



TERRE HAUTE TOMORROW
COMMUNITY PLAN

January 30, 2015



Vision for Growth and Prosperity

OUR FUTURE STARTS TODAY

In 2001, the Terre Haute Chamber of Commerce and the predecessor to the Terre Haute Economic Development Corporation (the Alliance for Growth and Progress) worked together to undertake a community planning process on behalf of the City of Terre Haute and Vigo County. Through this planning process, we discovered at that time that: (a.) we have more assets than many other communities; (b.) we desire to be better; (c.) we have image problems (both internal and external); (d.) there are negative attitudes within the community and (e.) there is a lack of cooperation and coordinated effort.

With this information in mind, work commenced on five strategic fronts. As a result of the hard work of dozens of groups and literally hundreds of community-minded individuals, we saw substantive results in a number of areas . . . from the establishment of the Terre Haute “A Level Above” branding initiative to the creation of greenspaces, trails and the Wabash Riverfront metamorphosis to the exciting redevelopment of our downtown to the creation of the Terre Haute Economic Development Corporation as the community’s lead business attraction and retention entity. In short, much good has been done.

As we move forward as a community, more and better opportunities await us. To set the stage for the next round of community growth, Terre Haute Tomorrow’s steering committee reconvened in 2011 to catalyze a new community-wide strategic plan that will carry us through the next ten years and beyond. The work performed since 2011 can be divided into two parts. The first part consisted of a comprehensive research phase conducted with the assistance of CHORUS, Inc. This research effort culminated in a near-historic forum of community leaders, which was held on May 22, 2013. Additional detail on the community forum can be found in the next section of this document. The second part of the work product to date has consisted of the creation of written plans by five work committees (and several subcommittees) populated by dozens of community leaders. These work plans, collectively, represent the Terre Haute Tomorrow Community Plan.

Will all of the proposed initiatives contained within this document ultimately become reality? Hopefully so, but probably not. Is there some duplication of vision among some of the work teams? Yes, but that’s a good thing. Will other desirable projects/opportunities not contained within this document come to fruition? We certainly hope so!

This document is not intended to be a comprehensive list of every conceivable project/opportunity on the community’s radar screen. It is a document, however, that strives to (a.) memorialize and catalyze certain projects and initiatives brought forth by all those who have participated in the process to date and (b.) instill enthusiasm for future growth, which, in turn, will lead to even more opportunities for the community.

To all of those who have participated in some part of this latest iteration of Terre Haute Tomorrow, you have our sincere gratitude.

Sincerely,

Terre Haute Tomorrow Steering Committee

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TERRE HAUTE TOMORROW STEERING COMMITTEE

Norman L. Lowery, Chair
Steve Witt
Dan Doan
B.J. Riley
Paul Thrift
David Haynes
Curt Brighton
Beth Tevlin
Brian Miller

www.terrehautetomorrow.com



FORUM REPORT SUMMARY

May 22, 2013



Terre Haute Tomorrow

LONG-RANGE PLANNING FORUM

PROUD SPONSOR



VECTREN
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INTRODUCTION

In 2001, The Terre Haute Chamber of Commerce and the predecessor to the Terre Haute Economic Development Corporation (THEDC), the Alliance for Growth and Progress, collaborated on a strategic economic development plan for the city of Terre Haute and Vigo County. The result of that coordinated effort was Terre Haute Tomorrow, an initiative with the mission “to provide the leadership and coordination necessary to develop, implement and update the long-term plan” of Terre Haute. The name Terre Haute Tomorrow is symbolic of an ongoing mission to build upon a vision for the community’s future on a daily basis. In other words, Terre Haute’s future is always a work in progress, adjusting to the changing dynamics of our national and global economy in ways that guide the area’s economy toward prosperity. There are substantive results from this initiative. Some of the most positive influences of this effort include:

- **Greenspaces, trails, recreation and Wabash riverfront planning** – With an eye on improving the quality of life for Terre Haute and Vigo County citizens and ensuring a healthier and greener community, several organizations have worked together to improve the natural environment of the area.
- **Terre Haute “A Level Above”** – This integrated marketing effort advances the broad appeal of the community businesses, organizations and individuals.
- **Image and Perceptions of Terre Haute** – Improving the image of Terre Haute and Vigo County to both internal and external markets is a primary focus of *Terre Haute Tomorrow*.
- **Downtown redevelopment** – Through both restoration and new development, the historic center of downtown Terre Haute is undergoing a promising and exciting renewal.
- **Terre Haute Economic Development Corporation** – THEDC was created to lead the community’s business attraction and retention efforts.

Twelve years later, it was time to revisit the plans, assess areas for growth and address the challenges as a city and county. There was strong consensus that the city and county needed to tackle lingering issues that have historically throttled economic growth and vitality.

PROCESS & FORUM STRUCTURE

To help address these issues and facilitate this long-range planning process, Terre Haute Tomorrow engaged CHORUS®, Inc., an Indiana-based professional services firm. CHORUS began the research phase of the project by conducting a series of interviews with leaders from both for-profit and non-profit organizations, city and county government officials, and leaders from both higher and K-12 education. Following the interviews, surveys were developed and conducted with two groups: those individuals identified for participation in a community forum and with a large cross-section of community leaders. Following the surveys, CHORUS then conducted an additional round of interviews with selected forum participants, as well as hosted two focus groups of students representing all five of the area’s colleges and universities.

On May 22, 2013, the *Terre Haute Tomorrow* steering committee hosted a day-long long-range planning forum. Eighty-four city and county leaders from all walks of life and public and private service gathered to review the findings of the research, determined the most critical goals to address, and developed possible strategies and objectives to achieving those goals.

CORNERSTONES

The findings of the research were aggregated into four primary areas influencing future community planning. These four areas are referred to as “Cornerstones” in that they are foundational to the growth and prosperity of the community and its citizens. While they do not encompass all of the issues, challenges or opportunities that lie before Terre Haute and Vigo County, they assuredly address the largest themes identified by the area’s leaders. The four cornerstones are:

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

FORUM PARTICIPANTS

There were 84 community and business leaders who attended the long-range planning forum on May 22, 2013.

