that would not be possible alone. The public sector's role is to provide the vision and guidance for investment and growth, along with the funding necessary to support that growth. There are many plans, like the Lafayette Downtown Development Plan, the Hoosier Heartland Development Plan, the Five Points Development Plan, and the Wabash River Enhancement Plan, that are all examples of this. The West Lafayette and Purdue University State Street Project highlights how this works.

The State Street Corridor is the major connector that runs through the heart of West Lafayette and Purdue University's campus. The \$120M effort transformed State Street. For decades it had been a four-lane vehicle-only state highway that created a barrier between the north and south side of Purdue's Campus. The project reduced automotive lanes and integrated other modes of transportation. It included public transit bus pull-offs, wider sidewalks and bike paths, increasing safety and outdoor seating for local retailers and restaurateurs. At the same time, it enabled upgrades to the water and sewer infrastructure and set the stage for the redevelopment of West State Street and Discovery Park District. The effort has led to both additional privately developed housing and office facilities, as well as helped expand the community's parks, walking, and bike trail system.

Initially funded through the use of tax increment finance (TIF) dollars, corporate entities stepped up to lead individual developments that will re-fund the TIFs. Along the west end of state street, a new TIF district was created. A private entity, the Purdue Research Foundation (PRF), fronted the funds so infrastructure work could begin. PRF will recover the investment over time as the increment is created in the TIF by privately-led developments. An existing TIF district funded the City of West Lafayette's \$60M commitment to the State Street project. That mature TIF had already secured enough new property tax increment to meet the city's half of the project.

Other examples of public-private development include housing developments in both downtown Lafayette and West Lafayette. The Marq (\$15M), Pullman Station (\$12M), and The Press (\$5M) are urban projects and others are currently under development, as well. LUNA (\$20M), The HUB, RISE, The Ellsworth (\$15M), and other developments, including a new urban Target store have created housing and shopping that accommodates Purdue's rapid growth. The cities of West Lafayette and Lafayette supported these developments using TIF funds.

Other significant partnerships include the development of the Greater Lafayette Marketing Coalition. A truly regional effort, this group has already invested nearly \$1M researching and developing a new brand for the region. Elements of the new brand are used in the graphic layout of this plan. They compliment, refine, and expand Greater Lafayette's ability to market itself.

The coalition's existence and the partners' proven ability to collaboratively address challenges also enabled the community to lobby the state legislature to modify the use of the local Innkeeper's Tax revenue. For more than a decade a portion of that revenue had been committed to developing a new state park. Now that the park is well established, the community is committing 20% of the local innkeepers tax revenue to support Greater Lafayette's marketing efforts.

Another shining example of public/private partnership is Lafayette's Downtown Streetscape effort (\$15M). Projects completed included enhancements for pedestrian traffic, sidewalk improvements, art installations, and outdoor dining facilities amenities, as well as roadway improvements. Ultimately, property owners shared in the cost of the sidewalk improvements made in front of their buildings, with the majority of the improvements being paid by TIF investments.

STATE OF THE REGION 2021

The following pages describe the demographic and economic state of the Greater Lafayette region.

DEMOGRAPHICS

COUNTY	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	BENTON	WARREN	REGION	INDIANA
Total Population 2020	186,251	24,688	20,306	16,346	8,741	8,265	264,597	6,785,528
Population Growth or Decline 2010 to 2020	7.8%	0.2%	0.7%	-5.2%	-1.3%	-2.9%	4.9%	4.7%
Households 2019	70,526	9,879	8,002	6,974	3,432	3,357	102,170	3,319,010
High School Diploma or More Percent of Adults 25+ 2019	91.6%	88.8%	88.4%	89.0%	89.9%	92.0%	90.8%	88.8%
Bachelor's Degree or More Percent of Adults 25+ 2019	38.7%	16.4%	16.7%	14.9%	16.1%	19.4%	31.2%	26.5%

Source: STATS Indiana, using data from the Indiana Department of Workforce Development

The Greater Lafayette Region varies in population growth and demographic trends. Notably, Tippecanoe County accounts for over 70% of the region’s population and thus drives many of the overall outcomes. For example, despite population losses from 2010 to 2020 in four of the six counties, the overall region grew by 4.9%, given Tippecanoe’s above state average gains. This divergence is also seen in educational outcomes. While high school attainment is fairly consistent across the region, Tippecanoe’s percent share of the population with a Bachelor’s Degree or more is at least double that of all other counties in the region.

ECONOMIC CONDITIONS

ECONOMIC GROWTH

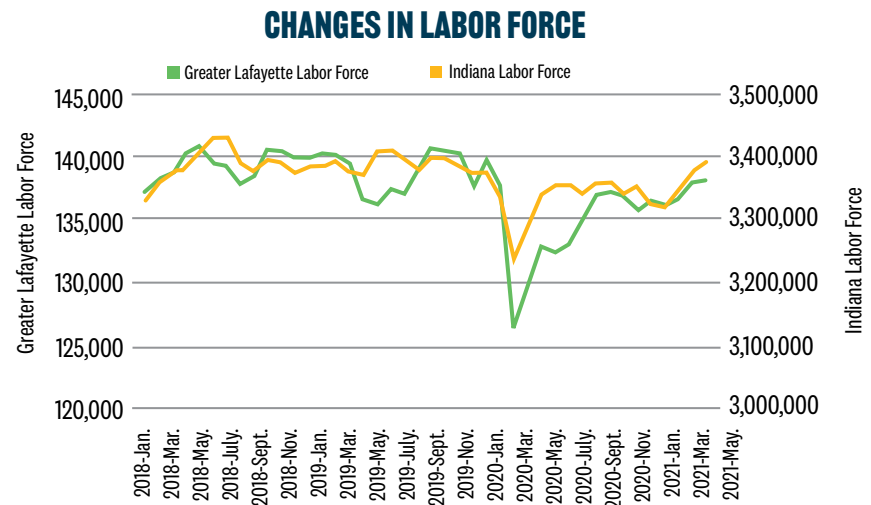
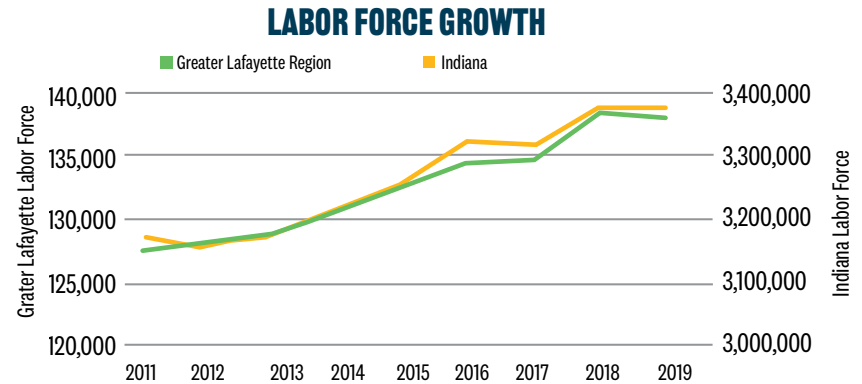
COUNTY	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	BENTON	WARREN	REGION	INDIANA
Labor Force persons 2020	94,147	13,254	9,659	7,752	4,268	4,001	133,081	3,319,010
Labor Force Change 2010-20	8.8%	2.1%	-5.8%	-9.9%	-8.5%	-4.8%	2.87%	2.0%
Unemployment Rate 2020	6.3%	5.0%	6.0%	6.5%	5.2%	5.4%	6.1%	7.1%
Per Capita Personal Income 2019	\$39,525	\$44,008	\$43,432	\$41,412	\$42,135	\$45,202	\$43,669	\$48,678
Median Household Income 2019	\$51,228	\$58,295	\$58,965	\$55,337	\$55,016	\$64,109	\$59,563	\$57,617
Annual Individual Poverty Rate 2019	16.1%	10.3%	8.7%	12.5%	8.7%	9.4%	12.5%	11.9%
Individual Population in Poverty 2019	28,094	2,452	1,728	2,025	746	757	35,802	775,823
Average Wage per Job 2020	\$51,901	\$42,226	\$42,822	\$37,815	\$41,525	\$45,406	\$43,466	\$51,925

Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Tippecanoe’s Per Capita Income and Median Household Income are both the lowest in the region. Additionally, the reported poverty rate is the highest in Tippecanoe County. However, an analysis by the Purdue University Center for Regional Development, using data for 2013-2017, found that adjusting the rate to account for college and graduate students reduced the poverty rate for Tippecanoe County from 20.7% to 10.9%, and the rate for Indiana was also reduced to 12.6% from 14.2%.

Similar to population trends, Tippecanoe stands out in the labor force gains from 2010 to 2020 while much of the rest of the region saw losses. Excluding the changes in the Labor Force for 2020 driven by the unusual dynamics of the COVID-induced recession, the region’s labor force grew steadily through 2018, with a slight loss of less than 400 workers between 2018 and 2019.

Monthly data on the labor force provides more information on the COVID-induced recession and recovery. The largest decrease of nearly 14,000 workers occurred between March and April of 2020. By June of 2021 those losses have nearly been erased and the region is only 3,400 workers below the peak in May of 2018. Compared to Indiana, the region’s labor force exhibited a more severe “V-shaped” decline and recovery than the state as a whole.



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

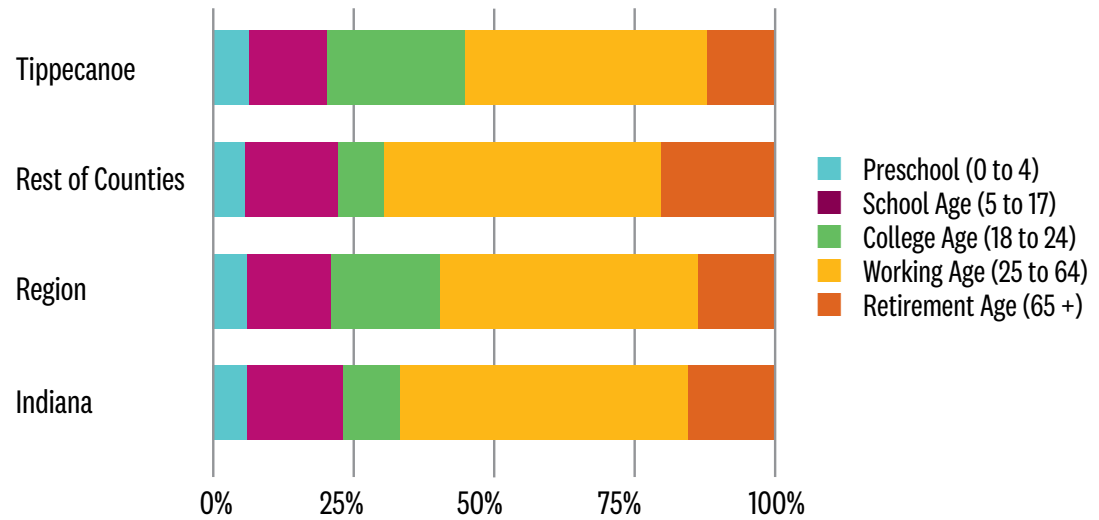
POPULATION CHARACTERISTICS

Apart from Tippecanoe, county age breakdowns are largely consistent with state averages. Tippecanoe is home to a larger share of young people, particularly college students (24.2%), given the location of Purdue University and a regional Ivy Tech campus. For counties other than Tippecanoe in the region, older adults and retirees make up 47% of the population, 7% higher than the state average.

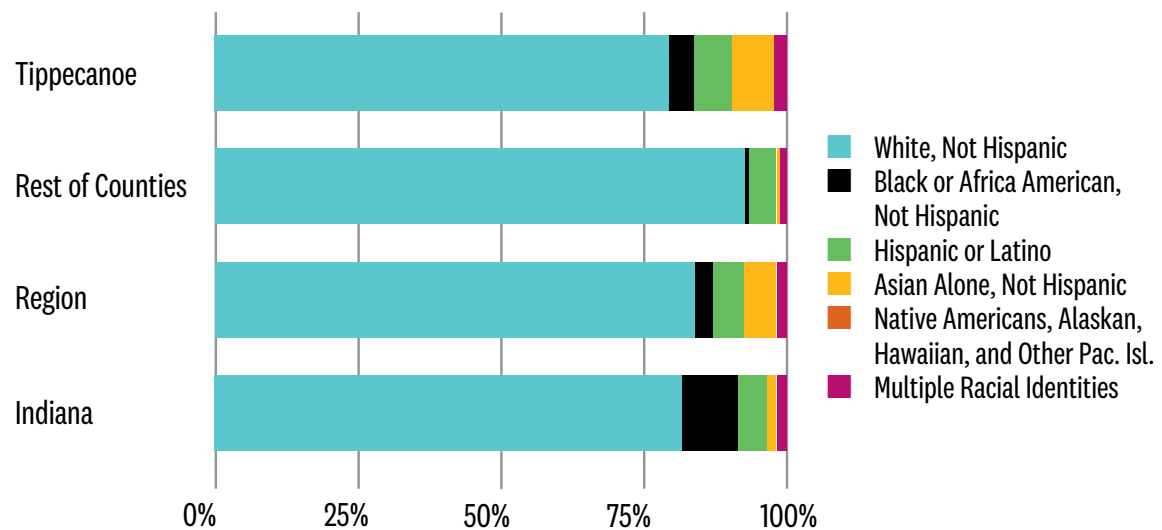
The region is majority White and non-Hispanic, surpassing state averages in almost all counties. Outside of Tippecanoe, the region is 92.8% White. Tippecanoe is the most diverse, but still has a Black or African American population of only 5% compared to 9% for the state. All categories reflect a single selected racial identity. Those with multiple identities are captured within the multiple racial identities category.

