



Kankakee-Iroquois

Regional Planning Commission

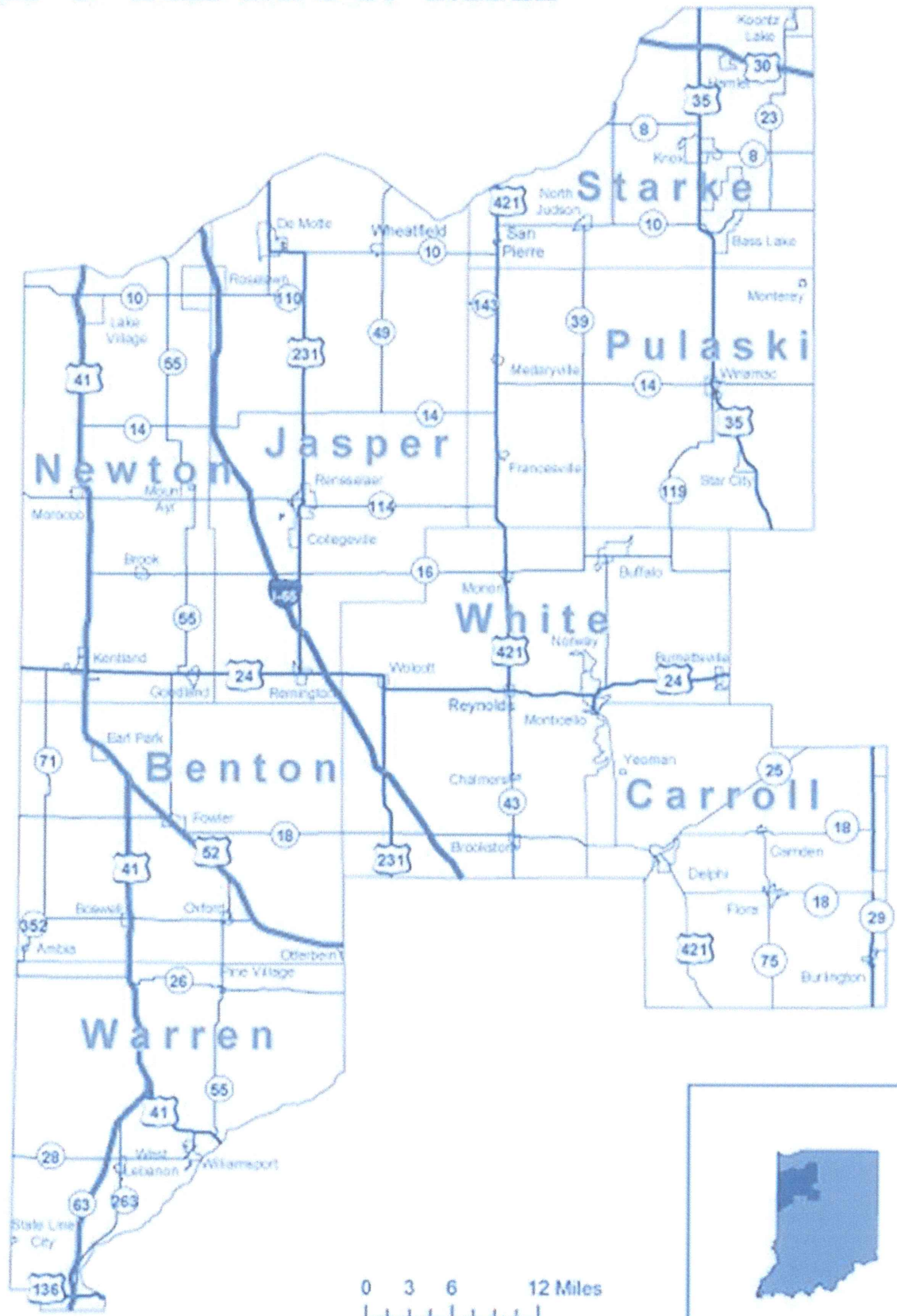
Comprehensive Economic Development Strategy

2020-2024

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KIRPC REGION MAP



EXECUTIVE SUMMARY

The Comprehensive Economic Development Strategy will serve as the economic and community development roadmap for the K-IRPC Region over the next five years. It is meant to be a fluid document to be evaluated annually to review progress and outcomes. This brings awareness of our ever changing region to the forefront of this process.

The priorities listed within this document play on strengths where assets are grown and weaknesses where new ideas can be nurtured. Together, the two create challenges and opportunities for the leaders in the region to be forward thinking, intuitive, and interact regionally.

This document provides great guidance to continue to build the region. It outlines where efforts should be placed, who must be involved, and how we will accomplish the established goals. Through strategic partnerships, the region secures its economic future and competitive edge.

This regional strategy is prepared according to the guidelines of 13 CFR Chapter III, Part 303, Section 303.7. The CEDS helps to provide eligibility for funding through the Economic Development Administration (EDA) for communities in the region. The EDA of the US Department of Commerce invests in public works, economic adjustment assistance, technical assistance, and short-term planning.

Mission

To improve quality of the KIRPC region through community and economic development initiatives celebrating the rural environment and leading innovative industries.

Vision

K-IRPC, as a commission, seeks to expand the role that it plays in Regional affairs by facilitating improved, long-term collaboration, coordination, and cooperation amongst counties and municipalities in the Region. We recognize the importance of regionalism in more effectively and efficiently strengthening economies and communities, and hope to take the lead in acting within this framework.



KIRPC REGION OVERVIEW

Situated in Northwest Indiana, the Kankakee-Iroquois Regional Planning Commission was established on July 2, 1973 as a multicounty, multipurpose agency that assists county and municipal governments in the eight county region. Primary services include economic and community development and planning. K-IRPC is currently organized under Indiana Code 36-7-7 and was designated as an Economic Development District in 1973 by the Economic Development Administration. The K-IRPC region comprises Starke, Jasper, Pulaski, Newton, White, Carroll, Benton and Warren Counties.

The areas served by the commission have faced similar challenges and economic hurdles that have resulted in a decreasing and aging population, stagnant and shrinking labor force, an increasing skills gap for workforce development and a low per capita income. The counties in the region all share similar struggles. By working together, strategies can be identified to combat the issues with economic and community development. Opportunities can be evaluated and strengths pursued. In order to bring true success to the region, threats and barriers need to be identified and strategies developed.

Priority projects are identified by the counties and evaluated for completeness annually. This helps the region to track progress and realign priorities, goals, and strategies of the CEDS.

Partnerships between K-IRPC and other regional councils through the Indiana Association of Regional Councils, helps to provide resources and technical assistance to mobilize efforts to promote the K-IRPC region.

Region QuickFacts

The following are some key facts about the K-IRPC Region that are discussed further in the regional demographic section of the strategy.

- 3,352.5 square mile
- 144,266 residents (based on Indiana Business Research Center)
- 27.3% of the population is Older Adult (45-64)
- The Hispanic population is 8,023 which is 5.6% of the population in the region
- Per Capita Personal Income is \$42,020, while the State of Indiana is \$47,149
- Important industry clusters include agribusiness, mining, advanced materials, chemicals, forest and wood products, apparel and textiles and manufacturing.
- 61% of the residents work outside of the region

REGIONAL COLLABORATION

Committee Members

The steering committee for the planning process consisted of one Local Economic Development Official (LEDO) representing each one of the eight counties. Each member of the steering committee selected 1-2 additional members to be a part of the overall CEDS committee.

Benton County	Paul Jackson , LEDO Mike Freeland , Benton County	Carroll County	Jake Adams , LEDO Julia Leahy , Chamber of Commerce
Jasper County	Stephen Eastridge , LEDO Brienne Hooker , Jasper Newton Community Foundation Kendell Culp , Farm Bureau	Newton County	Tim Myers , LEDO Holly Porter , Newton County Community Services
Pulaski County	Nathan Origer , LEDO Chuck Mellon , Pulaski County	Starke County	Lisa Dan , LEDO Ron Gifford , SCILL Center, WFD
Warren County	Ben Dispennett , LEDO Marty Kutsenkow , West Lebanon	White County	Randy Mitchell , LEDO Dave Diener , County Commissioner
Other partners: Roberto Gallardo, PCRD			

Input for the planning process was compiled from different sources. Initially data was collected by K-IRPC staff to compile the background data to provide an update on current economic conditions of the region. A survey was made available to residents of the KIRPC region to state the Strengths, Weaknesses, Opportunities, and Threats for their home county. LEDOs were provided initial remarks for the plan.

All of this information was assembled and priorities were identified. These priorities form the two overall goals.

1. Expand Quality of Life in the Region
2. Capitalize on Regional Assets

The SWOT analysis provided public perception of the region. It was noted in several responses the need to Increase Quality of Life to retain young adults and attract industries and young families to the region. Several strengths were highlighted that allow Regional Assets to shine. It would be in the best interest to Capitalize on those Assets. A third goal could be formed as well from this information. Strategic planning for the future was highlighted by respondents as necessary and essential. This covers a plethora of topics, but whittles down to thinking long term for economic growth and success.