Brad Anderson <i>Commissioner</i> Vigo County	Richard Burger <i>District Manager</i> Duke Energy	Marc Evans <i>Regional GM</i> Frontier Communications	Andy Hendricks <i>President</i> Distributors Terminal	John S. Lukens <i>President & CEO</i> Forrest Sherer	Andrew P. Stadler <i>Executive CFO</i> Stadler & Co., Inc.
Judy Anderson <i>Commissioner</i> Vigo County	Mel Burks <i>CEO</i> Hamilton Center, Inc.	Judi Evelo <i>President</i> Century 21 Advantage	Ronald M. Hinsenkamp <i>Executive Director</i> West Central Indiana Economic Dev. District	Kara McInosh <i>Dir. of Marketing</i> Terre Haute International Airport	Troy Swan <i>Water Services Engineer</i> HNTB
M. Kenneth Baker <i>Corp. Dir., HR</i> Taghlee Industries, LLC	Dr. Stephen Cain <i>Pastor</i> Terre Haute United Methodist Temple	Greg Ewing <i>Sheriff</i> Vigo County	Ward M. Hubbard <i>President</i> Wabash Valley Packaging Corp.	Brian Miller* <i>Co-Owner</i> MillerWhite, LLC	Claudia M. Tanoos <i>Vice President</i> Terre Haute Economic Development Corp.
Hon. Duke Bennett <i>Mayor</i> City of Terre Haute	Mike Ciolli <i>Commissioner</i> Vigo County	Troy Fears <i>Executive Director</i> United Way of Wabash Valley	Matt Huckleby <i>Senior Field Rep.</i> Office of Representative Larry Buschon, M.D.	Michael Mitchell <i>Exec. VP & CTO</i> Sony DADC	Daniel T. Tanoos <i>Superintendent</i> Vigo County School Corp.
Troy Biddle <i>President</i> Hannig Construction, Inc.	J. Bart Colwell <i>President & CEO</i> Terre Haute Savings Bank	Jeffrey H. Fisher <i>Partner</i> Sackrider & Co., Inc.	Jennifer Isbell-Scott <i>Gas Distribution Engineer</i> Vectren Energy Delivery	Terry Modesitt <i>Prosecutor</i> Vigo County	Scott L. Tettefeller <i>President & CEO</i> Union Hospital
Brent Bilsland <i>Director & President</i> Hallador Energy Co.	Brian Conley <i>Owner & President</i> Conley Real Estate Appraisals	Mark J. Fuson <i>President</i> Fuson Automotive, Inc.	Scott Jaeger <i>President</i> Toyota of Terre Haute & Thompson's Honda	Gary Morris <i>President & CEO</i> Clabber Girl Corp.	Beth Tevlin <i>Executive Director</i> Wabash Valley Community Foundation
Pat Board <i>CEO</i> Union Health Systems	Valerie Craig <i>President</i> Greater Terre Haute NAACP	Neil Garrison <i>VP of Marketing & Sales</i> Johns Dental Laboratories	Rick Jenkins <i>President</i> Richard Jenkins Construction, Inc.	Dave Patterson <i>Executive Director</i> Terre Haute Convention & Visitors Bureau	Paul Thrift* <i>President</i> Thompson Thrift Development, Inc.
Col. Donald Bonte, Jr. <i>Commander</i> Indiana Air National Guard	Lori A. Danielson <i>Vice President</i> Clabber Girl Corp.	Dr. Elizabeth Hagerman <i>Vice President</i> Rose-Hulman Ventures	Dr. Dottie L. King <i>President</i> St. Mary-of-the-Woods College	Dave Pluckebaum <i>Vice President</i> Corradino, LLC	Mark Unger <i>President</i> Freitag-Weinhardt, Inc.
Richard Braden <i>President & GM</i> Terre Haute Bowling Center	Steve Danielson <i>Regional President</i> Old National Insurance Indiana, LLC	Dennis Handschu <i>Senior Manager</i> ADVICS Manufacturing Indiana, LLC	Kara Kish <i>Superintendent</i> Vigo County Parks & Recreation Department	Brennan J. Randolph <i>Campus President</i> Harrison College - Terre Haute	Dr. Ann M. Valentine <i>Chancellor</i> Ivy Tech Wabash Valley
Dr. Daniel J. Bradley <i>President</i> Indiana State University	Rev. Lant B. Davis <i>Pastor</i> Central Presbyterian Church	Brian Harris <i>Dir. of NA External Mfg.</i> Elanco	Mary Kramer <i>Executive Director</i> Art Spaces, Inc.	Dr. Venkat Reddy <i>Internal Medicine Provider</i> Illiana Internal Medicine	Jeffrey W. Whiteside <i>VP of Community Sustainability</i> Vectren
Ken Brengle* <i>President & CEO</i> Terre Haute Chamber of Commerce	Thomas T. Dinkel <i>President & CEO</i> Sycamore Engineering	Julie Hart <i>County Extension Director</i> Purdue Extension Vigo County Office	Cliff Lambert <i>Executive Director</i> Terre Haute Department of Redevelopment	B.J. Riley* <i>Publisher</i> Tribune-Star	B. Curtis Wilkinson <i>Managing Partner</i> Wilson, Goeller, Modesitt, Wilkinson & Drummy
W. Curtis Brighton* <i>President & CEO</i> Templeton Coal Co., Inc.	Ashley Dora <i>Regional Manager</i> Dora Hotel Company	Fredia N. Haviland <i>District Manager</i> Kelly Services, Inc.	Lisa Lee <i>Executive Director</i> Western IN Workforce Investment Board	Jon Robeson <i>Executive Director</i> Arts Illiana	Jeanette Winchester <i>Owner</i> Simple to Elegant
Robert Brown <i>Fmr. President & CEO</i> Tri Aerospace, LLC	O. Earl Elliott <i>CPA</i> Sackrider & Co., Inc.	Terry A. Hayhurst <i>Co-Owner & Partner</i> Hayhurst Farms	Norm Loudermilk, II <i>Dir. of Special Projects</i> Terre Haute Fire Dept.	Dr. Brien N. Smith <i>Dean</i> Scott College of Business	Steve Witt* <i>President</i> Terre Haute Economic Development Corp.
Jim Burdick <i>President</i> Wabash Valley Asphalt	Brad Ellsworth <i>President</i> Vectren Energy Delivery of Indiana - North	Lorrie Heber <i>Member, Board of Dir.</i> Terre Foods Cooperative Market	Norm Lowery* <i>President & CEO</i> First Financial Bank, N.A.	Jeff Smith <i>President</i> 500 Automotive Group	Scott Womack <i>Owner</i> Womack Restaurants

* Steering Committee (Dan Doan, Region CEO of Old National Bank, was unable to attend the May 22, 2013 forum)

OUR POSITION IN THE GLOBAL ECONOMY

In its recently-released economic plan entitled *Indiana Vision 2025: A Plan for Hoosier Prosperity*, the Indiana Chamber of Commerce and their strategic partners throughout the state identified four principle economic drivers key to Indiana's future: **Outstanding Talent, Attractive Business Climate, Superior Infrastructure** and **Dynamic and Creative Culture**. These drivers, and many of the 33 goals identified within them, offer a realistic insight into Terre Haute and Vigo County's future. Many of the challenges and opportunities identified in *Indiana Vision 2025* reflect Indiana's position (often an advantageous one) in the changing global economy.

Terre Haute and Vigo County mirror the state's overall economic position and demographics in many ways. Our geographical location and access to transportation infrastructure is the envy of many states and communities. The business regulatory environment in Indiana is generally regarded as one of the most attractive in the nation and Terre Haute's business-friendly environment stands in clear contrast to the traditionally cumbersome regulations of communities in neighboring Illinois.

However, the challenges we face are also shared by other communities and the state as a whole. Companies looking to relocate or expand their operations in Indiana often find that the workforce lacks the basic technical skills necessary to fill their positions, therefore forcing them to take the potential of high-paying jobs elsewhere. The factors that define quality of life are often a mixed bag as well. In many areas, Terre Haute performs well, such as cost of living and access to basic services. However, in areas such as diversity, cultural opportunities, recreation, and climate, the competition is steep. Also, despite Terre Haute's business-friendly environment, communities and regional economic initiatives within the borders of our own state are ready to match our incentives. Terre Haute also has an aging population with a corresponding decline in expected growth among the younger age demographic. Given these factors, employers must consider the possibility that Terre Haute may not have enough young workers in the future to fill critical positions.

Today is a pivotal time in Terre Haute's economic future. The communities that will thrive in the 21st century global economy will be the ones that show an integrated, collaborative effort to create environments where business and people can grow and sustain their prosperity. It is critical that we continue down the positive path upon which Terre Haute Tomorrow has forged.

CHALLENGES & OPPORTUNITIES

Through survey results, personal interviews with city and county leaders and forum discussions, some of the most prominent challenges and opportunities affecting the economic environment in Terre Haute and Vigo County were identified.

PRIMARY CHALLENGES

1. **Workforce Readiness** – Terre Haute's leadership and the community-at-large agree that the unpreparedness of a talented, technically competent, and innovative workforce is the single biggest roadblock to economic development. The area would be hard-pressed to meet the talent needs of any new advanced manufacturing operations and/or other hi-tech industries.
2. **Perceptions of Terre Haute** – Terre Haute struggles collectively with its self-esteem. Much of this is rooted in perceptions about its past that are no longer reality. Convincing citizens to change their perspective and, thus, advocate a more accurate view to external audiences is a constant challenge. Economic vitality is most certainly affected by these misperceptions and persistent self-criticism.
3. **Generational Poverty** – A significant percentage of Terre Haute and Vigo County's population live in and have only known poverty as their economic condition. The effects cascade and build upon themselves: public assistance, behavioral health issues, crime, drug use, and lack of educational attainment are intertwining consequences.
4. **Talent Retention** – Despite five area colleges and universities, keeping the best and brightest young adults (whether Terre Haute natives or college transplants) in the community into their professional years proves extremely difficult. Ensuring the cultural, economic, and social vitality of the city is contingent, in part, on retaining these talented people.
5. **Locally-based Industry & Capital** – The absence of sufficient businesses and industries headquartered locally reduces the city's tax base, affects civic involvement, and reduces the funds available to accomplish things for Terre Haute's greater good. With locally-based companies come better paying jobs, more community-focused leadership, and greater investment in local charities and initiatives.
6. **Collaborative Leadership** – The sum of Terre Haute's leadership is less than its individual parts. Dynamic and effective initiatives are reshaping the city. But the absence of leaders crossing political, economic, philosophical, and geographic boundaries to partner with each other impedes long-term planning and growth.



OVERARCHING OPPORTUNITIES TO LEVERAGE

1. **Geography and Infrastructure** – The western gateway to the Hoosier State, Terre Haute stands at one of Indiana’s most advantageous intersections. Leveraging Terre Haute’s geographic location, diverse transportation methods, exceptional shovel-ready industrial space, and significantly improved utility infrastructure will poise the city for growth.
2. **Educational Resources** – Five college and universities bring energy, diversity, cultural opportunities, and economic momentum to Terre Haute. Additionally, the Vigo County School Corporation is recognized for its high graduation rates and outstanding vocational programs. Although effective college-community partnerships appear to be few, community leaders across nearly all sectors noted the unique opportunities this education concentration could provide. Deeper, richer “town and gown” relationships would benefit the entire community.
3. **Quality of Life** – From affordable housing to growing cultural and recreational opportunities, quality of life is one of Terre Haute’s biggest assets. The growing trail system, economic and environmental development along the Wabash River, new museums, a symphony, and nationally-recognized amateur sporting events create surprising opportunities for citizens and visitors and a strong sense of community.
4. **Reborn Downtown** – An increasingly renovated and relevant downtown area is once again a center of activity for the city. As Indiana State University expands next to and “into” it, downtown is becoming the heart of the city’s arts, entertainment and economic energy.
5. **Health Care Resources** – Terre Haute Regional Hospital, Union Health System, and Hamilton Center anchor the regional health care status of Terre Haute. These healthcare facilities and their medical specialties also represent economic “markers” that businesses look for when locating new facilities.

