



Executive Summary

The Greater Lafayette Region stands on the brink of an extraordinary transformation. Fueled by the dynamic synergy of Purdue University's innovation, a robust manufacturing sector, and a skilled workforce, the region is poised for a future of unparalleled potential. Our local enterprises are embarking on a journey of remarkable growth and investment, signaling a new era of prosperity. In our rural areas, innovative strategies are breathing new life into housing, improving quality of life, and revealing community vibrancy, reversing years of decline. The urban heart of the region is witnessing a surge in population and opportunities, heralding an era of revitalization.

At the forefront of this regional renaissance, Purdue University is experiencing unprecedented growth. Its commitment to forging partnerships with industries critical to global growth in sectors such as aerospace and semiconductor production cements Greater Lafayette's role as the northern anchor of the emerging Hard Tech Corridor. This corridor, stretching to Indianapolis and beyond, symbolizes a bold vision for the Greater Lafayette Region, transforming it into a powerhouse of technological advancement, economic development, and improved quality of life.

The Greater Lafayette Region is navigating a transformative epoch. The fabric of our community is woven tightly with the threads of collaboration among leading employers, visionary government officials, local economic development entities, and our cornerstone academic institutions: Purdue University, Wabash College, and Ivy Tech Lafayette. Together, we're collaborating in mutually beneficial ways and harnessing our collective strengths in pursuit of a vibrant future.

Our journey is propelled by an unstoppable momentum, fueled by over a decade of significant investments totaling nearly \$3 billion from local government units and private companies aimed at driving economic development while enhancing quality of life and quality of place. READI 1.0 investments set the stage for an even brighter future for the more rural and disadvantaged areas of the region. READI 2.0 will herald a new era of regional cooperation, groundbreaking innovations, transformative infrastructure, international partnerships, and growth into untapped markets.

Our vision aligns with the ambitious goals of the Indiana Economic Development Corporation (IEDC) and the broader objectives of the State of Indiana. Bolstered by the strategic partnerships and innovative projects already in motion, we are poised to make a substantial impact on the state's economic landscape.

We respectfully seek the support of the IEDC and the State of Indiana to bring our shared vision to fruition. An award of \$75 million from READI 2.0 will significantly amplify our efforts to drive the region toward unparalleled economic growth and prosperity. This investment will propel the region from small steps to giant leaps across a range of key performance indicators identified by the IEDC, and contribute meaningfully to the overall economy of the state.

The infusion of this support would catalyze groundbreaking projects, grow our educational institutions' capacity for innovation and collaboration with industry leaders and nonprofit agencies, and unlock the full potential of the Greater Lafayette Region as a hub of technological advancement and economic dynamism.



READI 2.0 investment in our region will set a precedent for how strategic investments can yield significant returns for the prosperity and well-being of Indiana's communities.

With the State of Indiana's help, we have the opportunity to redefine the economic future of the Greater Lafayette Region and, by extension, all of Indiana. With the backing of READI 2.0, we can showcase what can be achieved through visionary planning, robust partnerships, and strategic support. Together, we can create a legacy of growth, innovation, and prosperity that will benefit generations to come.

Our goals and the strategies to achieve them are summarized below:

We will grow our regional population in both rural and urban areas by adding housing, supporting a concentrated effort to retain and develop talent, and attracting new workers to the region through investments in quality of place and community vibrancy, including collaboration with nonprofit agencies, development of parks and trails, and investment in arts and culture.

We will increase personal per-capita income by supporting a diverse employer base with agility to adapt to the next-generation needs of our business and economic assets, as well as upskilling workers into higher-paying jobs, meeting the needs of the ever-evolving industries in our region.

We will improve access and affordability to transportation, childcare, and healthcare and thus increase the labor force by making it easier for people to work, with a focus on unique populations such as veterans and immigrant workers.

We will invest in the creation of new housing stock in both rural and urban areas by building new and affordable housing, including improving water and sewer infrastructure, particularly in the counties surrounding Tippecanoe County.

We will expand access to state-licensed childcare by 20 percent by building new childcare facilities, supporting staff training programs, and balancing costs to centers and families.

When our plan is implemented successfully, the Greater Lafayette Region will experience population growth in all seven counties; see a marked increase in talent retention from Purdue University, Wabash College, and Ivy Tech Lafayette; be a model for other communities interested in pursuing transformational industry innovation and growth; be known for high-quality, affordable housing and childcare; and be a region celebrated for its high quality of life and community pride.

Regional assets and unique qualities:

The Greater Lafayette Region is a launchpad of growth and opportunity, characterized by its distinctive qualities and strategic assets that are propelling its population and economy to new heights.

- **Robust Labor Force Growth:** A 4.4 percent increase over the past decade to 156,859, outpacing Indiana's 3.4 percent growth, showcasing a dynamic and expanding workforce.

- **Impactful Share of State's Economy:** The region represents 4 percent of Indiana's population and over 6 percent of its manufacturing employment, highlighting its concentration of advanced manufacturing.



- **Population Growth:** Addition of 1,106 residents from 2020 to 2022, indicating an attractive and thriving community.
- **Innovation and Education:** Home to Purdue University, a leader in innovation and a key player in the state's Hard Tech Corridor, enhancing the region's technological and educational landscape.
- **Diverse Economic Base:** Strengths in manufacturing, education, and healthcare sectors provide a stable and varied economic foundation.
- **Substantial Industry Investment:** Over \$1.5 billion investment by existing industries in 2024, demonstrating confidence and commitment to growth.
- **International Corporate Projects:** Advancement of international corporate attraction projects, promising to multiply economic impact significantly.
- **Anchor Educational Institutions:** Purdue University, Wabash College, and Ivy Tech Lafayette drive regional innovation, offer exceptional educational opportunities, and through retention of their graduates contribute to workforce development.
- **Effective Regional Collaboration:** Established cross-county collaboration process, including the integration of Montgomery County and the induction of four new elected mayors, fostering regional unity and progress.
- **Semiconductor Industry Development:** Intentional collaboration and investment in the semiconductor industry to create new, high-wage jobs and attract talent.
- **Private and Community Investment:** Active efforts by private corporations and local communities to retain talent, plan expansions, and invest in necessary infrastructure, amenities, and services to support and accelerate regional growth.
- **Sustainability and Renewable Energy:** Our region is a leader with early and extensive investment in renewable energy. In 2007, Benton County started construction on Indiana's first wind farm, subsequently leading the Midwest with wind and solar development, and in January 2023, Greater Lafayette published a collaborative Climate Action Plan that can be a model for others.
- **Career+ Ecosystem:** Launched in 2022 through \$8 million in grants from the IDOE, the Career+ Ecosystem targets 7-12 grade students with career exploration of high skilled and high paying career opportunities in the Greater Lafayette REgion with eexisting employers. Over 4,000 studens have earned micro-credentials in job readiness, Ivy Tech credit and gained exposure to viable career paths.

Benchmark community:

The Iowa City region was selected as a peer community because of its shared characteristics as a home to a significant university (University of Iowa and other excellent higher education institutions (Cornell, Coe, and Kirkwood Community College); an economy driven by manufacturing; and a regional plan that focuses on affordable housing, business development, innovation, and entrepreneurship.

Alignment with state's economic development goals:

Greater Lafayette's regional development plan is closely aligned with the state's goals for innovation and economic development, especially with regard to growth in population, employment opportunities, housing availability, and childcare capacity.

The state has a goal of increasing population growth from 20,000 per year to 24,000 people per year. Our Greater Lafayette Regional Plan will attract an additional 1,931 people per year, which amounts to just over 8 percent of the state's annual goal.

The state is focused on creating 10,769 jobs in target industries by 2032. In the GL Region, our goal is to increase the labor force by 8,000 workers by 2034. New jobs in the region are expected to come from semiconductor industry growth, small businesses, and existing employers with plans to expand regionally.