3. Encourage Long-Term Planning Efforts

REGIONAL COLLABORATION

SWOT Analysis

Strengths

- Proactive LEOs
- Great collaboration between levels of government
- Tourism
- Agriculture
- Non-Profits
- Alternative Energy Sources
- Location
- Strong Communities
- Community Partnerships
- Affordable housing
- Manufacturing
- Natural Resources
- Beauty of the area
- Leadership
- Community involvement
- Diverse business economy
- Hardworking people
- Great Jobs
- History
- Small schools
- Grassroots network
- Financially responsible
- Outdoor recreation amenities
- Low taxes
- Churches
- Good people
- Small town feel- rural setting
- Drug rehab programs
- Transportation network

Weaknesses

- Low education attainment
- Shortage of housing
- Lack of connection between communities
- Too reliant on tourism industry
- No high paying jobs
- Losing young people to urban areas
- Lack of leadership
- Lack of transparency in government
- Stagnant growth
- No vision for the future from leadership
- Missing social services: daycare, women's shelters, recovery programs
- Abandoned buildings
- Grocery stores
- Broadband
- Healthcare options are minimal
- Minimal entertainment for families
- Financial challenges

REGIONAL COLLABORATION

SWOT Analysis

Opportunities

Economic growth through tourism
 Focused long-term community revitalization efforts
 Mural tourism
 Vocational learning opportunities
 Affordable housing
 Growth for manufacturing and agribusiness
 Investing in infrastructure
 Development along Tippecanoe River
 Inviting communities for small business development
 SCILL- more job training
 Unoccupied buildings
 Shovel ready sites
 Proximity to local markets
 Willingness to engage in activities
 Options for senior living
 Proximity to secondary education
 Volunteerism
 Youth engagement
 Business growth
 Location
 Non-Profit collaboration

Threats

Low community self-esteem
 Lack of skilled labor force
 Large market forces affecting sustainable retail growth
 Government entities not working together
 Misguided leadership
 Fear of change
 Poor internet access
 Minimal support for entrepreneurs and small business
 Apathy
 Not looking for ways to grow interest in our communities
 Young adults moving from the area
 Lack of funding
 Lack of public participation, leaves all decisions to elected officials with little input from citizens
 Aging population
 Negative attitudes
 Aging infrastructure

REGION BACKGROUND

Creating a Data Driven Plan

The basic foundation of this plan is data and local knowledge. The data provided insight to trends and forecasts for the region. This information formed the strategic direction for the CEDS and area partners.

Population ¹

The population of the K-IRPC area has decreased by 1.6% in the last nine years and is expected to increase .3% over the 2019-2020 period. It has always been perceived, the region is aging and policy needed to reflect this. The data proves this to be true, 27.3% of the region's population is Older Adult, age 45-64, followed closely by Young Adult, age 25-44, representing 22.8% of the region.

Population Over Time	Number	Indiana
Yesterday (2010)	146,609	6,484,051
Today (2019)	144,266	6,732,219
Tomorrow (2030)	146,626	7,143,795
% Change 2010 to Today	-1.6%	3.8%

It is predicted by 2030, the largest population group for the region will be Seniors 65+. It is also during this time, the Young Adult and Older Adult cohorts begin to decline. All other age groups start to steadily decline as well. This trend provides leaders, economic and community development partners insight into what needs to be done over the next ten years to either slow the trend or begin taking proactive measures to attract and retain younger adults—the workforce of the region—to the region.

Population Estimates by Age, 2019	Number	% in Region
Preschool (0-4)	8,301	5.8
School Age (5-17)	24,374	16.9
College (18-24)	11,388	7.9
Young Adult (25-44)	32,882	22.8
Older Adult (45-64)	39,334	27.3
Seniors (65 & older)	27,987	19.4

¹ STATS Indiana using data from the Indiana Business Research Center, IU Kelley School of Business; US Census Bureau.

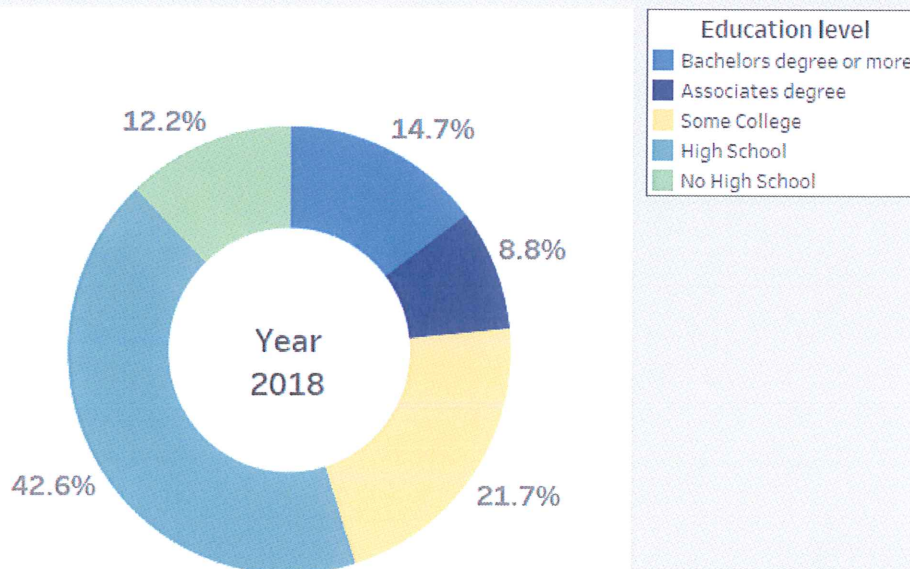
Educational Attainment²

In 2000, the area has an average of 81% of adults 25 and older with a high school diploma or higher, this is just 1% behind the state's average. Approximately 11.5% of adults 25 and older have a bachelor's degree or higher. This does not account for career specific certifications or other training.

Education	KIRPC Region	Indiana
High School Diploma or higher	81%	82.1%
Bachelor's Degree or Higher	11.5%	19.4%

2018 data shows growth in receiving a Bachelor's degree or higher, represented at 14.7%. But overall the area drops to 73% having a high school diploma or higher. This proves the movement of young adults with traditional 2 and 4 year degree accreditations moving outside of the region.

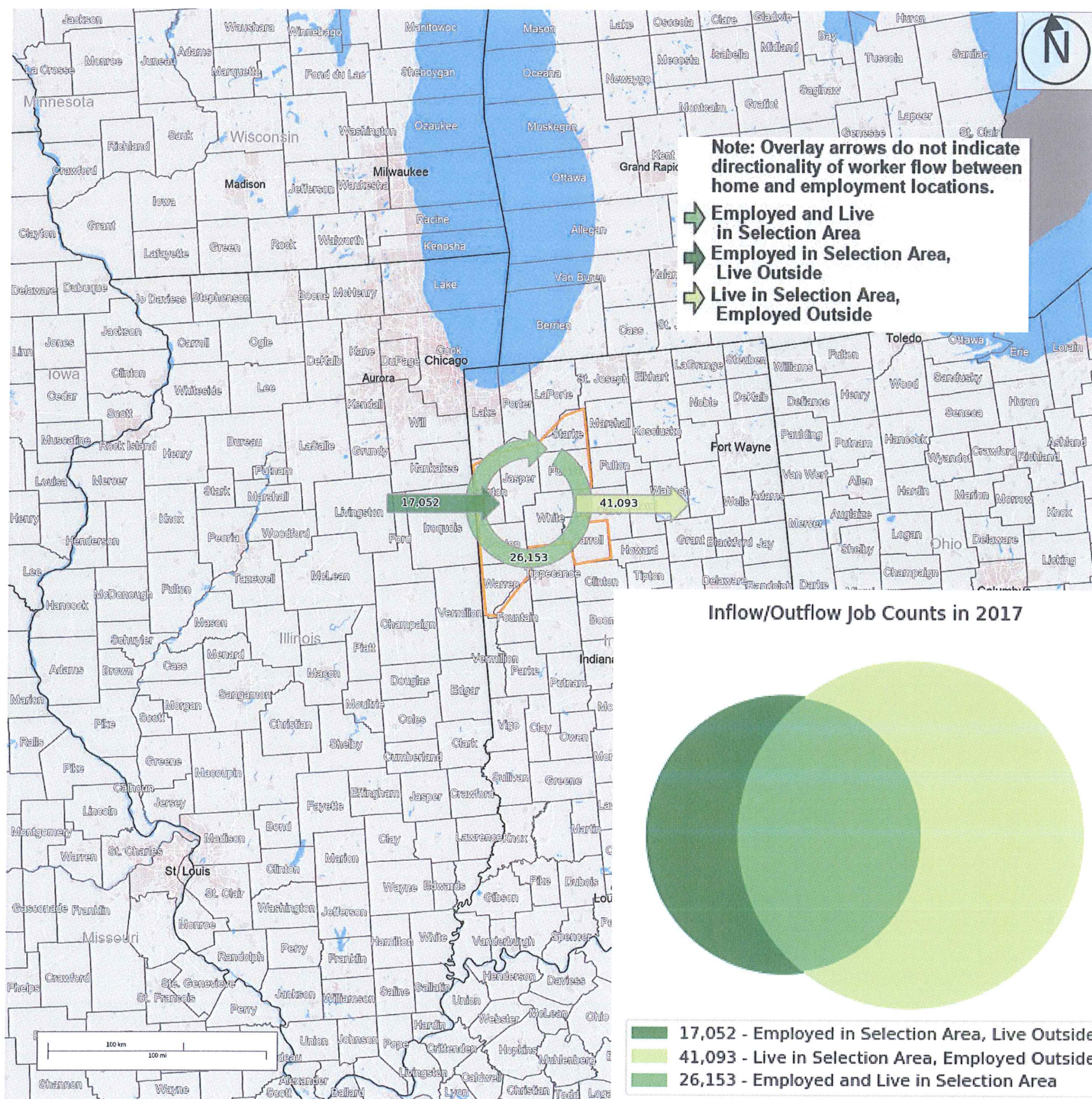
IARC Region 4 - 2018



² STATS Indiana, data from US Census Bureau. PCRD (2014-2018 ACS Survey)

Commuting Patterns³

Only 39% live and are employed in the area, 40% are employed in the area but live outside and 61% of area residents are employed outside of the area. The area commuter shed is much smaller than the labor shed.