1

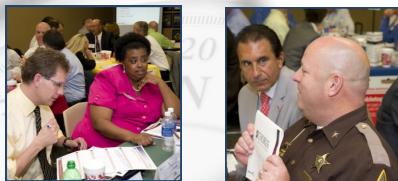
CORNERSTONES

2

TALENT

Workforce readiness, educational attainment, higher education collaboration, and retention of the best and brightest are the foundational pieces of the cornerstone of "Talent." The long-term economic prosperity of Terre Haute and Vigo County hinges upon the skills, capabilities and capacity of its citizens.

- Integrate solutions to the foundational causes of Terre Haute's generational poverty including reduced drug use, healthy family structures, healthy community, and pre-K through 12th grade education.
- Link specific industries and entrepreneurial opportunities to the greatest strengths and programs of Terre Haute and Vigo County's five higher educational institutions.
- Retain a percentage of students graduating from college in Terre Haute.
- Leverage the reputation of Vigo County School Corporation as a recruiting tool while expanding the educational opportunities available through it.
- Prioritize modernization of K-12 educational facilities with emphasis on technology and career training infrastructure.
- Identify and develop Terre Haute and Vigo County's next generation of leaders.



IDENTITY

The negative perceptions of Terre Haute's past – ranging from unpleasant smells to run-down buildings and littered streets and an unflattering history – affect the city's prosperity to this day. Those internal perceptions have become the lasting impressions of external audiences. Marketing, public relations advertising, beautification and collaborative leadership efforts aimed at changing the literal landscape and mental images of the city can provide a fresh perspective that more closely mirrors the current reality.

- Aggressively pursue new municipal covenants and public-private partnerships that promote a more collaborative approach to improving signage standards, green spaces, access, and architecture with special focus on downtown Terre Haute and city "gateways."
- Change the internal apologetic perceptions Terre Haute and Vigo County residents have and communicate about the community.
- Change the external perception of Terre Haute using intentional marketing, public relations and advertising campaigns.
- Dramatically expand the influence and activity of the arts community as a vehicle for changing internal and external perceptions of the city.
- Commit to turning Terre Haute into the cleanest city in Indiana.
- Promote Terre Haute's amateur athletic facilities and opportunities. Prioritize modernization of K-12 educational facilities with emphasis on technology and career training infrastructure.
- Identify and develop Terre Haute and Vigo County's next generation of leaders.



3

CORNERSTONES

4

QUALITY OF LIFE

Terre Haute's quality of life is among its greatest assets as well as its most significant challenges. Citizens enjoy a low cost of living, a relatively safe community, and growing opportunities for cultural and recreational activities. However, attracting higher wage-earning industries, entrepreneurial enterprises, and young professionals needed to staff them will require raising the bar on the quality of life.

- Aggressively address Terre Haute's lack of quality housing in low to moderate income neighborhoods.
- Embrace and prioritize continued efforts to develop both commercial and recreational opportunities along the Wabash River.
- Identify and promote public public-private partnerships for major initiatives whenever practical.
- Further expand, diversify, and improve Terre Haute's parks and trail system.
- Implement comprehensive, integrated health solutions that address the physical, mental, and behavioral health of the community.
- Collaborate with Indiana State University to bring more services and amenities to the downtown areas that will serve students and residents alike.



INFRASTRUCTURE & ENTERPRISE

The combination of a good transportation infrastructure and a favorable cost of doing business gives Terre Haute a strong foundation for growth as the economy recovers. The community's geography, its potential for moving people and products, and its desire to be more business-friendly must be leveraged to the fullest opportunity. A coordinated and collaborative "intelligent design" of Terre Haute's infrastructure and business approach is imperative.

- Wherever possible, combine and/or better coordinate city and county services to take advantage of economies of scale and increase delivery and consistency of services to businesses and citizens.
- Dramatically improve the opportunities and resources to engage area university students and faculty in entrepreneurial enterprises and technology transfer.
- Aggressively recruit business opportunities from surrounding states that have less-than-favorable tax structures.
- As part of the community's overall marketing strategy, promote healthcare facilities and services as a regional hub for specialty medical care.
- Engage existing businesses and organizations in marketing the city's and county's economic development.
- Further market the capacity of Terre Haute's industrial parks and airport facility.
- Develop systems for collaborative leadership in which organizations, businesses and government share visions and plans.
- Through the Metropolitan Planning Organization, aggressively pursue additional transportation funding and opportunities.
- Leverage labor union skilled trades and apprenticeships as a path to improving perceptions of Terre Haute's business-labor relationship to the point they more closely mirror the reality of this competitive advantage.

FORUM OUTCOMES

The forum participants, divided into 14 action teams, chose two overarching goals (per team) related to or pertaining to any of the goals areas listed under the four Cornerstones. The teams' assignment was to then study the Goal Area and then determine potential objectives, strategies, assets, immediate next steps, and milestones for each. The action teams focused their attention to five areas of challenge the community faces:

- **Quality of Life/Community Image** – The goal areas addressed by teams included aesthetics and community appearance, improving community image, helping curb drug use while improving the overall health of the community, and inclusion of minorities in the main fabric of community life.
- **Economic Development** – The areas for growth and improvement in economic development included creating and promoting a business-friendly environment, promoting/accelerating economic growth, innovating to expand existing business (by adding resources, talent and structure), improving and increasing the local tax base, and increasing the median household income.
- **Workforce Readiness** – Included in workforce readiness were a focus on overall job creation, generating educational and training opportunities for traditionally underserved segments of the population and retaining local and attracting outside talent and skills.
- **Leadership Development** – This theme included creating vehicles for leadership development, identifying and growing the next generation of city and county leaders, and promoting leadership collaboration across political, social and business boundaries.
- **Infrastructure** – Priorities to advance the community in this area included improving the availability of affordable housing, investing further in technology water and sewer infrastructure, public access areas and increasing investment and utilization of the Metropolitan Planning Organization.

Summary output from the strategic planning forum including the collective efforts from the team assignments were compiled and sent to each participant to assist in future engagement in the planning process.

NEXT STEPS

Community-wide work teams are currently being assembled around key goal areas that evolved out of the May 22 forum. These teams will further advance initially developed goals and, once refined, will compile them into a formal community plan that can be broadly communicated. This plan will be used by expanded work teams that consist of stakeholders throughout our community (leaders from for-profit and non-profit organizations, city and county government officials, and leaders from both higher and K-12 education) to serve as a rallying point for lasting economic growth and vitality for our community. Over the years to come, The Terre Haute Chamber of Commerce, in partnership with the Terre Haute Economic Development Corporation, will regularly communicate progress on various strategic initiatives. Additionally, they will share stories and insights from key stakeholders in the community that are committed to seeing the goals and objectives we have envisioned become a reality.



TERRE HAUTE TOMORROW MISSION STATEMENT

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

A. QUALITY OF LIFE/COMMUNITY IMAGE

Chair: Norman L. Lowery

CULTURAL ARTS DISTRICT SUB-COMMITTEE

Members: David Dubree, Jon Ford, William Gannis, David Hunt, Bryan Jackson, Shelley Klingerman, Mary Kramer, Nick Lizinach, Jackie Lower, Pat Martin, Fred Nation, Marianne Richter, Heather Strohm & Charlie Williams.

GOAL A1: THE TERRE HAUTE DOWNTOWN CULTURAL ARTS DISTRICT SEEKS TO DEVELOP A CULTURALLY AND ECONOMICALLY VITAL AND VIBRANT DOWNTOWN THROUGH STRENGTHENING EXISTING ARTS AND CULTURAL ASSETS AND ENCOURAGING NEW PARTNERSHIPS BETWEEN BUSINESS, TOURISM, GOVERNMENT, EDUCATION AND THE ARTS.

OBJECTIVE A1:1: Measure arts and economic activity.

STRATEGY: Participate in arts and economic study to gather benchmarking data to gauge future impact.

MEASURES/TIMELINE: Complete study and public release by October 2015.

Objective A1:2: Direct marketing

STRATEGY: Commit to a thorough marketing plan promoting district events and assets.

MEASURES/TIMELINE: Roles and responsibilities established by the end of 2014 full implementation by summer of 2015.

OBJECTIVE A1:3: Wayfinding.

STRATEGY: Implement a comprehensive wayfinding program for district.

MEASURES/TIMELINE: Complete Terre Haute unique way-finding system to be implemented by 2016.

OBJECTIVE A1:4: Signature Events.

STRATEGIES: support continued production of signature downtown events.

MEASURES/TIMELINE: Measure gained success of events (attendance, publicity, etc.).

OBJECTIVE A1:5: New Events.

STRATEGIES: Investigate/consideration towards non-arts events, new arts-focused events and student-driven events.

MEASURES/TIMELINES: Establish best potential options and chart two-year implementation goal.

OBJECTIVE A1:6: Creative-based business training and support.

STRATEGIES: provide training, workshops and mentoring designed to build business skills in the creative downtown community.

MEASURES/TIMELINES: Workshop schedules, training systems established. Greater retention of existing businesses/organizations attained.

OBJECTIVE: A1:7: Arts Corridor.

STRATEGIES: Develop a signature entry or entries into the district (permanent or temporary/changing).

MEASURES/TIMELINES: *Implementation of first step by end of 2015.*

OBJECTIVE A1:8: Administration.

STRATEGIES: Develop a Main Street Commission for oversight & management of Cultural District programming, if possible under Redevelopment Commission.