Specific to housing, the state has a goal of increasing the number of housing units, both rented and owned, by over 6,000. The GL Region's goal is to increase the number of housing units by 10 percent, which equates to adding 13,230 units over the next decade, which is more than double the statewide goal.

For childcare, the state's goal is to lower the percentage of childcare deserts by 10 percent. Our regional goal is to increase the number of state-licensed childcare seats by 20 percent. Currently, only 26 percent of all seats in the region are state licensed. Increasing the quality and quantity of childcare will support workforce and employment goals and the region's quality of life.

Regional collaboration:

The Greater Lafayette Region is led by a Regional Board of Representatives. It consists of the mayors of seven regional cities; one county commissioner from each of the seven counties; and representatives from the local economic development organizations (LEDOs), Purdue, Wabash, and Ivy Tech. This historic collaboration, launched early in the planning process for READI 1.0, has flourished through the personal and organizational commitments of our counties and cities. This unique structure, with cities and counties all working together, gives the Greater Lafayette Region a distinct competitive advantage in growing our population and attracting new investment. Our elected officials are united in this vision. While there have been past collaborations through the LEDOs or transportation planning activities, regionalism as it is now understood means crafting a shared vision and strategies to accelerate the region's growth. We embrace a future marked by vibrant growth, innovative partnerships, and a shared vision that transcends boundaries. This model of cooperation has fostered invaluable relationships across jurisdictional lines and allowed us to seamlessly integrate four new mayors into our collaborative framework.

We extend an invitation for you to delve deeper into the heart of our vision and objectives and to join with us as we embark on this journey. Together, with shared purpose and passion, we can reach beyond the bounds of expectation, transforming bold dreams into tangible realities. Your partnership and investment of \$75 million in our mission is not just welcomed—it's essential for the groundbreaking leap forward we envision.





Part II: READI 1.0 Evaluation

Provide an honest assessment of the region's participation in the first phase of the READI initiative:

"The Greater Lafayette Region created an intake portal for community representatives to submit project ideas with a level of detail to allow for an evaluation. The call for project ideas was circulated throughout the community. A working group of LEDOs and the Regional Board of Representatives utilized a scoring process to rank proposals to create a prioritized list of potential projects.

This Process to identify and prioritize projects for investment was applauded for creating a regional response that allowed for individual community needs to be met. One stakeholder shared, "One positive, is that we were able to do regional projects, but still address individual needs of the community. For example for housing and for the Wabash River Greenway, each city identified what they needed, and it was different across each area."

Overall, regional leaders felt that the READI 1.0 process motivated a genuine regional response. As one stakeholder shared, "This was the first time we've coalesced around a major regional initiative. We certainly rallied." The process brought together key collaborators and stakeholders—major institutions and rural communities alike felt included and like their perspectives were integrated.

Stakeholders from more rural communities shared that they were skeptical at first, as they had participated in other regional initiatives before and didn't feel like their input materialized. One said, "That wasn't the case here. This has worked out much better than I had hoped. Kudos to working together as a team."

It's important to highlight that in Fountain County in particular, they did not have an economic development department or champion and shared that "READI 1.0 allowed us to campaign for county-wide economic development, which is a very significant contribution."

Another win in the READI 1.0 planning process comes from the housing planning that was done. As one stakeholder shared, "The work we are doing to plan for housing needs in the region has demonstrated the effect of our collaboration around READI 1.0. We now have an ability to share information across political boundaries."

The overall sentiment from the Greater Lafayette RBOR was that because of the collaborative process, "the impact will last well beyond the READI 1.0 dollars awarded."

Project Status

There are currently seven active projects and one complete project funded by READI 1.0. Total expenditures to date are \$1,815,642.64 with the remaining projects expected to start later in 2024. A few projects are expected to end in 2025, but majority projected to end 12/31/2026. Overall, where communities already had plans in place, progress is much further than progress for projects that required additional planning."



Identify lessons learned and any issues that, if addressed, would increase opportunities for successful implementation of the region's READI 2.0 application.

"There were two major lessons learned that are being carried forward into the READI 2.0 planning process. The first was being intentional about meeting needs from very different communities. As one stakeholder shared, "We have urban cores, rural areas and universities, all with different priorities—we have to figure out how to get it done. Our projects are not wishful, they're needed. We have not had investment in some of the rural communities in 15 years." Another stakeholder shared, "There's room for growth in figuring out how economic development opportunities can benefit across the region, not just downtowns. In other words, how can we be more regional in our thinking about economic development?"

The other lesson learned is the critical nature of long-term planning. As mentioned above, the READI 1.0 projects that had significant planning already underway are the projects that have made the most progress two years later. As one stakeholder shared, "We need a lot more planning in order to create a regional approach." Another shared, "I think strategic planning was short term and focused on what we needed to submit for READI 1.0, but thinking five plus years out, that would be really something we should try to accomplish outside of READI 2.0."

The Greater Lafayette Region would strongly urge the State to provide regions with more funds for planning purposes and operational costs for entities pursuing regional strategies. This support could enhance the opportunities our rural and disadvantaged areas have to secure additional funds from the State and other granting organizations in the future."

Describe the current capacity of the regional organization as well as strengths, weaknesses, and whether potential changes or support are needed to enhance the organization's long-term viability and sustainability.

The East Central Indiana Regional Partnership, a 501(c)3 non-profit, has been a pivotal force in driving economic growth and development in the region since its establishment in 2005. The mission of the organization is to foster economic growth as the lead economic development marketing and business attraction organization in East Central Indiana. Initially focused solely on regional marketing to attract businesses and site consultants, the organization has evolved over nearly two decades to become a comprehensive hub for regional economic and community development initiatives. One of the organization's key strengths lies in its ability to spearhead and coordinate regional strategic initiatives. These efforts have supported critical projects that have enhanced East Central Indiana's infrastructure and quality of life, such as READI 1.0. In the first round of the READI program, ECIRP helped manage and monitor \$15 million worth of state investment across a range of projects, from early learning centers to a performing arts venue. A major strength of the organization is its connection to local economic development organizations and the Indiana Economic Development Corporation (IEDC). With an annual budget of nearly \$500,000, the ECIRP has a healthy pool of supporters who see the value in supporting its work on behalf of the region. Part of the ECIRP's new strategic plan launched in 2023 is to grow its resources to enable more comprehensive regional services and more effective execution of its mission. The partnership's primary weakness is its limited capacity. The ECIRP only has two full-time staff members, a President and CEO, and a Vice President of Strategy and Operations. Trevor Friedeberg was hired as President and CEO in 2022 bringing over 15 years of economic development experience and has been a champion of the East Central region. With a new perspective and understanding of the importance of state partnerships to catalyze regional



economic growth (previously worked for the Michigan Economic Development Corporation) he is well positioned to continue building bridges, driving meaningful, sustainable growth to the East Central region. Caitlin Hancock provides a wealth of institutional knowledge to the team with over 9 years of experience at the ECIRP. Her understanding of the regional players, makeup, and shared challenges enable her to be a critical asset to the region. While relying on regional partners to support the ECIRP's work has been instrumental in the organization's success, to assist with long-term viability and sustainability, ECIRP would benefit from additional funding and staffing. These resources would not only allow the organization to expand its reach and impact but also enhance its ability to respond to emerging economic challenges and opportunities in the region.



Part III: Review

Keeping in mind the analysis from the previous section, regions should provide the identified data points in this section and describe how these metrics have shifted over the years. The purpose of this section is to use the economic and demographic changes occurring in the region to allow regions to conduct projections of these metrics to determine how they will contribute to the overall success of the READI 2.0 program.

