

SOUTH CENTRAL INDIANA TALENT REGION

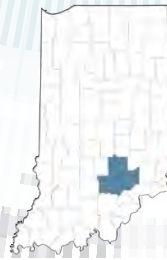
POWERFUL.

PROSPEROUS.

RESILIENT.

Regional Development Plan

September 30, 2021



**SOUTH CENTRAL INDIANA
TALENT REGION**

Powerful technologies. Prosperous communities. Resilient futures.

ACKNOWLEDGMENTS

THE PROJECT TEAM WOULD LIKE TO THANK THE SUPPORT OF THE REGION AND ALL THE PARTICIPANTS THAT HELPED MAKE THIS PLAN POSSIBLE.

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Community Education Coalition
Serving the EcO 21st Century Talent
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SUPPORTING AGENCIES & ORGANIZATIONS:

- ◆ Bartholomew County
- ◆ City of Columbus
- ◆ City of North Vernon
- ◆ City of Seymour
- ◆ Columbus Area Chamber of Commerce
- ◆ Community Education Coalition
- ◆ Greater Columbus Economic Development Corporation
- ◆ Heritage Fund - The Community Foundation of Bartholomew County
- ◆ Jackson County
- ◆ Jackson County Chamber of Commerce
- ◆ Jackson County Industrial Development Corporation

- ◆ Jackson County Visitor and Tourism Bureau
- ◆ Jennings County
- ◆ Jennings County Community Foundation
- ◆ Jennings County Economic Development Commission
- ◆ Jennings County School Corporation
- ◆ Southern Indiana Housing Community Development Corporation
- ◆ The Community Foundation of Jackson County
- ◆ Town of Edinburgh
- ◆ Town of Vernon

RESPONSIBLE ORGANIZATION:

Eric Frey, Executive Director
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PLAN WAS PREPARED BY:



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CHAPTER 1: EXECUTIVE SUMMARY

VISION

UNDERSTAND OUR VISION FOR POWERFUL TECHNOLOGIES, PROSPEROUS COMMUNITIES, AND A RESILIENT FUTURE.

LEGACY

LEARN ABOUT OUR RICH PARTNERSHIP THAT BOASTS THE BEST AND THE BRIGHTEST.

ACTION

DISCOVER HOW WE ADDRESS NEEDS THROUGH OUR REGIONAL INVESTMENT STRATEGY.



POWERFUL. PROSPEROUS. RESILIENT.

The vision of the South Central Indiana Talent Region is tied to three interdependent guiding principles: powerful technologies, prosperous communities, and a resilient future. Straightforward and ambitious, the guiding principles are intended to inspire and cultivate collaboration among the companies and communities in the region who support each other in conducting work to execute this vision. This vision aligns with the legacy of Cummins Inc., a global power leader headquartered in the region who has had a profound effect on south central Indiana through innovation, education, and quality of place investment for over 100 years.



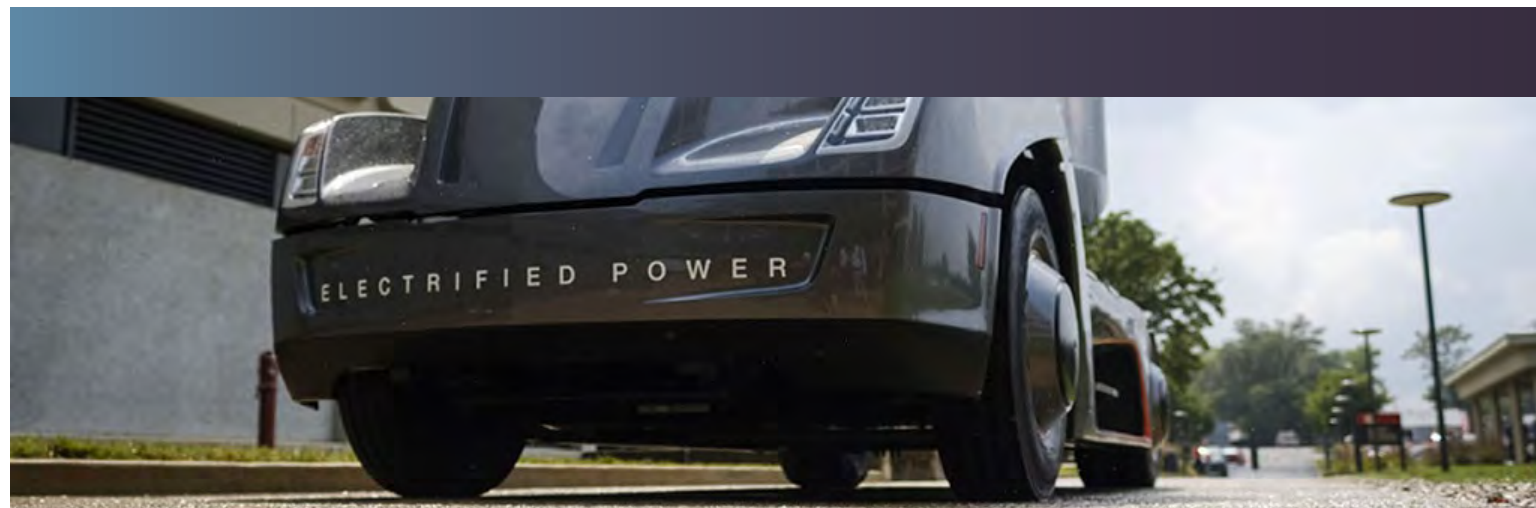
POWERFUL TECHNOLOGIES

A new era of economic innovation is on the horizon for the South Central Indiana Talent Region. Advances in new and emerging technologies related to mobility, autonomous automobiles, hybrid power, hydrogen propulsion, energy solutions, vehicle electrification, and national defense will change the way people live around the world. The region is positioning itself to play a leading role in these emerging technologies by adapting the existing industrial footprint to align with this transformative future. Already underway, this transition is being built upon the region's long-standing history as a hub where entrepreneurs and innovators can connect, collaborate, and create. With this legacy of innovation cultivation, the region is ready to capitalize on the opportunities that a true technology development ecosystem can provide to transform the region and impact the State of Indiana.



PROSPEROUS COMMUNITIES

To support the significant changes in advanced technologies, the South Central Indiana Talent Region recognizes that strategies must be in place to attract, develop, and retain talent. These strategies must produce a region in which employment is growing, unemployment is low, careers are well-paying and equitably distributed, and people are well-educated and trained. The South Central Indiana Talent Region is well-positioned for success, with a home-grown education and talent system that has been recognized on a state and national level. To build on this success, the South Central Indiana Talent Region will broaden access to higher education, equip our residents with tomorrow's skills, address persistent housing challenges, and add amenities to attract residents.



RESILIENT FUTURE

To prepare for a more prosperous future, the South Central Indiana Talent Region will cultivate an environment of resiliency. Regional resiliency is becoming increasingly important as regional economic prosperity is directly linked to an area's ability to prevent, withstand, and quickly recover from disruptions to its economic base. To cultivate resiliency, the South Central Indiana Talent Region will invest in quality of place, innovation, and education, and continue to be nimble, mindfully adapt, and carefully evolve to changing environments.

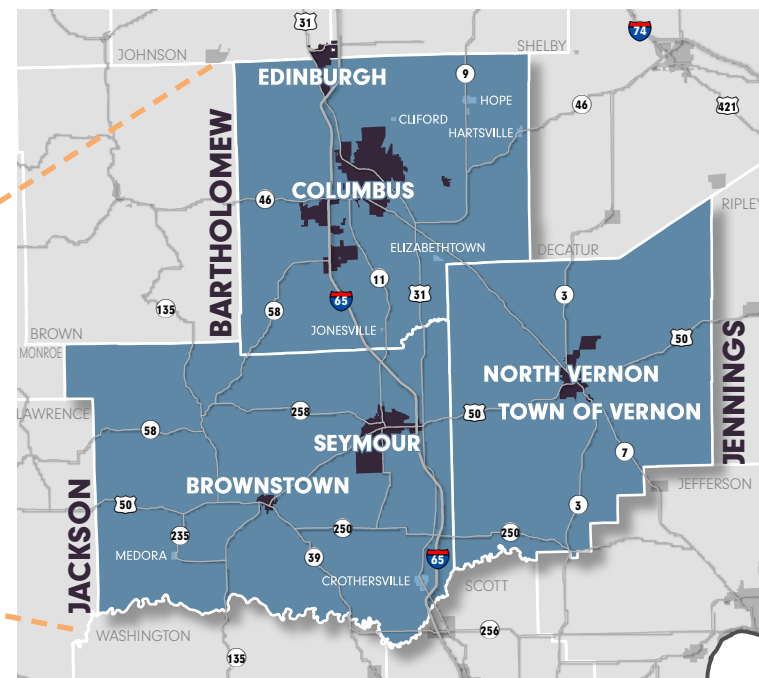
The South Central Indiana Talent Region's vision for powerful technologies, prosperous communities, and a resilient future will help set the stage for a more vibrant future in south central Indiana.

A LEGACY OF PARTNERING

With true Hoosier grit and determination, the South Central Indiana Talent Region has worked hard together over the decades to develop a team that boasts the best and brightest of Bartholomew, Jackson, and Jennings Counties. The region is one of talent, being recognized nationally and statewide. The collaborating entities have worked together over twenty years to improve educational and employment opportunities across the three-county footprint, and their collective success in cultivating talent has been recognized both nationally and statewide. Through this resilient partnership, partners of the South Central Indiana Talent Region have learned that opening doors for one another provides a host of mutual benefits: national recognition, major employer retention, and increased community success.

OUR REGION RALLIES AROUND EDUCATION

The Community Education Coalition in Columbus has had a substantial impact on the South Central Indiana Talent Region, as well as its counterparts in Jackson and Jennings Counties. The Community Education Coalition focuses on aligning and integrating the region's learning system with economic growth and improved quality of life. The most successful regional initiative of the Community Education Coalition is the Economic Opportunities through Education (EcO) Network. Born from \$43 million in investments by Lilly Endowment Inc., the network connects residents within the region to better economic opportunities through education. This network has been wildly successful, earning state and national recognition and increasing post-secondary education levels across the region through deep engagement of education, business and community leaders working together. In total, philanthropic and state investment into the EcO Network totals more than \$75 million.



The South Central Indiana Talent Region includes Bartholomew, Jackson, and Jennings Counties.



“

With this proven capacity, the South Central Indiana Talent Region is prepared to partner with the State of Indiana to take on the collective challenges facing the region and the state.

”

OUR REGION CULTIVATES TALENT

The communities of the region were a core component of the area’s designation as a 21st Century Talent Region by Governor Eric Holcomb in 2019. This recognition signified that our talent network collaborates using a comprehensive, systems approach to develop and implement plans to increase the region’s population, educational attainment, and household incomes. Strategic priorities and projects are helping communities in the region create a better quality of place, develop and skill up its workforce, and connect talented Hoosiers with businesses seeking to fill high-demand, high-wage jobs. Additionally, the region was named a National Talent Hub by Lumina Foundation in 2018. The Talent Hub designation demonstrates the capacity and capability of cross-sector partnerships to significantly increase the number of residents with high-quality, postsecondary credentials.

OUR REGION SHARES ECONOMIC PROSPERITY

The South Central Indiana Talent Region serves as the northern anchor of the larger South Central Indiana Economic Development group. Through this alliance, the local economic development organizations of Bartholomew, Jackson, and Jennings County have worked together for nearly 20 years promoting the region through foreign direct investment trade missions, site selector outreach, and shared business prospecting. The high level of trust built through two decades of working together brought the three counties together in 2020 to conduct its inaugural tri-county Wage and Benefit Survey of area employers, supporting the needs of existing employers.

OUR REGION BOLSTERS DEFENSE

Home to both Camp Atterbury near Edinburgh (Bartholomew and Johnson Counties) and the Muscatatuck Urban Training Center (Jennings County), this region is home to the military’s most unique training and testing facilities in the country. To capitalize on these assets, the region formed the Southern Indiana Defense Industry Network. This network actively supports private sector investment at these facilities in defense and national security interests.



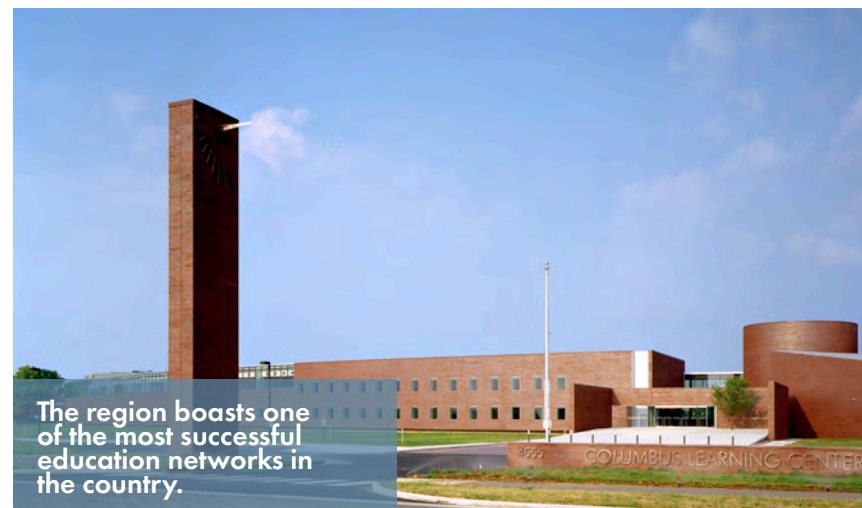
The region houses leaders in innovation and emerging technologies, like Faurecia Clean Mobility.

Image Source: Green Signs Company Website



The military’s most unique training and testing facilities in the country are found here.

Image Source: MUTC Facebook Page



The region boasts one of the most successful education networks in the country.

Image Source: Columbus Airpark Campus

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This decades-long partnership has a natural aptitude to excel in areas that help move the talent development and retention needle forward.

”

OUR REGION IS CREATIVE ABOUT HEALTHCARE

To improve access to quality care and reduce the trend of rising health care costs, members of the South Central Indiana Talent Region helped to establish SIHO Insurance Services, a regional provider-owned health insurance company. Most recently, the region has worked together on a joint COVID-19 response, and hospitals and healthcare systems within all three counties work regularly with Indiana University Purdue University Columbus and Ivy Tech on development of current and future healthcare employees. Some of these opportunities are augmented through the EcO Healthcare Network, which helps align healthcare education and career opportunities in the region.

OUR REGION IS A POWERHOUSE FOR INDUSTRY & WORKFORCE

Over 37% of our region’s employment is in manufacturing, four times the U.S. average and double Indiana’s average. The South Central Indiana Talent Region has built a strong relationship over time with Cummins Inc., an American multinational corporation headquartered in Columbus. As a leader in the development of technologies that propel the future, Cummins employs approximately 8,000 people in the three-county footprint of the South Central Indiana Talent Region and has been an integral partner in providing jobs and quality of life opportunities within the region. Our region is also diverse. Foreign direct investment trade missions led by South Central Indiana Talent Region local economic development organizations have led the region to be home to 52 foreign-owned enterprises who employ more than 14,000 people in the region, with three dozen of those firms from Japan, such as Aisin Drivetrain Inc., who collectively employ more than 9,000 people.

OUR REGION MOVES THE NEEDLE FORWARD

This decades-long partnership has a natural aptitude to excel in areas that help move the talent development and retention needle forward. The South Central Indiana Talent Region has not only demonstrated they can work together, but that they have the capacity to dream big, leverage capital, and implement projects and programs to better the region. With this proven capacity, the South Central Indiana Talent Region is prepared to partner with the State of Indiana to take on the collective challenges facing the region and the state, including workforce attraction, workforce education, housing development, quality of place investments, and broadband investment.

NEEDS

The South Central Indiana Talent Region has long been a leader in innovation and advanced manufacturing related to vehicular mobility. The recent change in U.S. policies that focus on cutting carbon emissions and promoting the use of electric and hydrogen powered vehicles is having an impact on the manufacturing world. This includes companies in the region like Cummins, who are pursuing strategies that include hydrogen and electric propulsion. With this transition, the South Central Indiana Talent Region will need to ensure regional employers have the infrastructure needed to foster these new technologies here.

THE TRANSITION TO ALTERNATIVE ENERGY VEHICLES

On August 5, 2021, President Biden signed an executive order setting a national goal that by 2030 half of all cars and trucks to be sold in the U.S. should be zero-emission vehicles.¹ These vehicles will include pure electric vehicles (which require no engines or exhaust systems), hybrids, and hydrogen fuel cell vehicles. All major automakers have announced plans to shift from internal combustion engines to electric or other power solutions. As examples, Toyota has announced plans to launch 60 new hybrid, electric, or fuel-cell vehicles by 2025; Subaru has plans for 40 percent of

its worldwide sales to come from electric vehicles by 2030; and General Motors has pledged to stop selling gasoline and diesel powered light duty vehicles all together by 2035.² In our region today, 19,000 people (or 1 in 5 jobs) are currently employed in occupations that design, test, and build engines and components for internal combustion engine (ICE) vehicles. The shift away from ICEs to electric vehicles and other alternative technologies is both a major concern and opportunity.

THE REGION'S INDUSTRIES ARE TRANSFORMING

As a sign of the times, Columbus-based Cummins Inc. announced in 2020 the formation of a new Electrified Power division to be headquartered in Columbus. Another regional example is Faurecia, who designs, tests, and builds automotive exhaust systems. This global firm rebranded itself in 2017 as "Faurecia Clean Mobility" to align with the industry megatrend away from internal combustion engines and towards other technologies. Aisin Drivetrain has recently announced its focus on hybrid electric rear-axle assembly and electric water pumps. As noted, pure electric vehicles no longer require engines, exhaust systems, or many other components that are currently designed and built in south central Indiana.

“

With one in five jobs at stake, the South Central Indiana Talent Region will need to ensure regional employers have facilities, people, and technologies necessary to adapt to the coming disruption.

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¹ Biden Signs Order Aiming for Half of New Vehicles to be Electric by 2030, NBC News, 8/5/2021

² Here Are All the Promises Automakers Have Made about Electric Cars, Car & Driver, 6/26/2021

THE TALENT PIPELINE MUST ADJUST

The shift to electric as well as autonomous vehicles means the region needs more electrical and software engineers on top of the talented mechanical and industrial engineers who already call this region their home. Talent in advanced manufacturing needs cultivating, specifically the skills to adapt to changing production environments. As such, the South Central Indiana Talent Region needs to ensure the education system is recalibrated to rapidly support modern automotive engineering, electrical engineering, control systems, and cybersecurity.

POPULATION GROWTH IS NEEDED

While the major disruption in mobility is at play the next two decades, other traditional industries in the region will also need to be served with a ready and skilled workforce. To respond to current and future employer needs, the South Central Indiana Talent Region desperately needs to grow its population. The elements that once attracted new residents and employers have shifted with the arrival of COVID-19. With many Americans no longer being tethered to an office, more employees are choosing where to live based on quality of life amenities, rather than proximity to an employer. To remain a viable region that attracts talent, investments need to be made into housing, broadband infrastructure, and quality of place amenities.

NEW HOUSING IS NEEDED

Across the region, new homes are not being built at the rate they were prior to 2000. Existing single-family homes and multi-family units are of mixed quality, and only 17 percent of the existing housing stock has been constructed in the past twenty years - approximately 10 percent lower than decades prior. The lack of supply will have a negative impact on population growth and talent attraction within the region if not addressed.

The South Central Indiana Talent Region is aware that future success hinges on the implementation of strategic actions today and embraces the opportunity to participate in READI on bold, coordinated, public-private initiatives that address community need and will have a significant impact on the region, individual communities, and the State of Indiana.



The change in U.S. policies that promotes electric and hydrogen powered vehicles is impacting the region.

Image Source: Cummins Inc.



Education around advanced manufacturing skills in the region needs to be recalibrated.

Image Source: Faurecia Clean Mobility

INDUSTRY PARTNERSHIPS

Industry partnerships play a key role in the South Central Indiana Talent Region’s plan for success. The following companies have offered letters of support. Full versions are available in the appendix.

“Decatur Mold would like to extend support for the READI initiatives proposed by the South Central Indiana Talent Region, which will positively impact the growth capacity for our workforce, education, talent, and economy..”
– Rhonda Hoerle, Decatur Mold Tool & Engineering

“We offer our full support of the proposed projects...and believe this region can and will be a model of innovation, talent attraction, and economic prosperity in the state.”
– Steve Pride, NVIC

“Through the years, our business has benefited from the work-ready and skilled graduates of Jennings County and the other regional schools.”
– Sunshine Galliher, Martinrea Industries

“We have been very pleased to add our voice to the preparation and planning of key elements of the South-Central Indiana Talent Region READI proposal. Specifically, we are prepared to invest certain amounts of capital and in-kind support to the Propeller Innovation Center & Venture Studio and, within three years, a potential investment in the construction of a new engineering center at the site of the proposed Mobility Test Park & Proving Ground. – David Glass, LHP Engineering Solutions

“With so many high-skilled occupations employed by our operations, education and skills training is also critically important to us. For this reason, we’re very pleased to support the South Central Indiana Talent Region’s plans for leveraging READI funds to expand career and technical programming... – Michael DeWitt, Faurecia Clean Mobility

“We also recruit top talent from around the country and globally. As we do, local and regional quality of place and housing availability becomes a key factor in helping us attract talented persons to a career with our operations in South Central Indiana. The Region’s READI proposal strongly supports this focus. - Tony Miller, Toyota Material Handling



September 28, 2021

To Whom It May Concern:

Cummins Inc. has been an integral part of Southern Indiana’s economies for over 100 years. We view the health of our company as inseparable from that of the communities in which we work and live. Accordingly, we always have supported these communities’ development efforts through time, talent, and investment. This has been true throughout our history, and it is true today.

We are highly supportive of the South Central Indiana Talent Region of Bartholomew, Jackson, and Jennings Counties and their joint application for funding through Indiana’s Regional Economic Acceleration and Development Initiative (READI).

We fully expect to support many of the projects listed in the application where our interests overlap with the vision of the three interdependent principles of Powerful Technologies, Prosperous Communities, and a Resilient Future and the categories outlined in the proposal: Innovation and Entrepreneurship, Quality of Life, Housing and Talent Attraction, Workforce Development and Education.

The South Central Indiana Talent Region’s vision and each of the categories outlined in the proposal are foundational for the future health of the communities of which Cummins is a part. While Cummins’ future investment plans in the region have not yet been determined and many factors can affect investment decisions, Cummins may invest up to \$50M in Southern Indiana over the next five years, with a material amount potentially invested in the categories listed in the READI application. In any event, we are highly supportive of the South Central Indiana Talent Region consisting of Bartholomew, Jackson, and Jennings Counties’ joint application for funding through READI.

Cummins and the South Central Indiana Talent Region communities and the strong stakeholder relationships of the region more broadly can shape the future together, focusing on the core principles of Powerful Technologies, Prosperous Communities, and a Resilient Future.

Sincerely,

James G. Schacht

James G. Schacht

Executive Director
Community Relations, North America
Cummins Inc.
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CURRENT STATE OF THE REGION - TRENDS

NEW CENSUS DATA SHOWS REGIONAL GROWTH

COLUMBUS
14.6%
GROWTH

SEYMOUR
23.0%
GROWTH



- ◆ Growth in the region is being fueled by population gains in Bartholomew and Jackson Counties.
- ◆ Jackson County is the fastest growing rural county in the state and the 7th fastest overall over the last 10 years.
- ◆ The City of Seymour in Jackson County grew by 23 percent since 2010.
- ◆ The City of Columbus grew 14.6 percent since 2010 and welcomed more than 4,000 new international residents.
- ◆ Population in other parts of the region, however, has stalled or declined.

NEW HOME CONSTRUCTION HAS STALLED

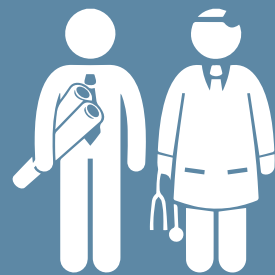
- ◆ Only 17 percent of the existing housing stock has been constructed in the past 20 years, compared to 28 percent from 1980 to 1999, and 27 percent from 1960 to 1979.
- ◆ Existing single-family and multi-family units are of mixed quality.
- ◆ Lack of supply will have a negative impact on population growth and talent attraction if not addressed.

THE IMPACTS OF COVID ON THE REGION

- ◆ Broadband is playing an even more integral role in education, employment, and healthcare since the start of the pandemic.
- ◆ More employees are choosing where to live based on quality of life amenities, rather than proximity to an employer.
- ◆ To remain a viable region that attracts talent, investments must be made into broadband and quality of life amenities.

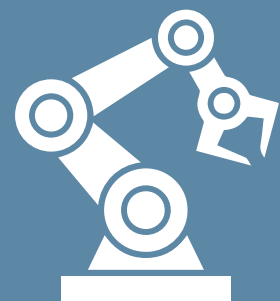
OUR WORKFORCE IS GROWING FASTER

- ◆ The region's workforce grew by 11.6 percent since 2010.
- ◆ The largest gains in labor force were in Bartholomew (14 percent) and Jackson (12.6 percent) Counties.



11.6%
GROWTH IN THE
REGION'S
WORKFORCE

MANUFACTURING IS TRANSITIONING



- ◆ U.S. policies have been introduced that cut carbon emissions and promote the use of electric vehicles.
- ◆ Our manufacturers and engineering firms are preparing for the shift to EV and autonomous technologies.
- ◆ The local education system will need to shift.

EDUCATIONAL ATTAINMENT IS STEADILY INCREASING

91%
WITH A HIGH
SCHOOL DIPLOMA
OR MORE



33%
WITH A BACHELOR'S
DEGREE OR MORE

- ◆ Percent of adults with high school diplomas is slightly higher than the State at 89 percent.
- ◆ Bartholomew County is leading the way in the region, with 91 percent of the population with a high school diploma or more, and 33 percent with a bachelor's degree or more.

OUR REGIONAL INVESTMENT STRATEGY

To support the State of Indiana in its efforts to accelerate the state's economic growth and advance the powerful, prosperous, and resilient vision of the South Central Indiana Talent Region, a series of key strategies were identified. These strategies promote initiatives and projects that are critical to retain talent and to attract workforce in the South Central Indiana Talent Region.



The South Central Indiana Talent Region is poised to accelerate population growth and talent attraction.

Image Source: WDRB Media

STRATEGIES



1

INNOVATION & ENTREPRENEURSHIP

Position the region's economy for a resilient future by advancing innovation and entrepreneurship around the region's existing powerful technologies and future opportunities.



2

EDUCATION & WORKFORCE DEVELOPMENT

Build a resilient workforce and enhance regional prosperity by expanding both local and regional access to degree and certificate programs directly linked to well-paying jobs in the region



3

HOUSING & TALENT ATTRACTION

Grow the region's population by implementing programming and investment to stimulate and sustain housing in the region along with talent attraction efforts.



4

QUALITY OF PLACE

Encourage accelerated population growth and retention through intentional investment in high-impact quality of place initiatives.

STRATEGY 1 INNOVATION & ENTREPRENEURSHIP

POSITION THE REGION'S ECONOMY FOR A RESILIENT FUTURE BY ADVANCING INNOVATION AND ENTREPRENEURSHIP AROUND THE REGION'S EXISTING POWERFUL TECHNOLOGIES AND FUTURE OPPORTUNITIES.

The world is changing rapidly, and with it, there will be economic winners and losers. The South Central Indiana Talent Region's greatest economic strength today, the production of engines and automotive components, also places the region at great risk. Without adapting, our region stands to lose significant employment over the next two decades without response to the megatrend of adapting to autonomous and clean mobility applications. We must become a leader in electric, fuel cell, hydrogen, and other alternative fuel sources. Engineers at the region's leading employers, including Cummins, Faurecia Clean Mobility, Aisin Drivetrain, Valeo North America, and LHP Engineering Solutions are already working on these exciting new technologies along with groundbreaking autonomous mobility applications. To align today's strengths with future opportunities, the region is committed to support research, development, testing and certification of these and other new mobility technologies.



Propeller Innovation Center and Venture Studio is shovel ready and will support innovation around the jobs of tomorrow.

Image Source: Propeller Innovation Center



Investment in the Mobility Test Park and Proving Ground will attract national attention.

Image Source: City of Columbus. Copyright Tilke GmbH & Co., 2020 | Used by Permission

KEY PROJECTS TO SUPPORT THE STRATEGY INCLUDE:

MOBILITY TEST PARK AND PROVING GROUND: Cummins and Faurecia presently use the former Walesboro Airport runway and taxiways as improvised test tracks for automotive and commercial vehicle technologies in Columbus. Establishing the initial phase of a modern Mobility Test Park and Proving Ground at the site will enhance opportunities for those two companies while also supporting new engineering space for firms like LHP Engineering Solutions and others looking for an independent, shared test complex. Initial plans call for construction of a new track for Cummins, enhanced privacy for Faurecia, an Autonomous Vehicle pad, new LHP facility, and more. This investment will garner national attention for the State of Indiana and will support existing employers while allowing our region to capture new opportunities of the future.

PROPELLER INNOVATION CENTER AND VENTURE STUDIO: At the AirPark Columbus College Campus, the Propeller Innovation Center and Venture Studio will provide powerful contexts and opportunities for students, entrepreneurs, and innovators to develop new skills, access venture funding, and receive support services. Investment at the Propeller Innovation Center will be complimented by a \$5 million venture capital fund. This privately funded program will support turning ideas into reality.

SEYMOUR HIGH SCHOOL CAREER AND TECHNICAL PROGRAMS EXTENSION: At Seymour High School, the Owl Manufacturing facility will be expanded to meet future student needs and include a full makerspace.

STRATEGY 2 EDUCATION & WORKFORCE DEVELOPMENT

BUILD A RESILIENT WORKFORCE AND ENHANCE REGIONAL PROSPERITY BY EXPANDING BOTH LOCAL AND REGIONAL ACCESS TO DEGREE AND CERTIFICATE PROGRAMS DIRECTLY LINKED TO WELL-PAYING JOBS IN THE REGION.

As the region's powerful technologies shift, the region must have a resilient workforce that can adapt to the skills and training needed to support emerging technologies. The South Central Indiana Talent Region's two-part strategy for supporting this shift begins with investing further in the AirPark Columbus College Campus to enhance its position as a regional education hub. Since time and distance are barriers to educational attainment, especially in Jackson and Jennings Counties, the second part of this strategy aims to expand opportunities for stackable credentials and degrees targeted to the needs of students and local employers that are closer to home.



Investments into the Airpark Columbus College Campus will help elevate the campus experience in the region.

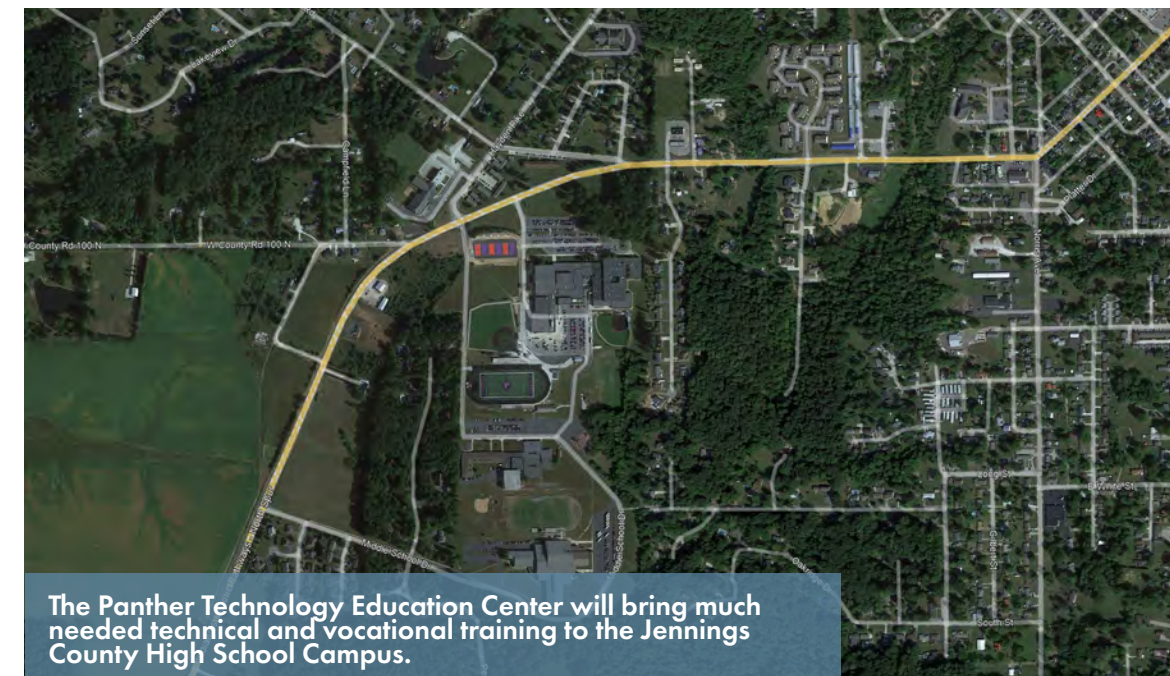
Image Source: Community Education Coalition

KEY PROJECTS TO SUPPORT THE STRATEGY INCLUDE:

AIRPARK COLUMBUS COLLEGE CAMPUS ACCESS AND SUCCESS PROJECT: AirPark Columbus College Campus is the region's hub of higher education serving approximately 5,000 students. It is home to Indiana University Purdue University Columbus (IUPUC), Purdue Polytechnic Institute, and Ivy Tech Community College. This project implements a framework and plan to further unify and elevate the campus to support AirPark Columbus as a premier college experience for the region and the State of Indiana.

JACKSON COUNTY LEARNING CENTER EXPANSION: A state-of-the-art manufacturing training lab will be developed at the Jackson County Learning Center, in partnership with Vincennes University. With this update, a new business and industry training program will be created to meet the specific needs of local employers.

PANTHER TECHNOLOGY EDUCATION CENTER: The Jennings County School Corporation will build and operate the Panther Technology and Education Center to provide accessible technical and vocational training services on the Jennings County High School campus. Currently, Jennings County students travel 45 minutes outside the region for training opportunities. This facility will facilitate local, strategic career placements of workforce-ready young adults and strengthen talent retention goals.



The Panther Technology Education Center will bring much needed technical and vocational training to the Jennings County High School Campus.

Image Source: Google Earth

STRATEGY 3 HOUSING & TALENT ATTRACTION

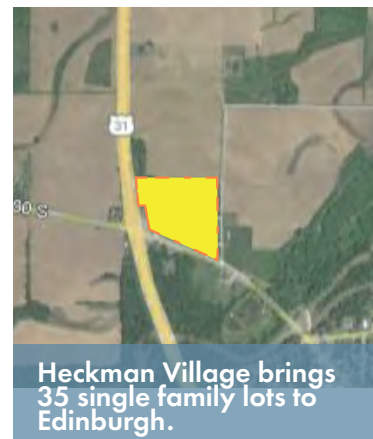
GROW THE REGION'S POPULATION BY IMPLEMENTING PROGRAMMING AND INVESTMENT TO STIMULATE AND SUSTAIN HOUSING IN THE REGION ALONG WITH TALENT ATTRACTION EFFORTS.

The region faces a persistent housing issue. Underproduction of housing in the region has caused the workforce to suffer from limited availability of homes in all price ranges. This lack of housing is a major barrier to attracting talent and having prosperous communities where people live and work. Programming and projects identified will support the construction of at least 567 new housing units in the region within five years and transform the housing market by supplying a full range of housing products. The South Central Indiana Talent Region is prepared to make bold investments into infrastructure and programming to create a sustainable housing ecosystem.



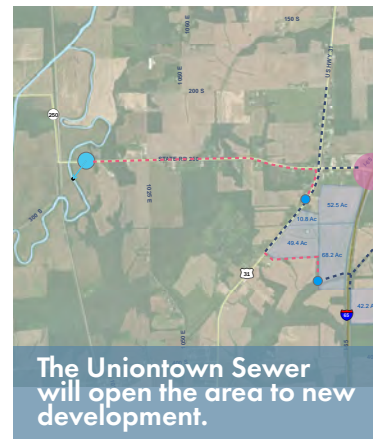
Downtown Columbus will become more vibrant and attractive with a downtown housing project combined with a grocery store.

Image Source: City of Columbus



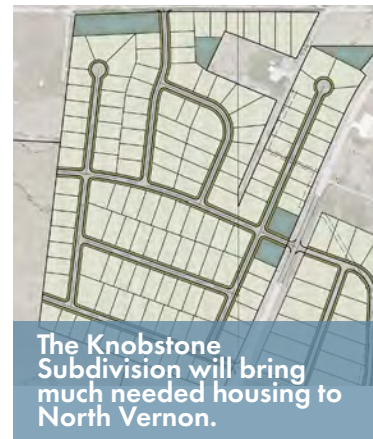
Heckman Village brings 35 single family lots to Edinburgh.

Image Source: HWC Engineering



The Uniontown Sewer will open the area to new development.

Image Source: HWC Engineering



The Knobstone Subdivision will bring much needed housing to North Vernon.

Image Source: HWC Engineering

KEY PROJECTS TO SUPPORT THE STRATEGY INCLUDE:

ARVIN MANUFACTURING BLIGHT ELIMINATION PROJECT: Strategic investments into a mixed-use redevelopment on an infill site in Downtown North Vernon will provide downtown housing and allow the City to be better positioned to attract downtown investment.

COUNTRY SQUIRE LAKES HOUSING REDEVELOPMENT: Investments into the Country Squire Lakes property will resolve long-standing blight and abandonment issues while providing critical workforce housing to meet the region's housing demand.

DOWNTOWN COLUMBUS HOUSING AND URBAN GROCER: The South Central Indiana Talent Region recognizes that downtown housing provides a stable population base to support the vitality of local restaurants, shops, and public spaces. An upscale 200-unit mixed-use development with a downtown grocery store and street conversions to two-way traffic in Columbus will provide resiliency this area.

EDINBURGH HOUSING AND ROAD EXTENSION PROJECT: To introduce new housing to the northern gateway of the South Central Indiana Talent Region, this project will support needed investments in housing and infrastructure to support the 35-lot Heckman Village as well as a key roadway extension.

HOUSING DEVELOPER INCENTIVES PROGRAM: To attract housing developers, an incentives program that produces a return over a three-year period has been developed for housing projects.

JENNINGS COUNTY BROADBAND EXPANSION: The COVID-19 Pandemic exposed the lack of rural broadband access. Broadband brings the opportunity for direct access to education, employment, and healthcare to rural residents. The Jackson County REMC will be supported in closing the digital gap for more than 3,400 homes in Jennings County.

LAND BANK OF SOUTH CENTRAL INDIANA: Throughout the region, blight elimination is a barrier to thriving and resilient neighborhoods. To address this regional issue, the existing state blight elimination program will be paired with a customized program to meet regional needs. The new Land Bank of South Central Indiana will acquire and remediate targeted properties and then offer these properties to the private sector for redevelopment.

NORTH VERNON KNOBSTONE SUBDIVISION: This project supports much needed housing in North Vernon with the construction of a 123-lot single-family housing subdivision.

UNIONTOWN SEWER EXPANSION: With limited land in Jackson County for future development, sanitary sewer will be extended to the Uniontown interchange on Interstate 65 to support housing and industrial sites.

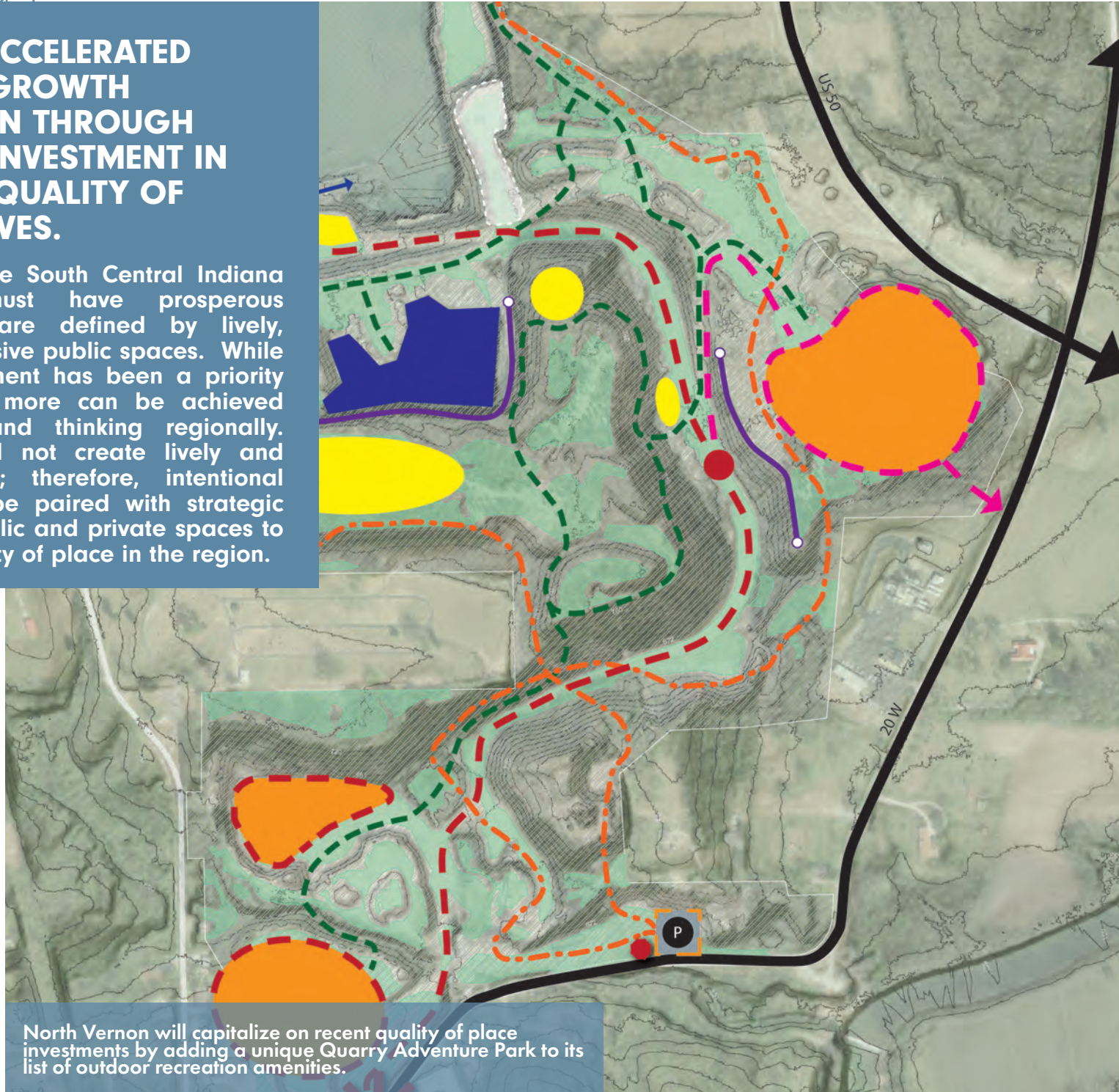
"WELCOME HOME" TALENT ATTRACTION PROGRAM: To attract talent to the area, unique programs have been crafted to incentivize recent graduates to locate and put down roots in the South Central Indiana Talent Region. Mortgage and rent assistance programs coupled with a reverse scholarship program will provide a pathway to the region for future residents.

WORKFORCE/AFFORDABLE MULTI-GENERATIONAL HOUSING: Affordable housing is much needed in Jackson County, and this project will focus on developing 64 housing units for families and seniors.

STRATEGY 4 QUALITY OF PLACE

ENCOURAGE ACCELERATED POPULATION GROWTH AND RETENTION THROUGH INTENTIONAL INVESTMENT IN HIGH-IMPACT QUALITY OF PLACE INITIATIVES.

To attract talent, the South Central Indiana Talent Region must have prosperous communities that are defined by lively, activated, and inclusive public spaces. While place-based investment has been a priority across the region, more can be achieved by thinking big and thinking regionally. Facilities alone will not create lively and active communities; therefore, intentional programming will be paired with strategic investments into public and private spaces to further elevate quality of place in the region.



North Vernon will capitalize on recent quality of place investments by adding a unique Quarry Adventure Park to its list of outdoor recreation amenities.

Image Source: HWC Engineering

KEY PROJECTS TO SUPPORT THE STRATEGY INCLUDE:

CHATEAU DE PIQUE: Chateau de Pique, a destination winery, brewery, and event center in Seymour, will expand to include on-site accommodations, production facilities, and outdoor recreation amenities.

COLUMBUS RIVERFRONT PROJECT: Downtown Columbus will redevelop the riverfront along the East Fork of the White River into an outdoor community center that includes safe pedestrian connectivity, environmental remediation, river activation, and eco-friendly design.

DOWNTOWN COLUMBUS HOTEL AND CONFERENCE CENTER: The vibrancy of Downtown Columbus will be improved through the development of a hotel and conference center that drives year-round activity and attracts cultural, dining, and entertainment investment.

DOWNTOWN REVITALIZATION FUND: A revitalization fund supporting grant programs to address regionally-identified downtown needs such as historic building preservation, existing business retention and expansion, and entrepreneurship development will be created. Multiple towns and cities within each regional partner that contain a downtown commercial sector will have access to these grant program funds.

NEXUSPARK: Identified as a high-impact quality of place initiative, a drastically declining (mostly vacant) 400,000 square foot mall will be re-purposed into a health, wellness, sports and fitness facility to serve residents and healthcare patients from 11 counties and sports tourists from around the Midwest.

QUARRY ADVENTURE PARK: The old stone quarry in North Vernon will be redeveloped as a new 'quarry adventure park' that will add a missing component to the robust park and recreation opportunities in the region.

SCHNECK CANCER CENTER LINEAR ACCELERATOR: The award-winning Schneck Medical Center will elevate cancer care for the region by offering an improved linear accelerator device that is close-to-home.

SHARED ARTS-BASED PLACEMAKING PROGRAMMING: The South Central Indiana Talent Region will partner with Landmark Columbus Foundation and Gehl Studio to launch a regional arts and placemaking initiative with the goal of amplifying existing public spaces, creating new public spaces, providing public space programming, and supporting programmed events across the region.