MEASURES/TIMELINES: *Commission meets regularly to review and evaluate progress on planned objectives, and works to establish long-term funding plans.*

OBJECTIVE A1:9: Pride of Place Incentives.

STRATEGIES: Provide Facade grants; Landscape and green space grants, grants for bicycle amenities (racks & repair stations).

MEASURES/TIMELINES: *Identify potential funding and locations.*

OBJECTIVE A1:10: Network people with ideas to those who can help implement.

STRATEGIES: VERGE Meet Up Events.

MEASURES/TIMELINES: *VERGE attendance.*

OBJECTIVE A1:11: Provide collaborative work environment.

STRATEGIES: Open a co-work space.

MEASURES/TIMELINES: *Memberships.*

TECH/ENTREPRENEURSHIP SUB-COMMITTEE

Chair: Shelley Klingerman

Members: David Dubree, David Hunt, Bryan Jackson, Nick Lizinach & Heather Strohm.

GOAL A2: CREATE NETWORKING OPPORTUNITIES FOR TECH RELATED BUSINESSES.

OBJECTIVE A2:1: Network people with ideas to those who can help implement.

STRATEGIES: VERGE Meet up events

MEASURES/TIMELINES: *VERGE attendance*

OBJECTIVE A2:2: Provide a collaborative work environment.

STRATEGIES: Open a co-work space

MEASURES/TIMELINES: *Memberships*

ONLINE IMAGE & WELCOME SUB-COMMITTEE

Chairs: Kristin Craig, Lorrie Heber & Jeanette Winchester

Members: Judi Evelo, Sara Lindsay, Jamie McDowell, Brian Miller B.J. Riley & Wabash Valley Human Resources

Association.

GOAL A3: DEFINE, REVIEW AND FIND WAYS TO ENHANCE TERRE HAUTE'S ONLINE IMAGE AND WELCOME PACKET.

OBJECTIVE A3:1: Create an Online Image Advisory group.

STRATEGIES: Define key partners for project and level of interest in participation.

MEASURES/TIMELINES: Year 1-2: Group to address the following questions: How to better coordinate information? How to direct reputation management? Identify opportunities for image improvement? How to extend the existing branding? How to interface with mobile technology? Who needs to be at the table?

OBJECTIVE A3:2: Online Image: Implementation Branding.

STRATEGIES: Make necessary changes and address issues.

MEASURES/TIMELINES: Years 3-5.

OBJECTIVE A3:3: Online image portal development.

STRATEGIES: Work with members of community to determine level of interest and define key partners who can help bring project into fruition.

MEASURES/TIMELINES: Years 5-10.

OBJECTIVE A3:4: Welcome Packet: Initial Update.

STRATEGIES: Update/further develop Thompson Thrift packet.

MEASURES/TIMELINES: Year 1 (Work began on May 1)

OBJECTIVE A3:5: Welcome Packet: Develop panel to review packet.

STRATEGIES: Determine interested parties. Develop panel structure.

MEASURES/TIMELINES: Year 1

OBJECTIVE A3:6: Welcome Packet: Roll out to community.

STRATEGIES: Easily accessible via Chamber website. Make printed copies available for mailing through requests.

MEASURES/TIMELINES:

OBJECTIVE A3:7: Welcome Packet, Years 2-5.

STRATEGIES: Define ways to determine effectiveness of packet. Re-evaluate as necessary.

MEASURES/TIMELINES: Continue to identify "Welcome: opportunities. Annual review of Chamber packet with Advisory Panel. Assessment of current technology and how it can be integrated.

OBJECTIVE A3-8: Welcome Packet, Years 6-10.

STRATEGIES: Re-evaluate entire concept based upon existing technology.

MEASURES/TIMELINES: *SWOT Analysis to determine viability of current packet. Re-evaluation of Advisory Panel to include new entities.*

RIVERSCAPE SUB-COMMITTEE

Chairs: Fred Nation & Charlie Williams

Members: Duke Bennett, Dr. Daniel Bradley, Pat Cahill, Rob Carter, Charles Ennis, Neil Garrison, Pat Goodwin, Kent Harris, Lorrie Heber, Ron Hinsenkamp, Terry Jones, Brendon Kearns, Kara Kish, Mary Kramer, Jackie Lower, Pat Martin, John McNichols, Max Miller, Mike Morris, John Mutchner, William Osmon, Jeff Perry, Pat Ralston, Earl Rodgers, Nancy Brattain Rogers, Keith Ruble, Kevin L. Runion, Michael Shaw, Sister Denise Wilkinson, Michael Wright & Robert Wright.

GOAL A4: RIVERSCAPE – ORIGINATED BY THE FIRST TERRE HAUTE TOMORROW INITIATIVE, RIVERSCAPE HAS WORKED MORE THAN A DECADE TO TRANSFORM THE COMMUNITY’S “QUALITY OF PLACE” BY IMPROVING TERRE HAUTE’S MOST UNDERUTILIZED NATURAL ASSET, THE WABASH RIVER, IN THE EYES OF BOTH RESIDENTS AND VISITORS. A SECOND DECADE IS UNDERWAY.

OBJECTIVE A4:1: Collaborate broadly to optimize both the river’s and the community’s potential, commercially and recreationally.

STRATEGIES: Continue to represent and engage the diverse and broad interests for community and river enhancement with federal, state, county, city, public and private entities.

MEASURES/TIMELINES:

OBJECTIVE A4:2: Build on a decade of progress in improving the river’s west side.

STRATEGIES:

- A. Complete creation of a County Parks trailhead at Dewey Point for IDNR/Vigo County’s jointly managed Wabashiki Wetlands.
- B. Improve trails use and access to, from, and within the Wabashiki Wetlands and around Terre Haute.
- C. Transform the Village of Dresser as county park land, assisting in access to and recognition of the river, trails, wetlands, and greater Terre Haute communities.
- D. Connect both Dewey Point and Dresser trails, parklands, communities via a utilitarian and aesthetic “boardwalk” alongside the highway joining Terre Haute with West Terre Haute.
- E. Expand county’s park development in concert with Wabashiki Wetlands and trails to include both Lazy L and South lakes.
- F. Construct trails from west side of Wabash River to Saint Mary-of-the-Woods, following route of Saint Mother Theodore Guerin.
- G. Enhance Highway 150 link between West Terre Haute and Saint Mary-of-the-Woods.
- H. Establish a world-class education center regarding water and rivers.

MEASURES/TIMELINES:

- A. Funding now secured for first phase.

- B. Planning underway with community leaders and Levee Association.*
- C. Discussions about funding underway with IDNR and WCIEDD.*
- D. Possible legislative agenda for 2015 or 2017.*
- E. Discussions ongoing with IDNR. Hoped for resolution by end of 2014.*
- F. Negotiations continuing.*
- G. Committee formed and ongoing.*
- H. Discussions to begin in 2014-15 academic year.*

OBJECTIVE A4:3: Advance the east riverbank's transformation.

STRATEGIES: Transform the mostly vacated industrial corridor of South First Street and Prairieton Road.

- I. Connect with the growing city trails system, following the river's east bank from IDNR's "oxbow" property south of I-70, through repurposed industrial lands, through Fairbanks Park, across the western edge of ISU's campus, and north to The Landing.*
- J. Support innovative re-uses of municipal properties and opportunities between river bridges on Cherry and Ohio streets as identified in the city's Turn To The River study guided by Art Spaces.*
- K. Support westward expansion of Indiana State University campus to the river, north of Cherry Street.*
- L. Actively seek redevelopment of International Paper property with leadership of the City of Terre Haute.*

MEASURES/TIMELINES:

- I. Construction expected to start on both trails in 2014 with completion in 2015.*
- L. Discussion ongoing.*

DIVERSITY/SOCIAL ECONOMICS - COMMUNICATION & MARKETING SUB-COMMITTEE

Chairs: Mel Burks & Lynn Hughes

Members: Richie Adderley, Tatu Brown, Noah Coley, Peter Doung & Jon Robeson.

GOAL A5: DIVERSITY/SOCIO ECONOMICS – ALL CITIZENS, EMPLOYEES, STUDENTS, GUESTS AND VISITORS OF TERRE HAUTE WILL VIEW THEMSELVES AS PART OF THE LARGER COMMUNITY, RECOGNIZING AND RESPECTING THE DIVERISTY OF ALL CITIZENS, INCLUDING MINORITIES WITHIN THE COMMUNITY.

OBJECTIVE A5:1: Develop a robust public relations and marketing campaign to communicate our mission, “Building Relationships – Enhancing Trusts,” to all citizens in Terre Haute and beyond.

STRATEGIES:

MEASURES/TIMELINES:

OBJECTIVE A5:2: Online Presence – Website, Facebook, Twitter, Pinterest, YouTube.

STRATEGIES: It is the opinion of the committee that Terre Haute Tomorrow should hire a staff position to manage the online presence of THT. This staff member will coordinate the message of the THT brand and regularly engage with the community through social media in order to keep the community abreast of events, announcement, and messaging from THT.