Key performance indicators	Indiana	Region
Total population (U.S. Census Bureau)	6,751,340	303,631
Total employment (U.S. Census Bureau)	3,020,345	147,313
Per capita income (Bureau of Economic Analysis)	\$ 51,645.95	\$48,881.00
Total population with bachelor's degree or higher (U.S. Census Bureau)	1,253,299	55,216
Total housing units (U.S. Census Bureau)	2,911,562	132,303
Total rental housing units (U.S. Census Bureau)	680,964	45,216
Total owner-occupied units (U.S. Census Bureau)	1,097,622	74,896
Number of new business start-ups (Small Business Development Center)	150,067	2,595

Please describe the current landscape of childcare within your region. Information could include current challenges to childcare, the number of facilities and/or seats and quality of childcare in your area. Visit the READI website for supplemental information that may be available.

"Childcare is a key priority for the Greater Lafayette Region because access, affordability, staffing, and financial tensions remain a huge challenge. The region currently has 6,871 regulated childcare seats and 4,464 high-quality seats. Only 26% of children in need of childcare are served by regulated childcare facilities in the region, and only 4.2% of children have access to high-quality programs, with certain counties in the region having no high-quality programs (Warren and Carroll Counties). Finally, staffing shortages and low wages make operating high-quality programs difficult, and providing care during nontraditional hours (e.g., second or third shift) poses additional challenges in accessing high-quality programming. The region also has a shortage of spaces for infants and toddlers.

While childcare emerged as a big concern for economic development and family well-being, there are many planning efforts underway, demonstrating the region's commitment to tackling the issue. Several counties and coalitions are administering surveys to better understand the childcare needs, benefits, and challenges; Wabash College is making a ~\$5.7 million investment, with support from the LEI CCC initiative, in a city/county-led early learning center with 124 high-quality childcare seats in Crawfordsville; and community



foundation's in the region are directing funds to childcare and early learning. Purdue University is supporting childcare facility development in 6 of the 7 counties with another \$5.7 million from the LEI CCC initiative."

Please describe the current innovation ecosystem within your region. Think about current challenges or barriers to innovation activities, the number of new business start-ups and current resources to increase innovative activities in your area (patents, research and development funding, etc).

"The challenges and barriers to innovation activities, including new business starts, that are experienced in Greater Lafayette are not unique to the region. We share Indiana's overall low rate of startup activity and limited history of taking companies from ideas to high growth. However, we have several efforts underway to address this concern throughout the region.

In 2023, building on world-renowned strength in innovation by its faculty, staff, students, and alumni, the Purdue Research Foundation and Purdue University formed Purdue Innovates, a comprehensive system to streamline access and strengthen support to both (a) technology commercialization resources, such as intellectual property licensing and protection, and (b) startup support resources, including programs and funds to launch, scale, and invest in Purdue-connected startups in one cohesive structure. Wabash College catalyzes innovation through its Center for Innovation, Business, and Entrepreneurship. And Ivy Tech Lafayette hired it's first Director of Entrepreneurship and launched it's first cohort of students in its 9 week entrepreneurship certificate course.

Lafayette helped start one of Indiana's first coworking studios, MatchBOX, to support local tech and innovation. Today, MatchBOX has nearly three hundred members with a variety of programs, events, and technical assistance to support startups, leveraging partnerships with Purdue University and Ivy Tech Lafayette to scale their impact. In addition, Crawfordsville hosts Fusion 54, a coworking space and innovation hub; Fountain County is home to WEGA's Regional Business Incubator; and entrepreneur development courses and a business acceleration program have recently expanded region-wide with support from the Wabash Heartland Innovation Network."

List your top 10 employers. List your civic institutions including higher education and philanthropic organizations. Please specify companies or organizations, not industries.

"The Greater Lafayette Region has a diverse employment base with many industries represented. This diversity has created an agile workforce development ecosystem, supported by the Region 4 Workforce Board and our strong anchor, education partners Purdue University (16,000 employees, 50,000 students), Wabash College (300 employees, 845 students), and Ivy Tech (226 employees, and 3,500 adult students and 8,000 high school students. As part of our process in 2021 and updating our plan now, we've surveyed our employers to understand their opportunities, needs, and challenges. We are excited to share that our industries have plans for investment of over \$1.5 billion. Their needs and challenges are interwoven in this application.

Our largest employers are as follows:

1. Subaru of Indiana Automotive 6,464
2. Wabash 3,500
3. Caterpillar 1,895



4. Indiana Packers 1,700
5. Penguin Random House, LLC 935
6. Lakeside Book Company 904
7. Nucor Steel 828
8. Arconic 824
9. Acuity Brands Lighting 703
10. Evonik 650

The Greater Lafayette Region is also supported by strong philanthropic organizations like North Central Health Services, community foundations in each county, and strong United Ways and United Funds. The Arts Federation is a regional arts entity that supports arts and cultural growth in the Greater Lafayette Region. The Child Care Resource Network, a division of Right Steps, supports each of the counties in efforts to ensure families access to childcare resources. These entities are supporters of many projects and will help ensure the long-term sustainability of our regional development plan."

List the counties or areas that are considered rural and rural-mix. List the counties or areas that are considered disadvantaged communities. Visit the READI website for supplemental information that may be available.

"The Greater Lafayette Region's plan balances investments across both rural and urban landscapes. Within our region, six out of the seven counties—Montgomery, Fountain, Warren, Benton, White, and Carroll—are considered rural, each with unique potential and needs. Notably, Crawfordsville in Montgomery County and Delphi in Carroll County stand out with significant opportunity zones, ripe for economic revitalization and growth. Our planned investments in rural communities are projected to be 40 percent, significantly surpassing the state's goal of directing 25% of the READI 2.0 award to rural projects. These investments include eliminating blight, enhancing infrastructure, increasing access to affordable housing, bolstering arts, supporting small businesses, and improving access to healthcare and childcare. In the urban core of our region are census tracts designated as distressed, including census tracts 54.01, 54.02, 55, 102.06, 102.08, 105, and 112 near West Lafayette, as well as census tract 4 and 17.01 in Lafayette. These tracts, especially those enveloping Purdue, are poised for significant investment, including \$25 million earmarked for the semiconductor industry. And there are existing programs supporting these areas as well, such as Imagination Station, a beacon of STEAM education that serves as a vital resource for underserved children, focusing on interactive learning and embodying our vision of community enrichment. Our strategic approach ensures that we not only meet but exceed the targeted investment goals in rural, rural-mix, and disadvantaged communities. Our efforts are designed to foster equitable growth, ensuring that every resident benefits from our collective progress."

Based on the datapoints above, describe how the region's metrics have shifted since 2021. What are your anticipated projections of change given your READI 1.0 projects?

"The Greater Lafayette Region added Montgomery County to our partnership since the 2021 regional development plan was developed. For this section, we are comparing the regional development plan data to the most current while excluding Montgomery from the dataset. We highlight a few of the key metrics around which we should see a continued upward trend.



- ? Population—the Greater Lafayette Region added 1,016 residents (2020–22).
 - ? Per capita personal income has increased from \$43,999 to \$48,881, or by 9.5 % versus the state increase of 15.2%
 - ? The labor force increased by 4,794 positions from 2020 to 2022.
 - ? Housing in the region increased by nearly 3,000 units from 2017 to 2022.
- With several of the READI 1.0 investments not yet fully completed and the addition of other non-READI investment activities, we expect to see increases in all these metrics."

Identify a regional community outside of the state of Indiana that is similar to your region to use as a benchmark. Provide the selected metrics in the table below. When selecting a peer community, please consider the following key components for comparison (not all datapoints need to be an exact match): Population size (± 5000), Median income (± \$5000), Industries, Similar assets, General demographics, Geography

Peer Community: East Central Iowa

Key performance indicators	Region	Peer Community
Total population	303,631	468,162
Total employment	147,313	249,460
Per capita income	\$48,881.00	\$ 62,376.00
Total population with bachelor's degree or higher	55,216	116,882
Total housing units	132,303	204,292
Total rental housing units	45,216	56,756
Total owner-occupied housing units	74,896	132,845

Based on the identified benchmark community, describe any specific best practices, defining strategies, or measurable goals the community is doing that inspires action for your region.