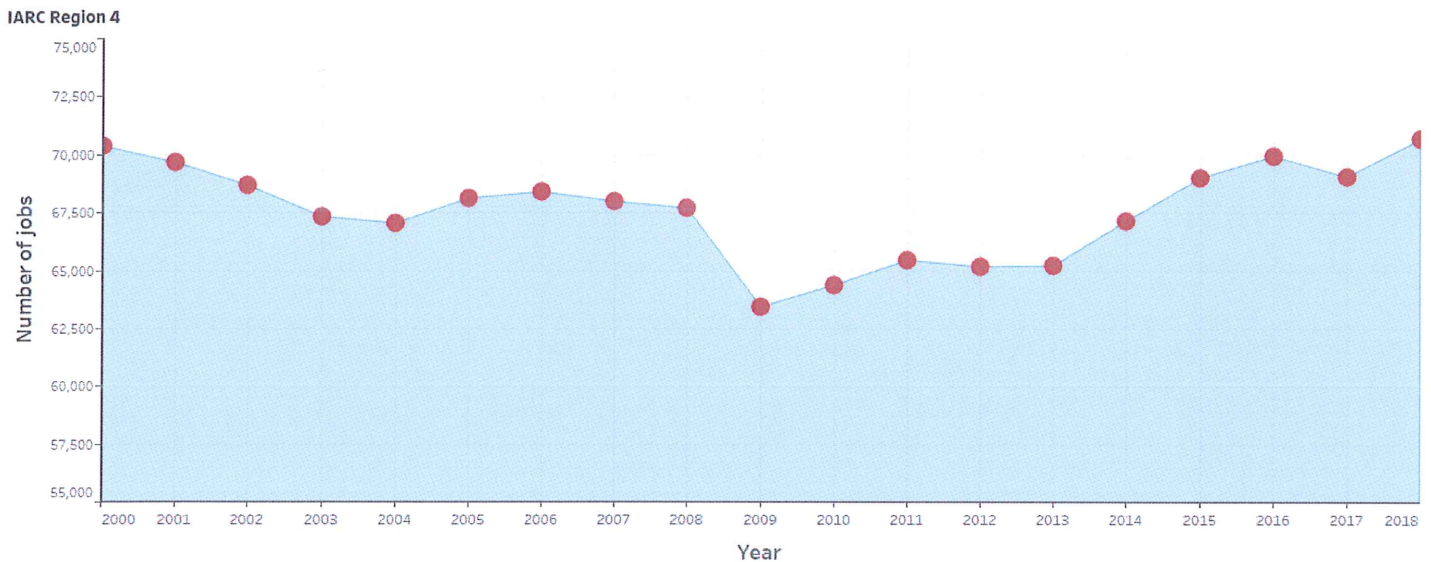
³ US Census Bureau

Labor Force & Unemployment⁴

The KIRPC region has 72,662 residents in the labor force. Of this number, 70,186 are employed. As of September 2020 the unemployment rate was 4.8%, this is slightly higher than the typical annual unemployment rate of 3.4%, which has remained steady over the last five years. This can be attributed to COVID-19 and its impact on the labor force directly. The September 2020 unemployment rate for the region is 1% lower than the total state. Few companies in the region were forced to close or furlough employees for an extended period, the region has recovered very well based on these numbers.

Labor Force, 2019	KIRPC Region	Indiana
Total Resident Labor Force	72,662	3,387,366
Employed	70,186	3,275,056
Unemployed	2,476	112,310
Annual Unemployment Rate	3.4%	3.3%
September 2020 Unemployment Rate	4.8%	5.8%

Historical Labor Force for the KIRPC region



⁴ STATS Indiana, Indiana Department of Workforce Development, PCRD

Labor Force & Unemployment⁴

Employment & Earnings by Industry 2018	Employment	Avg. Earnings Per Job
Total by place of work	63,308	\$44,130
Wage & Salary	46,262	\$39,723
Farm Proprietors	3,195	\$50,342
Nonfarm Proprietors	13,851	\$23,623
Farm	5,263	\$48,617
Private	49,924	\$43,353
Accommodation, Food Service	2,712	\$16,798
Arts, Entertainment, Recreation	716	\$16,584
Construction	3,993	\$54,292
Health Care, Social Service	2,948	\$40,213
Information	299	\$46,732
Manufacturing	8,394	\$61,965
Professional, Technical Services	856	\$32,435
Retail Trade	6,172	\$25,964
Transportation Logistics, Warehousing	2,526	\$54,278
Wholesale Trade	1,419	\$62,013
Other Private (not listed above)	10,390	\$31,471
Government	8,121	\$45,997

⁴ STATS Indiana, Indiana Department of Workforce Development, PCRD

Income and Poverty ⁵

The annual per capita personal income for the area is \$42,020, this is below the state's PCPI of \$47,149. This has grown since 2015 when the average for the region was \$37,705. The region has an average poverty rate of 8.8%, Pulaski County (12.2%) has the highest and White County has the lowest (8.5%). Poverty in the region has declined from 2015, by nearly 3%.

Income and Poverty	KIRPC Region	Indiana
Per Capita Personal Income (annual) 2018	\$42,020	\$47,149
Welfare Monthly Average Families in 2019	102	5,235
Food Stamp Recipients	10,971	581,821
Free and Reduced Lunch Recipients 2019/2020	11,399	507,739

The number of minors in poverty across the region remains over 14%. The KIRPC region does not meet the 20% threshold for high child poverty. Surrounding regions do have high child poverty, the KIRPC region must keep this in mind when planning for new social services and evaluating impact of government decisions on the impoverished.