MEASURES/TIMELINES: *Average increase of 500 total social media reach each year.*

OBJECTIVE A5:3: Award Recognition

STRATEGIES: It is the opinion of the committee that THT should formally start an independent award ceremony for workplace diversity, in conjunction with the Terre Haute Chamber of Commerce. One benefit of winning the award would be that the winner would be awarded with an advertising campaign for their recognition of a diverse workplace. This would include the winner on a billboard, be the focus of a newsletter, interviews with newspaper and other media outlets.

MEASURES/TIMELINES: *Award to be given on an annual basis.*

OBJECTIVE A5:4: Branding

STRATEGIES: A logo will be developed for Terre Haute Tomorrow and the Terre Haute Tomorrow Diversity and Socio Economics Committee and will be used in all marketing and communications materials. This will include the webpage, press releases, publications, social media, correspondence, agendas, minutes, reports and any other marketing materials.

MEASURES/TIMELINES:

DIVERSITY/SOCIAL ECONOMICS - WORKFORCE DEVELOPMENT SUB-COMMITTEE

Chairs: Mel Burks & Kale Walker

**Members: Valerie Craig, Terri McGee, Donna Purviance &
Sara Ritter.**

GOAL A6: PROVIDE OPPORTUNITIES FOR GAINFUL EMPLOYMENT OF OUR YOUTH.

OBJECTIVE A6:1: Workforce Development – To provide opportunities for gainful employment to our youth, so they might be more inclined to stay in T.H.

STRATEGIES: Revive summer youth employment programs that allow high school aged students to work at a facility that might not otherwise employ them.

MEASURES/TIMELINES: *The actual reviving of at least one program to begin by summer 2015. A minimum of 20 students employed through this project.*

OBJECTIVE A6:2: Workforce Development – To expose ISU/Rose-Hulman & Saint Mary-of-the-Woods students to the Vigo County workforce through shadowing programs that offer the opportunity to be “placed” locally, upon completion of program.

STRATEGIES: Specifically target businesses that state they have work, but no applicants. Offer incentives for staying a minimum of three years. Work intentionally with programs like MAPS & AmeriCorps.

MEASURES/TIMELINES: *A measurable increase of “gainful employment” among our African American, Hispanic & Bi-Racial populations within 3 years (Increase 2% to 5%).*

DIVERSITY/SOCIAL ECONOMICS - EDUCATION & EVENTS SUB-COMMITTEE

Chairs: Mel Burks & Janet Turman

**Members: Jeff Cheeks, Dottie King, Jeff Lorick, Renee Utley
& Nancy Brattain Rogers.**

GOAL A7: DIVERSITY/SOCIO ECONOMICS – EDUCATION AND EVENTS – DEVELOP A MULTIGENERATIONAL, EDUCATIONAL OUTREACH PROGRAM THAT BREAKS DOWN STEREOTYPES AND PROMOTES RACIAL/ETHNIC UNDERSTANDING AMONGST CITIZENS OF TERRE HAUTE.

OBJECTIVE A7:1: Host diversity appreciation conference.

STRATEGIES: Develop committee task force for event planning. Survey committee members for suggestions on topics, locations, timing, etc. Recruit speakers. Organize logistics. Host event...Estimated Cost \$30,000

MEASURES/TIMELINES: *Measure the number of attendees and respective demographics. Measure attitudes and attitude changes throughout conference participation.*

OBJECTIVE A7:2: Develop racial/ethnic appreciation program for Terre Haute youth.

STRATEGIES: Hire outside consultant to conduct study of racial/ethnic education programming within VCSC, and to develop complimentary programming based on best practices for elementary, middle and high school levels...Estimated Cost: Consultant \$25,000, Materials \$10,000.

MEASURES/TIMELINES: *First 6 months – learn from VCSC. Second 6 months – develop materials.*

DIVERSITY/SOCIAL ECONOMICS – AFRICAN AMERICAN INTERNSHIP EDUCATION SUPPLEMENT

Chairs: Mel Burks & Carolyn Roberts

Member: Danny Tanoos.

OBJECTIVE A7:3: Support VCSC African American Internship program – a paid internship.

STRATEGIES: THT member will engage with VCSC for inclusion in the program.

- Identify new appropriate and diverse companies to assist with professional interviews.
- Identify strong companies to offer paid internships.

MEASURES/TIMELINES: *Annual report to committee.*

OBJECTIVE A7:4: Collaboration – Leadership will identify members from various entities to contact other communities to explore best practices and success for inclusion of the THT initiatives.

STRATEGIES: Identify like communities that have developed similar plans and learn from their successes/opportunities. This information can be used for guidance in our individual goals.

MEASURES/TIMELINES: *Six months.*

DIVERSITY/SOCIAL ECONOMICS - COLLABORATION SUB-COMMITTEE

Chairs: Mel Burks & Todd Pepperworth

Members: Tatu Brown, Pauline Cuvelier, Rachel Leslie & Andrew Ndife.

OBJECTIVE A7:5: Collaboration – Develop a program to insure that the universities’ multicultural/racial groups take part in community events by not just engaging people from college in events, but include them in planning/leadership of community events and committees, etc.

STRATEGIES: Determine multicultural group contacts at:

- a. Indiana State University
- b. Rose-Hulman Institute of Technology
- c. Ivy Tech Community College – Wabash Valley
- d. Saint Mary-of-the-Woods College

Determine individuals responsible for a variety of community events.

MEASURES/TIMELINES: 12 months.

OBJECTIVE A7:6: Collaboration – Insure diversity with entities like Booker T Washington, TH Parks, Summer Camps and WV Support Centers. Insure coordination and collaboration with existing organizations.

STRATEGIES: Determine how local organizations are reaching out to multi-cultural, minority and impoverished youth through advertising of programs and scholarships available for those programs whether they are camps, sports related, health related or other. The goal is to insure that the programs are getting the message and support available to the above groups and others.

MEASURES/TIMELINES: 12 months.

DIVERSITY/SOCIAL ECONOMICS – FUNDRAISING/GOALS/BUDGET SUB-COMMITTEE

Chairs: Mel Burks & Pat Carney

**Members: Margie Anshutz, Pastor Terry Clark, Nate Green &
Tasha Roberts.**

OBJECTIVE A7:7: Fundraising, Goals and Budgets

STRATEGIES: Once strategic steps are developed, research and develop estimated costs associated with implementation and sustainability of the initiatives. Identify funding sources, including fundraising systems and grants to insure implementation and sustainability of the initiatives.

MEASURES/TIMELINES: 3 to 24 Months.

DIVERSITY/SOCIAL ECONOMICS – FAMILIES & FAITH SUB-COMMITTEE

Chairs: Mel Burks & Pastor Arnich Shouse

Members: Greg Allen, Arthur Feinsod, Angel Fisher & Kathy Ocampo.

GOAL A8: DIVERSITY/SOCIO ECONOMICS – FAMILIES AND FAITH – BUILD UPON THE TRADITION OF HOOSIER HOSPITALITY BY ROLE MODELING AND THUS ENCOURAGING ALL OF OUR CITIZENS TO BE CITIZEN SERVANTS. UTILIZE FAITH BASED ORGANIZATIONS TO CONNECT AND ENCOURAGE OUR FAMILIES IN WORKING TOGETHER IN BOTH TIMES OF NEED AND OPPORTUNITY. BE SURE THAT ALL FAMILIES ARE VALUED.

OBJECTIVE A8:1: Identify families through demographics in need and provide support specific to their needs.

STRATEGIES: Families meet every 3 months (Friday) to share a meal, play, create and join together in evening blessing.

MEASURES/TIMELINES: Quarterly report on list of faith based organizations participating, 3 to 12 months.

OBJECTIVE A8:2: Special Events Sundays – A. Encourage people to visit worship services different from their own. B. Face tough and timely subjects facing families by providing a format for discussion and giving helpful tools.

STRATEGIES: Stop the violence, domestic abuse, bullying issues, child trafficking and drugs.

MEASURES/TIMELINES: Yearly report of Faith based organizations on board.

OBJECTIVE A8:3: Spiritual Health Club

STRATEGIES: Moms gather to form a circle of wisdom to discuss various faith traditions, to promote harmony and balance in the family.

MEASURES/TIMELINES: Quarterly reports.

OBJECTIVE A8:4: My Brother's Keeper – Keep THT Diversity & Socio Economics initiatives alive within the Faith based organizations through 'prayer' awareness, church bulletins, newsletters and worship services.

STRATEGIES: Encourage faith-based organizations to support each other through their personal skills, bartering and small-scale community improvement projects. Ensure diverse representation – reach out to all faith-based organizations.

MEASURES/TIMELINES: Semi-annual reports.

DIVERSITY/SOCIAL ECONOMICS – LEADERSHIP DEVELOPMENT SUB-COMMITTEE

Chairs: Mel Burks & Katrina Williams

**Members: Tierra Calloway, Terrie McGee, Lakshmi Reddy,
James Smith & Jack Turman.**

GOAL A9: DIVERSITY/SOCIO ECONOMICS – LEADERSHIP DEVELOPMENT – OUR MISSION IS TO DEVELOP DIVERSE LEADERS WITHIN THE COMMUNITY AND INCREASE ENGAGEMENT WITH ALL ETHNICITIES.

OBJECTIVE A9:1: To provide great leadership throughout the community with an emphasis to insure diverse representation at leadership levels.

STRATEGIES: Identify established community and local government leaders to establish a solid Leadership Development Plan.