"In 2022, the six-county region of East Central Iowa completed a collaborative planning process and developed a five-year strategic plan for the region. The shared values, core activities, and goals embedded within their strategic plan not only closely align with the vision for our region but also serve as a guiding light and catalyst for what can be achieved here in Greater Lafayette.

The first area of focus is housing. Like the Greater Lafayette Region, East Central Iowa is facing challenges related to an insufficient and aging housing stock—from the dearth of affordable, missing-middle, and market-rate housing options to the presence of vacant and/or dilapidated properties. To address the region’s need for affordable housing, one of the most populous cities in the region, Iowa City, set forth a plan to initiate



a comprehensive overhaul of its zoning code to increase neighborhood density and the variety of housing offerings and land use models. The city also plans to accelerate the approval of residential TIF applications that increase the supply of affordable housing. Similarly, Iowa City plans to expand a program that creates affordable homeownership opportunities targeted toward residents in low-income neighborhoods, thereby encouraging neighborhood revitalization and stabilization and creating pathways to wealth building. These bold and innovative investments in housing will help to drive investment to address the housing shortage and serve as the foundation for the region's continued growth and dynamism.

An additional shared goal between the GL Region and East Central Iowa is an emphasis on business development, innovation, and entrepreneurship. East Central Iowa has set out to strategically develop a holistic and supportive ecosystem for entrepreneurs through the creation of "innovation spaces" and the coordination of funding resources and programs that assist early-stage founders in partnership. By setting the strengthening of a strong entrepreneurial and innovation support system as a key goal of the region, East Central Iowa can improve its ability to retain young talent, develop local small businesses, and improve the economic diversity and resilience of the region.

Similar to the Greater Lafayette Region, East Central Iowa is home to one of the state's flagship universities—the University of Iowa. Within Johnson County, Iowa City is seeking to work closely with the University of Iowa to develop a riverfront master plan to provide green space and strengthen a vibrant community hub for commerce, public gatherings, and cultural amenities. In addition, East Central Iowa seeks to prepare the next generation of workers by cultivating public-private partnerships with community colleges that develop career and workforce training programs to build skills and provide experiential learning opportunities for students and workers. A strong workforce development infrastructure will support East Central Iowa's ability to grow its core manufacturing sector and attract reshoring companies and new industry.

East Central Iowa's strategic aims of improving regional economic competitiveness, creating thriving and vibrant communities, and supporting a diverse regional workforce are goals that we as a Greater Lafayette Region share and aspire toward."

Please describe the region's current barriers to growth (e.g., housing challenges, childcare availability, or infrastructure). Think about housing, infrastructure, childcare, and/or other feasibility studies your region has recently completed or conversations and meetings with your regional stakeholders. Examples can be attached as part of the appendix.

"The Greater Lafayette Region, while poised for transformative growth, faces several barriers that could impede its progress. Addressing these challenges is crucial to unlocking the full potential of our community and ensuring a prosperous future for all residents.

Housing Challenges:

A critical barrier to our region's growth is the housing market's inability to keep pace with demand. Despite recent efforts to increase the housing stock, we continue to grapple with a shortage of affordable and accessible housing options. This scarcity affects both the urban core and rural areas, making it difficult for new and existing residents to find suitable living arrangements. The lack of diverse housing options—ranging from



affordable starter homes to rental properties—restricts our ability to attract and retain a diverse workforce, particularly young professionals and families. A regional housing study highlighted the need for thousands of new units over the next decade to meet projected growth.

Childcare Availability:

Access to quality childcare remains a significant barrier for working families in the Greater Lafayette Region. The current supply of childcare facilities does not meet the demand, leaving many parents without viable options. This shortage is particularly acute for infants and toddlers, where waitlists can extend for months or even years. The lack of childcare options not only impacts family decisions about employment and residency but also affects local employers' ability to recruit and retain talent. Recent surveys among regional stakeholders have underscored childcare availability as a critical need for economic and workforce development.

Talent Attraction and Retention:

A pivotal barrier to our region's sustained growth and innovation is the challenge of attracting and retaining a skilled workforce. Despite the presence of leading educational institutions like Purdue University, which injects a steady stream of talent into our local economy, the Greater Lafayette Region faces difficulties in retaining graduates and attracting new professionals. This issue is compounded by a competitive national job market and the allure of larger urban centers offering higher salaries and more diverse career opportunities.

The crux of the talent retention challenge lies not only in creating high-paying jobs but also in enhancing the overall quality of life and place that makes a region attractive to young professionals, families, and experienced workers alike. Our conversations with regional stakeholders, including business leaders, educational institutions, and local government, have highlighted the need for a multifaceted approach to talent attraction and retention. This includes not just competitive employment opportunities but also access to affordable housing, quality childcare, vibrant cultural and recreational amenities, and a welcoming community atmosphere.

Focusing on building communities where people want to live, work, and play, we can overcome the barrier of talent attraction and retention, fueling our region's growth and ensuring a prosperous future. By tackling these challenges head-on, the Greater Lafayette Region can remove the obstacles to growth and build a foundation for sustained economic prosperity and quality of life for all its residents."

Given the regional data and needs assessment, highlight the region's three to five priority needs.

"The three most significant barriers to growth for the region are housing affordability and availability, access to high-quality childcare, and talent attraction and retention.

Housing Affordability and Availability:

While the Greater Lafayette Region saw an almost three-thousand-unit increase in housing units from 2017 to 2022, they were almost all in Tippecanoe County, with many of the other counties in our region actually seeing a decline due to the lack of investment in housing. Nearly 15% of business owners cited housing as a significant barrier to attracting and retaining employees. This lack of growth limits our ability to attract and retain population and contributes to a lack of affordable housing.



Childcare:

Critical to supporting the labor force is having enough childcare availability to cover the needs of working parents and guardians. The region's total regulated capacity can support less than half of the population of children under age six who likely need childcare. Childcare capacity varies across the region's counties, where it is lowest in Fountain County (5%) and highest in Tippecanoe County (63%). Only Tippecanoe County has enough childcare availability to cover at least half of its children under age six who likely need childcare. As mentioned above, only 26% of children in need of childcare are served by regulated childcare facilities in the region, and only 4.2% of children have access to high-quality programs, with certain counties having no high-quality programs. In the survey of businesses and employers we conducted, childcare was listed as a major barrier to workforce retention and workforce attraction. Nearly one in every ten businesses who responded indicated that a lack of adequate childcare services was a key challenge impacting their ability to attract and retain workers.

Talent Attraction and Retention:

Hiring employees and business growth is a core challenge and opportunity for our region. Businesses are leading with optimism—75% believe their business performance will be excellent or above average and existing industries have identified over \$1.5 Billion in possible investment in 2024. Businesses are simultaneously aware of the challenges, as 63% indicated that recruiting new employees was a key obstacle for them. Nearly 60% mentioned that high competition for workers and a lack of experience were the main drivers of this limitation.

This challenge underlines why we've chosen business development and talent retention as two core tenets of our regional strategy. Current local initiatives and assets, such as the support of existing and the focused growth of the Semiconductor Industry through Purdue's work will help to generate above-median-income employment opportunities for residents, raise the median income of the area, and people to locate in our communities that have faced barriers to high-paying jobs. On the startup and innovation side MatchBOX, WEGA's Regional Business Incubator, and university entrepreneurship programs, provide targeted support to local entrepreneurs and startups so that they can establish and grow. Emerging initiatives like the Career+ Ecosystem can help retain local talent to fill high-paying jobs."



