



CENTRAL INDIANA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Indianapolis Metropolitan Planning Organization (IMPO)

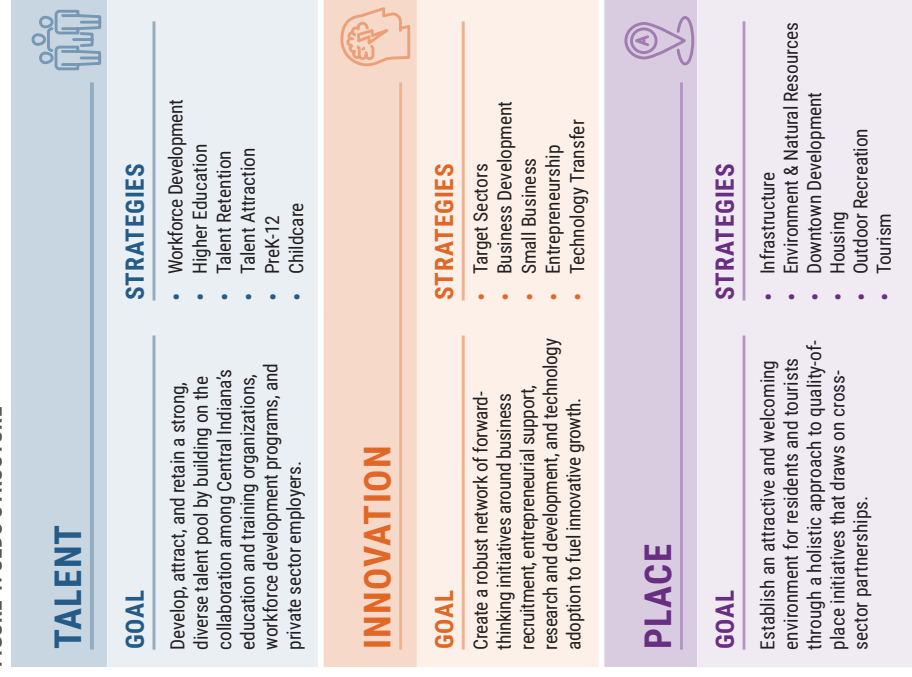
JUNE 2022

CONTENTS

Introduction.....	1
Plan Snapshot.....	2
The Region.....	3
Planning Context.....	4
Summary.....	5
Economic Resilience Framework.....	7
Overview.....	8
Defining Recovery & Resilience.....	8
Resilience Focus Areas.....	9
Moving Forward.....	10
Key Findings.....	11
Themes and Takeaways.....	12
Economic Context.....	12
Occupational Risk Tool.....	16
Qualitative Input.....	17
SWOT Analysis.....	18
Strategic Plan.....	19
Goal 1. Talent.....	20
Goal 2. Innovation.....	23
Goal 3. Place.....	26
Appendix A. Evaluation Framework.....	29
Appendix B. Stakeholder Engagement.....	31
Appendix C. SWOT Analysis.....	35

INTRODUCTION

FIGURE 1. CEDS STRUCTURE



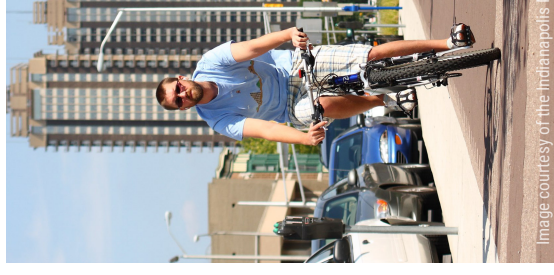
Source: TIP Strategies, Inc.

Image courtesy of the Indianapolis

SUMMARY

This plan is designed to guide the Central Indiana region over the talent, innovation, and place—another to create a holistic approach this plan meets the EDAs requirements as an EDD.

The plan is also designed to allow conditions change. This adaptability maintain cross-sector partnerships whether building a more competitive entrepreneurs, or leveraging coordination will be essential to



VISION

As the cornerstone for a comprehensive economic development strategy, a strong vision statement provides the basis for the plan to capitalize on opportunities and address vulnerabilities. The vision statement describes where the region hopes to be, with the strategies and actions in the plan moving Central Indiana toward this vision. In partnership with community leaders and stakeholders across the eight-county region, the following vision statement was developed.



The Central Indiana CEDS region is committed to partnerships that prioritize equitable growth and regional connectivity to ensure vibrant and resilient growth.

GUIDING PRINCIPLES AND CEDS STRUCTURE

The regional CEDS Steering Committee identified four guiding principles as touchstones for current and future initiatives. These guiding principles, described in further detail below, are the connections uniting all the goals, strategies, and action items throughout the CEDS. Given its importance, the subject of recovery and resilience appears as a guiding principle and as part of the economic resilience framework outlined in the next section.

- **Partnerships and Regional Alignment.** Align regional efforts to advance economic opportunity for all and build partnerships across the Central Indiana region.
- **Equitable Growth.** Seek to understand, address, and dismantle the root causes of outcome disparity along with the historic and existing barriers to participation in the local economy.
- **Recovery and Resiliency.** Target efforts that prepare the region to avoid, withstand, and recover from economic shocks and natural disasters.
- **Connectivity.** Embrace the interconnectedness of Central Indiana and the underlying foundation tying economic development efforts together.

Guided by the four principles, the plan structure divides strategies and action items under three goal areas: talent, innovation, and place.

ing Organization (IMPO) comprehensive economic of the US Economic ves as a guide for economic ion including Boone, Hamilton, and Morgan Counties. With ndy Chamber and the Indiana ssigned to focus the region's ponding to new economic al challenges. Though a sed over the next five years, g its interconnectedness ategies will have a much ements set forth by the EDA to Development District (EDD).

project launched in early nsisted of data collection and ws with stakeholders to identify d assets. Insight from this work, teering Committee, formed the oject aligned the CEDS vision, nes and opportunities that bback from 12 working group d into three goal areas: talent, strategies and action items, coordination, collaboration, ng process, the implementation gies, consensus building with an.

that invites revisions and al Indiana region change. With e deliverable, the regional ould meet on a regular basis to metrics to adapt as needed.

ECONOMIC RESILIENCE FRAMEWORK



Image courtesy of Austin Gibbie

©

DEFINING RECOVERY & RESILIENCE

In 2015, the EDA released updated content guidelines for a CEDS, which included a requirement to address economic resilience. This shift recognized the direct connection between a region's economic prosperity and its ability to deal with disruption. An emphasis on resilience is particularly fitting now that economies around the world have been forced to deal with a series of economic shocks.

Traditionally recovery has been defined as a return to previous economic conditions following a disruption to the business and employment base. But it has become increasingly clear that regardless of whether the disruption resulted from the loss of a major employer, or a natural disaster, or a health crisis, returning to an earlier status quo may not be possible. The Central Indiana region knows this all too well.

Resiliency, on the other hand, can be defined as the ability to recover from an economic shock as well as the ability to withstand or even to avoid the shock altogether.¹ Resiliency is forward-thinking, with an aim to bounce back and recover from these shocks while also building back better for the future. It involves enhancing the capabilities and capacities of communities to better withstand future stressors and to fortify the long-term economic durability of a region. A well-crafted strategy, such as a CEDS, can better position a region for a sustainable recovery and make it more resilient in the event of future shocks.