MEASURES/TIMELINES: 12-month programs in place.

OBJECTIVE A9:2: Develop Diversity Ambassadors Program to support the leadership efforts of diverse mentors for young people.

STRATEGIES:

A. Create learning opportunities for minorities in the community regarding:

1. City/County Government
2. Organizations/Industries
3. Jobs/Careers
4. Education

B. Create minority opportunities in leadership roles – leverage, i.e.:

1. Young Leadership
2. Leadership Terre Haute
3. Wabash Valley Leadership Institute

MEASURES/TIMELINES: 12-month program in place.

OBJECTIVE A9:3: Ensure successful cultural competency training programs stressing the importance of cohesive diverse community & workplace – individual and organizations.

STRATEGIES: Provide training programs to different community centers. The training will consist of information on diversity in Terre Haute, activities, and the importance of diversity.

MEASURES/TIMELINES: 12-month program in place

OBJECTIVE A9:4: Involve young people in civic roles and responsibilities

STRATEGIES: Provide diverse group of mentors for young people who are involved with agencies, i.e., 14th Chestnut Community Center.

MEASURES/TIMELINES: 12 months – provide mentors onsite

DIVERSITY/SOCIAL ECONOMICS – COMMUNITY IMAGE SUB-COMMITTEE

Chairs: Mel Burks & James Twitchell

Members: Margie Anshutz, Elonda Ervin & Rachel Williams.

GOAL A10: DIVERSITY/SOCIO ECONOMICS – COMMUNITY IMAGE – COLLABORATING WITH INDIVIDUALS AND ORGANIZATIONS TO CREATE A COMMUNITY IMAGE OF CULTURAL DIVERSITY.

OBJECTIVE A10:1: Building Relationships

STRATEGIES: An informal monthly “Breakfast Club” will be formed to bring different people from all racial backgrounds together for a positive start to the day.

MEASURES/TIMELINES: *Total attendance, Total Sponsors, Ratio of White vs. African American participating – Annual measurement*

OBJECTIVE A10:2: Group participating in community events.

STRATEGIES: Increase visibility of THT Diversity Team Members. A positive way for the committee to show support publically and increase awareness of the “race” issue.

MEASURES/TIMELINES: *Total number of events, total participation from committee members, awareness and visibility increased – Annual measurement.*

B. ECONOMIC DEVELOPMENT

Chairs: Steve Witt & Greg Gibson

Members: Judy Anderson, Duke Bennett, Curt Brighton, Rick Burger, Bart Colwell, Dr. John Conant, Ashley Dora, Neil Garrison, Greg Goode, Andy Hendricks, Rick Jenkins, Lisa Lee, Mike Mitchell, Pat Ralston, Jeff Smith & Claudia Tanoos.

GOAL B1: TARGETED INDUSTRY INITIATIVE

OBJECTIVE B1:1: Complete Targeted Industry study. (The study should go beyond typical manufacturing/warehousing industry opportunities and examine other industries where we may hold a comparative advantage, such as biomedical engineering as an example.)

STRATEGY:

- THEDC Initiatives and Funds

MEASURES/TIMELINE:

- Q3, 2014 – *Develop scope, issue RFP, select vendor*
- Q4, 2014 – Q1, 2015 – *Complete Study*

OBJECTIVE B1:2: Refine marketing efforts to attract business/industry where community holds comparative advantage.

STRATEGY:

- THEDC to develop target marketing campaign focused on identified business/industry.

MEASURES/TIMELINE:

- Q4, 2015 – Q2, 2016 – *Development and rollout campaign.*

GOAL B2: QUALITY OF PLACE COMMUNITY FACILITIES INITIATIVE – CREATE AN ADVISORY COMMITTEE TO IDENTIFY OPPORTUNITIES FOR NEW COMMUNITY FACILITIES AS A FIRST STEP TOWARD MAKING TERRE HAUTE/VIGO COUNTY A PLACE WHERE MORE PEOPLE WANT TO WORK AND LIVE.

OBJECTIVE B2:1: Create committee to identify opportunities for new community facilities to attract new people and events to community. (Note: This goal statement/objective parallels very closely with the THT Infrastructure Committee’s objective to build a multi-sports complex for the community. Due to the large capital requirements for new community facilities, perhaps this initiative could commence with a multi-sports complex and evolve in the future.)

STRATEGY:

- Populate committee and initiate study for purpose of identifying, prioritizing and implementing an action plan.

MEASURES/TIMELINE:

- 12 months: develop a plan
- 12-24 months: capital campaign, design, land acquisition
- 24-36 months: construction

GOAL B3: INTERNAL/EXTERNAL MARKETING & COMMUNICATIONS INITIATIVE – DEVELOP AND MAINTAIN AN INITIATIVE TO CRAFT AND PROMOTE NEWS STORIES, PRESS RELEASES AND SO FORTH TO PROMOTE POSITIVE COMMUNITY STORIES ON A LOCAL, STATE AND NATIONAL LEVEL.

OBJECTIVE B3:1: Create and maintain a positive image of the community at the local, state and national level.

STRATEGY:

- Creation and promotion of local news stories and press releases via local and state media as well as national information distribution outlets such as BusinessWire. Such an on-going effort could evolve into a “Central Media Hub” for the community.

MEASURES/TIMELINE:

- By end of Q2, 2014 – create and distribute four positive news stories on a regional and/or national level via BusinessWire to commence the initiative.
- Create and distribute at least one new story per Quarter on a regional or national level.

GOAL B4: “NON-NATIVE” TERRE HAUTE/VIGO COUNTY PROFESSIONAL INITIATIVE – DEVELOP AN INITIATIVE TO BETTER UNDERSTAND WHY LOCAL PROFESSIONALS NOT BORN IN TERRE HAUTE/VIGO COUNTY (INCLUDING THOSE PROFESSIONALS NOT NATIVE TO THE UNITED STATES) HAVE (A.) COME TO THE COMMUNITY, (B.) WHY THEY STAY AND (C.) WHAT CAN BE DONE TO ATTRACT MORE.

OBJECTIVE B4:1: Learn how foreign-born professionals came to the community, why they stay and develop ways to attract more in the future.

STRATEGY:

- Create THT subcommittee to explore in greater depth.

MEASURES/TIMELINE:

- Q1, 2016 – Issue analysis report with recommendations for action.

OBJECTIVE B4:2: Establish initiative to assist local institutions in attracting more professional candidates to the community.

STRATEGY:

- Create web portal and other outreach tools/materials.

MEASURES/TIMELINE:

- Roll out web portal and other outreach tools/materials by Q2, 2015.

C. WORKFORCE READINESS

Chairs: Dan Doan & Michael Mitchell

Members: James Coffenberry, Lea Anne Crooks, R Laurence Cross, Doug Dillion, Damon Fortune, David Haynes, Fredia Haviland, Scott Jaeger, Lisa Lee, Lisa Pepperworth, Eleanor Ramseler & Curt Stephens.

GOAL C1: GATHER OUTSIDE COMMUNITY BEST PRACTICES FOR WORKFORCE DEVELOPMENT.

OBJECTIVE C1:1: Identify ideas & practices that will compliment and supplement existing workforce development efforts.

STRATEGY:

- Identify, at least, three other communities that appear to have unique and successful workforce programs. Determine what activities would be helpful in the Wabash Valley.

MEASURES/TIMELINE:

- *Initial meeting before October 31, 2104.*

GOAL C2: COMPLETE RESEARCH AND DATA GAPS WITHIN THE COMMUNITY.

OBJECTIVE C2:1: Evaluate and segment the employment and unemployment data by age groups.

STRATEGY:

MEASURES/TIMELINE:

OBJECTIVE C2:2: Determine the level of importance our local industry has for any certifications. Ask for their definition of applied math skills. Understand what specific skill sets they are looking for.

STRATEGY:

- Survey our local industry employers.

MEASURES/TIMELINE:

- 1st Quarter of 2015 we will have feedback from fifty local employers.

OBJECTIVE C2:3: Determine what training programs currently exist in the community.

STRATEGY:

- Inventory the programs to identify overlaps and any gaps.

MEASURES/TIMELINE:

- Inventory should be complete by end of October 2014.

GOAL C3: BE A CATALYST IN COORDINATING COMMUNICATIONS IN REGARD TO WORKFORCE DEVELOPMENT ISSUES.

OBJECTIVE C3:1: Create a value of employment within manufacturing with students and parents.

STRATEGY:

Market to the community that the average pay in manufacturing is greater than \$55,000 per year. Educate students and parents about the opportunity for careers in advance manufacturing, auto services and machine technology.

MEASURES/TIMELINE:

- *Develop a communications plan and an agenda.*

OBJECTIVE C3:2: Create more interaction and communication among teachers and industry leaders in order to assist with educating students & parents on the importance of employment and self-reliance.

STRATEGY:

- Create more awareness of the Pathway program at VCSC. Partner with JA and promote classroom appearances by industry leaders to discuss: “Why you need a job,” “Financial security,” and “importance of work ethics and social skills.” Encourage and promote employers’ participation in school open houses.

MEASURES/TIMELINE:

- *Hold initial meeting beginning in January 2015.*

OBJECTIVE C3:3: Create more awareness and support from local employers for existing education programs.