Part IV: Regional Growth Strategies and Action Plan

Please list three to five goals to meet your region’s priorities. Also, identify 3-5 strategies to help achieve each identified goal.

Goals	Strategy
<p>Grow our population in both our rural and urban areas at a rate 150% faster than the previous decade, which requires an additional 1,931 people per year by 2034.</p>	<p>Our plan to grow our regional population includes adding housing; supporting a concentrated effort to retain talent and attract new workers to the region; and investing in quality of place, like reducing blight and investing in parks and trails.</p> <p>Housing Strategy: Our housing strategy is informed by the findings of the regional housing study that was funded by READI 1.0. It is also informed by community growth plans, which include utilities upkeep and expansion and long-term planning for housing growth. Our housing strategy includes housing development projects in all seven counties in our region, some of which are the largest-scale housing projects in the history of their communities.</p> <p>Talent Attraction and Retention: Talent attraction and retention is a core component of population growth. This strategy includes a concentrated effort by the major universities, Purdue, Wabash, and Ivy Tech, to incentivize students to stay. In our survey, close to 60% of respondents indicated that a high competition for talented and experienced workers is a barrier to business growth and development. To address this challenge, there is an effort to increase the younger population through the latent attraction efforts associated with the new semiconductor initiatives in the Greater Lafayette Region.</p> <p>Investing in Quality of Place: We understand that how people feel about their community is a differentiator that drives growth. Our strategy to improve quality of place is to focus on blight removal and mitigation and to invest in parks and trails.</p>



Increase personal per capita income in rural and urban areas to higher than the state's average of \$53,323, which amounts to an increase of \$9,442 over ten years.

Our plan to increase personal per capita income is focused on supporting a diversity of employers and being agile to adapt to the next-generation needs of our business and economic assets, as well as upskilling workers into higher-paying jobs, meeting the needs of the new digital economy within our manufacturing base, ensuring new hybrid work opportunities, and attracting a new semiconductor industry to the region.

Workforce Development and Upskilling: Our regional strategy for workforce development is focused on upskilling our residents into future jobs through certification and designation-based opportunities. In addition, to create a pipeline for the future workforce, we are supporting programs that expose high school students to high-wage job opportunities.

Talent Attraction and Retention: The talent attraction and retention strategy outlined above is also a critical component of increasing per capita income. As noted, this strategy includes a concentrated effort by the major universities, Purdue, Wabash, and Ivy Tech, to incentivize students to stay. In addition, there is an effort to increase the younger population through the intentional attraction efforts associated with the new Semiconductor Industry in the Greater Lafayette Region.

Innovation: The transition toward a more digitally enabled economy will drive the adoption of innovation throughout the region. Investment in industry 4.0 principles will transform manufacturing. Precision and more autonomous farming will transform agriculture. Ubiquitous 5G rollout and reimagined business models will provide new opportunities for local business growth, mobile health, and remote work. Finally, attracting and investing in a new semiconductor industrial ecosystem will bring advanced research and development capabilities to Purdue and advanced manufacturing for next-generation semiconductors and chips (i.e., AI).



<p>Increase the labor force by 8,000 workers by 2034 and increase labor force participation rates to 64%.</p>	<p>Our plan to increase labor force participation is focused on making it easier for people to work by improving access to and affordability of transportation, childcare, and healthcare and focusing on unique populations, such as reentry and veterans.</p> <p>Transportation: Transportation access is a key factor in increasing labor force participation. We are focused on providing transportation to people who aren't working through programs like CityBus and improving the infrastructure between counties through long-range regional transportation planning.</p> <p>Childcare: Outlined in Goal #5 below.</p> <p>Stabilizing Healthcare Costs and Improving Outcomes: Improving health outcomes in our region, especially in rural areas, will help increase the labor force population. Innovations in rural healthcare provision, such as mobile integrated health programs, are key to improving healthcare access.</p> <p>Focus on Workforce Expansion within and throughout the Region: Instead of outsourcing jobs external to our region or even the state, we are focused on creating opportunities to broaden labor force participation within and across the region by working and planning together.</p> <p>Attention on Unique Populations: Our region has a focus on supporting our veterans to participate in the workforce through programs like INvets.</p>
<p>Increase the housing stock in both rural and urban areas by 10% over the next decade, which requires adding 13,230 units in the region over the next decade, or 1,323 units per year.</p>	<p>Our plan to increase the housing stock in both rural and urban areas focuses on increasing the number of housing units available and building infrastructure, like water and sewer, in the counties surrounding Tippecanoe to support housing growth. Investing in housing is necessary to support population and economic growth.</p> <p>Increase the Number of Housing Units Available: To increase housing availability, counties across the region are committed to incentivizing new owner-occupied, single-family houses and multifamily rental unit development, as well as increasing collaborations among employers, developers, and financial institutions in neighboring urban centers to incentivize housing starts in the rural communities.</p> <p>Improve the Quality and Affordability of Housing Available: This effort includes promoting housing type variety to meet various lifestyles and needs; reducing blight to increase owner-occupied home values; and shoring up existing housing zoning and ordinances for new housing subdivisions in communities across the region. Improving affordability includes strategies such as supporting nonprofit developers and creating community land trust programs.</p>



	<p>Build Infrastructure to Support Housing Growth: This effort includes a focus on blight elimination and infill projects, as well as building infrastructure and capacity to support longer-term population and housing growth, such as water, sewer, and broadband connectivity.</p>
<p>Increase regional capacity for state-licensed childcare by 20% by 2034.</p>	<p>Our plan to increase access to state-licensed childcare is focused on building a regional childcare coalition, increasing the number of regulated childcare seats, supporting childcare staff training programs, and balancing costs to centers and parents.</p> <p>Building a Regional Childcare Coalition: This includes connecting existing childcare coalitions within the region, and will ensure a regional approach to seeking funding, responding to changing family demands and a changing workforce, and supporting nontraditional care for second- and third-shift workers.</p> <p>Increasing the Number of Regulated Childcare Seats: Several counties have early learning centers and childcare center projects underway. In addition, this strategy is amplified by a recent grant from the Lilly Endowment that funds 124 new childcare seats in Carroll County. Ensuring new facilities are regulated is key.</p> <p>Research and Surveys: The region is still working to get a pulse on the childcare needs, and several counties are in the process of administering surveys to get input on what the highest priorities are around childcare for their communities.</p> <p>Cost-Saving Strategies: The cost of running childcare centers is often higher than parents can afford to pay, creating tight margins within childcare. Greater Lafayette is exploring strategies to consolidate back-office services from multiple providers for cost-saving purposes.</p>

Section B: Funding Request: This section should be utilized to estimate and set target goals for READI 2.0. Regions should include funding from other programs that the region or organizations are seeking, such as EPA funding, College and Community Collaboration Grant, Next Level Trails, other federal funding, or any other philanthropic initiatives. READI 1.0 data from projects funded can be used as a baseline to estimate totals below. If projects have been identified for READI 2.0, those can also be utilized to fill in this section.