1. US EDA. "Economic Resiliency."

essors, whether they be from not stop at city or county lines. ing devastating effects on ad already slowed due to trade re the onset of the COVID-19 y this combination of events industry. The COVID-19 elerated others. The growing one obvious example of the s climate change increases the ical and severe weather, the nic importance.

y jurisdictional boundaries. economic prosperity is directly quickly recover from major pment plans must address ppe, broad stakeholder it is particularly valuable for a sitioned to plan for, respond to, I disruptions.



RESILIENCE FOCUS AREAS

A successful economic resilience framework relies on both steady-state and responsive initiatives. Steady-state initiatives are long-term strategies that aim to enhance a region's ability to withstand or avoid a shock, while responsive initiatives aim to establish capacities for a region to be responsive following a shock.

With these guidelines, this economic resilience framework is designed to serve as a roadmap for the Central Indiana region to respond in the short term following an economic shock and to implement long-term processes that improve the region's capabilities and capacities to better withstand future stressors. The framework centers on three focus areas described below and illustrated in Figure 2.

- Talent: Build a resilient workforce.** Building a resilient workforce is a key component of recovery and resiliency. By strengthening the skilled talent pipeline and developing clear career pathways, Central Indiana residents can be better positioned to shift between jobs or industries if their core employment is threatened. This strategic area is complementary to the talent goal outlined in Figure 1. It calls on strategies and actions needed to develop the local workforce, especially those who have been historically underserved or disconnected from the modern economy, in partnership with support organizations.
- Business: Diversify the industry base and promote business continuity.** This strategic area concentrates on providing support to businesses before, during, and after an economic disruption or shock to promote business continuity. This concept depends on business retention and expansion programs being adaptable to meet the changing needs of local businesses. Assisting businesses with tech adoption and modernization processes is one way to do that. Meanwhile, business recruitment efforts can help to ensure a diverse industry base and strong supply chains that can provide stability during economic downturns that disproportionately impact any single industry.

- Connectivity: Expand strong communication channels and harden infrastructure.** Access to both reliable communication channels and utility services is essential in the aftermath of a shock. One strategy to meet this need is to ensure redundancy in telecommunications and broadband networks. Additionally, hardening infrastructure, from electric and natural gas capacity to water and wastewater systems, helps ensure that Central Indiana residents have access to reliable services when they need them most.

By bolstering the region's economic resilience through workforce and modernizing infrastructure, the region will be better positioned to withstand or avoid a shock, while responsive initiatives aim to establish capacities for a region to be responsive following a shock.

FIGURE 2. ECONOMIC RESILIENCE FOCUS AREAS
SELECTED CEDS RECOMMENDATIONS



Source: TIP Strategies.
Note: Strategy Number in ()

KEY FINDINGS

regional leaders to act swiftly
 initiatives, regional collaboration,
 community leaders to maintain
 nated manner. Whether
 communication channels,
 essential.

economy better able to withstand economic stresses. This shared desire
 comes at a unique moment in history. Federal funds, coupled with emerging
 technologies, will allow leaders to address long-neglected infrastructure
 needs as well as social inequities, each of which influence an area's ability to
 recover from disruption. Central Indiana will have additional resources to build
 a flexible workforce, diversify the industry base, and harden infrastructure, all
 of which can create a more resilient and competitive economy.

Desire is to build a resilient

RES

U.S. DOT & EDA	Website and planning materials with resiliency strategies and best practices.
City of Indianapolis	Actionable steps, case studies, and tools to reduce climate-related risks and build resilience for businesses and communities.
City of Indianapolis	Online mapping tool designed to show property flooding risks due to a changing climate.
City of Indianapolis	Information about industries and occupations most prevalent within a regional economy, how many jobs are accessible to workers without a bachelor's degree, and available education or training programs.
City of Indianapolis	ONE ATL is an example of a best practice for an economic mobility, recovery, and resiliency plan.
City of Indianapolis	Tools to protect small businesses against displacement.
City of Indianapolis	Resources to sustain small businesses when economic shocks or natural disasters occur.
City of Indianapolis	Program that helps businesses, schools, and organizations become prepared for disasters and other emergencies.
City of Indianapolis	Information and resources related to broadband expansion and potential funding opportunities.
City of Indianapolis	An example of a best practice for incorporating green infrastructure and renewable energy resources.
City of Indianapolis	Resources for cities on resilience planning, including best practices for hardening infrastructure.

Image courtesy of the Indianapolis Metropolitan Planning Organization

WAYS

Themes emerged from the roundtable discussions. These findings from an analysis of the impacts of the force in terms of risk to health holder and public engagement of Central Indiana's strengths, analysis, commonly referred to as and qualitative findings.

ECONOMIC CONTEXT

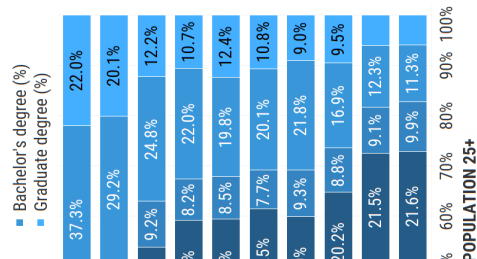
As part of the planning process, TIP conducted a broad analysis of the economic, social, and environmental conditions that influence economic vitality and relate to the region's overall competitiveness. The full data analysis for each county in the CEDS region, as well as comparisons to statewide and national data, can be found in the Central Indiana CEDS Region Economic Explorer, an interactive Tableau workbook provided separately to the IMPO.² Ultimately, the findings of this analysis, summarized here, informed and guided the direction of the CEDS.

The region is growing rapidly with notable differences among counties.

The region has seen steady growth since the late 1980s, expanding its population by nearly 50 percent in the past three decades. Marion County continues to be the most populous county with about one-half of the regional population. Hamilton County's steady and more accelerated growth makes it a significant driver as well with more than 17 percent of the total population. Regional diversity tends to be split between Marion and the outlying counties. While more than one-quarter (27.6 percent) of Marion County residents are Black or of African descent, the remaining counties tend to be much less diverse and have more homogeneously White populations than the state overall. Educational attainment also varies across the region. Nearly 60 percent of Hamilton County residents have a bachelor's degree or higher, a rate more than double that of the state. The less populous Boone County shares this high educational attainment rate, with about one-half of residents holding at least a bachelor's degree, while Madison County lags with fewer than one-fifth (18 percent) of residents attaining this level of education. Differences in educational attainment also correlate with median household income. Hamilton and Boone Counties enjoy high annual incomes with more than one-half of households earning \$80,000 annually—well above state and national medians—while Madison and Marion Counties sit below \$50,000. The counties also have different household compositions. Nearly 40 percent of Hamilton County households have children, compared to less than 25 percent of Marion County households.