STRATEGY:

- Develop a better understanding for the JAG classes among industry leaders.
- Identify three CT programs to support and develop relationships in the industrial community. Industry leaders will mentor, champion and sponsor these three chosen CT programs (Auto Servicing, Advance Manufacturing, and Machining)
- Participate on the VCSC CTE Advisory Committee.
- Host events for industry leaders to learn more about the programs at Ivy Tech and Work One. Encourage employers that invest in internships and scholarships for these programs.

MEASURES/TIMELINE:

D. LEADERSHIP DEVELOPMENT

Chairs: B.J. Riley & Troy Fears

Members: Dottie King, Rachel Leslie, Beth Tevlin, Susan Turner & Jeanette Winchester.

GOAL D1: TO ASSIST IN THE CREATION AND/OR PROMOTION OF LEADERSHIP DEVELOPMENT OPPORTUNITIES IN THE WABASH VALLEY FOR THE PURPOSE OF AIDING IN LEADERSHIP COLLABORATION ACROSS POLITICAL, SOCIAL AND BUSINESS BOUNDARIES.

OBJECTIVE D1:1: Create a Leadership Development Program for the Wabash Valley.

STRATEGY:

- Create a Leadership Institute based on survey of various community members and evaluations of Leadership in Terre Haute.

MEASURES/TIMELINE:

- *Each year there will be 40 people that complete the Institute over two class offerings, in fall and in spring. First class November 2014.*

OBJECTIVE D1:2: Identify other programs that are available that offer leadership learning opportunities.

STRATEGY:

- Look at seminars and offerings from entities such as Purdue Extension Office, Chamber and Foundation.

MEASURES/TIMELINE:

- *Populate the website with seminar offerings and other leadership development opportunities by September 2014.*

OBJECTIVE D1:3: Identify needs for nonprofits for board members and participants.

STRATEGY:

- Survey nonprofit directors about board needs.

MEASURES/TIMELINE:

- *Have a current list of boards and board needs on THT website by October 2014.*

E. INFRASTRUCTURE

Chairs: Paul Thrift, Brent Bilsland & Andy Hendricks

Members: Duke Bennett, Dan Bradley, Steve Danielson, Chuck Ennis, Jeff Fisher, Bill Foraker, Ron Hinsenkamp, Matt Huckleby, Brian Kooistra, Dale Pluckebaum, Andy Stadler, Troy Swan & Ralph Wagle.

GOAL E1: CREATE AND MAINTAIN A WORLD CLASS AVIATION FACILITY WITH STATE OF THE ART INFRASTRUCTURE AND SAFE ENVIRONMENT TO MAXIMIZE ECONOMIC BENEFITS AND ENHANCED EDUCATION EXPERIENCES FOR THE COMMUNITY AND EXTERNAL STAKEHOLDERS.

OBJECTIVE E1:1: Develop a comprehensive plan to attract Unmanned Aircraft Systems (UAS) Industry.

STRATEGY:

- Implement a COA and begin flying unmanned aircraft at HUF to demonstrate capability.
- Market directly to UAS companies to attract clients.
- Work cooperatively with other Indiana organizations to market HUF and the other local assets to potential UAS companies.

MEASURES/TIMELINE:

- *Receive FAA approval for a COA (by June, 2014)*
- *Fly at least 5 missions under the COA (by Nov, 2014)*
- *Transmit at least 5 info packages to prospective UAS customers (by September, 2014)*

OBJECTIVE E1:2: Establish Air Carrier or Charter Air Service

STRATEGY:

- Identify potential air carriers with service to similar airports and market directly to them to assess the probability for service.
- Work with Hoosier Aviation to determine the feasibility for HUF-based charter operations.
- If Hoosier Aviation is not interested, identify other potential charter operators and market to each to attract a charter operator.

MEASURES/TIMELINE:

- *Have air service in place (12 months)*
- *Have charter operations in place (Oct, 2014)*

OBJECTIVE E1:3: Evaluate/Develop a plan for MRO (Maintenance Repair Overhaul)

STRATEGY:

- Determine strategies for targeting MRO operations that are expanding, relocating, or starting business.
- Look for special circumstances like flooding dislocation, airport closures, etc. for possible marketing opportunities.

MEASURES/TIMELINE:

- *Establish dialog with 5 MRO companies (6 months)*
- *Attract one GA or Commercial MRO client to HUF (1 year)*

OBJECTIVE E1:4: Partner with FBO to grow general aviation activity.

STRATEGY:

- Working with Hoosier Aviation, plan for at least one airport flying activity per month during the flying months of April through October.
- Work with the restaurant operator and ISU to assist with GA flying focus.
- Look for other community assets interested in activities to be held at the airport.

MEASURES/TIMELINE:

- *Have a document of discussion with each tenant and understand their current business situation (3 months)*
- *Begin bidding process for any new buildings required (3 months).*
- *Test and re-skin as indicated at the Thompson Hanger*

OBJECTIVE E1:5: Partner with Economic Development (City, County, State) to become a more effective business partner.

STRATEGY:

- Meet with each Economic Development agency/person to define opportunities for growth
- Continuously market to potential aviation interests to bring new business to Terre Haute International Airport HUF.

MEASURES/TIMELINE:

- *Have 7 events in 2014 (monthly April-October)*

OBJECTIVE E1:6: Reassess short-term needs for buildings needed for facility to grow.

STRATEGY:

- Discuss with each current tenant their needs for space and their plans for growth.
- Assess the need for spec building on airside and landside.

MEASURES/TIMELINE:

- *Develop a strategy for working with each Economic Development group to best benefit HUF and Terre Haute (6 months).*

GOAL E2: To enhance community attractiveness and quality of life through practical deployment and adoption of reliable broadband connectivity.

OBJECTIVE E2:1: Continue to allow broadband providers reasonable access for construction of fiber optic infrastructure.

STRATEGY:

- Define an expeditious process for on-going permitting and inspections.
- Continue to not enforce any type of build out requirements on new entrants.

MEASURES/TIMELINE:

- *Ensure all broadband providers given permits are inspected for putting right of way back in accordance with standards.*
- *Monitor and promote local public policy for the advancement of technology providers.*

OBJECTIVE E2:2: Facilitate the expansion of broadband provider fiber optic infrastructure through joint construction planning.

STRATEGY:

- Install ubiquitous conduit (possibly at provider expense) when right of ways are opened, expanded, or otherwise modified through road or similar projects.

MEASURES/TIMELINE:

- *Conduct initial meetings with project planning committees to discuss available conduit and incorporation into new projects.*

OBJECTIVE E2:3: Increase speed, decrease price, and increase availability of broadband in key areas of the community.

STRATEGY:

- Affordable broadband should be part of our economic development mindset.
- Incent/subsidize construction as part of economic development activities.

MEASURES/TIMELINE:

- *Identify sponsor for development of broadband plan.*
- *Quantify the “work from home” population and possibilities in the survey portion of the plan.*
- *Conduct meetings with EDC and be sure broadband capabilities are being appropriately promoted.*

OBJECTIVE E2:4: Use building codes and community plans and contractor education to drive adoption.

STRATEGY:

- Incorporate infrastructure into building projects (IT closets, install extra conduit from building IT closet to right of way)

MEASURES/TIMELINE:

- *Conduct initial education sessions with associations at appropriate meetings.*

GOAL E3: IMPROVE COMMUNITY IMAGE BY IMPROVING THE AESTHETICS OF THE MAJOR “GATEWAYS” INTO OUR COMMUNITY.

OBJECTIVE E3:1: Improve Major “Gateways” welcoming people to Vigo County/Terre Haute.

STRATEGY:

- City of Terre Haute is working on this project.
- What will it look like and cost?

MEASURES/TIMELINE:

- *0-6 months – Design/Permit*
- *6-18 months – Secure Funding*
- *18-24 months - Construct*

OBJECTIVE E3:2: Improve I-70 & Hwy 41 and I-70 & SR 46 interchanges with consistent design character.

STRATEGY: Develop Funding Plan

- Who is going to fund the project?
- Terre Haute city budget is limited, though this is a priority for Mayor.
- Perhaps approaching a corporate sponsor such as Coca Cola.
- Art Spaces has discussed doing a large sculpture for Coke.
- Secure funding commitments

MEASURES/TIMELINE:

- *0-6 months – Design/Permit*
- *6-18 months – Secure Funding*
- *18-24 months - Construct*

OBJECTIVE E3:3: Create permanent funding strategy to maintain improvements.

STRATEGY: Develop Funding Plan

- Detail blueprint
- Create a master plan

MEASURES/TIMELINE:

- *0-6 months – Design/Permit*
- *6-18 months – Secure Funding*
- *18-24 months - Construct*

GOAL E4: REPLACE/EXTENSIVELY RENOVATE THE HIGH SCHOOLS IN VIGO COUNTY.

OBJECTIVE E4:1: Orchestrate an ongoing study of the impact of the physical plants, i.e., schools, supportive facilities, their location, costs and revenue generating potential on the resources of Vigo County. Identify a separate but inclusive public relations educational program to deal with the impact of a Referendum to fund the building of 3 high schools and the issue of possible redistricting of historic boundaries.

STRATEGY:

- Formulate a comprehensive advisory committee to look at the objectives, prioritize and implement an action plan.