Overall planned investment required to implement the strategies successfully	\$670,000,000.00
Requested READI 2.0 funds	\$75,000,000.00



Anticipated matching funding sources	\$595,000,000.00
Private funding	\$500,000,000.00
Philanthropic	\$20,000,000.00
Local Funding	\$75,000,000.00
Other State funding	\$0.00
Federal funding	\$0.00
Percentage of anticipated READI funding towards rural and rural-mix communities	40
Percentage of anticipated READI funding towards disadvantaged communities	25

For each goal/strategy, identify the action plan for proposed implementation. This includes description of specific opportunities/projects and/or examples of the types of investments the region is considering in achieving its goals. Include suggested milestones and timelines for each strategy. (300 words maximum per goal area)

Action plans
<p>Population Growth</p> <p>Housing Strategy (See housing goal below)</p> <p>Talent Attraction and Retention: Specific opportunities being considered include a concentrated effort by Purdue University and its partners in the semiconductor industry to increase the retention and attraction of younger population through jobs available in innovation and cutting-edge technology with the semiconductor industry. Another effort that several counties are engaged in is MakeMyMove attraction efforts. The Career+ Ecosystem program in is working to attract high school students to the high skilled and high wage jobs available with employers in the GL Region</p> <p>Specific opportunities being considered to advance investing in quality of place includes investment in the Wabash River Greenway. Other quality-of-place investments under consideration are focused on blight remediation, like an effort underway in White County to remove blight and conduct infill projects. In addition, our region will continue to build on the momentum established through the \$1 billion investment in arts, culture, quality of life, and quality of place that was catalyzed by READI 1.0 funding to ensure community vibrancy throughout the region.</p>



Goal 2 Action Plan: Per Capita Income

Workforce Development and Upskilling: Greater Lafayette is ahead of the curve in upskilling citizenry into jobs for the future, so investment that builds on this existing momentum will be key. In addition to upskilling the existing workforce, Greater Lafayette is considering investing in Career Plus, which exposes high school students to high-paying manufacturing jobs.

Talent Attraction and Retention (See above)

Innovation: The growth of digitally enabled jobs will favorably impact the earnings potential for talent at all levels, including management, technical (i.e., engineers), and nontechnical. While not replacing jobs, technology will augment workers' ability to be more productive, raising per capita income levels. The semiconductor industry will introduce thousands of new higher-paying jobs into the region. The average wage for a semiconductor worker is over \$100,000. In addition, for every one semiconductor job, there are almost six additional jobs created including needs for workers to build out supply chains, to expand infrastructure, and to support growing populations and expanding communities across the region. Another potential key innovation activity is WEGA's Regional Business Incubator, which provides a full support system for every stage of small business execution, with the goal of growing a full ecosystem of culturally relevant and capable small businesses.

Another key component of the action plan is Wabash Heartland Innovation Network, which is creating innovations in service, helping the agriculture and manufacturing sectors. They're currently conducting an assessment with the Tech Economy group for the innovation sector and have plans for a version 2.0 with Purdue and Ivy Tech.

Goal 3 Action Plan: Labor Force

Transportation: Investment related to transportation will focus on improving the transportation infrastructure between counties, starting with developing long-term regional transportation plans, as well as supporting programs like CityBus that are providing transportation to people who are not working.

Reestablishing commercial air service through the upgraded and expanded Purdue / West Lafayette terminal will facilitate transportation for a growing set of companies forecasting more than \$1 billion of expansion.

Childcare (See childcare goal below)

Stabilizing Healthcare Costs and Improving Outcomes: Healthcare costs are notably higher in Indiana when compared to other states with which we must compete for investment, talent, and population. Mobile integrated health programs have proven to significantly lower costs while improving outcomes through cost-avoidance strategies such as eliminating costly hospital readmissions. Our region is a proven leader in innovating mobile integrated health programs and will continue to enhance their effectiveness, thus leveraging our willingness to address healthcare costs to further improve our competitive advantage in attracting investment, talent, and population.

Focus on Workforce Expansion within and throughout the Region: Instead of outsourcing jobs external to our region or even the state, we are focused on creating opportunities to broaden labor force participation within and across the region by working and planning together. Broadening growth throughout the region provides the ability to also expand quality of place. As an example, members across the region are already starting to work together to understand the dynamics associated with the semiconductor industry on infrastructure,



utilities, transportation, housing, and childcare.

Attention to Unique Populations: One priority project is to continue the investment in INvets, supporting veterans to enter and upskill within the workforce. Another priority is a focus on housing investments in low-to-moderate-income households.

Goal 4 Action Plan: Housing Stock

Increase the Number of Housing Units Available: Regionally, there are plans in various phases of progress that amount to a total of 1,127 new single-family units and 1,507 multifamily units, which requires a regional investment in housing estimated to be \$532,325,000 (\$268,125,000 for single-family units and \$260,200,000 for multifamily units). In addition to building new units, rehabilitation of existing units will be key. Housing stock across the region is old. Examples of investments include the following:

- Warren County, funds will be used for programs that incentivize the rehabilitation of offline units back to market.
- Benton County, Harvest Homes will increase the community's population by 2.5%.
- Fountain County, The Reserve is the largest unit development in the history of Covington, with seventy lots on forty-five acres.
- White County, Harrison Corner is the largest residential investment in the community's history, with fifty-two market-rate units.

Improve the Quality and Affordability of Housing Available: Efforts to increase affordable housing in Tippecanoe County, where affordability is a large barrier to housing and population growth, include investment in new developments with quality of life amenities encouraging home buyers to move up in housing price, working with the area plan commission to develop uniform standards on short-term rentals, creating a lender consortium to provide gap financing and lower risk, and creating a community land trust to separate the cost of land from improvements.

Build Infrastructure to Support Housing Growth: To support the growth in housing expected across the region, additional infrastructure investments are planned and underway in water, sewer, and broadband in particular. For example, in Benton County, a private-public partnership with AmeriCrew will expand on the county's fiber broadband services and connect 100% of the unserved and underserved population, a critical investment to support workforce growth.

Goal 5 Action Plan: Childcare

Building New Childcare Facilities: There are several example investments in building new childcare facilities beyond what we've mentioned from the Purdue and Wabash CCC from LEI. Covington is building a childcare building, with a focus on training teachers and supporting the workforce; Crawfordsville and Montgomery County are building a new early learning center in a previous government building; Carroll County has new childcare facilities planned with funding from LEI, including one in a new building and one in a refurbished church; and Fountain County is working with a church to build a new childcare facility.

Research and Surveys for Planning: White County, Benton County, and the coalition all have surveys underway to better understand the needs of employers and benefits, and services being offered, as well as to explore the needs for the childcare sector and how to meet them.



Cost-Saving Services: Key investments in cost-saving strategies are happening across the region. For example, in Fountain County, leaders are exploring a microcenters initiative, where one management organization is established to manage multiple locations. In addition, we hope to provide support for leveraging the state subsidies offered through On My Way Pre-K to further drive down costs.

A 4:1 match will be required for READI 2.0 investment. Based on this requirement, what is your expected commitment from public and private partners including anchor institutions? What are their expected roles in helping to implement the plan?

"The Greater Lafayette Region is poised for an era of transformation that necessitates substantial public investment and, more importantly, promises to unlock an even greater magnitude of private investment. Through the READI 2.0 initiative, we seek a strategic infusion of \$25 million to fortify the semiconductor industry, \$35 million to bring our housing plan to life, and \$15 million to advance our other strategic priorities. This financial blueprint is not just about funding; it's a catalyst for sustainable growth and community revitalization.

Our rural communities face unique challenges in marshaling the resources required for critical investments, particularly securing the 1 to 1 match. However, the collaborative efforts of the past three years have illuminated the profound impact that these investments can have on enhancing community vibrancy and resilience. It's with immense pride that we can affirm the unified commitment of our cities and counties to our long-range vision, underpinning these investments with a shared sense of purpose and ownership. This collective determination is the hallmark of our regional strategy, fostering a deep-seated commitment among our elected officials to the plan's success.

In our commitment to not just meet but exceed the one-to-one public-match requirement, we draw inspiration from the success of READI 1.0, which saw public investment surpassing \$90 million—a testament to a three-to-one match. Our initiative to engage rural partners in leveraging financial instruments, such as TIF districts for the first time, exemplifies our innovative approach to enabling vital investments. Our rural communities are embracing creativity in funding, with county partners playing a pivotal role in supporting their smaller towns and villages. This era marks a departure from accepting decades of decline, as elected officials muster courage to invest in essential infrastructure, setting the stage for a resurgence in community vibrancy and economic health.