2. The Central Indiana CEDS Region Economic Explorer is available for download via the [IMPO website](#).

EDUCATIONAL ATTAINMENT

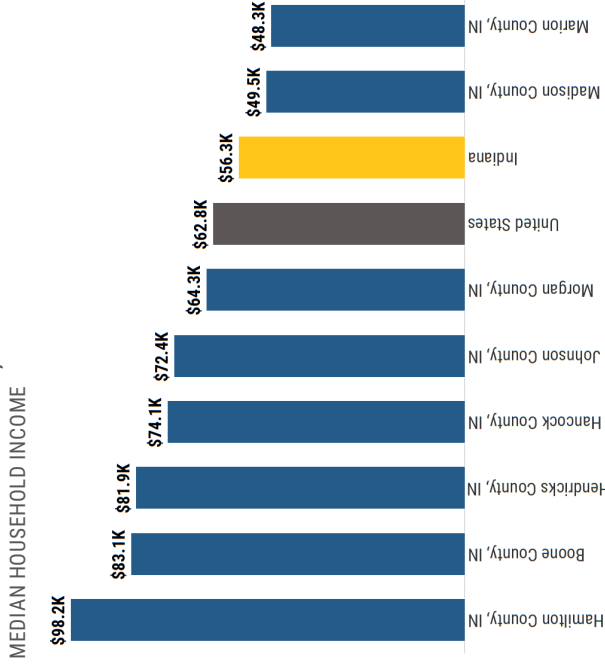


² TIP Strategies, Inc. 2015 and older. High school includes 12th grade. Graduate degree includes

Housing affordability and technology access may be siloed by county.

Median housing costs across the region tend to follow the same patterns of income. Hamilton and Boone Counties' median home is valued well over \$200,000—just above the national median—while owner-occupied homes in Marion and Madison Counties are valued about one-half as much at \$137,000 and \$97,000, respectively. Because median housing costs tend to track with median household incomes in the region, housing is generally affordable on a county-by-county basis with less than one-quarter of residents classified as cost burdened (paying more than 30 percent of household income on housing expenses) compared to more than 27 percent nationally.

FIGURE 5. HOUSEHOLD INCOME, 2019

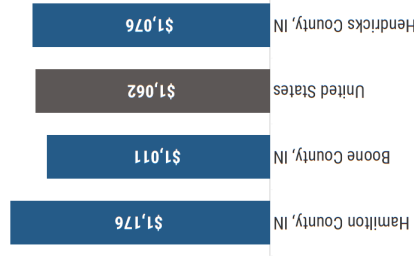


Sources: American Community Survey, 2019 five-year sample; TIP Strategies, Inc.

FIGURE 6. HOUSING COST, 2019
MEDIAN HOME VALUE AMON



MEDIAN MONTHLY RENT



Sources: American Community Survey

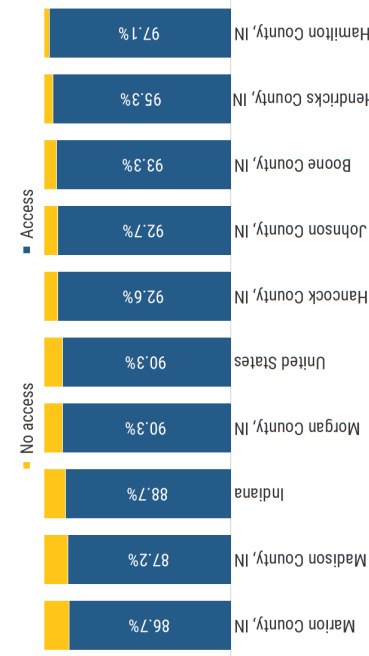
o reflected in its housing stock it after 1980, compared to Indiana more generally. Moreover, in the past 20 years, compared to vacancy rates in Hamilton, with higher median housing costs and driven up housing costs. can also be viewed through the households in Marion and Hamilton, but this challenge is not less, but this challenge is not less than one-fifth of households have internet connections, other counties in the region.

have strengthened resilience.

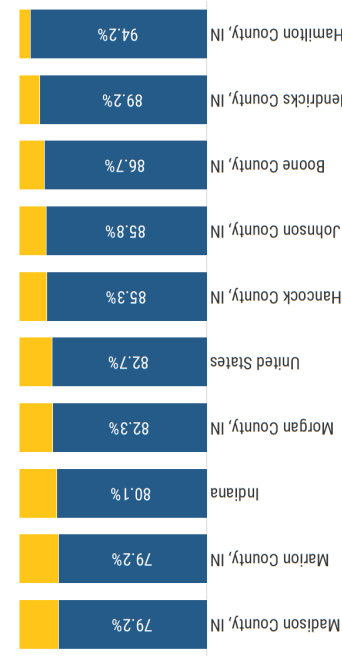
with in the inter-recessionary era Indiana job base has the millennium, though this regional population growth rate employment contracted and national levels (3.7 percent), the COVID-19-induced decline in all counties in Hamilton of 4.3 percent in 2020 (a decline counties saw less severe declines saw employment decline given their smaller 3,000 jobs between the two housing sector). These two over the past two decades more resilience during the as they have doubled the as they divide among counties in rates. Hamilton, Boone, and have above-average shares (5.8 percent, respectively), which sit below national and state home.

FIGURE 7. CONNECTIVITY, 2019

SHARE OF HOUSEHOLDS WITH ACCESS TO A COMPUTER AT HOME

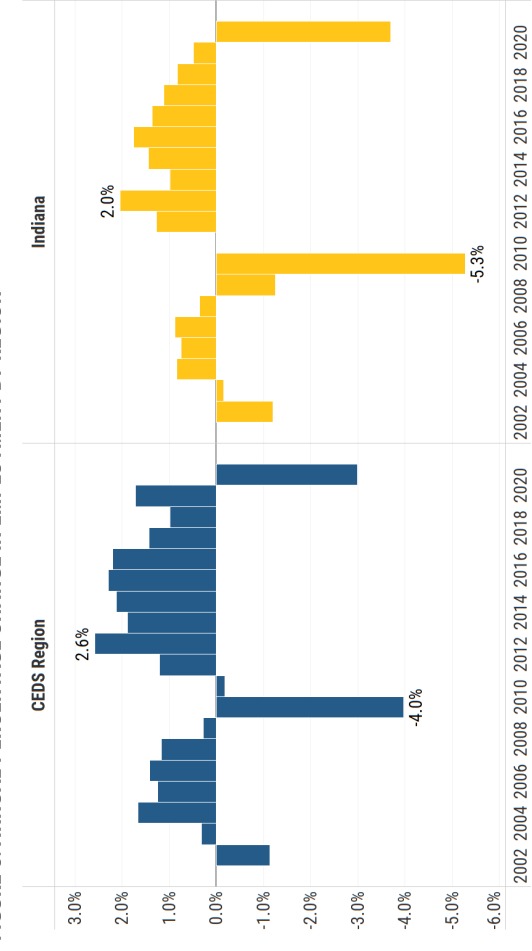


SHARE OF HOUSEHOLDS WITH ACCESS TO BROADBAND INTERNET AT HOME



Sources: American Community Survey, 2019 five-year sample; TIP Strategies, Inc.
 Notes: Computer access = anyone in the household owned or used a computer at the housing unit including desktops, laptops, smartphones, tablets, other portable wireless computers, or some other type of computer. Internet access = someone in the household uses or can connect to the internet, whether or not they pay for the service. This includes housing units where someone pays to access the internet through a data plan for a smartphone, a broadband internet service such as cable, fiber optic or DSL, satellite, dial-up, or other type of service. Others may live in a city or town that provides free internet service for their residents or in a college or university that provides internet service.