IARC Region 4



⁵ STATS Indiana, SAIPE

INDUSTRY CLUSTERS

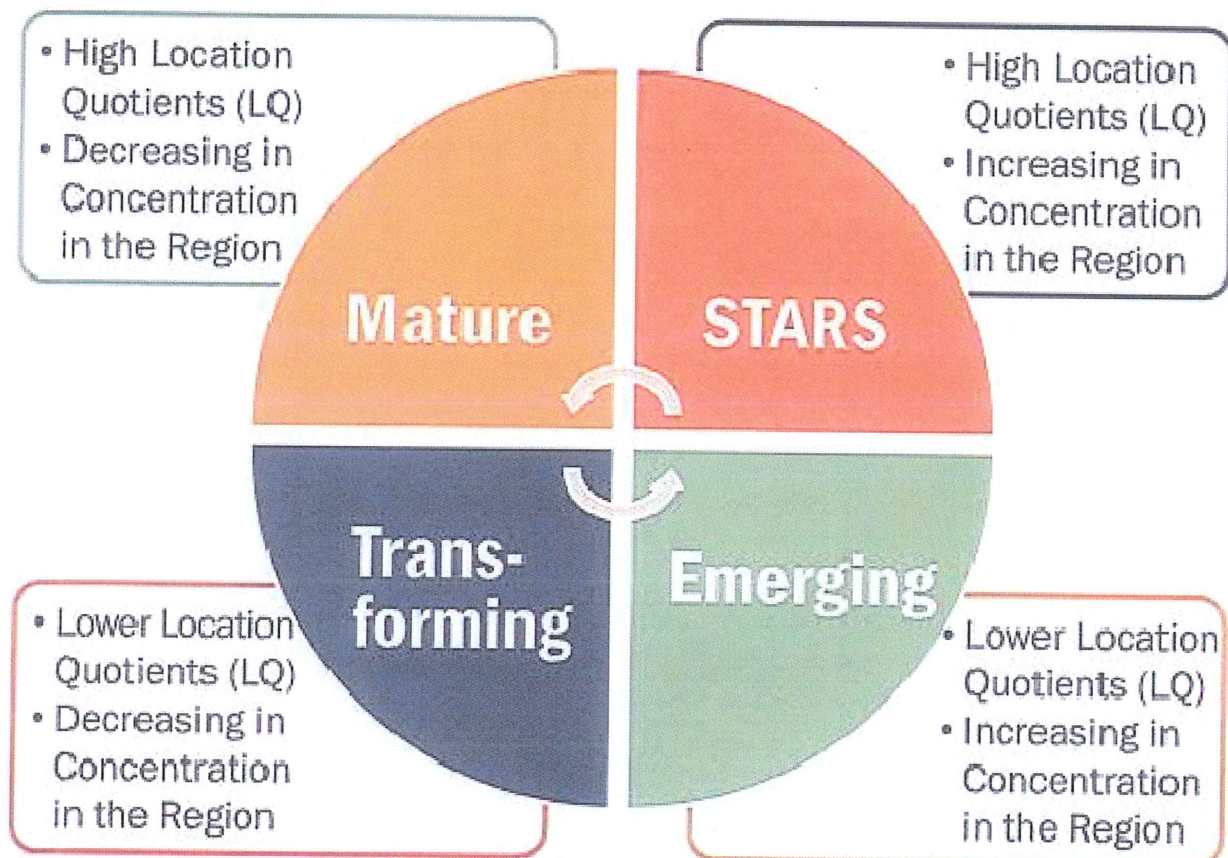
K-IRPC CLUSTER ANALYSIS ⁶

Industry Clusters consists of a group of industries that are linked by complementary technologies, infrastructure, labor pools, supply chains, products, and services. Knowing and understanding the Industry Clusters in a region can define and compare industrial structure and regional economies. The knowledge of major regional industries identifies employers to build partnerships, provides occupational data to explore workforce needs, and can help to allocate resources for training to better prepare the current workforce.

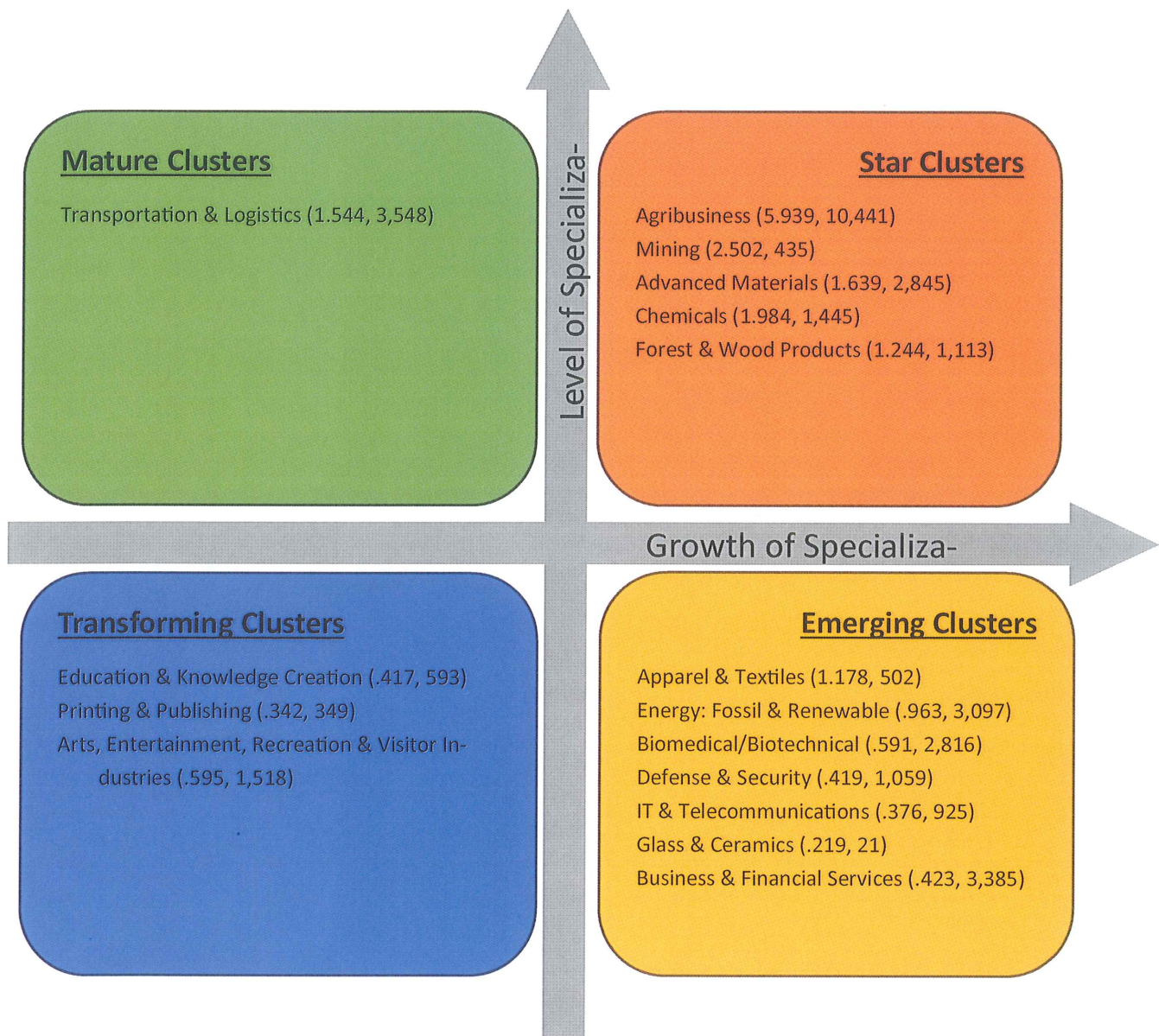
The Purdue Center for Regional Development (PCRD) examines the presence and strength of 16 clusters. K-IRPC was able to evaluate the opportunities within the clusters identified for the region.

The industry cluster analysis is based on the analysis of location quotients of LQ, which measures concentration of cluster jobs in a region relative to the national average. If the LQ is equal to or greater than 1, it is likely that the cluster is exporting goods outside of the region. Clusters are classified as follows: Star, Mature, Transforming, and Emerging.

Star industries are highly concentrated in the study period with LQ values higher than 1. Mature industries are highly concentrated in the current period, but during the study period have decreased in concentration. Transforming industries have a lower concentration with LQ values less than 1 and have decreased in concentration. Emerging industries have a lower concentration with a LQ less than 1 but during the study period have increased in concentration.



INDUSTRY CLUSTERS



Star industries in the region are Agribusiness and Food Processing, Mining, Advanced Materials, Chemicals, and Forest & Wood Products.

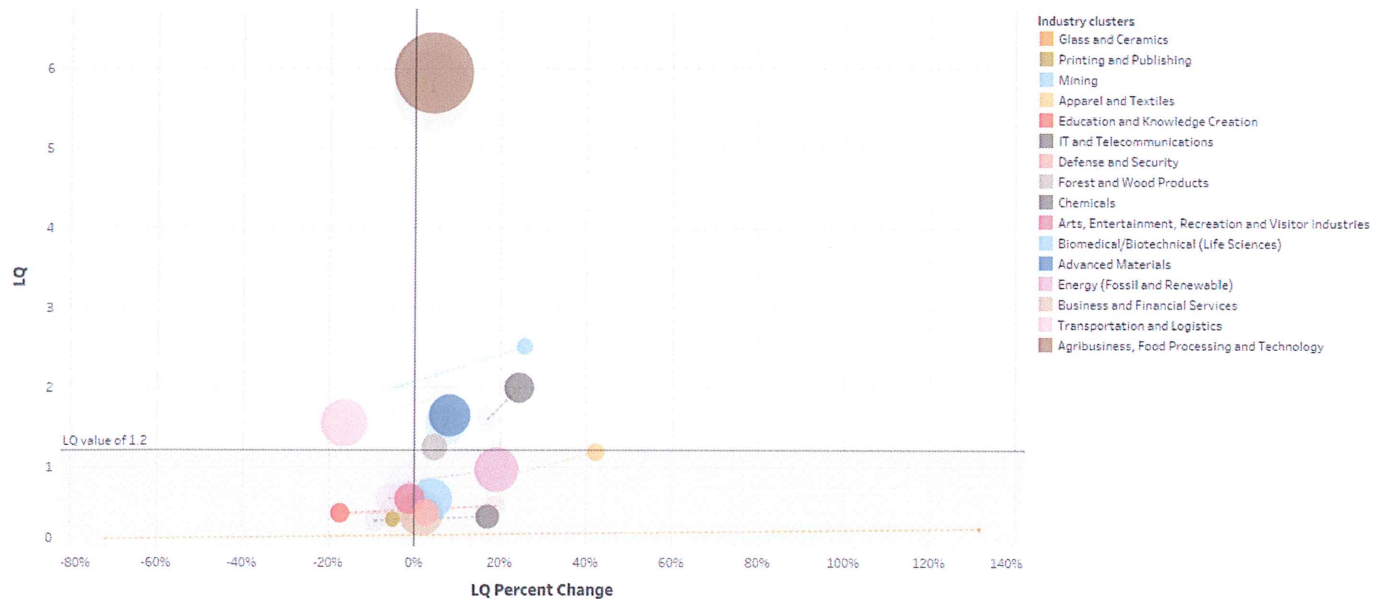
Agribusiness and Food Processing is the largest cluster for the region and has remained constant over the years. It did take a dip in loss of concentration across the region in 2009, however it is still a star industry and has once again begun to grow. This increase can be presumed to reflect the uptick in CAFOs and supporting services. An Ag Strategy is being developed by 6 of the 8 counties in the region to look at agriculture as an economically resilient industry that goes beyond food production and basic agricultural services. A potential barrier for this industry are land regulations and current zoning as well as opposition from residents due to residential subdivisions migrating into agricultural zoned land.