Purdue’s campus does provide additional diversity to the region with faculty, staff, and students from over 100 countries.

AGE BREAKDOWNS



RACIAL AND ETHNIC MAKEUP



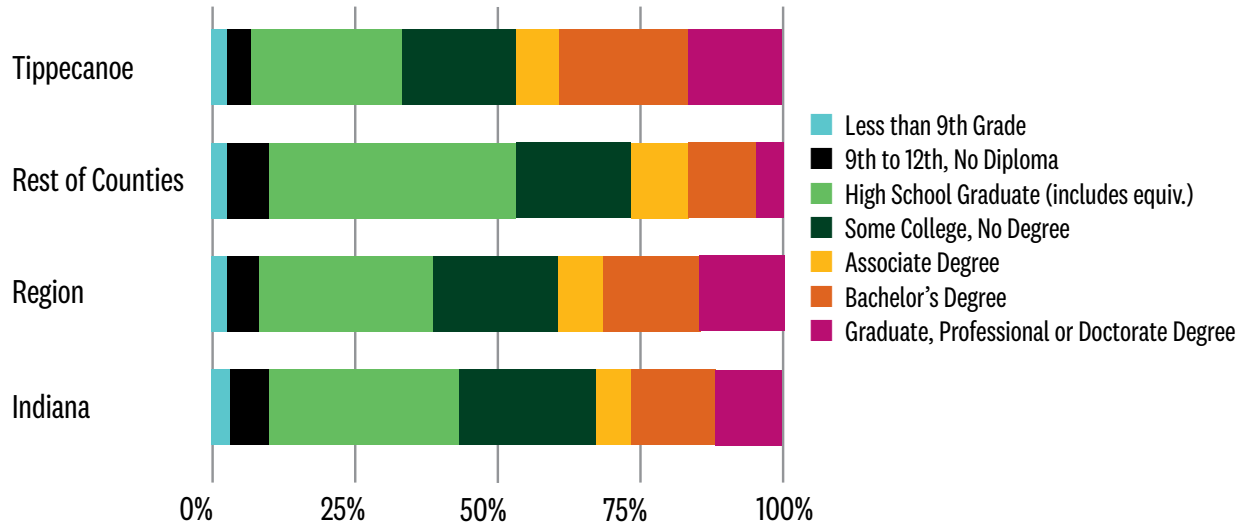
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

EDUCATIONAL ATTAINMENT AND INCOME ANALYSIS

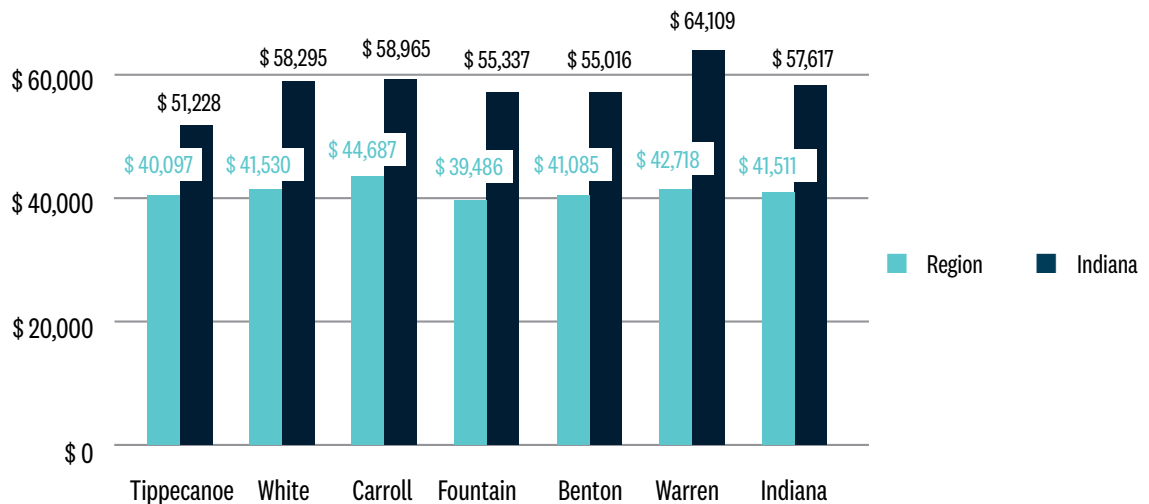
Again, the location of Purdue University is evident in educational attainment metrics given that the majority of Tippecanoe residents have some post-secondary experience. High school completion remains the most common highest level of achievement in the remaining counties, leading to a higher rate of people without a college diploma than the state average.

Median household income is increasing across the region, though at varying paces. Starting from positions of relative parity with the state, Benton, Fountain, and Tippecanoe have fallen further below the state median household income by 2019. Warren leads the region in median household income. While Warren, White, and Carroll have a median household income higher than that of the state, the state growth rate exceeds that of any county in the region.

EDUCATIONAL ATTAINMENT



MEDIAN HOUSEHOLD INCOME



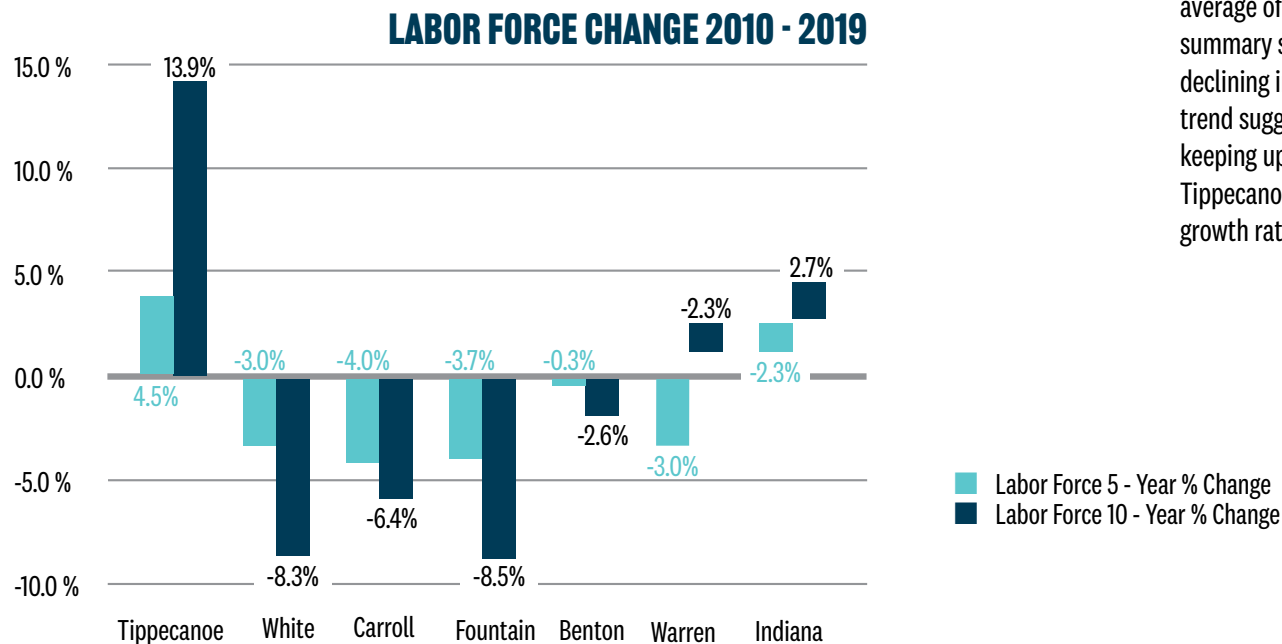
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

PERSONAL PER CAPITA INCOME CHANGE, 2010-2019

County	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	BENTON	WARREN	INDIANA
2010	\$42,632	\$45,891	\$48,055	\$42,817	\$46,318	\$49,238	\$41,511
2019	\$51,228	\$58,295	\$58,965	\$55,337	\$55,016	\$64,109	\$57,617
% Change	20.2%	27.0%	22.7%	29.2%	18.8%	30.2%	38.8%

Personal income derives from wages, dividends, interest, rents, and government benefits. In terms of per capita income, the region lags both state and national averages. This may reflect the relatively low cost of living but could prove challenging in recruiting and retaining talent. White and Carroll Counties are leading the region in terms of PCPI growth rate of 38.70%.

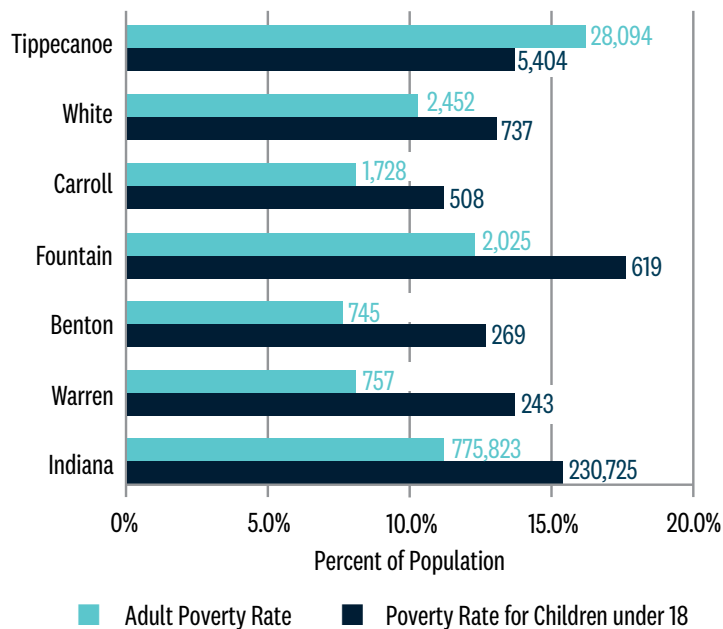
LABOR FORCE PARTICIPATION ANALYSIS 2010-2019



The overall regional labor participation rate, 62.8%, is very close to the national average of 61.7%. As seen in the summary statistics, the labor force is declining in the smaller counties. This trend suggests an aging workforce not keeping up with attrition. However, Tippecanoe outperformed statewide growth rates between 2010 and 2020.

POVERTY RATE 2019

Regional poverty rates are consistent with state averages with a few exceptions. Both the child and overall poverty rates surpass averages in Fountain County. Carroll County has the lowest rate for child poverty in the region at 11.6%, below the state rate of 15.1%. As noted previously the poverty rates in Tippecanoe County are higher due to students living off-campus being part of the data set.

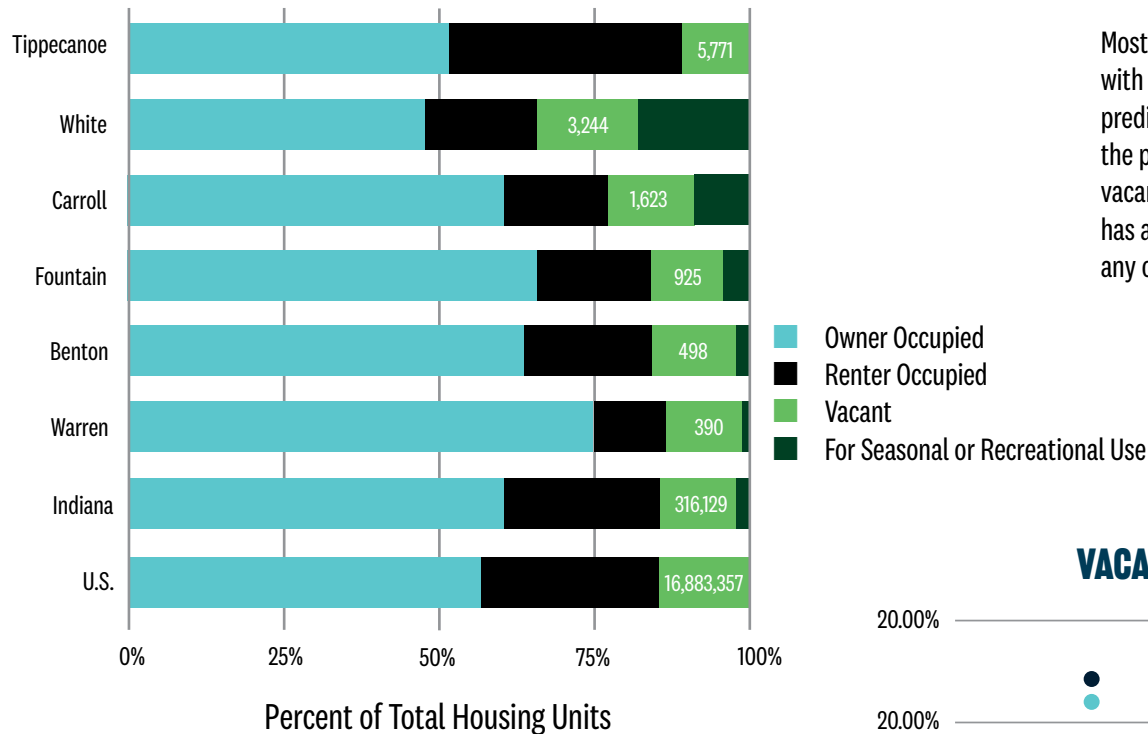


Source: STATS Indiana, using data from the Indiana Department of Workforce Development



HOUSING OCCUPANCY STATUS

HOUSING OCCUPANCY STATUS 2019



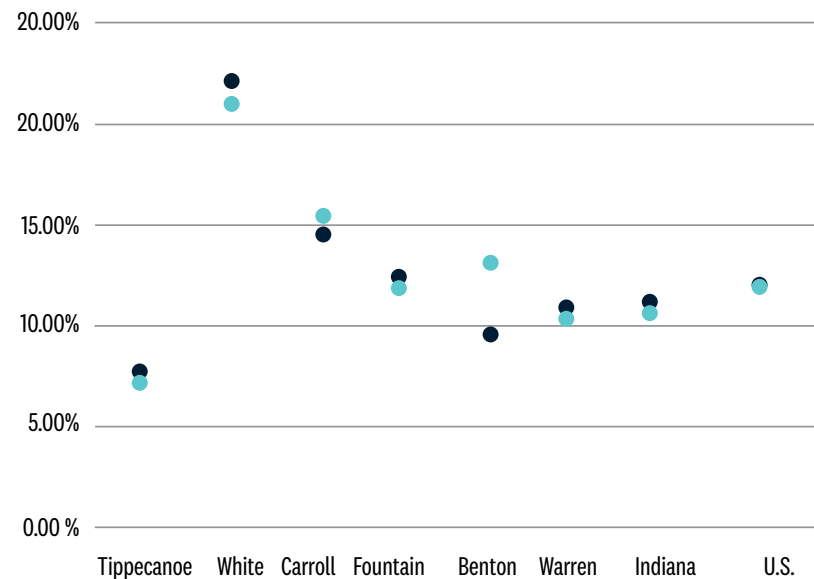
Source: Census American Community Survey, 2016-2020

Considering vacancy of total units (both rental and owner-occupied) more closely reveals White County's vacancy rate has been over 20% for the last decade. Average vacancy rate slightly increasing between 2010 and 2019 is common across counties and the state, while remaining stagnant nationally.