PROJECT TABLE

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT/MATCH	TOTAL MATCH		
INNOVATION & ENTREPRENEURSHIP										
MOBILITY TEST PARK AND PROVING GROUND: Construct the initial phase of a research and development test complex and proving ground for autonomous, electric, and alternative fuel vehicles.	Bartholomew	\$29,800,000		\$6,900,000	\$-	\$6,900,000	1 to 1	\$16,000,000	2 to 1	3 to 1
PROPELLER INNOVATION CENTER AND VENTURE STUDIO: New makerspace/innovation center with supporting start-up services and venture capital fund.	Bartholomew	\$6,727,300		\$956,400	\$-	\$254,600	0 to 1	\$5,516,300	6 to 1	6 to 1
SEYMOUR HIGH SCHOOL CAREER AND TECHNICAL PROGRAMS EXPANSION: Equip high school students with the skills needed for post-secondary success by adding a Digital Manufacturing Makerspace to the Owl Manufacturing program and expanding science/ag-tech programs.	Jackson	\$10,000,000		\$2,000,000	\$-	\$2,000,000	1 to 1	\$6,000,000	3 to 1	4 to 1
EDUCATION & WORKFORCE DEVELOPMENT										
AIRPARK COLUMBUS COLLEGE CAMPUS ACCESS AND SUCCESS PROJECT: Enhancement of the campus plus new Student Connection and Employment Center.	Bartholomew	\$19,829,450		\$5,000,000	\$-	\$5,259,633	1 to 1	\$9,569,817	2 to 1	3 to 1
JACKSON COUNTY LEARNING CENTER EXPANSION: Expansion of technical programming at the Jackson County Learning Center through Vincennes University to meet the needs of incumbent workers and local employers.	Jackson	\$2,000,000		\$400,000	\$-	\$400,000	1 to 1	\$1,200,000	3 to 1	4 to 1
PANTHER VOCATIONAL TRAINING CENTER: New vocational and technical training center at Jennings County High School.	Jennings	\$10,000,000		\$4,900,000	\$-	\$5,100,000	1 to 1	\$-	0 to 1	1 to 1

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT / MATCH	TOTAL MATCH		
HOUSING & TALENT ATTRACTION										
ARVIN MANUFACTURING BLIGHT ELIMINATION PROJECT: Acquisition and clean-up of former industrial site in downtown.	Jennings	\$1,600,000		\$700,000	\$-	\$900,000	1 to 1	\$-	0 to 1	1 to 1
COUNTRY SQUIRE LAKES HOUSING REDEVELOPMENT: Infrastructure investments in support of blight elimination and new housing development.	Jennings	\$17,000,000		\$1,900,000	\$-	\$2,100,000	1 to 1	\$13,000,000	7 to 1	8 to 1
DOWNTOWN COLUMBUS HOUSING & URBAN GROCER: Mixed-use downtown housing including 200 units and an urban grocer, plus conversion of 2nd and 3rd Streets to 2-way traffic.	Bartholomew	\$44,300,000		\$3,000,000	\$-	\$12,800,000	5 to 1	\$28,500,000	9 to 1	14 to 1
EDINBURGH HOUSING AND ROAD EXTENSION PROJECT: Infrastructure investments to support housing and industrial development opportunities in the Town of Edinburgh.	Edinburgh	\$8,500,000		\$750,000	\$-	\$750,000	1 to 1	\$7,000,000	9 to 1	10 to 1
HOUSING DEVELOPER INCENTIVES PROGRAM: Incentives for housing investments over a three-year period.	Region Wide	\$7,000,000		\$1,000,000	\$-	\$1,000,000	1 to 1	\$5,000,000	5 to 1	6 to 1
JENNINGS COUNTY BROADBAND EXPANSION: Provide broadband service to 3,400 properties in rural Jennings County.	Jennings	\$6,873,561		\$350,000	\$431,582	\$350,000	1 to 1	\$5,741,979	16 to 1	17 to 1
LAND BANK OF SOUTH CENTRAL INDIANA: Regional program to acquire, clean-up and land bank property with the goal of aggregating sites for redevelopment.	Region Wide	\$10,000,000		\$1,000,000	\$-	\$1,000,000	1 to 1	\$8,000,000	8 to 1	9 to 1
NORTH VERNON KNOBSTONE SUBDIVISION: Development of a 123 lot subdivision on the west side of the city.	Jennings	\$28,600,000		\$1,900,000	\$-	\$2,100,000	1 to 1	\$24,600,000	13 to 1	14 to 1
UNIONTOWN SEWER EXPANSION: Expansion of sewer service to Uniontown interchange on Interstate 65 for housing and employer sites.	Jackson	\$8,000,000		\$2,400,000	\$-	\$5,600,000	2 to 1	\$-	0 to 1	2 to 1
"WELCOME HOME" TALENT ATTRACTION PROGRAM: Create a South Central Talent Attraction Program.	Region Wide	\$1,000,000		\$500,000	\$-	\$500,000	1 to 1	\$-	0 to 1	1 to 1
WORKFORCE/AFFORDABLE MULTI-GENERATIONAL HOUSING: Development of a 64 unit workforce/affordable housing project for families and seniors in Seymour through Thrive Alliance.	Jackson	\$13,083,000		\$695,076	\$1,387,924	\$300,000	0 to 1	\$10,700,000	15 to 1	16 to 1

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT / MATCH	TOTAL MATCH		
QUALITY OF PLACE										
CHATEAU DE PIQUE: Enhance a destination winery, brewery, and wedding event center with on-site accommodations, production facilities and outdoor recreation amenities.	Jackson	\$3,000,000		\$600,000	\$-	\$600,000	1 to 1	\$1,800,000	3 to 1	4 to 1
COLUMBUS RIVERFRONT PROJECT: In-river improvements to enhance water recreation opportunities on the East Fork of the White River plus riverside trail and overlook areas.	Bartholomew	\$10,000,000		\$1,000,000	\$-	\$8,900,000	9 to 1	\$100,000	0 to 1	9 to 1
DOWNTOWN COLUMBUS HOTEL & CONFERENCE CENTER: Improve the vibrancy of Downtown Columbus with a hotel and conference center that drives year-round activity and attracts cultural, dining, and entertainment investment.	Bartholomew	\$44,400,000		\$3,000,000	\$-	\$14,760,000	5 to 1	\$26,640,000	9 to 1	14 to 1
DOWNTOWN REVITALIZATION FUND: Targeted Local Grant Programs to fill storefronts and activate downtowns.	Region Wide	\$5,000,000		\$1,000,000	\$-	\$1,000,000	1 to 1	\$3,000,000	3 to 1	4 to 1
NEXUSPARK: Redevelopment and adaptive reuse of the mostly vacant 400,000 square foot Fair Oaks Mall into a health, wellness, sports and fitness facility.	Bartholomew	\$79,200,000		\$6,000,000	\$-	\$36,387,500	6 to 1	\$36,812,500	6 to 1	12 to 1
QUARRY ADVENTURE PARK: Development of new public park at the old Stone Quarry in North Vernon.	Jennings	\$5,000,000		\$1,900,000	\$-	\$2,100,000	1 to 1	\$1,000,000	1 to 1	2 to 1
SCHNECK CANCER CENTER LINEAR ACCELERATOR PROJECT: Enhancement of the Linear Accelerator to ensure expanded availability of radiation therapy services.	Jackson	\$7,000,000		\$1,400,000	\$-	\$-	0 to 1	\$5,600,000	4 to 1	4 to 1
SHARED ARTS-BASED PLACEMAKING PROGRAMMING: Amplify regional quality of place opportunities through a regional arts-based placemaking program.	Region Wide	\$600,000		\$250,000	\$-	\$250,000	1 to 1	\$100,000	0 to 1	1 to 1
TOTALS		\$378,513,311		\$49,501,476	\$1,819,506	\$113,131,239	2.2 to 1	\$215,880,596	4.4 to 1	6.6 to 1

CHAPTER 2: FRAMEWORK OF THE REGION



SOUTH CENTRAL INDIANA TALENT REGION SNAPSHOT

INTRODUCTION

Varied and complex, the South Central Indiana Talent Region represents Indiana at its best, from its small towns full of charm, stunning architecture, vast natural resources, welcoming Hoosier hospitality, cutting-edge industry, and residents employing a strong work ethic.

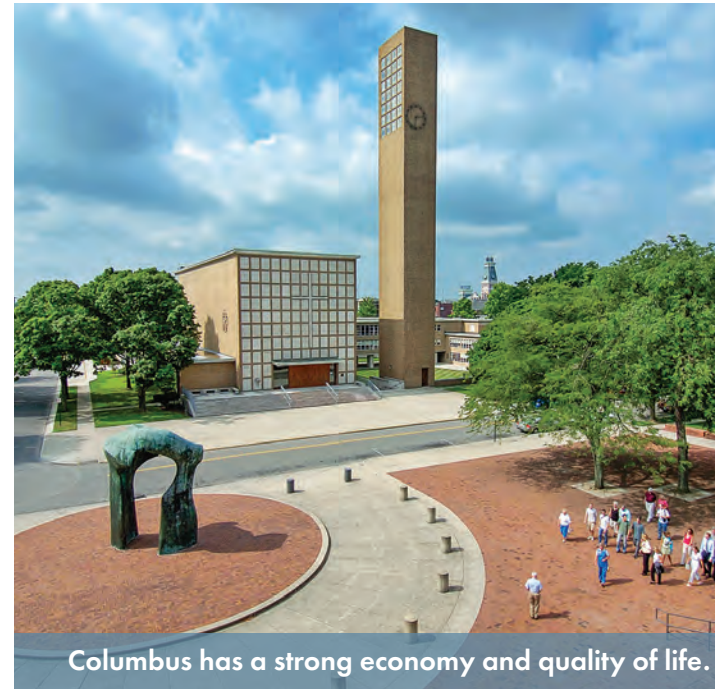
BARTHOLOMEW COUNTY

Bartholomew County and the Columbus Metro Area is a significant hub within the South Central Indiana Talent Region. As a center for healthcare, retail, education, the arts, and manufacturing, Bartholomew County and the Columbus Metro Area has a reputation of attracting young, educated people from around the world. The county's population has grown 7.1 percent the prior decade, surpassing the State of Indiana's growth of 4.7 percent (2020 Census). International net migration has been the single largest source of population growth for the county, with Census estimates recording more than 4,640 net new international residents. This growth in population is mirrored by the county's resident labor force which has also grown significantly from 38,406 persons in 2010 to 43,802 in 2020 (Bureau of Labor Statistics). Engineering services, advanced manufacturing, and tourism are strong drivers of the economy in Bartholomew County, and the attraction of foreign direct investment has been a hallmark of the area since the late 1970s.

CITY OF COLUMBUS

Columbus' population has grown 14.6 percent from 2010-2020, over three times the rate of Indiana's population growth during the same decade. A strong economy and enviable quality of life is at the heart of this population growth. Much of the region's success can be attributed to the presence and growth of its largest employer, Cummins Inc. Headquartered in Columbus, Cummins is an American multinational corporation that designs, manufactures, and distributes engines, filtration, and power generation products. Cummins' impact on the South Central Indiana Talent Region is indisputable: the company employs approximately 7,000 people at multiple operations in Columbus and approximately 1,000 at the Seymour Engine Plant in Jackson County. Multiple suppliers are also in the region.

Cummins was formed in Columbus in 1919 and celebrated its centennial in 2019. In 1954, the Cummins Foundation was created to invest in public infrastructure projects with the intention of attracting and retaining the best and brightest talent to Columbus, and in turn, the South Central Indiana Talent Region. The program has helped Columbus be recognized on an international level for modern architecture and public art, which is a major economic asset to the City and the region, attracting visitors from all over the world.



Columbus has a strong economy and quality of life.

Image Source: Columbus Area Visitors Center



Columbus is recognized internationally for its architecture.

Image Source: Gregory Boege



Cummins Inc. and the Cummins Foundation have impacted the region substantially.

Image Source: Don Nissen



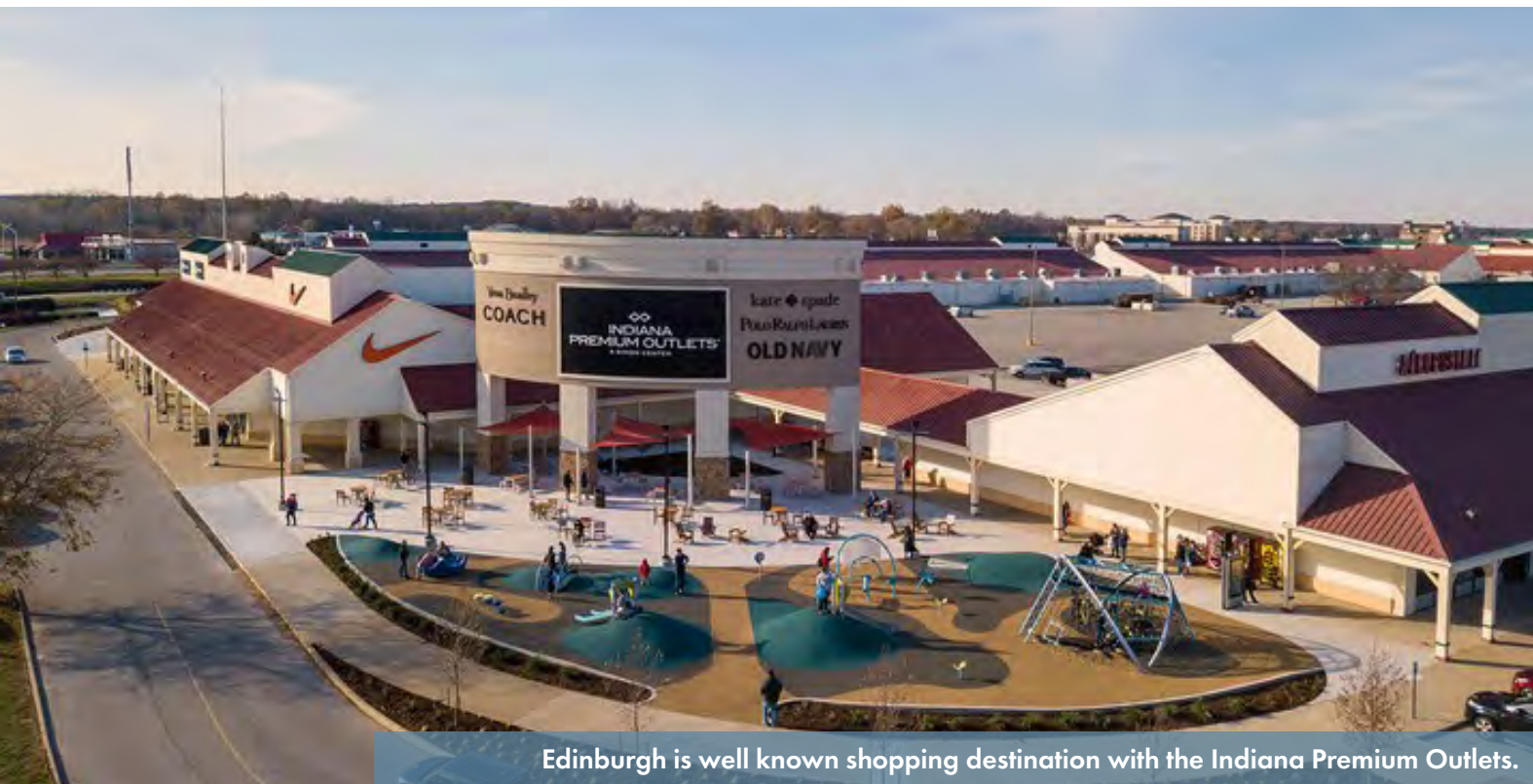
Celebrating diversity at the Ethnic Expo in Columbus.

Image Source: Don Nissen



Camp Atterbury welcoming Afghan evacuees.

Image Source: Camp Atterbury Facebook



Edinburgh is well known shopping destination with the Indiana Premium Outlets.

Image Source: Visit Indiana Website

With a focus on bringing diversity to the local and regional economy, the Columbus Economic Development Board was formed in 1976 as one of the first local economic development organizations in the State of Indiana. This non-profit organization, which later became the Greater Columbus Economic Development Corporation, led its first international trade mission just two years after its founding with a trip to Europe in 1978. A few years later, the Economic Development Board went to Japan, and today, two dozen Japanese companies and one dozen other foreign owned enterprises collectively employ more than 8,900 persons in Columbus and Bartholomew County.

Supporting the needs of employers and residents alike, Columbus has also taken a lead role in supporting education and workforce development within the region. Regional educational and workforce development assets located within the city include the Community Education Coalition, the EcO Network, and the AirPark Columbus College Campus. Students from Bartholomew, Jackson, and Jennings Counties account for 57 percent of the student population on campus.

The strength of Columbus is an exceptional asset to the South Central Indiana Talent Region. Their success allows partner communities to capitalize on their own unique and complimentary assets for the greater good of the region.

TOWN OF EDINBURGH

Perhaps best known around the state as home to the Indiana Premium Outlet Mall at Interstate 65 Exit 76, the Town of Edinburgh's corporate limits actually lie two miles north along U.S. 31 and is shared by three counties: Bartholomew, Johnson, and Shelby. Easily accessible from Interstate 65 and U.S. 31, Edinburgh offers a small-town atmosphere with a variety of amenities, including a strong industrial base and downtown specialty shops. Edinburgh is also home to Camp Atterbury, which has served our nation's warfighters and Indiana National Guard through multiple deployments. As our nation's longest war came to a close in August of this year, Camp Atterbury and the Edinburgh community are again ready to serve, this time by welcoming over 6,000 Afghan evacuees to the area.

JACKSON COUNTY

As the crossroads of Interstate 65 and U.S. 50, Jackson County offers a highly productive work force and robust work ethic. According to 2020 U.S. Census results, Jackson County is the fastest growing rural county in the state with a population of 46,428. Jackson County has a strong industrial base with continued investment from local companies, including a \$35.9 million investment by Valeo North America, a \$39.7 million investment by Aisin U.S.A. Manufacturing, and a \$54.1 million investment from Aisin Drivetrain. Natural resources and outdoor recreation are a highlight of a county that features a beautiful countryside, scenic covered bridges and round barns, and numerous parks and protected forests, including the Hoosier National Forest, the Muscatatuck National Wildlife Refuge and the Jackson-Washington State Forest.

CITY OF SEYMOUR

As a thriving industrial, commercial, and residential community, Seymour takes pride in its small-town, yet bustling atmosphere. This atmosphere has attracted a 23 percent population growth over the past decade, with 21,569 residents. Known as the Crossroads of Southern Indiana, Seymour is easily accessible from Interstate 65, U.S. 50, U.S. 31, and State Road 11. The City is known for being the birthplace of Rock 'n Roll Hall of Fame inductee John Mellencamp. Seymour offers industry,

shopping, lodging, dining, and great festivals and events.

Aisin USA and Rose Acre Farms are both headquartered in Seymour, and Cummins Inc. runs the Seymour Engine Plant. Cummins is investing more than \$25 million at the Seymour Engine Plant in preparation of launching a new engine platform in 2024. The company is partnering with the Indiana Economic Development Corporation, the City of Seymour, and Duke Energy on the project.

The City of Seymour is also home to Schneck Medical Center, which provides advanced medical care with well-trained teams of health care professionals representing a variety of specialties. Schneck has recently completed a \$60 million renovation and offers the latest in diagnostic and surgical techniques including the new Bone & Joint Center, Surgical Weight Loss Center and Cancer Center.

TOWN OF BROWNSTOWN

Brownstown is the county seat of Jackson County and was named for Jacob Brown, a general of the War of 1812. The Town is the judicial center for the county and hosts the award-winning county fair each year as well as numerous outdoor recreational sites. The town had a population of 3,026 in the 2020 census, a 2.6 percent increase since 2010.



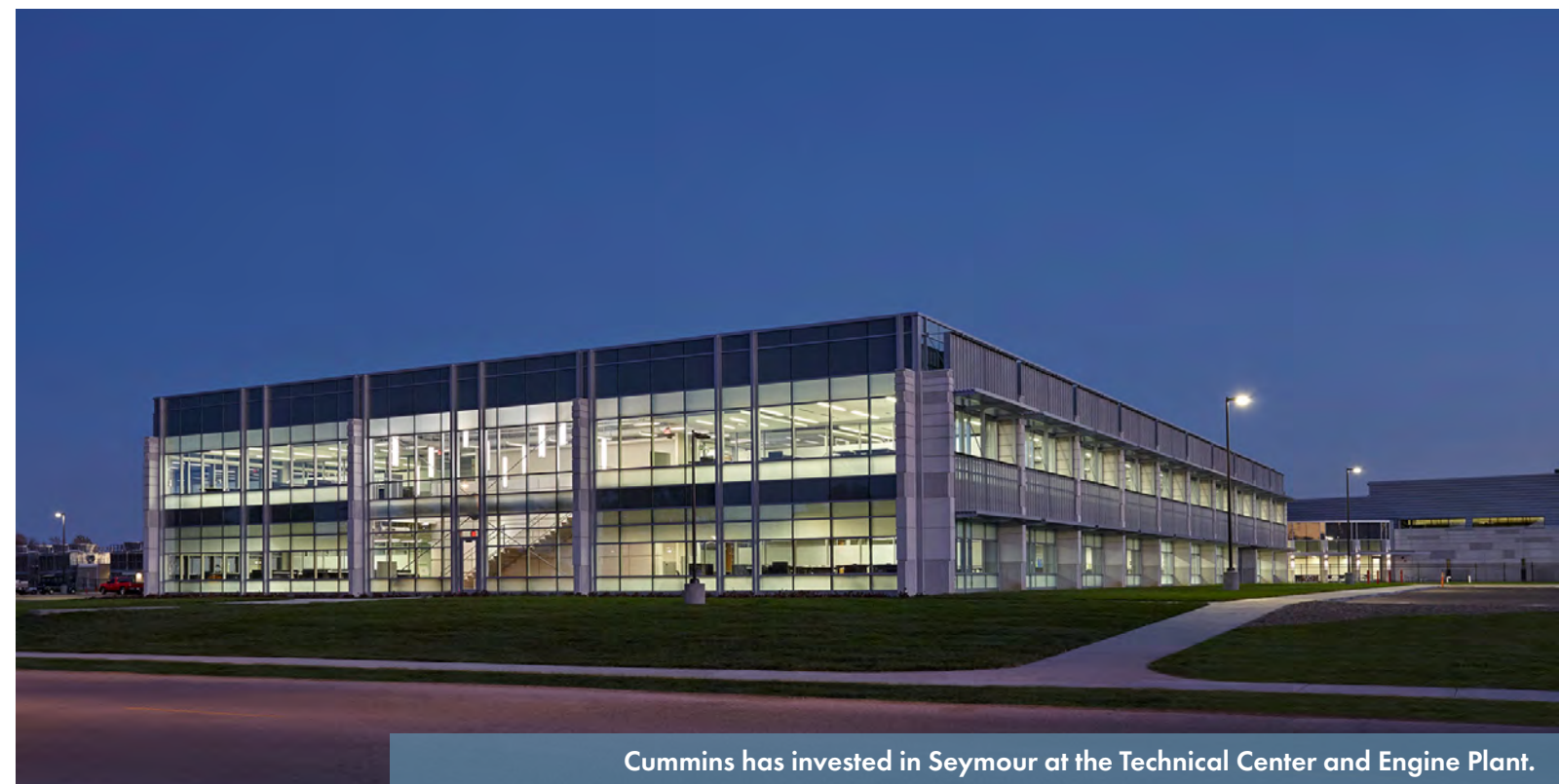
Seymour has attracted a 23 percent population growth.

Image Source: City of Seymour Facebook



Seymour's Owl Manufacturing Program has been a success.

Image Source: Seymour High School Owl Facebook



Cummins has invested in Seymour at the Technical Center and Engine Plant.

Image Source: CSO



Advanced manufacturing is one of the economic drivers of Jennings County.

Image Source: Jennings County Economic Development Commission



North Vernon's \$13.8 million Stellar investment helped transform quality of place in the city.

Image Source: HWC Engineering



The Muscatatuck Urban Training Center in Jennings County is the largest urban training facility in the country.

Image Source: Muscatatuck Urban Training Center Facebook

JENNINGS COUNTY

Jennings County is home to the Muscatatuck Urban Training Center, a global leader in multi-domain urban defense training and cybersecurity which attracts numerous national and international visitors to the area each year. As a result, the county has become a regional hub for defense, development, and cybersecurity public-private partnerships. Agriculture, advanced manufacturing, and construction are primary economic drivers for Jennings County, and the affordable cost of living is appealing to the emergent workforce and young families. Hiking, biking, kayaking, and climbing are attractive recreational activities offered to residents and visitors from around the state.

CITY OF NORTH VERNON

From its designation as one of the first Stellar Communities in 2011, the City of North Vernon has focused on expanding its talent attraction footprint, workforce education and training, and parks and recreation amenities. North Vernon is home to the headquarters of Harmon Construction, Inc. and Dave O'Mara Contractors, Inc., along with a Lowe's Distribution facility and Novolex manufacturing and recycling facilities. The Jennings County School Corporation and Jennings County Economic Development Commission have worked throughout the years to introduce students to potential careers in advanced manufacturing, science, engineering, and technology.

Quality of place investments in North Vernon have transformed the historic downtown district, initially spearheaded by a \$1.3 million renovation of the historic Park Theatre Civic Centre to preserve its original features and offer modern theatre amenities for residents. The City's \$13.8 million Stellar project investment subsequently encouraged commerce and private investments, including a new up-scale gastropub. To capture this momentum and fuel continued revitalization and preservation efforts, the City is supporting the development of a Main Street Organization, which will formalized at the beginning of 2022.

Tripton Park, a new 53-acre city park, exemplifies the City's commitment to enhancing quality of place for its residents and preserving the inherent beauty and natural resources of the area. Since 2017, the City has been operating a solar energy project which now includes 7,000 solar panels and over 550 LED streetlights. Sustainable energy efforts are continuing with the installation of electric vehicle charging stations in the downtown.

TOWN OF VERNON

The charming, historic Town of Vernon is on the National Register of Historic Places. Vernon is the smallest county seat in the State of Indiana, yet attracts numerous visitors with its wealth of arts, culture, and historical attractions. Upcoming developments include a Next Level Trails build-out that will connect the Muscatatuck County Park to the Commons, the first public playground in the State of Indiana.

OUR STAKEHOLDERS

THE SOUTH CENTRAL INDIANA TALENT REGION HAS PULLED TOGETHER THE STRONGEST TALENT IN THE REGION AND IS COMMITTED TO THE SUCCESS OF THE REGIONAL DEVELOPMENT PLAN.



CITY OF COLUMBUS:

The City of Columbus is located in Bartholomew County and serves as the county seat. With a population of 50,474, Columbus is home to Cummins Inc. and is noted for its modern architecture and public art.



CITY OF SEYMOUR:

The City of Seymour is located in Jackson County and has a population of 21,569. Seymour is home to Aisin USA and Rose Acre Farms.



COMMUNITY EDUCATION COALITION:

The Community Education Coalition represents a 23-year partnership of education, business, and community leaders focusing on aligning and integrating the region's community learning system with economic growth and an improved quality of life.



SOUTHERN INDIANA HOUSING COMMUNITY DEVELOPMENT CORPORATION:

The Southern Indiana Housing Community Development Corporation promotes the general and public welfare of the residents of a larger region that includes the three counties in the South Central Indiana Talent Region. The organization aims to improve the quality of life and quality of housing in the region.



CITY OF NORTH VERNON:

The City of North Vernon is the largest municipality in Jennings County and home to 6,608 residents. North Vernon was designated a Stellar Community in 2011 by the Indiana Office of Community and Rural Affairs.



GREATER COLUMBUS ECONOMIC DEVELOPMENT CORPORATION:

The Greater Columbus Economic Development Corporation is a non-profit founded in 1976 that aims to build a world-class community by enhancing quality of life, economic opportunity, and personal well-being of area residents.



COLUMBUS AREA CHAMBER OF COMMERCE:

The Columbus Area Chamber of Commerce was founded in 1890 by visionary business leaders and fosters an environment for business growth, entrepreneurship, talent attraction and retention, and innovation.



JACKSON COUNTY GOVERNMENT:

At the crossroads of Interstate 65 and U.S. 50, Jackson County is home to 46,428 residents and has become a growing industrial base for southern Indiana.



JENNINGS COUNTY COMMISSIONERS:

The Jennings County Commissioners provide leadership to Jennings County, which is home to 27,613 residents.



BARTHOLOMEW COUNTY:

Bartholomew County, population 82,208, is located along I-65 in southern Indiana and is a regional hub for manufacturing, healthcare, and retail trade.



JENNINGS COUNTY SCHOOL CORPORATION:

Located in North Vernon in Jennings County, the Jennings County Community Schools serve over 4,300 students from grades kindergarten through twelve.



TOWN OF EDINBURGH:

Part of Bartholomew, Johnson, and Shelby Counties, Edinburgh is home to 4,435 residents who enjoy a small town atmosphere with a variety of amenities.



HERITAGE FUND - THE COMMUNITY FOUNDATION OF BARTHOLOMEW COUNTY:

Heritage Fund - The Community Foundation of Bartholomew County, has the mission of providing responsible stewardship of gifts donated for broad charitable purposes, to promote leadership to address community issues, to serve as a catalyst for positive change in partnership with others, and to promote philanthropy broadly within the community.



JACKSON COUNTY INDUSTRIAL DEVELOPMENT CORPORATION:

The Jackson County Industrial Development Corporation is a public/private partnership that has led the way for industrial and economic development in Jackson County since 1984.



JENNINGS COUNTY ECONOMIC DEVELOPMENT COMMISSION:

JENNINGS COUNTY ECONOMIC DEVELOPMENT COMMISSION:

The Jennings County Economic Development Commission works to provide a growth-oriented and dynamic local economy fostering valuable employment opportunities, educational development, and encompassing life qualities for the Jennings County community.



JACKSON COUNTY VISITOR AND TOURISM BUREAU:

The Jackson County Visitor and Tourism Bureau takes pride in promoting Jackson County events and destinations, as well as delighting visitors with the best in hospitality.



THE COMMUNITY FOUNDATION OF JACKSON COUNTY:

The Community Foundation of Jackson County exists for the betterment of Jackson County and promotes philanthropy to ensure Jackson County remains a beautiful and thriving place to live. The Foundation's work includes extending its reach through the Jackson County Education Coalition and the Jackson County Learning Center.



JENNINGS COUNTY COMMUNITY FOUNDATION:

Since 1994, the Jennings County Community Foundation has aimed to develop endowments to improve the quality of life in Jennings County, provide responsible stewardship of those gifts, promote leadership, and make grants in the fields of community service, social service, education, and the arts.



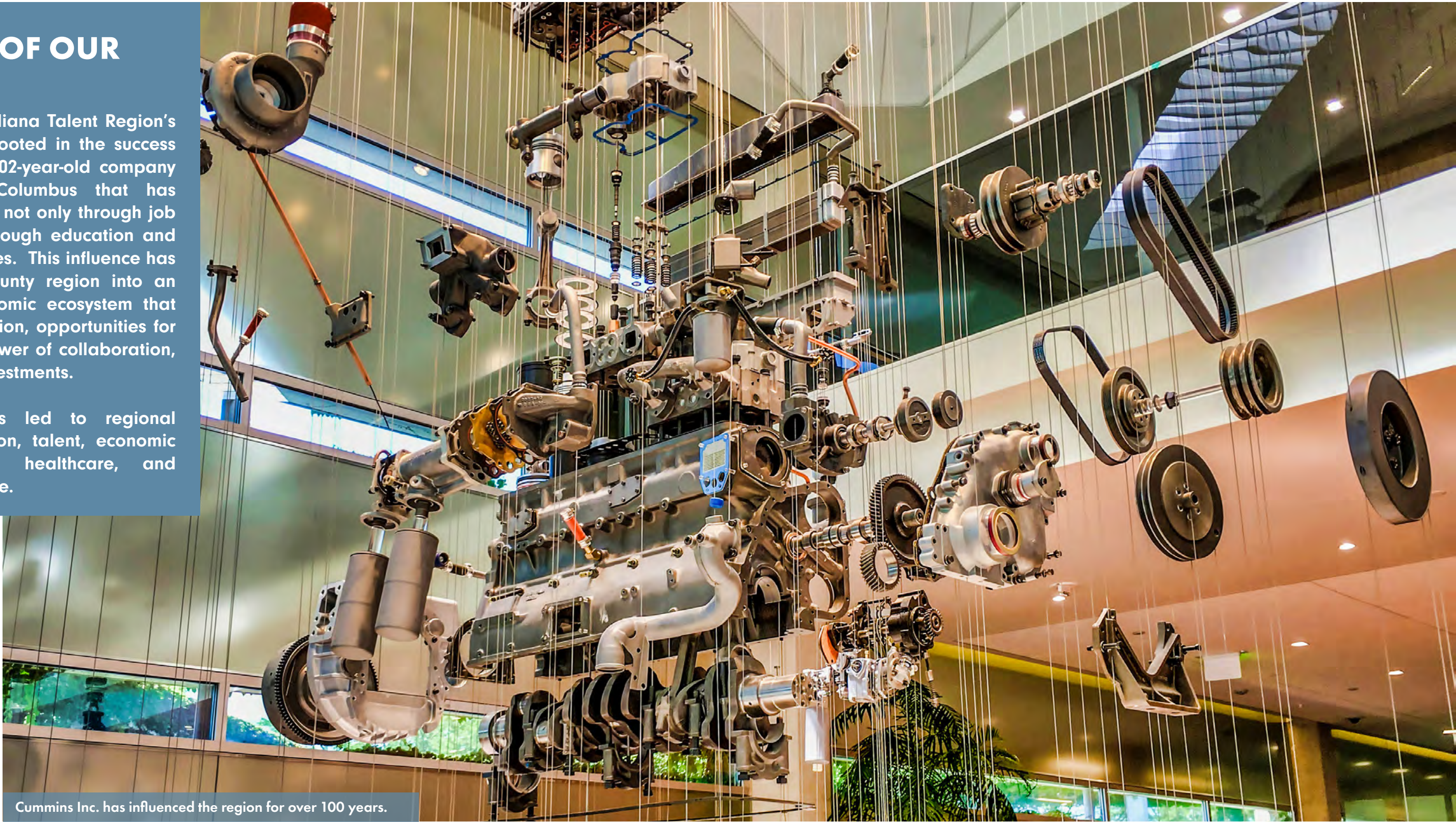
JACKSON COUNTY CHAMBER OF COMMERCE:

The Jackson County Chamber of Commerce strives to connect, build, and grow members, businesses, and partners in Jackson County. The Chamber is committed to the continued quality growth of the community.

THE ROOTS OF OUR SUCCESS

The South Central Indiana Talent Region's foundation may be rooted in the success of Cummins Inc., a 102-year-old company headquartered in Columbus that has influenced the region not only through job creation, but also through education and quality of life initiatives. This influence has bonded the three-county region into an interdependent economic ecosystem that values quality education, opportunities for advancement, the power of collaboration, and quality of life investments.

This foundation has led to regional successes in education, talent, economic prosperity, defense, healthcare, and industry and workforce.



Cummins Inc. has influenced the region for over 100 years.

Image Source: Don Nissen

EDUCATION

The South Central Indiana Talent Region boasts a reputation for developing talent through education. Much of this success stems from initiatives carried out by the Community Education Coalition, one of the key partners in the South Central Indiana Talent Region's READI efforts.

The largest and most successful Community Education Coalition initiative to date is the EcO Network. Formed in 2007 to serve the region (including Bartholomew, Jackson and Jennings Counties), the EcO Network focuses on connecting the region's learning and economic systems. The ultimate goal of the program is for secondary and post-secondary students to secure well-paying careers in the region. It emphasizes the advanced manufacturing, health care, and information technology sectors, which combine to make up nearly 50 percent of the employed population of the region.



The EcO Network has helped increase post-secondary education attainment and median household income in the region.

Image Source: Community Education Coalition

EDUCATION SUCCESS STORIES

COMMUNITY EDUCATION COALITION'S INFLUENCE ON REGIONAL INVESTMENT

In 2010, Cummins chose to produce its new line of high-horsepower engines in Seymour, Indiana after careful consideration of two other out-of-country locations. In part, because of the support requested of the Community Education Coalition by Cummins and Seymour, investment was made in the high horsepower plant and tech center as Jackson County created the Jackson County Education Coalition. The story was so compelling, Harvard Business School produced a case study documenting how the collaborative nature of the region led to this major investment.

THE ECO NETWORK

Stakeholders from the region who are active in this cross-sector collaboration include education, community foundations, industry, workforce, government, and community leaders including the Jackson County Education Coalition, the Jackson County Learning Center and the Jennings County Education Center. Nearly all the largest manufacturers in southcentral and southeast Indiana participate in the network, including Cummins, Honda, Faurecia Clean Mobility, Toyota Material Handling, Aisin, Valeo, Decatur Mold, and NTN Driveshaft. The EcO Network has become one of the most successful regional education, workforce, and employment system in the United States.

The Community Education Coalition and its EcO initiative have received incredible support from the philanthropic community. Millions of dollars have been contributed from one of the Community Education Coalition's founding partners, Cummins Inc. EcO was formed in 2007 with a generous, \$38 million gift from Lilly Endowment Inc. This was the largest gift of its kind to that point in time by Lilly Endowment regarding regional education and economic opportunities. This gift demonstrates the trust and confidence the Lilly Endowment had in the region's stakeholders and staff to implement an initiative of this size.

Key measures of success of the EcO Network are focused on increasing the post-secondary education attainment percentage and increasing the median household income of people working in the region. Post-secondary education attainment rates have risen from 38.2 percent in 2010 to 45.9 percent in 2019, and median household income has grown from \$53,692 in 2011 to \$63,431 in 2019 (Source: Community Education Coalition).

AIRPARK COLUMBUS COLLEGE CAMPUS

To further support education, the South Central Indiana Talent Region is home to the AirPark Columbus College Campus. This campus is vital to the region's workforce, employers and economy, and is shared by three of Indiana's leading educational institutions: Ivy Tech Community College, Purdue Polytechnic Columbus, and Indiana University Purdue University Columbus. The relationship between the three entities has been strongly supported by the Community Education Coalition. The curriculum offered across the three AirPark Campus institutions is vast and has been designed alongside regional employers to ensure alignment with regional workforce needs. Programs include nearly all of the certification, two-year and four-year programs, and master's programs that link directly to the economy of South Central Indiana Talent Region and its employers, especially in the advanced manufacturing, health care, and information technology industry sectors. Students from Bartholomew, Jackson, and Jennings Counties account for 57 percent of total student enrollment at the AirPark Columbus College Campus, illustrating how interconnected and interdependent the region truly is.

INVESTMENTS IN EDUCATION

Philanthropic and state investment in the EcO Network and the Airpark Columbus College Campus totals more than \$75 million. Contributing partners include Lilly Endowment Inc., Cummins Foundation, Lumina Foundation, Strada Education Network, and the State of Indiana (Investment milestones included in Appendix).

TALENT

Talent is so important that it is in the region's name. However, the region does not claim to be a talent region without justification. The Lumina Foundation has recognized the region as one of only 26 National Talent Hubs. The Strada Education Network has recognized the region as a hub and supported local programs with grant funding. The region is also part of the 21st Century Talent Region as recognized by the State of Indiana.



Cultivating talent through education and skills development is a strength of the region.

Image Source: Community Education Coalition

TALENT SUCCESS STORIES

STRADA EDUCATION NETWORK GRANT AWARD

The Community Education Coalition was selected from hundreds of applicants in the Innovative Solutions in Education-to-Employment competition. This competition, announced by the Strada Education Network in 2018, prioritized investment in working adults required to upskill as the labor market shifts. The competition also prioritized disconnected youth, aged 18 to 24 years old, who are neither working nor in school. Only eight grants were awarded across the country. The Community Education Coalition is using its grant to accelerate and expand critical education pathways and student success strategies through its regional EcO Network initiative. The grant is also being used to improve education outcomes for K-12, postsecondary, and adult students, with a focus on equity and inclusion in education for underserved populations (Press release included in Appendix).

21ST CENTURY TALENT REGION DESIGNATION

In 2019, the EcO Network was designated by Governor Holcomb as Indiana's second 21st Century Talent Region, a statewide designation awarded to Indiana communities focused on working collaboratively to attract, develop, and connect talent. This designation signifies the EcO Network's success in implementing a plan to increase educational attainment, raise household income, and grow the population in a region (Press release included in Appendix).

NATIONAL TALENT HUB DESIGNATION

The Community Education Coalition and EcO Network were named a National Talent Hub by the Lumina Foundation in 2018. As one of only twenty-six entities given this designation in the country, the Community Education Coalition and EcO Network had to demonstrate its work through a very rigorous set of criteria that included partnership health, equity, and key strategies that would increase post-secondary education percentages of the population over an extended period of time. The Talent Hub designation is a marker of excellence bestowed on exemplar cross-sector partnerships that have demonstrated the capacity and capability to significantly increase the number of residents with high-quality, postsecondary credentials (Press release included in Appendix).

ECONOMIC PROSPERITY

The economic prosperity the region has experienced has not been by accident. Intentional decisions, relationships, and efforts have been made to strengthen industries, create good jobs and careers, and encourage economic investment in the region. The South Central Indiana Talent Region understands that true regional prosperity cannot be reached without collaboration, trust, and cooperation. This understanding is evidenced in the way the local economic development organizations that represent each county in the region have a long-standing history of working together to accomplish common goals.



The region recognizes that collaboration, trust, and cooperation are paramount for future success.

Image Source: Columbus Indiana Redevelopment Facebook

ECONOMIC PROSPERITY SUCCESS STORIES

SOUTH CENTRAL INDIANA ECONOMIC DEVELOPMENT GROUP

Bartholomew, Jackson, and Jennings Counties have jointly promoted the region for business attraction and retention purposes for nearly 20 years. These three counties serve as the northern anchor for the larger South Central Indiana Economic Development group, which since its inception, has organized numerous events to promote the region. It is not uncommon for consultants, site selectors, and real estate professionals to start their search, data collection, or project with the South Central Indiana Economic Development group, who help decision-makers look past city and county lines and see what the region has to offer.

LOCAL ECONOMIC DEVELOPMENT ORGANIZATION COOPERATION

The local economic development organizations in the region include the Greater Columbus Economic Development Corporation, the Jackson County Industrial Development Corporation, and the Jennings County Economic Development Commission. With 89.8% of the region's residential labor force both living and working within the region, the local economic development organizations use a regional approach in marketing for business attraction and retention projects. For the past two years, the local economic development organizations have collaborated on Business Retention and Expansion (BRE) efforts, including the 2021 Tri-County Wage, Benefits, and Turnover Survey of key employers, which helps to show a clearer picture of the area's labor force, as opposed to previously-used individual county surveys.

DOMESTIC AND INTERNATIONAL ATTRACTION EFFORTS

The local economic development organizations in Bartholomew, Jackson, and Jennings Counties are among the most active members of the South Central Indiana Economic Development group by participating in both domestic and international attraction and retention efforts. Marketing trips, attendance at trade shows, and conference participation are included in each individual local economic development organization's yearly marketing plans. Joint efforts related to Foreign Direct Investment trade missions have led the region to prosper in foreign-owned companies, welcoming more than 50 international firms who collectively employ more than 14,000 people in the region. Three dozen of those firms hail from Japan, employing 9,000 local residents, so regional outreach to Japan has been another common practice.

DEFENSE

Seeing a need to leverage the unique assets found at Camp Atterbury near Edinburgh and the Muscatatuck Urban Training Center in Jennings County, the local economic development organizations took the initiative to develop the Southern Indiana Defense Industry Network. This network exists to attract and support investments and job creating activities made by private sector employers who serve defense and national security interests. Camp Atterbury has been promoted to a facility capable of supporting large-scale exercises, mobilizations, homeland security training, and various testing exercises. The site is linked with the Department of Defense's largest urban training facility, Muscatatuck Urban Training Complex, which is garnering recognition as one of the most innovative cyber range and training centers in the U.S. military. Forming the Southern Indiana Defense Industry Network demonstrates that the South Central Indiana Talent Region takes collaborative action when a community need is identified. This joint effort across the South Central Indiana Talent Region has resulted in increased training readiness, commercial defense industry participation, and strategic partnerships.



One-of-a-kind defense facilities offer unique training opportunities.

Image Source: Muscatatuck Urban Training Center Facebook

DEFENSE SUCCESS STORIES

MUSCATATUCK URBAN TRAINING CENTER

The Muscatatuck Urban Training Center is recognized as the Department of Defense's largest urban training center and offers training environments unlike any other facility available. These unique environments offer the opportunity to conduct a variety of live and virtual exercises for training, testing and evaluation. Environments include a multi-domain range, real-world cyber-physical infrastructure, managed special-use airspace, 180-acre reservoir and more than 200 structures. When the assets of Muscatatuck Urban Training Center are combined with other regional defense installations (Camp Atterbury, Jefferson Proving Grounds, and others) it allows for large scale and diverse training opportunities. The Muscatatuck Urban Training Center is also home to the Ivy Tech Cyber Academy, offering an accelerated 11-month Associates Degree program in Cybersecurity. This program and its location at Muscatatuck Urban Training Center further strengthens opportunities for the region's military and civilian workforce to gain relevant skills for both defense industry and private sector careers in Cybersecurity.

SOUTHERN INDIANA DEFENSE INDUSTRY NETWORK

The Southern Indiana Defense Industry Network has been a regional success, helping to attract a little over \$908 million in Department of Defense contracts in the region. Combining the expertise of Indiana's high-tech universities at the AirPark Columbus College Campus with a highly skilled workforce, the region is able to grow defense and defense support-related industries. This effort has enhanced collaboration between economic development officials and the region's military installations, with the goal of growing manufacturing, supply-chain, and high-tech companies that serve the defense sector.

CAMP ATTERBURY

Camp Atterbury, located about four miles west of Edinburgh, serves as a military and civilian training post under the Indiana National Guard. Following the end of the War in Afghanistan, Camp Atterbury is being used to house over 6,000 Afghan refugees until they can be placed in more permanent housing. Active duty and National Guard service members will provide medical needs, logistics, and transportation. The South Central Indiana Talent Region is proud to do its part to provide a temporary home for evacuees.

HEALTHCARE

The South Central Indiana Talent Region has a history of collaboration on healthcare initiatives. With approximately 10 percent of the employed population of the region in a healthcare-related field, the South Central Indiana Talent Region capitalizes on its local resources to provide training, educational opportunities, and creative solutions to healthcare issues.



State-of-the art healthcare training and facilities are hallmarks of the region.

Image Source: Jackson County Industrial Development Corporation

HEALTHCARE SUCCESS STORIES

SIHO INSURANCE SERVICES

A regional success story includes the foundation of SIHO Insurance services, which was created to keep healthcare affordable for residents in the region. SIHO focuses on products for local employers and the senior community. For over thirty years, SIHO has partnered with the regional health systems, providers, and employers to provide affordable health care solutions for our communities while keeping care local. SIHO's goal of facilitating a more integrated care delivery model improves the member experience and meets the local employers need to reduce medical costs. The network has become one of the fastest growing Health Plan Administrators in the Midwest.

THE ECO HEALTHCARE NETWORK

The purpose of the EcO Healthcare Network is to better align education and career opportunities as part of a "next level up" strategy for the healthcare industry and associated education offerings in the region. With funding provided by the EcO Healthcare Network, healthcare simulation labs were put in place to provide hands-on experiential learning. The healthcare simulation labs help to provide the most realistic scenarios that students may see in clinical facilities or a hospital setting. The simulation labs help to support the established professional and the incoming novice in the beginning of their healthcare career.

HEALTH CARE TRAINING

Healthcare systems within all three counties, including Columbus Regional Health, Schneck Medical Center in Jackson County, and St. Vincent Jennings County Hospital, partner with Ivy Tech and Indiana University Purdue University Columbus on training for health care professionals.

MALCOLM BALDRIGE NATIONAL QUALITY AWARD

The Schneck Medical Center was the first of two organizations from Indiana to be a Malcolm Baldrige National Quality Award recipient in 2011. This presidential award is the highest level of national recognition for performance and excellence that a U.S. organization can receive. To receive this award, an organization must have a model organizational management system that ensures continuous improvement in the delivery of products and services, demonstrates efficient and effective operations, and provides a way of engaging and responding to customers and other stakeholders.

INDUSTRY & WORKFORCE

Manufacturing is the undisputed bedrock of the South Central Indiana Talent Region's economy. Among the region's 80,823 jobs in 2019, more than 30,000, or 37.4 percent, were within manufacturing occupations. This strength in manufacturing employment is more than four times the U.S. average of 8.7 percent and double Indiana's 2020 average of 17.2 percent.