Mining has substantially increased over the study period and this can be attributed to the growth of quarries in the region. Advanced Materials remains a star cluster, this includes the overall

INDUSTRY CLUSTERS

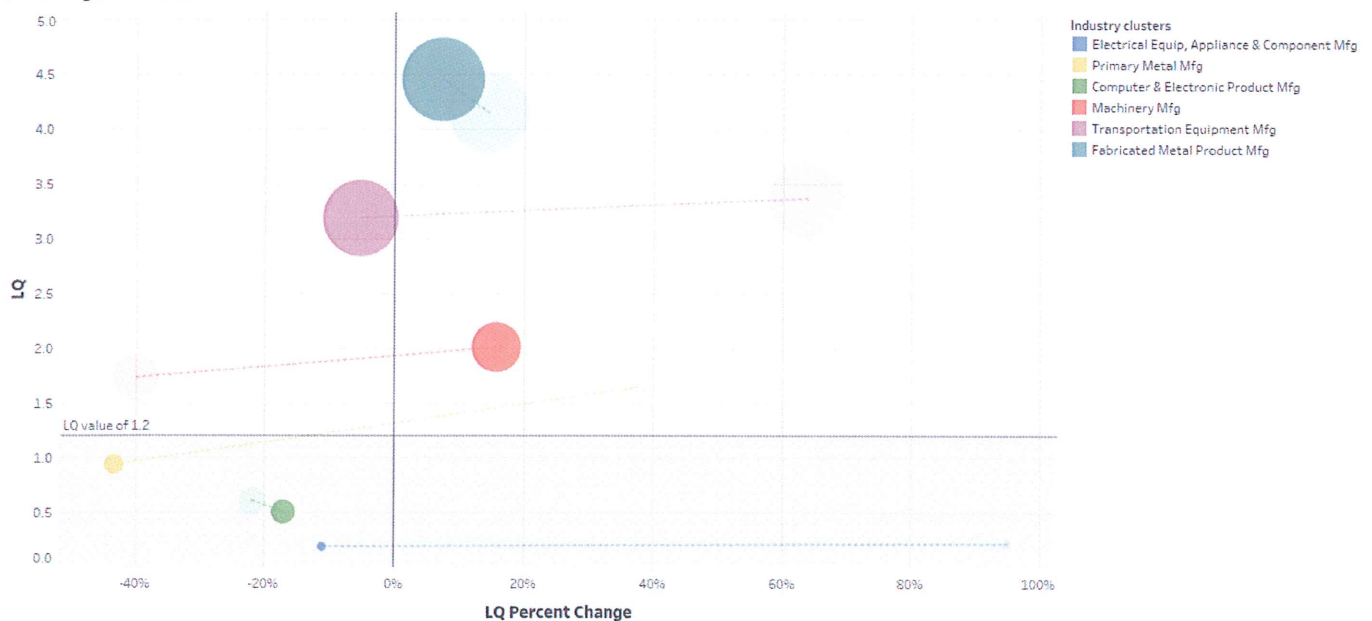
manufacturing of durable goods for the market. Chemicals and Chemical Products remains a start industry, chemical production in the region focuses on agricultural use. Forest and Wood Products just barely maintains star status. This reflects the slight drop in lumber production industries across the region.

IARC Region 4: 2013-2018



Within the Manufacturing Supercluster, Machinery Manufacturing and Fabricated Metal Manufacturing represent the star industries.

IARC Region 4: 2013-2018



REGIONAL ACTION PLAN

Goals, Objectives & Strategies

The Regional Action Plan provides a directional focus to lead and direct the KIRPC region. The goals, objectives and strategies help to establish, prioritize, and identify future programs and projects for the communities within the region. These are defined and attainable within the 5 year planning period. It is key to understand, this plan follows the ebb and flow of the region, annual reevaluation is necessary for the success of this plan.



REGIONAL ACTION PLAN

Goal #1: Expand Quality of Life in the Region

Quality of Life is beneficial for both attraction and retention of talent and economic growth. Level of service of current amenities for all residents will benefit by 2024.

This goal looks at infrastructure and the built environment to attract a highly skilled workforce to the region. Water and wastewater quality, broadband availability, and an efficient transportation network are sought after economic assets of the region.

Objective 1.A: Increase water and wastewater infrastructure across the region.

Strategy	Responsible Party	Partners	Timeline	Action Steps
1.A.1 Maintain the KIRPC region community project inventory.	KIRPC Staff KIRPC Local Communities LEDOs		2020-2024	Review Annually
1.A.2 Assist 1 community annually with infrastructure planning.	KIRPC Staff KIRPC Local Communities	OCRA USDA-RD	2020-2024	Review Annually Follow up with communities from inventory.
1.A.3 Launch 2 projects that will improve infrastructure annually.	KIRPC Staff KIRPC Local Communities LEDOs	OCRA USDA-RD SRF EDA	2020-2024	Review Annually Match up with available funding cycles and partners.

Objective 1.B: Increase access to broadband for rural areas at speeds of 25/3.

1.B.1 Educate communities and leadership on broadband programs and opportunities.	KIRPC Staff KIRPC LEDOs PCRD	OCRA USDA-RD T-Comm Providers	2021	Meet with LEDOs to discuss pitfalls of broadband in the region and areas of growth.
1.B.2 Launch Broadband Working Group	KIRPC Staff LEDOs	T-Comm Providers PCRD Industry Partners	2022	Meet semi-annually to discuss issues and solutions for rural broadband connectivity.
1.B.3 Explore ways to increase broadband access by minimum of 4% in the region.	KIRPC Staff LEDOs PCRD	OCRA USDA-RD T-Comm Providers	By 2024	Apply to OCRA Next Level Connections Broadband Program

REGIONAL ACTION PLAN

Objective 1.C: Promote effective transportation within the region through a multimodal system.

1.C.1 Direct communities to complete and update Asset Management Plans	KIRPC Staff KIRPC Communities	INDOT Consultants	2020-2024	Annually Coincide updates with Community Crossings funding rounds.
1.C.2 Assist 1 County annually with development of a transportation Safety Plan.	KIRPC Staff KIRPC Area County	INDOT	2020-2024	Annually
1.C.3 Assist 1 County annually with development of Transportation Plan	KIRPC Staff KIRPC Area County	INDOT	2020-2024	Annually
1.C.4 Identify opportunities to expand non-motorized transportation in the region.	KIRPC Staff KIRPC LEDOs Trail Groups	DNR INDOT	2022	Explore gaps in trail networks.
			2023	Regional Trail Map
			2024	Develop Outdoor Recreation Map

Objective 1.D: Enhance/Develop amenities serving diverse populations.

1.D.1 Assist communities in developing ADA plans.	KIRPC Staff KIRPC Communities	INDOT	2022	Identify communities needing ADA plans completed.
			2023-2024	Help communities develop plans.
1.D.2 Promote downtown enhancement programs.	KIRPC Staff KIRPC Communities	OCRA Main Street CreatINg Places	2021	Identify communities needing downtown enhancement.
			2022	Help communities develop plans. As needed.
1.D.3 Assist communities with public facility needs.	KIRPC Staff KIRPC Communities	OCRA USDA-RD	2020-2024	Review Annually Follow up with communities from inventory. Assist 1 community annually.
1.D.4 Promote importance of 5-Year Park Master Plan	KIRPC Staff KIRPC Communities County	DNR	2021-2024	Review Annually. Select 1 community to meet with to develop or update the 5-Year Park Master Plan.
1.D.5 Support Main Street Organizations with program information.	KIRPC Staff KIRPC Communities	OCRA	2021-2024	Meet annually with active and prospective Main Street communities to discuss ways to partner and assist.

REGIONAL ACTION PLAN

Objective 1.E: Decrease blight in the region.

1.E.1 Decrease the number of brownfields in the region.	KIRPC Staff KIRPC Communities LEDOS	LEDOS Consultants Indiana Brownfields	2020-2024	Obtain funding for assessments throughout the region.
1.E.2 Maintain brownfield property inventory.	KIRPC Staff KIRPC Communities LEDOS	LEDOS Consultants Indiana Brownfields	2020-2024	Develop and maintain inventory with help from communities and partners.
1.E.3 Seek clearance opportunities to remove blighted properties.	KIRPC Staff KIRPC Communities LEDOS	OCRA	2021-2024	Work with communities to obtain blight clearance grants, once available again. Assist 1 community annually.
1.E.4 Hold TAB training to educate community partners on brownfields.	KIRPC Staff LEDOS	TAB KIRPC Communities	2021-2024	Hold annual informational work session with TAB.

Objective 1.F: Establish tourism as a viable economic driver.