■ Vacancy Rate 2010
■ Vacancy Rate 2019

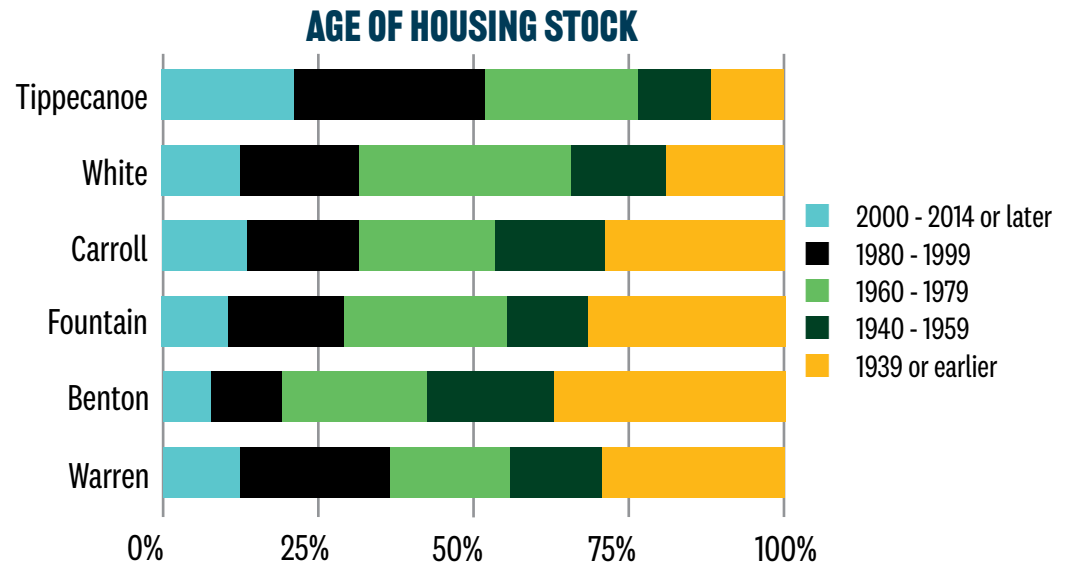
Most units in the region are owner-occupied, consistent with state and national breakdowns. Rental units are predictably more prevalent in Tippecanoe county given the presence of Purdue University. The number of vacancies is notably higher in White County, which also has a larger share of seasonal/recreational homes than any other county in the region.

VACANCY RATE TRENDS 2010 - 2019



HOUSING UNITS TOTALS AND TYPES

The region's housing stock is aging, as 42% of units are at least 50 years old. Compared to 2000-2009, from 2010-2019 the number of new housing units built in the region dropped by nearly half. However, in 2020, Tippecanoe and White Counties surpassed the state in the ratio of housing permits issued to existing housing stock. Lack of new housing is concerning: it may indicate a lack of demand and subsequently limit existing supply. As explored next, this trend can exacerbate the housing cost burden.



Source: Census American Community Survey 2019 5-year estimates



TOTAL HOUSING UNITS

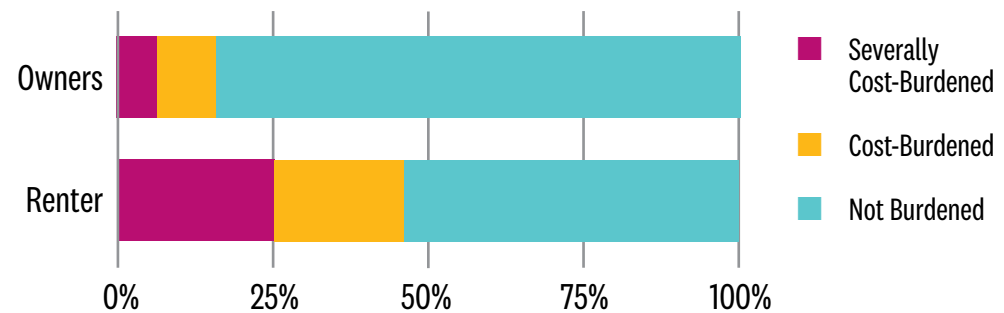
	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	BENTON	WARREN	INDIANA	INDIANA
Owner-Occupied	38,848	7,661	6,457	5,312	2,541	2,815	1,776,182	3,319,010
Renter-Occupied	31,678	2,218	1,545	1,662	891	542	794,237	2.0%
Vacant	5,771	3,244	1,623	925	498	390	316,129	7.1%
Seasonal/Recreational	297	2,363	797	215	62	29	46,813	\$48,678
TOTAL	76,594	15,486	10,422	8,114	3,992	3,776	2,933,361	\$57,617

Source: Census American Community Survey 2019 5-year estimates

Cost-Burdened households, those spending 30% or more of their monthly income on housing, vary across the region. In many cases, they surpass the state averages. A Cost-Burdened household is one spending 30-49% of their income on housing costs. A household is considered Severely Cost-Burdened if they spend 50% or more of their monthly income on housing. Housing burden impacts both renters and homeowners, those with mortgages and those without. For instance, a household with average earnings spending more than \$1,383 a month on rent or mortgage payments in Fountain County is Cost-Burdened.

Renters are more likely to be Cost-Burdened than Owners in the region. Like with other metrics, Tippecanoe County is driving regional results. In this case, the prevalence of college students renting with relatively low or no income may make noise in the data.

COST-BURDENED HOUSEHOLDS 2019



Source: Census American Community Survey, 2016-2020

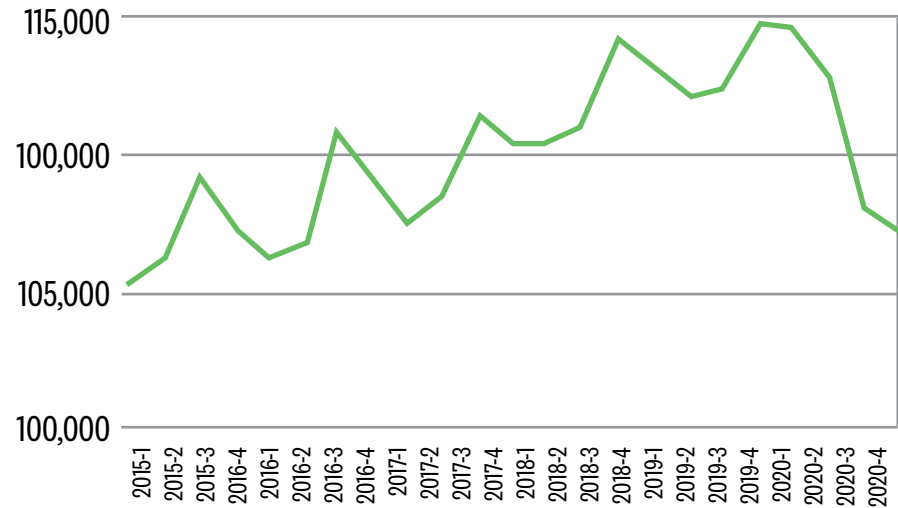
**“THE ECONOMY IS EXTREMELY
STRONG AND THE QUALITY
IS GREAT WITH CONTINUING
SIGNIFICANT IMPROVEMENTS.”**

Marisol Sarkkinen, Non-Profit Official

ECONOMY

TOTAL EMPLOYMENT IN THE GREATER LAFAYETTE REGION

Nationwide the pandemic likely impacted 2020 employment numbers. As of Q3-2020, the region was down nearly 7,100 jobs below the peak employment in Q3-2019. More than 4,300 jobs were lost between the first and second quarters of 2020 and the usual seasonal third-quarter gain of 2,200 jobs was a loss of nearly 1,000 jobs in the third quarter of 2020. Preliminary data on 2020-Q4 indicates a rebound of 2% between Q3 and Q4.



SECTOR GROWTH - PRE-COVID

Before COVID-19, between 2015 and 2019, the region had 12 sectors growing faster than the regional average and all of those sectors added more than 100 jobs. The largest absolute gains were in Manufacturing and Healthcare. The fastest-growing industries in the region were Other Services and Professional and Technical.

	2015 EMPLOYMENT	2019 EMPLOYMENT	PERCENT CHANGE 2015 - 2019	ABSOLUTE CHANGE 2015 - 2019
Accommodation and Food	9,551	10,158	6%	606
Administrative and Support	5,180	5,053	-2%	-127
Agriculture, etc.	1,177	1,310	11%	133
Arts and Recreation	831	980	18%	149
Construction	4,047	4,417	9%	369
Educational Services	20,176	19,781	-2%	-395
Finance/Insurance	2,532	2,107	-17%	-425
Health Care	12,743	14,312	12%	1,570
Information	1,142	1,098	-4%	-44
Management	220	193	-13%	-28
Manufacturing	22,986	25,802	12%	2,816
Mining and Extraction	101	37	-63%	-64
Other Services	2,545	3,039	19%	494
Professional and Technical	2,731	3,247	19%	516
Public Administration	3,390	3,705	9%	315
Real Estate	1,258	1,371	9%	113
Retail Trade	11,057	10,565	-4%	-493
Transport/Warehouse	2,573	2,814	9%	241
Utilities	209	218	5%	10
Wholesale Trade	2,985	3,255	9%	269
TOTAL	107,433	113,459	6%	6,026

SECTOR IMPACTS - COVID

COVID-19 job losses have impacted a majority of the sectors of the regional economy. Before COVID, only 5 sectors experienced an average quarterly loss, but during COVID19, 12 sectors had losses, and only 8 achieved gains. The most severe COVID-19 losses were in Accommodation and Food and Education Services. A significant concern is that Manufacturing had been generating the strongest quarterly job growth pre-COVID-19. It reversed course and had the third-largest quarterly loss during COVID-19.

AVERAGE QUARTERLY CHANGE

SECTOR	PRE-COVID	COVID	2020 AVERAGE EMPLOYMENT
Accommodation and Food	43	-830	9,099
Administrative and Support	-52	-400	3,837
Agriculture, etc.	11	50	1,338
Arts and Recreation	13	89	837
Construction	37	87	4,481
Educational Services	-1	-523	19,157
Finance/Insurance	-18	26	2,102
Health Care	102	-294	14,299
Information	-5	-88	1,000
Management	0	-2	220
Manufacturing	144	-519	25,522
Mining and Extraction	2	1	48
Other Services	31	-125	2,976
Professional and Technical	29	52	3,334
Public Administration	15	138	3,622
Real Estate	7	-4	1,357
Retail Trade	-32	-143	10,262
Transport/Warehouse	15	-27	2,826
Utilities	1	5	225
WHOLESALE TRADE	14	-93	3,157

AVERAGE QUARTERLY CHANGE IN EMPLOYMENT

Tippecanoe County accounted for 85 of every 100 jobs in the region, as of Q3-2020, but it also accounted for 96 of every 100 jobs lost during COVID-19. White and Benton counties experienced more rapid employment growth during COVID than they did before the pandemic, but given the small size of these counties and the short timeframe involved, it is difficult to draw any conclusions about why this happened and whether it marks a shift in the regional economy.



AVERAGE QUARTERLY CHANGE EMPLOYMENT

	Tippecanoe	White	Carroll	Fountain	Warren	Benton	Region
Pre-COVID	311	7	19	-6	15	1	349
COVID	-2,504	32	-44	-33	-54	2	-2,601

Source: Quarterly Workforce Indicators, U.S. Census Bureau, 2015-Q1 to 2020-Q3. The COVID period begins 2020-Q2. Data is only available through 2020-Q3, data on Post-COVID employment is not yet available.