Machinery Manufacturing (including engines) makes up 12.3 percent of all of the region's jobs, and Transportation Equipment Manufacturing (i.e., automotive components) adds another 8.9 percent for a combined total of 21.2 percent or more than 1 in every 5 jobs in the region. Primary Metal, Fabricated Metal, and Plastic Product Manufacturing follow as the next three most significant manufacturing industries.



Manufacturing employment in the region is more than 4 times the U.S. average.

Image Source: Toyota Material Handling

INDUSTRY & WORKFORCE SUCCESS STORIES

KEY OCCUPATIONS IN THE REGION

When most think of manufacturing jobs, they likely think of production occupations, of which the South Central Indiana Talent Region boasts nearly 13,000 such roles. Key production occupations in the region include machinists (1,244), welders (1,168), first-line supervisors (1,163), assemblers (1,007), various machine setters or operators (3,800+), and hundreds more. The region's manufacturers, however, also employ "white collar" occupations such as software developers/testers (644), business operations specialists (484), sales managers (246), and an abundance of engineering talent. In 2019, the Columbus, Indiana Metropolitan Statistical Area ranked as the #1 metro in the United States for the highest concentration of mechanical engineers and industrial engineers, and in the region, more than 2,700 persons worked among varying engineering disciplines.

WHERE REGION RESIDENTS WORK

Upwards of 89.8 percent of our residents who are employed, both live and work in one of our three counties. This tight-knit demonstration of employment opportunities being filled by local, in-region workers demonstrates the interconnectedness of the three counties in the region. The South Central Indiana Talent Region's single largest employer is Cummins Inc., who employs approximately 8,000 persons within the region with multiple operations throughout Columbus and a large production facility in Jackson County. Other key domestic manufacturers and/or engineering companies include pharmaceutical manufacturer Lannett (650±), food producer Rose Acre Farms (600±), plastics firm Hilex Poly (340±), LHP Engineering Solutions (200±), and many more.

A special hallmark of the region is a significant presence of foreign direct investment, especially among manufacturers. Leading employers who hail from international locations include Valeo Lighting of France (3,000±), Aisin of Japan (2,100±), Toyota Material Handling of Japan (1,600±), NTN Driveshafts of Japan (1,600±), Faurecia Mobility of France (1,400±), Dorel Juvenile Systems of Canada (900±), Enkei of Japan (700±), Nippon Steel Tube (500±), Martinrea of Canada (330±), NVIC of Japan (275±), Hisada of Japan (250±), and dozens more. In total, Columbus & Edinburgh track close to 40 foreign owned enterprises, and Jackson and Jennings counties host another 12 such companies. These 52 international companies who are at home in South Central Indiana collectively employ approximately more than 14,000 Hoosiers in our region.

OTHER KEY EMPLOYERS

Clearly, manufacturing and the attraction and support of foreign direct investment has played a significant role in the region. Other key employers include area hospitals, local government, and significant distribution/logistics operations including Wal-mart Distribution in Jackson County (1,000±), and Lowes Distribution in Jennings County (780±). Another major employer in the region is the hometown success story of Elwood Staffing. Since its founding in 1980, the family-run company has grown to become one of North America's largest privately-held staffing agencies employing more than 1,100 internal staff at more than 195 branches across the U.S. and Canada, including approximately 150 at their Columbus headquarters.

CHAPTER 3: PLANNING & EXECUTION



A TARGETED AND FOCUSED APPROACH

The South Central Indiana Talent Region took intentional steps in the formation of the regional development plan. A year-long regional development plan process was condensed into three months as a product was needed that was accurate and relevant in addressing the impact of the coronavirus pandemic. Although past planning efforts served as a foundation for the South Central Indiana Regional Development Plan, this plan addresses the climate of the region and the state today. The key regional strategies identified are targeted and focused to respond to the needs of the region.



Success stories speckle the region, including North Vernon's 2011 Stellar Designation.

Image Source: HWC Engineering

PREVIOUS PLANNING AND FUNDING EFFORTS

The projects selected in this plan build upon years of planning and successes produced by the South Central Indiana Talent Region. While the previous planning and funding efforts of the individual towns, cities, and counties were for more singular purposes, there are several efforts that had a regional scope.

PLANS REVIEWED INCLUDE:

- ◆ An Analysis of Residential Market Potential for the City of North Vernon and Jennings County (2018)
- ◆ Bartholomew County Comprehensive Plan
- ◆ Bartholomew County Northern Gateway Study
- ◆ Bartholomew County Thoroughfare Plan
- ◆ Columbus CAMPO 2040 Transportation Plan
- ◆ Envision Columbus Downtown Strategic Plan
- ◆ Columbus Strategic Growth Study
- ◆ Jackson County Comprehensive Plan
- ◆ Jackson County Housing Study
- ◆ Jackson County Pathways to Housing Report (2021)
- ◆ Jennings County Comprehensive Plan
- ◆ North Vernon Comprehensive Plan (In-Progress)
- ◆ North Vernon Parks Master Plan
- ◆ Talent Hub Reports
- ◆ SIRPC Comprehensive Economic Development Strategy
- ◆ South Central Indiana Targeted Industry Analysis
- ◆ Strada Reports
- ◆ Walesboro Airport Land Use Study

PUBLIC, PRIVATE, AND PHILANTHROPIC FUNDING SOURCES CONSIDERED INCLUDE:

- ◆ City of Columbus Hotel Tax
- ◆ City of Seymour Certified Tech Park Funds
- ◆ Community Foundations, such as the Community Foundation of Jackson County, the Heritage Fund - The Community Foundation of Bartholomew County, and the Jennings County Community Foundation.
- ◆ Corporate Foundations, such as the Cummins Foundation
- ◆ County and City Tax Increment Financing
- ◆ Municipal Obligation Bond Financing
- ◆ Municipal Revenue Bond Financing
- ◆ Municipal Tax Abatement
- ◆ Private Business/Developer Funds
- ◆ Private Foundations including Lilly Endowment Inc., Lumina Foundation, and Strada Education Network

STEERING COMMITTEE

With the announcement of READI, a series of meetings were held with potential partners from South Central Indiana. These partners turned to associates in the EcO Network to facilitate the conversation. These discussions included more than 20 elected officials at the city and county level, executives from economic development organizations, major employers, and leaders from community foundations and other non-profits. Conversations collectively focused on the economic prosperity of the region through business support, educational attainment, workforce development, tourism, talent attraction, and more. To advance the work of the South Central Indiana Talent Region, a Steering Committee of twelve representatives from among the three participating counties was formed. This Steering Committee met weekly through the formation of the regional development plan. The Steering Committee has designated the Southern Indiana Housing and Community Development Corporation as the organization responsible for managing and updating the plan.

STEERING COMMITTEE MEMBERS:

John Burnett, CEO
Community Education Coalition
Serving the EcO 21st Century Talent
Region & EGR9 Communities

Dan Davis, President
Community Foundation of
Jackson County
Jackson County

Dr. Teresa Brown, Superintendent
Jennings County Community
Schools
Jennings County

Cindy Frey, President
Columbus Area Chamber of
Commerce
Bartholomew County

Matthew Nicholson, Mayor
City of Seymour
Jackson County

Kathy Ertel, Executive Director
Jennings County Economic
Development Corporation
Jennings County

Jason Hester, President
Greater Columbus Economic
Development Corporation
Bartholomew County

Jim Plump, Executive Director
Jackson County Industrial
Development Corporation
Jackson County

Shawn Gerkin, Clerk-Treasurer
City of North Vernon
Jennings County

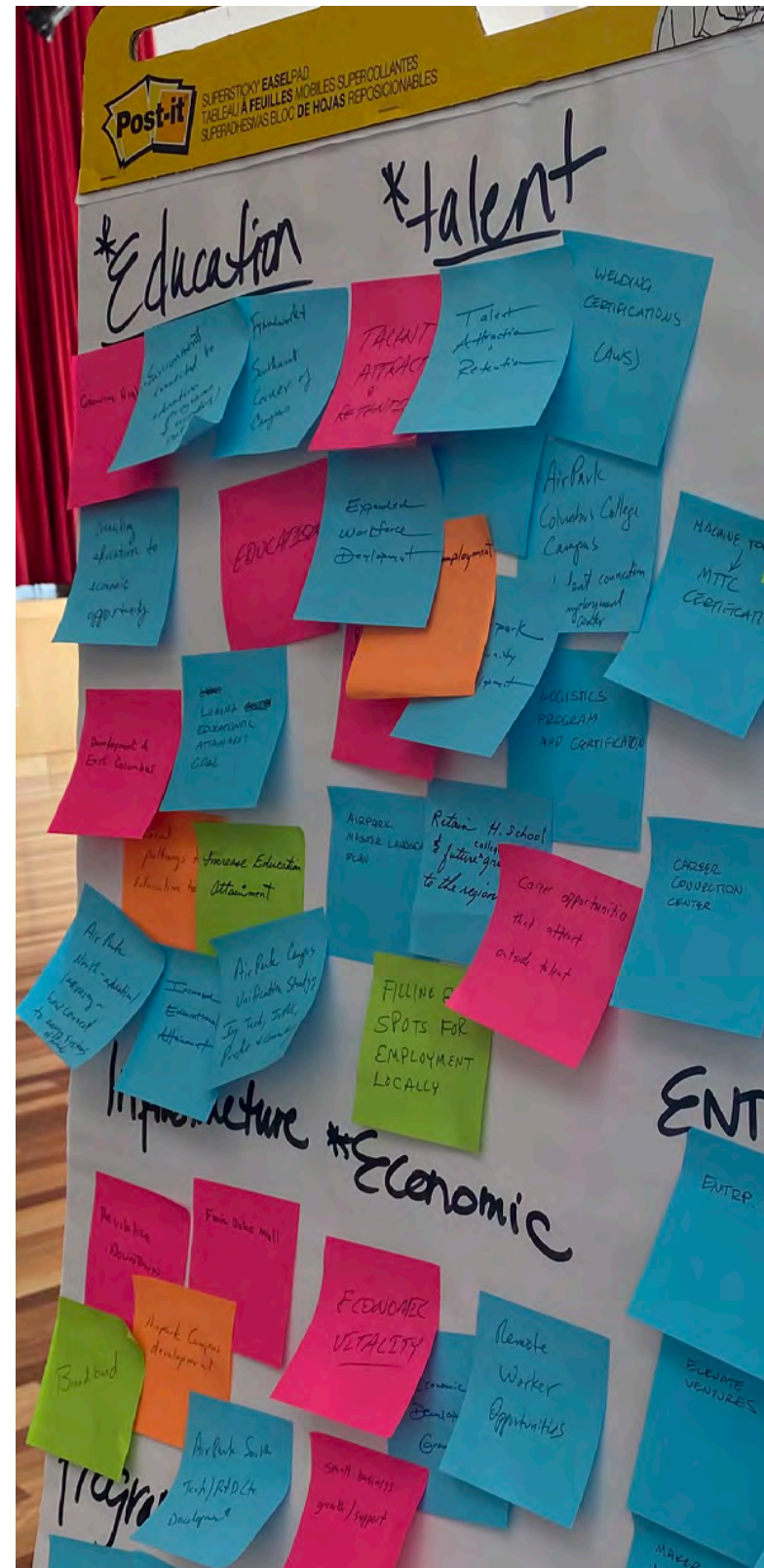
James Lienhoop, Mayor
City of Columbus
Bartholomew County

Matt Reedy, Commissioner
Jackson County Government
Jackson County

Matt Sporleder, President
Jennings County Commissioners
Jennings County

RESPONSIBLE ORGANIZATION:

Eric Frey, Executive Director
Southern Indiana Housing and Community Development Corporation



INCLUDING THE PUBLIC IN THE PLANNING PROCESS

The engagement process for the regional development plan took place over a two-month period and engaged over 350 participants from across the region. The community engagement efforts served two purposes: to identify the needs and aspirations of the region and to educate the public and community leaders about READI. Intentional steps were taken to engage the residents, community leaders, employees, and employers of the three-county region. Each individual engagement component played a specific part in the development of the plan. A custom website was used to distribute project information and to collect public feedback. Exclusive videos were developed and posted on the website that provided a summary of READI and findings of the local and regional workshops. A public input survey was crafted to identify key issues and opportunities in the region. Stakeholders used social media to share and advertise the website, videos, and survey.

COUNTY WORKSHOPS

A series of county workshops were held that involved city, town, and county elected officials, key businesses, and other community leaders. The purpose was to identify priorities of each individual entity and to gauge interest in participating and to determine which priorities were both individual and regional priorities. A total of four local workshops were held in Jennings, Jackson and Bartholomew Counties. These workshops gathered input from over 120 participants. During these workshops, a series of exercises helped meeting participants identify values and priorities on the local level, as well as the county level.

Bartholomew County Workshop
 July 14, 2021
 Location: The Commons, Columbus
 Participants: 44

Jackson County Workshop – Morning Session
 July 13, 2021
 Location: Jackson County Learning Center, Seymour
 Participants: 25

Jackson County Workshop – Afternoon Session
 July 13, 2021
 Location: Jackson County Courthouse Annex, Brownstown
 Participants: 25

Jennings County Workshop
 July 8, 2021
 Location: Jennings County Public Library, North Vernon
 Participants: 45



Jackson County Workshop - Morning Session



Jennings County Workshop



Bartholomew County Workshop

COMMON PRIORITIES

Common priorities were categorized as Tier 1 and Tier 2 Regional Priorities. Priorities ranked as Tier 1 were chosen as top regional priorities for a county and aligned closely with the priorities and values of the other counties in the region. Tier 2 represented important regional priorities but were not the highest short-term priority.

CATEGORY	BARTHOLOMEW COUNTY	JACKSON COUNTY	JENNINGS COUNTY
TIER 1: TOP REGIONAL PRIORITIES			
HOUSING: A full range of housing options in communities	✓✓	✓✓	✓✓
EDUCATION AND WORKFORCE DEVELOPMENT: Grow workforce capacity by providing vocational training, educating students, and supporting employers	✓	✓✓	✓✓
TALENT/WORKFORCE ATTRACTION: Attraction and retention of workforce/population/talent	✓✓	✓✓	✓✓
TIER 2: REGIONAL PRIORITIES			
ENTREPRENEURSHIP AND ECONOMIC VITALITY: Create an economy for the future, growing high wage jobs	✓✓		✓
PUBLIC INFRASTRUCTURE: Provide supporting water, storm, and sanitary sewer infrastructure to meet goals – especially infrastructure in support of housing	✓	✓	✓
BROADBAND: High speed broadband, especially for rural residents	✓		✓

REGIONAL WORKSHOP

After the local workshops were held, a regional workshop brought together leaders and members of the public from all three counties to compare notes on what was learned at the local workshops. Participants were able to see how local values and priorities aligned and how these common values and priorities could be used to develop regional goals. Over 70 representatives participated in this regional workshop, which resulted in consensus on four regional priorities:

1. Strategic Housing Investment
2. Innovation and Entrepreneurship
3. Workforce Development and Education
4. Quality of Place

South Central Indiana Talent Region – Regional Workshop
July 21, 2021
Location: Toyota Material Handling, Columbus
Participants: 71



PULLING THE PLAN TOGETHER

With the conclusion of the regional workshop, plan development became the responsibility of the steering committee. Regional priorities were revised to reflect input received at the Regional Workshop and went into further depth by identifying the details of the recommendations:

1. Innovation & Entrepreneurship

Position the region's economy for a resilient future by advancing innovation and entrepreneurship around the region's existing powerful technologies and future opportunities.

2. Education and Workforce Development:

Build a resilient workforce and enhance regional prosperity by expanding both local and regional access to degree and certificate programs directly linked to well-paying jobs in the region.

3. Housing and Talent Attraction:

Grow the region's population by implementing programming and investment to stimulate and sustain housing in the region along with talent attraction efforts.

4. Quality of Place:

Encourage accelerated population growth and retention through intentional investment in high-impact quality of place initiatives.

With key strategies identified for the region, implementation recommendations from the county and regional workshops were then tabulated and prioritized on how they best fit into the overall regional strategy. A series of work sessions were held to determine how to best implement projects and programs. Work sessions held include the following:

- ◆ Bartholomew County Work Session
- ◆ Jackson County Work Session
- ◆ Jennings County Work Session
- ◆ Downtown Revitalization Work Sessions
- ◆ Talent Attraction Work Sessions

Draft plans were developed and refined through a series of weekly Steering Committee meetings and special-focus (task force) breakouts. A final regional development plan was then established and submitted to the Indiana Economic Development Corporation for consideration for Regional Economic Acceleration and Development Initiative funds.



Seymour's quality of place investments have contributed to population growth.

Image Source: HWC Engineering

PROPOSED STRUCTURE AND RESPONSIBLE PARTIES

The Southern Indiana Housing and Community Development Corporation will be the direct grant recipient and fiscal agent for READI funds. The Southern Indiana Housing and Community Development Corporation will hire or contract a READI Manager who will answer to the Executive Director. The Southern Indiana Housing and Community Development Corporation Board of Directors will also form a READI Committee to oversee the fiscal management of this program.

This private-sector committee will be 10 members consisting of the following:

- ◆ The Southern Indiana Housing and Community Development Corporation Board Representatives from Jackson, Jennings, and Bartholomew Counties (3 members total)
- ◆ Two appointments from each county (6 members total)
- ◆ A representative from Edinburgh (1 member total)

The Southern Indiana Housing and Community Development Corporation, with assistance from the READI Manager, will be responsible for overall compliance and responsibilities consist of compiling the following:

- ◆ Documenting matching funds
- ◆ Drawing down READI grant funds
- ◆ Reporting

READI MANAGER

The READI Manager will assist in coordinating all projects and programs, assist in the collection of documentation for the Southern Indiana Housing and Community Development Corporation to document matching funds, and to assist in READI funds reporting. The READI Manager will provide oversight and compliance guidance to project managers, grant administrators, and contractors.

PROGRAM/PROJECT MANAGERS

Each program and project will have a managing entity with a program manager. That entity will serve as the subgrantee for its designated project or program. Example entities include, but are not limited to, redevelopment commissions, school corporations, and local governmental bodies. These entities may assign a staff person or hire a project manager to coordinate the program or project with the Southern Indiana Housing and Community Development Corporation's READI Manager.

GRANT ADMINISTRATOR

Each program or project subgrantee may incorporate grant administration into the project budget. Grant administration may be provided by an existing position, the program manager, the creation of new position, or contracting for these services. The grant administrator for each project will be responsible for providing all required grant documentation, reports, and matching funds documentation to the Southern Indiana Housing and Community Development Corporation's READI Manager.

CONTRACTOR

Where applicable contractors will be solicited or procured to implement some or all aspects of the programs or projects. The contractor will be responsible to submit required documentation to the Program/Project Manager or to the Grant Administrator, who will ultimately provide this documentation to the Southern Indiana Housing and Community Development Corporation's READI Manager.

DESIGNATED APPLICANT AND FISCAL AGENT:

THE SOUTHERN INDIANA HOUSING AND COMMUNITY DEVELOPMENT CORPORATION

The Southern Indiana Housing and Community Development Corporation has been identified as the entity responsible for carrying out the plan. This Corporation is a non-profit (501c3) that functions as a regional Community Development Corporation for rural communities, and designed to assist communities in housing, economic and redevelopment efforts in the Indiana Counties of Bartholomew, Decatur, Dearborn, Henry, Jackson, Jennings, Lawrence, Morgan, Ripley, Rush, and Scott.

The Southern Indiana Housing and Community Development Corporation has developed and managed a variety of projects including the revitalization of historic properties, downtown revitalization, development and rehab of multi-unit apartments, and development and implementation of a program for the construction of homes for homeownership.

The Southern Indiana Housing and Community Development Corporation has received funding from the Indiana Housing and Community Development Authority HOME Program, Federal Home Loan Bank Affordable Housing Program, USDA-504 Repair Program, community foundations, Community Development Block Grant Program, and Low-Income Housing Tax Credit projects. The total estimate of funding received directly by Southern Indiana Housing and Community Development Corporation is over \$15 million.

The Southern Indiana Housing and Community Development Corporation has been through a Single Audit (based on 2 CFR Part 200) which is required when receiving more than \$750,000 in direct federal grant assistance in calendar year and has current assets totaling over \$9.6 million.

HOUSING PROGRAM MANAGER AND GRANT ADMINISTRATOR: ADMINISTRATIVE RESOURCES ASSOCIATION (ARA)

Administrative Resources association, Inc. is a governmental association of cities created in 1973 with Lilly Endowment Inc. funds. ARA was formed using Indiana's Intergovernmental Cooperation Act, designed to permit joint governmental ownership of facilities. ARA is viewed as a "Special District" by State Board of Accounts and is subject to the same regulations and oversight as state municipalities.

ARA has worked with over 50 different federal and state funding programs and on average submits approximately \$15 million annually in funding requests, proposals, and letters of interest. ARA provides grant services, administers, or manages an average of \$30 million in federal funding annually.

ARA has worked with four Stellar Communities, including the City of North Vernon, assisting with the implementation of its programs. In North Vernon, Stellar ARA managed the owner-occupied rehabilitation grants, downtown façade program and streetscape, and the Irish Hill Street Neighborhood Revitalization.

ARA has also worked with Jackson County and Seymour on a number of projects. The County projects include rehabbing Freetown Community Center and improving and constructing multiple fire stations throughout the county. ARA managed the Seymour downtown façade program, downtown medical clinic, infrastructure projects, multiple owner-occupied rehabilitation programs, and two downtown park projects. ARA has assisted with multiple stormwater and wastewater projects and housing rehabilitation programs in Crothersville, including one currently underway totaling over \$5 million.

ARA works with Columbus on its transit programs, Columbus Invigorate COVID Business Loan Program, economic development projects, disaster recovery, blight elimination and Community Development Block Grant entitlement funding. Additionally, ARA has assisted or managed programs for in Bartholomew County that include the planning for infrastructure improvements and the renovation to the United Way Center. There have been multiple infrastructure and public facilities projects implemented and managed by ARA in the Towns of Hope, Elizabethtown, and Clifford.

CHAPTER 4: MEASURING THE REGION



EXPECTED OUTCOMES AND SUCCESS METRICS

When successfully implemented, the South Central Indiana Talent Region expects to produce a more prosperous region in which population and employment is growing, unemployment is low, careers are well-paying and equitably distributed, and people are well-educated and trained for the careers of tomorrow.

The South Central Indiana Talent Region's Investment Strategy is designed to promote initiatives and projects that are critical to retain talent and attract workforce to the region. The following pages include a summary of the benchmarks that will be used to evaluate the success of the plan. A detailed demographic evaluation of the region is included, which not only provides information on the current state of the region but denotes where progress needs to be made. Recommendations are provided for benchmarks for improving regional performance.



Metrics and success outcomes were carefully considered for the South Central Indiana Talent Region.

Image Source: Jennings County High School Facebook

Strategy 1.

Innovation and Entrepreneurship

Position the region's economy for a resilient future by advancing innovation and entrepreneurship around the region's existing powerful technologies and future opportunities.

BENCHMARKS:

- ◆ Increase regional per capita personal income to 5 percent over state levels.
- ◆ Increase the average wage per job to 8 percent over state levels.
- ◆ Transition from 1:4 jobs in automotive to 1:4 jobs in alternative propulsion and other sectors.
- ◆ Launch 8 start-ups at the Propeller Innovation Center and Venture Studio over 3 years.

Strategy 2.

Education and Workforce Development

Build a resilient workforce and enhance regional prosperity by expanding both local and regional access to degree and certificate programs directly linked to well-paying jobs in the region.

BENCHMARKS:

- ◆ Increase attainment of high school diploma to 90 percent or more.
- ◆ Increase attainment of associates degree to 10 percent or more.
- ◆ Increase attainment of bachelor's degree or higher to 23 percent or more.

Strategy 3.

Housing and Talent Attraction

Grow the region's population by implementing programming and investment to stimulate and sustain housing in the region along with talent attraction efforts.

BENCHMARKS:

- ◆ Increase annual regional growth to 0.8 percent.
- ◆ Build at least 567 homes with READI support.
- ◆ Build at least 500 homes per year across the region

Strategy 4.

Quality of Place

Encourage accelerated population growth and retention through intentional investment in high-impact quality of place initiatives.

BENCHMARKS:

- ◆ An annual Quality of Place Investment Report will be prepared to provide a year-to-year comparison on progress. Items to be included in the report are as follows:
 - ◆ An inventory of quality of place amenities.
 - ◆ Community events added with estimated number of visitors.
 - ◆ Community events retained with estimated number of visitors.
 - ◆ Public space investment.
 - ◆ New community or civic organizations established.
 - ◆ Parks and recreation investments (capital improvements and programming).

Dynamic yet steady, the South Central Indiana Talent Region boasts stable demographic increases, with parts of the region shining in its own distinctive areas.

The South Central Indiana Talent Region includes one metropolitan statistical area, the Columbus Metropolitan Statistical Area, which includes all of Bartholomew County. Jackson and Jennings Counties are not currently part of a metropolitan statistical area. The region's economic center is the City of Columbus in Bartholomew County; however, there is much interdependence between the cities and towns of the region. Notably, state roads and Interstate 65 do not stop at city or county lines, and neither do the commuting and shopping patterns of the region.

POPULATION

TRENDS:

The region is an economically interdependent ecosystem that is home to nearly 160,000 residents, approximately 2.3 percent of the state's total population. This represents an increase of nearly 6 percent since the 2010 Census, which is a higher rate of growth than the overall State of Indiana experienced (4.7 percent). Counties in the region have seen significant growth over the last decade with Bartholomew County growing by 7.1 percent (5,414) and Jackson County growing by 9.6 percent (4,052). Jackson County's growth rate was 7th fastest in the state, trailing only counties in metropolitan areas (2020 U.S. Census).

Overall, the South Central Indiana Talent Region has a smaller college age population than the State of Indiana, but Bartholomew and Jackson Counties are retaining more than the State average of young adults. Jennings County is home to a larger share of older adults (45 percent) than the other counties or the state average (STATS Indiana, using data from the Indiana Department of Workforce Development).

NEED:

The vision of the South Central Indiana Talent Region is to increase the region's annual growth rate from 0.6 percent to 0.8 percent. This can be accomplished by sustaining Jackson County's current growth, slightly increasing Bartholomew

County's growth from 0.7 to 1.0 percent, and by stabilizing Jennings County's population loss. See Figure 4.1 for a summary of this analysis and what it could mean for the regional population in the next ten years.

BENCHMARK:

- ◆ Increase annual regional growth to 0.8 percent.

EDUCATION

TRENDS:

The South Central Indiana Talent Region has a slightly higher percentage of the population with a high school diploma or higher (89 percent) compared to the State of Indiana (88.8 percent), and a slightly lower percentage of the population holding a bachelor's degrees or higher (25 percent) than the State of Indiana (27 percent). However, the efforts of the Community Education Coalition, partnerships through the secondary and post-secondary education institutions, and the EcO Network are evidenced in the Columbus/Bartholomew County figures. Bartholomew County boasts a population in which 91 percent hold a high school diploma or more, 9 percent hold an associate's degree, and 33 percent hold a bachelor's degree or higher. Jackson (87 percent) and Jennings (88 percent) Counties more closely resemble the state average (89 percent) in high school diploma share. All three counties resemble the state average (8 percent) in associate's degree attainment. However, Jackson County's

bachelor's degree or higher attainment is 10 percent lower than the State average, and Jennings County's attainment is less than half the state average, although gains are being made through educational and certification offerings at the Columbus Airpark Campus and the Jackson County Learning Center, and the Jennings County Education Center (STATS Indiana, using data from the Indiana Department of Workforce Development).

NEED:

The South Central Indiana Talent Region needs to continue to make progress on educational attainment. The vision is for the region's educational attainment to mirror that of the State of Indiana. This will be accomplished by improving graduation rates in Jackson and Jennings Counties, while growing the percentage of adults with post-secondary education. A summary of current data and future goals is provided in Figure 4.2.

BENCHMARKS:

- ◆ Increase attainment of high school diploma to 90 percent or more.
- ◆ Increase attainment of associates degree to 10 percent or more.
- ◆ Increase attainment of bachelor's degree or higher to 23 percent or more.

FIGURE 4.1: FUTURE POPULATION GROWTH ANALYSIS

	BARTHOLOMEW	JACKSON	JENNINGS	REGION	INDIANA
POPULATION TRENDS					
2010	76,783	42,376	28,529	147,688	6,483,802
2020	82,208	46,428	27,613	156,249	6,785,528
GROWTH RATE (2010-2020)	7.1%	9.6%	-3.2%	5.8%	4.7%
GROWTH RATE (ANNUAL, 2010-2020)	0.7%	1.0%	-0.3%	0.6%	0.5%
2020-2030 POPULATION GOALS					
GROWTH RATE (ANNUAL)	1.0%	1.0%	0.0%	0.8%	NA
2025 POPULATION GOAL	86,318	48,749	27,613	162,681	NA
2030 POPULATION GOAL	90,429	51,071	27,613	169,113	NA

FIGURE 4.2: EDUCATIONAL ATTAINMENT

	BARTHOLOMEW	JACKSON	JENNINGS	REGION	INDIANA
CURRENT TRENDS					
HIGH SCHOOL DIPLOMA	91%	87%	88%	89%	88.8%
ASSOCIATE'S DEGREE	9%	8%	8%	8.3%	8.8%
BACHELOR'S OR HIGHER	33%	17%	12%	21%	27%
GOALS					
HIGH SCHOOL DIPLOMA	92%	88%	89%	90%	88.8%
ASSOCIATE'S DEGREE	11%	9%	9%	10%	8.8%
BACHELOR'S OR HIGHER	35%	19%	14%	23%	27%

HOUSING

TRENDS:

The South Central Indiana Talent Region is home to 58,997 households, which represents nearly 2 percent of the households in Indiana (STATS Indiana, using data from the Indiana Department of Workforce Development). Consistent with the state, the region is dominated by owner-occupied units. Jennings County has a significantly lower share of rental units than the other counties, while Bartholomew County has a lower share of vacant homes than Jackson and Jennings (U.S. Census: American Community Survey, 2016 – 2020).

The region generally has a newer housing stock than the State of Indiana with lower shares of housing built before 1960. Most homes in the region were built between 1960 and 1999, with approximately 56 percent of new home construction falling within this time period. Although the region is in-line with the State of Indiana for new homes being constructed after 2000, the percentage of homes constructed is significantly lower than the number of homes being constructed in decades before the 2000s. Jennings County is experiencing the lowest rate of home construction between 2000 and 2020, with only 15 percent of its housing stock being constructed during these years (U.S. Census: American Community Survey, 2016 – 2020).

NEED:

The supply of housing units must increase to meet the region's population growth goals. To accomplish this, the region needs to promote new housing development. As part of this plan, a total of 567 housing units have been proposed, which could support up to a 1,500 increase in population (See Figure 4.4). To support the desired population growth over the next 10 years, the region will need to build at least 500 homes per year, as summarized in Figure 4.6.

BENCHMARKS:

- ◆ Build at least 567 homes with READI support.
- ◆ Build at least 500 homes per year across the region.

FIGURE 4.3: AGE OF HOUSING STOCK

	REGION	BARTHOLOMEW	JACKSON	JENNINGS	INDIANA
BUILT 1939 OR EARLIER	8,489	12%	16%	11%	17%
BUILT 1940 TO 1959	9,990	17%	15%	11%	17%
BUILT 1960 TO 1979	18,002	29%	23%	30%	25%
BUILT 1980 TO 1999	17,546	25%	27%	33%	25%
BUILT 2000 OR LATER	11,777	18%	19%	15%	17%

ECONOMIC STATISTICS

TRENDS:

The South Central Indiana Talent Region accounted for approximately 2.4 percent of state's total employment. The labor force, comprised of 80,450 persons, has grown by 11.6 percent between 2010 and 2020 and has outpaced the State's growth in the same time period (2 percent) (See Figure 4.8 and 4.11). Furthermore, Bartholomew and Jackson Counties have outpaced the state average by more than 10 percent. In 2020, the region's unemployment rate (6.9 percent) was lower than the State of Indiana (7.1 percent) (STATS Indiana, using data from the Indiana Department of Workforce Development).

The South Central Indiana Talent Region serves as a job center, with positive daily inflow of the labor force. Approximately 6,000 more workers commute into the region than out of the region. The labor force generally lives and works within the region, which is a desirable asset (See Figure 4.7).

Labor force participation rates have been positive in the region between 2010 and 2020, with noticeable jumps in Bartholomew and Jackson Counties. The South Central Indiana Talent Region surpassed the state averages between 2010 to 2015, and again from 2015 to 2020. While Bartholomew and Jackson saw significant increases in labor participation rates over the 10-year period, Jennings County had a large percentage increase in the labor force in the most recent five-year interval (3.2 percent), outpacing the state (1.6 percent) (See Figure 4.9) (STATS Indiana, using data from the Indiana Department of Workforce Development).

The per capita income is just slightly lower than the State of Indiana, with the region at \$48,176 and the State at \$48,678. Within the region, Bartholomew has the highest per capita income at \$52,546 and Jennings has the lowest at \$41,169. This trend is consistent across the region, with Bartholomew exceeding state averages in median household income and average wage per job, with Jennings falling just below state

FIGURE 4.4: PROPOSED READI HOUSING UNITS

	BARTHOLOMEW	JACKSON	JENNINGS	REGION
PROJECT				
COUNTRY SQUIRE LAKES HOUSING REDEVELOPMENT	0	0	60	60
DOWNTOWN COLUMBUS HOUSING AND URBAN GROCER	200	0	0	200
EDINBURGH HOUSING AND ROAD EXTENSION PROJECT	35	0	0	35
HOUSING DEVELOPER INCENTIVES PROGRAM	18	10	6	35
LAND BANK OF SOUTH CENTRAL INDIANA	26	15	9	50
NORTH VERNON KNOBSTONE SUBDIVISION	0	0	123	123
WORKFORCE/MULTI-GENERATIONAL HOUSING	0	64	0	64
TOTAL	280	89	198	567

FIGURE 4.5: PROJECTED GROWTH BASED ON NEW READI HOUSING UNITS

	BARTHOLOMEW	JACKSON	JENNINGS	REGION
PROJECTIONS				
PERSONS PER HOUSEHOLD	2.59	2.58	2.53	2.58
ESTIMATED POPULATION GAIN	724	230	501	1,456
ANNUAL GROWTH RATE (OVER 5 YEARS)	0.2%	0.1%	0.4%	0.2%

FIGURE 4.6: TOTAL HOUSING UNITS NEEDED TO SUPPORT POPULATION GROWTH

	BARTHOLOMEW	JACKSON	JENNINGS	REGION
POPULATION TRENDS				
2020 POPULATION	82,208	46,428	27,613	156,249
RATE (ANNUAL)	1.0%	1.0%	0.0%	0.8%
ANNUAL POPULATION INCREASE	822	464	-	1,286
ANNUAL NUMBER OF UNITS NEEDED (NOT COUNTING REPLACEMENT)	317	180	-	497

averages (See Figure 4.10). Jackson County shows a mixed performance, with some statistics exceeding and some trailing behind state averages (STATS Indiana, using data from the Indiana Department of Workforce Development).

Overall, the region surpassed the state's percent change of median household income between 2000 and 2019. On the high end, Bartholomew County experienced a 54 percent growth rate, and at the low end, Jennings County experienced a 39 percent growth rate. Jennings County remains lower than the state despite the growth from 2000 to 2019 (STATS Indiana, using data from the Indiana Department of Workforce Development).

NEED:

In combination with efforts to increase educational attainment, the vision of the South Central Indiana Talent Region is to see income and wages grow over the next decade. Gains will be specifically targeted in Jackson and Jennings Counties, which generally lag behind the state in these categories.

A 4.2 percent increase in per capita income would result if Jackson and Jennings Counties matched state levels. Increases in Bartholomew County would allow this to grow further. Since this statistic is tied to inflation, the region's goal is to have per capita income exceed the state average by 5 percent.

In a similar manner, raising the average wage in Jackson and Jennings County to mirror state averages would result in a 6.5 percent increase in wages. Accounting for growth in Bartholomew County, the region's goal is to have wages exceed state averages by 8 percent. A summary of these goals is provided in Figure 4.12.

The South Central Indiana Talent Region also sees the need to transition from the production of internal combustion engines towards other technologies. Regional employers must have the facilities, people, and technologies necessary to adapt to the coming change. The region will seek to maintain its strength of 1:5 jobs in engine and automotive component manufacturing while supporting business expansion and attraction efforts to transition mix of products from an estimated 99 percent internal combustion engine (ICE) components today to 80 percent ICE and 20 percent electric, hydrogen, and other clean mobility solutions by 2030.

BENCHMARKS:

- ◆ Increase regional per capita personal income to 5 percent over state levels.
- ◆ Increase the average wage per job to 8 percent over state levels.
- ◆ Transition automotive & engine manufacturing jobs from 99% ICE components to 80% ICE and 20 percent electric, hydrogen, and other clean mobility sources by 2030.

FIGURE 4.7: INFLOW/OUTFLOW

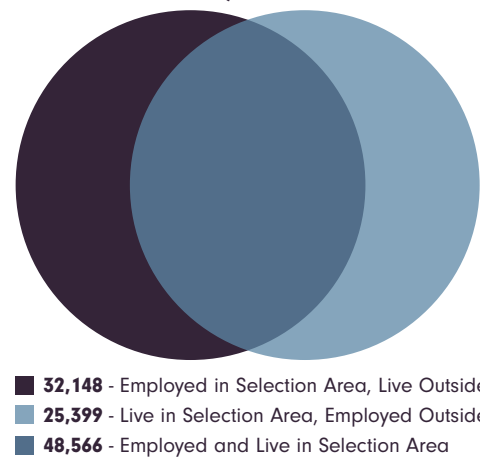
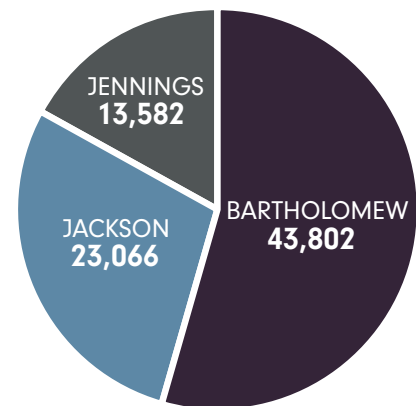


FIGURE 4.8: TOTAL LABOR FORCE



TOTAL LABOR FORCE FOR THE REGION = 80,450

FIGURE 4.9: LABOR FORCE CHANGE

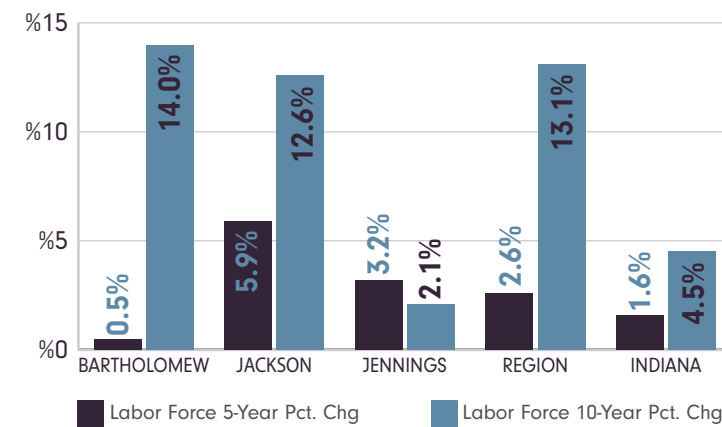


FIGURE 4.10: MEDIAN HOUSEHOLD INCOME

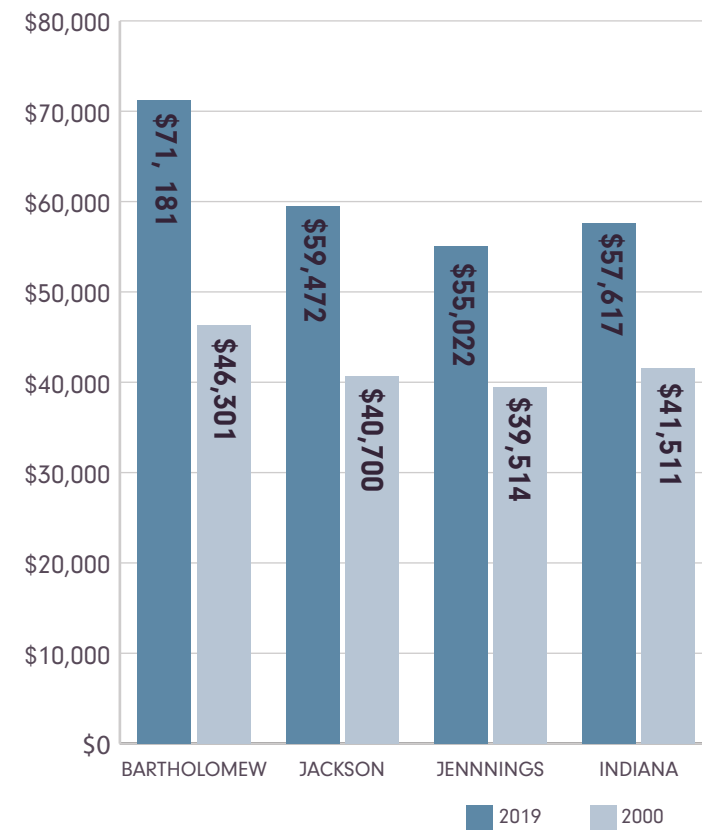


FIGURE 4.11: TOTAL EMPLOYMENT IN THE SOUTH CENTRAL INDIANA REGION

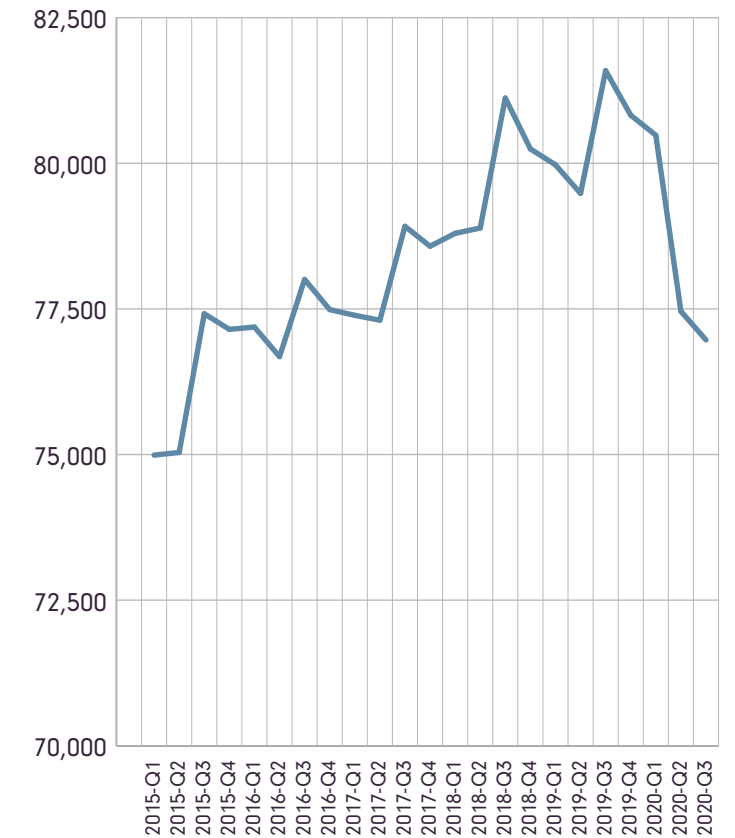


FIGURE 4.12: WAGES AND INCOME

	BARTHOLOMEW	JACKSON	JENNINGS	REGION	INDIANA
POPULATION TRENDS					
2020 POPULATION	82,208	46,428	27,613	156,249	6,785,528
PER CAPITA PERSONAL INCOME 2019	\$52,546.00	\$44,192.00	\$41,169.00	\$48,176.00	\$48,678.00
MEDIAN HOUSEHOLD INCOME 2019	\$63,431.00	\$59,472.00	\$55,022.00	\$60,768.54	\$57,617.00
AVERAGE WAGE PER JOB 2020	\$58,343.00	\$48,974.00	\$42,048.00	\$54,149.00	\$51,925.00
GOALS (RAISING JACKSON/JENNINGS TO STATE LEVEL)					
PER CAPITA PERSONAL INCOME 2019	\$53,300.00	\$48,678.00	\$48,678.00	\$51,109.79	\$48,678.00
AVERAGE WAGE PER JOB 2020	\$59,825.00	\$51,925.00	\$51,925.00	\$56,081.46	\$51,925.00

BENCHMARK REGIONS

Three benchmark regions were selected by which to measure progress and inform regular evaluation of the plan’s successful implementation. These regions were selected because they share many of the same demographic characteristics and challenges as the South Central Indiana Talent Region.

STORY COUNTY, IOWA (AMES)

Story County is located in central Iowa, and its regional city is Ames. Ames is part of the Ames, Iowa Metropolitan Statistical Area. According to the 2020 U.S. Census, this Metropolitan Statistical Area included both Boone and Story Counties and had a combined population of 125,252. Story County was the dominated the region in population with 98,537 residents, and Boone County had a smaller population of 26,715. The regional city of the Metropolitan Statistical Area, Ames, has a population of 66,427. Ames is home to Iowa State University, with prominent agriculture, design, engineering, and veterinary medicine colleges. A U.S. Department of Energy national laboratory, Ames Laboratory, is located on the Iowa State University campus.

FOND DU LAC COUNTY, WISCONSIN (FOND DU LAC)

Fond du Lac County is located in eastern Wisconsin and makes up the Fond du Lac Metropolitan Statistical Area. According to the 2020 U.S. Census, approximately 104,154 people reside in this area. Fond du Lac is the regional city of this Metropolitan Statistical Area, and according to the 2020 U.S. Census, has a population of 44,678. The City is home to three colleges: Marian University; the University of Wisconsin-Oshkosh, Fond du Lac Campus; and Moraine Park Technical College. The largest employer in the area is Mercury Marine, which has its world headquarters in Fond du Lac and is the largest maker of outboard motors in the world.

MONROE COUNTY, INDIANA (BLOOMINGTON)

Monroe County is located in central Indiana, and is part of the Bloomington, Indiana, Metropolitan Statistical Area (MSA). This area consists of Monroe and Owen Counties. The MSA has a 2020 U.S. Census population of 161,039, with 139,718 residing in Monroe County and 21,321 residing in Owen County. The City of Bloomington in Monroe County is the regional city in the area and has a population of 79,168 according to the 2020 U.S. Census. Bloomington is home to Indiana University. The area’s economic base is built around pharmaceuticals, medical devices, technology, health care, and the arts.

SUMMARY OF ANALYSIS

A high level demographic comparison between the communities is provided in Figure 4.13. In this comparison, the performance of the South Central Indiana Talent Region was evaluated against the county in which each of these benchmark communities is located. For comparison, we also included Bartholomew County as the top performing county within the South Central Indiana Talent Region.

Each of the benchmark communities is growing, with annual rates of growth between 0.2 and 0.9 percent. The communities also show high levels of educational attainment, with strong high school graduation rates and a high percentage of its population having bachelor’s degrees.

A deeper evaluation of the data reveals that while Bartholomew County’s data is competitive with the other communities, the South Central Indiana Talent Region as a whole lags behind these peers. Educational attainment, income, and growth data trails in most categories compared to the benchmark communities.

From this comparison, it is apparent that the region has the opportunity to improve in most categories, and the benchmarks established at the beginning of this chapter are reasonable and attainable goals.