1.F.1 Promote existing tourism efforts in the region.	KIRPC Staff LEDOS	Indiana Department of Tourism	2021-2024	Promote agritourism partners by sharing tour information quarterly on social media platforms.
1.F.2 Spotlight community mural by developing interactive map	KIRPC Staff LEDOS	Communities Main Street TAF	2021-2024	Complete inventory of area murals. Utilize MyMap to develop interactive map. Review annually.
1.F.3 Develop region-wide tourism plan	KIRPC Staff LEDOS	Consultant Indiana Department of Tourism	2022	Work with consultant and area partners to develop region wide tourism plan.



REGIONAL ACTION PLAN

Goal 2: Capitalize on Regional Assets

Knowing and understanding the assets of the region assists in making strategic decisions involving industries and how to promote the region. It aids in developing our workforce and providing the right training opportunities to secure higher wages and a better skilled workforce. It aids in identifying barriers prohibiting growth and ways to capitalize on the assets.

Better understood assets leads to a stronger regional economy.

Objective 2.A: Create awareness of current industry clusters in the Region.

Strategy	Responsible Party	Partners	Timeline	Action Steps
2.A.1 Update the industry cluster analysis of the region to maintain knowledge of industries.	PCRD	KIRPC LEDOs	2020-2024	Review Annually
2.A.2 Identify sectors that should be targeted for opportunities.	KIRPC Staff LEDOs	LEDOs Industry Partners	2020-2024	Review Annually

Objective 2.B: Increase economic awareness within the Agribusiness & Food Processing cluster.

2.B.1 Develop ag-related career pathways for youth	LEDOs	FFA Purdue Extension Schools Ag Companies LEDOs	2021-2024	Utilize Ag Strategy to direct youth to pathways needing workforce.
2.B.2 Attract/expand companies that add to agricultural products/industry.	LEDOs	LEDOs State Dept of Ag Farm Bureau	2022-2024	Use Ag Strategy to develop business attraction within the industry.

Objective 2.C: Increase economic opportunities within the Manufacturing Supercluster.

2.C.1 Develop manufacturing related career pathways for youth.	LEDOs	WorkOne LEDOs Schools Trades Training	2021-2024	Offer job shadowing opportunities, career fairs, and after school work experiences in industry.
2.C.2 Identify skills gap within industry	LEDOs	WorkOne LEDOs Schools Trades Training	2021-2024	Meet with businesses to find where skills gaps exist and how to narrow the gap. Determine if working group needs to be formed.

REGIONAL ACTION PLAN

Objective 2.D: Create a dynamic and skilled workforce.

2.D.1 Continue to implement Pathways programs for career readiness.	LEDOS	LEDOS Schools WorkOne Industry Partners	2021-2024	Meet with schools and industry partners to align skills training.
2.D.2 Launch student mentoring and internship program with local businesses.	LEDOS	LEDOS Schools WorkOne Industry Partners Chamber of Commerce	2021-2024	Introduce students to a variety of opportunities through internships to try to align career goals.
2.D.3 Continue to promote existing workforce training initiatives within the region.	LEDOS	LEDOS WorkOne Industry Partners Training Facilities	2020-2024	Look at current course/training opportunities and make sure programs still align with current economic needs.
2.D.4 Explore funding opportunities for enhanced training.	LEDOS KIRPC	Workforce Development	2021-2024	Find funding programs for training and equipment.
2.D.5 Work with existing training facilities and employers in the region to place skilled employees for long term employment.	LEDOS	LEDOS WorkOne Industry Partners Training Facilities	2021-2024	Strive for 5% placement within the region annually.
2.D.6 Create amenities and programs to attract skilled workforce to live in the region.	LEDOS Communities Schools Realtors Community Partners	LEDOS Communities Schools Industry Partners	2021-2024	Promote Main Street efforts, downtown enhancements, park development and planning, broadband and other amenities.

Objective 2.E: Encourage entrepreneurship and microbusiness in the region.

2.E.1 Encourage participation in entrepreneurship programs.	LEDOS	LEDOS Schools SBA Chamber of Commerce	2021-2024	Utilize SBA and WHIN entrepreneurship programs.
2.E.2 Promote co-work space in the region.	LEDOS	LEDOS Chamber of Commerce	2021-2024	Market existing co-work space and encourage creation of new opportunities in the region.

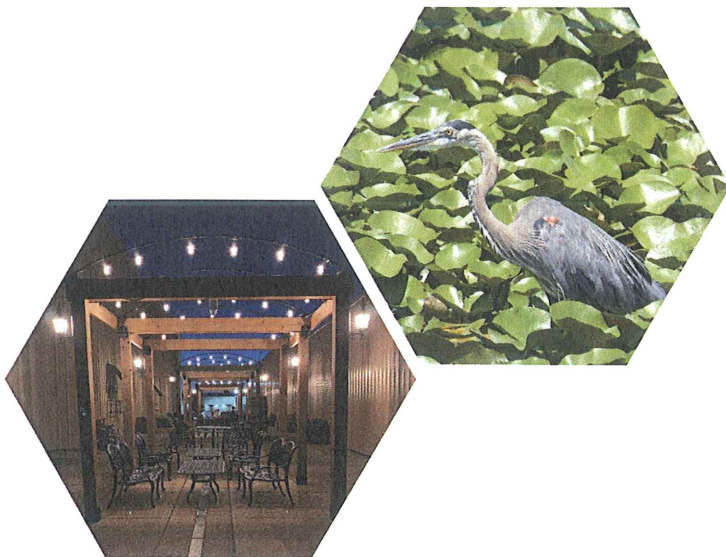
REGIONAL ACTION PLAN

Goal 3: Encourage Long-Term Planning Efforts

For success to be measured and attainable long term planning is desirable and necessary to track implementation and measure success. Several planning efforts are being cultivated within the region. Many residents of the region stated the desire for long term planning and how it is necessary for success and transition between leadership. Long-term planning also involves collaboration with several regional partners and decision makers. Long-term planning will enhance the region's quality of life and support the current economy while promoting growth.

Objective 3.A: Implement regional planning efforts.

Strategy	Responsible Party	Partners	Timeline	Action Steps
3.A.1 Develop a Resiliency Plan for the region.	KIRPC Staff LEDOs	KIRPC LEDOs PCRD Consultant	2021	Work with a consultant to develop a region wide resiliency plan.
3.A.2 Complete a Wage and Benefit Survey for the region	KIRPC Staff LEDOs	KIRPC LEDOs PCRD Consultant	2022	Work with a consultant to develop a region wide resiliency plan.
3.A.3 Engage LEDOs to identify other long term plans needed to better the region.	KIRPC Staff LEDOs	KIRPC LEDOs	2022	Identify other opportunities for planning ventures.
3.A.4 Maintain communication between LEDOs and community partners to implement and maintain existing and future long-term planning.	KIRPC Staff LEDOs Communities	KIRPC LEDOs	2021	Review annually.



MEASURING SUCCESS

Performance Measures

Tracking the success of the CEDS and successful implementation of the goals and objectives can be achieved by tracking changes in the following areas:

Population Retention of Young Adults. We want to achieve population growth and really begin to see growth primarily within the younger adult category. This is the age group feeding the workforce.

Average Wage Per Worker. With the implementation of the CEDS, the availability of good paying jobs for the local labor force will be achieved. An increase on the average wage is anticipated.

Increasing Skilled Workforce. Better understanding of the key industries leads to better training of the workforce for those specific industries. A better trained workforce for the regional industries is attainable.

Increase Quality of Life Amenities. Quality of life has many components to it and can be measured in many ways. As quality of life increases, these other metrics should also increase. This can be achieved by community based projects listed within the goals and the project section of the CEDS, but also by improving overall amenities within the region making it attractive to new and old residents. This creates a ripple effect for economic growth throughout the region.

These metrics can track the success of the strategies listed and action steps outlined in the previous section. Success of the CEDS will be evaluated annually.



ECONOMIC RESILIENCE

Are we ready?

In order to become a region able to prevent, withstand and quickly recover from a major disturbance to the economic base it is essential to establish economic resilience.

A region wide Economic Resilience Plan will be underway in 2021 within the KIRPC region. This will provide a much more thorough evaluation of the current capabilities and future response to economic disturbances.

Steady-State response is meant to be long-term efforts. Within the KIRPC region current steady-state initiatives include:

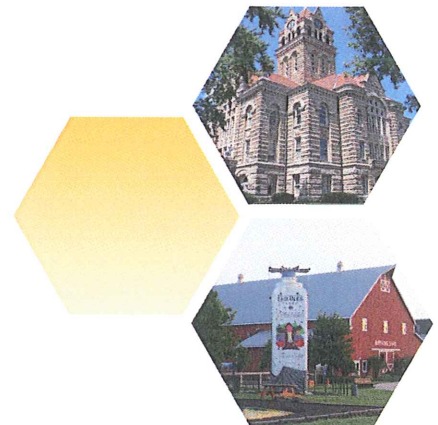
- Region wide Economic Resilience Plan (2021)
- Completing an Ag Strategy for 6 of the 8 counties evaluating agribusiness beyond farm and food production to expand the industry.
- Broadband evaluation to keep industries working remotely and provide substantial service for education.
- Evaluate existing resources in the region for businesses to utilize during disasters (i.e. loan programs, co-workspace, grants)

Responsive initiatives can include establishing capabilities for economic development organizations recovery needs post incident. Current responsive initiatives include:

- Facilitate meetings with communities to identify funding opportunities to assist post disaster (COVID-19 response programs through HUD for small business grants at the local level and emergency gear. EDA CARES ACT programs.)