PERCENT CHANGE IN EMPLOYMENT

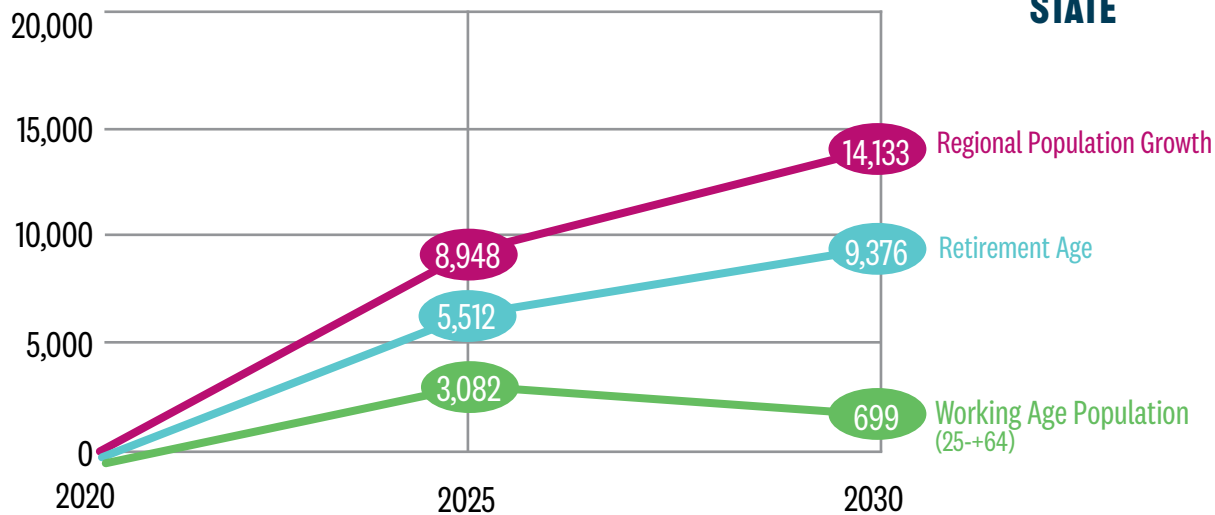
	Tippecanoe	White	Carroll	Fountain	Warren	Benton	Region
Pre-COVID (Annualized)	1.9%	0.4%	1.7%	-0.6%	4.0%	0.3%	1.6%
COVID	-5.6%	0.7%	-1.5%	-1.6%	-4.9%	0.3%	-4.6%

Source: Quarterly Workforce Indicators, U.S. Census Bureau, 2015-Q1 to 2020-Q3. The COVID period begins 2020-Q2. Data is only available through 2020-Q3, data on Post-COVID employment is not yet available. The Pre-COVID percent change is annualized to be comparable to the COVID period.

PROJECTIONS FOR GROWTH

Projections for the Greater Lafayette Region predict that the growth in the region will be driven by an increase in the population 65 and older. More than 14,800 will reach retirement age by 2025, growing to 29,600 by 2030. The working age population will grow through 2025 but then decline from 2025 to 2030 driven by aging and out-migration. The region will need about 940 workers to enter the labor force each year to fill vacancies based on historical rates of retirement.

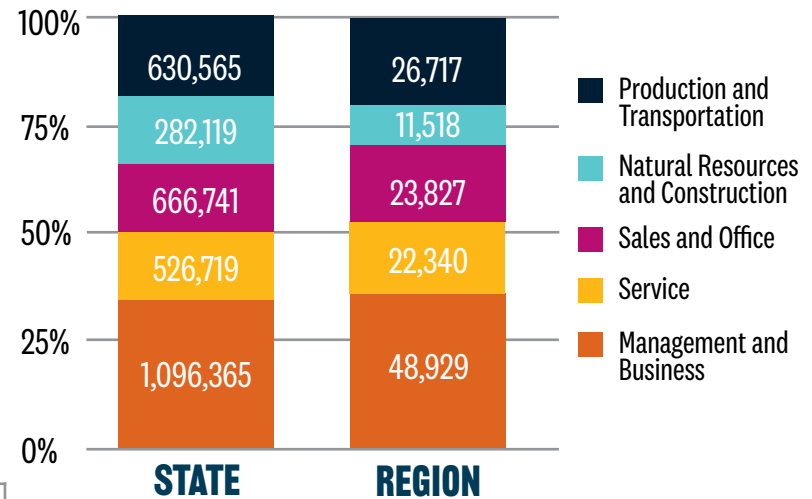
National sources report that workers 55 and older are considering early retirement. The region currently has 9,300 people aged 60 to 64 in the regional labor force that could be eligible for early retirement. If these workers participate in the labor force at the same rate as the workers 65 and older, it could mean up to 950 early retirements per year within this age cohort. An additional 11,000 workers are aged 55 to 59 years, and if they also opt for early retirement, it could add 450 more retirements per year. It is uncertain how long any early retirement impact will last, and how many of those potential retirees exited the workforce in 2020. Early retirements from workers 55 to 64 could mean that the region would need up to 2,340 workers per year to fill the openings left from early retirement.



Source: Fourth Economy Population Projections 2020 to 2030.

OCCUPATIONS

Management and business is the largest occupational sector. It represents a higher share of the regional economy than it does in Indiana as a whole. The region has a lower proportion of sales and office occupations that account for the additional share of management and business occupations. The other occupational sectors match the state proportions.



INNOVATION

The Innovation 2.0 index provides insight into the innovation capacity and innovative output of a region. The measures are county-based with scores ranging from 0 to 200, where 100 represents the U.S. Benchmark.

	Tippecanoe	White	Carroll	Fountain	Benton	Warren
Headline Index	112	95	81	80	85	89

BUSINESS INDICES

Tippecanoe is the only county in the region that exceeds the U.S. benchmark on the overall Innovation Index, but White county is close. The counties in the region have the strongest score on the Economic Well-Being Index, suggesting that they provide a good quality of life, and on the Employment and Productivity Index. Tippecanoe’s strong score on Human Capital and Knowledge Creation is offset by lower scores for the balance of the region. The low scores on the Business Dynamics Index suggest challenges in the startup, growth, and development of businesses in the region.

	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	WARREN	BENTON
STRENGTHS						
Economic Well-Being Index	104	109	121	100	130	142
Employment and Productivity Index	110	122	95	88	133	93
MIXED						
Human Capital and Knowledge Creation Index	145	88	87	82	87	86
Business Profile Index	92	87	68	85	62	87
WEAKNESSES						
Business Dynamics Index	105	60	45	52	33	42

Source: Stats America - Innovation Index 2.0

TECHNOLOGY INDICES

These stats are driven by Purdue University which ranks number six in the country overall and is the #4 ranked engineering school. The University is focused and aggressively turning research into impacts.

PURDUE IP PATENTS:

FY18: 157 FY19: 209
 FY20: 252 FY21: 229

PURDUE IP STARTUPS:

FY18: 25 FY19: 17
 FY20: 22 FY21: 13

PURDUE LICENSES:

FY18: 126 FY19: 136
 FY20: 148 FY21: 159

	TIPPECANOE	WHITE	CARROLL	FOUNTAIN	BENTON	WARREN
STRENGTHS						
Technology-Based Knowledge Occupation Clusters	137	152	84	179	99	179
Patents	152	131	79	67	44	111
MIXED						
High-Tech Industry Employment Share	175	101	76	77	68	76
STEM Education and Occupations Establishment Formation	170	84	54	85	56	85
	103	121	76	86	74	55
WEAKNESSES						
Venture Capital Dollar Measures	95	0	0	0	0	0

Source: Stats America - Innovation Index 2.0

Our technology sector growth is demonstrated by the approximately 3,000 people who are working for the dozens of companies in the Purdue Research Park. Purdue University is a technology company magnet. Among them:

Inari

Inari, a leading ag genomics/analytics startup, moved to West Lafayette from Cambridge, MA. Purdue provided access to ag expertise. They started with about 30 employees and are growing rapidly (100 +/- now) with about 40 positions currently available. Once fully staffed they will employ nearly 150 people locally. They are expanding their greenhouse space and announced a collaboration with Beck's.

Solinftec

Solinftec is a "smart" ag company and moved here from Sao Palo, Brazil. They have about 50 employees. For business growth reasons, they wanted to be in the US to apply technologies and methodologies that created for the sugar cane/beet market to row crops.

Bayer Crop Science

This company located in the Convergence Center to pursue research and innovation with Purdue faculty and students. Currently a staff of three (engineer, crop biologist, and data scientist) that is engaging across Purdue with access to various research test-beds.

Wabash National

Expanded its footprint to the Convergence Center to establish a future-orientation technology and engagement center to advance the many aspects of their business, including the manufacturing of traditional freight trailers.

**“THIS IS A COMMUNITY WITH A LONG-
STANDING TRADITION OF COLLABORATION
AND COMMUNITY INVOLVEMENT BETWEEN
MUNICIPALITIES, COMPANIES AND
INSTITUTIONS TO SOLVE PROBLEMS.”**

W. David Lasater, NonProfit-CEO

Section IV

STAKEHOLDERS AND EXECUTION

The Greater Lafayette Region has banded together to create this regional development plan. It is the result of unprecedented regional collaboration. County commissioners, mayors, local economic developers, WHIN, Purdue, and Ivy Tech leaders met in May, 2021 to discuss the READI program. Working together, they selected the Greater Lafayette Commerce Community and Economic Development Foundation as the coordinating organization for the region (through an MOU). They additionally created a Board of Directors for the Greater Lafayette Region. Doing so ensures broad regional collaboration and business and industry engagement. The Board of Directors includes a county commissioner from each county, six mayors, and six local economic developers. It also includes a representative from both Purdue and Ivy Tech. This governance model has helped build relationships between the various county and city leaders that crafted the vision and steered the development of this plan. The Board of Directors indicated a strong preference to continue meeting and moving forward on the READI program and other regional development issues.

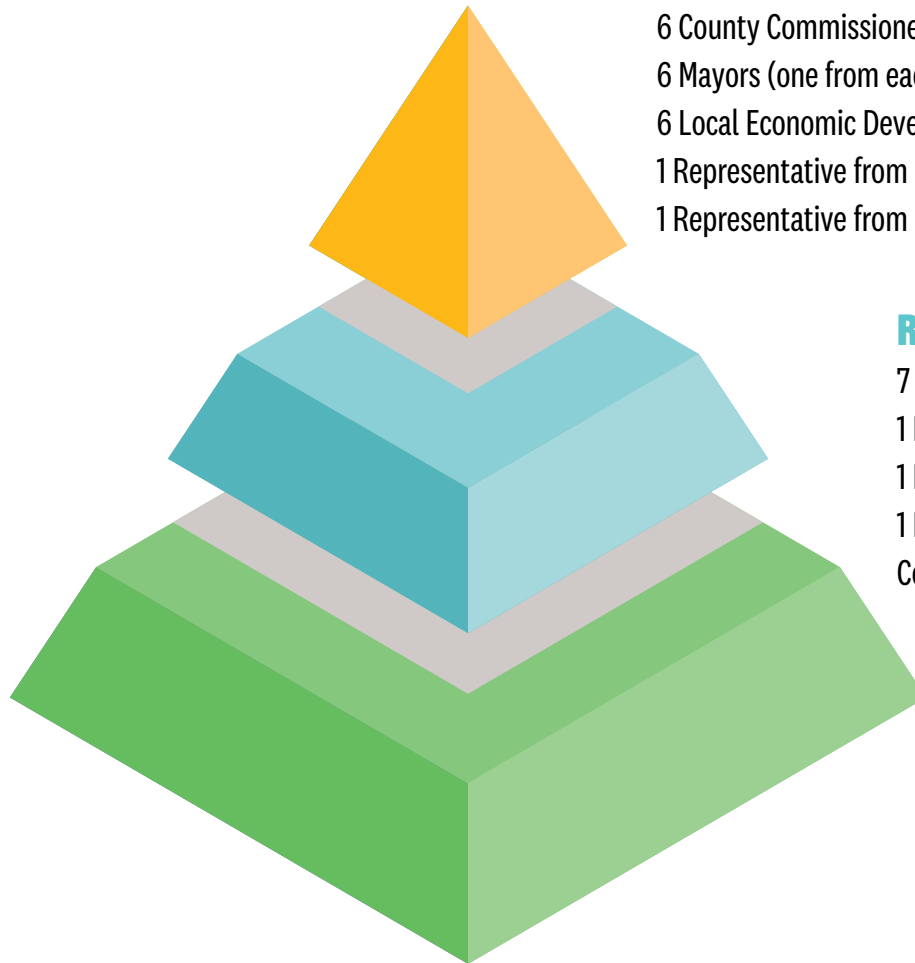
GREATER LAFAYETTE REGIONAL PLAN IMPLEMENTATION AND EVOLUTION

Understanding the state's intent to have READI funding flow through business and industry-led organizations, the Greater Lafayette Region Board of Directors has adopted a structure that conforms to that objective. Benton, Carroll, Fountain, Warren, and White counties will (each) appoint two people from their private sectors to the READI Funding Committee. Because of its significant population base, the Board of Directors agreed Tippecanoe County should have five representatives on the panel. No member of the READI Funding Committee may be an employee or an elected official of any unit or other governmental entity. The Board of Directors will make recommendations to the READI Funding Committee for approval.

As things change, the Greater Lafayette Region Board of Directors will be responsible for updating the plan along with its budget, as well as execution and reporting on the plan. Greater Lafayette Commerce will staff that role for the Greater Lafayette Region Board of Directors.

GREATER LAFAYETTE REGIONAL PLAN DEVELOPMENT

The Greater Lafayette Regional Development plan has been formed by a group of stakeholders that has joined together under a regional governance model.



GOVERNANCE BOARD

- 6 County Commissioner (one from each participating county)
- 6 Mayors (one from each participating city)
- 6 Local Economic Development Representatives (one from each participating county)
- 1 Representative from Purdue University
- 1 Representative from Ivy Tech

REGIONAL WORKING GROUP

- 7 Local Economic Development Representatives
- 1 Representative from Ivy Tech
- 1 Representative from Purdue University Research Foundation
- 1 Representative from WHIN
- Consultants

PROJECT GROUPS

Groups assembled to identify projects/programs of possible regional impact. Some were based on existing efforts and others came together through a public request for information. The participants have included: Industry and Business Leaders, United Ways, Community Foundations, County and City Councils, Franciscan Health, and IU Health.

GREATER LAFAYETTE REGIONAL PLAN IMPLEMENTATION AND EVOLUTION



Strong collaborating partners, Mayors Tony Roswarski, Lafayette (left) and John Dennis, West Lafayette (right) work closely together and with regional partners on many initiatives.