FIGURE 8. ANNUAL PERCENTAGE CHANGE IN EMPLOYMENT BY REGION



Source: US Bureau of Labor Statistics; Emsi Burning Glass 2021. 2-Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Notes: The Central Indiana CEDS region includes the following eight counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, are labeled.

Healthcare and retail jobs grow while manufacturing fluctuates.

Healthcare and retail continue to be the dominant regional employment sectors. However, retail employment has been on a downward trend since 2017 and has contracted by more than 10 percent in three years, while healthcare has steadily grown every year between 2001 and 2019. In recent years, accommodation and food services and administrative services had overtaken manufacturing as major regional employment sectors. However, the effects of the COVID-19 recession hit these sectors especially hard, while manufacturing suffered fewer losses and regained its position as the third major sector in the regional employment landscape. Most sectors experienced declines or stagnant growth between 2019 and 2020, though there were gains in transportation and warehousing and professional services,

continuing trends that have been seen since the start of the Recession (2007–2009).

More detailed industry analysis of the Central Indiana region is available on the IMPO Central Indiana data visualization tool including information on the region's competitiveness and economic development.

3. The Central Indiana CEDS Report is available for download via the [IMPO website](#).

TOOL

It understand the pain points respond effectively to the secondary occupational risk tool workers understand which workers these workers are located, and

to face in the current crisis, more than 700 occupations, ID-19 pandemic and the scores are used to plot a amount of risk to earnings ult of their job. These v, gender, and earnings using tely. The results can be hic distribution of at-risk individual occupations within or industry sectors.

jobs with a high risk to

(totaling over one million) gion are in the highest risk health and earnings. This ue, in part, to the large number t saw elevated unemployment on, food service, office rkers. Some of the largest office clerks and customer nter workers, 16,000 general s and fabricators.

Workers in low-wage jobs face disproportionately higher risks to both their earnings and health.

Risk is also disproportionately distributed among low-wage jobs. While 46 percent of the jobs in the region pay less than \$20 per hour, these jobs comprise 83 percent of jobs with the highest level of risk to both earnings and personal health. Often, Black, Indigenous, and people of color (minoritized populations) are disproportionately employed in these low-wage jobs. Not only are minoritized populations employed in jobs with greater exposure to risks, but they are also earning less in those jobs.

The number of workers at risk varies considerably across the region.

Workers who face the highest and lowest risks are not evenly distributed throughout Central Indiana. Instead, communities in northern Marion County and the city of Carmel tend to have higher concentrations of low-risk workers coinciding with generally higher household incomes. In contrast, areas with higher concentrations of high-risk workers tend to be spread around the outer regions of the metro, especially to the northeast in the city of Anderson and Madison County more broadly.



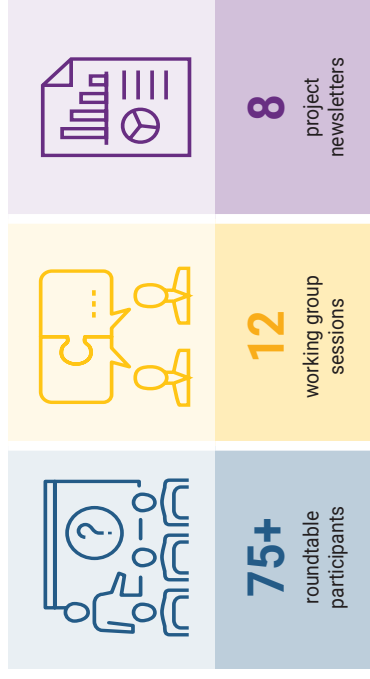
Image courtesy of the Indianapolis Metropolitan Planning Organization

QUALITATIVE INPUT

To complement the quantitative analysis, TIP designed a robust stakeholder engagement plan, which included in-depth roundtables, strategy working groups, workshops, meetings, and interviews. The IMPO maintained a CEDS website with presentations and recordings from all committee meetings, background reports about the strategy and planning process, and information to provide feedback.

The cornerstone for the engagement plan was a series of roundtable discussions with area experts and regional leaders to gather input on challenges and opportunities for the CEDS. Roundtables were organized by topic, including sector-focused discussions (manufacturing, distribution, and logistics; life sciences; sports development; and tourism) as well as sessions centered on broad issues (talent attraction, attainable housing, infrastructure, and environmental concerns) and programmatic areas (workforce development, education, entrepreneurship, and economic development). These input sessions were supplemented with one-on-one interviews to solicit feedback on issues that did not surface in a collective setting.

FIGURE 9. STAKEHOLDER ENGAGEMENT



Source: TIP Strategies, Inc.

Following the roundtables and sessions designed to validate and existing efforts, and provide working group sessions address technology and innovation, working efforts to gather real-time feedback an interactive polling platform, qualitative input can be found

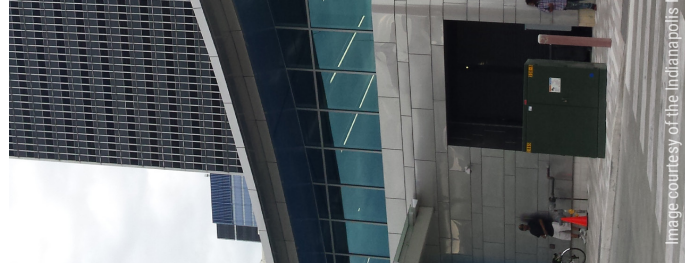


Image courtesy of the Indianapolis

STRATEGIC PLAN

Qualitative input from
and compiled Central
and threats (SWOT). This
ately, the strategies and

Findings from the SWOT analysis were mapped to provide a visual representation of the degree to which the region can control the issues. The resulting diagrams are provided in Appendix C. Items closer to the center of the graph are more local in nature. Those at the outer corners are influenced by state, national, or global trends, placing them largely outside local leadership's control. While it is important to be aware of national and global trends (many of which have been impacted by the COVID-19 pandemic), the focus should be on maximizing the strengths and opportunities.

WEAKNESSES 

 THREATS



Image courtesy of the Indianapolis Metropolitan Planning Organization

Access to talent consistently remains a top concern in corporate investment decisions. This concern is especially pronounced as companies and workers alike recover from the economic effects of the COVID-19 pandemic. With that, workforce development, talent attraction, and talent retention are as important as ever to sustain and grow a thriving regional economy. When it comes to workforce development, it is vital for Central Indiana's existing labor force to have access to the education and training programs needed to access good and promising jobs as well as to prepare students for the jobs of the future. Although these jobs may not exist today, investing in digital literacy initiatives ensures students are prepared for high technology occupations. Collaboration among regional employers, higher education institutions, workforce training programs, and adult training programs is critical to accomplish this objective. By bringing these partners together, the region can develop clear career pathways for residents. Under the guiding principle of equitable growth, the region has made the commitment to intentional investments in workforce and economic development. With vastly different educational attainment rates and workforce skills across Central Indiana, along with a growing diverse population, this commitment is warranted and can, in part, be accomplished by prioritizing career advancement opportunities and resources for underserved populations.