The Greater Lafayette Region's potential for leveraging investment is exemplified through our READI 1.0 focus on trails and parks, notably through the Wabash River Greenways work. With an initial READI investment of \$6.5 million, we catalyzed over \$50 million in additional funding, showcasing our ability to multiply impact. As we embark on READI 2.0, a cornerstone of our plan is to expand on the housing initiatives launched under READI 1.0 with a request for \$35 million to support our ambitious housing plan. This investment is expected to spur over \$500 million in direct housing investments, demonstrating the transformative potential of strategic funding.

Furthermore, the collaborative endeavors of Purdue and Wabash, utilizing their combined \$50 million in CCC grants from LEI, align with our regional vision, ensuring that their projects contribute meaningfully to our collective goals. Our community foundations, in partnership with LEI, are coordinating their efforts to complement and enhance the region's strategic initiatives, ensuring that every investment amplifies our trajectory toward growth.

In summary, the Greater Lafayette Region stands at a critical juncture, where strategic investment,



collaborative governance, and innovative funding mechanisms converge to propel us into a future defined by vibrant communities, economic vitality, and an enhanced quality of life for all."

Describe the process the region will utilize for intake, prioritization, and evaluation of projects.

"Through a consensus-building process, the RBOR has decided on the following process to allocate READI 2.0 funding:

\$25 million will be allocated to support the growth of the semiconductor industry in the region. The opportunities for funding the semiconductor industry include investing in equipment and infrastructure to support supply chain needs for semiconductor manufacturing; expansion and extension of the current IEDC commitment to the build-out of a premier innovation hub; and capital investment into a company-led innovation center to support advanced semiconductor packaging.

\$35 million will be allocated to housing and related infrastructure. These dollars will be equally distributed among the seven counties in the region such that each county will receive \$5 million to support its housing and housing-related infrastructure projects. Each county will have the ownership and authority to determine which priority projects it would like to move forward with its allocated funding amount. This approach ensures that rural counties will receive the vast majority of READI 2.0 dollars, which is aligned with READI 2.0's priority of focusing on investment in disadvantaged communities. It also supports a culture of collaboration, as opposed to competition, among counties in the region. In 2021, the Greater Lafayette Region (prior to Montgomery County joining) produced a housing-needs study for the region, which defined the number of units needed to meet existing and projected needs. This study has informed each county's planning for housing and housing-related infrastructure.

\$15 million will be allocated for investments focused on quality of life, quality of opportunity, and quality of place. These dollars will be distributed using a system that asks counties to prioritize their lead projects and submit their requests into a portal. Requests will be evaluated by the RBOR. The evaluation matrix that we expect to use is called the Greater Lafayette READI 2.0 Project Evaluation and Prioritization Tool, and its details are described below.

The READI 2.0 Project Evaluation and Prioritization Tool is an internal framework that we created to communicate outwardly what is important to us, as well as establish criteria that we will use to decide how to apportion our funding allotment across the region. The tool has the following key categories: regional collaboration and partnership; people impact; quality-of-life and quality-of-place impact; quality-of-opportunity, entrepreneurship, and talent-development-and-attraction impact; long-term viability; economic development potential value; alignment with Indiana's economic development priorities KPIs, rural emphasis and focus; project budget and leverage ratio mix; identification and outlining of key projects' success metrics, goals, and outcomes; project timeline; and, lastly, "wow factor." Each category was diligently selected to reflect the evaluation process used in READI 1.0 that was well received, and to focus on the KPIs, priorities, and goals established by the IEDC for READI 2.0. The total points available for each category vary—20, 15, or 10 points—for a total maximum application score of 155. The weight choices in our scoring rubric indicate which categories are of the highest importance and therefore would be prioritized over others, but the relatively flat scoring distribution across categories simultaneously ensures that we are encouraging



and selecting for project diversity as well.

The evaluation tool was created to serve three major goals of our process: ensuring fairness and transparency; creating awareness, demand, and a pipeline of high-quality projects; and disciplining our funding decision-making process to ensure that the projects that are projected to have the maximum impact in our region receive the most amount of funding. It was important for us to ensure that fairness and transparency were an integral part of the funding process. Ensuring that we are fair and transparent allows partners to understand the mechanism for why funding decisions were made—even if we decided not to fund a particular project—which can help with relationship and trust building in the future. A fair and open process would allow for key partners and communities vying for funding to clearly understand what we are looking for in each project, and understand the intention behind each evaluation criteria. We realize that when our partners and communities understand what's important to us as a regional funding body, they have the necessary guidance to create projects that meet or rise above our standards. This mutual understanding similarly ensures that communities are spending time and energy on the priorities that matter most, and can make effective decisions to limit wasted resources and make well-informed trade-offs. This is particularly beneficial for our resource constrained partners in Greater Lafayette Region, many of whom have limited financial resources and time. The same can be said for newly formed organizations who may have a limited relationship or limited understanding and trust equity with our organization. We want to ensure that we are not only selecting and funding high-quality projects but also helping to build capacity by ensuring that communities have the information they need to create high-quality projects that we can evaluate.

The tool allows us the means for capacity building by creating an avenue for two-way communication. In the Opportunities for Improvement section, we have a space where we can share with project submitters different ways that applicants can improve their applications. Project submitters will hopefully come away from that interaction with a stronger understanding of their strengths and weaknesses, which they can leverage into project and organizational improvement and growth. This step will also provide us with greater insight into community needs, as well as potential areas of improvement for us as an organization.

At the end of this process, we plan to use this tool to help inform our funding allocation. Once we've received and evaluated each project on its own merits, we will order each one by its allotted score, then compare and contrast projects to ultimately assign a dollar funding value to the projects that will improve the quality of life for the people of our region and move our region forward in the most impactful way possible."

If applicable, explain how the proposed or potential investments described above leverage additional investments within immediate proximity of another investment. You may consider a plan to make additional investments within the surrounding area to enhance the viability and economic benefit (e.g., accelerating population growth) of the project's implementation.

"The investments proposed in our READI 2.0 plan are meticulously orchestrated to not only serve their immediate purposes but also act as catalysts for further investments, thus amplifying the economic and social fabric of the Greater Lafayette Region.

Companies are increasingly choosing to locate and expand in the Greater Lafayette Region, drawn by our comprehensive plan and firm commitment to cultivating the skilled workforce they require. This vote of confidence is underscored by the anticipated \$1.5 billion investment from existing companies, set to commence



in 2024. Such significant investment signals a robust vote of confidence in our region's economic vitality and strategic direction.

The potential for growth stemming from the semiconductor industry is particularly transformative, with projections suggesting it could exceed \$4 billion over the next decade. This growth not only underscores the strategic importance of our initial \$25 million investment in this sector but also highlights the synergistic potential of adjacent investments in housing and public infrastructure to support an expanding workforce and population.

By strategically situating new housing developments and enhancing public amenities like trails and parks in proximity to burgeoning industries, we're not just building infrastructure; we're crafting a vibrant, cohesive community designed to attract and retain talent. This integrated approach ensures that each investment not only stands on its own merits but also complements and enhances the viability and economic benefits of adjacent projects, thereby accelerating population growth and securing the region's position as a hub of innovation and prosperity."

Broad stakeholder input in the planning and execution of READI 2.0 projects will be critical for a successful regional development strategy. Describe how the region proactively engaged a diverse group of individuals, organizations, and interest groups during the planning process and how you solicited input when developing the plan. Describe any challenges and how the region came together.