COMMUNITY ENGAGEMENT

Greater Lafayette Commerce has led the engagement process and built on previous successful efforts to ensure broad community awareness. The READI opportunity and the planning efforts were shared publicly through direct outreach, group emails, and the local media.

LEADERSHIP ENGAGEMENT

As noted on the Regional Development Plan stakeholders graphic, all of the region's anchor institutions have been engaged in the planning process and have worked collaboratively with public and private leaders to develop a holistic regional development plan. Private employers have been engaged by members of the Working Group and through Greater Lafayette Commerce's ongoing economic development retention efforts.

BROAD BASED OUTREACH

The Greater Lafayette READI working group developed and distributed a Request for Information to hear from leaders and residents throughout the region. This process generated proposals from every community and has resulted in a total of 45 proposals being submitted for consideration.

**“THIS IS A COMMUNITY THAT
PRIDES ITSELF IN TAKING CARE
OF EACH OTHER. GREAT PLACE TO
LIVE AND WORK.”**

Elizabeth Whittaker, Inn Owner and Manager

REGIONAL VISION

Our region shares a collective commitment to being GREATER! Core to that is a drive to welcome new talent and retain increasing numbers of those that are here. We are striving to be a community recognized for its success and achievements while taking an honest look at what we can do to continually improve.

TALENT ATTRACTION - WORKFORCE DEVELOPMENT

The Greater Lafayette region will invest in projects and programs that lead to accelerated population and labor force growth. This includes retaining more significant percentages of college and university students that visit our community as well as enhancing our welcoming brand to talent prospects throughout the world.

INFRASTRUCTURE - LAND USE - HOUSING DEVELOPMENT

We will continue to invest in the infrastructure needed to support population and economic growth. From traditional investments such as road, water and sewer capacity to more recent investment such as broadband we will not rest on previous success. Through READI we see the opportunity to jumpstart new housing development in the counties surround Tippacanoe and ensure that people are able to find safe, affordable housing.

INNOVATION AND ENTREPRENEURSHIP

The innovation momentum spurred by Purdue University and private industry throughout the region will continue. It is complimented by the entrepreneurial spirit alive in our residents. Through co-working, maker-space and other investments in the physical infrastructure and programming of innovation and entrepreneurship, we continue to see growth in our small businesses.

QUALITY OF PLAGE/LIFE - NATURAL/CULTURAL DEVELOPMENT

We understand that how people feel about their community is a differentiator that drives growth. Our READI projects define the investment needed to enhance our quality-of-place.

QUALITY OF OPPORTUNITY - ECONOMIC DEVELOPMENT

The region's economic strength comes from the diversity of employers and a commitment to investing in our future. We will focus on the evolving and next generation needs of our businesses and economic assets.



GREATER LAFAYETTE’S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

For over a decade now the Greater Lafayette region has been assessing its economy, livability and mapping its opportunities. As a result we offer the following SWOT:

STRENGTHS

Greater Lafayette awarded the 2021 Indiana Community of the Year by the Indiana Chamber.

“#1 in Best Places for Career Opportunities” August, 2021 - Smart Assets ranking of top 200 Metros in U.S.

Purdue University ranked as #5 Most Innovative University in America.

“The area’s cultural community is considerably broader and deeper than one might expect to find in a community of this scale and represents an important—and underused—community asset.” A Cultural Plan for Lafayette and West Lafayette

Wabash River Greenway is a regional asset

Higher levels of education - High Schools Diploma and Bachelor’s or higher

Momentum with \$889.5 million in public investment and around \$1.5 billion in private sector investments invested in the Greater Lafayette community from 2015-2020

WEAKNESS

Lower per capita personal Income and higher poverty rate than state averages

Outside of Tippecanoe County - the rest of the region ranks low on Innovation INDEX measures.

Limited diversity may present a barrier to attraction via immigration.

From Good to Great Plan (2012)

- People under 40 want more out of Greater Lafayette and are a flight risk to the region. Of those surveyed, half of Greater Lafayette’s under-40 residents said they plan to leave the region within the next four years.
- Compared to other towns studied, Greater Lafayette lags in several quality of life areas that are important to young talent.
- Limited “earning” opportunities in Greater Lafayette are the primary reason young people leave the area.

THREATS

Individuals aging out of labor force is outpacing net migration and growth of the working age population.

Existing housing stock is older and pipeline of new building has slowed, particularly outside of Tippecanoe County.

Concentration of jobs in Tippecanoe County - with 85 of 100 jobs in the region creates risk of impacts and does not allow region to benefit.

OPPORTUNITIES

Significant Growth in Lafayette and West Lafayette can provide spillover benefits to region.

Research-driven companies and industries are attracted to region because of Purdue University. The Next Moves initiative will increase the pace and scale of these activities.

Remote workers are being drawn to ‘college towns’ due to amenities and cultural dynamics. Ability to attract minority residents.

TELLING THE GREATER LAFAYETTE STORY

The success stories and advances made as a result of the READI process will be communicated by all stakeholders, including the Greater Lafayette Marketing Coalition (GLMC). Started by the Cities Lafayette, West Lafayette, Tippecanoe County, Visit Lafayette-West Lafayette, Purdue University, Purdue Research Foundation, and the Greater Lafayette Commerce, the GLMC came together in 2019 seeking ways to support continued regional growth. Through engagement with over 1,500 residents they developed a plan that seeks to support three goals:

**GOAL
NUMBER
1**

An increase in the talent pool by retaining and attracting a citizen workforce.



**GOAL
NUMBER
2**

A spur in economic growth by attracting business investments and elevating quality of life.



**GOAL
NUMBER
3**

Increased positive perceptions of the Greater Lafayette Region.

The messaging platform and campaign materials will allow us to share the success of the regional development plan with an in-region and global audience.



**“LAFAYETTE IS GROWING
ECONOMICALLY AND UNDERRATED.
IF YOU HAVEN’T BEEN TO LAFAYETTE
YOU REALLY NEED TO GO TO
EXPERIENCE WHAT IT IS LIKE.”**

Bradley Neely, Law Clerk

Section VI

TRENDS

The Greater Lafayette region’s READI working group has identified the following economic, industry and cultural trends that shaped our planning for both near-term and longer actions.

INNOVATION AND ENTREPRENEURSHIP WILL CONTINUE TO CHANGE THE ECONOMY

The nature of work will continue to evolve with the adoption by existing industries to digital tools and technology to enhance productivity to their use to protect workers from repetitive or dangerous tasks. Greater Lafayette’s higher education partners are well positioned to both support industry transition and the skill attainment required for their workers. Our industry partners are at the leading edge of this evolution.

QUALITY OF PLACE’S ROLE IN ECONOMIC DEVELOPMENT INCREASES

Since 2020, quality of place has become a bigger factor for people deciding where to work and live. In some cases, their decisions were made based on pandemic related restrictions, but as 2021 advances, we are realizing this may be a lasting trend. Surveys of movers show that housing costs are a major consideration but so too are the

cultural and recreational amenities that they can access. Greater Lafayette’s ongoing investments in recreational amenities and the depth of cultural experiences offered by the University and non-profit organizations position the region to be a destination.

REGIONAL GROWTH IS NOT BALANCED

While the region has demonstrated population and employment growth, those topline impacts are being driven by Tippecanoe County and in fact three counties in the region saw population losses over the past decade. The stakeholders that have prepared this regional development plan recognize that this trend is not sustainable and have prioritized projects and programs that will balance the positive impacts.

BENCHMARK REGIONS

The Greater Lafayette region began to look at benchmark regions with the research that went into the publication of its Good to Great plan. We will continue to use these region’s to track our progress:

- Ann Arbor, Michigan
- Asheville, North Carolina
- Bloomington, Indiana
- Eugene, Oregon
- Iowa City, Iowa
- Madison, Wisconsin

We will produce an annual scorecard that illustrates key data points and identifies any known reasons for improvement or retraction. In addition we will monitor external rankings to identify areas for existing national recognition and areas for improvement.

Rank	Metro Area	Apr 2021 Job Growth Rate	2020 Median Home Price	Average Salary	Cost of Living Index
1	Lafayette - West Lafayette, IN	3.5%	\$136,450	27,371	1.50
2	Detroit - Warren - Dearborn, MI	2.7%	\$148,840	27,371	1.90
3	Rochester, NY	5.6%	\$142,450	17,411	3.55
4	Ann Arbor, MI	4.0%	\$147,230	25.9%	2.61
5	Montreal, AL	2.2%	\$143,350	25.9%	1.68
6	Binghamton, NY	5.7%	\$139,350	14.9%	3.67
7	Syracuse, NY	2.4%	\$137,450	16.7%	4.57
8	Provo, UT	5.4%	\$142,040	13.3%	3.00
9	Springfield, MA, CT	7.1%	\$149,410	24.3%	2.68
10	South Bend - Mishawaka, IN - Ash	4.8%	\$137,600	12.9%	3.50
11	Fort Wayne, IN	4.0%	\$138,590	17.8%	2.84
12	Lynchburg, VA	2.2%	\$140,700	17.4%	1.74
13	South Lake City, UT	2.9%	\$142,380	15.9%	2.42
14	Durham - Chapel Hill, NC	3.5%	\$149,460	26.9%	2.13

Best Places for Career Opportunities Ranked by smartasset™

**“GREATER LAFAYETTE IS A
FANTASTIC PLACE TO LIVE
AND RAISE A FAMILY. IT IS A
COMMUNITY THAT CARES AND
SUPPORTS ITS PEOPLE.”**

Rena Aiken, Retail Business Owner

Section VII

IMPACT ON RURAL COMMUNITIES

The planning process engaged a wide array of stakeholders to identify investment needs and opportunities. As noted in the overview of the region and trend sections, our rural communities are not realizing the benefits of growth. There is a recognition that more direct action is needed to support these communities in order to retain and attract residents. The projects and programs that have been identified will serve as a catalyst for that action. From housing development, to trails, to entrepreneurial efforts, this plan prioritizes rural benefits.

The City of Delphi, in Carroll County, was recently chosen by State of Indiana’s Office of Community & Rural Affairs (OCRA) as a pilot community for the Rural Opportunity Zone Initiative (ROZI). The ROZI prospectus will help attract investors to the city for residential development as well as adaptive reuse of prime downtown locations. The development plan will build on Delphi’s success as a 2012 OCRA Stellar Community and the \$21M transformation of the downtown, including the restoration of the historic Delphi Opera House as a performance venue.



GOALS AND OBJECTIVES

The Greater Lafayette Regional Development Plan defines our current economic and demographic state and defines a set of investments that we believe will accelerate our population and economic growth. These 45 investments are led by private, public and nonprofit partners and combined they total \$140 million in READI requests, \$100 million in local government match, and \$2.38 billion in private and philanthropic matching funds.

HOLISTIC APPROACH

The projects and programs that we are advancing range from specifically rural community focused efforts to regional efforts that impact both urban and rural communities. With each project and program, we see the opportunity for investment beyond the READI program. This includes:

- The economic potential as new residents are attracted through the housing development-related efforts
- Growth and the attraction of capital by new companies that are filling our main street developments and those that are advancing innovative high growth opportunities
- A demonstration to our region's larger employers that the region is committed to helping them attract talent as they seek to grow their operations in our region
- Leveraging our existing higher education, private sector, and community assets to foster a region that has the potential to serve anyone's desires for living, working, and playing



IMPACT DEFINED

The investments described below demonstrate the breadth and depth of actions that the Greater Lafayette region's partners will make to support our collective future. Additional proposals that have been identified as priorities are included in the appendix.

GOAL FOCUSED

The Regional Development Plan defines a set of goals that as a region will enhance the livability of our communities and accelerate our growth potential. We have established these goals and will report annually on our progress:

Talent Attraction - Workforce Development

- Grow population at a rate 150% faster than previous decade (7.4%) - 284,125 residents by 2030 in Greater Lafayette (an additional 19,528 residents)
- Increase in Labor Force by 8,000 by 2030
- Attain a 75% K-12 Proficiency Level by all schools

Infrastructure - Land use - Housing Development

- Increase housing use (10% increase over the next decade); 11,838 new housing units with development in every County

Innovation and Entrepreneurship

- Increase in new company formation
- Create scalable test beds for advanced research and development
- Accelerate the adoption of digitization/Industry 4.0

Quality of Place/Life - Natural/Cultural Development

- Welcome visitors (twice as many as previous decade and establishment of regional air service)
- Invest in sustainable development of the Wabash River and area lakes
- Champion regional cultural programs (sustainable farm to table food; arts)
- Create complementary and shared assets across the region

Quality of Opportunity - Economic Development

- Increase labor force participation rates to 64% (62.8% in 2020)
- Increase in per capita personal income to better than state (2020: Region-\$43,669 versus State - \$48,678)

The region's community and economic development leaders will report on the progress in reaching these goals on an annual basis.



**“GREATER LAFAYETTE IS A GREAT
PLACE TO LIVE AND DO BUSINESS.
AMAZING COMMUNITY SUPPORT FOR
NEW BUSINESSES. THE COMMUNITY
LEADERS HAVE REALLY SET THE AREA
UP FOR GROWTH!”**

Walt Valiant, Construction Business Owner

ALIGNMENT WITH THE STATE'S SPECIFIC ECONOMIC DEVELOPMENT PRIORITIES

QUALITY OF OPPORTUNITY - INCREASING ECONOMIC DEVELOPMENT

Stakeholders in the Greater Lafayette region are focused on attracting and retaining talent to support the existing and growing companies that we have. We are also focused on ensuring that the growth trajectory that we have seen increasing remains strong. Three projects that will create significant broad-based economic impact have been identified in the Greater Lafayette area. These include:

- Semiconductor Facilities and Infrastructure
- Big Drum - Biotechnology & Animal Vaccine Manufacturing
- Regional Broadband

The working group and Governance Committee are eager to support these projects because of the long-range benefits that can be realized. We describe them here in our redevelopment plan as we wish to have a dialogue with IEDC regarding the path to secure state financial support. This could include the development of a regional Opportunity Fund that regional governments can invest in to support these types of opportunities.