FIGURE 4.13: BENCHMARK REGIONS ANALYSIS

	SOUTH CENTRAL INDIANA TALENT REGION	BARTHOLOMEW COUNTY, INDIANA (COLUMBUS)	STORY COUNTY, IOWA (AMES)	FOND DU LAC COUNTY, WISCONSIN (FOND DU LAC)	MONROE COUNTY, INDIANA (BLOOMINGTON)
POPULATION					
2020 POPULATION	156,249	82,208	98,537	104,154	139,718
INCOME (2019 ESTIMATES)					
REGIONAL PER CAPITA PERSONAL INCOME	\$48,176.00	\$52,546.00	\$43,643.00	\$49,949.00	\$43,678.00
MEDIAN HOUSEHOLD INCOME	\$56,291.00	\$63,431.00	\$56,756.00	\$62,391.00	\$49,839.00
EDUCATION AND WORKFORCE DEVELOPMENT					
HIGH SCHOOL DIPLOMA OR MORE	89%	91%	97%	92%	93%
ASSOCIATES DEGREE OR MORE	8%	9%	10%	13%	7%
BACHELORS DEGREE OR MORE	21%	33%	52%	23%	46%
HOUSING AND TALENT ATTRACTION					
ANNUAL GROWTH RATE (2010-2020)	0.6%	0.7%	0.9%	0.2%	0.8%

INVESTMENT CRITERIA

To identify potential projects for the regional development plan, the South Central Indiana Talent Region Steering Committee began collecting project ideas early in the process. During the County Workshops and the Regional Workshop, a link to a project identification questionnaire was distributed to meeting participants. A master list of projects was developed and distributed to the Steering Committee for vetting. The Steering Committee placed priority on projects that helped accelerate the state's economic growth and advance the powerful, prosperous, and resilient vision of the South Central Indiana Talent Region. Initiatives and projects that were viewed as the most critical to retain talent and attract workforce were ultimately selected. These initiatives and projects most closely met the intent of the four strategies developed by the South Central Indiana Talent Region: Innovation and Entrepreneurship, Education and Workforce Development, Housing and Talent Attraction, and Quality of Place.

There were several initiatives and projects that were considered that were not ultimately selected for project funding in this regional development plan. However, many of these projects were considered worthy projects and have been included as projects to be pursued as the initial READI projects are completed. These projects have been included in the Appendix.



CHAPTER 5: REGIONAL PROJECTS



INTRODUCTION:

The South Central Indiana Talent Region selected 25 bold, transformative projects to help execute the vision of powerful technologies, prosperous communities, and a resilient future.

EDINBURGH

1. Edinburgh Housing & Road Extension Project

COLUMBUS

2. AirPark Columbus College Campus Access & Success Project
3. Columbus Riverfront Project
4. Downtown Columbus Housing & Urban Grocer
5. Downtown Columbus Hotel & Conference Center
6. Mobility Test Track & Proving Ground
7. NexusPark
8. Propeller Innovation Center & Venture Studio

JENNINGS CO./NORTH VERNON

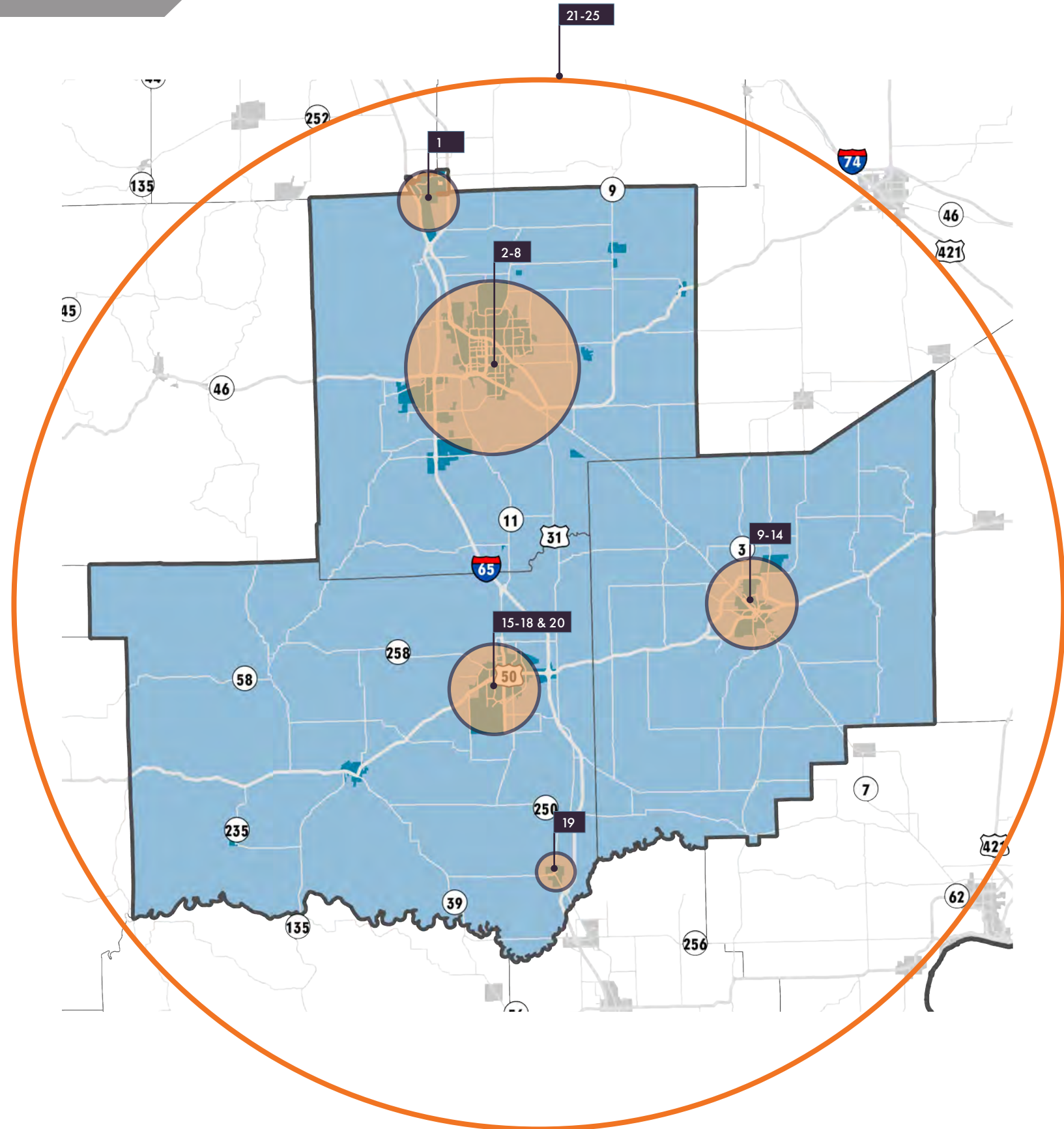
9. Arvin Manufacturing Blight Elimination Project
10. Country Squire Lakes Housing Redevelopment
11. Jennings County Broadband Expansion
12. North Vernon Knobstone Subdivision
13. Panther Technology Education Center
14. Quarry Adventure Park

JACKSON CO./SEYMOUR

15. Chateau de Pique
16. Jackson County Learning Center Expansion
17. Seymour High School Career & Technical Programs Extension
18. Schneck Cancer Center Linear Accelerator Project
19. Uniontown Sewer Expansion
20. Workforce/Affordable Multi-Generational Housing

REGION WIDE PROJECTS

21. Downtown Revitalization Fund
22. Housing Developer Incentives Program
23. Land Bank of South Central Indiana
24. Shared Arts-Based Placemaking Programming
25. "Welcome Home" Talent Attraction Program



PROJECT TABLE

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT/MATCH	TOTAL MATCH		
INNOVATION & ENTREPRENEURSHIP										
MOBILITY TEST PARK AND PROVING GROUND: Construct the initial phase of a research and development test complex and proving ground for autonomous, electric, and alternative fuel vehicles.	BARTHOLOMEW	\$29,800,000		\$6,900,000	\$-	\$6,900,000	1 TO 1	\$16,000,000	2 TO 1	3 TO 1
PROPELLER INNOVATION CENTER AND VENTURE STUDIO: New makerspace/innovation center with supporting start-up services and venture capital fund.	BARTHOLOMEW	\$6,727,300		\$956,400	\$-	\$254,600	0 TO 1	\$5,516,300	6 TO 1	6 TO 1
SEYMOUR HIGH SCHOOL CAREER AND TECHNICAL PROGRAMS EXPANSION: Equip high school students with the skills needed for post-secondary success by adding a Digital Manufacturing Makerspace to the Owl Manufacturing program and expanding science/ag-tech programs.	JACKSON	\$10,000,000		\$2,000,000	\$-	\$2,000,000	1 TO 1	\$6,000,000	3 TO 1	4 TO 1
EDUCATION & WORKFORCE DEVELOPMENT										
AIRPARK COLUMBUS COLLEGE CAMPUS ACCESS AND SUCCESS PROJECT: Enhancement of the campus plus new Student Connection and Employment Center.	BARTHOLOMEW	\$19,829,450		\$5,000,000	\$-	\$5,259,633	1 TO 1	\$9,569,817	2 TO 1	3 TO 1
JACKSON COUNTY LEARNING CENTER EXPANSION: Expansion of technical programming at the Jackson County Learning Center through Vincennes University to meet the needs of incumbent workers and local employers.	JACKSON	\$2,000,000		\$400,000	\$-	\$400,000	1 TO 1	\$1,200,000	3 TO 1	4 TO 1
PANTHER VOCATIONAL TRAINING CENTER: New vocational and technical training center at Jennings County High School.	JENNINGS	\$10,000,000		\$4,900,000	\$-	\$5,100,000	1 TO 1	\$-	0 TO 1	1 TO 1

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT / MATCH	TOTAL MATCH		
HOUSING & TALENT ATTRACTION										
ARVIN MANUFACTURING BLIGHT ELIMINATION PROJECT: Acquisition and clean-up of former industrial site in downtown.	JENNINGS	\$1,600,000		\$700,000	\$-	\$900,000	1 TO 1	\$-	0 TO 1	1 TO 1
COUNTRY SQUIRE LAKES HOUSING REDEVELOPMENT: Infrastructure investments in support of blight elimination and new housing development.	JENNINGS	\$17,000,000		\$1,900,000	\$-	\$2,100,000	1 TO 1	\$13,000,000	7 TO 1	8 TO 1
DOWNTOWN COLUMBUS HOUSING & URBAN GROCER: Mixed-use downtown housing including 200 units and an urban grocer, plus conversion of 2nd and 3rd Streets to 2-way traffic.	BARTHOLOMEW	\$44,300,000		\$3,000,000	\$-	\$12,800,000	5 TO 1	\$28,500,000	9 TO 1	14 TO 1
EDINBURGH HOUSING AND ROAD EXTENSION PROJECT: Infrastructure investments to support housing and industrial development opportunities in the Town of Edinburgh.	EDINBURGH	\$8,500,000		\$750,000	\$-	\$750,000	1 TO 1	\$7,000,000	9 TO 1	10 TO 1
HOUSING DEVELOPER INCENTIVES PROGRAM: Incentives for housing investments over a three-year period.	REGION WIDE	\$7,000,000		\$1,000,000	\$-	\$1,000,000	1 TO 1	\$5,000,000	5 TO 1	6 TO 1
JENNINGS COUNTY BROADBAND EXPANSION: Provide broadband service to 3,400 properties in rural Jennings County.	JENNINGS	\$6,873,561		\$350,000	\$431,582	\$350,000	1 TO 1	\$5,741,979	16 TO 1	17 TO 1
LAND BANK OF SOUTH CENTRAL INDIANA: Regional program to acquire, clean-up and land bank property with the goal of aggregating sites for redevelopment.	REGION WIDE	\$10,000,000		\$1,000,000	\$-	\$1,000,000	1 TO 1	\$8,000,000	8 TO 1	9 TO 1
NORTH VERNON KNOBSTONE SUBDIVISION: Development of a 123 lot subdivision on the west side of the city.	JENNINGS	\$28,600,000		\$1,900,000	\$-	\$2,100,000	1 TO 1	\$24,600,000	13 TO 1	14 TO 1
UNIONTOWN SEWER EXPANSION: Expansion of sewer service to Uniontown interchange on Interstate 65 for housing and employer sites.	JACKSON	\$8,000,000		\$2,400,000	\$-	\$5,600,000	2 TO 1	\$-	0 TO 1	2 TO 1
"WELCOME HOME" TALENT ATTRACTION PROGRAM: Create a South Central Talent Attraction Program.	REGION WIDE	\$1,000,000		\$500,000	\$-	\$500,000	1 TO 1	\$-	0 TO 1	1 TO 1
WORKFORCE/AFFORDABLE MULTI-GENERATIONAL HOUSING: Development of a 64 unit workforce/affordable housing project for families and seniors in Seymour through Thrive Alliance.	JACKSON	\$13,083,000		\$695,076	\$1,387,924	\$300,000	0 TO 1	\$10,700,000	15 TO 1	16 TO 1

PROJECT	COMMUNITY	TOTAL BUDGET		READI GRANT FUNDING	OTHER PUBLIC FUNDING	PUBLIC SECTOR MATCH	PRIVATE INVESTMENT / MATCH	TOTAL MATCH		
QUALITY OF PLACE										
CHATEAU DE PIQUE: Enhance a destination winery, brewery, and wedding event center with on-site accommodations, production facilities and outdoor recreation amenities.	JACKSON	\$3,000,000		\$600,000	\$-	\$600,000	1 TO 1	\$1,800,000	3 TO 1	4 TO 1
COLUMBUS RIVERFRONT PROJECT: In-river improvements to enhance water recreation opportunities on the East Fork of the White River plus riverside trail and overlook areas.	BARTHOLOMEW	\$10,000,000		\$1,000,000	\$-	\$8,900,000	9 TO 1	\$100,000	0 TO 1	9 TO 1
DOWNTOWN COLUMBUS HOTEL & CONFERENCE CENTER: Improve the vibrancy of Downtown Columbus with a hotel and conference center that drives year-round activity and attracts cultural, dining, and entertainment investment.	BARTHOLOMEW	\$44,400,000		\$3,000,000	\$-	\$14,760,000	5 TO 1	\$26,640,000	9 TO 1	14 TO 1
DOWNTOWN REVITALIZATION FUND: Targeted Local Grant Programs to fill storefronts and activate downtowns.	REGION WIDE	\$5,000,000		\$1,000,000	\$-	\$1,000,000	1 TO 1	\$3,000,000	3 TO 1	4 TO 1
NEXUSPARK: Redevelopment and adaptive reuse of the mostly vacant 400,000 square foot Fair Oaks Mall into a health, wellness, sports and fitness facility.	BARTHOLOMEW	\$79,200,000		\$6,000,000	\$-	\$36,387,500	6 TO 1	\$36,812,500	6 TO 1	12 TO 1
QUARRY ADVENTURE PARK: Development of new public park at the old Stone Quarry in North Vernon.	JENNINGS	\$5,000,000		\$1,900,000	\$-	\$2,100,000	1 TO 1	\$1,000,000	1 TO 1	2 TO 1
SCHNECK CANCER CENTER LINEAR ACCELERATOR PROJECT: Enhancement of the Linear Accelerator to ensure expanded availability of radiation therapy services.	JACKSON	\$7,000,000		\$1,400,000	\$-	\$-	0 TO 1	\$5,600,000	4 TO 1	4 TO 1
SHARED ARTS-BASED PLACEMAKING PROGRAMMING: Amplify regional quality of place opportunities through a regional arts-based placemaking program.	REGION WIDE	\$600,000		\$250,000	\$-	\$250,000	1 TO 1	\$100,000	0 TO 1	1 TO 1
TOTALS		\$378,513,311		\$49,501,476	\$1,819,506	\$113,131,239	2.2 TO 1	\$215,880,596	4.4 TO 1	6.6 TO 1

STRATEGY 1 INNOVATION & ENTREPRENEURSHIP

POSITION THE REGION'S ECONOMY FOR A RESILIENT FUTURE BY ADVANCING INNOVATION AND ENTREPRENEURSHIP AROUND THE REGION'S EXISTING POWERFUL TECHNOLOGIES AND FUTURE OPPORTUNITIES.

PROJECTS:

1. Mobility Test Park & Proving Ground
2. Propeller Innovation Center & Venture Studio
3. Seymour High School Career & Technical Program Extension



Local employers support the Columbus Mobility Test Park & Proving Ground project.

Image Source: City of Columbus. Copyright Tilke GmbH & Co., 2020 | Used by Permission



MOBILITY TEST PARK & PROVING GROUND

LOCATION:

COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

CONSTRUCT THE INITIAL PHASE OF A RESEARCH AND DEVELOPMENT TEST COMPLEX AND PROVING GROUND FOR AUTONOMOUS, ELECTRIC, AND ALTERNATIVE FUEL VEHICLES.

OVERVIEW:

READI Project Justification:

The Mobility Test Park and Proving Ground is an essential project to position the South Central Indiana Talent Region's economy for a resilient future by advancing innovation. The project will bridge the gap to tomorrow's technologies of alternative fuel and autonomous technologies so the South Central Indiana Talent Region can remain a powerhouse that designs and builds these new technologies.

Project Description:

Engineering talent, advanced technologies, and the future of mobility will come together at the new Mobility Test Park and Proving Ground. Building on the region's strengths in engine and automotive component design, testing, and production, the site will serve the needs of existing employers while positioning both the region and Indiana as a leader in the future of autonomous vehicle technology and clean mobility applications.

The South Central Indiana Talent Region has one of the highest concentrations of engineering talent in the nation, with the Columbus Metro Area frequently ranked as having the #1 concentration of industrial, mechanical, and other engineering occupations in the nation. One in five jobs in the region (approximately 17,100+ of 80,800) are directly tied to automotive, engine, and related component manufacturing. Approximately 8,000 of those jobs are employed by Cummins Inc., and other major employers in the region involved in the design or production of automotive, engine,

and clean mobility applications include Faurecia, Toyota Material Handling, Aisin Drivetrain, NTN Driveshafts, and more. Additionally, local firm LHP Engineering Services is regarded as a leader in developing safer transportation through autonomous Advanced Driver-Assistance Systems, electric vehicles, and other technologies.

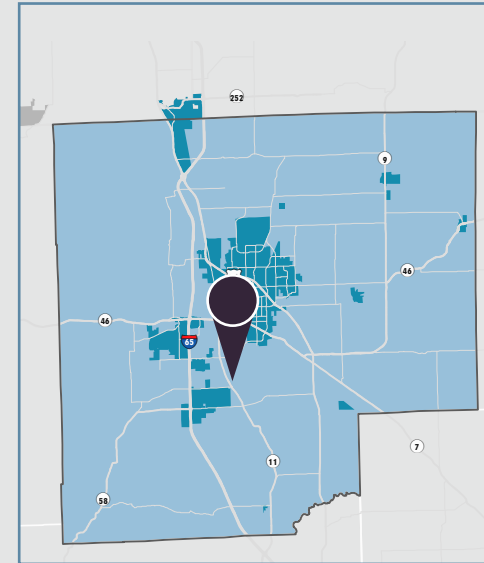
The proposed site is located at the former Walesboro Airport in Columbus, Indiana, whose former runways are today used as test tracks by Cummins and Faurecia. Faurecia's 80-acre campus at the former Walesboro Airport houses its North American Research and Development Center where 400 team members design and test next-generation passenger mobility applications. As owner of the 700+ acre site, the Columbus Board of Aviation issued a 2020 Request for Proposals from developers to partner with the City of Columbus on its vision to develop the site into a state-of-the-art mobility test park. Indianapolis-area firm T.M. Crowley & Associates was selected as the potential developer, and the world's leading designer of racetracks and test facilities, Tilke Engineers & Architects of Germany, was selected by T.M. Crowley & Associates to develop the master plan concept.

The master plan calls for a mix of proving ground and lab space facilities to demonstrate the region's commitment to the future of mobility in its many forms, serving both commercial vehicle and passenger vehicle applications. At full build, facilities will allow testing and certification of autonomous, noise/vibration/handling, braking, highway, electric vehicle, and other applications.

Combining READI support with pledged public and private match, the initial \$31 Million phase will be achieved. In 2022, construction of a new replacement track for Cummins will be built by the community. In 2023, construction of the autonomous pad will commence which will become a shared and managed facility open for users to conduct short-term or long-term testing and validation needs. In 2024, LHP Engineering Services conditionally expects to invest in a new engineering facility to house its growing Advanced Driver-Assistance Systems and functional safety business, with additional space available to welcome new ventures on site.

As alternative fuel and autonomous technologies are now rapidly advancing, and, moreover, considering what is at risk to the region's employment base if not adapted to market trends away from the internal combustion engine, local and regional economic development leaders have coalesced with support for this key component of this READI proposal.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Innovation and Entrepreneurship



PROJECT READINESS:

- ✓ Land is secured
- ✓ Developer has been procured
- ✓ Planning is complete
- ✓ Phase 1 is shovel ready in 12 months from funding

PROJECT BUDGET:

\$31.8 M



Cummins electrified power prototype.

Image Source: Cummins Inc.



Concept art of Columbus Mobility Test Park & Proving Ground.

Image Source: City of Columbus. Copyright Tilke GmbH & Co., 2020 | Used by Permission

PROPELLER INNOVATION CENTER AND VENTURE STUDIO

LOCATION:

COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

NEW MAKERSPACE/INNOVATION CENTER WITH SUPPORTING START-UP SERVICES AND VENTURE CAPITAL FUND.

OVERVIEW:

READI Project Justification:

The Propeller Innovation Center will encourage innovation and entrepreneurship in the region through a startup accelerator and new labs for training and experimentation. It will be partnered with a \$5 million venture capital program funded by the private sector.

Project Description:

When Cummins Inc. vacated an engine testing facility housed on the Columbus Airpark Campus, community, business, and educational leaders recognized an opportunity. To prepare a new generation of innovators, the once industrial space will be turned into a hub that fosters future innovation in the community.

The Board of Aviation Commissioners agreed to provide \$36,000 in rent abatement over a three-year term to allow Columbus Propeller, Inc. to renovate and equip the 9,000 square foot facility. Cummins made upgrades to the facility and left useful equipment in place to support the project. Propeller is shovel-ready with private funding and in-kind donations secured and a request for airport tax increment finance funds underway. The Columbus Area Chamber Foundation, the 501(c)(3) arm of the Columbus Chamber stepped up to provide fundraising and technical support during the project development phase.

Bartholomew County's great strength is the engineering and information technology talent that comes from all over the world to

work in world-class manufacturing operations. As area employers respond to demand for electrification, alternative fuels, data connectivity, and automation, rapid innovation will be needed. Building on the strengths of the area workforce, Columbus can position the community to create and scale solutions to address the disruption in the automotive sector.

A key partner in driving innovation within the Propeller space is LHP Engineering Services. LHP provides solutions, consulting, and training in automotive autonomy, connectivity, and electrification. Founded by two Cummins engineers, LHP now employs 500 globally, supporting the world's largest and most innovative automotive manufacturers. LHP will lead a venture studio at Propeller. With a pledge of \$5 million in venture capital in addition to wrap-around support services, LHP pledges to invest in and support the startup of ten new companies in the next three years. Founders will work out of LHP's autonomous vehicle testing garage inside Propeller.

In addition to providing the tools and equipment that supports innovation, Propeller will host programs to help grow the entrepreneurial ecosystem. New programs will include:

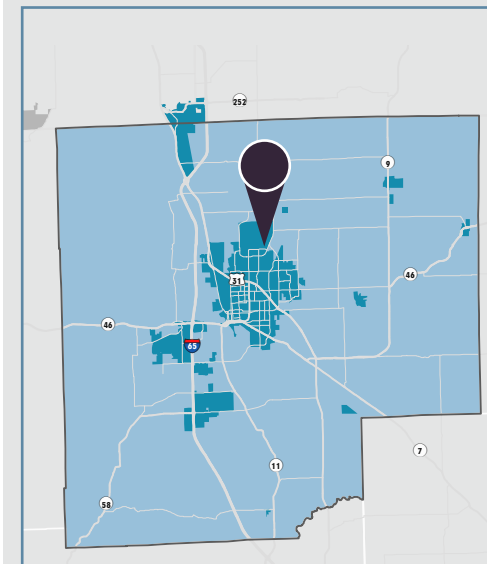
- Regional high school and collegiate pitch competitions
- Hack-a-thons
- Startup weekends
- Fireside chats with successful founders

A key investor in this entrepreneurial ecosystem is the Velocities partnership that includes Elevate Ventures, the Columbus Area Chamber of Commerce, and The Mill in Bloomington. The partnership agreed to invest staff time and \$65,000 in financial resources to spark new innovation-driven enterprises. Velocities entrepreneur-in-residence program will host office hours and programs on site.

With nearly 40 percent of the Bartholomew County workforce employed in manufacturing, the labs proposed for the Propeller space create strong connections to the high-demand skills required in manufacturing. As manufacturing becomes more technology-driven, it is imperative that more employees develop skills in programming, data analytics, robotics, Internet-of-Things, and other next-generation skills, which will be areas of particular focus in this space. With a prototyping lab, metalworking shop, robotics lab, woodworking shop, and 2,000 square foot demonstration space, the facility will introduce visitors and members to advanced technologies.

Propeller's location on the Columbus Airpark College Campus provides easy access to approximately 5,000 college students. As demand for one skill grows, the space and programming can be adapted.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

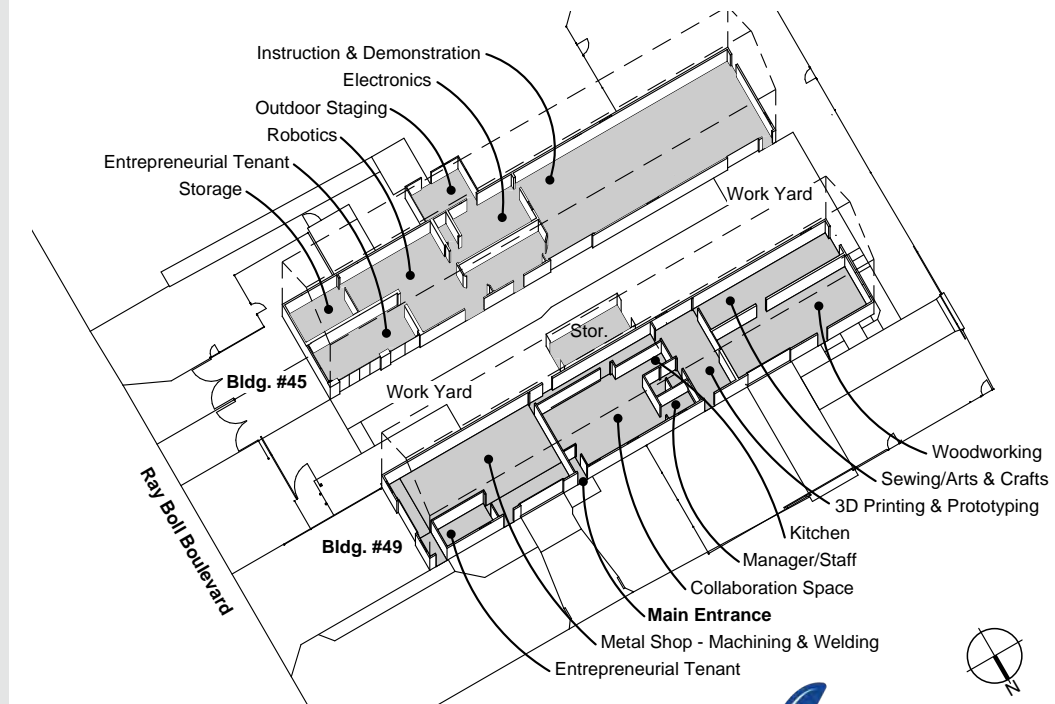
Innovation and Entrepreneurship



PROJECT READINESS:

- ✓ Existing building secured
- ✓ Facility plan developed
- ✓ \$5 million venture capital fund secured
- ✓ Shovel ready immediately after funding

PROJECT BUDGET:
\$6.7 Million



Floor plan of the Proposed Propeller Innovation Center.

Image Source: Brit Brewer

PROPELLER
make • innovate • accelerate



3D printing and other technologies will be available at the Propeller Innovation Center.

Image Source: Propeller Innovation Center

SEYMOUR HIGH SCHOOL CAREER AND TECHNICAL PROGRAM EXTENSION

LOCATION:

SEYMOUR, JACKSON COUNTY

PROJECT OBJECTIVE:

EQUIP HIGH SCHOOL STUDENTS WITH THE SKILLS NEEDED FOR POST-SECONDARY SUCCESS BY ADDING A DIGITAL MANUFACTURING MAKERSPACE TO THE OWL MANUFACTURING PROGRAM AND EXPANDING SCIENCE/AG-TECH PROGRAMS.

OVERVIEW:

READI Project Justification:

The Seymour Community School Corporation's respected Owl Manufacturing and ag-tech programs have been key reasons why so many students have gone on to earn post-secondary certificates and degrees. This project will support ongoing improvement in educational attainment by expanding and adapting current facilities to support new programs to meet the digital era. Programming will continue to link curriculum with local industry needs, making sure students have the foundational skills needed for available jobs in the region.

Project Description:

Since 2015, Seymour High School has made a concerted effort to grow its footprint in the Career and Technical Education space. Efforts began with the introduction of Owl Manufacturing, a student run enterprise consisting of several manufacturing related cells that gave students real world experience in the areas of sales, marketing, design, lean manufacturing, delivery, billing, and continued customer service. The experience was built around courses approved by the Indiana Department of Education and featured an Owl Advisory Board made up of executives from many corporate partners such as Aisin, Cummins, Excel, Premiere Ag, Rose Acre, Valeo, the Community Foundation of Jackson County, and JCBank.

Owl Manufacturing quickly became recognized within the state as an excellent model for innovation in the Career and Technical

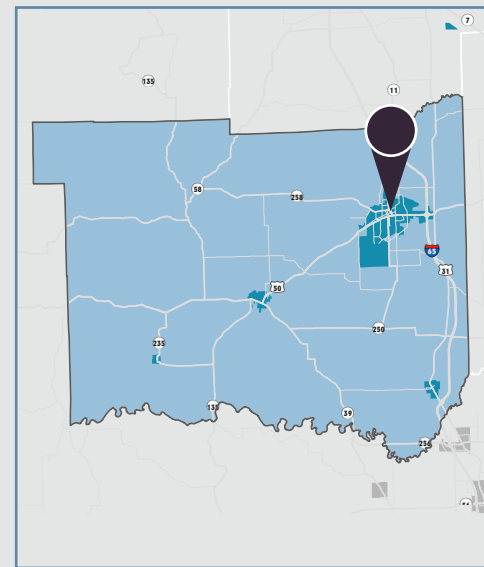
Education realm, even gaining the notice of Governor Eric Holcomb. In May 2019, he signed House Enrolled Act 1002 on the floor of the Owl Manufacturing class within Seymour High School. That Act set the stage for increasing and improving Career and Technical Education programs around the state and within Jackson County.

Ironically, the bill signed within the walls of Owl Manufacturing ultimately requires a complete overhaul of the program. Old courses and standards no longer exist in the Indiana Department of Education's approved course titles. After meeting with local corporate executives, the Seymour Community School Corporation has decided to adapt the Owl Manufacturing program to incorporate a Digital Manufacturing Makerspace. This decision comes at a great expense in equipment replacement and upgrades. Retooling the various industry labs in all areas will require significant expense in equipment and remodeling.

The Seymour Community School Corporation is set to begin a \$52.5 million construction project in March of 2022 at Seymour High School aimed at better meeting the needs of a school corporation that has grown by 1,000 students since 2014. The Digital Manufacturing Maker Space and an Ag Science Center make up a \$10.0 million component of that expansion. To fully outfit all these programs of study with the necessary equipment to meet industry standards, as well as meet the needs of a growing student population, READI support is needed.

In addition to investment in creating the makerspace, investments will also be made to expand the Ag Science Research Center. During the 2018-19 school year, the Seymour Community School Corporation opened the Ag Science Research Center on a 110-acre school farm within the Freeman Field Industrial Park in Seymour. The facility has allowed the Seymour Community School Corporation to expand its agricultural programs as well as those in manufacturing, specifically welding, and precision machining.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

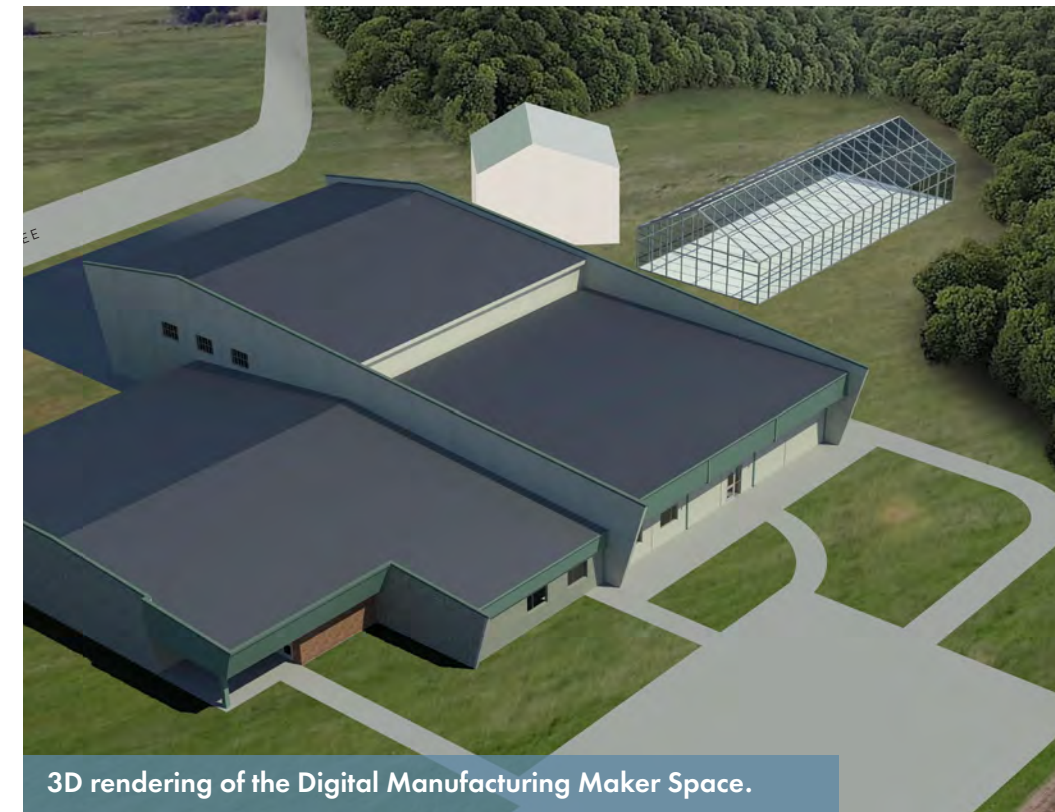
Innovation and Entrepreneurship



PROJECT READINESS:

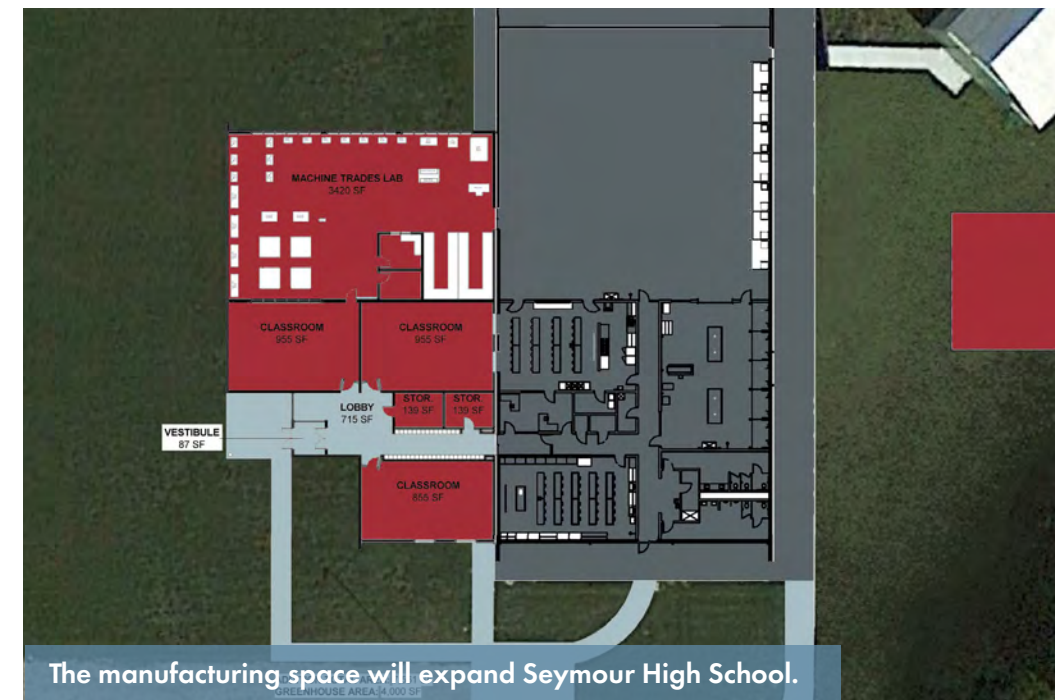
- ✓ Land is secured
- ✓ Preliminary design complete
- ✓ Curriculum developed
- ✓ Shovel ready in 18 months from funding

PROJECT BUDGET:
\$10 Million



3D rendering of the Digital Manufacturing Maker Space.

Image Source: VPS Architecture



The manufacturing space will expand Seymour High School.

Image Source: VPS Architecture

STRATEGY 2 EDUCATION & WORKFORCE DEVELOPMENT

BUILD A RESILIENT WORKFORCE AND ENHANCE REGIONAL PROSPERITY BY EXPANDING BOTH LOCAL AND REGIONAL ACCESS TO DEGREE AND CERTIFICATE PROGRAMS DIRECTLY LINKED TO WELL-PAYING JOBS IN THE REGION.

PROJECTS:

- 1. AirPark Columbus College Campus Access & Success Project
- 2. Jackson County Learning Center Expansion
- 3. Panther Technology Education Center



Simulation labs to provide hands-on experiential learning at the AirPark Columbus College Campus.

Image Source: Community Education Coalition



AIRPARK COLUMBUS COLLEGE CAMPUS ACCESS & SUCCESS PROJECT

LOCATION:

COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

ENHANCEMENT OF THE CAMPUS PLUS NEW STUDENT CONNECTION AND EMPLOYMENT CENTER.

OVERVIEW:

READI Project Justification:

The AirPark Columbus College Campus Success Project is a key component in building a resilient workforce and enhancing regional prosperity through investments into education. Project investments will contribute to the success of the AirPark Campus in its efforts to serve as a regional educational hub.

Project Description:

The AirPark Columbus College Campus aspires to be the first and most equitable choice for students in the region to pursue and achieve post-secondary education credentials linking directly to high-quality regional employment opportunities. The campus is home to three institutions: Ivy Tech Community College, Purdue Polytechnic Columbus, and Indiana University Purdue University Columbus. All three are supported by the Community Education Coalition, a nationally recognized non-profit, which serves the institutions, employers, and the broader community.

Nearly 60 percent of the student population resides in Bartholomew, Jackson, and Jennings Counties. During the pandemic, approximately 4,000 students are enrolled yearly, while enrollments exceed 5,000 students during more normal times. Over the past 20 years, campus leaders and the Community Education Coalition have worked together to make more than 73 programs (certifications, two-year, four-year, and select master's degrees) available to students and serving the regional workforce needs of employers.

READI funding would profoundly impact the campus by supporting two catalytic initiatives in 2022: the Student Connection and Employment Center Project and the Southwest Campus Corner Access Project.

The first initiative, the Student Connection and Employment Center, will serve as a connection hub for services shared by all three AirPark Campus institutions. The Center focuses on three key strategies: creating access for traditional-age and returning adult students, providing student services support along the learner journey, and connecting students to employers and employment opportunities in their area of study.

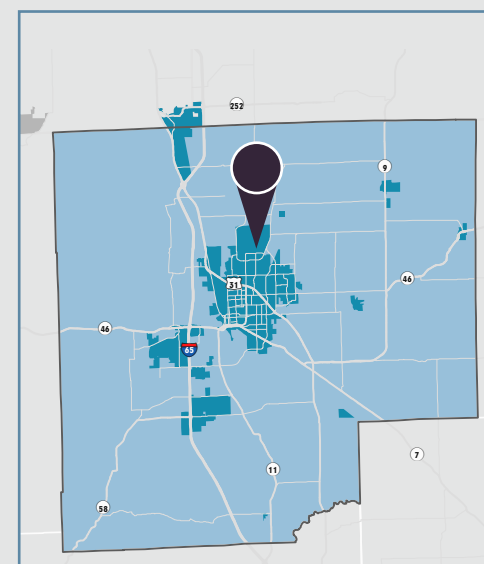
The Student Connection and Employment Center will be located on the ground floor of the Columbus Learning Center. Experts view the Columbus Learning Center as a model for how higher education partners collaborate to serve the needs of students, businesses, and communities. Ivy Tech and the Columbus Learning Center will provide significant funding for the Center's construction, equipment, and technology, and will pay for the majority of personnel.

The second initiative, the Southwest Campus Corner Access Project, will provide new access to campus after demolition of an old structure. In the spring of 2022, a newly constructed Ivy Tech building designed by IwamotoScott of San Francisco, California will open and replace Poling Hall, which is slated for demolition. Demolition of the structure offers the opportunity to transform the main entrance to the AirPark Campus at the southwest campus corner, elevating the campus and further attracting students and faculty.

The Cummins Foundation has provided a grant for an internationally acclaimed landscape design firm, GGN of Seattle, Washington, to create a schematic design for new access to the campus' southwest corner, as well as a framework for the entire campus that will inform the next twenty years of the campus' exterior spaces. The new entrance to campus will emphasize the truly unique and nationally recognized collaboration among Ivy Tech Community College, Indiana University Purdue University Columbus, Purdue Polytechnic Columbus, and the Community Education Coalition.

The Columbus AirPark Campus provides the right opportunities to the communities it serves as talent is attracted and developed in the region, students pursue education connecting to economic opportunity, and the region's employers look to the campus for the workforce of today and tomorrow.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Education and Workforce Development



PROJECT READINESS:

- ✓ Land owned
- ✓ Prerequisite construction work complete
- ✓ Planning study underway
- ✓ Shovel ready in 24 months from funding

PROJECT BUDGET:
19.8 M

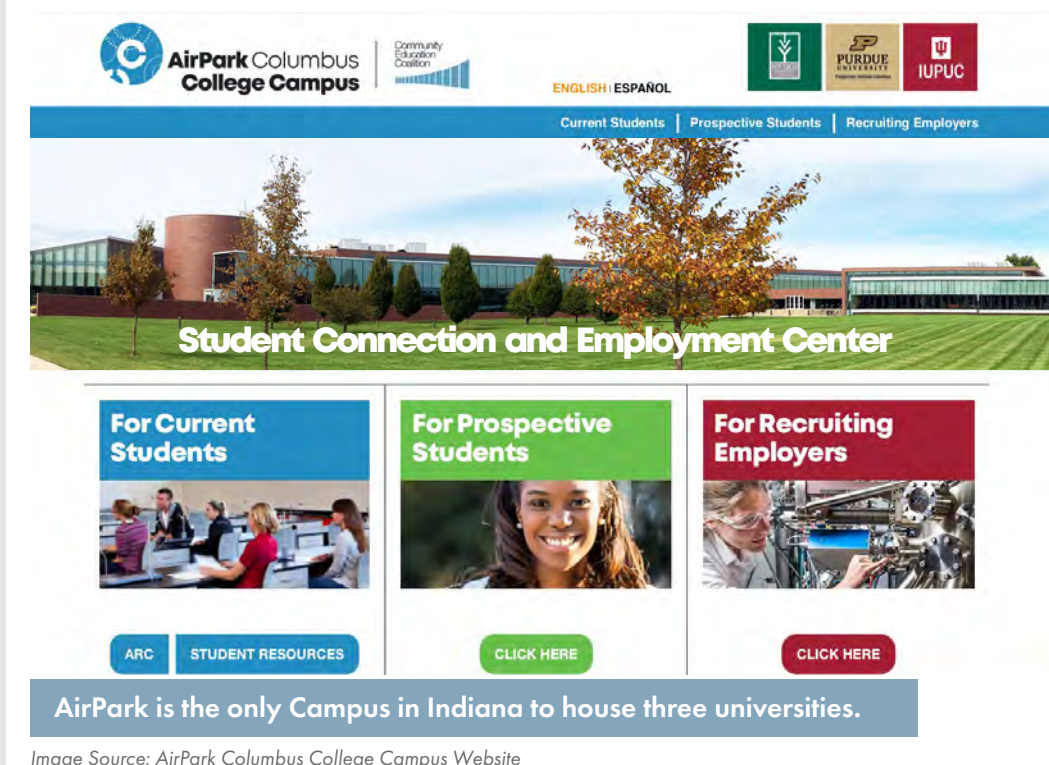
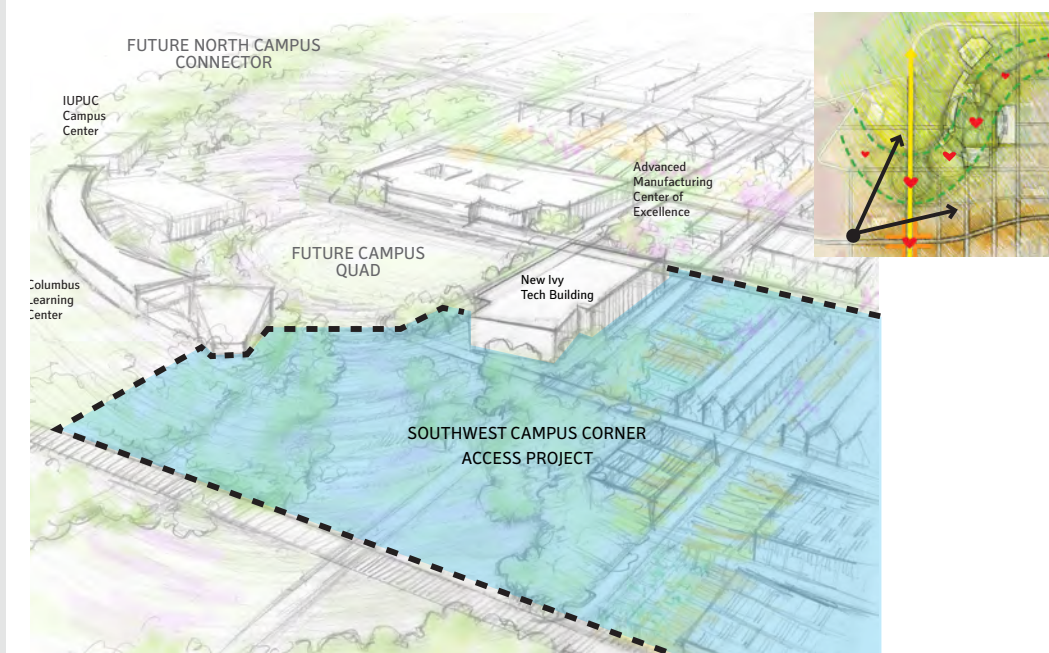


Image Source: AirPark Columbus College Campus Website



The Access Project will elevate the AirPark Campus experience.

Image Source: GGN

JACKSON COUNTY LEARNING CENTER EXPANSION

LOCATION:

SEYMOUR, JACKSON COUNTY

PROJECT OBJECTIVE:

EXPANSION OF TECHNICAL PROGRAMMING AT THE JACKSON COUNTY LEARNING CENTER THROUGH VINCENNES UNIVERSITY TO MEET THE NEEDS OF INCUMBENT WORKERS AND LOCAL EMPLOYERS.