KIRPC and the network of regional community partners is situated to involve various stakeholders to encourage active and regular communications between many sectors on existing and potential future challenges.

At this time the regional response is one that is more responsive than steady-state. Looking towards the future the region understands the imminent need for long term recovery initiatives.



APPENDIX

County Projects

City/Town Projects

Economic Development Partners

Board Adoption

K-IRPC Region Projects 2020-2021

County

Benton

Infrastructure	See municipal infrastructure projects.
Roads	County is utilizing CCMG Program to chip and seal and crack seal county roads.
Planning Initiatives	None at this time.
Brownfields	None at this time.
Other projects and community events	Approximately 100 miles of fiber optics to be ran to all towns. Possible food processing business coming to Boswell. 100 megawatt wind farm in Hickory Grove Township. County is working to complete an Ag Strategy with PCRD and 5 other counties.

Carroll

Infrastructure	See municipal infrastructure projects.
Other projects and community events	County is exploring areas for residential development to meet current housing market needs.

Jasper

Infrastructure	See municipal infrastructure projects.
Other projects and community events	County is working to complete an Ag Strategy with PCRD and 5 other KIRPC counties.

Pulaski

Infrastructure	See municipal infrastructure projects. County is pursuing broadband planning initiative to explore current assets.
Other projects and community events	County is exploring develop options for utility expansion for new industrial site. County is working to complete an Ag Strategy with PCRD and 5 other KIRPC counties.

Newton

Infrastructure	Stormwater: 2020 construction for improvements to stormwater system in Lake Village area.
Brownfields	Newton County Community Services is demolishing two structures in downtown Morocco.
Other projects and community events	Newton County Community Services is anticipating construction of a new facility to better meet the needs of their users. County is working to complete and Ag Strategy with PCRD and 5 other KIRPC counties.

Starke

Infrastructure	See municipal infrastructure projects.
Roads	The county continues to work with the US 30 Coalition in their efforts to make US 30 into a freeway. County road improvements are continual. Continued improvement and evaluation of Industrial Park road access is being explored and investigated.
Planning Initiatives	The county sponsored a study by Umbaugh on assessments trends, effects of tax caps, change in farmland assessment and how all these issues will affect governments throughout the county. County is working to complete a Broadband Analysis.
Brownfields	One industrial site utilized the K-IRPC Brownfield program and obtained a clean-up plan. The site has since been redeveloped for a new business.
Other projects and community events	The county is working with Bass Lake and Koontz Lake for outdoor recreation improvements through the Stellar projects. County is working to complete an Ag Strategy with PCRD and 5 other KIRPC counties.

Warren

Infrastructure	See municipal infrastructure projects. County is pursuing broadband planning initiative to explore current assets.
Roads	Bridge 36 improvements using CCMG.

<i>White</i>	
Infrastructure	See municipal infrastructure projects. 2018-2019 Stormwater Project includes Gordon Road Reconstruction project with new storm sewer with outfall to Buss Ditch; South Street Extension West
Roads	The county is continuing work on their Capital Projects various road throughout the county.
Other projects and community events	\$1.7 million water extension project from Remington to Mid-America Commerce Park working with Wessler Engineers. \$3.3 million CR 1100 upgrade project in MACP with HWC Engineers. \$8.5 million joint effort County and Town of Wolcott to upgrade the wastewater treatment plant in Wolcott, working with Commonwealth Engineers. County is working to complete an Ag Strateg with PCRD and 5 other KIRPC Counties.
KIRPC REGIONAL PROJECTS	
Economic Resilience Plan- a plan for economic recovery from COVID-19 and planning for future impacts for the large and small market sectors of the region.	

K-IRPC Region Projects 2020-2021

Community

County: Benton

Town of Boswell

Infrastructure	Town is applying for a stormwater improvement project for the north end of town to solve flooding issues.
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Town of Fowler

Infrastructure	Town is developing a water utility project.
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Road and Sidewalk	Town applied for Community Crossings.
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Town of Earl Park

Infrastructure	Town is working towards water system improvements, focused on water tower and new meters and upgraded valving, anticipating construction 2020. Master Utility Study
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Road and Sidewalk	Road and Sidewalk
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Other projects and community events	Town will be grinding up the roads in the park Fall 2019 and installing new culverts and laying new chip and seal Spring 2020.
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Town of Otterbein

Other projects and community events	Town is developing plan and funding assistance to construct a new community and municipal center.
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Town of Oxford

Infrastructure	Town is exploring a water utility project.
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County: Carroll

Town of Burlington

Infrastructure	Exploring lining of wastewater main lines in a few sections in town.
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Town of Camden

Infrastructure	Town will be extending water and sewer lines to new recycling processing plant, south of town. Dual Utility study in development. Construction priority projects will be developed
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Road and Sidewalk	Resurface Water Street from SR 75 to town limits. Monitor roads and begin resurfacing as the need arises. Maintain all alleys in accessible conditions.
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Planning Initiatives	New housing development, new subdivision bring homes into town. Exploring annexation, create HoTIF District.
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Brownfields	Private property demolition at three sites. Purchase of a home behind the library for expansion.
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Other projects and community events	Town would like to add electronic marquee board in front of town hall. Town will be purchasing a new police cruiser.
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City of Delphi

Infrastructure	Waterworks: Multiphase project providing new water source, water lines, water storage, and tank rehabilitation around parts of the city.
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Road and Sidewalk	Phased paving schedule based on PASER ratings and addressing curb and sidewalk and drainage issues.
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Planning Initiatives	In 2021, undertaking utility rate analysis, 5-Year comprehensive financial plan, strategic plan for wastewater treatment and other capital projects.
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Other projects and community events	Residential development, re-establishing a Main Street program, and participation in Rural Opportunity Zone Initiative.
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Town of Flora

Infrastructure	Wastewater: Town will pay off bond in early 2020 and exploring projects. To maintain compliance with IDEM Agreed Order, and current sewer ban, the town would like to continue improvements to WW system, anticipating project in 2021/2022.
Road and Sidewalk	Will reapply next year for Community Crossings. Currently working with Ace Consulting Engineers for sidewalk ratings and will complete a sidewalk replacement plan to prioritize areas of concern.
Indiana Main Street	Flora Main Street is growing and building community events and partnerships.
Planning Initiatives	None at this time.
Other projects and community events	Historic Depot project is still gaining community support. Town is pursuing a rate study for a new electric substation to be constructed in 2021.
<i>County: Jasper</i>	
<i>Town of DeMotte</i>	
Brownfields	Abandoned gas station at 9th Street and Halleck Street, next to DeMotte Elementary School.
Road and Sidewalk	Various local roads improvements.
<i>Town of Remington</i>	
Road and Sidewalk	Applying to CCMG for \$100,000-\$150,000 for improvements to local streets.
Brownfields	Regions building in downtown, aquired by the Town, potential renovation for Town Hall, Police, and Township in 2020. Town is purchasing
Other projects and community events	Completing Streetscape in downtown surrounding the historic Depot.
<i>Town of Rensselaer</i>	
Infrastructure	Water main improvement on Elm and Franklin. Storm sewer improvement on Cherry and Rachel. LTCP Phase 2A unsewered areas and Lift Station replacement. High pressure gas main extension to the city.
Road and Sidewalk	Mill, patch and resurface Roadway Maintenance Project 2021 in various locations around the city. Estimated cost is \$988,000. Downtown rick street and sidewalk improvement on Harrison and Van Rensselaer pending funding.
Other projects and community events	Investigating Water tower I-65 area and back up generators for the water plant and wells. LTCP Phast 2B WWTP improvement.
<i>County: Newton</i>	
<i>Town of Brook</i>	
<i>Other projects and community events</i>	The town has completed a plan to renovate the community center and is seeking funding alternatives.
<i>Town of Goodland</i>	
Infrastructure	Town is working to improve the water system, specifically distribution lines.
<i>Town of Kentland</i>	
Infrastructure	Wastewater: Town is completeing Phosphorous upgrade to the Sewage Plant.
Road and Sidewalk	Town is completeing road improvements utilizing Community Crossing funds.
Other projects and community events	Town is constructing a new fire station. The town is developing a Intergenerational Wellness Campus with senior living facility, childcare center, and Willness Complex.
<i>Town of Morocco</i>	