- 1.1. Strengthen the skilled talent pipeline by supporting investments starting from PreK-12 throughout adulthood with a focus on digital literacy in underserved populations and communities.
 - 1.1.1. Continue to support and invest in PreK-12 education, especially around science, technology, engineering, arts, and math (STEAM).
 - Target support and investments in rural and underserved communities.
 - Prepare students for the high-growth jobs of the future, including occupations in green and high-tech industries.
 - 1.1.2. Increase career exposure and pathways to students beginning in grade school and scale existing programs to have a stronger regional impact.
 - 1.1.3. Engage the private sector in curriculum development to ensure work-ready skills and programs are deployed.



CASE STUDY The Imagination Lab

Location: Plainfield, Indiana

More Information: [The Imagination Lab](#)

In 2017, school district officials in Plainfield, Indiana, were given the opportunity to creatively repurpose a former indoor swimming pool at Clarks Creek Elementary School. Although local students performed well in standardized tests, administrators felt more could be done to actively engage students and prepare them for future careers. Leaders envisioned a hands-on space where students could explore, create, and learn through experience. The Imagination Lab (the Lab) officially opened in fall 2018, with a plan for every elementary school student to spend multiple days at the facility each school year. The Lab includes classrooms, collaborative space, and a studio. The studio is the largest of the three areas and is comprised of a messy space (for art and science projects), a technology space (with computers and equipment for coding and software development), a maker space, a fabrication lab, two green rooms, sound booths, and an amphitheater. The flexible space design allows students and educators to support multiple functions and configurations that can change based on need.

Image courtesy of Tracy Ballinger.

- 1.1.4. Support digital literacy devices across the region (cross-referenced)
- 1.2. Develop clear career pathways with regional employers strong communication opportunities
 - 1.2.1. Create industry specific workforce training (cross-referenced)
 - Effectively coordinate with private sector that programs
 - Leverage existing workforce development Launch Sector
 - 1.2.2. Assess and map to increase regional technical skills.
 - 1.2.3. Partner with vocational training programs like cross-training workers in rural areas
 - Convene vocational industry employment training and upskilling
 - 1.2.4. Prioritize implementation regionwide, focusing on engagement by employers direct worker engagement and expand pathways to employment barriers to minoritized populations.
 - 1.3.1. Uplift and scale employment direct engagement

T Strong, diverse collaboration and workforce development employers.

ers to identify and provide
 try pathways to employment
 erated individuals.
 co-location of on-the-job
 ound services, such as
 portunities through
 ploration events to retain
 nprofit employers offering
 portunities, including
 portunities that lead to career
 the Work and Learn Indiana
 ortunities for paid internships.
 killed and resilient workforce,
 ng employees.
 orkforce partners to increase
 ng areas and technical skills.
 attracting new talent in
 hile supporting communities
 and sector partnerships
 identify priority occupations
 and share it with regional
 efforts to recruit hard-to-fill,
 s from the rest of Indiana and
 ocieties to play a larger role
 reer networking events.

- 1.6. Focus efforts on underserved and at-risk youth who are currently not in school or the workforce to connect them to good and promising jobs.
 - 1.6.1. Identify and coordinate with nontraditional economic development organizations, such as nonprofits and youth development programs, to identify young adults for skill development opportunities.
 - 1.6.2. Seek additional funding streams to scale programs where there is greater need for service delivery.
 - 1.6.3. Develop and expand mentorship programs that expose young adults to career opportunities and pathways, including entrepreneurship (cross-referenced in actions 2.3.2 and 2.5.2).



GOAL 2. INNOVATION

Create a robust network of forward-thinking initiatives around business recruitment, entrepreneurial support, research and development, and technology adoption to fuel innovative growth.

Entrepreneurship, innovation, and essential components to growth in the county Central Indiana region. Hubs and assets to drive innovation, much of the narrative of being a thriving innovation support resources, networking can go a long way. Additionally, startups through technical support to continue to foster innovation especially for underserved entrepreneurs can benefit tremendously from flexible capital. Meanwhile, clusters whose specialties can and cross-sector synergies. A infrastructure can provide strong

- 2.1. Support the work of chambers, organizations, and the County to strengthen existing business infrastructure.
 - 2.1.1. Continue partnerships to attract research and development, especially within the region.
 - 2.1.2. Identify barriers to recruitment projects and address needs (see strategy 2.1.3).
 - 2.1.3. Encourage cross-sector industry synergies.
 - Deepen engagement with attendees to encourage networking to foster innovation. Development

Image by Serge Melki via Flickr (CC BY 2.0)

d narrative of the region's
 ture to support business
 rstructure in both urban and
 cross-referenced in action

y of broadband infrastructure
 rexisting work, and identifying
 ach county/jurisdiction.

uals with the state of
 roadband Grant Program for

te funding mechanisms for
 ents.

h comprehensive

ecosystem map indicating
 e new business activity,
 sources for traditionally

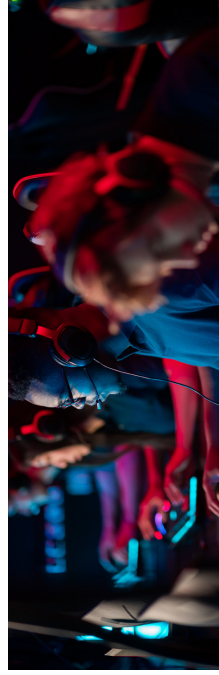
al-minded mentorship and
 early as PreK-12 throughout
 tions 1.6.3 and 2.5.2).

preneurial events in
 including reverse pitch

and local community
 (CDFIs), angel investors, and
 ess to seed capital, especially
 ities and minoritized

Business CDFI Collaborative
 nt of assets available for

isters by uplifting and scaling
 1.



CASE STUDY Esports Sector Development

Location: Atlanta, Georgia

More Information: [Georgia Department of Economic Development](#), [Esports Industry](#), [Cxmmunity](#), and [Atlanta Esports Alliance](#)

Over the past five years, the state of Georgia has invested heavily in the esports industry, from supporting the growth and development of workforce education to attracting cutting-edge gaming companies. In partnership with economic development, higher education, and the private sector, this support has translated to over 12,000 direct and indirect gaming jobs and a \$550 million annual impact on the state's economy. Higher education facilities across the state, including historically Black colleges and universities, have developed programs to cater to the thriving gaming development industry and esports facilities. Georgia is also home to Cxmmunity, an Atlanta-based organization dedicated to increasing the participation of minorities in esports and the video game industry. Through their work, Cxmmunity was able to secure 15 student internships for Black, Indigenous, and people of color in high-profile esports companies in the spring of 2021. In 2019, the Atlanta Sports Council (ASC), a division of the Metro Atlanta Chamber (MAC), launched the Atlanta Esports Alliance to position the city as the US esports capital. The Atlanta Esports Alliance is a collaborative effort of ASC, MAC, Georgia Game Developers Association, Skillshot Media, and state and local economic development officials dedicated to growing the esports industry. Efforts are focused on growing the esports workforce, attracting and growing gaming companies, and hosting esports events and conferences.