OVERVIEW:

READI Project Justification:

This project is intended to improve educational attainment in the region by expanding access to degree and certificate earning programs for residents. Programming provided by Vincennes University will focus on incumbent workers, providing them the opportunity to receive custom training directly related to the needs of local employers.

Project Description:

In 1994, there was no post-secondary education facility located in Jackson County. Efforts to offer such classes were distributed across multiple locations in Seymour. To address this need, a partnership involving the Community Foundation of Jackson County, the Greater Seymour Chamber of Commerce, and the City of Seymour coalesced around that problem. In 2008, the 200,000-square-foot Jackson County Learning Center sprouted in a cornfield on the city's east side offering localized education and training for residents of Jackson County and surrounding counties.

The Jackson County Learning Center was built with the mission of providing necessary educational and workforce support services for community members. The Center fosters an atmosphere of lifelong learning and career developments. The Center is equipped with a basic advanced manufacturing lab and bio-med/life science lab which allows training opportunities to be offered here by various post-secondary institutions.

The Jackson County Learning Center has been a game-changer for many area residents and has helped funnel them to other educational opportunities within the region. A re-imagined learning center with expanded occupational offerings will create an even greater impact on the South Central Indiana Talent Region. The Center now stands poised to make an aspirational and inspirational transformation in cooperation with READI grant dollars, investment from the private sector, and grants from local government.

The timing is fortuitous as the community is armed with results from a survey of key industries in Jackson County. These industries employ over 7,000 workers, demonstrating the need for training programs, such as a start-to-finish Industrial Maintenance program. These programs will help educate young students and incumbent workers, keeping them employed here at home and in the South Central Indiana Talent Region.

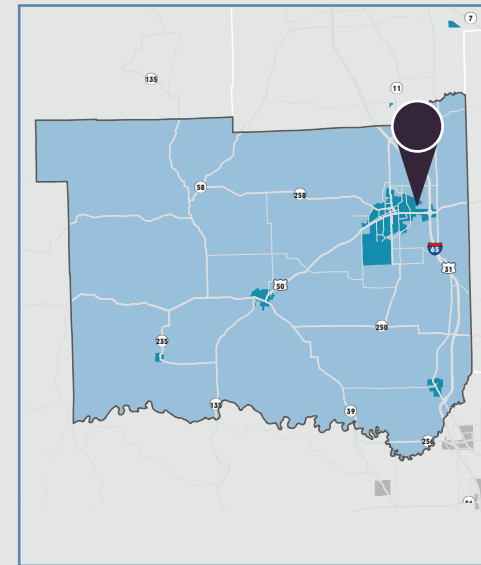
Responding to those surveyed, the Jackson County Industrial Development Corporation, its Workforce Partnership Program, and the Jackson County Education Coalition reached out to Vincennes University. Together, the South Central Indiana Talent Region team has developed a working plan through its Business and Industry Training program that develops and delivers education and training programs that are custom designed to meet the needs of the region's employers.

David Tucker, Vice President for Workforce Development at Vincennes University states, "We have a long and successful record of providing manufacturing training. With the addition of the proposed state-of-the-art manufacturing training lab at the Jackson County Learning Center, Vincennes University is ready to extend our programming to southeastern Indiana. Hoosier manufacturers recognize that they must have a skilled employee base to remain competitive in the 21st Century. This lab will do just that."

Vincennes' program will deliver a fully equipped Amatrol lab, providing essential training in robotics-based jobs of the future. These skills are already at work in industries now operating in Bartholomew, Jackson and Jennings counties such as Cummins Inc.'s Engine Plant in Seymour, Excel Manufacturing, Valeo, Lannett, and Aisin USA. Transforming the Center to include this new programming raises the level of overall skills, presents a customizable program for local industries and their specialized needs, and builds another seamless pathway for area high school students entering the workforce and continuing their education beyond high school.

Funds from the READI grant and partner donors will purchase equipment and renovate facilities at the Center to handle the added equipment, programming needs, and operating costs.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Education and Workforce Development



PROJECT READINESS:

- ✓ Expands existing Jackson County Learning Center
- ✓ Vincennes University commitment received
- ✓ Shovel ready in 18 months

PROJECT BUDGET: \$2 Million



Students learning and making at the Vincennes University labs.

Image Source: Jackson County Industrial Development Corporation



Similar Labs will be added using READI funds.

Image Source: Jackson County Industrial Development Corporation

LOCATION: NORTH VERNON, JENNINGS COUNTY

PROJECT OBJECTIVE: NEW VOCATIONAL AND TECHNICAL TRAINING CENTER AT JENNINGS COUNTY HIGH SCHOOL.

OVERVIEW:

READI Project Justification:

This project will provide Jennings County students with access to vocational and technical training directly at Jennings County High School. This facility will better prepare Jennings County students for careers directly connected to regional job opportunities.

Project Description:

To be ready for the future, students and citizens in the South Central Indiana Talent Region must have pathways to great career options in Jennings County through training and education. READI investment would enable the Jennings County School Corporation to partner with Jennings County employers and the Jennings County Economic Development Commission to create a new Panther Vocational Training Center. This initiative would benefit Jennings County students by providing them with career training directly on the high school campus.

Currently, students travel by bus over 40 minutes to a location outside of the employment region to engage in training opportunities. Due to the distance and scheduling issues, many students do not have the opportunity to participate in offerings at the regional vocational training facility.

Due to the distance, there is also a disconnect with local and regional employers. By having a Jennings County training and vocational program, local employers would have access to the facility for training while also serving as sites for job shadowing

and internship experiences for students. Employers would also gain access to trained students who may be able to fill needed vacancies once they graduate from high school.

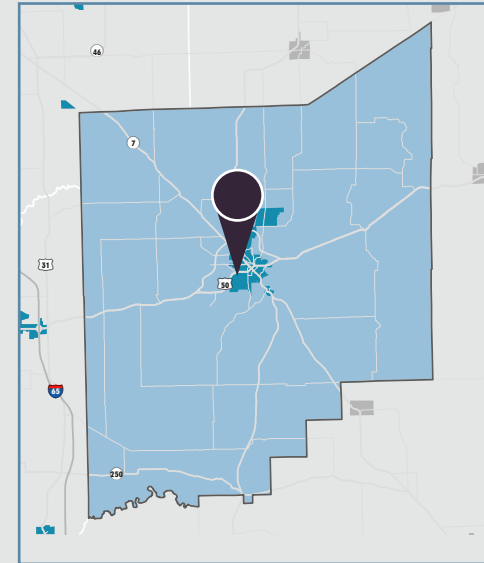
With the construction of the Panther Vocational and Training Center, the community would see career and technical education programs currently offered at a satellite facility brought back to Jennings County High School. The facility would be constructed at a field located on Jennings County High School property. The school district will provide a dollar for dollar match for READI grant funding.

Programming at the facility would be based on the Next Level Programs of Study that have been developed by the Governor's Workforce Cabinet and adopted by the Department of Education. This programming is vital to educating the future workforce. These programs are more relevant to today's industry needs and many of them lead students to a postsecondary certificate program.

The overarching goal is to offer programs that can certify students and allow them to quickly enter the workforce after graduation. The programs to be offered at the facility include, but are not limited to: Welding Technology, Construction Trades, Carpentry and Electrical, Industrial Technical Maintenance, Mechanical, and Diesel Services. Welders are in great demand at regional employers including Martinrea, Layman Fabrication, and Toyota Material Handling. Locally, there is also a shortage of skilled laborers in the construction industry. The regional employers of Harmon Construction, Dean Construction, and Force Construction are actively looking for individuals to fill positions. A major employer in the Diesel Services arena is Cummins Inc. With this program, the South Central Indiana Talent Region has a great opportunity to capitalize on the need for workers while educating students about the diesel industry. Lastly, the Industrial Technical Maintenance Mechanical program will provide a multidisciplinary education that will have students learn everything from welding to robotics to precision machining. These students may look for careers at Decatur Mold, Simco, Biehle Electric, or others in Jennings County. We can create a valuable citizen with skills that will allow them to be valuable workers for the industry.

The READI program will support Jennings County students with access to facilities and programming that will positively impact future generations of Jennings County residents and enable them to earn higher wages and become contributing citizens to a healthy workforce. The future is now. Career and technical education is now. Next Level Programs of Study are now. A promising future must be created for the students of Jennings County to show them the possibilities of careers and connect them to this community.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

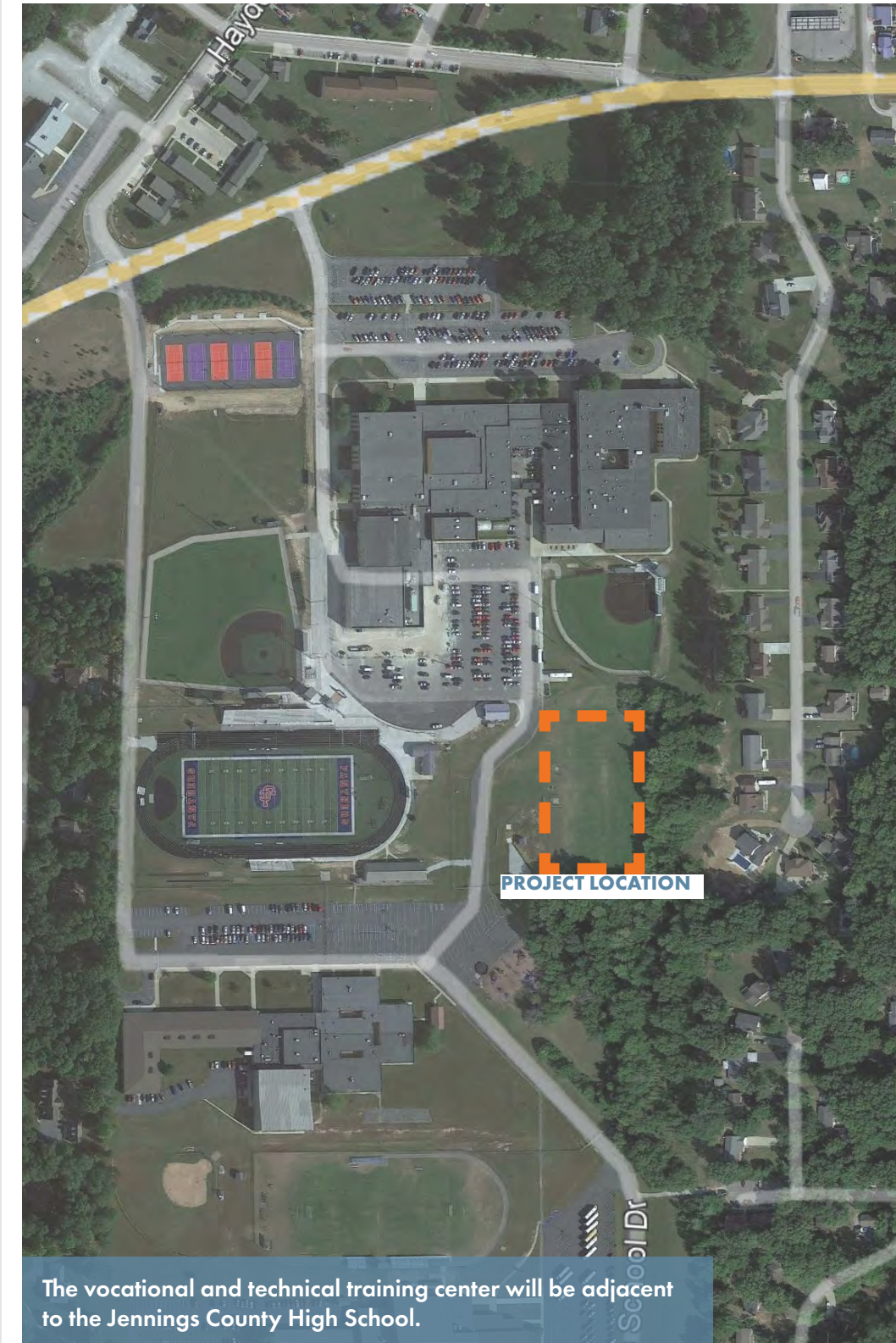
Education and Workforce Development



PROJECT READINESS:

- ✓ Property owned
- ✓ School district has committed to participate
- ✓ Shovel ready in 24 months from funding

PROJECT BUDGET:
\$10 Million



The vocational and technical training center will be adjacent to the Jennings County High School.

Image Source: HWC Engineering

STRATEGY 3 HOUSING & TALENT ATTRACTION

GROW THE REGION'S POPULATION BY IMPLEMENTING PROGRAMMING AND INVESTMENT TO STIMULATE AND SUSTAIN HOUSING IN THE REGION ALONG WITH TALENT ATTRACTION EFFORTS.

PROJECTS:

1. Arvin Manufacturing Blight Elimination Project
2. Country Squire Lakes Housing Redevelopment
3. Downtown Columbus Housing & Urban Grocer
4. Edinburgh Housing and Road Extension Project
5. Housing Developer Incentives Program
6. Jennings County Broadband Expansion
7. Land Bank of South Central Indiana
8. North Vernon Knobstone Subdivision
9. Uniontown Sewer Expansion
10. "Welcome Home" Talent Attraction Program
11. Workforce/Affordable Multi-Generational Housing



The Downtown Columbus Housing and Urban Grocer project will further activate Downtown Columbus.

Image Source: City of Columbus

ARVIN MANUFACTURING BLIGHT ELIMINATION PROJECT

LOCATION:

NORTH VERNON, JENNINGS COUNTY

PROJECT OBJECTIVE:

ACQUISITION AND CLEAN-UP OF A BLIGHTED INDUSTRIAL SITE IN DOWNTOWN NORTH VERNON.

OVERVIEW:

READI Project Justification:

This project will support critical downtown blight elimination, housing, and quality of life goals. The former Arvin Manufacturing property in Downtown North Vernon will be acquired, allowing demolition to occur. With the blighted property removed, the city will be better positioned to attract downtown investment in the form of new restaurants, shops, and housing.

Project Description:

The Arvin Manufacturing property in Downtown North Vernon was once an important employment center for the community. Today, it is a 3.8 acre abandoned industrial property at the most prominent intersection and public space in the downtown.

The City of North Vernon has worked for 10 years to get control of the property and in 2021 was able to secure a purchase agreement with the owner. This will allow demolition and cleanup of the site to finally begin.

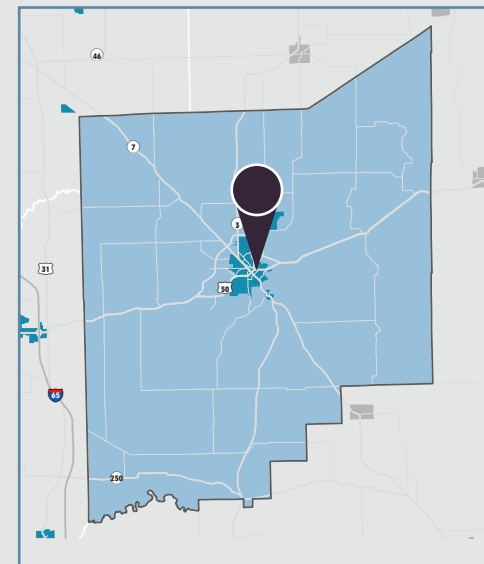
The importance of this site to the city has grown considerably over the last decade. The blighted conditions have hindered the city's ability to attract private investment into the downtown despite previous Stellar Communities investment. The property is also important because it provides a critical linkage between the downtown and the new 52-acre Tripton Park.

This project will demolish and clean up the property and prepare the site for future private investment. A multi-use trail will be added along the north/east side of the property to connect the downtown to Tripton Park (Walnut Street to Vernon Street). The city will convert much of the site to lawn in the short term until a private developer is secured. A stone parking area will be provided on the west side of the property as an interim solution for downtown parking.

Work will also include environmental remediation of the site. The city has completed Phase 1 and Phase 2 environmental assessments. The assessments identified that there is an underground storage tank within the existing building that will need removed and remediated during demolition. There are also areas of shallow soil contamination in the form of heavy metals that will need remediated.

The City's ultimate vision for the property is to add urban housing in the form of apartments and/or townhomes. These homes will add much needed downtown housing. With this source of downtown blight eliminated, the city plans to issue a request for proposals for housing development. The request for proposals would include the Arvin site and an adjacent 0.64 acre vacant site on 5th Street that was the source of a fire. Together, these properties could attract dozens of new housing units to the downtown.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

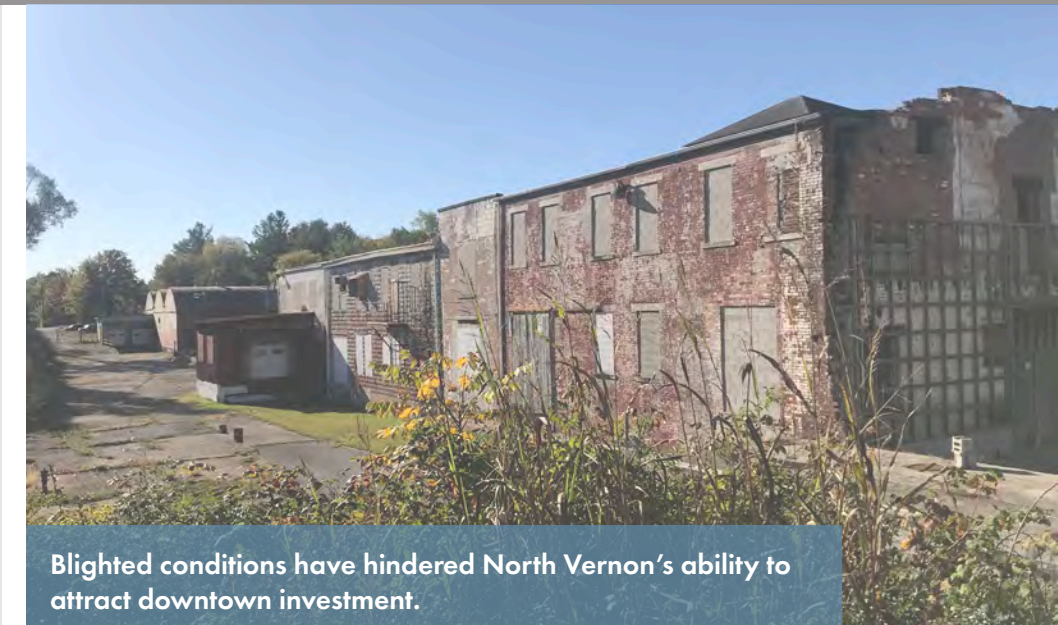
Housing and Talent Attraction



PROJECT READINESS:

- ✓ Purchase agreement in place
- ✓ Phase 1 and 2 environmental assessments complete
- ✓ Shovel ready in 18 months from notice to proceed

PROJECT BUDGET:
\$1.6 Million



Blighted conditions have hindered North Vernon's ability to attract downtown investment.

Image Source: Jennings County Economic Development Corporation



The proposed project will help connect Downtown North Vernon to Tripton Park.

Image Source: HWC Engineering

COUNTRY SQUIRE LAKES HOUSING REDEVELOPMENT

LOCATION:
NORTH VERNON, JENNINGS COUNTY

PROJECT OBJECTIVE:
INFRASTRUCTURE INVESTMENTS IN SUPPORT OF BLIGHT ELIMINATION AND NEW HOUSING DEVELOPMENT.

OVERVIEW:

READI Project Justification:
This project will provide critical workforce housing to meet the region's housing demand. Even more, it will resolve long standing blight and abandonment issues that had hindered Jennings County's financial capacity.

Project Description:
Country Squire Lakes was envisioned as an idealistic rural lakefront community. It was initially very attractive, and quickly grew to 4,000 lots in rural Jennings County, just northwest of North Vernon. Over the years, the privately owned development began to decline. Homes fell into serious disrepair. Taxes were not paid and 1,100 lots were taken over by the county. Private roads and shared amenities were not maintained. The prevalence of crime grew until it had the largest concentration of crime in the county.

Ultimately, the Country Squire Lakes Community Association went bankrupt, and in 2015 the court designated it for receivership. Under receivership, a significant turnaround has taken shape and reinvestment in the area is occurring. Today, banks are once again loaning funds for improvements in the community.

With this project, Jennings County, the Country Squire Lakes Community Association, and a private developer will partner to continue reinvestment in Country Squire Lakes. This will take the form of infrastructure improvements, continued blight elimination efforts, and construction of at least 65 new homes. Matching funds

will be provided by the Country Squire Lakes Community Association (\$2.0 million) and Jennings County (\$2.0 million). In turn, the private developer will commit to \$13 million in investment.

Reinvestment has significant benefits to the community and region. First, it will resolve long standing issues with blight and crime. Second, it will result in an attractive and affordable neighborhood supporting much needed workforce housing.

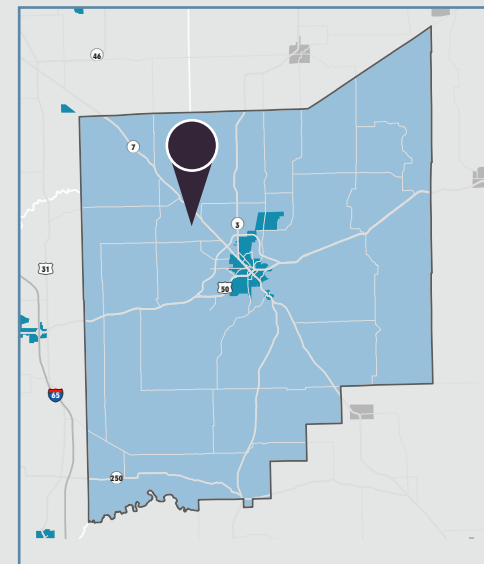
Improvements as part of this project will include:

- **Roads:** Full depth patching and paving of 12 miles of roads, which will be dedicated to the county.
- **Blight Removal through Court Proceedings:** Control and clean-up of an estimated 200 blighted homes, resulting in shovel-ready, private building sites.
- **Purchase of Blighted Properties:** Market value acquisitions of 70 properties, mostly consisting of 30- to 50-year-old deteriorating mobile homes.
- **Additional Lot Purchases:** Control of 200 additional undeveloped sites through market rate purchases and tax sale proceedings.
- **Lake Repair and Dredging:** Repair and dredging on this 140-acre lake to maintain this community amenity.
- **Electric and Broadband:** \$6 million has been invested by the Jackson County REMC on electric infrastructure to serve the area. A broadband backbone has also been installed that will allow future fiber to the home.
- **Amenity Areas:** Reinvest in community amenity areas including the community center, grocery store, pavilion, and related facilities.
- **New Homes:** Construction of at least 65 market rate homes on acquired lots, with plans of 140 additional lots.

This project would not be possible if it were not for the significant progress that has been made over the last six years. This has included:

- **Debt Reduced:** Debt was reduced from \$550,000 to \$0.
- **Finances Stabilized:** Money in the bank has increased from \$28,000 to \$440,000.
- **Dues Collection Resumed:** Over \$5.6 million in dues were owed in 2015 because of a non-existent collections program. Since then, over \$1.8 million in past dues has been collected, \$371,000 is in agreed-upon payment plans, and \$680,000 in collections are in process.
- **Roads Improved:** Over \$1.35 million has been invested on roads in poor or hazardous condition. The county has taken possession of 14 miles of improved roads to date.
- **Blight Elimination and Removal:** Over 350 structures have been removed at a cost of \$1.23 million.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

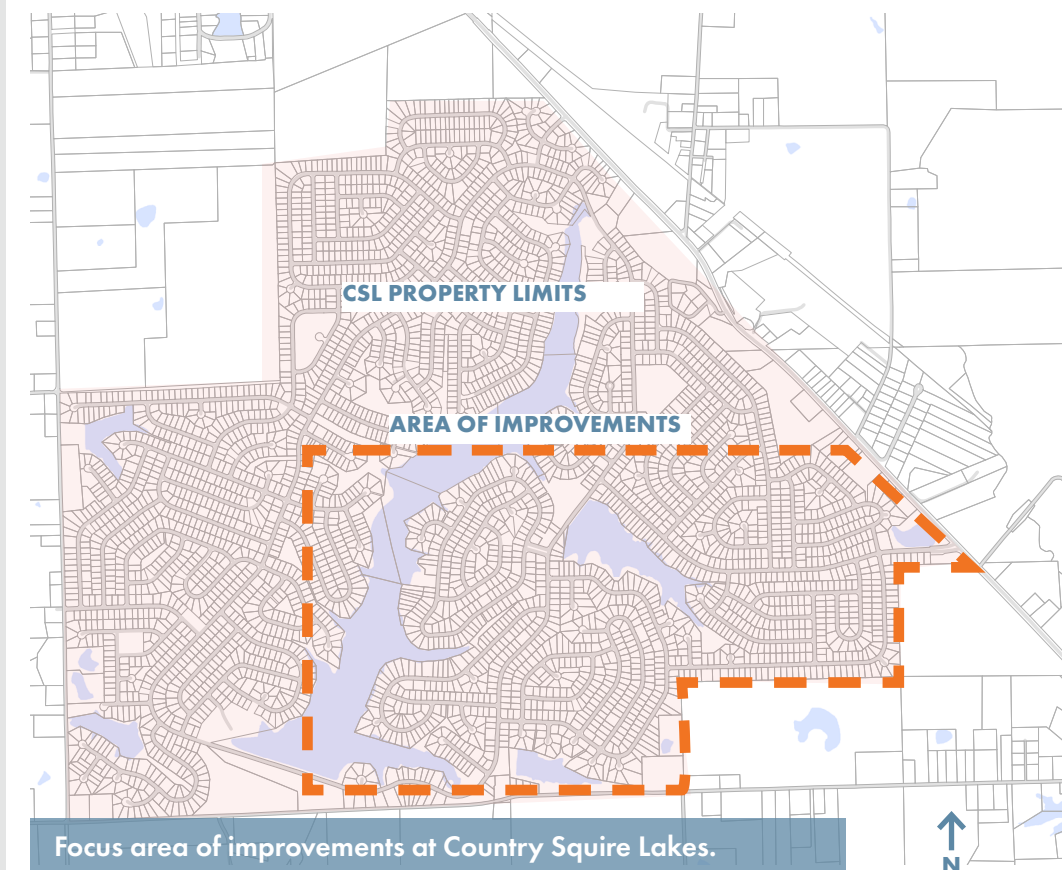
- ✓ Local and private funding committed
- ✓ Lots for new construction are already controlled
- ✓ Shovel ready in 12 months from funding

PROJECT BUDGET:
\$17 Million



Existing blighted conditions at Country Squire Lakes.

Image Source: Jennings County Economic Development Corporation



Focus area of improvements at Country Squire Lakes.

Image Source: HWC Engineering

DOWNTOWN COLUMBUS HOUSING & URBAN GROCER

LOCATION:
COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:
DOWNTOWN HOUSING INCLUDING 200 UNITS, AN URBAN GROCER, AND CONVERSION OF STREETS TO TWO-WAY TRAFFIC.

OVERVIEW:
READI Project Justification:
The Downtown Columbus Housing and Urban Grocer project is a key component of the Envision Columbus downtown housing strategy and supports the addition of 200 new housing units in the downtown, plus the conversion of 2nd and 3rd Streets to two-way traffic. It is a project critical for supporting regional housing, talent attraction and quality of place investment. Strategic investments into downtown living help to activate underused downtown spaces and can help to achieve a sense of place through revitalized areas that support retail and urban lifestyles.

Project Description:
In 2019, the City of Columbus adopted Envision Columbus as part of the City's Comprehensive Plan. The Envision Columbus Downtown Strategic Development plan focuses on downtown development, specifically on revitalization efforts through housing, shopping, dining, and other amenities that would enhance the quality of life in the City. The study targeted the 2nd and 3rd Street corridor in Downtown Columbus as an area that could be revitalized into a destination that would attract cultural, dining, and entertainment opportunities.

The Columbus Redevelopment Commission has worked with a team of advisors to complete various stages of development planning for this downtown mixed-use project, including a developer selection process that attracted eleven development teams in 2019. Stifel,

a public financial advisory firm, and Barnes and Thornburg, bond counsel, have also been advising the Columbus Redevelopment Commission on the development.

In January of 2021, the Columbus Redevelopment Commission signed an agreement with Flaherty & Collins to begin Phase 1 of the project at a cost of \$40 million. Phase 1 is expected to break ground in early 2022. A phased opening for this portion of the development is projected for 2023 and 2024.

Flaherty & Collins Properties were chosen to lead this project. As one of the Midwest's largest and most experienced developers of multifamily properties, Flaherty & Collins Properties is a leader in development, construction, and property management, as well as building effective partnerships with the public sector. Flaherty & Collins have proposed to build the multi-use development, which will include:

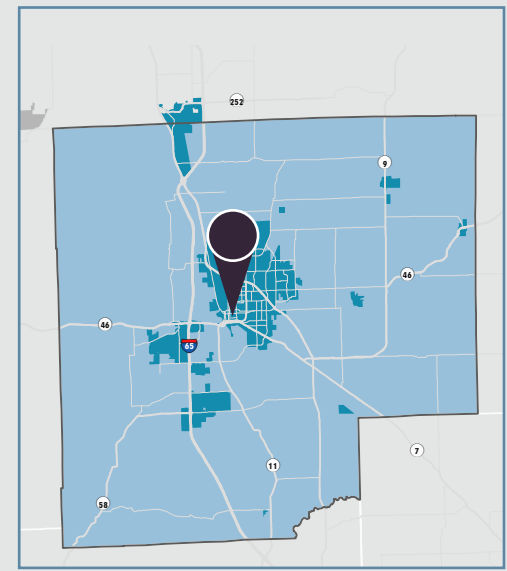
- 200 townhouse type units that will include studio and 1-2 bedroom apartments
- An urban grocer with coffee/sandwich shop
- Retail space
- Additional downtown / shared parking
- Multiple trail connection opportunities

The Columbus Redevelopment Commission will gift the land to the developer with an agreement that Flaherty & Collins will finance, build, and dedicate 100 parking spaces to County employees.

Flaherty & Collins have paid thoughtful attention to the existing trail onsite. Their plans are for safe connections, wayfinding signage, spacing, safety and the perception of safety through lighting and visibility. For those wishing to use the trail as a form of transportation there is a 10 foot wide trail that meanders through the site unimpeded and uninterrupted. The trail also will connect users to the retail and grocer onsite with multiple places to stop through the property and along the 2nd Street frontage.

"This project will help transform Downtown Columbus, especially for residential development. Having an urban grocery easily walkable for all of downtown's residents will help encourage even more private investment in our downtown. Flaherty & Collins is an ideal partner for the first phase of this mixed-use project. This is a win-win for our community," stated Mayor James Lienhoop.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

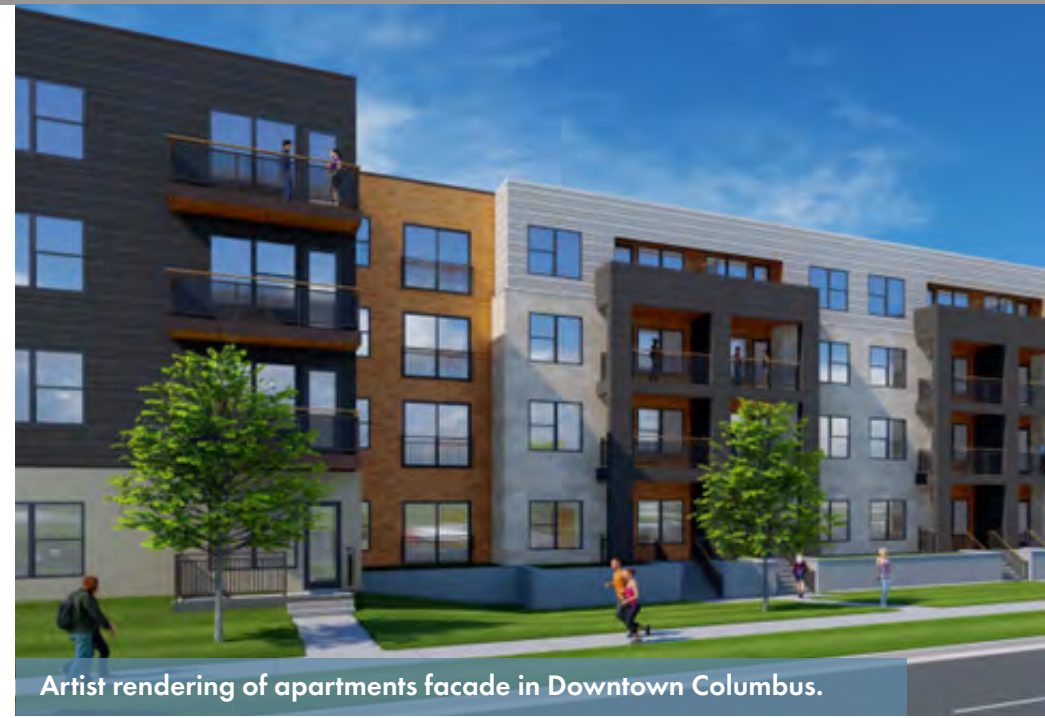
Housing and Talent Attraction



PROJECT READINESS:

- ✓ Land owned
- ✓ Developer selected
- ✓ Preliminary design complete
- ✓ Shovel ready in 12 months from funding

PROJECT BUDGET:
\$ 40 Million



Artist rendering of apartments facade in Downtown Columbus.

Image Source: Flaherty and Collins



Artist rendering of activated space in the target area.

Image Source: Flaherty and Collins

EDINBURGH HOUSING DEVELOPMENT & ROAD EXTENSION PROJECT

LOCATION:

EDINBURGH, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

INFRASTRUCTURE INVESTMENTS TO SUPPORT HOUSING AND INDUSTRIAL DEVELOPMENT OPPORTUNITIES IN THE TOWN OF EDINBURGH.

OVERVIEW:

READI Project Justification:

The Edinburgh Housing Development and Road Extension Project will support needed investments in housing and industrial development in the community. It will include infrastructure to support the 35-lot Heckman Village project to provide workforce housing in the community. This project will also provide a key roadway extension to support industrial development along the South Main Street corridor. Together, these investments meet the key needs of the town and support its position as the gateway to the South Central Indiana Talent Region.

Project Description:

Located at the northern edge of the South Central Indiana Talent Region is the small Town of Edinburgh, with a population of 4,435. Edinburgh has the unique distinction of having its incorporated boundaries fall within three counties: Bartholomew, Shelby, and Johnson. The southern portion of the Town is also located within the Columbus, Indiana Metropolitan Statistical Area where much of the Town's thriving industrial base is situated. Edinburgh is recognized around the state as being home to the nearby Edinburgh Premium Outlet Mall. Camp Atterbury Military Base is also adjacent to the community, supporting the Indiana National Guard, U.S. Army, and other national defense interests.

Edinburgh offers a quality of life that is enjoyed by local residents, businesses, and visitors. The historic downtown embraces 200 years

of history and offers a unique setting for local shops and eateries. An estimated 3 million visitors a year shop at the Edinburgh Premium Outlet Mall, and residents enjoy recreation at places like Irwin Park, the Aquatics Center, the Edinburgh Sports Complex, the Big Blue River, and more.

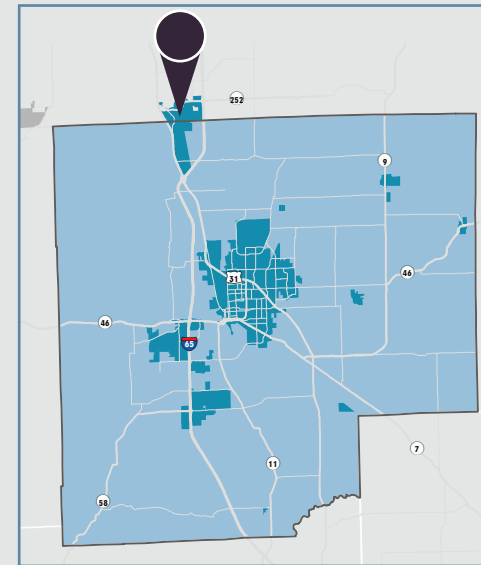
While Edinburgh enjoys its small town charm, the community is an important gateway to the South Central Indiana Talent Region. Local and regional leaders recognize the importance of growing its local population and expanding its built infrastructure. As such, two projects are proposed to be accomplished with READI support.

The Heckman Village Workforce Housing Project will attract the new construction of 35 new single-family homes. Located on the northwest side of town, Heckman Village will be easily accessible to U.S. Highway 31 and State Road 252, which have direct access to Interstate 65, supporting both workforce housing and transportation. This is a platted, shovel-ready subdivision has access to water and sewer to the site with no added infrastructure. Homes are expected to be priced in the \$200,000 range and will meet the needs of existing and relocating workers coming to the area.

To better connect the Downtown Edinburgh with existing and future industrial development, the Town is also prepared to extend Main Street one-half mile to the town's southern border at County Road 900 North. This project will provide connectivity to Tobias Drive which has access to U.S. Highway 31, creating another point of entry for commercial traffic. In case of traffic congestion, this connection provides Town of Edinburgh public safety and emergency responders another entry point. As the road is extended, it will enhance service to 80 acres of industrial-zoned land within Town limits, and the terminus of the road will connect to an additional 154 acres of industrial-zoned land that is served by Edinburgh Utilities (water, sewer, and electric). Employers within the industrial park and surrounding area include domestic firms Ditech, Challenge Plastic Products, and Sacoma, as well as international firms Hisada America, Hoosier Metalform, Georg Utz, and more.

Together, the two projects will represent an investment of \$8.5 million with only \$750,000 of READI funds requested, and the rest of the investment made possible through Town and private-sector support. Supporting these projects will grow the region's population through enhanced housing opportunities and will strengthen economic activities through improved road infrastructure serving and adjacent to existing and future industrial development sites.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ Developer commitment has been secured
- ✓ Preliminary engineering for the roadway has been completed
- ✓ Shovel ready in 18 months from funding

PROJECT BUDGET:
\$8.5 Million



Image Source: Town of Edinburgh



Image Source: HWC Engineering

HOUSING DEVELOPER INCENTIVES PROGRAM

LOCATION:

REGION WIDE

PROJECT OBJECTIVE:

INCENTIVES FOR HOUSING INVESTMENTS OVER A THREE-YEAR PERIOD.

OVERVIEW:

READI Project Justification:

Meeting the regional demand for housing will require more housing investment than the projects itemized in this regional development plan. To support important housing projects that are actively being considered but not ready to proceed as of the date of this plan, incentives will be offered to qualifying housing projects.

Project Description:

During the formation of this regional development plan, multiple housing projects were reviewed and considered for inclusion in the program. While those projects are estimated to include the construction of over 500 new homes for the region, the regional need is over 500 homes per year. Many additional housing projects were proposed to meet this demand during the planning process but could not commit to meeting the schedule and match requirements of the READI program. However, as these projects progress, the South Central Indiana Talent Region team wants to be able to incentivize critical projects to ensure that they happen.

To accomplish this, the South Central Indiana Talent Region will partner with the Southern Indiana Housing and Community Development Corporation (SIHCDC) to launch and manage a regional housing developer incentives program.

SIHCDC will facilitate a flexible incentive program to allow each city, town, or county to encourage and support housing development in the way that best addresses the priorities of each community.

The program will allow developers to submit requests for incentives to address gaps in their financial and development proformas. Through this program the developer will be able to request incentives from a toolbox of options available in the region.

Public Incentives (non-inclusive):

- Tax abatement
- Assistance with infrastructure costs
- Donation of land
- Permit and zoning support and streamlining
- Reduction/Waiver of Fees
- No interest financing

Financial Tools:

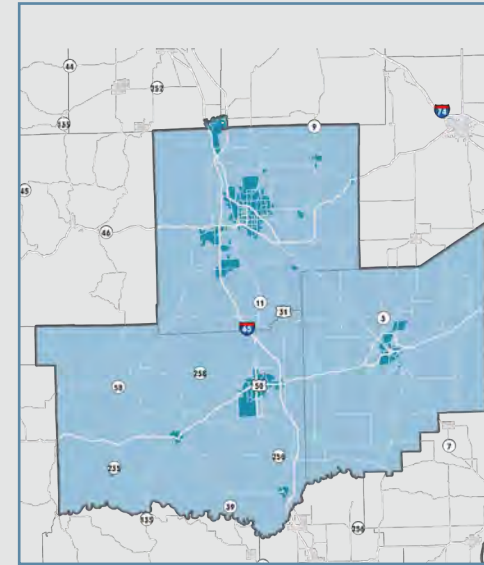
- Residential tax increment financing
- Partnerships with nonprofit housing developers/public housing authorities
 - Land banking
 - State and federal grants opportunities (HOME Grants)
- Low income housing tax credits
- READI grant funds (could be a revolving no interest loan pool)

Process:

Incentive application criteria: The decision to award a developer an incentive will be based on the housing proposed, financial gap, developer's experience and record, number of homes/units and developer's investment. Incentives will be provided to developers that demonstrate that their proposed housing will have a positive impact on the community, impacts the area's current housing needs, and has sufficient financing to achieve its development plan.

A property lien and restrictive covenant with a three-year term from completion of the construction of the final unit will be required of developers receiving funding or support from this incentive program. The value of the lien will be equal to the investment made through this program. This covenant will also require the developer to begin and complete work in a timely manner, maintain property insurance, and develop the number of units committed to in their request.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ Program administrator is on board
- ✓ Program parameters have been established
- ✓ Shovel ready in 6 months from funding

PROJECT BUDGET:

\$7 Million

Steps:

- Developer submits an incentive request application.
- Application is reviewed for completeness and the developer may be contacted for more information or clarity.
- A summary review of request and supporting documentation will then be compiled and sent to the South Central Indiana Talent Region Housing Committee.
- The committee will approve or deny the request for READI funds.
- The request will then be sent to the local jurisdiction for consideration of their incentives.
- If approved, the property documents will be prepared including property agreement and covenant with 3-year terms for the amount of investment incentive provided.

Review Criteria:

- Proposed type of housing.
- Financial capacity (funding in place, credit history, etc.).
- Amount of investment being made by the developer.
- Development plan and design.
- Units created.
- History of past project/properties in community.

JENNINGS COUNTY BROADBAND EXPANSION

LOCATION: JENNINGS COUNTY

PROJECT OBJECTIVE: PROVIDE FIBER TO THE HOME BROADBAND SERVICE TO 3,400 PROPERTIES IN RURAL JENNINGS COUNTY.

OVERVIEW:

READI Project Justification:

This project will provide critical broadband fiber internet services to almost one-third of the homes in rural Jennings County. The lack of rural broadband is a significant barrier to housing development, population growth, and quality of life in Jennings County. This investment will also support and enhance other READI investments in Country Squire Lakes.

Project Description:

With this project, the Jackson County REMC will bring high-speed, broadband fiber internet service to Jackson County REMC's service territory in the Townships of Geneva, Spencer, Center, and Marion in Jennings County. The mission of Jackson County REMC is to "deliver the advantages of electricity and essential services to its members reliably, economically, and responsibly" and have lived this mission for over 80 years. Jackson County REMC is currently building a high-speed, broadband fiber internet infrastructure throughout its service territory to bring high-speed broadband fiber internet service to its members.

There is not a high-speed, broadband fiber internet provider available in all parts of these townships, meaning the 3,405 members of Jackson County REMC who live in Jennings County do not have the necessary internet speeds and reliability to function in the digital world efficiently. The only providers that are available in 100 percent of these areas are satellite internet providers.

Jackson County REMC has already built its fiber internet network from the ground up in rural Jackson County and parts of rural Washington, Scott, Brown, and Lawrence Counties. It has an engineering plan for its service territory in Jennings County and has already installed, as a separate project, a fiber backbone to allow service to be extended to these additional areas.

The REMC has completed a detailed cost analysis for the project and has secured funding through CoBank and RUS SmartGrid loans. Jackson County REMC has also received grant funding through Indiana Next Level Connection broadband grant in the amount of \$431,582.00. This will support extension of broadband to the only portion of its territory eligible for Next Level Connections.

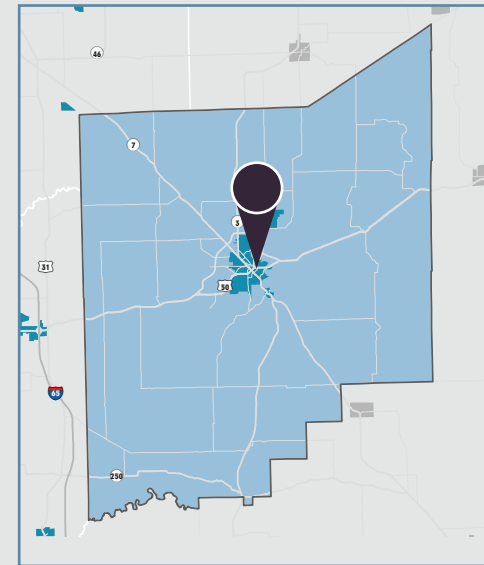
It is important to note that this project will include providing fiber to the home for residents within Country Squire Lakes. This overlapping investment strategy will support the effectiveness of parallel READI housing investments into that district.

The cost of residential service through Jackson County REMC is \$54.95/month for 100/100 Mbps, \$69.95/month for 500/500 Mbps, and \$99.95/month for 1G/1G. Commercial plans are also available. The cost of service is very competitive as compared to the other available internet options with speeds and reliability that far exceed what is currently available.

A 2018 study by Purdue University stated there is a 4:1 return on investment for broadband services. Telecommuting, telemedicine, and e-commerce continue to grow in popularity, and the "Homework Gap" between students who have and do not have a reliable internet connection is a real and concerning problem facing our students of all ages. The COVID-19 pandemic made high-speed and reliable internet necessary for us to stay connected to work, school, and family.