Infrastructure	Waterworks: Town is applying to Newton County for assistance for improvements to the town's existing 200,000 gallon elevated water tower. Project includes interior, exterior, and foundation improvements. Stormwater: Near completion improvements to drainage system and lines and surface drains.
Road and Sidewalk	Town is applying for CCMG to complete 108 square feet of road repairs throughout town. The town is working to remove and upgrade sidewalks on College Street and install new drainage tile. Project will remove and replace existing sidewalk with new 3' concrete sidewalks including curbs and planter box.
Brownfields	Two anticipated sites for IN-OCRA Blight Clearance Program- former John Deere, former feed mill.
Other projects and community events	None at this time.
<i>Town of Mt Ayr</i>	
Infrastructure	Town is investigating options for wastewater and water systems.
<i>County: Pulaski</i>	
<i>Town of Medaryville</i>	
Infrastructure	Waterworks: Completing replacement of the 91 year old water tower.
Road and Sidewalk	Town is in the process of completing Main Street, Prevo, and Delaware Street. The town is accumulating more local share funds to apply for the next CCMG. Town is completing sidewalks on Main Street utilizing CCMG funds.
Indiana Main Street	Town is interested in information for Indiana Main Street.
Brownfields	2 abandoned gas stations have been identified- Main Street and Maple Street. Assessments have not been requested at this time.
Other projects and community events	Town received a Community Foundation grant in 2018 to create a rest park on US 421. Town is working with the County to complete an application for fire station construction with IN-OCRA.
<i>Town of Francesville</i>	
Infrastructure	Waterworks: Currently no projects anticipated. Wastewater: Currently no projects are anticipated. Last upgrade to the lagoon was 2017. Stormwater: Town is evaluating a possible stormwater project to alleviate flooding in areas of town.
Road and Sidewalk	Town is in the process of completing South Bill, Columbia, Lyman, Ada and part of Montgomery utilizing CCMG.
Other projects and community events	Town is interested in pursuing opportunities for façade improvement specifically for the Mercantile Building and former Grocery Store.
Indiana Main Street	Francesville Main Street is continuing to grow.
<i>Town of Monterey</i>	
Road and Sidewalk	Town is completing sidewalk improvements on Main and Walnut.
<i>Town of Winamac</i>	
Road and Sidewalk	Town is completing \$120,000 worth of improvements to local streets using CCMG. Town offers a 50/50 program to repair and replace sidewalks, \$8,000 was spent in 2018.
Indiana Main Street	The town is a Main Street community and continuing to grow WOW events.
Brownfields	Abandoned gas station has been identified as a brownfield, further assessment is needed.
Other projects and community events	The town is upgrading restrooms and playground equipment at the park. The town received \$10,000 grant from Community Foundation for the construction of public restrooms in downtown.

<i>County: Starke</i>	
<i>City of Knox</i>	
Infrastructure	Extend current utilities and continue to make necessary upgrades to water, sewer, and storm water systems.
Road and Sidewalk	Continue development of new roads in the City limits and continue upgrading current roads.
Brownfields	Anticipating application for IN-OCRA Blight Clearance Program, 115 North Main.
Other projects and community events	City is working to promote business attraction and retention. Supported small businesses through COVID-19 recovery. City is exploring housing development. Stellar Improvements to Wythogan Park.
<i>Town of North Judson</i>	
Infrastructure	Waterworks: Town installed a new well and made improvements to the WTP, improvements to the water storage tanks. Rate increase in effect 2017. Wastewater: working to complete the CSO and LTCP and improvements to the WWTP. Rate increase in effect 2017. Stormwater: Completing the CSO and LTCP and improvements to the WWTP will impact the stormwater utility. Rate increase in effect 2017.
Road and Sidewalk	Town is utilizing CCMG to pave 12 streets, awarded \$125,094.75.
Indiana Main Street	Town is interested in information for Indiana Main Street.
Planning Initiatives	Town completed a comprehensive plan.
Brownfields	Town has several abandoned and dilapidated buildings in downtown.
Other projects and community events	Town is looking to undertake the construction of a splash pad and restroom facilities at Norwayne Field, a park that generally serves as the central hub of the town. Town is hopefully to increase park usage and community events by utilizing the new amphitheater and holding Movies in the Park. Improvements to Norwayne Field as a participating community in Stellar.
<i>Town of Hamlet</i>	
Infrastructure	None at this time.
Road and Sidewalk	Town will be utilizing CCMG to repave Railroad Street.
Indiana Main Street	Town is interested in information to become Main Street.
Planning Initiatives	Town completed a comprehensive plan.
<i>Warren County</i>	
<i>Town of Pine Village</i>	
Road and Sidewalk	Working to complete \$134,587 in improvements for local streets, utilizing CCMG.
<i>Town of State Line City</i>	
Infrastructure	Stormwater: Town completed tile replacement to improve flow and cleaned ditches.
Indiana Main Street	Town is not a Main Street Community, is interested in information on becoming one.
Other projects and community events	Finishing up LED light installation throughout the park.
<i>Town of Williamsport</i>	
Infrastructure	Waterworks: Water tower exterior was cleaned for \$5,400 and the interior will be cleaned for \$5,000. Wastewater: Sewerline lining project and plant upgrades, \$1.4 million, utilizing IN OCRA and SRF funding, project results in a 50% rate increase. Stormwater: None planned at this time.
Road and Sidewalk	\$267,000 from CCMG to pave Bluff, South 2nd, Washington, Front, Market, Main, Hickory, Mill, South 3rd, Adam, and Midway. Work includes paving on Old State Road 28. An additional \$23,730 for accessible ramps on Mill Street.
Other projects and community events	Town is replacing the large Park Pavilion, cost \$60,000.

<i>Town of West Lebanon</i>	
Infrastructure	Town is completing a Master Utility Study to evaluate the three utility systems and determine future projects
Other projects and community events	Town received COVID Safety Grant to purchase necessary equipment for the town.
<i>White County</i>	
<i>Town of Brookston</i>	
Infrastructure	Dual Utility study anticipated 2021.
Other projects and community events	Town is working on obtaining funding for the construction of a new fire station.
<i>Town of Monon</i>	
Infrastructure	Wastewater: Currently working to reline sewer lines throughout town.
Road and Sidewalk	Town is utilizing CCMG for street paving.
Indiana Main Street	Town is working towards developing a Main Street organization.
Other projects and community events	Park Board received Community Foundation grant to develop a feasibility study and plan for a splash pad at the park. Park board will be applying to LWCF for construction in 2019. Town is currently completing improvements to the interior and façade of Town Hall.
<i>City of Monticello</i>	
Infrastructure	Waterworks: City is pursuing improvements to the current water mains and hydrants within the RCA Neighborhood. Wastewater: City is working to complete a dual utility PER, construction project will follow based on issues identified in study. City is working to complete and update portion of the LTCP. Stormwater: City is looking to Map and inventory the entire stormwater system and develop a utility asset management plan.
Other projects and community events	City and Parks Department continuing construction on the Nature Center at Altherr Park. Anticipated completion end of 2019 early 2020.
<i>Town of Reynolds</i>	
Infrastructure	Town is exploring alternatives for both water and wastewater system improvements
<i>Town of Wolcott</i>	
Infrastructure	Town is working with White County on construction of a new wastewater treatment plant.
Other projects and community events	The Wolcott Library is seeking funding for an expansion of their facility.

ECONOMIC DEVELOPMENT PARTNERS



Benton County Economic Development Corporation
Paul Jackson, Executive Director
(765) 884-2080
www.benton4business.com



JASPER COUNTY
ECONOMIC DEVELOPMENT ORGANIZATION
Jasper County Economic Development Organization
Stephen Eastridge, Executive Director
(219) 866-3080
www.jaspercountyin.com



Pulaski County Community Development Corporation
Nathan Origer, Executive Director
(574) 946-3869
www.development.pulaskionline.com



White County Economic Development
Randy Mitchell, Executive Director
(574) 583-6557
www.whitecountyin.org



Carroll County INDIANA
ECONOMIC DEVELOPMENT CORPORATION
Carroll County Economic Development Corporation
Jake Adams, Executive Director
(765) 564-2060
www.carrollcountyedc.com



Newton County Economic Development Commission
Tim Myers, Executive Director
(219) 869-0951
www.newtoncountyin.com



Starke County Economic Development Foundation
Lisa Dan, Interim Executive Director
(574) 772-5627
www.scedf.biz



Warren County Economic Development
Ben Dispennett, Executive Director
(765) 762-6055
www.warrenadvantage.com

RESOLUTION NO. 03-01-2021

A RESOLUTION CONCERNING THE APPROVAL OF THE 2020-2024 COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY REPORT OF THE KANKAKEE-IROQUOIS
REGIONAL PLANNING COMMISSION.

WHEREAS, The Kankakee-Iroquois Regional Planning Commission is a designated Economic Development District; and

WHEREAS, such designation enables the counties, cities and towns of the District to benefit from the many programs provided by the Economic Development Administration as an agency of the U.S. Department of Commerce; and

WHEREAS, the Commission is required to annually update its Comprehensive Economic Development Strategy (CEDS) in order to maintain its designation;

NOW, THEREFORE, BE IT RESOLVED BY THE KANKAKEE-IROQUOIS REGIONAL PLANNING COMMISSION THAT:

The Commission, acting through its Executive Board, has determined the 2020-2024 CEDS Report satisfactorily addresses the economic development needs of the District and all constituent jurisdictions; and

BE IT FURTHER RESOLVED THAT:

The Commission does herewith adopt and approves of the 2020-2024 CEDS Report.

ADOPTED THIS 25th day of March, 2021, by the Executive Board of the Kankakee-Iroquois Regional Planning Commission.

Kankakee-Iroquois Regional Planning Commission



Nathan P. Origer, Board Chairman

ATTEST:



Christine Chapman, Secretary