SEMICONDUCTOR INFRASTRUCTURE & FACILITIES

Lead Organization: PURDUE RESEARCH FOUNDATION

Building semiconductor facilities in the Greater Lafayette region means that the region will become a premier economic hub in the US, will contribute to reshoring manufacturing of chips vital for all industries, and will strengthen national security. The economic impact of a foundry and related facilities is over \$1.5B in construction, infrastructure, and program development costs.



Purdue clean room

The added economic impact of job creation and multiplier effect with related services, suppliers, business, and employee support will have a transformational impact that will far exceed the boundaries of the Greater Lafayette region. Funding is needed to attract large state, federal, and private sector funding, and ultimately convince key industry players to build semiconductor facilities in the Greater Lafayette area. The barriers to entry in this high cost industry can only be overcome by working in partnership with an existing industrial semiconductor manufacturer which will add know-how, client base, processes, and access to established supply chains and distribution channels. This proven model has been embraced by other states nationally to attract semiconductor investments and the supply chain that accompanies.

The Greater Lafayette effort will capitalize on existing strengths in designing, prototyping and performing reliability analysis for chips, especially related to mission critical applications and disruptive microelectronics technologies. The Greater Lafayette region will collaborate with the Indiana Uplands Region, where the Crane Division – Naval Surface Warfare Center (NSWC) is based. Crane already does extensive work on semiconductors and receives sizable grants from the Department of Defense. NSWC and Purdue have a long history of collaborating on semiconductor projects. NSWC is also submitting a READI project for a semiconductor facility in their region related to rad-hard testing, verification and validation, design enablement and open source, especially for secure microelectronics which this program will complement.



BIG DRUM

Lead Organization: PURDUE RESEARCH FOUNDATION

In collaboration with an industry leader, build a biotech facility for manufacturing animal vaccines in the Greater Lafayette region (60,000- 70,000sf) and create approximately 160 new full-time positions by 2026, with a \$90K average annual salary. This advanced industry project contributes to talent attraction and retention, and increases per capita income.

Success is achieved when the region attracts an industry player to build a vaccine manufacturing plant in the Greater Lafayette area. Biotechnology is considered an advanced industry and bringing more companies to the state is a priority for Indiana. This initiative brings to the area a reputable company that will provide high-paying jobs, benefits, and stability to the workforce. These new jobs will enable Purdue and Ivy Tech graduates to remain in the area, exemplify Indiana brain retention, and contribute to the region that formed them professionally.

Building a vaccine manufacturing plant in the Greater Lafayette region by an industry leader in animal health leads to the creation of a significant number of high-paying jobs filled by the Greater Lafayette labor shed or new residents, expected to be selected from recent graduates. The local government will benefit from increased taxes flowing to the area in a stable industry not prone to seasonal fluctuations or economic cycles. In addition to the new jobs, the region will benefit from the multiplier effect from supporting small businesses jobs (logistics, transportation, suppliers, infrastructure), and services benefiting employees, such as education, health care, and entertainment. The high level of salary for these employees ensures sufficient discretionary income will flow to the region for improved housing, arts, culture, recreation, and hospitality, contributing to the quality of place. The impact of the brain retain is further amplified by attraction/retention of spouses and other family members to Indiana. A carefully cultivated relationship with the company could lead to other projects benefiting the region, attraction of related businesses in the same industry, and increased entrepreneurship. The quality of opportunity for this initiative speaks directly to the Indiana goal of economic growth and increased return on investment.

REGIONAL BROADBAND

The Greater Lafayette region's communities all recognize the need for enhanced broadband quality, service and costs. The region's quality of life, place, education, skills development, commerce and more depend on investments in broadband.

The region is working to address these issues with Benton County, which currently ranks 91st in broadband services out of Indiana's 92 counties. Through the state of Indiana's Next Level Connections program, Mainstream Fiber Networks was awarded a grant in the amount of \$3M, with a local match of nearly \$3.2M for a total project cost of more than \$6.2M. In addition Tipmont has invested \$100M in their services area, including Tippecanoe and Fountain counties in recent years.

Other projects include:

- **DPD Connected Community and Lab to Life Test Bed:** Through a series of public/private partnerships, the 400+ acres of Discovery Park District is being developed with advanced infrastructure assets that will enable the curation a unique "connected community" throughout this mixed use development comprised of advanced manufacturing, residential and retail spaces, new business and research centers, and other community amenities. With more than 15 miles of fiber, edge data center, sensors, and multiple forms of spectrum, this area will become a Life to Life (L2L) test bed for technology companies around the world. Already companies including AT&T, Celona, Cisco, Dell, Ericsson, Intel, SBA, and Tilson are working on the development of next generation of technology networks and applications.
- **WHIN Aerostat for Rural Connectivity:** The WHIN region is now home to the first, fixed aerostat deployment in the United States bringing rural connectivity to farmers to advance the next generation of digital agriculture solutions. Partnered with RTO Wireless and Watch Communications, one aerostat provides more than 40 square miles of broadband connectivity across the region. Together with Purdue's leading College of Agriculture, the region is poised to become the leader in the creation and adoption of digital innovation enabling Indiana to further leadership in this important economic sector.

While a formal proposal is not included as part of our READI request it is identified in this regional development plan as a critical need. According to Broadband Now, 4 of our region's counties rank in the bottom 13 of broadband coverage. Our region will continue the planning on how to specifically address the issues and opportunities in order to align with expected Federal and State resources being provided through Indiana's Next Level Connections initiative.



WHIN's first telecommunications aerostat ready to launch in White County.

QUALITY OF PLACE AND LIFE

The Greater Lafayette Regional Development Plan focuses on creating the infrastructure to support growth throughout the region and the amenities that will retain people through physical, social, and cultural health. We are working to create vibrant places that compel existing residents to stay and invest, and visitors to want to relocate. We aim to make investments in our infrastructure while embracing our communities’ natural and cultural assets. Our leading projects and programs are described below.

INFRASTRUCTURE FOR GROWTH

As regional partners, we assessed our physical environment/ infrastructure and its impact on attracting and retaining talent. We recognized areas of opportunity and those for improvement. The following projects have been identified as projects of regional impact that we are seeking READI financial support:

RUNWAY FOR GROWTH: LAF AIRPORT EXPANSION

Lead Organization: PURDUE UNIVERSITY
 Timeline: January 2022 to December 2024

This project involves building a new terminal, making improvements to existing infrastructure, and establishing scheduled commercial airline service at Purdue University Airport (LAF) to enhance the quality of place, support population growth, and stimulate economic development for Greater Lafayette Region. In addition to providing convenience and improved mobility to the 650,000 people within a 45-minute drive radius from the airport, the terminal project would have a significant impact on job creation and tax revenue. According to the 2017 Volaire Consulting economic impact study, restoring scheduled air service to LAF would create 92 total jobs producing \$9.9 million per year in economic impact and generate over \$680,000 per year in state and local tax revenue. In order to attract and establish service with a large network carrier, this initiative would achieve initial passenger growth through a low-cost carrier.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Studies, permits, prepwork	\$120,000				\$120,000
Airport improvement utilities		\$7,000,000			\$7,000,000
Terminal, storage building furniture		\$5,000,000	\$6,100,000		\$11,100,000
Contingency, soft costs	\$1,035,000	\$3,400,000	\$2,600,000	\$130,000	\$7,165,000
TOTAL PROJECT COST	\$1,155,000	\$15,400,000	\$8,700,000	\$130,000	\$25,385,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds					
Local Government Funds	\$55,000		\$200,000	\$130,000	\$385,000
Other Funds	\$100,000	\$12,400,000	\$5,500,000		\$18,000,000
TOTAL MATCHING FUNDS	\$155,000	\$12,400,000	\$5,700,000	\$130,000	\$18,385,000
READI Funds	\$1,000,000	\$3,000,000	\$3,000,000		\$7,000,000

CELEBRATING THE WABASH

Lead Organization: CITY OF LAFAYETTE
 Timeline: January 2022 to December 2023

Located in downtown Lafayette, the Celebrating the Wabash Project seeks to redevelop vacant and underutilized building and land parcels overlooking the Wabash River into a \$60M+ mixed-use and recreational development, including a 10 story full-service hotel, 100 rental and/or owner-occupied units, 224 structured parking spaces, outdoor park space and riverfront overlook of the Wabash River. The project would include a historic façade renovation of an existing building located at 22 N 2nd Street, an extension of the Riverfront Promenade River Overlook and Trail, and the addition of a festival and park amenity just west of 2nd Street behind the historic John Purdue Block. The reuse of existing infrastructure will create urban density and reduce sprawl pressures while increasing the tax base and employment opportunities. Led by the City of Lafayette and private developer, Third Street Ventures, the final architecture and construction plans are underway. The requested funding would cover incremental costs for compliance and clean-up-related efforts.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Promenade and Public Spaces	\$1,750,000	\$1,750,000			\$3,500,000
Hotel, Housing and Parking Garage	\$28,250,000	\$28,250,000			\$56,500,000
TOTAL PROJECT COST	\$30,000,000	\$30,000,000			\$60,000,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/Philanthropic Funds	\$1,750,000	\$1,750,000			\$3,500,000
Local Government Funds	\$3,000,000	\$1,000,000			\$4,000,000
Other Funds (private finance/ investment)	\$24,750,000	\$26,750,000	\$5,500,000		\$51,500,000
TOTAL MATCHING FUNDS	\$29,500,000	\$29,500,000	\$5,700,000		\$59,000,000
READI Funds	\$500,000	\$500,000			\$1,000,000

A PLACE TO CALL HOME: GREATER LAFAYETTE REGIONAL RESIDENTIAL DEVELOPMENT PLAN

Lead Organization: GREATER LAFAYETTE ECONOMIC DEVELOPMENT ALLIANCE
Timeline: January 2022-December 2026

Being able to offer suitable and affordable housing to attract and retain residents is critical to the Greater Lafayette Region. The plan is to diversify and increase housing stock by creating over \$100M in new private investment for residential growth in the region within 5 years, including \$6M in public works matches. The project will create a “one-stop-shop” for municipalities and developers to access residential development resources and opportunities. This will include a \$7M revolving loan fund, a \$6M Regional Cultivation Fund, and planning and staffing support to guide communities in the development and financing process. Based on our projections, this program will lead to the development of over 400 new units of housing throughout our region and ensure continued success in new business attraction.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Revolving Loan Fund	\$7,000,000				\$7,000,000
Regional Cultivation Fund	\$6,000,000				\$6,000,000
RCF - Housing Study Plan/Implementation	\$100,000	\$50,000	\$50,000	\$50,000	\$250,000
RCF- Regional Housing Specialist	\$300,000	\$75,000	\$75,000	\$75,000	\$525,000
TOTAL PROJECT COST	\$13,400,00	\$125,000	\$125,000	\$125,000	\$13,775,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds	\$25,000,000	\$25,000,000	\$25,000,000	\$25,000,000	\$110,000,000
Local Government Funds	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000
Other Funds					
TOTAL MATCHING FUNDS	\$26,500,000	\$26,500,000	\$26,500,000	\$26,500,000	\$106,000,000
READI Funds	\$13,400,000	\$125,000	\$125,000	\$125,000	\$13,775,000

**“IT HAS IMPROVED TREMENDOUSLY OVER
THE LAST 5-10 YEARS, BUT OUR HOUSING
OPTIONS HAVE TAKEN A HUGE HIT. WE NEED
AFFORDABLE HOUSING AND LIVING WAGES
TO SUPPORT ALL RESIDENTS,
NOT JUST THE COLLEGE-EDUCATED.”**

Kelly Hampton, NonProfit Official

WABASH RIVER GREENWAY PLAN

The Wabash River Greenway (WRG) is a significant recreational amenity planned within the Wabash River corridor. When realized, this recreational amenity will create a nationally significant destination quality of life attraction within the largest watershed of Indiana.

Planning now underway will ensure this Indiana resource will:

- Become an economic development driver for new public and private investment
- Assist with talent attraction & retention
- Utilize technology to enhance the user experience
- Improve water quality and aquatic habitat
- Restore a healthy riparian corridor ecology
- Attract and capture tourism spending
- Provide a positive Return on Investment
- Improve public health and wellness
- Increase nearby property values

The 90-mile greenway will bring regional and national patrons to use this active living amenity while residents and visitors can recreate within their local river environment. Those experiences will be unanticipated encounters and observations of the aquatic life, waterfowl, mammals, birds, and reptiles that thrive in the corridor, both within the rural countryside as well as within the region’s cities and towns. There are six investments included in this project:

1 TIPPECANOE COUNTY - NORTH RIVER ROAD - \$2.7M

Connector trail from North River Road under Sagamore Parkway bridge extending up to Soldiers Home Road Trail with an extension of the Wabash River Heritage Trail up to Sagamore Parkway bridge bike facility. A trailhead is planned below Sagamore Parkway Bridge with a canoe/kayak access facility off the North River Road trail. The project vision and goal: to be the Tippecanoe County pilot project launch of the five county, 90-mile long, Wabash River Greenway destination recreation trail.



2 WARREN COUNTY - WILLIAMSPORT FALLS - \$1.2M

Warren County is capitalizing upon the Wabash River Greenway by leveraging and investing in its naturally occurring geologic attraction and recreational amenity, the Williamsport Falls. Building upon recent trail improvements, the project will ultimately extend trails from the Falls to the Wabash River, provide natural resource education opportunities, and create new viewing vantage points of this rare and unique stone formation. These recreational investments will include parking, ADA accessibility, wayfinding, and other amenities to enhance this regionally significant natural feature.