By making a high-speed, broadband fiber internet service available in the Jackson County REMC's service territory in Townships of Geneva, Spencer, and Marion, which covers approximately 1/3 of Jennings County, it would ensure that these smaller, rural communities will not be at a disadvantage to other parts of the state that have high-speed, broadband fiber internet service currently readily available.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

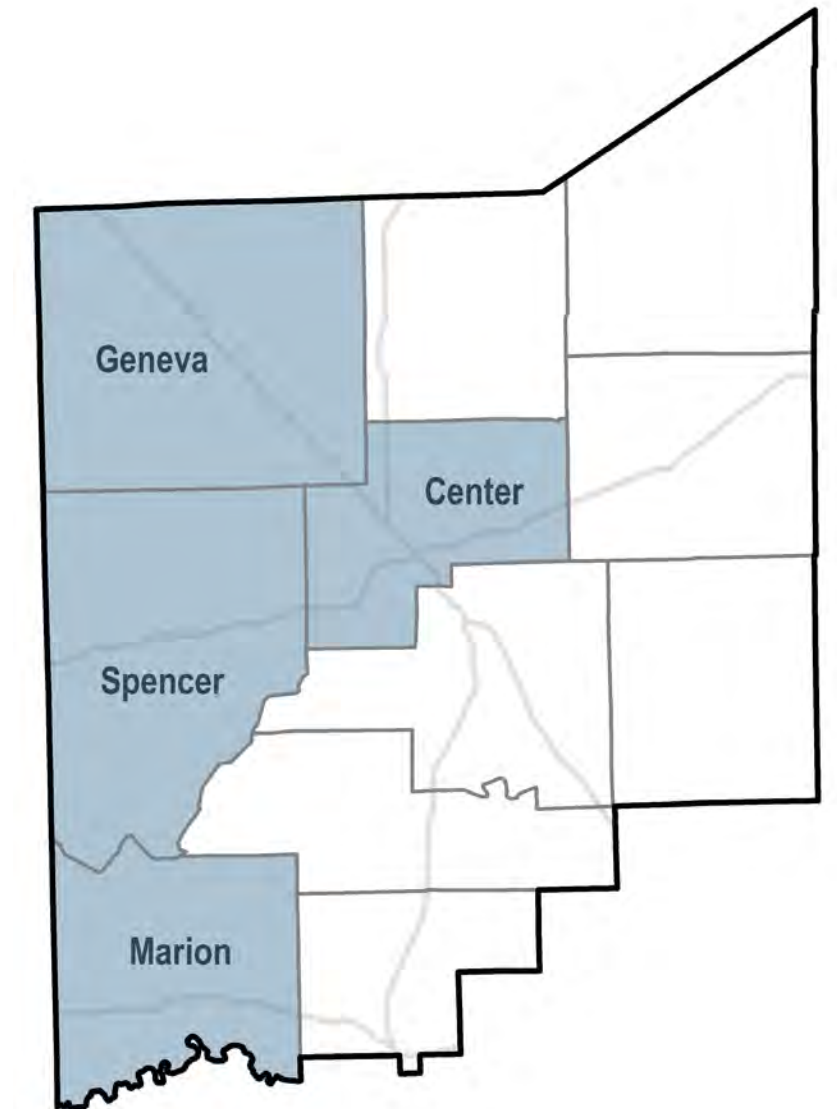
Housing and Talent Attraction



PROJECT READINESS:

- ✓ RUS SmartGrid and CoBank loans secured
- ✓ Next Level Connections funding received for eligible areas
- ✓ Fiber backbone installed
- ✓ Shovel ready within 12 months of funding

PROJECT BUDGET:
\$6.8 Million



Four townships in Jennings County will receive broadband investment.

Image Source: HWC Engineering

LOCATION: REGION WIDE

PROJECT OBJECTIVE:

REGIONAL PROGRAM TO ACQUIRE, CLEAN-UP, AND LAND BANK PROPERTY WITH THE GOAL OF AGGREGATING SITES FOR REDEVELOPMENT.

OVERVIEW:

READI Project Justification:

To support the community's housing goals, the region must deal with the significant number of blighted and abandoned properties in the communities. This program will work to acquire these properties, demolish deteriorated property, and then turn the sites back over to the private sector for redevelopment.

Project Description:

The South Central Indiana Talent region will partner with the Southern Indiana Housing and Community Development Corporation (SIHCDC) to launch and manage a regional land bank program. The land bank will benefit "all-regional" partner counties and communities by returning abandoned and blighted properties to productive use throughout south central Indiana. The land bank is committed to helping people invest in revitalizing communities through an open, transparent, and straightforward process.

The land bank will focus on the conversion of vacant, abandoned, and tax-delinquent properties into productive use. Vacant, abandoned, and tax-delinquent properties are detrimental to the South Central Indiana Talent Region because they destabilize neighborhoods, create fire and safety hazards, drive down property values, and drain local tax dollars. The proposed land bank project is a direct response to this growing trend of vacancy and abandonment, created to strategically acquire problem properties and convert these liabilities into assets. The intent of the land bank is to acquire title to these problem properties, eliminate the

liabilities, and transfer the properties to new, responsible owners in a transparent manner that results in outcomes consistent with community-based plans. Where appropriate, properties will be aggregated to create larger development opportunities.

The result of the program will be more properties added back to the tax rolls with contributing developments adding to neighborhoods instead of detracting from them.

REVIEW CRITERIA:

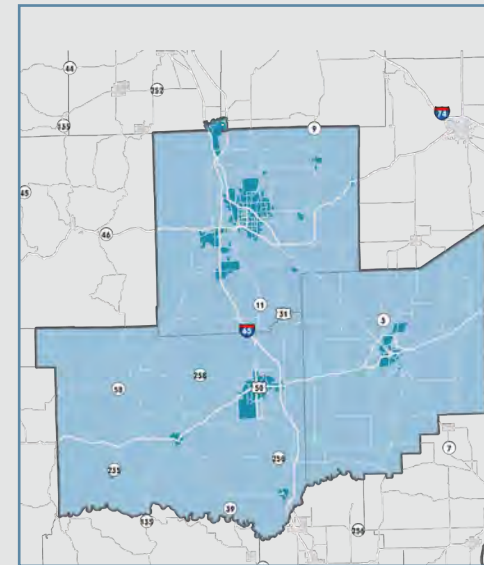
- Proposed reuse (ownership versus rental)
- Financial capacity (funding in place, credit history, etc.)
- Bid or offer amount
- Investment/renovations
- Public service employees
- History of ownership/development of past project/properties in region



The land bank will convert properties into productive use, such as new housing.

Image Source: Stock Photo

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ Program administrator is on board
- ✓ Program parameters have been established
- ✓ Shovel ready in 6 months from funding

PROJECT BUDGET: \$10 Million

PROGRAM GOALS:

- Acquire vacant and abandoned properties.
- Improve the quality and attractiveness of neighborhoods.
- Maximize the impact of redevelopment efforts.
- Place the property back on the tax rolls and spur additional private sector redevelopment.
- Create opportunities of workforce housing.

PROCESS:

- City, county, or town obtains property through tax liens through quiet title or purchased outright.
- Property is transferred to SIHCDC for land banking and future sale.
- Blighted and uninhabitable buildings and homes will be demolished (if applicable).
- The property is put up for sale/bid and sales are based on review criteria noted below.
- On bid award or sale, SIHCDC will prepare property documents including property purchase agreement and covenant with a 3-year term prior to closing.
- Property will be closed by local title company.
- Property will be monitored for the term of the covenant.

NORTH VERNON KNOBSTONE SUBDIVISION

LOCATION:

NORTH VERNON, JENNINGS COUNTY

PROJECT OBJECTIVE:

DEVELOPMENT OF A 123-LOT SUBDIVISION ON THE WEST SIDE OF NORTH VERNON.

OVERVIEW:

READI Project Justification:

This project supports much needed housing in North Vernon with the construction of a 123-lot single family housing subdivision.

Project Description:

The region's critical housing shortage is most pronounced in North Vernon and Jennings County. While the rest of the region has seen growth in spite of the housing shortage, Jennings County's population shrank by 3.2 percent since 2010.

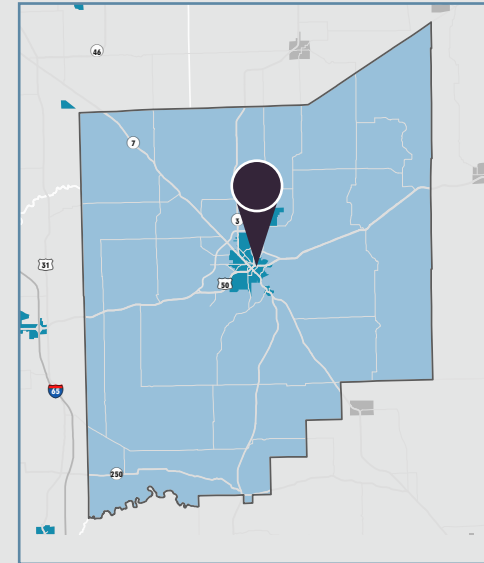
In 2018, the City commissioned a housing market study to analyze housing needs. The analysis concluded that the market had 325 households every year with the potential to buy or rent properties. Of these potential households, the study identified that the market could support the construction of 140 single-family detached homes every year. Since the study was completed, the City has unfortunately not seen any investment in single-family home construction.

The community recognizes that bold steps need to be taken to demonstrate to the private sector that there is demand for single-family housing. To do this, the city proposes to support new housing development on the west side of the city at the Knobstone subdivision.

A developer for the project has been secured, and a site has been selected for the project. The site is located adjacent to Jennings County High School, which is ideal for attracting families to the community. Pedestrian connectivity has been included in the project, with a sidewalk system that will connect the subdivision to the high school complex.

Preliminary engineering for the site has been completed, and it will support a 123-lot single-family housing development. The city will provide \$2.0 million in matching funds to support the development, and the developer will contribute \$24.6 million to the project.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ Property owners have committed to participate
- ✓ Developer has committed to the project
- ✓ Preliminary engineering is complete
- ✓ Shovel ready within 18 months of funding

PROJECT BUDGET:
\$28.6 Million

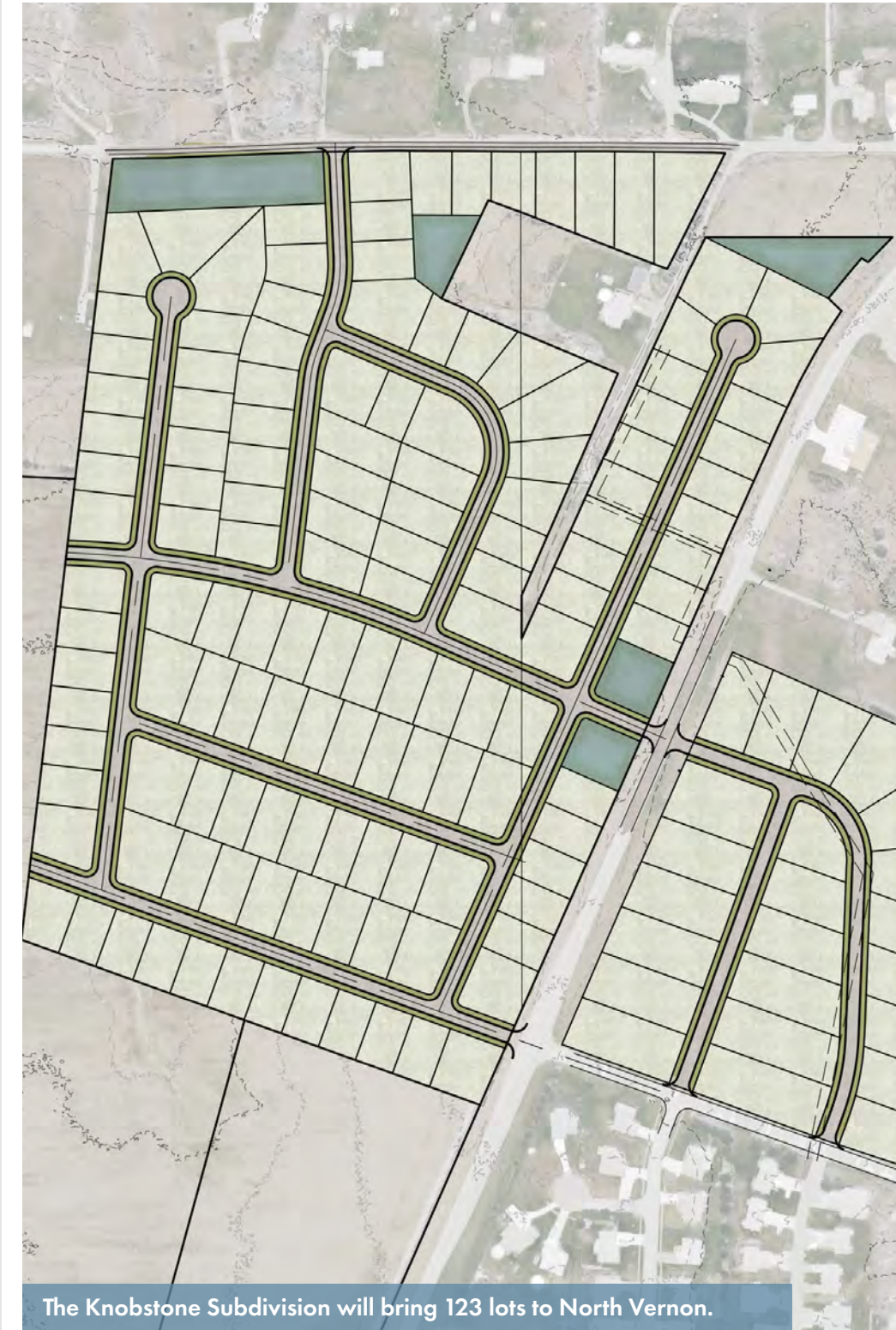


Image Source: HWC Engineering

UNIONTOWN SEWER EXPANSION

LOCATION:

UNIONTOWN, JACKSON COUNTY

PROJECT OBJECTIVE:

EXPANSION OF SEWER SERVICE TO UNIONTOWN INTERCHANGE ON INTERSTATE 65 FOR HOUSING AND EMPLOYER SITES.

OVERVIEW:

READI Project Justification:

With limited land available in Jackson County for future development, the county's strategic vision is to extend sanitary sewer service to the Uniontown interchange on Interstate 65. This critical infrastructure will support the county's growing demand for housing, provide important industrial development sites, and can be transformative to Jackson County.

Project Description:

Located centrally between Indianapolis, Indiana, and Louisville, Kentucky, the Uniontown area at Exit 41 offers hundreds of acres for development that are currently being suppressed by the absence of sanitary sewer in the area. The construction of a sewer plant to service this acreage will make the area one of the most marketable in the South Central Indiana Talent Region.

According to a recent study prepared by Hoosier Energy evaluating and ranking the ten best industrial development sites within Jackson County's Rural Electric Membership Cooperative territory, three of the five located in Jackson County could be serviced by the Uniontown sewer project when constructed. While all three parcels were noted as ready for development, the lack of availability of sanitary sewer left a glaring hole in its marketability.

Despite the lack of sanitary sewer in the Uniontown area, industry continues to inquire about the area. Recently, an auto auction

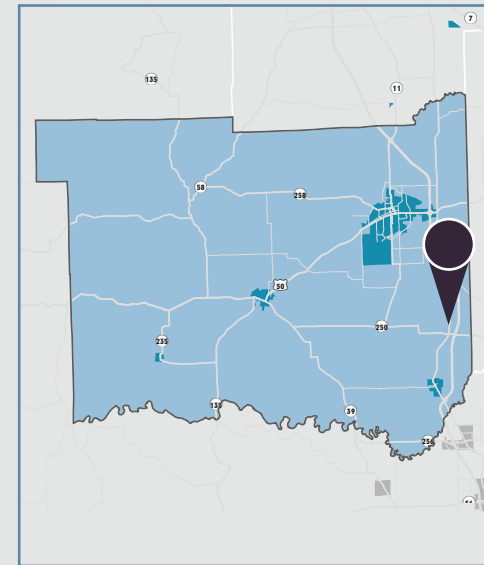
company received zoning approval to develop a 64-acre tract in the Uniontown area. Other businesses have inquired about multiple sites within the proposed service area. However, due to the high water table in this area, the soil types are not conducive to on-site sewer systems. Finally, as industrial land in Seymour begins to fill up, new employer sites at this interchange will be key to creating a sustainable economy for Jackson County.

The lack of sanitary sewer not only hampers economic development in the area, but new housing developments as well. Construction of the new sewer plant will not only have an impact serving commercial ventures, but residential subdivisions.

Preliminary engineering has been completed and has identified two feasible alternatives for a new wastewater treatment plant in the area. It is estimated that this project will cost \$8 million to complete. Jackson County has committed \$5.6 million toward the project, demonstrating the importance of this project for long term housing and employment in the county. A detailed Sewer Master Plan and Interchange Economic Development Plan is intended for late 2021.

With the abundance of industrial opportunity waiting at Uniontown Exit 41 along the Interstate 65 corridor, the South Central Indiana Talent Region looks forward to turning this opportunity into a reality.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ County funding committed
- ✓ Employer site identification study complete
- ✓ Public water service is available at the site
- ✓ Sewer Master Plan and Interchange Economic Development Plan to start late 2021.
- ✓ Shovel ready in 36 months from funding

PROJECT BUDGET:
\$8 Million

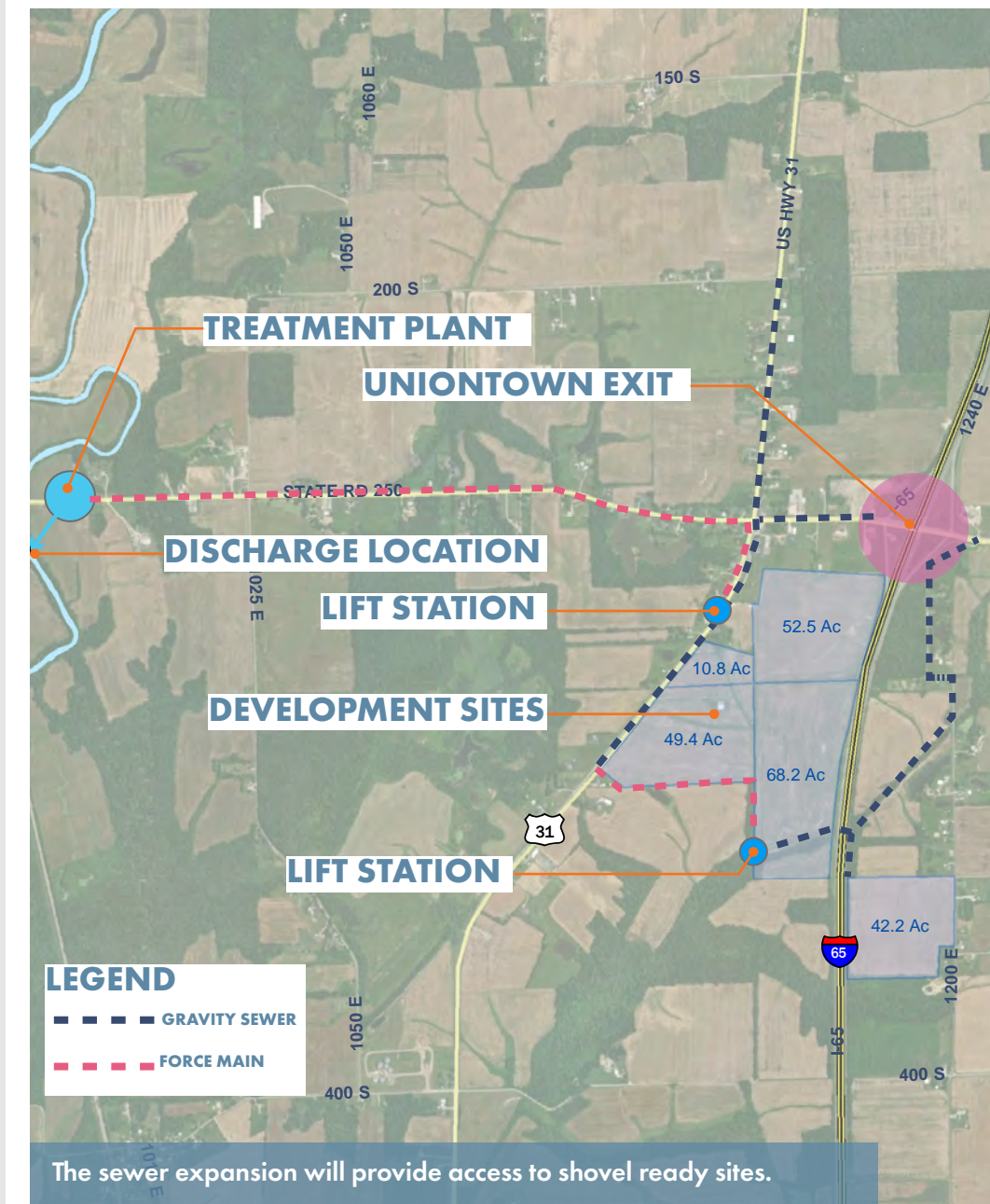


Image Source: HWC Engineering

“WELCOME HOME” TALENT ATTRACTION PROGRAM

LOCATION: REGION WIDE

PROJECT OBJECTIVE:

ATTRACT AND RETAIN AREA STUDENTS, RECENT GRADUATES AND SKILLED WORKERS THROUGH A COORDINATED REGIONAL TALENT FRAMEWORK THAT INCLUDES COORDINATION WITH EMPLOYERS, OUTBOUND MARKETING AND TARGETED INCENTIVES TO SATISFY EACH COMMUNITY’S TALENT GAPS.

OVERVIEW:

READI Project Justification:

Prosperous communities are rich in talent. This program recognizes that employers benefit when they partner more closely with communities to encourage workers to live and work in this region. Now, more than ever before, talented individuals have more freedom about where they choose to live and work. Our resilient future depends upon recruiting new skilled talent and retaining the best and brightest homegrown talent so we call this project “Welcome Home.”

Project Description:

Noting that every community is competing for skilled worker and remote workers, and that our homegrown talent may not recognize the benefits and opportunities that exist in their home region, we will use three strategies to allow us to better compete for talent. We will place equal emphasis on keeping our homegrown talent, understanding that it is easier to retain your talent than it is to lure new talent.

Programming:

The South Central Indiana Talent Region will implement three strategies, managed by a regional talent coordinator:

Strategic Partnerships – The talent coordinator will leverage two powerful existing programs, Indiana INvets and Work + Learn Indiana. The coordinator work with INvets to ensure that the South Central Talent Region is a full partner in recruiting retired military

veterans to the area. The coordinator will also work with Work + Learn Indiana to develop college internships and to promote them on the Work + Learn exchange. Currently, dozens of area students are seeking opportunities, but only one employer offers them. The coordinator will help employers utilize EARN credits to create paid internships.

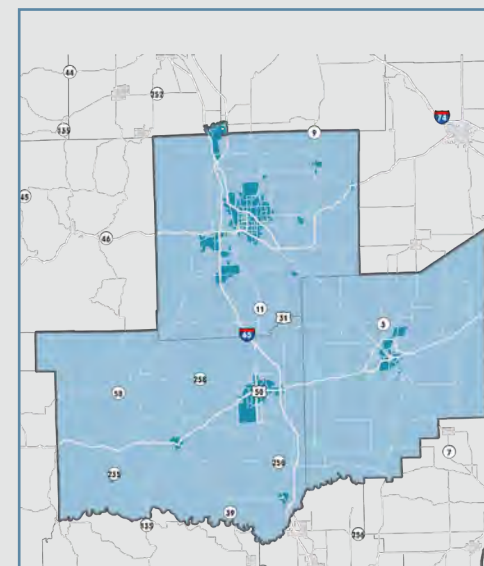
Employer Toolkit and Outbound Marketing – The talent coordinator, working alongside area employers, will create and manage a regional web portal that extolls the outstanding quality of life in the region. It will help area talent recruiters to use the website, video and social media assets to ensure that prospective recruits understand not only the job opportunity but the quality of life available in the region. This is increasingly important as corporate recruiters often live outside the region and have little first-hand knowledge. A robust marketing program will purchase targeted leads and recruit workers, including remote workers, directly to this region.

Incentives – A variety of incentives will be employed to retain and attract workers that are strategically important to the region. For some communities, retaining the best and brightest young people will be a primary focus. For others, attracting healthcare workers or engineers might be the priority. The region will have a pool of \$500,000, but will be required to identify a 1:1 match.

REVERSE SCHOLARSHIP PROGRAM:

With this program, students will be incentivized to ‘come back home’ to work and live within the South Central Indiana Talent Region. Student debt for traditional college, trade school, and certificate programs can be a financial burden to recent graduates, and this program would be targeted to new employees in the region who have graduated within the past five years to assist with student debt relief. New employees will receive program information through their employer and will be required to apply. Funds will be held at the local community foundations. A review committee will evaluate applications and award a one-time only award up to \$10,000 for student debt relief. Awardees will be required to participate in a financial literacy course to receive award.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction



PROJECT READINESS:

- ✓ Program administrator is on board
- ✓ Program parameters have been established
- ✓ Shovel ready in 6 months from funding

PROJECT BUDGET: \$1 Million

LIVE WELL RENT/MORTGAGE ASSISTANCE PROGRAM:

Increased home prices in the current housing market and the lack of affordable, quality inventory can be barriers to entry for new graduates and young families. Young professionals, new talent recruits, and first-time homebuyers will be encouraged to locate in the South Central Indiana Talent Region with assistance from an abated mortgage or rental assistance program. The target audience for this program includes new school hires, such as teachers and staff members who wish to relocate to the South Central Indiana Talent Region, new industry or other company hires who wish to locate in the South Central Indiana Talent Region, current employees within the South Central Indiana Talent Region who are completing training or certification programs who are looking to purchase a home for the first time. Applicants will have graduated from a college, university, trade school, or certificate program within the last five years. The mortgage abatement will cover closing costs for an approved applicant, and the rental assistance program will cover rent costs for 12 months, with an 8 percent decrease each month. Applicants will be identified through employers and connected to a program navigator. Successful applicants will be introduced to the Young Professionals Program within the South Central Indiana Talent Region and will be required to complete a financial literacy course.

PROGRAM NAME	READI FUNDS	PUBLIC MATCH	PRIVATE MATCH
WELCOME HOME RESERVE SCHOLARSHIP	\$200,000 TOTAL (\$66,666 PER COUNTY)	\$200,000 TOTAL (\$66,666 PER COUNTY) 1:1 MATCH	N/A
LIVE WELL RENT/MORTGAGE ASSISTANCE PROGRAM	\$300,000 TOTAL (\$133,333 PER COUNTY)	\$300,000 TOTAL (\$133,333 PER COUNTY) 1:1 MATCH	N/A

WORKFORCE/AFFORDABLE MULTI-GENERATIONAL HOUSING

LOCATION:

SEYMOUR, JACKSON COUNTY

PROJECT OBJECTIVE:

DEVELOPMENT OF A 64 UNIT WORKFORCE/AFFORDABLE HOUSING PROJECT FOR FAMILIES AND SENIORS IN SEYMOUR THROUGH THRIVE ALLIANCE.

OVERVIEW:

READI Project Justification:

This project will provide 64 units of much needed affordable housing for Jackson County families. A large portion of the need in Seymour are families that are employed, but do not make enough to afford market rate rent. This project will serve the area of biggest need in the city.

Project Description:

Over the last decade, Jackson County has been the fastest growing rural county in Indiana. In that same time, the county has also seen a sharp increase in the number of households in poverty and in asset limited/income constrained/employed (ALICE) households. Today, 24 percent of the county's population qualifies as an ALICE household and 15 percent are in poverty.

Recognizing the need for affordable housing to serve those households, the Community Foundation of Jackson County, Jackson County United Way, Anchor House, Thrive Alliance, and others commissioned the 2021 Pathways to Housing market data analysis. Thrive Alliance serves as the Area 11 Agency on Aging and has served Bartholomew, Jackson, Jennings and other nearby counties since 1981. Their mission is to improve the quality of life for and health for people at risk of losing their independence.

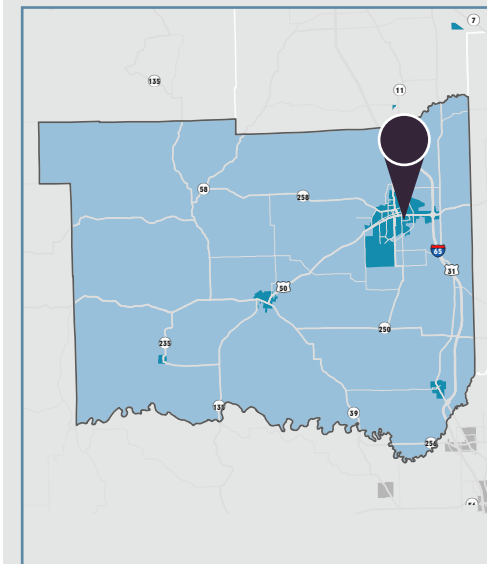
The 2021 study quantified the needs for affordable housing in Jackson County and provided specific recommendations to meet the needs of the county. This project comes as a direct result of that study.

Thrive Alliance has proposed a three phase multi-family housing development that would serve families and seniors. Phase I consists of approximately 64 units of workforce and affordable housing for families. The anticipated cost is \$13,083,000 with a projected financing gap of \$995,076. Private investment in the form of an equity investment would be approximately \$10.7 million.

The project requires approximately 6 to 7 acres for the housing development, including parking and green space. The proposed project will be located in Seymour within census tracts that are documented to have the highest area deprivation index in the city. Thrive Alliance is currently working toward acquisition of the preferred site for the project that is near downtown and is in close proximity to community amenities and an elementary school.

In the future, Thrive Alliance envisions expanding the housing development to include Phase II with 64 units focused on families and Phase III with 64 units focused on seniors. Phase II/III would also include a neighborhood/community park and a community center.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Housing and Talent Attraction

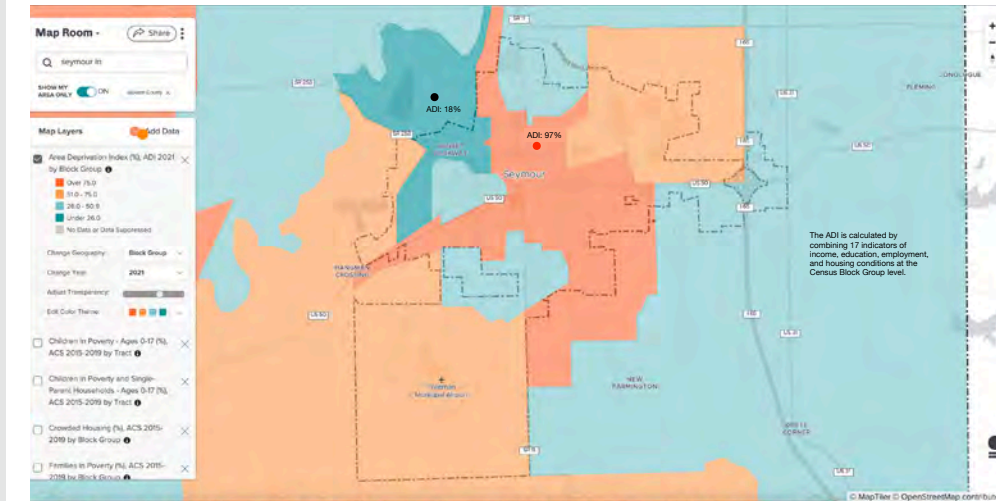


PROJECT READINESS:

- ✓ Market analysis complete
- ✓ Budget and program developed
- ✓ Developer commitment received
- ✓ Acquisition in progress
- ✓ Shovel ready in 36 months

PROJECT BUDGET:
\$13 Million

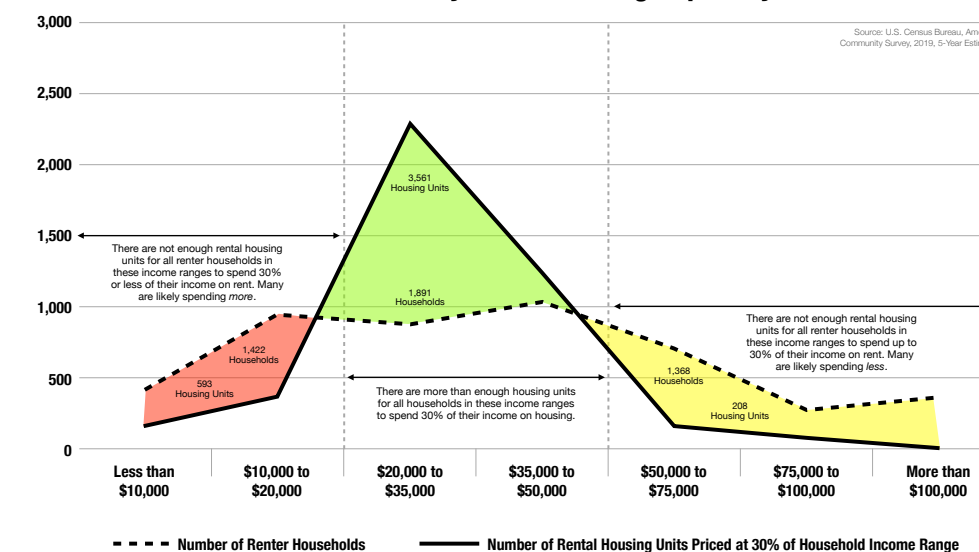
Area Deprivation Index



A study commissioned by Jackson County shows areas in need of affordable housing.

Image Source: Jackson County Pathways to Housing Report

Jackson County Rental Housing Gap Analysis



Reports show a lack of rental housing units and affordable housing in Jackson County.

Image Source: Jackson County Pathways to Housing Report

STRATEGY 4 QUALITY OF PLACE

ENCOURAGE ACCELERATED POPULATION GROWTH AND RETENTION THROUGH INTENTIONAL INVESTMENT IN HIGH-IMPACT QUALITY OF PLACE INITIATIVES.

PROJECTS:

1. Chateau de Pique
2. Columbus Riverfront Project
3. Downtown Hotel & Conference Center
4. Downtown Revitalization Fund
5. NexusPark
6. Quarry Adventure Park
7. Schneck Cancer Center Linear Accelerator Project
8. Shared Arts-Based Placemaking Programming



The Quarry Adventure Park will become a regional destination.

Image Source: HWC Engineering

LOCATION:

JACKSON COUNTY

PROJECT OBJECTIVE:

ENHANCE A DESTINATION WINERY, BREWERY, AND WEDDING EVENT CENTER WITH ON-SITE ACCOMMODATIONS, PRODUCTION FACILITIES, AND OUTDOOR RECREATION AMENITIES.

OVERVIEW:

READI Project Justification:

Capitalizing on a successful winery, brewery, and wedding event center in Seymour, Indiana, the South Central Indiana Talent Region can accelerate regional success by strategically investing in a proven quality of place amenity. Wineries offer an authentic way for visitors and locals to discover a region's culture, and high-quality attractions like this enhance quality of life in an area.

Project Description:

Tucked into the rolling farmlands of Seymour, Indiana, Chateau de Pique stands among 80 picturesque acres of beautiful, rustic countryside. The winery, brewery, and wedding event center feature a 19th century horse barn that was restored and designed to house the main facility. Chateau de Pique is a unique destination that brings together the best of south central Indiana.

Located off Interstate 65, Chateau de Pique has been a popular destination bringing in tourists traveling between Indianapolis and Louisville, Kentucky and all over the country to its vineyard, winery, and tasting room.

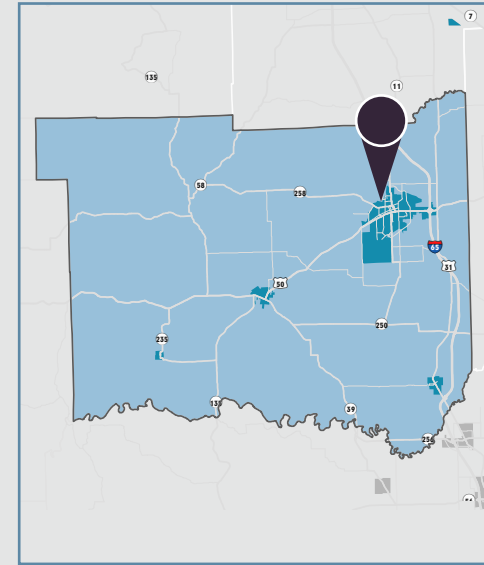
To continue the success of Chateau de Pique, owners are planning an expansion to enhance the offerings of the facility, which in-turn will increase the outdoor recreation and leisure activities available

in the South Central Indiana Talent Region. Chateau de Pique will expand the 80-acre site to include on-site accommodations, aesthetic enhancements such as scenic ponds and a bathhouse, recreational amenities such as a playground and trails, enhancements to technology and expansion of production facilities. Outdoor entertainment will also be improved through construction of an outdoor amphitheater, which will feature music, movies, and other activities.

On-site accommodations will include a mix of lodging options. Plans include space for 20 private cabins and 45 recreational vehicle slips. Each cabin site will be equipped with electrical service, interior and exterior lighting, wi-fi internet connection, appropriate bedding, and a designated parking area. Each recreational vehicle site will feature full hookups of water, sewer, electric, and wi-fi internet connection. Full-time, part-time, and seasonal employees are planned to manage the accommodations side of the facility, provide maintenance, and to develop programming.

The expansion at Chateau de Pique will further enhance a successful tourist destination and increase the outdoor recreation and leisure activities available in Seymour and Jackson County.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

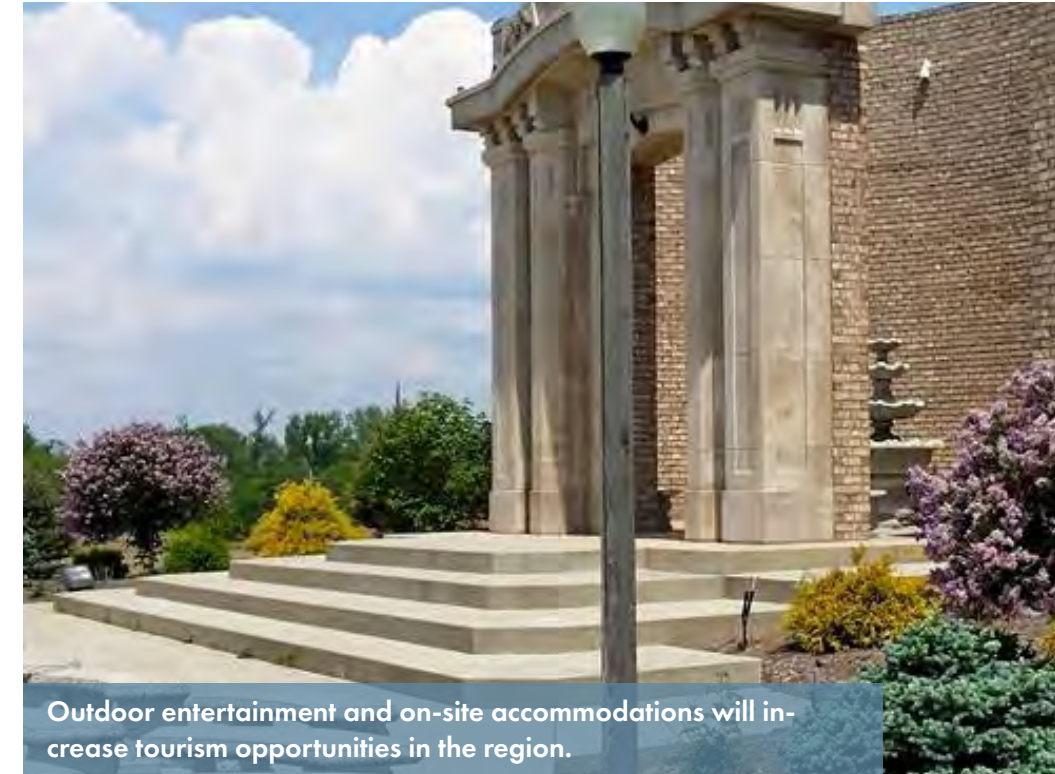
- ✓ Land secured
- ✓ Preliminary design complete
- ✓ Shovel ready in 12 months from funding

PROJECT BUDGET:
\$3 Million



The Chateau de Pique is a quality of place amenity for the region.

Image Source: Chateau de Pique Facebook Page



Outdoor entertainment and on-site accommodations will increase tourism opportunities in the region.

Image Source: Chateau de Pique Facebook Page

COLUMBUS RIVERFRONT PROJECT

LOCATION:

COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

IN-RIVER IMPROVEMENTS TO ENHANCE WATER RECREATION OPPORTUNITIES ON THE EAST FORK OF THE WHITE RIVER PLUS RIVERSIDE TRAIL AND OVERLOOK AREAS.

OVERVIEW:

READI Project Justification:

The Columbus Riverfront Project will make in-river and riverside improvements to create a regional quality of life attraction corridor. In-river improvements will enhance the use of the river for paddling, and riverside improvements will make this an attractive location for walking and bicycling. The combination of active and passive recreation opportunities provided by this project will be a key asset in regional quality of place.

Project Description:

In 2017, the City of Columbus started investments into its riverfront along the East Fork of the White River. Safety and environmental concerns brought on by the existing low head dam and the need for a safe pedestrian and bicycle route in that area of the City garnered the public support necessary to move such a large undertaking forward. Hitchcock Design Group was selected to lead the master planning and design effort for the redevelopment of the riverfront.

During the master planning process, the design team held multiple public meetings, met with community stakeholders, and met with representatives from both State and Federal agencies. The Columbus Redevelopment Commission has worked with multiple divisions within the Indiana Department of Natural Resources to review the initial plans and recommendations for redevelopment of the riverfront. Those plans made a priority of protecting the environment, ensuring safety, being fiscally responsible, and

continuing Columbus' history and legacy of architectural quality and innovation throughout all design aspects.

The goal of the Riverfront project is to make the land and water area between the 2nd and 3rd Street bridges a destination: creating a community asset where residents of Columbus and surrounding areas can envision themselves coming to the Riverfront, inviting their family members, friends, and visitors to enjoy the river.

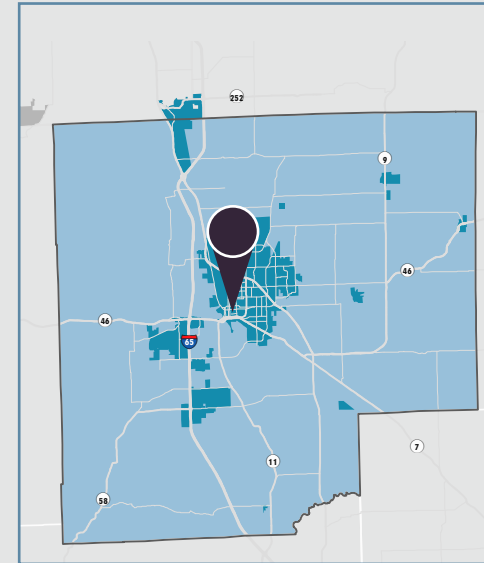
The design team carefully analyzed public survey results to create the strategy and alternative Riverfront concepts. With significant public input, plans were drawn up to include improvements to the aquatic habitat, environmental quality, improved appearance, recreational opportunity, and economic impact. Based on the survey results, the following elements were included in the design of the project:

- A wide 10'-12' multi-use trail on the east bank of the river that connects to other pathways and trails in the vicinity
- River overlook areas
- Low-maintenance materials, including those that will withstand flooding
- Lighting to promote safety
- Removal of the dangerous low-head dam
- Improvements to increase use of the river for recreational activities, including but not limited to the addition of riffles, rapids, or other water features to replace the dam
- Repair of the erosion on the west bank of the river due to the low head dam and protection of both banks from future erosion

Although the riverfront project was developed out of a concern for safety, the trail extension project has turned into much more. The project will be a major expansion of in-river recreational opportunities for the Midwest region. The Columbus People Trail will extend to the Riverfront, which will make the community accessible for residents wanting to travel from the west side of town to the north or east. The project will make the Riverfront an accessible place for use by individuals, families, and visitors. Having additional community amenities has proven to be a major incentive in retaining the jobs and attracting new jobs for the future. As a regional attraction, the Riverfront project will attract out-of-town visitors, resulting in support for local businesses and the local tourism industry.

With READI support, construction on the project can start in 2022 and is estimated to take 18 months. The local portion of the project will be funded through public tax increment finance dollars and private investment.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

- ✓ Planning is complete
- ✓ Design is underway
- ✓ Corps of Engineers permitting is underway
- ✓ DNR approvals have been received
- ✓ Shovel ready in 12 months from funding

PROJECT BUDGET:
\$10 Million



The Robert Stewart Bridge at the project site.

Image Source: City of Columbus



3D rendering of proposed river activation and overlook.

Image Source: City of Columbus

DOWNTOWN HOTEL & CONFERENCE CENTER

LOCATION:

COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:

IMPROVE THE VIBRANCY OF DOWNTOWN COLUMBUS WITH A HOTEL AND CONFERENCE CENTER THAT DRIVES YEAR-ROUND ACTIVITY AND ATTRACTS CULTURAL, DINING, AND ENTERTAINMENT INVESTMENT.

OVERVIEW:

READI Project Justification:

The Downtown Columbus Hotel and Conference Center project will support regional goals around quality of place and downtown redevelopment. It also serves a much-needed role in attracting tourism, supporting programming, and promoting activity in the downtown.

Project Description:

In 2017, Columbus' aging hotel conference center and exhibit space closed and has since been torn down. Unfortunately, this conference center was the largest expo space in the City. Without it, Columbus is no longer able to bid on some conferences and events because the exhibit space necessary to host certain events simply does not exist.

In 2018, the City of Columbus adopted a new downtown strategic development plan entitled Envision Columbus. A downtown hotel and conference center was identified as one of the catalytic projects in the Envision Columbus Plan. This strategic development plan was an initiative commissioned by the Heritage Fund from the Community Foundation of Bartholomew County intended to identify the next projects, programs, and infrastructure improvements needed to further improve the vibrancy of Downtown Columbus and support economic development in the City as a whole. The study targeted the 2nd and 3rd Street corridor in Downtown Columbus as an area that could be revitalized into a destination

that would attract cultural, dining, and entertainment opportunities. Recommendations included a hotel and conference center, urban grocer, and multi-family housing as vital to the growth of the area and a building block for further public and private development.

The administration quickly recognized that a downtown hotel and conference center will play a key role as an activity driver in Downtown Columbus as it can provide an opportunity to engage diverse groups with programming and activity throughout the year. By integrating these programs downtown, demand for other goods, services, and real estate will expand.

The Columbus Redevelopment Commission engaged the services of Hunden Strategic Partners to perform a market and feasibility study for a downtown hotel and conference center. The study showed a need for a 140+ room hotel with a transformable ballroom and conference space. In March of 2019, the Columbus Redevelopment Commission issued a Request for Qualifications which elicited responses from eleven qualified respondents. In November 2019, the team of Sprague Hotel Developers and Flaherty & Collins were chosen as the developer of the hotel and conference center.

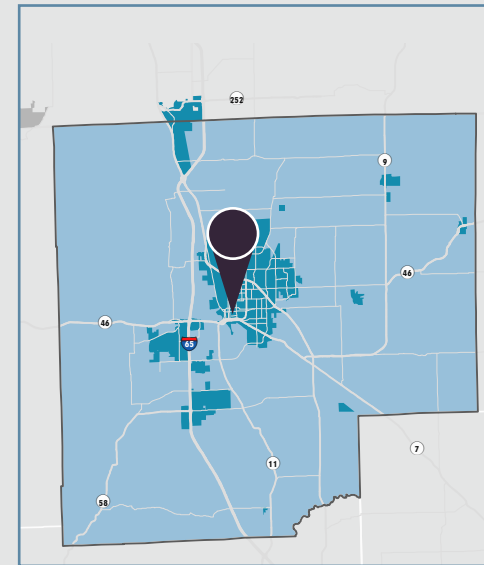
The hotel and conference center project estimate is \$26,640,000 of private investment. The Columbus Redevelopment Commission will gift the land and create a separate tax increment finance district for the hotel/conference center project. A tax increment finance bond will be used to pay the necessary gap in construction costs, and the development's property tax payments will repay the tax increment finance bond. The Redevelopment Commission will also build a 400 space parking garage as part of the development, estimated to be an additional \$10,000,000.

The primary elements of the hotel and conference center are a branded conference hotel, which can be a full-service "lite" brand or select-service "plus" brand with the following elements:

- 140+/- Guest Rooms
- 9,000+/-Square Foot Divisible Ballroom
- 4,000 - 5,000 Square Feet of Divisible Breakout Meeting Rooms (at least five divisions)
- 3-Meal Restaurant that activates the street (likely on a corner)
- Parking for the hotel and conference center currently estimated to be a 400 space parking structure on the same lot
-

READI would significantly impact this project and other surrounding projects by supporting the needed funds for the parking garage which will support not only the hotel and conference center but also the downtown events and festivals which draws visitors regionally.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

- ✓ Feasibility studies complete
- ✓ Land owned
- ✓ Developer secured
- ✓ Shovel ready in 24 months from funding

PROJECT BUDGET:
\$44 Million



Street activation at the hotel and conference center with retail and restaurants.