"Stakeholder engagement and collaboration has been both critical and central to the regional development planning process. The first step in this stakeholder engagement process consisted of bringing together the Greater Lafayette Regional Working Group—composed of elected officials and LEDOs—for one-hour-long meetings on a regular weekly basis since the start of the READI 1.0 regional planning process. In addition, the RBOR—composed of a diverse group of local public leaders—convened monthly to discuss regional trends, shared challenges, and best practices. Committing to this regular meeting cadence has allowed our various stakeholders to build relationships, get ahead of problems, and cocreate collaborative solutions to commonly shared problems.

In one instance, a stakeholder shared why the continued engagement has been so effective: "For 2.5 years we've been meeting and talking about what's important in a way that hadn't happened before. Especially having elected officials here, that has helped us as LEDOs that we have elected officials who are intimately aware, working with us, and has helped us stay engaged and motivated to keep moving forward." Another shared, "This regional organization has enabled us to build new relationships with commissioners, within the work group, with RBOR. That has been extraordinary and is all based upon READI."

Gathering external input from community partners and the public has also been an important part of the regional planning process. In 2023, the Greater Lafayette Regional Working Group issued a survey out to the business communities across the Greater Lafayette Region to capture the challenges businesses were facing, their characteristics, and their expectations for the future. The survey collected responses from 165+ respondents who shared insightful information that the work group used to inform key priorities and strategies moving forward. This effort coincided with the Greater Lafayette Regional Working Group's complementary community engagement initiatives, such as hosting one-on-one interviews with key stakeholders and hosting in-person and virtual town hall-style public forums where diverse members of the community are encouraged to share their observations, ideas, and concerns. Creating these opportunities for public input allowed the work group to establish open and mutual lines of communication and build key



relationships that give the regional planning process the necessary legitimacy and buy-in that built critical momentum and propelled it forward. Similarly, the raw output of the community conversations held, collected, analyzed, and discussed has helped to identify challenges, identify and establish champions for specific strategies within the plan, and inform the nature of our key regional priorities."

How do you plan to maintain stakeholder engagement?

"Members of the Greater Lafayette Regional Working Group have highlighted the positive personal and community-wide benefits that have come through meeting and working together on a consistent basis. The Greater Lafayette Working Group plans to build on that momentum by continuing to meet as a collective group on a weekly basis, and with the RBOR on a monthly basis, well into the future. This internal engagement effort bringing LEDOs and local public officials serves to connect not just the members of these bodies individually but members of their communities as well. Housing developers, business owners, farmers, community advocates, and the like have connected with other groups across the region because LEDOs are able to serve as external connectors. This vibrant form of community connection has benefited the region's ability to detect common problems, highlight and share best practices, and pool together resources to make larger-scale investments—and it is something the region wants to build on, not lose.

The Greater Lafayette Regional Work Group will continue to meet well after the READI 2.0 planning process is over. The LEDOs presently lead, and will continue to maintain, community engagement efforts throughout the region, including hosting public town halls, sending out periodic community surveys, and meeting with interest and advocate groups."

How will the organization sustain itself?

"The Greater Lafayette Region's strategy for sustaining our vision and goals capitalizes on our inherent strengths and operational efficiency. Anchored by Greater Lafayette Commerce Community and Economic Development Foundation (GLCC&EDF), which serves as both the fiduciary and the convener, our structure is designed for low-cost operation while maximizing impact. This strategic approach ensures that our local elected officials, through the RBOR, are deeply engaged and fully aligned with our collective vision and objectives.

Our anchor partners, including Ivy Tech Lafayette, Wabash College, and Purdue University actively participating on the RBOR, further fortify our foundation by aligning their efforts and leadership with our regional goals. This synergy across educational institutions enhances our capability to drive workforce development and innovation. Additionally, the cooperative efforts of LEDOs are pivotal in materializing economic development projects, embodying our philosophy of thinking regionally and acting locally.

Greater Lafayette Commerce, functioning as a multifaceted entity that encompasses a chamber of commerce, economic development, workforce development organization, and a 501(c)(3) foundation (GLCC&EDF), is at the heart of our sustainability model. With a proven funding model already in place, Greater Lafayette Commerce is adept at supporting the region's initiatives without imposing fixed fees on participating entities. Instead, a minimal portion of grant funding is utilized to manage the fiduciary responsibilities, ensuring that resources are channeled efficiently toward achieving our regional aspirations. This strategic financial management and collaborative framework positions the Greater Lafayette Region for long-term sustainability and success, fostering a thriving ecosystem that supports our ambitious goals."



If applicable, use this space to describe the plan to maintain, or activate the asset(s) the IEDC is investing in if more information is needed.

Not Applicable



Part V: Outcomes, KPIs and Metrics

Define the region’s expected outcomes if the plan is successfully implemented. Consider the economic development potential of this plan and how this plan demonstrates both regional and local impact.

The Greater Lafayette Region is already seeing the impact of READI 1.0, including growth in population and total employment in a number of counties, as well as additional housing construction and plans for future construction in every single county. With the successful implementation of READI 2.0, we will see not only accelerated growth in these areas mentioned but also a significant attraction of private sector capital as new housing allows us to retain and attract our community’s next-generation workforce. At the same time, the increasing global recognition of our region in the semiconductor industry will attract both domestic and international companies to establish a presence in our regional neighborhood.

Please complete the table below with 5-year and 10-year projections with Indiana’s economic development priorities.

Key performance indicators	Current	5-year projection	10-year projection
Total Population	303,631	9,655	19,310
Total Employment	147,313	4,000	8,000
Per capita income	48,881.00	\$53,602.00	\$58,323.00
Educational attainment	55,216	57,216	59,216
Total new housing units	132,303	138,918	145,533
New rental housing units	45,216	47,476	49,737
New owner-occupied housing units	74,896	78,640	82,385
Percentage of affordable housing units	73.1	75	76

Please describe your 5-year and 10-year projections for childcare within your region. Factors you may want to consider: Increase the number of childcare facilities and/or the number of seats in specific counties or regional total with the overall goal of decreasing childcare deserts in the state, Increase quality of childcare.

"In five years, we expect the regional childcare coalition to be a thriving and effective entity supporting regional funding requests, sharing promising practices, working together to increase the number of regulated childcare seats, and supporting the sector of nontraditional care as the workforce ecosystem evolves.



In ten years, we expect, with the support of the regional childcare coalition, to see an increase in high-quality childcare capacity across the region. We also expect to see an increase in mixed-landscape childcare opportunities, with a focus on parent choice, and a regional approach to funding the gap in the cost of care and what parents can actually afford, especially as the percentage of high-quality centers increases."

Please describe your 5-year and 10-year projections for innovation activities within your region. Factors you may want to consider: Increase specific number or percentage of new business start-ups within specific counties or increase regional total, Increase number of patent filings or SBIR/STTR activity, Increase in research and development spending of university or other partners

"In 2022, there were 2,595 new small businesses in the Greater Lafayette Region. In the past five years, Purdue has formed over fifty-five faculty/student startups, and last year alone, the Center for Innovation, Business, and Entrepreneurship at Wabash College supported twenty-one local programs to innovate and scale. As a potential result of WEGA's Regional Business Incubator, MatchBox, and other small business supports, we expect that number to increase to 3,000 by 2029 and to 3,400 by 2034.

In terms of patent filings, Greater Lafayette's own Purdue University ranks number 4 in the country for total patent filings. In both five- and ten-year projections, Purdue expects to remain in the top five for total patent filings. It also set a new record for sponsored research programs, with over \$700 million this year, and expects this number to grow to \$1 billion in the next five years."

Include additional metrics that are specific to the region if applicable.

Not Applicable



General Information

Legal Name as registered with Indiana Secretary of State (Region Name)	Greater Lafayette Community and Economic Development Foundation
Business Structure	501c3 Non Profit Foundation
List counties within your region	White, Carroll, Tippecanoe, Montgomery, Fountain, Warren, and Benton
Website	www.greaterlafayetteregion.com

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