3 CARROLL COUNTY - DELPHI HISTORIC TRAILS - \$1.5M

The Carroll County pilot project for the Wabash River Greenway will bring branded signage, wayfinding, and trailhead construction as well as trail pavement upgrades and landscapes to the existing Delphi Historic Trails, which currently total 14.7 miles in this community of 3,000. Trail pavement will be upgraded from crushed limestone to asphalt. Wayfinding signs along the trails and at the new Carrollton Road trailhead will direct greenway users to downtown Delphi's Courthouse Square, the Canal Interpretive Center, the Pioneer Village and the Delphi Opera House.

4 WHITE COUNTY - MONTICELLO RIVERWALK - \$4M

The Monticello Riverwalk will provide a community gathering space with direct access to recreational opportunities from city center down to the Tippecanoe riverfront. A fully accessible trailhead connected to the water's edge will provide Wabash River Greenway users access to a new fishing pier, self-service kayak and canoe rentals, motorized and non-motorized vessels creating a healthy and accessible amenity for the community.

5 DELPHI TO MONTICELLO RESOURCE AMENITY CORRIDOR - \$50K

Connecting the Wabash River Greenway trail to Monticello's trails-oriented recreation and natural outdoor amenities will significantly enhance Wabash River Greenway connectivity. This planning effort will provide routing and cost estimates to connect the City of Monticello to the Wabash River Greenway Project in the City of Delphi. Enhancing and celebrating White County's natural assets and recreational amenities with trail connectivity between Monticello and Delphi will improve public health, increase economic activity and serve to attract and retain talent in the region.

6 FOUNTAIN COUNTY - COVINGTON CIRCLE TRAIL - \$1.8M

Closing the gap to complete the Circle Trail will be a City of Covington milestone after a decade of community efforts to establish this trail loop around the city offering recreational, historical, and cultural experiences along the way. The Covington Circle Trail and associated amenities will encourage economic development, celebrate local history and culture, and improve public health through active living lifestyles and healthy habits.

The anticipation behind the Wabash River Greenway is gaining momentum, in no small part, due to the ability of the Wabash River Enhancement Corporation to form partnerships and alliances with numerous organizations, agencies, institutions and jurisdictions to bring their visionary mission to life. This combined regional leadership will guide future greenway development and strengthen the region.

INNOVATION AND ENTREPRENEURSHIP

Greater Lafayette partners are committed to fostering an environment that supports Innovation and Entrepreneurship. Our economy depends on existing firms growing and developing new products and services, new firms being created that lead to high growth opportunities, and others to main street businesses that enhance our communities’ vibrancy and amenities.

A CO-WORKING & MAKER-SPACE TO BUILD A STRONGER FUTURE

Lead Organization: CITY OF MONTICELLO
 Timeline: November 2021 - August 2022

The creation of a co-working space in the City of Monticello will provide valuable resources to the region’s young professionals who have returned “home” to take advantage of the quality-of-life and lower cost of living in the area. This property, currently owned by the City, will become a combined incubator and maker-space serving small businesses, culinary entrepreneurs, and all residents creating vibrancy through the arts. By developing programming and leveraging the region’s strong network of co-working and maker-spaces, this initiative will enhance fine arts, graphic arts, culinary arts, music, and more. This space will drive foot traffic downtown and offer the type of creative hub that our new and prospective residents desire.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Makerspace/Culinary Incubator	\$100,000				\$100,000
Co-working space		\$250,000			\$250,000
TOTAL PROJECT COST	\$100,000	\$250,000			\$350,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds	\$25,000	\$62,500			\$87,500
Local Government Funds	\$25,000	\$62,500			\$87,500
Other Funds (private finance/ investment)					
TOTAL MATCHING FUNDS	\$50,000	\$125,000			\$175,000
READI Funds	\$50,000	\$125,000			\$175,000

REGIONAL INNOVATION CENTER DEVELOPMENT

Lead Organization: MatchBOX COWORKING STUDIO
 Timeline: January 2022 to June 2025

The Regional Innovation Center Development program’s purpose is to assist county leaders in creating successful spaces for innovation. A team with 30+ years of experience will help leaders design the space to support their communities’ entrepreneurial thinkers, implement proven programming, and provide ongoing support. The need for the Regional Innovation Center Growth program has been made apparent by the volume of community leaders who have sought guidance and support from the successful downtown Lafayette coworking space, MatchBOX Coworking Studio, as they explore the benefits of launching initiatives in their own towns. READI funds will enable each county in the Greater Lafayette Region to leverage existing buildings or city-owned facilities to support their entrepreneurial community and grow their local economy.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Personnel	\$295,467	\$295,467	\$295,467	\$187,026	\$1,073,427
Program Materials and Services	\$87,000	\$87,000	\$87,000	\$87,000	\$348,000
Program/Resource Development	\$100,000	\$10,000	\$10,000	\$10,000	\$130,000
Supporting Grants	\$140,000	\$140,000	\$140,000	\$140,000	\$560,000
TOTAL PROJECT COST	\$622,467	\$532,467	\$532,467	\$424,026	\$2,111,427

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds	\$373,479	\$319,481	\$319,481	\$254,416	\$1,266,857
Local Government Funds	\$124,495	\$106,493	\$106,493	\$84,805	\$422,286
Other Funds (private finance/investment)					
TOTAL MATCHING FUNDS	\$497,972	\$425,974	\$425,974	\$339,221	\$1,689,141
READI Funds	\$124,495	\$106,493	\$106,493	\$84,805	\$422,286

QUALITY OF LIFE BUSINESS INCUBATOR

Lead Organization: WABASH ECONOMIC GROWTH ALLIANCE, INC.
 Timeline: January 2022 - September 2022

South Perry Market is a highly visible, outdoor retail village that will serve as a small business incubator, downtown revitalization program, and quality of life solution for Attica and the surrounding four-county region. Its location makes it a strategic place for cultural exchange and river tourism expansion. It’s organizational structure provides start-ups with an affordable market entry, business training, mass marketing, and long-term support. The market will serve as a destination for river recreation and for those visiting the area for cycling, hiking, and touring. It will also serve as a place to experience some of the region’s highest quality foods, artisan products, and local farm goods. Connecting the City and the region to the Wabash River trail experience and recreational opportunities and providing a path for small business growth and innovation are essential to improving quality of life and attracting the next generation workforce.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	Total
Engineering	\$70,000				\$70,000
Construction	\$930,000				\$930,000
Operating	\$75,000	\$75,000			\$150,000
Incubator	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
TOTAL PROJECT COST	\$1,115,000	\$115,000	\$40,000	\$40,000	\$1,310,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	Total
Private/Philanthropic Funds	\$75,000	\$75,000			\$150,000
Local Government Funds	\$500,000				\$500,000
Other Funds (private finance/investment)	\$40,000	\$40,000	\$40,000		\$160,000
TOTAL MATCHING FUNDS	\$615,000	\$115,000	\$40,000		\$810,000
READI Funds	\$500,000				\$500,000

INNOVATION IN THE ANIMALTECH ECOSYSTEM

Lead Organization: WABASH HEARTLAND INNOVATION NETWORK (WHIN)

Timeline: January 2022 - December 2026

This proposed project will drive accelerated adoption, entrepreneurship, innovation, research and education around innovative technologies in AnimalTech that serve the livestock industry in the region. The project will leverage WHIN’s IoT Living Lab, a very successful regional innovation ecosystem that has been developed in the last 3 years. This program will include subsidizing initial costs of commercial and near-commercial technologies to lower the barriers to adoption for local livestock producers, leading to improved productivity and competitiveness for both producers and the processors that are anchor employers in several counties. The program will also attract high-growth tech companies and foster entrepreneurship in the region, thus contributing new good jobs and new investment in the region’s economy.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
WHIN’s Living Lab and Connectivity Infrastructure	\$4,000,000	\$300,000	\$300,000	\$300,000	\$4,900,000
Vet & Pilot Technologies	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Support in Adoption, Collect, Curate and Share Data For Research and Education	\$250,000	\$350,000	\$350,000	\$350,000	\$1,300,000
Product Subsidization	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
TOTAL PROJECT COSTS	\$4,700,000	\$1,100,000	\$1,100,000	\$1,100,000	\$8,000,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/Philanthropic Funds	\$4,425,000	\$616,667	\$616,667	\$616,667	\$6,275,001
Local Government Funds	\$100,000	\$166,667	\$166,667	\$166,667	\$600,001
Other Funds (private finance/investment)					
TOTAL MATCHING FUNDS	\$4,525,000	\$783,334	\$783,334	\$783,334	\$6,875,002
READI Funds	\$325,000	\$466,667	\$466,667	\$466,667	\$1,725,001

TALENT ATTRACTION AND DEVELOPMENT

The Greater Lafayette Region has been growing at rates above the state average.

INVETS PARTNERSHIP TO WELCOME VETERANS

Lead Organization: GREATER LAFAYETTE ECONOMIC ALLIANCE

Timeline: January 2022 - December 2026

As the region attempts to increase its workforce and quality of place, special consideration should be made to military veterans and their ability to provide talent, diversity, and a strong sense of community in the Greater Lafayette Region. Nearly 50% of military retirees are not returning to their hometown and instead relocating to areas that fulfill career and personal interests. This presents an opportunity for Greater Lafayette, where the military veteran population is 15% below the national average for a regional population of its size. A regional partnership with INVets will improve the online platform, strengthen employer engagement, and pilot a new service to attract military veterans to live and work in the Greater Lafayette Region, with the goal of welcoming 200 new residents within the first 3 years and achieving the national average within 10 years.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Website Update Community Portal	\$50,000				\$50,000
County/Community	\$40,000				\$40,000
Base Recruitment and Marketing Material	\$55,000				\$55,000
Regional Business Liaison	\$77,000	\$73,000	\$73,000		\$223,000
TOTAL PROJECT COST	\$222,000	\$73,000	\$73,000		\$368,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/Philanthropic Funds	\$22,000	\$25,000	\$37,000		\$84,000
Local Government Funds	\$100,000	\$42,000	\$42,000		\$184,000
Other Funds (private finance/investment)					
TOTAL MATCHING FUNDS	\$122,000	\$67,000	\$79,000		\$268,000
READI Funds	\$100,000				\$100,000

SMART RELOCATIONS: REGIONAL TALENT ATTRACTION PROJECT

Timeline: January 2022 - December 2026

The Greater Lafayette Region recognizes that talent attraction is critical to the region’s economy. Existing pressures, where job openings exceed the available workforce, will only be further felt as the gray tsunami washes over the region. The most critical barrier to growth facing the Greater Lafayette Region is a lack of talent for our manufacturing sector. This project allows for the expansion of pilot projects already underway (w/TMap), using A.I. and other high-tech tools and incentives to attract middle-skill, entry-level, and remote workers to the region. Success will be measured by the number of new workers who relocate to the Greater Lafayette Region from outside the region. The goal is to attract at least 150 new workers annually, for each of the next five years (750 total), enabling local manufacturers, and other corporate stakeholders, to fill their existing openings, while also attracting remote workers and their dual income households.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Mid-Skill Workers	\$972,500	\$912,000	\$912,000	\$912,000	\$3,708,500
Entry-Level Workers	\$177,500	\$177,500	\$177,500	\$177,500	\$710,000
Remote Workers	\$375,000	\$375,000	\$375,000	\$375,000	\$1,500,000
Management	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
TOTAL PROJECT COST	\$1,625,000	\$1,564,500	\$1,564,500	\$1,564,500	\$6,318,500

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$30,000,000
Local Government Funds	\$789,813	\$789,813	\$789,813	\$789,813	\$3,159,252
Other Funds (private finance/ investment)					
TOTAL MATCHING FUNDS	\$8,289,813	\$8,289,813	\$8,289,813	\$8,289,813	\$33,159,252
READI Funds	\$789,813	\$789,813	\$789,813	\$789,813	\$3,159,252

REGIONAL DESTINATION GUIDE FOR PROSPECTIVE NEIGHBORS

Lead Organization: GREATER LAFAYETTE ECONOMIC ALLIANCE

Timeline: January 2022 - December 2023

This project would showcase the region’s strong quality-of-life attributes and be a regional approach toward the Indiana Destination Development Corporation’s (IDDC) effort in “promoting, branding, and telling Indiana’s authentic story to both attract and retain businesses, talent, students, and visitors in our great state.” Each county would submit and integrate these marketing materials onto their own platforms while benefiting from the messaging power of a consistent and centralized campaign. It would feature regional attractions and provide an easy way for prospective residents to learn about the high quality of living, diversity, and vibrancy of the region. The campaign would allow newcomers to imagine their future within the community.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Marketing Collateral Collected and Created	\$62,500	\$62,500	\$62,500	\$62,500	\$250,000
TOTAL PROJECT COSTS	\$62,500	\$62,500	\$62,500	\$62,500	\$250,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds					
Local Government Funds	\$31,250	\$31,250	\$31,250	\$31,250	\$125,000
Other Funds (private finance/investment)					
TOTAL MATCHING FUNDS	\$31,250	\$31,250	\$31,250	\$31,250	\$125,000
READI Funds	\$31,250	\$31,250	\$31,250	\$31,250	\$125,000

UPSKILLING IN INDUSTRY 4.0

Lead Organization: IVY TECH
 Timeline: January 2022 - June 30, 2023

This project would work to develop a new degree called Smart Manufacturing and Digital Integration (SMDI) which would align with and address the growing need in manufacturing for Industry 4.0 skills. Expanding this skillset is needed to support the integration of advanced technologies to form manufacturing systems that exist in a global, digital supply chain. Indiana has partnered with Ivy Tech Community College to develop the content of a stackable credential model, specifically built based on employer-identified competencies needed for the 4.0 skills they will require for current and future employees. In addition to this new degree, Ivy Tech is also developing high school programming, apprenticeships, career coaching, faculty training, and employer engagement opportunities. Through this initiative, Greater Lafayette manufacturers will get the skilled technical workforce of the future to improve productivity and implement advanced technologies. It also puts the Greater Lafayette Region in a better position to attract manufacturers by building a workforce pool of talent with the skills to address the future technology needed by employers looking to locate in our community.