Image Source: Flaherty and Collins

DOWNTOWN REVITALIZATION FUND

LOCATION:

REGION WIDE

PROJECT OBJECTIVE:

TARGETED LOCAL GRANT PROGRAMS TO FILL STOREFRONTS AND ACTIVATE DOWNTOWNS.

OVERVIEW:

READI Project Justification:

Downtowns play a vital role in fostering quality of place. To support downtown revitalization and encourage entrepreneurship, this program will offer small grants to support individual downtown revitalization projects in communities across the region.

Project Description:

A downtown revitalization fund will be established for the region, with three targeted grant opportunities. The program will support the needs of existing business owners as well as recruit entrepreneurs with viable business models to establish in the downtown business districts. The three proposed programs entail Building Rehabilitation Grants, Upstart Entrepreneurship Grants, and Business Resiliency Grants.

Administrative Resources Association (ARA) will be the lead administrative organization for this program, with one or more downtown organization from each county responsible for overseeing the programs. Grant funds for each program will be allocated equally between the three counties (see below), and eligible applicants may be located in commercial downtown districts throughout the South Central Indiana Talent Region, including: Jennings County (City of North Vernon, Town of Vernon), Jackson County (City of Seymour, Town of Brownstown, Town of Crothersville, others), and Bartholomew County (City of Columbus, Town of Hope, others). The Town of Edinburgh downtown, including portions within

Johnson and Shelby counties, will have access to the program funds through the Bartholomew County portion of the grants.

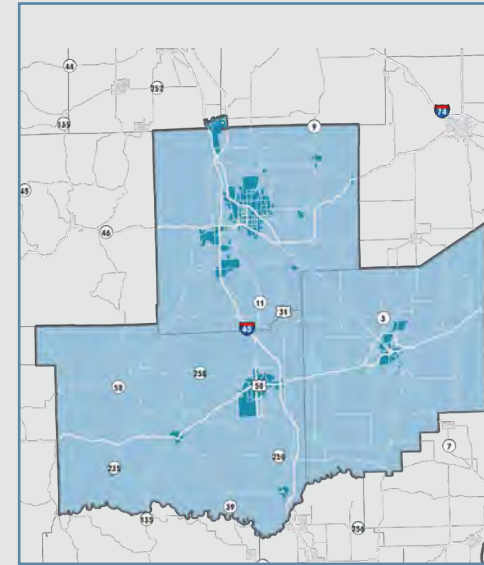
Programming:

Building Rehabilitation Grant Program: The downtown associations and the Administrative Resources Association will facilitate a building rehabilitation grant program that allows each downtown jurisdiction to address historic or non-historic buildings in need of improvements and rehabilitation. The grant program will build upon an existing program managed by Seymour Main Street and expand its eligible renovation projects to include all external faces of the building (façade, side, roof and rear) as well as awnings and signage, and specific interior upgrades. The program offers a 30 percent project match (15 percent READI funds, 15 percent public match funds) with anticipated funding of \$10,000 - \$100,000 depending on need and available match per application. The grant requires building owners or commercial tenants to submit bids and detailed plans for the proposed renovation, and historic preservation efforts will be given priority.

Upstart Entrepreneurship Grant Program: The downtown associations and Administrative Resources Association will facilitate an entrepreneurship attraction grant program that appeals to the needs of burgeoning entrepreneurs and encourages business location into downtown commercial districts. The grant program will mirror aspects of the Innovate WithIN business pitch competition, specifically to promote business planning and innovative thought while sharpening public speaking and problem-solving skills of the potential business owners. The program offers four \$25,000 upstart grants per year, and winning entrepreneurs will be required to match the award with an additional 70% private match. Grant funds will reimburse eligible expenses related to the start-up of each venture.

Business Resiliency Grant Program: Support for current business owners in downtown districts is important for retaining existing storefronts and encouraging consistent local commerce. The Business Resiliency Grant Program will offer equipment acquisition grants for business owners who have been open for more than three years and are looking to expand, replace, or upgrade essential business equipment. The grant program will be facilitated by the designated downtown business association and Administrative Resources Association and offer a 30 percent match (15 percent READI funds, 15 percent public match funds), up to \$5,000.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

- ✓ Program scope developed
- ✓ Shovel ready within 6 months of funding

PROJECT BUDGET: \$5 Million

PROGRAM GOALS:

- Fill vacant downtown storefronts and increase business diversity.
- Attract entrepreneurs and new business talent with sustainable business models.
- Support existing business ventures with target sustainability expenses.
- Improve the quality of place by eliminating or rehabilitating blighted, vacant, and dilapidated buildings.

PROGRAM SCOPE:

- A managing entity for project funding (Administrative Resources Association) with grant administration through a designated downtown association for each county.
- Three targeted grant programs.
- Leverage of public and private investments.
- Multi-tiered impact: entrepreneurship talent attraction, enhancement of quality of place, cultural and historic building preservation.

BUDGET BREAKDOWN:

PROGRAM NAME	READI FUNDS	PUBLIC MATCH	PRIVATE MATCH
BUILDING REHABILITATION GRANT	\$600,000 TOTAL (\$200,000 PER COUNTY)	\$600,000 TOTAL (\$200,000 PER COUNTY) 1:1 REQUIRED	OWNER INVESTMENT 3:1 PER PROJECT
UPSTART	\$300,000 TOTAL (\$100,000 PER COUNTY)	\$300,000 TOTAL (\$100,000 PER COUNTY) 1:1 REQUIRED	OWNER INVESTMENT 3:1 PER GRANT
BUSINESS RESILIENCY GRANT	\$100,000 TOTAL (\$33,333 PER COUNTY)	\$100,000 TOTAL (\$33,333 PER COUNTY) 1:1 REQUIRED	OWNER INVESTMENT 3:1 PER GRANT

LOCATION:
COLUMBUS, BARTHOLOMEW COUNTY

PROJECT OBJECTIVE:
REDEVELOPMENT AND ADAPTIVE REUSE OF THE MOSTLY VACANT 400,000 SQUARE FOOT FAIR OAKS MALL INTO A HEALTH, WELLNESS, SPORTS AND FITNESS FACILITY.

OVERVIEW:

READI Project Justification:
The NexusPark project is a high-impact quality of place initiative. Pulling together health, wellness, and sports tourism will drive economic investment into the area and region and help to attract and retain high-quality talent. The NexusPark is a key component in creating a prosperous community and resilient future in the South Central Indiana Talent Region.

Project Description:
The City of Columbus and Columbus Regional Hospital have joined to create NexusPark, a community health, wellness, and recreation campus which will help drive sports tourism opportunities to the region. The partnership includes the adaptive reuse of a declining 400,000 square foot mall located on a 35-acre site in mid-town Columbus. Columbus Regional Hospital serves an 11-county region in south central Indiana and serves as a regional economic driver. City leaders and Columbus Regional Hospital have a track record of investing together in efforts that enable the community and region to thrive, be healthy, and attract and retain high-quality talent.

The former Fair Oaks Mall, built in 1990, has been in decline for over a decade and was on the market for a number of years with no viable purchaser or developer. In 2018, the City and Columbus Regional Hospital purchased the mall property for \$5.9 million. In light of changing work patterns and new remote working options, the NexusPark community center and health and wellness facility

will be an attractive quality of life amenity for area residents and those considering relocating. NexusPark will enhance the region’s ability to provide high-quality healthcare to the rural region by creating a unique community and health system asset that will attract top providers to local healthcare systems.

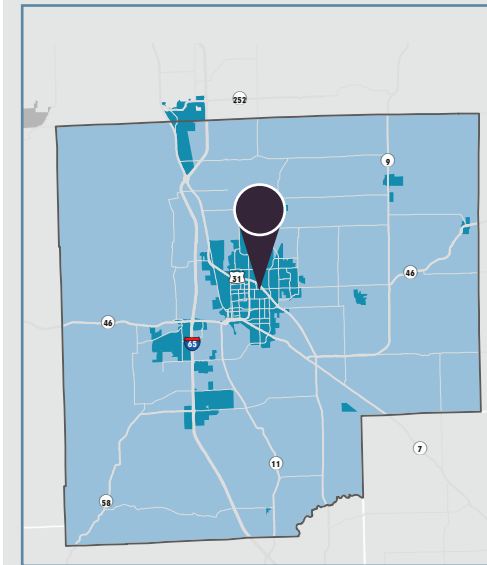
To bolster sports tourism opportunities, the City of Columbus Parks and Recreation Department partners with the Columbus Area Visitor’s Center to increase the region’s share of tournaments in high-participation sports. In 2019, over 135,000 sports tourism related visitors came to Columbus and spent over \$13 million in the hospitality industry. To support these efforts, the NexusPark campus will include a 150,000 square foot indoor sports fieldhouse. The indoor sports facility assets of NexusPark, combined with existing adjacent and proximate outdoor sports fields and facilities, will create new and significant tournament opportunities for the region.

The former mall site is located in the mid-town/northeast part of Columbus which has had little investment over the past decade. The area is surrounded by other park facilities, schools, restaurants, commercial, and light industrial. NexusPark will bring hundreds of athletes, spectators, patients, and healthcare staff throughout the year to the area, encouraging redevelopment of complimentary restaurants, retail, healthcare, service industries, and other amenities. To support redevelopment opportunities, the Columbus Redevelopment Commission is in the process of creating a Tax Increment Finance District in this area.

The City has a projected commitment of \$33 million in this project, including the indoor fieldhouse, recreational facilities, Columbus Parks’ administrative offices, community fitness facilities, non-sports activity areas, and community gathering spaces. Columbus Regional Hospital has committed \$35 million for healthcare facilities including physician offices, diagnostic services, wellness spaces, and physical and occupational therapy spaces.

READI funds will support the currently unfunded exterior campus and connector facilities including community park spaces, people trails, and access to a public transportation hub. The Cummins Foundation is supportive of the NexusPark campus plans and partners have been encouraged to apply for its Architectural Program funding for a world-class landscape plan. READI support for the NexusPark campus and connection plan will augment the region’s commitment to excellence in design and enhance the ability to inspire joy, uplift lives, and strengthen the spirit of community throughout the region. The environment created at NexusPark for community members and visitors will inspire investment, not only in the community surrounding, but in their own lives and families.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

- ✓ Land owned
- ✓ Columbus Regional Health commitment secured
- ✓ Preliminary facility planning complete
- ✓ Shovel ready in 18 months from funding

PROJECT BUDGET:
\$78 Million

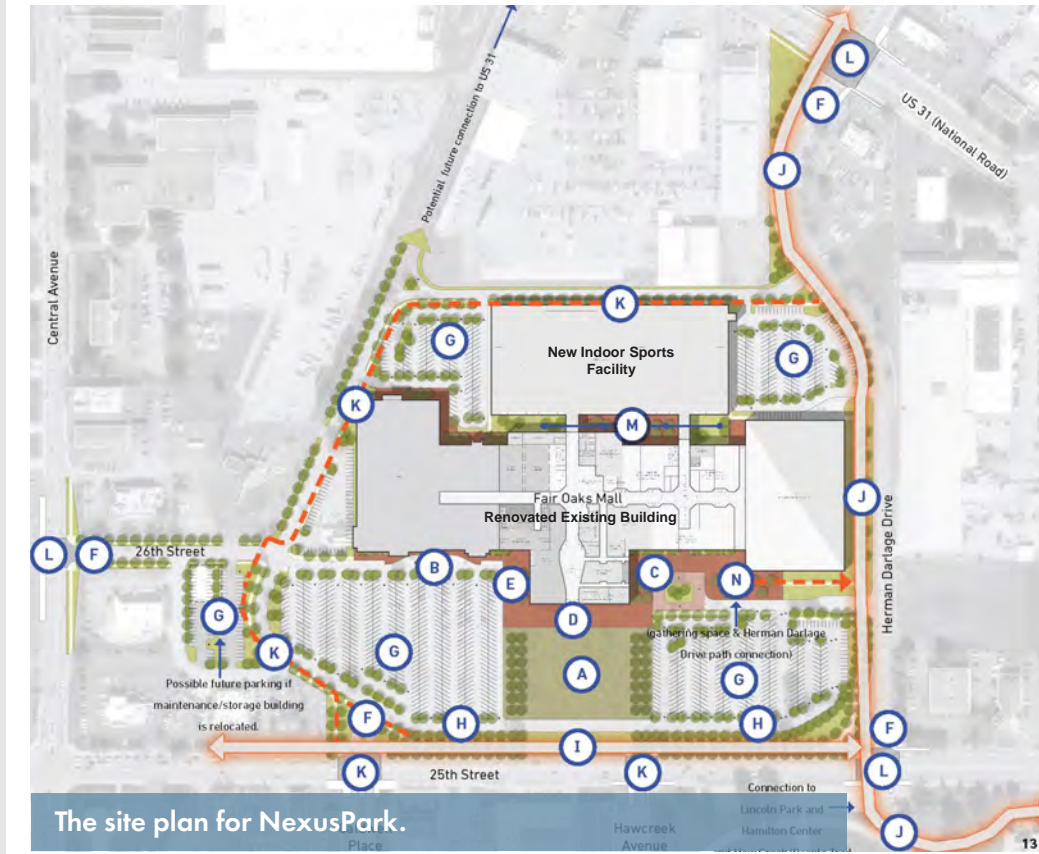


Image Source: Perkins & Will

Site Plan Legend:

- | | |
|------------------------------|--|
| A. Signature Open Space | H. Loop Road |
| B. CRH Entry and Drop-off | I. 25th Street Multi-Use Path |
| C. Public Entry and Drop-off | J. Herman Darlage Drive Multi-Use Path |
| D. Parkside Entry | K. Loop Trail |
| E. Plaza Space | L. Intersection Improvements |
| F. Main Entrance | M. Outdoor Flex/Program Space |
| G. Parking | N. Main Drop-off Plaza |



Image Source: Indiana Public Media Website

The former Fair Oaks Mall has been in decline for over a decade.

QUARRY ADVENTURE PARK

LOCATION:

NORTH VERNON, JENNINGS COUNTY

PROJECT OBJECTIVE:

DEVELOPMENT OF NEW PUBLIC PARK AT THE OLD STONE QUARRY IN NORTH VERNON.

OVERVIEW:

READI Project Justification:

The project continues North Vernon's vision of enhancing local and regional quality of place through expanding access to public parks. The Quarry Adventure Park project will add a key regional park amenity with the conversion of the old Stone Quarry into a new nature-based adventure park. The completed facility will serve residents and draw visitors to the area.

Project Description:

With the goal of improving the City's summer drinking water shortage due to the Muscatatuck River levels and quality issues, North Vernon purchased the old Stone Quarry located just northeast of the downtown in 2015. After four years and \$5 million of investment into the infrastructure and treatment process, the quarry now serves as the City's main potable water supply reservoir. With the primary water supply issue resolved, City leaders recognized that the 160-acre old Stone Quarry had enormous recreation potential and began planning to convert the space into a new public park.

Utilizing this site for public recreation is a long-term goal of the City. In its 2010 Comprehensive Plan, the City established a goal of connecting the numerous public lands along the Muscatatuck River to take advantage of the outdoor recreation opportunities the region offers. Other linked recreation facilities in the area include the Selmier State Forest, Violet and Louis J. Calli Sr. Nature Preserve, Muscatatuck County Park, and Crosley Fish and Wildlife Area.

When complete, this project will transform the old Stone Quarry into a nature-based adventure park. The new park will feature:

- Walking and hiking trails
- Mountain biking trails
- Recreational vehicle and tent camping
- Parking/trailhead access
- Public swimming beach
- Rock climbing access
- Shelters and picnic areas
- Canoe/kayak launch
- Downtown access for utility terrain vehicles, golf carts, and foot traffic
- Zip line installation

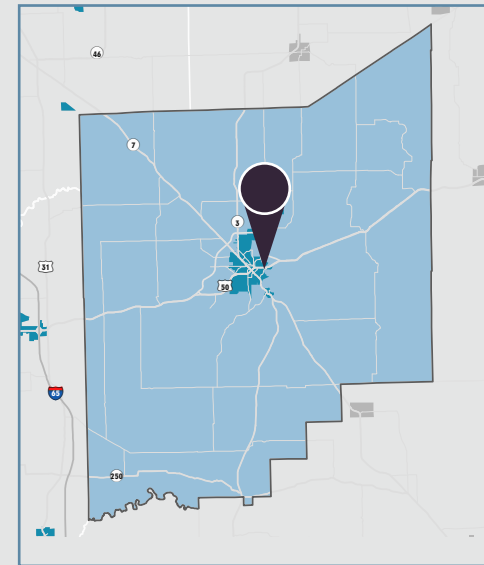
This project will also continue the City's recent and significant park and recreation investments. In 2020, the city opened two new park facilities. The North Vernon City Pool opened at City Park, offering a new outdoor pool and splash pad. Tripton Park was also opened, which converted a former golf course into a 52-acre public park with playgrounds, amphitheater, multi-use trails, picnic areas, and more.



The old Stone Quarry holds recreational potential.

Image Source: HWC Engineering

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

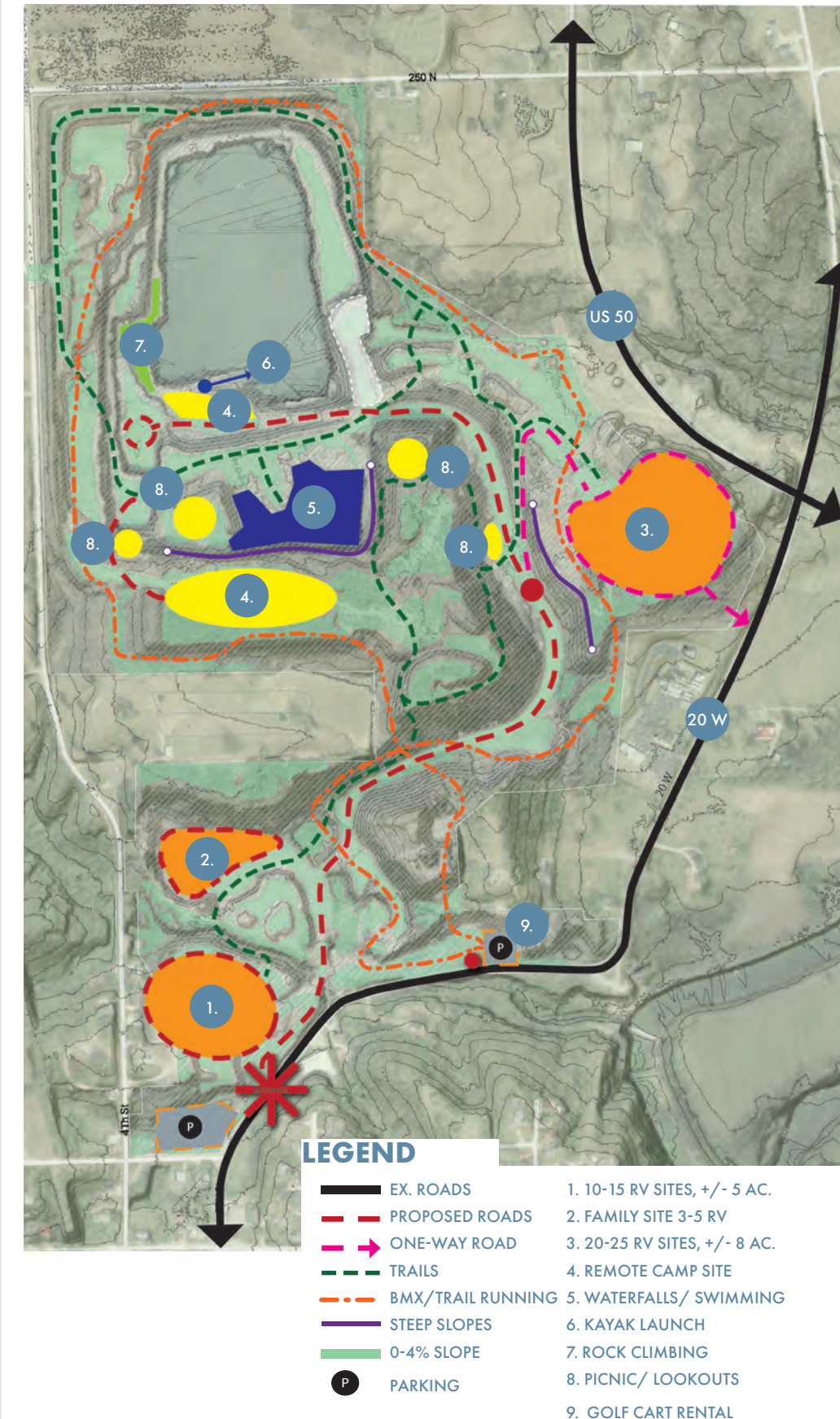
Quality of Place



PROJECT READINESS:

- ✓ Property owned
- ✓ Preliminary planning complete
- ✓ Shovel ready in 24 months from funding

PROJECT BUDGET:
\$ 5 Million



LEGEND

- EX. ROADS
- - - PROPOSED ROADS
- ONE-WAY ROAD
- - - TRAILS
- - - BMX/TRAIL RUNNING
- STEEP SLOPES
- 0-4% SLOPE
- P PARKING
- 1. 10-15 RV SITES, +/- 5 AC.
- 2. FAMILY SITE 3-5 RV
- 3. 20-25 RV SITES, +/- 8 AC.
- 4. REMOTE CAMP SITE
- 5. WATERFALLS/ SWIMMING
- 6. KAYAK LAUNCH
- 7. ROCK CLIMBING
- 8. PICNIC/ LOOKOUTS
- 9. GOLF CART RENTAL

SCHNECK CANCER CENTER LINEAR ACCELERATOR:

LOCATION:

SEYMOUR, JACKSON COUNTY

PROJECT OBJECTIVE:

TO EXPAND AND ENHANCE CRITICAL CANCER SERVICES TO RESIDENTS IN THE SOUTH CENTRAL INDIANA TALENT REGION.

OVERVIEW:

READI Project Justification:

This project is intended to expand and enhance the quality of place of the South Central Indiana Talent Region by continuing to offer critical cancer services to residents in the region.

Project Description:

Every day, people living with cancer come to the Schneck Cancer Center at the Schneck Medical Center for help, hope, and healing. The South Central Indiana Talent Region was a partner in making medical history in southern Indiana with the opening of the Schneck Cancer Center in 2008. The new facility included both medical and radiation oncology services to ensure the South Central Indiana Talent Region had the cancer services needed close to home.

Radiation therapy is a cancer treatment that uses high doses of radiation to kill cancer cells and shrink tumors. A machine called a Linear Accelerator (LINAC) delivers the radiation and treatment is typically five times a week for a number of weeks varying on the diagnosis. Because of the frequency of treatment, it is critical to offer this service onsite for the region. The Linear Accelerator device is now close to its end of life, and in order to continue caring for the community, an upgraded Linear Accelerator device is needed.

The new Linear Accelerator device will allow the region to keep patients close to home. The closest cancer center that will offer what the same services is roughly an hour to an hour and a half

round trip. Compounding that time by five days a week for several weeks is a burden and sacrifice for patients and families. Time and expense are often issues.

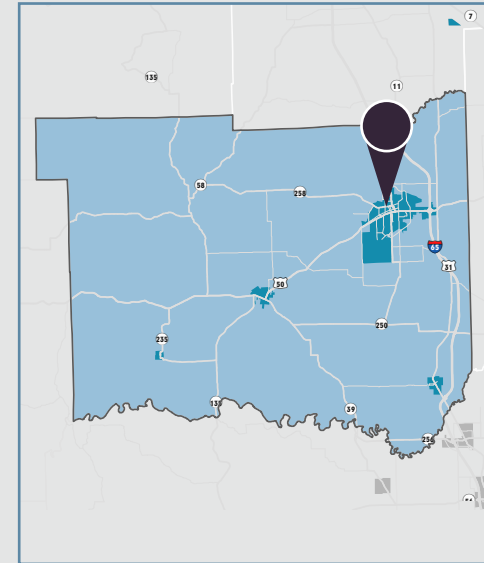
With new, upgraded technology, patients can continue to be safely treated. This new technology helps treat patients with less radiation doses and allows for shorter treatment times. Additional upgrades, such as two-way communication between the patient and clinicians and built in music to enhance patient comfort are included. With this new device, state of the art radiation services will continue in the South Central Indiana Talent Region and stay competitive with other surrounding cancer centers that already have this new Linear Accelerator device.

It is important to have both medical oncology and radiation oncology at the same site for safe, effective care of each patient. The Schneck Cancer Center has the advantage of having both these services under one roof. The physicians and clinical staff ensure every patient's needs are met through coordination of care. Patients have better outcomes with no delays if specialties are working together at the same time.

Currently, the Schneck Cancer Center treats an average of 12-18 patients a day, and radiation services have increased drastically over the years. Annually on average, 2,800 radiation treatments are provided to the region. In the last five years, radiation treatments to the region are upwards of 13,758. With radiation services close to home, the Schneck Cancer Center can work around patient obligations during the day to ensure they continue with normal activities as much as possible and receive timely cancer treatments.

Cancer touches every family in some way, which is why it is so important that the region offers comprehensive cancer treatment close to home. With cancer services in the South Central Indiana Talent Region, cancer patients can have a better quality of life and do not have to put life on hold.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

Quality of Place



PROJECT READINESS:

- ✓ Schneck Medical Center funding is committed
- ✓ Shovel ready upon award

PROJECT BUDGET: \$7 Million



The Linear Accelerator project will expand and enhance cancer care to the 2,800 annual treatments given in the region.

Image Source: Arc Design

SHARED ARTS-BASED PLACEMAKING PROGRAMMING

LOCATION:

REGION WIDE

PROJECT OBJECTIVE:

AMPLIFY REGIONAL QUALITY OF PLACE OPPORTUNITIES THROUGH A REGIONAL ARTS-BASED PLACEMAKING PROGRAM.

OVERVIEW:

READI Project Justification:

Programming and events are important components of cultivating quality of place. This project will encourage population growth and retention through intentional investment into quality of place programming and the activation of spaces within the South Central Indiana Talent Region.

Project Description:

Quality of place amenities can be significant drivers of the attractiveness of downtowns to talent as they become lively, activated, inclusive urban centers. The South Central Indiana Talent Region has identified paths to make our public spaces more beautiful and functional for attracting talent and supporting local communities by focusing on excellence in four key areas:

- Celebrating local culture and place,
- Building regional economic capacity,
- Strengthening social infrastructure, and
- Elevating standards of sustainability and resilience.

Through a multi-year and major financial investment in the quality of place in the South Central Indiana Talent Region, a shared arts-based placemaking program will be created that will guide future investments in quality of place. Existing arts placemaking projects and events will be amplified and, when appropriate, new ones will be created. These projects will be created in partnerships with business leaders, cultural organizations, and municipalities.

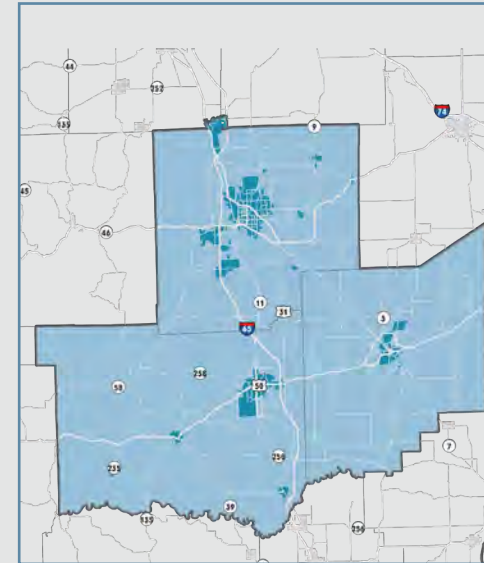
The South Central Indiana Talent Region will partner with Gehl, a leader in evidence-based design and ethnographic research that highlights the relationship between people and place. Gehl has worked closely with The Landmark Columbus Foundation, which has quickly emerged as a state-wide leader in bringing the process of design excellence alongside its local, regional, and international network of experts to projects and events in Indiana. These entities will build on experience, in particular, Gehl's recent work to create the Walton Family Foundation's Framework for Design Excellence and Landmark Columbus Foundation's innovative creative placemaking program Exhibit Columbus. Together, they will define a system to amplify the current quality of place efforts in each county, create new projects and events with partners in each county, and then measure the impacts created by these projects and events. Additionally, a system will be created to measure all the READI-funded quality of place initiatives in these counties.

Project funding will include:

- Production of Improved and New Projects and Events (60 percent of total project cost)
- Marketing and Communicating (20 percent of total project cost)
- Staff and Consulting (20 percent of total project cost)

Work can begin once funding is finalized. Columbus Design Institute, of the Landmark Columbus Foundation, will serve as the backbone organization to manage the local contacts while Gehl will provide leadership in guidance for measurement and evaluation. The cost for this work can be scaled, and both Gehl and Landmark Columbus Foundation believe that now is the time to make a major and innovative investment in the South Central Indiana Talent Region in a way that predicts major and positive impacts in each community of the region.

PROJECT LOCATION MAP:



REGIONAL INVESTMENT STRATEGY:

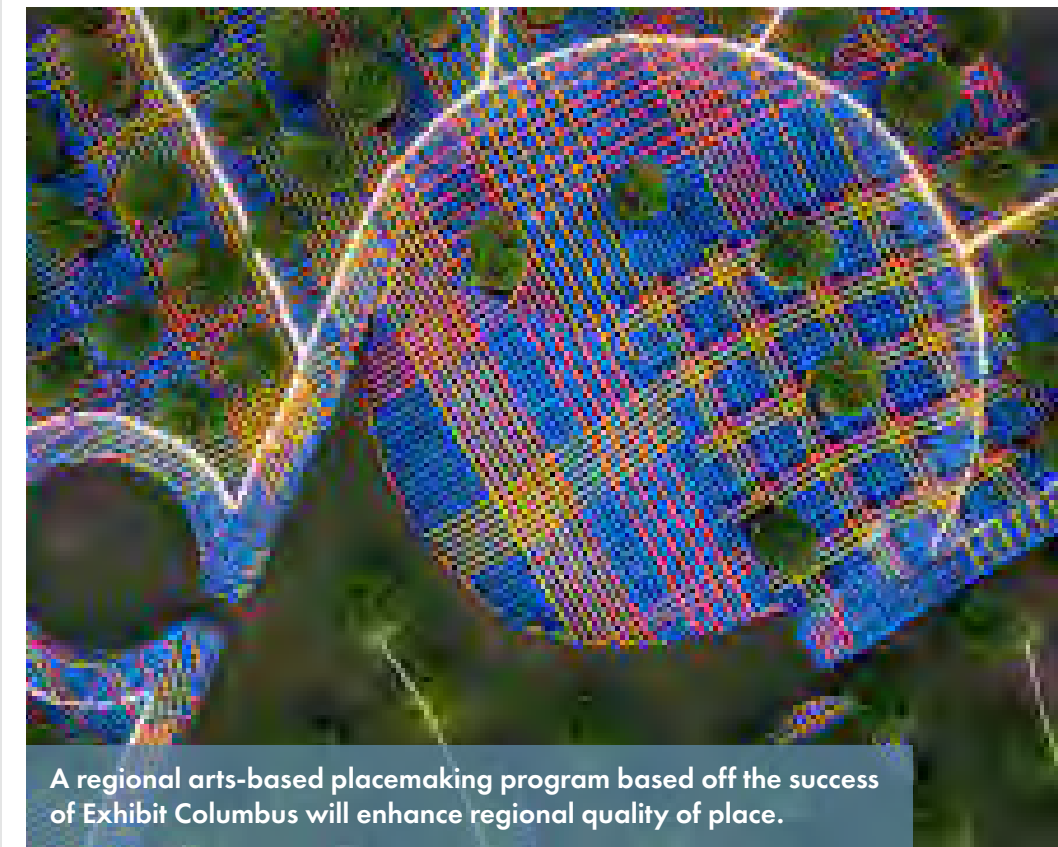
Quality of Place



PROJECT READINESS:

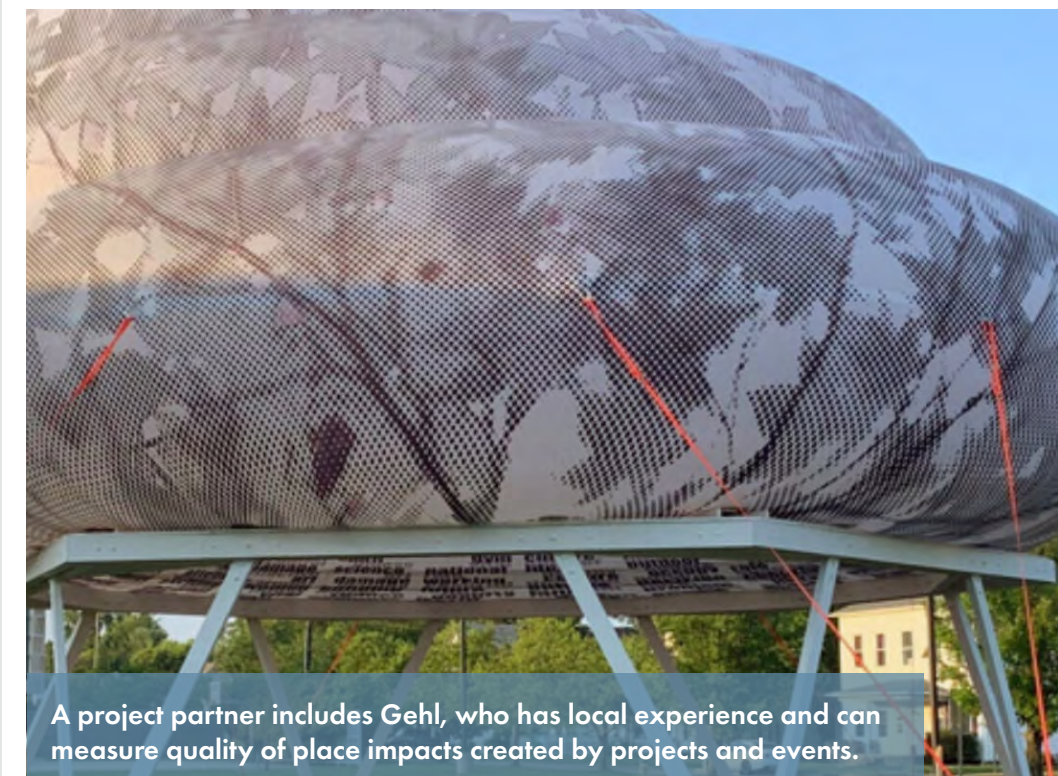
- ✓ Program scope developed
- ✓ Shovel ready within 6 months of funding

PROJECT BUDGET:
\$600,000



A regional arts-based placemaking program based off the success of Exhibit Columbus will enhance regional quality of place.

Image Source: Designboom



A project partner includes Gehl, who has local experience and can measure quality of place impacts created by projects and events.

Image Source: Indiana Public Radio

APPENDICES





September 28, 2021

To Whom It May Concern:

Cummins Inc. has been an integral part of Southern Indiana's economies for over 100 years. We view the health of our company as inseparable from that of the communities in which we work and live. Accordingly, we always have supported these communities' development efforts through time, talent, and investment. This has been true throughout our history, and it is true today.

We are highly supportive of the South Central Indiana Talent Region of Bartholomew, Jackson, and Jennings Counties and their joint application for funding through Indiana's Regional Economic Acceleration and Development Initiative (READI).

We fully expect to support many of the projects listed in the application where our interests overlap with the vision of the three interdependent principles of Powerful Technologies, Prosperous Communities, and a Resilient Future and the categories outlined in the proposal: Innovation and Entrepreneurship, Quality of Life, Housing and Talent Attraction, Workforce Development and Education.

The South Central Indiana Talent Region's vision and each of the categories outlined in the proposal are foundational for the future health of the communities of which Cummins is a part. While Cummins' future investment plans in the region have not yet been determined and many factors can affect investment decisions, Cummins may invest up to \$50M in Southern Indiana over the next five years, with a material amount potentially invested in the categories listed in the READI application. In any event, we are highly supportive of the South Central Indiana Talent Region consisting of Bartholomew, Jackson, and Jennings Counties' joint application for funding through READI.

Cummins and the South Central Indiana Talent Region communities and the strong stakeholder relationships of the region more broadly can shape the future together, focusing on the core principles of Powerful Technologies, Prosperous Communities, and a Resilient Future.

Sincerely,

James G. Schacht

James G. Schacht

*Executive Director
Community Relations, North America
Cummins Inc.
+1 (812) 350-6242
jim.schacht@cummins.com*

September 23, 2021

To: READI Grant Review Committee Members

North Vernon Industry Corporation would like to extend support for the READI initiatives proposed by the South Central Indiana Talent Region, which will positively impact the growth capacity for our workforce, education, talent, and economy. During the past 23 years, our business has benefited from the work-ready and skilled graduates of Jennings County and the other regional schools.

In order for our company to address the future of manufacturing, we will depend on Jennings County and the tri-county region to dynamically create talent attraction initiatives and workforce ready programs for both youth and adults. Our business success also depends on housing availability in the county and region, as well as strong quality of life initiatives.

The development of Tripton Park is one such initiative that ensures our company, of the county and city's commitment to these projects. In addition, the recent clean-up and code enforcement work being done in CSL by the Homeowners Association and the Area Plan Commission demonstrates that this as an opportune time for housing development that can stimulate population and economic growth.

We offer our full support of the proposed projects included in the READI Initiative and believe this region can and will be a model of innovation, talent attraction, and economic prosperity in the state. Thank you for your consideration of the READI application by the South Central Indiana Talent Region.

With regard,

Steve Pride

Steve Pride
Executive Director
Human Resources, Production Control and Procurement

**NORTH VERNON
INDUSTRY CORP.**
NVIC
CULLMAN CASTING

North Vernon Industry Corporation
3750 4th Street
North Vernon, Indiana 47265
Tel: 812-346-8772 ext. 1237



September 24, 2021

Hon. Brad Chambers, Indiana Secretary of Commerce
Indiana Economic Development Corporation
Attn: READI Evaluation Committee
One North Capitol Ave., Suite 700
Indianapolis, IN 46204

RE: South-Central Indiana Talent Region READI Public Statement of Support

Dear Secretary Chambers & Team,

Faurecia is a top ten global automotive supplier with approximately 114,000 employees in 35 countries at approximately 266 sites and 39 R&D centers. We have four sites within the state of Indiana including one in Fort Wayne and three in Columbus. At our Clean Mobility Crossroads (CMX) center in Columbus, approximately 400 engineers, technicians, and other professionals design and test clean mobility solutions for all types of powertrains and other solutions that play a leading role in the zero-emissions mobility of the future. Not including Fort Wayne, we employ approximately 1,000 Hoosiers at our two production facilities in Columbus, for a total of more than 1,400 persons employed in the area at this time.

We write to you today in support of the South-Central Indiana Talent Region's READI proposal. One of the most exciting, transformational projects in the proposal is the proposed Mobility Test Park & Proving Ground. Our CMX center is located on the perimeter of the former airport site that has been selected for the project, and today, we utilize a former runway as an automotive test track. The construction of the first phase of a new Mobility Test Park & Proving Ground will offer synergistic benefits to our operations and will provide additional testing facilities over time. Your support of this element of the proposal will help demonstrate to the world that Indiana and the South-Central Indiana Talent Region are committed to the future of clean mobility and the jobs and investment it represents. In support of the concept, we will continue a long-term land lease for use of our CMX center and test track. We also plan to spend funds on (but not limited to) digitalization, CO2 reduction, general improvements, and new business related in the coming years.*

In addition to the exciting Proving Ground investments called for by the proposal, we also highly support plans to invest in the region's housing availability and quality of place enhancements. Approximately 80% of our workforce comes from the primary three counties of the South-Central Indiana Talent Region, so the presence of available and affordable housing is important to meet the needs of our existing workforce. Moreover, as we recruit

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faurecia.com



globally for the best and brightest talent, it is important to us that this region have the types of amenities that a global workforce expects. Your support of our region's READI request will facilitate multiple housing and quality of place initiatives that will advance these needs. Ultimately this will greatly contribute to Faurecia attracting more talent to the Columbus area.

With so many high-skilled occupations employed by our operations, education and skills training is also critically important to us. For this reason, we're very pleased to support the South Central Indiana Talent Region's plans for leveraging READI funds to expand career and technical programing in all three counties, including enhanced access at the Columbus AirPark Higher Ed Campus (home to IUPUC, Purdue Polytechnic, and Ivy Tech Community College).

Thank you for your support and consideration of the South-Central Indiana Talent Region READI proposal. Your approval of funding will certainly help lead to "Prosperous Communities," "Powerful Technologies," and a "Resilient Future" for our region.

Best regards,

Michael DeWitt
Vice President, NAO Division Programs & Sales
Faurecia Clean Mobility
M +1(419) 304-8564
mike.dewitt@faurecia.com

*Please note, the above referenced plans are notional and conditional upon certain business aspects and other elements being realized, both domestic and global. Nothing in this letter should be construed as being a promise or guaranty of future funding or job commitments. Maintaining availability of future State of Indiana incentive support of our investment and job creation activities will be an important consideration for us as we choose where, globally, to make such types of investments. Your support of the South-Central Indiana Talent Region READI proposal as well as the local efforts to implement the proving grounds site will be a factor of consideration if/when we determine to implement the above-referenced plans.

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September 23, 2021

Hon. Brad Chambers, Indiana Secretary of Commerce
Indiana Economic Development Corporation
Attn: READI Evaluation Committee
One North Capitol Ave., Suite 700
Indianapolis, IN 46204

RE: South Central Indiana Talent Region READI Support
Public Statement of Support

Dear Secretary Chambers & READI Evaluation Team,

LHP Inc. is committed to serving transportation and other manufacturing industries with consulting, training, recruiting, and test systems to ensure safer vehicles, a more connected workplace, and smarter organizations. LHP Engineering Solutions (wholly owned by LHP Inc.), specifically, is at the forefront of the evolution of transportation and is guiding automotive OEMs and Tier 1 and Tier 2 suppliers into the future of autonomous driving. Since our founding in Columbus, Indiana, in 2001, we have grown to have offices around the U.S. and internationally, with engineering sites in Columbus (IN), Pontiac (MI), San Antonio (TX), Los Angeles (CA), Querétaro (Mexico), Bologna (Italy), Cologne (Germany), and Wuhan (China). With more than 250 engineers at home in Columbus and 300 more around the world, we have options about where to make investments and employ high-wage engineers and other professionals. As such, the direction and strength of south-central Indiana is very important to our ongoing success, and our LHP team is committed to being a part of that success.

As such, we have been very pleased to add our voice to the preparation and planning of key elements of the South-Central Indiana Talent Region READI proposal. Specifically, we are prepared to invest certain amounts of capital and in-kind support to the Propellor Innovation Center & Venture Studio and, within three years, a potential investment in the construction of a new engineering center at the site of the proposed Mobility Test Park & Proving Ground.

The following investments are conditional upon certain business aspects and other elements being realized, both domestic and global, and may or may not be fully within our control.¹ These investments, if made, will be offered as “private sector match” in direct support of the READI grant proposal and records would be made available as verification.

1888 Poshard Drive | Columbus, IN 47203
lhpes.com | 812.373.0880 Phone | 812.373.0875 Fax

Our notional plan of support includes the following:

- \$100,000 – Direct and in-kind support towards the Propellor Innovation Center with the purpose of generating new ideas that may flow through the next level Venture Studios while connecting to local talent from the IUPUC and the Ivy Tech campus which is next door to the innovation center.
- \$5,000,000 – Direct and in-kind support to ramp up a Venture Studio that leverages LHP’s position within the transportation industry to start up multiple new companies focused on delivering technology solutions and services that support the industry’s move towards autonomous mobility and clean energy.
- \$10,000,000 – Direct and in-kind support to build and staff a new engineering center and auxiliary facilities at the proposed Mobility Test Park & Proving Ground. Direct contributions may include construction costs of a new 40,000± SF engineering center and possible workshop at the Autonomous/Urban Testing Pad. In-kind services may include 5-10 years of management of the shared use of the Urban Pad and/or other services to be negotiated with the City of Columbus and/or Columbus Board of Aviation Commissioners as owners of the shared facilities.

Thank you for your support and consideration of the South-Central Indiana Talent Region READI proposal. Your approval of funding will help Hoosiers in the South-Central Indiana Talent Region build on powerful technologies, lead to prosperous communities, and prepare us for a resilient future.

Sincerely,

David Glass, CEO
LHP Engineering Solutions
1888 Poshard Dr., Columbus, IN 47203
812-350-3139
david.glass@lhpes.com

¹ Important disclaimer: Nothing in this letter should be construed as being a promise or guaranty of future funding or job commitments. Maintaining availability of future State of Indiana incentive support of our investment and job creation activities will be an important consideration for us as LHP Inc. and our subsidiary companies choose where globally to make various types of investments. However, IEDC support of the South-Central Indiana Talent Region READI proposal will be taken into consideration if/when we determine to implement any of the above-referenced plans.

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LHPES.com | 812.373.0880 Phone | 812.373.0875 Fax



September 21, 2021

Hon. Brad Chambers, Indiana Secretary of Commerce
Indiana Economic Development Corporation
Attn: READI Evaluation Committee
One North Capitol Ave., Suite 700
Indianapolis, IN 46204

RE: South Central Indiana Talent Region READI Support
Public Statement of Support

Dear Secretary Chambers & Team,

It is with pleasure that we write to express our support of the proposal submitted by the South Central Indiana Talent Region. As an employer of 1,450 Hoosiers at our operations in Columbus (Bartholomew County), it is important to us that our region be vibrant, resilient, and focused on the future, and the proposal before you will help accomplish the region’s goals of growing our population, developing talent and workforce skills, and creating/enhancing a region that workers want to live.

Approximately 75% of our workforce comes from the primary three counties of the South Central Indiana Talent Region of Bartholomew, Jackson, and Jennings. With the majority of our positions filled from within the region, having a ready and available workforce is critically important to us. For this reason, we’re very pleased to support the South Central Indiana Talent Region’s plans for leveraging READI funds to enhance access at the Columbus AirPark Higher Ed Campus (home to IUPUC, Purdue Poly, and Ivy Tech), along with additional investments in career and technical programing in both Jackson and Jennings Counties. Our support of these types of investments have been demonstrated previously, with one key example being our corporate sponsorship of the Toyota Material Handling Welding Lab at Ivy Tech’s Columbus campus. Investments in higher education and career/vo-tech training throughout our region is critically important to our long term success.

We also recruit top talent from around the country and globally. As we do, local and regional quality of place and housing availability becomes a key factor in helping us attract talented persons to a career with our operations in South Central Indiana. The Region’s READI proposal strongly supports this focus, with planned READI investments in new market-rate and affordable housing, housing redevelopment in traditional neighborhoods, and exciting quality of place investments, such as the Columbus Riverfront Redevelopment project, NexusPark Recreation & Wellness Center, and more.

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Tony.Miller@ToyotaTMH.com



We are also very excited to support the investments that the South Central Indiana Talent Region proposes to make in innovation and powerful technologies with READI support. The Propellor Innovation Center will foster entrepreneurial efforts and innovative thinking in our region, and the proposed Columbus Mobility Test Park & Proving Ground has potential to be a game-changer for our region’s future. Our team at Toyota Material Handling designs, builds, and markets material handling solutions, and we currently utilize space on our campus to test and validate new equipment. The current material handling market is already 68% electric / 32% internal combustion engine and will continue to convert towards electric over the next decade. This shift will demand development of new more powerful and IOT connected equipment. Having the first phase of the Mobility Test Park & Proving Ground developed in close proximity to our campus will offer us additional testing facilities, and we are pleased to be a part of a community and region that is focused on the future of mobility.