2.4. Assist small businesses with tech adoption, modernization processes, and innovation that drive efficiencies.

2.4.1. Prioritize workforce training and upskilling opportunities for the region's existing workforce to utilize new technology and cross-train employees.

2.4.2. Increase joint business visits between economic development and industry partners.

2.4.3. Assist small businesses and startups with real estate acquisition; loans for furniture, equipment, and inventory; working capital; legal counsel; insurance; and marketing efforts.

2.5. Increase collaboration between higher education and the private sector to spur startups and research commercialization (tech transfer).

2.5.1. Explore reverse pitch competitions to expose new technology to legacy businesses and industries.

2.5.2. Expand mentorship programs between entrepreneurial leaders and students (cross-referenced in actions 1.6.3 and 2.3.2).



Image by Serge Melki via Wikimedia Commons (CC BY 2.0)

CASE STUDY Reverse Pitch Com

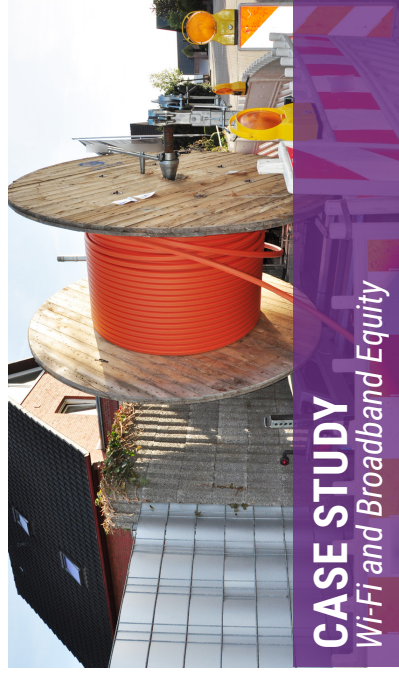
Location: Portland, Oregon

More Information: The Great Inc (GPI) developed a two-part event to connect the region's to collaboratively address co audience of problem-solving firm pitched its problem-solv Following the pitches, teams and matches were made by companies that matched high tackle additional problem sol this program is specifically a private sector, similar events businesses or entrepreneurs



A strong quality of life is crucial to support all aspects of economic development. It helps to create a competitive local talent pool, to advance infrastructure investments in support of growth, and to strengthen local businesses. With that, a major component of improving Central Indiana's quality of place revolves around access. Increased mobility across and within the eight-county region is critical for residents to access employment opportunities and amenities. Hardening infrastructure will ensure that those living in Central Indiana have access to reliable electric and natural gas capacity, water and wastewater infrastructure, and telecommunications/broadband infrastructure. Meanwhile, businesses seek out vibrant communities to access talent more easily through attraction and retention efforts. While the Central Indiana region offers residents a variety of sports venues and a vibrant arts and culture scene, more can be done to invest in quality and placemaking amenities that will, in turn, become investments in Central Indiana's workforce and businesses.

- 3.1.** Create vibrant and inclusive communities that support businesses and promote amenities for residents and visitors.
 - 3.1.1.** Identify park, parklet, and green space development opportunities to increase the percentage of residents in the region that live within a 10-minute walk to a public space.
 - 3.1.2.** Explore options to bring free wireless network zones to parks and activity centers throughout the region.
 - 3.1.3.** Encourage development of complementary businesses and land uses near regional recreational amenities.
 - 3.1.4.** Adopt complete streets practices that improve safety, comfort, and access for pedestrians, cyclists, and motorists, especially in underserved communities.
 - Utilize the **IMPO Vision Zero** toolkit to improve road safety and support communities' efforts to adopt a vision zero policy.
- 3.2.** Target greyfield and brownfield remediation and redevelopment to maximize the impact of existing funding opportunities while prioritizing historically under-resourced communities.
 - 3.2.1.** Develop communications and educational materials about redevelopment opportunities and funding/financing opportunities to share with regional developers.



Location: Kansas City, Missouri
More Information: Kansas City Coalition for Digital Inclusion and KC Digital Drive
 Kansas City, Missouri, is a leader in telecommunications access. Google Fiber paved the way in 2011 when the community was selected to be the first city in the US to receive the company's ultra-high speed internet service. In 2015, the Kansas City Coalition for Digital Inclusion was created to help alleviate barriers to broadband access. The organization continues to advance projects and initiatives to increase access to devices and service. Kansas City was also one of the first cities in the US to launch a Smart City plan in 2016. By the end of that year, in partnership with Sprint and Cisco, 54 blocks of downtown had free public Wi-Fi along the KC Streetcar line. The wireless network system has bolstered streetcar ridership, prepared the city for the adoption of autonomous vehicles, and made the area more user friendly for residents and visitors. The city continues to explore ways to extend the free Wi-Fi service to traditionally underserved neighborhoods on Kansas City's east side. In addition to the Kansas City Coalition for Digital Inclusion, KC Digital Drive continues to lead broadband expansion projects across the region.

- 3.2.2.** Develop a list of coordination with
 - Host a panel
- 3.2.3.** Advance mechanical initiatives, especially development opportunities
 - Identify and n 3.5.2).
- 3.3.** Expand and preserve a full rental), including attainment development (TOD).
 - 3.3.1.** Leverage the Air funding sources housing stock.
 - Share lessons regarding local multifamily c
 - Preserve and increasing ac weatherization
 - 3.3.2.** Implement area to concentrate f
 - Ensure new h connectivity t and nonmoto
 - 3.3.3.** Explore zoning p development.
 - Identify municipi for residential h especially in d
 - 3.3.5.** Advance commu housing affordab

nonmotorized routes and access better employment (action 2.1.2).

Options for joined-up private transit are being explored to help transit workers to jobs.

Transit and route improvement programs are being implemented to expand public mass transit options.

Bus rapid transit (BRT) lines and Purple Lines.

Options for funding to complete the 2019 Regional Bikeways Plan as well as to improve safety, especially in high-density areas.

Local trail systems and

options for transit vehicles for transit share and bike facilities, and charging.

Options to withstand disruption, and to ensure the region

is resilient to changing infrastructure systems and weather patterns, and flooding.

Options for sensitive areas throughout the region (see action 3.2.3).

Options for solutions if a proposed project has adverse environmental impacts.

Options for maintenance of stormwater infrastructure, which may include rain gardens, permeable surfaces, and green

- Partner with the Indiana University Environmental Resilience Institute and workforce development organizations on recruitment and training of individuals to maintain stormwater mitigation systems. Work with the Urban Land Institute, Indiana Housing & Community Development Authority, Affordable Housing Association of Indiana, and similarly situated stakeholders in the real estate industry to encourage housing development practices that reduce water consumption, stormwater runoff, and irrigation, while promoting water conservation education and efforts.