MEASURES/TIMELINE:

- *Within 12 months develop a supportive and comprehensive plan to assist the Vigo County School Corporation in its efforts to begin the process of replacing Terre Haute North Vigo High School, Terre Haute South Vigo High School and West Vigo High School*

GOAL E5: BUILD MULTI-PURPOSE SPORTS COMPLEX FOR COMMUNITY.

OBJECTIVE E5:1: Build multipurpose sports complex for community.

STRATEGY:

- Form an advisory committee to look at objectives, prioritize and implement an action plan.

MEASURES/TIMELINE:

- *12 months: Develop a comprehensive plan (facility, location, funding sources)*
- *12-24 months: Capital campaign, design, land acquisition.*
- *24-36 months: Construction*

OBJECTIVE E5:2: Build multipurpose walking, running & mountain bike sports park.

STRATEGY:

- Design & build a 300 acre, 17-mile course at Fowler Park.

MEASURES/TIMELINE:

- *12 months: Develop a comprehensive plan (facility, location, funding sources)*
- *12-24 months: Capital campaign*
- *24-36 months: Construction*

GOAL E6: ROADS, RAILS, TRAILS – THROUGH ENGAGEMENT, COLLABORATION AND ADVOCACY; SUPPORT EFFORTS BY LOCAL ELECTED OFFICIALS AND METROPOLITAN PLANNING ORGANIZATION (MPO) TO IMPROVE AND MAINTAIN AN EFFICIENT, SAFE, SUSTAINABLE, AND EQUITABLE TRANSPORTATION SYSTEM THAT PROVIDES TRANSPORTATION CHOICES, AND SUPPORTS COMMUNITY AND ECONOMIC PROSPERITY.

OBJECTIVE E6:1: Create a common understanding among community and business leaders, elected officials (local, state and federal) and MPO officials about the top 5 multi-million dollar road/highway projects to be targeted for advancement over the next 5 years.

STRATEGY:

- Senior elected officials and representatives from the MPO conduct a series of briefings and presentations to build a better understanding about the top 5 multi-million dollar projects and the importance of these projects to the community.

MEASURES/TIMELINE:

- *Reach a common understanding among stakeholders about the top 5 multi-million dollar transportation projects to be targeted for advancement by local and state officials over the next 5 years (August 2014)*
- Community and business leaders, elected officials and MPO officials send a common message of support when promoting the need for and advocating for funding to advance the top 5 multi-million dollar projects (on-going)

OBJECTIVE E6:2: Establish strong community support for major transportation projects included in the next Metropolitan Transportation Plan (MTP) by providing community and business leaders, elected officials, stakeholders and the general public with multiple opportunities to provide input and feedback about the new MTP.

STRATEGY:

- MPO establishes an MTP Advisory Committee to help provide input about potential projects and to help vet the list of major projects to be included in the MTP.
- MPO conducts a 30-day public comment period and a minimum of two public meetings before the MTP is presented to the MPO Transportation Policy Committee for adoption.
- MPO Transportation Policy Committee considers public input about the MTP before adopting the new MTP.

MEASURES/TIMELINE:

- *MPO publishes schedule and budget for development of the next MTP. (Oct 2014)*
- Tasked organizations identify members to serve on the MTP Advisory Committee (Nov 2014)
- MTP Advisory Committee members become actively engaged in the MTP development process by attending at least 90% of the committee meetings. (Throughout the MTP development process)

OBJECTIVE E6:3: Support efforts by local officials and the MPO to expand the trails system by establishing new trails that connect key destinations outside the City of Terre Haute to the existing trail system inside the City.

STRATEGY:

- Advance at least one federal-aid trails project, from the adopted Trails & Greenways Plan that adds a minimum of 1 linear mile of connecting trail per 4-year Transportation Improvement Program (TIP) cycle to the existing trail.

MEASURES/TIMELINE:

- *Project selected and funding secured. (July 2014)*
- Project amended into the TIP (August 2014)
- LPA selects project design consultant. (Sept 2014)
- LPA issues Notice to Proceed to selected consultant (Oct 2014)
- Preliminary engineering and environmental complete (Sept 2014)
- Right-of-way acquired and project ready for contract letting (June 2015/2016)
- Construction begins (October 2016)

OBJECTIVE E6:4: Support local, state and national efforts to return more tax dollars to the local community for transportation system development and maintenance.

STRATEGY:

- Work with local, state and federal legislators to develop and support legislation that creates new funding streams for major transportation projects of regional significance.
 - Encourage local elected officials to maximize the use of existing legislative tools to provide additional funding for road and street maintenance.
-

MEASURES/TIMELINE:

- *Educate local, state and federal legislators about local funding shortfalls and work with legislators to craft new legislation to increase funding. (On-going)*

GOAL E7: UTILITIES – PROVIDE A HIGH QUALITY, STATE-OF-THE-ART UTILITY INFRASTRUCTURE TO SUPPORT JOB PRODUCERS.

OBJECTIVE E7:1: Replace aging utility infrastructure.

STRATEGY:

- Acquire long-range plan from utilities on replacement program.
-

MEASURES/TIMELINE:

- *1 Year – Committee develop master plan.*
- *3 Year – Areas of need/priority determined.*
- *5 Year – Implementation of projects should be underway.*

OBJECTIVE E7:2: Continue IT Project (Frontier) to install Wi-Fi in low-income areas (provide those defined areas another tool for education/job search needs).

STRATEGY:

- Work with Frontier and/or other Internet providers, city engineers and City Redevelopment to determine those low-income areas.
-

MEASURES/TIMELINE:

- *1 Year – Committee develop master plan.*
 - *3 Year – Areas of need/priority determined.*
 - *5 Year – Implementation of projects should be underway.*
-

OBJECTIVE E7:3: Include local utilities in the Long-Range Plan for redevelopment so they can plan for future projects.

-
- City Redevelopment, City Engineers and THEDC
-

MEASURES/TIMELINE:

- *1 Year – Committee develop master plan.*
- *3 Year – Areas of need/priority determined.*
- *5 Year – Implementation of projects should be underway.*

F. COMMUNICATIONS – SUPPORTING COMMITTEE

Co-Chairs: Brian Miller & Kristin Craig

Members: Lorrie Heber.

GOAL F1: THE COMMUNICATIONS COMMITTEE OF TERRE HAUTE TOMORROW WILL WORK TO EFFECTIVELY INFORM INTERNAL AUDIENCES ABOUT THE WORK OF TERRE HAUTE TOMORROW AND PROVIDE COMMUNICATION TOOLS AND SUPPORT TO OTHERS PROMOTING TERRE HAUTE.

OBJECTIVE F1:1: Improve the Terre Haute Online Presence

STRATEGY:

- Audit/review current status and make recommendations for improvements.

MEASURES/TIMELINE:

- *August 2014: Research completed and recommendations ready for review.*

OBJECTIVE F1:2: Improve Welcome/Relocation/HR Package and Kits

STRATEGY:

- Audit/review current packages and make recommendations on improving them.

MEASURES/TIMELINE:

- *September 2014: Meeting with Tribune Star completed and content established for Visitors Guide. Envelope designed to hold materials. One page summary developed.*

OBJECTIVE F1:3: Establish Reputation Management

STRATEGY:

- Audit/review how this is being done or not being done and make recommendations to improve.

MEASURES/TIMELINE:

- *August 2014: Report findings complete and recommendations ready for review.*

OBJECTIVE F1:4: Establish or re-establish community visual brand.

STRATEGY:

- Identify public/private partners and meet with them to review.

MEASURES/TIMELINE:

- *November 2014 (after election)*

OBJECTIVE F1:5: Develop and launch Terre Haute Tomorrow website.

STRATEGY:

- Communication tool to communicate to THT internal and external audiences on current activities, how to get involved and general information.

MEASURES/TIMELINE:

- *June 2014.*

G. FUND RAISING – SUPPORTING COMMITTEE

Chair: Beth Tevlin

Members: Jeff Clutter, Susan Dolle, Joel Harbaugh, Mary Kramer, Cliff Lambert, Jennifer Lawrence, Stephanie Laws, Lisa Lee, Pat Martin, Becky Miller, Marianne Richter & Nancy Brattain Rogers.

GOAL G1: THE FUNDING COMMITTEE WILL HELP IDENTIFY GRANT AND OTHER FUNDING OPPORTUNITIES THAT MIGHT BE AVAILABLE TO SUPPORT THE TERRE HAUTE TOMORROW RELATED PROGRAM AND PROJECTS.

The Funding Committee of Terre Haute Tomorrow is a supporting committee of the Work Teams of Terre Haute Tomorrow. It was created to assist in the identification of local, state and national grant or other funding opportunities that can be pursued to support the activities of one or more Terre Haute Tomorrow Work Teams and other community groups that are pursuing programs or projects that complement the activities of Terre Haute Tomorrow.

The role of the Funding Committee is to facilitate the identification of grants that can be pursued by the entities that most logically fit within the confines of the individual grants. The Funding Committee is not designed to raise money for programs or projects or to write grants for projects. Individual members of the Funding Committee might participate on select grant applications if their interests or other job responsibilities are applicable. Members of the funding committee would be available to review grant proposals prior to their submissions.