Thank you for your support and consideration of the South Central Indiana Talent Region READI proposal. Your approval of funding will help the communities in our region build upon our existing and future industry strengths (“Powerful Technologies”), while supporting quality of place initiatives and workforce training opportunities to meet employment and talent attraction needs (“Prosperous Communities”), all leading to a bright and “Resilient Future”.

Sincerely,

Tony Miller
Sr. Vice President Engineering & Operations
Toyota Material Handling

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September 22, 2021

September 20, 2021

To: READI Grant Review Committee Members

To: READI Grant Review Committee Members

Decatur Mold would like to extend support for the READI initiatives proposed by the South Central Indiana Talent Region, which will positively impact the growth capacity for our workforce, education, talent, and economy. Through the years, our business has benefited from the work-ready and skilled graduates of Jennings County and the other regional schools. In order for our company to address the future of manufacturing, we will depend on Jennings County and the tri-county region to dynamically create talent attraction initiatives and workforce ready programs for both youth and adults. Our business success also depends on housing availability in the county and region, as well as strong quality of life initiatives. The development of Tripton Park is one such initiative that ensures our company of the county and city's commitment to these projects. In addition, the recent clean-up and code enforcement work being done in CSL by the Homeowners Association and the Area Plan Commission demonstrates that this as an opportune time for housing development that can stimulate population and economic growth.

Martinrea would like to extend support for the READI initiatives proposed by the South Central Indiana Talent Region, which will positively impact the growth capacity for our workforce, education, talent, and economy. Through the years, our business has benefited from the work-ready and skilled graduates of Jennings County and the other regional schools. In order for our company to address the future of manufacturing, we will depend on Jennings County and the tri-county region to dynamically create talent attraction initiatives and workforce ready programs for both youth and adults. Our business success also depends on housing availability in the county and region, as well as strong quality of life initiatives. The development of Tripton Park is one such initiative that ensures our company of the county and city's commitment to these projects. In addition, the recent clean-up and code enforcement work being done in CSL by the Homeowners Association and the Area Plan Commission demonstrates that this as an opportune time for housing development that can stimulate population and economic growth.

We offer our full support of the proposed projects included in the READI Initiative and believe this region can and will be a model of innovation, talent attraction, and economic prosperity in the state. Thank you for your consideration of the READI application by the South Central Indiana Talent Region.

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With regard,

With regard,

Rhonda Hoerle

Decatur Mold Tool & Engineering

Sunshine Galliher

HR Manager

Martinrea Industries, North Vernon

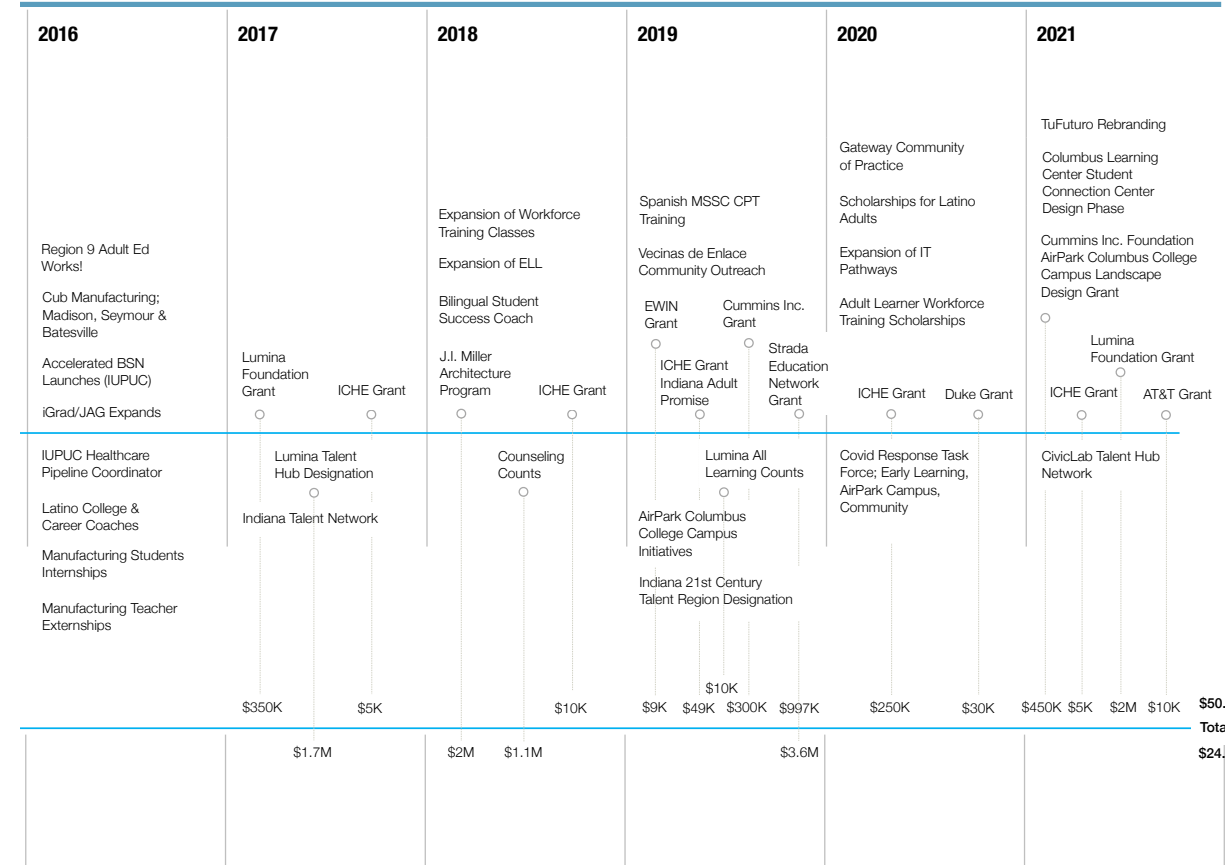
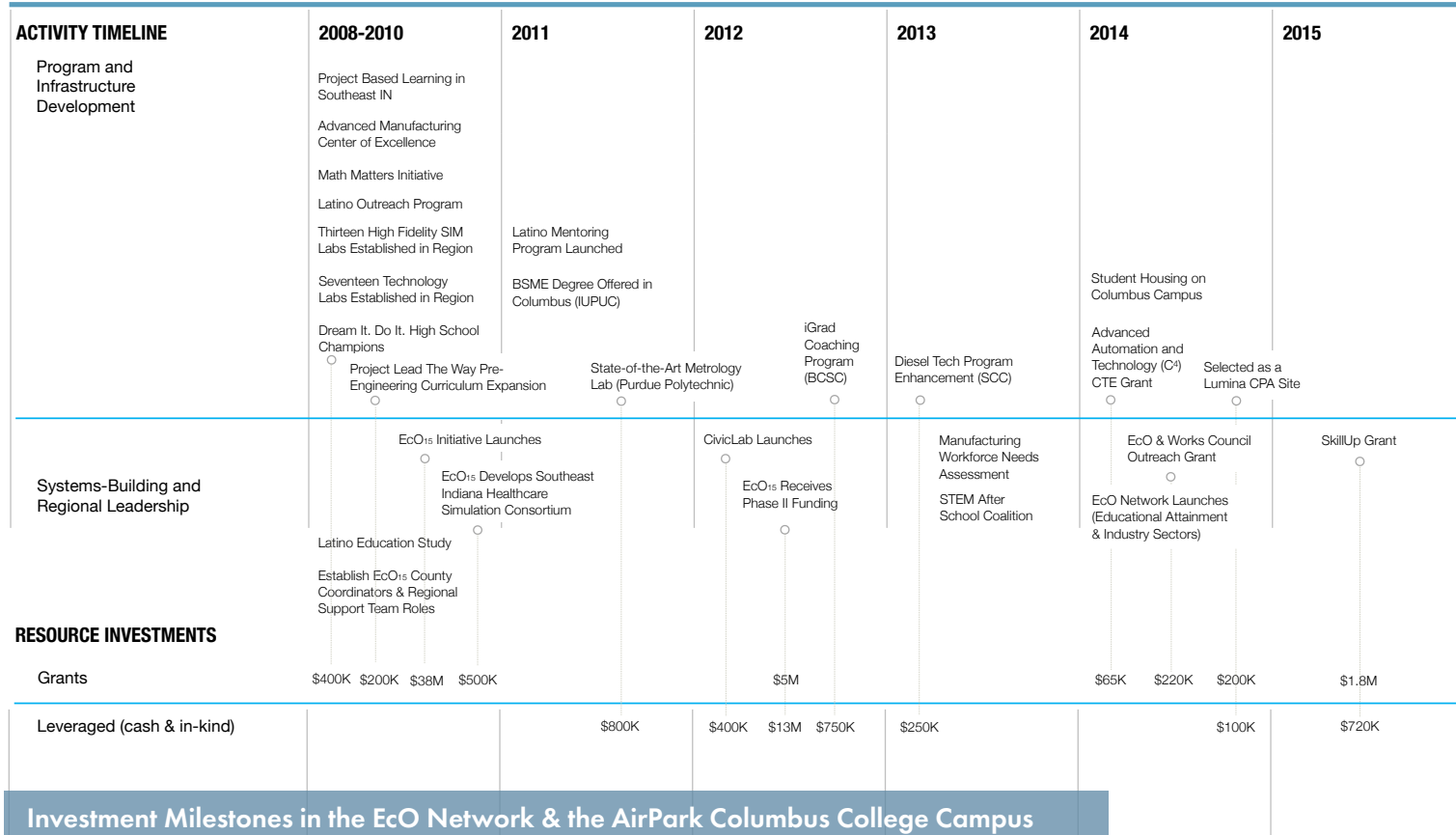
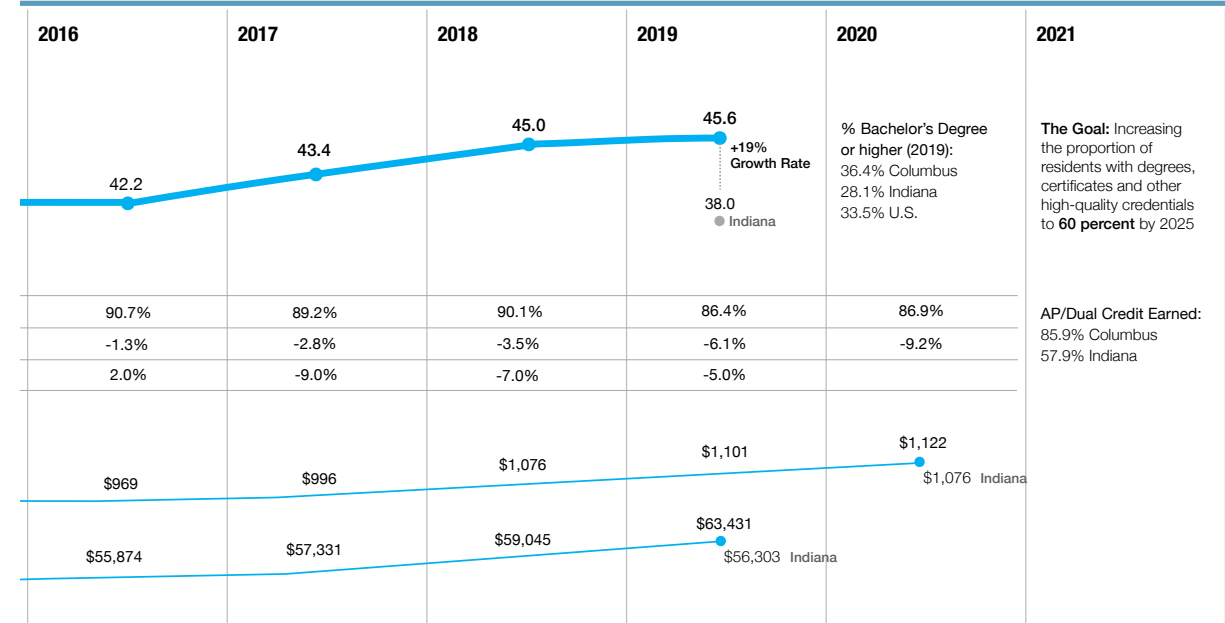
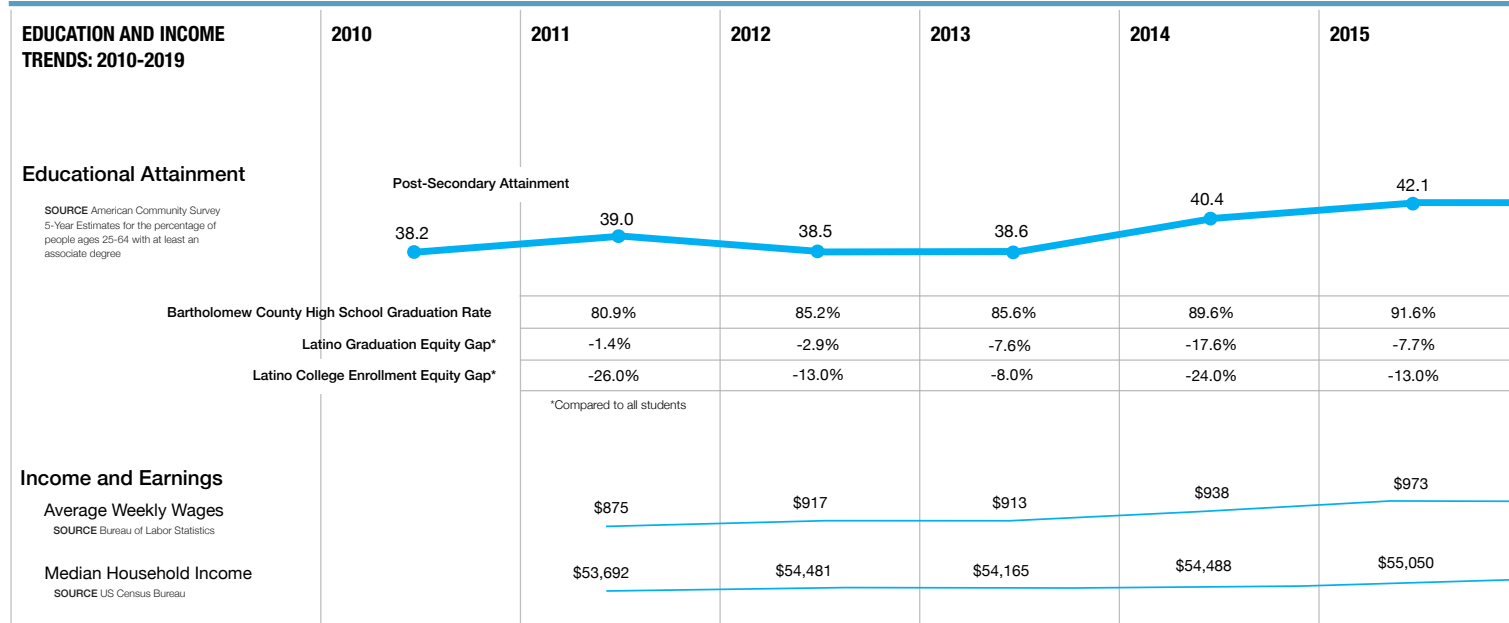
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INVESTMENT MILESTONES (FROM CHAPTER 2 TALENT SUCCESS STORIES)

THE COLUMBUS, INDIANA TALENT ECOSYSTEM



Investment Milestones in the Eco Network & the AirPark Columbus College Campus

Image Source: Community Education Coalition



Community Education Coalition & EcO Network Awarded Grant from Strada Education Network to Connect High School, Postsecondary and Adult Learners with Education Tied to In-Demand Jobs

Community Education Coalition's EcO Network initiative among seven national competition winners receiving combined \$8 million to collaborate across communities to build new education-to-employment pathways

COLUMBUS, INDIANA— THE COMMUNITY EDUCATION COALITION (CEC), today was named as a winner of a philanthropic funding contest by national nonprofit Strada Education Network. THE COMMUNITY EDUCATION COALITION was awarded \$997,000 for its largest initiative, Economic Opportunities through Education (EcO) Network, supporting workforce training for adult learners through regional adult education providers, expansion of Ivy Tech Community College Information Technology programs, and college / career success strategies to improve education outcomes connected to well-paying industry sectors, with specific supports for low-income adults and Southeast Indiana's growing Latino population.

"No one sector can close skill and equity gaps, alone. All of the recipients share our commitment to engaging with an ecosystem of educators, community organizations and employers to help individuals bridge the divide between education and economic opportunity," said William D. Hansen, president and CEO of Strada Education Network. "We're excited to support the Community Education Coalition. They're listening to education consumers as well as employers, and designing solutions that are relevant to the real-world challenges -- and opportunities -- today's students face."

According to recent data from the [Strada-Gallup Education Consumer Survey](#), individuals who view their educational experience as relevant to the world of work are far more likely to complete their education and report that their learning was worth the cost. Employers also indicate that they prefer to hire people who gain practical work experience as they study.

The Community Education Coalition was selected from hundreds of applicants in the "[innovative solutions in education-to-employment](#)" competition Strada Education Network announced in 2018, which prioritized investment in working adults required to upskill as the labor market shifts and "disconnected youth," aged 18 to 24 years old, who are neither working nor in school.

The Community Education Coalition will use its grant to accelerate and expand critical education pathways and student success strategies through its regional EcO Network initiative, to improve education outcomes for K12, postsecondary and adult students, with a focus on equity and inclusion in education for underserved populations.

Grant funds will support:

- **Education & career planning programs** through EcO Network career awareness and college readiness initiatives for students and families to promote educational success and a college-going culture, focused on high demand STEM careers, in partnership with regional manufacturing, healthcare and IT employers.
- **Latino college and career coaches for middle and high school students** providing guidance on career and education pathways, and transition to college, through the CEC's Latino Education and Outreach program.
- **New or expanded Ivy Tech Information Technology education programs** at four Ivy Tech Community College sites:
 - Ivy Tech Community College Batesville: Information Technology Helpdesk Technical Certificate Pathway for High School Students
 - Ivy Tech Community College Lawrenceburg: Software Development Technical Certificate Pathway for High School Students
 - Ivy Tech Community College Columbus: Accelerated Associate Degree Cyber Academy at Muscatatuck Urban Training Center (MUTC)
 - Ivy Tech Community College Madison: Accelerated Associate Degree Information Technology Pathway
- **College student success collaboration** with Indiana University-Purdue University Columbus (IUPUC), and Ivy Tech Columbus. The "Gateway Community of Practice" is a collaboration designed to increase student success in college entry-level (gateway) courses. The project seeks to increase college retention rates through instructor-driven, student-delivered approaches, and leverages outcomes based professional development models.
- **Expanded Support for Workforce Training for Adult Learners.** A partnership of the region's three adult education providers including Jennings County Adult Educational Center, McDowell Education Center and River Valley Resources. This grant will allow them to increase the number of adult learners enrolling and completing industry recognized credentials and moving into critical, high-demand industry sectors.

"We are very excited to receive this grant award from Strada Education Network," said **John Burnett, Chief Executive Officer of the Community Education Coalition of Columbus, Indiana**. "This award is a testament to the hard work and collaborative dedication of the education, community foundation, industry, workforce, government, and community leaders in Southeast Indiana working together for a very long time. This grant will focus on increasing educational success rates for K12, postsecondary and adult students in educational pathways that directly connect into our region's high demand jobs. The initiatives will have a particular focus on low-income and Latino students to build equitable learning opportunities connected to well-paying employment. We are truly grateful to Strada Education Network for this grant award."

"The regional economy and the education level of our residents are interdependent. The initiatives supported by this grant are providing support for students to increase academic success, while moving individuals through education pathways connecting to high demand careers. It is very rewarding to receive this national recognition from Strada, allowing us to help many more of our K12, college and adult students increase their level of education and job skills to support the demands of our region's employers over the course of time," said **Kathy Oren, Executive Director, Community Education Coalition**.

"It is imperative that we embed equity in all of our efforts to ensure access to education and economic success for all in Southeast Indiana. The Community Education Coalition's Latino Education and Outreach team is focused on eliminating the equity gap in education outcomes for our region's fast-growing Latino population. This grant support from Strada will allow the Latino Education and Outreach team to provide college and career readiness strategies along with one-on-one coaching and mentoring to help more Latino students graduate high school successfully and develop a plan for college, work and life after high school," said **Luz Elena Michel, Latino Education and Outreach Manager, Community Education Coalition**.

"The award from Strada represents work that will positively impact our regional system of life-long learning. In southeast Indiana, almost two-thirds of adults lack credentials linked to high-demand, high-wage careers. With Strada as a collaborative partner, we will be able to accelerate our efforts, expanding

opportunities for learning across the spectrum from workforce certifications to postsecondary degrees. It is an honor to work alongside partners across the region with the common goal that education provides pathways to a well-prepared workforce and economic stability for Hoosier families,” said **Kathy Huffman, EcO Network Manager, Community Education Coalition.**

Postsecondary Partners:

“Cybercrime threats are real, and vulnerability exploits occur daily. The Strada Education Network’s grant will enable Ivy Tech Community College Columbus and its partners to expand our accelerated Muscatatuck Urban Training Center Cyber Academy program from a cohort of forty to eighty students. This program expansion will provide the workforce necessary to combat and thwart malicious technological attacks. There is a need for Cybersecurity professionals in all professional sectors — finance, healthcare, education, agriculture, technology. The wages offered for these skills are indicative of that demand. Our new accelerated program will undoubtedly impact the need in southeastern Indiana, but will inevitably begin to reach other parts of the state, and the nation, as the program continues to grow,” said **Steven Combs, Chancellor Ivy Tech Community College Columbus Campus.**

“Grant funds provided to Ivy Tech Community College, Madison will enable our campus to offer an accelerated Associate’s Degree in Information Technology providing our students with the opportunity to earn a 2 year degree in 11 months. Every sector of our economy - manufacturing, healthcare and business – has openings related to Information Technology, so students who successfully complete this program will certainly be offered high wage employment in our region,” said **Molly Dodge, Chancellor Ivy Tech Community College Madison Campus.**

“The generous funding provided by Strada Education Network will ensure that our local high school and adult learners have access to the Information Technology skills needed to ensure successful job placement within our communities, as well as the opportunity to transition into advanced certificate/degree programs should this be their desired educational objective.” **Mark Graver, Chancellor Ivy Tech Lawrenceburg/Batesville**

“With the growing demand for Information Technology, due to its cross-sector impact and its continued evolution, this grant funding will allow Lawrenceburg and Batesville campuses to address the ever-growing skill gap within IT by providing tuition assistance, paid internship experiences, equipment, and faculty professional development.” **Dr. Rebecca Rahschulte, Director Ivy Tech Batesville.**

“We appreciate the confidence Strada Education Network and the Community Education Coalition have shown in the work of the Gateway Community of Practice. This collaborative project involving IUPUC and Ivy Tech Community College Columbus has already impacted more than 600 learners through the Supplemental Instruction framework. With this additional funding, many more students and faculty members will benefit from high-impact instructional practices that engage students, motivate faculty, and enhance retention and completion on both campuses,” said **Reinhold Hill, Ph.D., Vice Chancellor and Dean at IUPUC, Columbus, Indiana.**

Adult Education Partners:

“River Valley Resources continues to benefit from the strong partnership with EcO Network and their education initiatives in southeast Indiana. We are excited for the opportunities this Strada Grant provides to expand Workforce Certification Training. This funding will allow more adult learners to earn industry-recognized credentials linked to high-demand occupations with opportunities for employment and self-sustaining wages,” said **Margo Olson, Executive Director, River Valley Resources, Madison, Indiana.**

“McDowell Adult Education continues to benefit from the strong partnership with EcO Network and their education initiatives in Southeast Indiana. This Strada grant provides amazing support of our Workforce Certification Training that is ongoing and continuing to expand. Increased funding allows us to reach more

students and adults in Bartholomew, Jackson, and Decatur counties who are completing post-secondary certifications in high demand fields. Our students earning industry recognized credentials experience life changing employment opportunities through self-sustaining wages and positions,” said **Megan Shaff, Director, McDowell Education Center, Columbus Indiana.**

“The Jennings County Education Center is very excited for the opportunities the Strada Grant will provide in expanding the number of industry recognized credential training programs available to our adult education students. Many of our students are unemployed or underemployed, so these certification training programs open pathways for our adult students to high-demand occupations which can be completed in 12 weeks or less. Students gain career-related skills that open the door for self-sustaining wages. Occupational certification trainings are life-changing for our students.” **Jan Suding, Director of Adult Education, Jennings County Education Center, North Vernon, Indiana.**

###

About the [Community Education Coalition](#): Based in Columbus, Indiana, the CEC is a partnership of business, education, and community leaders whose goal is to align the region's learning system to support economic growth and a high quality of life. The CEC’s mission is to promote initiatives that will increase our population’s access to education, increase the overall educational attainment of the region and align the regional learning system with high demand industry sectors. In 2017, CEC and its EcO Network initiative received designation by Lumina Foundation as a Talent Hub location (one of twenty-four places in the U.S. that have received this national designation).

About [EcO Network](#): The mission of the **EcO Network**, an initiative of the CEC, is to create a regional system of life-long learning connecting the residents of ten counties within rural Southeast Indiana to better economic opportunities through education. EcO has three strategic goals: 1) Move residents up at least one level in their education, training, and/or job placement, 2) Coordinate and align a regional learning system, and 3) Be a catalyst for regional leadership & collaboration.

The EcO Network focuses on increasing educational attainment, especially linked to the economic sectors that are the most well-paying in Southeast Indiana, and currently focused on advanced manufacturing (representing 30% of people employed in the region) and health care (representing 10% of people employed in the region) for ten counties in the Southeastern Indiana region.

Community Education Coalition Media contact:

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About Strada Education Network

Strada Education Network® is a national nonprofit dedicated to improving lives by catalyzing more direct and promising pathways between education and employment. The Network engages partners across education, nonprofits, business and government to focus relentlessly on students’ success throughout all phases of their working lives. Together, they address critical college to career challenges through strategic philanthropy, research and insights, and mission-aligned affiliates — all focused on advancing the universal right to realized potential called Completion With a Purpose®. Learn more at [StradaEducation.org](#).

Strada Education Network Media contact:

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Press Release

For Immediate Release:
Friday, August 2, 2019

State Officials Designate Southeast Indiana as 21st Century Talent Region

COLUMBUS, Ind. (August 2, 2019) – Indiana Secretary of Career Connections and Talent Blair Milo and Indiana Economic Development Corporation (IEDC) President Elaine Bedel will join southeast Indiana officials today to announce the [EcO Network of Southeast Indiana](#) as the state’s second [21st Century Talent Region](#), a statewide designation awarded to Indiana communities focused on working collaboratively to attract, develop and connect talent.

“The EcO Network Partner Communities have been working diligently to cultivate the collaborative partnerships necessary for regional development and growth in southeast Indiana,” said Secretary Milo. “Their collective leadership has been inspirational and will be key to helping grow the population, increase educational attainment, and raise household income for the region.”

In partnership with the Office of Career Connections and Talent, the IEDC and [with technical assistance from CivicLab](#), the 21st Century Talent Region initiative encourages local governments, businesses, educational institutions, nonprofits, and economic and workforce development partners to create and implement a plan to increase educational attainment, raise household income and grow the population in a region. By taking a comprehensive, systems approach, participating regions will identify strategic priorities and projects aimed at helping its communities create a better quality of place, develop and skill up its workforce, and connect talented Hoosiers with businesses seeking to fill high-demand, high-wage jobs.

“Ensuring a sustainable pipeline of talent to support our region’s critical industry sectors requires a systems approach to cross-sector collaboration that links the learning system with economic opportunity in the places we call home in southeast Indiana,” said Kathy Oren, executive director of Community Education Coalition. “Our region has established a long history of effective collaboration, and we are excited to continue this collaborative work through shared strategies to attract, develop and connect talent in our region.”

During an event at Columbus City Hall, Secretary Milo and Bedel will present Columbus Mayor James Lienhoop, Seymour Mayor Craig Luedeman and representatives from the EcO Network with the official 21st Century Talent Region designation. The EcO Network of Southeast Indiana represents Batesville, Columbus, Greensburg, North Vernon, Rising Sun and Seymour, and is the largest initiative under the Community Education Coalition.

“We have the opportunity to leverage this terrific 21st Century Talent Region designation from the State of Indiana to ensure that all talent in our communities and region will come together to make our communities even more vibrant and more welcoming – where today’s and tomorrow’s leaders from business, education, and community are working together to improve the human condition,” said Srikanth Padmanabhan, vice president of Cummins Inc. and president of Cummins Engine Business.

Spearheaded by the Columbus Area Economic Growth Council (CAEGC), the region identified key priorities through the 21st Century Talent Region initiative, including:

- Completing goal setting for regional talent attraction and connection numbers by the end of 2019;
- Building out talent dashboards for at least all partner communities by the end of 2019; and
- Identifying the shared talent attraction, development, and connection strategies around which the region can build communities of practice in southeast Indiana.

“As our state’s economy continues to flourish, Indiana is committed to attracting and cultivating a diverse and talented workforce that is ready to fill the jobs of tomorrow,” said Bedel. “Through the 21st Century Talent Regions initiative, Indiana is building on regional collaboration efforts occurring throughout the state, encouraging communities to work together to identify and invest in transformative projects focused on quality of place and talent attraction. We’re excited to see the southeast Indiana region move forward with its strategic plan and partner with leaders from the business, academic and civic community to transform their region into a destination for talent.”

For more information on how to receive the designation, visit in.gov/cct/21CTR.htm or contact the Office of Career Connections and Talent at secretary@cct.in.gov to communicate your interest and discuss next steps.

About the Office of Career Connections and Talent

As part of his Next Level Indiana Agenda, Governor Eric J. Holcomb established the Secretary of Career Connections and Talent as a new cabinet-level position in state government to serve as Indiana’s chief talent and recruiting official. Secretary Blair Milo and the Office of Career Connections and Talent is dedicated to continuously assessing needs, identifying promising practices, connecting Hoosier workers to employment opportunities, and coordinating future priorities to improve the quality and quantity of Hoosier workers to ensure a skilled and talented workforce within the state of Indiana.

About the Indiana Economic Development Corporation

The Indiana Economic Development Corporation (IEDC) leads the state of Indiana’s economic development efforts, helping businesses launch, grow and locate in the state. Governed by a 15-member board chaired by Governor Eric J. Holcomb, the IEDC manages many initiatives, including performance-based tax credits, workforce training grants, innovation and entrepreneurship resources, public infrastructure assistance, and talent attraction and retention efforts. For more information about the IEDC, visit www.iedc.in.gov.

About CivicLab

CivicLab is a nonprofit institute dedicated to advancing the practice of civic collaboration. CivicLab emerged from the Community Education Coalition (CEC) in Columbus, Indiana, a nationally recognized partnership of education, business, and community leaders focused on aligning and integrating the community’s learning system with economic growth and a high quality of life. Since its inception, CivicLab has partnered with over 275 communities and organizations across the U.S. and trained more than 10,000 leaders of foundations, educational institutions, community government, corporations, and community development organizations.

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LUMINA FOUNDATION DESIGNATES COLUMBUS & SOUTHEAST INDIANA AS TALENT HUB

COLUMBUS, Indiana, September 25, 2017 – Today [Lumina Foundation](#) announced the [Community Education Coalition](#) (CEC) of Columbus, Indiana and its largest regional initiative, the [EcO Network](#) of Southeast Indiana (Economic Opportunities through Education), are among 17 communities in America receiving designation as a ‘Talent Hub’. The CEC and EcO Network earned this new designation by meeting rigorous standards for creating environments that attract, retain, and cultivate talent, particularly among [today’s students](#), many of whom are people of color, the first in their families to go to college, and from low-income households.

The 17 communities designated as Talent Hubs are: Albuquerque, N.M.; Austin, Texas; Boston; Cincinnati; Columbus/Southeast Ind.; Dayton, Ohio; Denver; Fresno, Calif.; Los Angeles; Louisville, Ky.; Nashville, Tenn.; New York; Philadelphia; Racine, Wis.; Richmond, Va.; Shasta County, Calif.; and Tulsa, Okla.

“These communities are the creative and entrepreneurial engines that power our nation,” said [Jamie Merisotis](#), president and CEO of Lumina Foundation. “For our country to meet growing demand for an educated workforce, we must bolster community-based efforts that are tightly focused on increasing the numbers of people in cities across the country with education and training beyond high school.”

For a decade, the regional EcO Network has been the major initiative among Columbus and Southeast Indiana’s education, business, community foundation, and broader community partnerships working together to increase secondary to postsecondary education attainment. The Network uses a way of working together collectively through the use of the Stakeholder Engagement Process tools and frameworks developed by CEC’s CivicLab. The EcO Network seeks to create a regional system of life-long learning by connecting the residents of ten counties within rural Southeast Indiana to better economic opportunities through education. In particular, the EcO Network focuses on the region’s major economic clusters: advanced manufacturing and healthcare.

The EcO Network, through its education partners, has dramatically expanded middle school through grade 16 Science, Technology, Engineering and Math (STEM) education program enrollments related to advanced manufacturing and healthcare. Additionally, access to high-quality postsecondary certifications and degree programs have been significantly enhanced by investments from the EcO Network, including the operation of twenty-three technology labs in the region. Engineering and technology programs in Bartholomew County take place through Bartholomew Consolidated School Corporation, Flatrock-Hawcreek School Corporation, C⁴ Columbus Area Career Connection, Ivy Tech Community College, Indiana University Purdue University Columbus, and Purdue Polytechnic Columbus.

“This is a momentous announcement as this year marks the twentieth anniversary of the CEC and the tenth anniversary of the EcO Network,” said Kathy Oren, Executive Director of the CEC and EcO Network. “This designation is a testament to the hard work and dedication of the education, community foundation, industry (including more than one hundred manufacturers and all seven hospitals), workforce, government, and community leaders from the region working together for a very long time. We are grateful to Lumina Foundation for this designation.”

This designation will allow the EcO Network to accelerate and advance community and regional credential attainment efforts by improving attainment outcomes for adults with no postsecondary education

experience (regionally there are 68,742 adults ages 25 to 64 with a high school diploma, but no postsecondary education), focusing on Latino adults and those adults below 200% of poverty (103,000 people regionally) with high quality certificates, Associate degrees and Bachelor’s degrees, especially targeting the advanced manufacturing and healthcare economic sectors.

“As a founding partner of the CEC and EcO Network, this is truly an exciting moment for the stakeholders that have been working together for many years to better connect education and economic opportunity in Columbus and all of Southeastern Indiana,” said Mary Chandler, Vice President, Corporate Responsibility at Cummins Inc., and CEO of the Cummins Foundation.

Working across sectors with postsecondary and adult education partners provides the opportunity to cultivate new strategies to support students facing barriers that can derail their educational goals. A small guiding team representing regional organizations and sectors, are working with partners to implement strategies consistent with the Lumina designation. Members of the regional guiding team include Kathy Huffman with the Community Education Coalition / EcO Attainment Network, Heather Baker and Jackie Thurston of Ivy Tech Community College, Molly Dodge of River Valley Resources headquartered in Madison, Indiana, Sylvia Babcock of Su Casa Columbus and Luz Elena Michel of the Community Education Coalition.

Talent Hub strategies, identified and vetted by over one-hundred (100) regional stakeholders, include but are not limited to increasing enrollments in WorkINDiana occupational trainings, implementing selected strategies such as Beyond Financial Aid on college campuses to support low-income students, and expanding English Language Learner classes to meet the needs of the expanding Latino population. Ultimately, it is intended that students who complete these programs will successfully obtain well-paying jobs.

“While the regional economy and the education level of our residents are interdependent, the EcO Talent Hub is about preparing individuals for high-demand jobs, moving them through educational pathways leading to careers. It is very rewarding to receive this designation, allowing us to help many more of our students and adults increase their level of education and job skills to support the demands of our region’s manufacturing and healthcare employers, as well as other key economic sectors over the course of time,” said Dr. Steven Combs, President, Ivy Tech Community College.

The EcO Network will be eligible for grant funding of \$350,000 from Lumina over 42 months. The grant will be tied to the achievement of goals outlined by the regional advisory team. The overall effort connects to [Goal 2025](#), a national goal established by Lumina Foundation, and adopted by Indiana. Goal 2025 seeks to increase the percentage of Americans with high-quality credentials and degrees to 60 percent by the year 2025. The educational attainment rate is 30.6% in the ten EcO Network Counties of Southeast Indiana, including Bartholomew County at 42% as compared to the State of Indiana at 35%. A short-term goal has been set by the EcO Attainment Network to increase the post-secondary attainment percentage to 35.2% by 2020.

Grant funding will support local efforts to educate more people, allowing community and postsecondary leaders to better meet the specific needs of residents. Lumina will provide these funds in partnership with the Kresge Foundation. Kresge’s support for Talent Hubs comes from its national Education Program, which includes a focus on aligning and strengthening urban higher education ecosystems to help more low-income, under-represented and minority students gain access to and succeed in higher education.

Noted Mayor Jim Leinchoop of Columbus, Indiana: “The EcO Network has provided a model for how communities can form networks of industry, education, economic development, government and private organizations working together to make real and sustainable progress in developing an educated and skilled workforce that is prepared to meet industry employment needs. Because of the terrific work of the EcO Network over the past ten years, hundreds of people and organizations have come together to better

align education and economic opportunities. Columbus and the region will continue to accelerate their efforts to attract, develop, and engage talent in an even more intentional and strategic manner.”

The Talent Hub designation serves both as an aspirational target for other cities to aim for and a platform from which cities designated as Talent Hubs can build. Talent Hubs are one outgrowth of Lumina’s Community Partnerships for Attainment which was in excess of \$10 million in grants to 75 cities across the country, of which Columbus and Southeast Indiana participated. This partnership, which began in 2013, will continue to work directly with communities to expand educational opportunities beyond high school.

#

[Lumina Foundation Video describing the Partnership](#)

About Lumina Foundation: Lumina Foundation is an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school available to all. Lumina envisions a system that is easy to navigate, delivers fair results, and meets the nation’s need for talent through a broad range of credentials. The Foundation’s goal is to prepare people for informed citizenship and for success in a global economy. For more information, visit www.luminafoundation.org.

About Kresge Foundation: The Kresge Foundation is a \$3.5 billion private, national foundation that works to expand opportunities in America’s cities through grant making and social investing in arts and culture, education, environment, health, human services, and community development in Detroit. In 2016, the Board of Trustees approved 474 grants totaling \$141.5 million, and made 14 social investment commitments totaling \$50.8 million. For more information, visit www.kresge.org.

About the [Community Education Coalition](#): The CEC is a partnership of business, education, and community leaders whose goal is to align the region’s learning system to support economic growth and a high quality of life. The CEC’s mission is to promote initiatives that will increase our population’s access to education, increase the overall educational attainment of the region and align the regional learning system.

About [EcO Network](#): The mission of the *EcO Network* is to create a regional system of life-long learning connecting the residents of ten counties within rural Southeast Indiana to better economic opportunities through education. EcO has three strategic goals: 1) Move residents up at least one level in their education, training, and/or job placement, 2) Coordinate and align a regional learning system, and 3) Be a catalyst for regional leadership & collaboration.

The EcO Network focuses on increasing educational attainment, especially linked to the economic sectors that are the most well-paying in Southeast Indiana, and currently focused on advanced manufacturing (representing 30% of people employed in the region) and health care (representing 10% of people employed in the region) for 10 counties in the Southeastern Indiana region. Counties include: Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland.

Media Contact:
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CEC/EcO Network
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FUTURE REGIONAL PROJECTS

PROJECT	COMMUNITY
INNOVATION & ENTREPRENEURSHIP	
DEFENSE R&D AND CYBERSECURITY HUB Develop a defense research and development/ cyber security hub to take advantage of the Muscatatuck Urban Training Center.	Jennings
REGIONAL SHELL BUILDING PROGRAM Build shell buildings in region to attract business, each strategically located to take advantage of local and regional assets.	Region Wide
EDUCATION & WORKFORCE DEVELOPMENT	
AIRPARK COLUMBUS COLLEGE CAMPUS HEALTH SCIENCES CENTER (IUPUC AND CONNECTED TO IVY TECH PROGRAMMING) Construction of a new facility to house the growing health sciences program offerings at IUPUC, and to connect further the health sciences offerings at Ivy Tech to IUPUC.	Bartholomew
EDUCATION AND CAREER PATHWAYS NETWORK - EMERGING AND FUTURE TECHNOLOGIES Link and expand technology related programs among the regions secondary, learning center, and AirPark Columbus College Campus network, especially regarding IOT (internet of things), propulsion technologies including electrification and hydrogen, and autonomous vehicle technologies more broadly.	Region Wide
WORKFORCE OF THE FUTURE PROGRAMMING Support training programs to establish the workforce of the future in the region.	Region Wide
HOUSING & TALENT ATTRACTION	
BROWNSTOWN HOUSING PROJECT Develop housing investment in Jackson County.	Jackson
INFILL HOME BUYER PROGRAM Program to incentivize the development of infill housing in the region.	Region Wide
JACKSON COUNTY BROADBAND EXPANSION Increase broadband access in Jackson County.	Region Wide
REGIONAL HOME BUILDER ASSOCIATION Development of a Regional Home Builders Association. Group would promote the region to builders and developers to create a sustainable housing ecosystem.	Region Wide
REGIONAL OWNER OCCUPIED HOUSING REHABILITATION PROGRAM Program to incentivize the development of infill housing in the region.	Region Wide

PROJECT	COMMUNITY
QUALITY OF PLACE	
CROTHERSVILLE WATER SYSTEM IMPROVEMENTS Regionalize the water supply, add new elevated tank at the industrial park. Improvements would support industrial park expansion.	Jackson
DEVELOP LOCAL AND REGIONAL TRAILS Support trail development for local and regional connections throughout the region.	Region Wide
DRIFTWOOD TOWNSHIP VOLUNTEER FIRE DEPARTMENT FIREHOUSE Construction of a firehouse in Driftwood Township to provide a quicker response for the township and surrounding communities.	Jackson
ELIZABETHTOWN STORM WATER SYSTEM IMPROVEMENTS Construction and rehabilitation of storm drainage facilities to address inadequate drainage resulting in flooded streets and standing water.	Bartholomew
ELIZABETHTOWN WASTE WATER SYSTEM IMPROVEMENTS Bring the waste water system back into compliance through improvements to the collection system, equalization tank and waste water treatment plant.	Bartholomew
GARDEN CITY MOBILE HOME COMMUNITY WATER LINE The installation of water main to provide stable and safe drinking water to the mobile home community which is adjacent to an EPA Superfund Site. Fire hydrants are also included to provide an added safety measure.	Bartholomew
HARTSVILLE WASTEWATER/STORM WATER PLANNING & WASTEWATER SYSTEM IMPROVEMENTS The study of the water utilities to include storm water and wastewater systems' needs. The plan will be followed by the rehabilitation of components of the wastewater treatment plant and collection system to assure compliance with the Indiana Department of Environmental Management.	Bartholomew
HOPE TOWN HALL Construction of a new Town Hall with accessible restrooms and provide additional space for meetings, the police department and other Town officials and employees.	Bartholomew
JACKSON COUNTY COMMUNITY CENTER Expand current facility to serve as a community center with a walking track, pool, basketball courts and multi-use space.	Jackson
JENNINGS COUNTY COMMUNITY CENTER New community center in Jennings County.	Jennings

PROJECT	COMMUNITY
PHASE 2: SHARED ARTS-BASED PLACEMAKING PROGRAMMING Amplify regional quality of place opportunities through a regional arts-based placemaking program. Expand pilot into a full-fledged quality of place cornerstone focused on art, architecture, design, and performing arts.	Region Wide
SEYMOUR DOWNTOWN ALLEY PROJECT Downtown alley placemaking project in Seymour.	Jackson
SEYMOUR DOWNTOWN PARK Establish a new downtown park and playground in Seymour.	Jackson
SEYMOUR MUSEUM REHABILITATION Restoration or rehabilitation of the "Old Federal Building" for re-use as the Seymour Museum.	Jackson
SHIELDS GYM PROPERTY RE-USE Restoration or adaptive re-use of the Shields Gym and redevelopment of the surrounding spaces.	Jackson
TOWN OF HOPE WASTEWATER SYSTEM IMPROVEMENTS Increase efficiencies and address sanitary sewer overflows in the wastewater collection system by rerouting and increasing the size of the force main and pumps.	Bartholomew
WESTSIDE INTERCEPTOR SEWER Installation of a sewer interceptor from Jonathan Moore Pike to the Southside lift station replacing the SR 46 West lift station and force main. In addition the project would include a small diameter force main to provide continued service to businesses and residents along the State Road 11 corridor.	Quality of Life
OTHER	
VETERANS SERVICE OFFICE Replace the veteran's service office in Jackson County.	Jackson

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LHP Engineering Solutions (LHP) was founded in Columbus, IN in 2001 with the mission of providing the automotive industry highly qualified engineering talent and services. Since its inception, LHP has grown to a world-class automotive engineering services provider and is committed to creating a safety ecosystem by delivering state-of-the-art training, hands-on implementation, technology solutions, and engineering services built on the latest automotive industry standards and best practices. Primarily focused on the transportation industry, LHP delivers services to a variety of disciplines including off-highway, on-highway, agriculture, automotive, rail, and aerospace. Over the last 10 years, LHP has expanded our engineering footprint to 4 US states (Indiana, Michigan, Texas, and California) and 5 international countries (Canada, Mexico, Italy, Germany, and China).

Unprecedented disruptions in the automotive space including electrification, clean energy, and autonomous vehicles have created exciting times allowing LHP to establish itself as the leader in Functional Safety. LHP specializes in several areas including the safety of autonomous towing and platooning. In addition, LHP's incubation company is working on an autonomous and semi-autonomous towing vehicle to enable vehicle towing without a hitch.

To further accelerate a safer autonomous landscape, LHP's Technology team is also partnering with PriAuto to develop sensor enabled crash dummies for safer autonomous vehicle testing. PriAuto's technology provides ADAS and Autonomous Systems developers with a controlled physical validation environment for validation and verification. The investment LHP is making adds to the growing portfolio of test and validation services for the automotive functional safety market.

It is the goal of Dave Glass, LHP's CEO and co-founder, to develop a community of entrepreneurs in Columbus through Venture Studios and incubators. LHP has proven this model with DAXEOS, the first start-up out of the Venture Studio and the first backed by outside venture capital. DAXEOS has created a Digital Engineering Data Hub that eliminates the need for time consuming and insecure manual data upload, distribution, and analysis processes, thereby freeing up valuable engineering capacity to optimize technology decisions, drive innovation, and meeting customer expectations around product affordability, and external audit requirements.

In addition, LHP is investing in Propeller, a workshop space located at the Columbus airport, where community members can get together, learn hands-on about tools and technology, share ideas, and learn new skills. In turn, some of those ideas will transform into business models, and in-turn talent will be present to help execute those ideas. It brings the community together around the innovation of ideas and making prototypes that could ultimately be commercialized.

Furthermore, LHP is investing in the Proving Grounds, a 400-acre space on the south-side of Columbus that will be used for mobility testing, autonomous urban testing, and electrified technologies, with a focus on advancing safety. It will be a partnership with the City of Columbus and the State of Indiana to attract companies interested in these technologies and looking for a fertile environment for collaboration.

The potential in the Columbus region for technological growth is astounding with the right investments. LHP is committed to cultivating, fostering, and building pathways for growth and innovation within the community. LHP is excited about the future direction of the automotive industry all over the world. There is a real opportunity to make a positive impact on people's lives.



Lhp toad
Hauling without a hitch.