3.5.4. Support and adopt the use of sustainable and renewable energy generation.

- Increase awareness of green energy options available to the private sector, especially in high energy use industries.
- Develop goals to increase the use of renewable energy generation by municipalities.
- Deploy strategies, in alignment with existing plans, to increase the number of solar energy installations throughout the region.

3.6. Coordinate regional support for water supply and demand management, including wellfield protection, existing water sources, and future expansion needs, and work toward collective impact in moving the White River Vision Plan forward.

3.6.1. Identify funding streams and secure grants to implement critical work related to river restoration and to expand recreational opportunities.

3.6.2. Expand the 2019 White River Plan framework to the entire region, applying it to other watersheds where applicable, ensuring inclusion of all current and future water sources including wells, surface water, aquifers, and other systems.

3.6.3. Build on the Indiana Water Summit to expand regional coordination of water management efforts, working toward the creation of water agreements.

APPENDIX A. EVALUATION FRAMEWORK

WORK

component of the CEDS. An indicators of community back to the CEDS goals.

CEDS performance metrics, national level, which allow for aspirational communities. baseline to evaluate the indicators should be

al metrics should be identified. Examples of these metrics be expanded as strategies the CEDS is designed to metrics are also adaptable horizon of the CEDS, onset. Furthermore, some back, extending the timeline for

ent communication on rdes a mechanism for sined objectives of the CEDS. sponse with metrics tracking dates for upcoming Strategy

APPENDIX B. STAKEHOLDER ENGAGEMENT

FIGURE 11. BASELINE CEDS PERFORMANCE METRICS INDICATORS OF GENERAL COMMUNITY HEALTH AND PROGRESS

TOPIC	EXAMPLES
Demographics	Population trends, age structure, gender, ethnic and racial diversity
Socioeconomics	Per capita income, median household income, poverty rate, educational attainment
Housing	Home values, mortgage/rent burden, mortgage equity, homeownership by race, new housing construction
Workforce	Civilian labor force, unemployment rate, median wage, commuting patterns
Industry	Job growth (all industries), target industries (location quotient, firm growth, employment), new business establishments
Other	Air travel trends, lodging data/visitor spending, air/water quality

FIGURE 12. STRATEGIC ACTION METRICS INDICATORS OF PROGRESS ON CEDS IMPLEMENTATION

GOAL	DESCRIPTION
Goal 1: Talent	<ol style="list-style-type: none"> 1. Report job growth within target industries and the percentage of hires from minoritized populations. 2. Track the number of workers moving to the eight-county Central Indiana region.
Goal 2: Innovation	<ol style="list-style-type: none"> 1. Track the number of companies in the region that work with higher education institutions for tech use or development. 2. Follow the number and dollar value of CDFI, seed, angel, and venture capital investments in Central Indiana companies.
Goal 3: Place	<ol style="list-style-type: none"> 1. Track the number of new projects advanced and completed (brownfield/greyfield site readiness, transit and route improvements, etc.).

Source: (both figures) TIP Strategies, Inc.

AGEMENT

o inclusive and thoughtful n of the planning process. nizations, participated mmunity and stakeholder ut the strengths, weaknesses, Figure 10). In addition to ty leaders, a series of topic 5 individuals representing all eight counties in Central is provided in this section.⁵

formed around four topics itable growth, infrastructure, working groups were across the region. Within es were also discussed as omic development efforts the course of three months hin each area and develop gic action plan.

MIC DEVELOPMENT ORGS.

- Schultz
 - Sorrell
 - Sparks
 - Thibideau
 - Whitehead
- participated. Attendees were

CONVENTION & VISITORS BUREAUS/DESTINATION ORGANIZATIONS

- Matt Carter
- Brenda Myers
- Tina Rodgers
- Sherry Seiwert

ENTREPRENEURSHIP

- Jarvis Joiner
- Steffanie Peabody
- Ron Taylor

ENVIRONMENT

- Julie Crewe
- Taylor Firestone
- Tedd Grain
- Lindsay Haake
- Jill Hoffman
- Piers Kirby
- Elizabeth Kryder-Reid
- Erik Mroz
- Jeff Willman

INFRASTRUCTURE

- Jerry Bridges
- Brian Gildea
- Anna Grembling
- Lance Lantz
- Lucas Mastin
- Matt McBride
- Scott Rudd
- Erin Schneider
- John Seber

LIFE SCIENCES

- Keith Lauter
- Michael O'Connor
- Georgiana Reynal

MANUFACTURING/DISTRIBUTION/LOGISTICS

- Brian Bilger
- Kristin Brier
- Bryce Carpenter
- Andrew Klingler
- Lawrence McCormack
- Nathan Messer
- Nick Parr
- Mario Rodriguez
- Amanda Rubadue
- Randy Sorrell
- Brooke Thomas
- Molly Whitehead

PREK-12 EDUCATION

- Scott Bess
- Erin Brown
- Johanna Kitchell
- Cody Metcalf
- Flora Reichanadter
- Dr. Shawn Smith

SPORTS DEVELOPMENT

- Matt Carter
- Mayor Andy Cook
- Steve Downing
- Jeff Eder
- William Knox
- Andy Mallon
- Todd Oliver
- Ryan Vaughn

TALENT ATTRACTION

- Emily Krueger
- Hannah Northup
- Joe Pellman
- Aaron Renn
- Nathan Ringham
- Mike Thibideau
- Mark Wasky

TALENT DEVELOPMENT

- Hannah Bast
- Teresa A. Bennett
- Emil Ekiyor
- Sherry Peak
- Briana Price
- Derek Price
- Patty Prosser
- Dave Tucker

WORKFORCE HOUSING

- Melissa Benton
- Brad Coffing
- Andrea Davis
- Joe Hanson
- Aimee Jacobsen
- Jessica Love
- Jennifer Milliken
- Kelli Mirgeaux
- Chris Pryor
- Jim Rawlinson
- James Taylor

WORKING GROUP PA

EQUITABLE GROWTH

- Matt Carter
- Lawrence McCormack
- Josh Messmer
- Mandala Moyo
- Nathan Ringham

INFRASTRUCTURE

- Matt Carter
- Aaron Dixon
- Mark Fisher
- Anna Grembling
- David Holt

TECHNOLOGY AND INNOV

- Aaron Dixon
- Mark Fisher
- Mitch Frazier

WORKFORCE DEVELOPME

- Hannah Bast
- Teresa A. Bennett
- Matt Carter
- Joe Hanson
- Lawrence McCormack
- Lance D. Ratliff

APPENDIX C. SWO ANALYSIS



Image by Erica Fischer via Flickr (CC BY 2.0)