BUDGET

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2024-2024	FY:2024-2025	TOTAL
Equipment	\$1,198,172				\$1,198,172
Faculty	\$140,457	\$140,457	\$140,457	\$140,457	\$561,828
Professional Development	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
S and E	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
TOTAL PROJECT COST	\$1,398,629	\$200,457	\$200,457	\$200,457	\$2,000,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2024-2024	FY:2024-2025	TOTAL
Private/Philanthropic Funds	\$203,079				\$203,079
Local Government Funds					
Other Funds (private finance/ investment)	\$250,000	\$150,000	\$150,000	\$150,000	\$700,000
TOTAL MATCHING FUNDS	\$453,079	\$150,000	\$150,000	\$150,000	\$903,079
READI Funds	\$400,000	\$200,000	\$200,000	\$200,000	\$1,000,000

SUPPORTING OUR FAMILIES

Lead Organization: THE CHILDCARE RESOURCE NETWORK
 Timeline: January 2022-December 2026

The Child Care Resource Network is seeking funding to increase child care capacity across the region by 430, or 10% of the current capacity of quality child care. We will utilize funds to strengthen and expand the child care infrastructure for children ages 0-5, implement a shared services model for child care programs, and employ a full-time staff for four years to improve community and employer will and awareness around child care and early learning. As national and local media explore the issues related to people leaving the workforce they are finding a substantial number (over 1 million) have left due to the lack of access to childcare. The Greater Lafayette region is already facing a labor shortage and this proposal seeks to address this critical barrier.

BUDGET

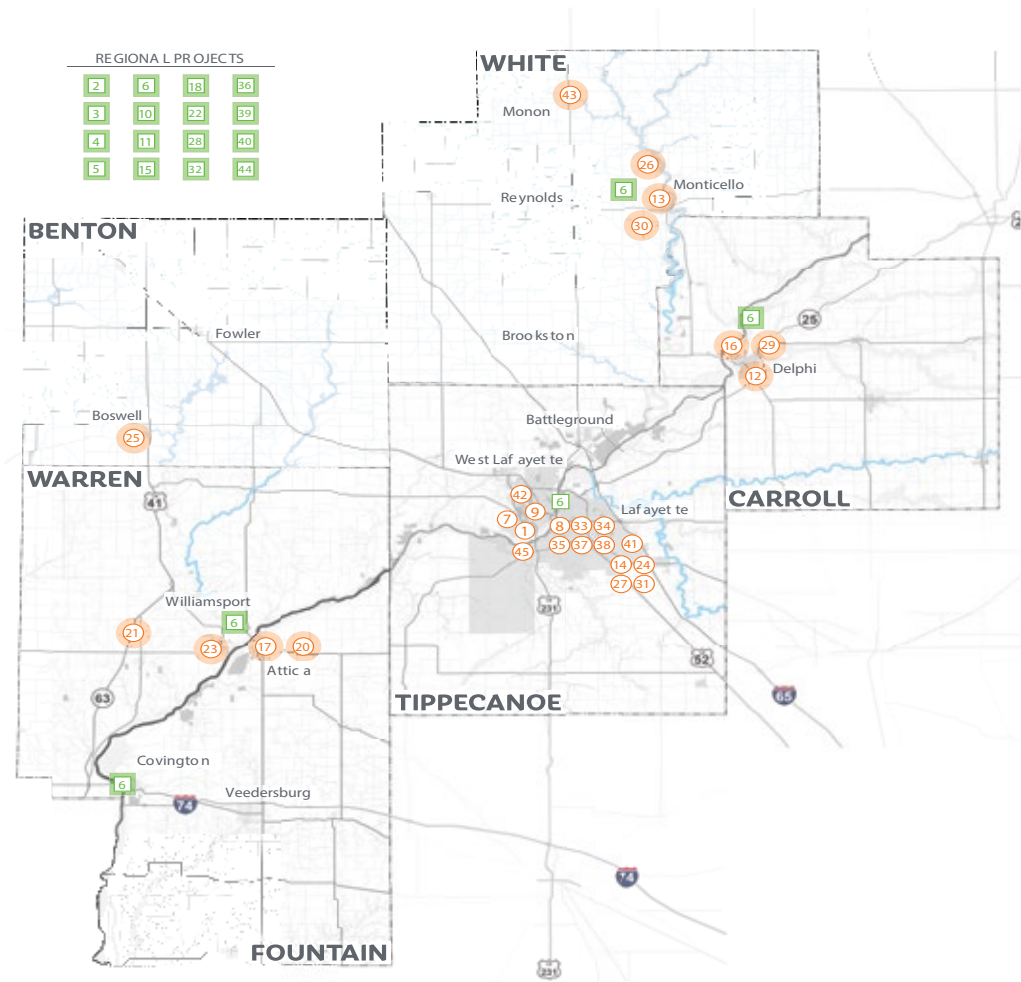
DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Regional Capacity/ Quality Buidling	\$875,500	\$875,000	\$875,000	\$875,000	\$3,500,000
Regional Childhood Solutions Liason	\$85,000	\$85,000	\$85,000	\$85,000	\$340,000
TOTAL PROJECT COSTS	\$960,000	\$960,000	\$960,000	\$960,000	\$3,840,000

PROJECT MATCH SOURCES

DESCRIPTION	FY:2021-2022	FY:2022-2023	FY:2023-2024	FY:2024-2025	TOTAL
Private/ Philanthropic Funds	\$576,000	\$576,000	\$576,000	\$576,000	\$2,304,000
Local Government Funds	\$192,000	\$192,000	\$192,000	\$192,000	\$768,000
Other Funds (private finance/investment)					
TOTAL MATCHING FUNDS	\$768,000	\$768,000	\$768,000	\$768,000	\$3,072,000
READI Funds	\$192,000	\$192,000	\$192,000	\$192,000	\$768,000

APPENDIX

Greater Lafayette Region READI Project Map



GREATER LAFAYETTE READI PROJECTS

RANK	PROJECT TITLE	READI ASK	LOCAL MATCH	TOTAL PROJECT	AREA	FOCUS AREA
1	Runway for Growth: LAF Airport Expansion	\$7,000,000	\$385,000	\$25,385,000	Area	Infrastructure-Land Use- Housing Development
2	Supporting Our Families	\$768,000	\$768,000	\$3,840,000	Greater Lafayette Region-wide	Talent Attraction-Workforce Development
3	INvets Partnership to Welcome Veterans	\$100,000	\$184,000	\$368,000	Greater Lafayette Region-wide	Talent Attraction-Workforce Development
4	A Place To Call Home: Greater Lafayette Regional Residential Development Plan	\$13,775,000	\$6,000,000	\$19,775,000	Carroll County	Infrastructure-Land Use- Housing Development
5	Smart Relocations: Regional Talent Attraction Project	\$3,159,252	\$3,159,252	\$36,318,504	Greater Lafayette Region-wide	Talent Attraction-Workforce Development

6	Wabash River Greenways Plan	\$7,004,179	\$7,004,179	\$14,279,179	Greater Lafayette Region-wide	Quality of Place
7	Big Drum	\$5,000,000	\$15,345,000	\$166,665,000	Tippecanoe County	Quality of Opportunity-Economic Development
8	Celebrating the Wabash	\$1,000,000	\$4,000,000	\$60,000,000	Tippecanoe County	Infrastructure-Land Use-Housing Development
9	Semiconductor Infrastructure & Facilities	\$30,000,000	\$30,000,000	\$1,500,000,000	Tippecanoe County	Quality of Opportunity-Economic Development
10	Innovative Rural Connectivity for e-learning and Precision Agriculture	\$1,600,000	\$1,000,000	\$15,700,000	Greater Lafayette Region-wide	Infrastructure-Land Use-Housing Development
11	Regional Destination Guide for Prospective Neighbors	\$125,000	\$125,000	\$250,000	Greater Lafayette Region-wide	Talent Attraction-Workforce Development
12	Burnbrae Farm Residential Development with Mixed-Use Commercial Retail	\$1,500,000	\$6,000,000	\$122,000,000	Carroll County	Infrastructure-Land Use- Housing Development
13	A Co-Working & Make-Space to Build a Stronger Future	\$175,000	\$175,000	\$350,000	White County	Innovation and Entrepreneurship
14	Upskilling in Industry 4.0	\$1,000,000	\$-	\$2,000,000	Tippecanoe County	Talent Attraction-Workforce Development
15	Regional Innovation Center Development	\$422,284	\$422,286	\$2,111,427	Greater Lafayette Region-wide	Innovation and Entrepreneurship
16	Rural Opportunity Zone Housing Initiative	\$4,000,000	\$1,000,000	\$14,000,000	Carroll County	Infrastructure-Land Use-Housing Development
17	Quality of Life Business Incubator	\$500,000	\$500,000	\$1,310,000	Fountain County	Innovation and Entrepreneurship
18	Innovation in the AnimalTech Ecosystem	\$1,725,000	\$600,000	\$8,000,000	Greater Lafayette Region-wide	Innovation and Entrepreneurship
20	Greystone	\$1,500,000	\$1,500,000	\$4,500,000	Fountain County	Quality of Place
21	High School GAP Program	\$117,000	\$117,000	\$234,000	Warren County	Talent Attraction-Workforce Development
22	Regional Acceleration Program	\$395,560	\$-	\$1,977,816	Greater Lafayette Region-wide	Innovation and Entrepreneurship
23	Warren County Co-Working Space	\$50,000	\$50,000	\$100,000	Warren County	Innovation and Entrepreneurship
24	CDL Expansion	\$1,100,000	\$-	\$2,194,000	Tippecanoe County	Talent Attraction-Workforce Development
25	Benton County Education and Innovation Center	\$195,000	\$-	\$430,000	Benton County	Talent Attraction-Workforce Development

26	Indiana Beach Amusement & Water Park Resort	\$6,575,000	\$3,000,000	\$13,150,000	White County	Quality of Place
27	Cybersecurity Program Development	\$620,000	\$-	\$600,000	Tippecanoe County	Talent Attraction-Workforce Development
28	Advancing Tech in Indiana-ATI-Greater Lafayette Region	\$400,000	\$-	\$2,000,000	Greater Lafayette Region-wide	Talent Attraction-Workforce Development
29	City of Delphi Broadband Project.pdf	\$1,600,000	\$600,000	\$6,200,000	Carroll County	Infrastructure-Land Use- Housing Development
30	Rural Accessible Recovery Enhancement	\$2,428,000	\$-	\$5,230,000	White County	Quality of Life
31	Information Technology Support Program Development	\$545,000	\$-	\$615,000	Tippecanoe County	Talent Attraction-Workforce Development
32	Greater Lafayette Maker Network	\$1,416,000	\$-	\$1,820,000	Greater Lafayette Region-wide	Innovation and Entrepreneurship
33	Phase II Coworking Space Development	\$705,956	\$706,956	\$3,529,788	Tippecanoe County	Innovation and Entrepreneurship
34	Mixed-Use Development-Commercial Kitchen Food Hall Makerspace	\$1,287,956	\$843,239	\$6,439,788	Tippecanoe County	Innovation and Entrepreneurship
35	Spark-BIPOC Entrepreneurship Program	\$216,560	\$-	\$1,022,816	Tippecanoe County	Innovation and Entrepreneurship
36	Elevate Ventures-Entrepreneur-In-Residence	\$148,548	\$-	\$742,748	Greater Lafayette Region-wide	Innovation and Entrepreneurship
37	Lafayette Theater	\$5,000,000	\$5,000,000	\$15,000,000	Tippecanoe County	Quality of Place
38	Workforce Development-MBXTech	\$127,256	\$-	\$561,288	Tippecanoe County	Innovation and Entrepreneurship
39	Partnership-based Microgrant Program	\$228,752	\$-	\$1,143,764	Greater Lafayette Region-wide	Innovation and Entrepreneurship
40	Talent Pipeline Development Targeting the Local Justice System	\$1,927,021	\$-	\$1,927,022	Greater Lafayette Region-wide	Talent Attraction-Workforce Development
41	Building a Healthier Workforce-Pathways to Healthcare Jobs	\$7,500,000	\$-	\$7,500,000	Tippecanoe County	Talent Attraction-Workforce Development
42	Developing a Data Driven Manufacturing Ecosystem	\$1,140,000	\$-	\$1,140,000	Tippecanoe County	Innovation and Entrepreneurship
43	Town of Monon Wastewater Treatment Plant	\$11,440,000	\$-	\$11,440,000	White County	Infrastructure-Land Use- Housing Development

TOTAL

READI Ask **\$131,517,324**

Local Match
committed to date **\$94,484,912**

Total Project Amount \$2,209,850,140



Greater Lafayette Commerce
Economic & Community Development Foundation

337 Columbia Street, Lafayette, Indiana 47901
765.742.4044

REGIONAL PARTNERS

Benton County • Carroll County • Fountain County • Tippecanoe County • Warren County • White County • Purdue University • Ivy Tech Community College • Purdue Research Foundation
City of Attica • City of Covington • City of Delphi • City of Lafayette • City of Monticello • City of West Lafayette • Benton County Economic Development • Carroll County Economic Development
Corporation • Fountain County Economic Development • Greater Lafayette Commerce • Warren County Advantage • White County Economic Development Corporation