FIGURE 14. WEAKNESSES

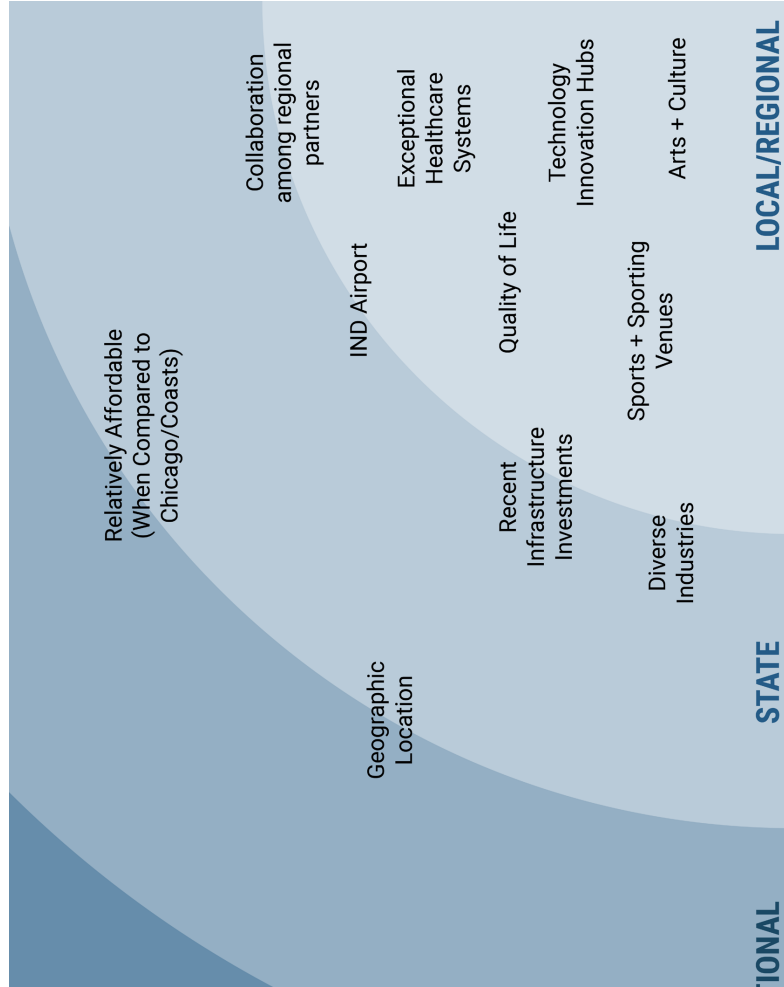
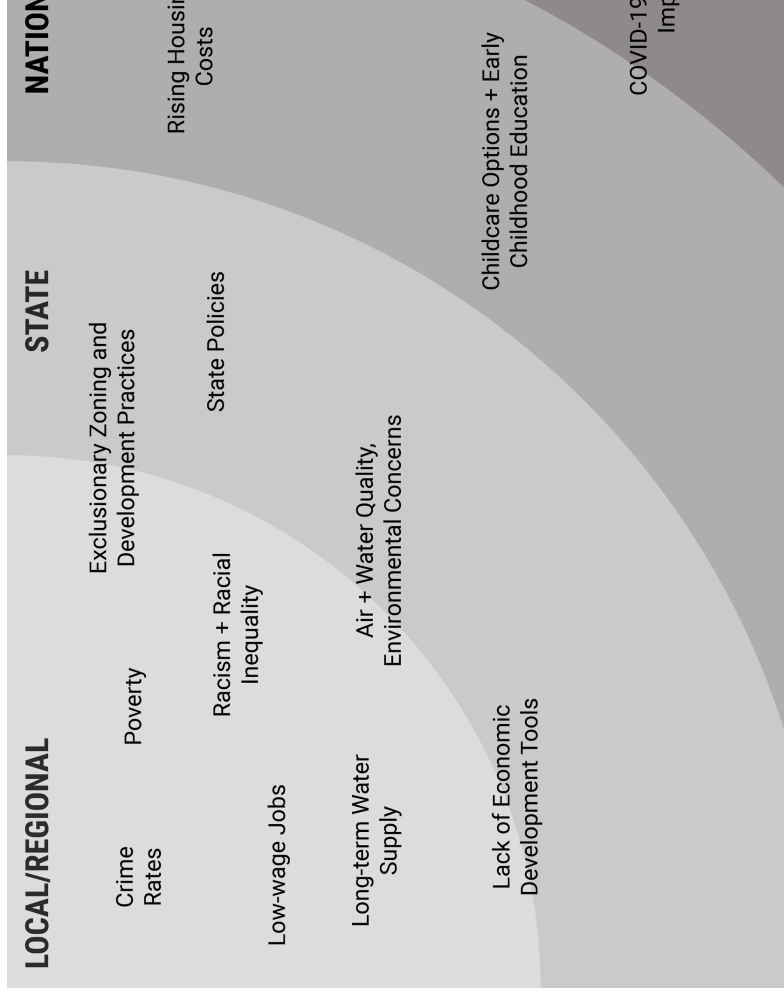
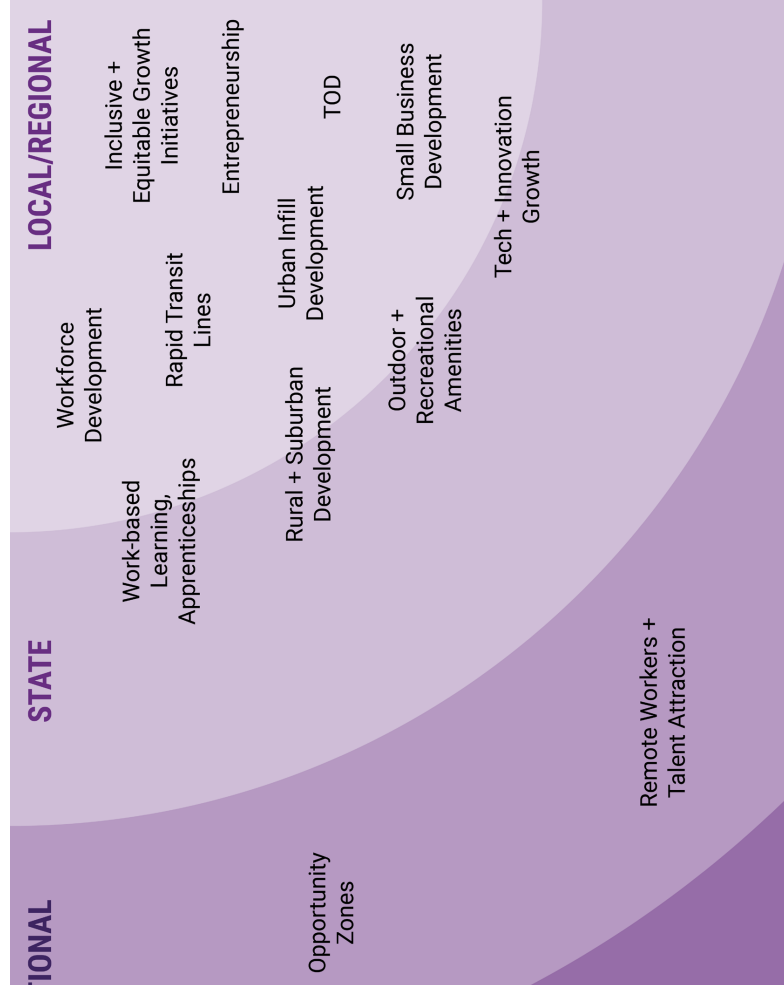


FIGURE 16. THREATS





WWW.TIPSTRATEGIES.COM

AUSTIN • BOSTON • SEATTLE

+1 512 343 9113