

SEE YOU IN

TERRE★HAUTE

2025 COMMUNITY PLAN

CITY OF TERRE HAUTE & VIGO COUNTY, INDIANA
COMMUNITY PLAN

AUGUST 2019

MILESTONES

1818

Formation of
Vigo County

1832

Terre Haute
becomes a town

1840

SMWC founded

1872

Rose Polytechnic
Institute established

1944

Hulman Field
Airport dedication

1963

Ivy Tech State
Region 7 chartered

2003

Terre Haute is defined
as a model of stagnation
by Indy Star

2010

Resurgence for collaboration within
local leaders that landed Terre Haute
Community of the Year by the
Indiana Chamber of Commerce

2019

See You In Terre Haute 2025
Community Plan launched

1816

Terre Haute
founded

1819

1st one-room
school house

1838

First Mayor elected,
Elijah Tillotson

1865

Indiana State
Normal School
opens doors

1892

First Hospital opened
(Union Hospital)

1961

Vigo County School
Corporation legally formed

1980

Terre Haute Convention
& Visitors Bureau created

2005

Terre Haute Tomorrow Plan &
Terre Haute A Level Above Launched.
River Scape & Economic Development
Corporation created

ACKNOWLEDGEMENTS

FINANCIAL CONTRIBUTORS

- Brampton Brick
- City of Terre Haute
- Duke Energy
- Garmong Construction Services
- Glas-Col
- GoTime Consulting
- Indiana American Water
- Indiana State University
- Ivy Tech Community College
- Kemper CPA Group
- ONI Risk Partners
- Rose-Hulman Institute of Technology
- Saint Mary-of-the-Woods College
- Steel Dynamics Heartland, LLC
- Terre Haute Regional Airport
- Terre Haute Regional Hospital
- Thompson Thrift
- Union Health System
- Vectren – A Center Point Energy Company
- Wabash Valley Community Foundation
- West Central Indiana Economic Development District
- Saint Mary-of-the-Woods College

SEE YOU IN TERRE HAUTE 2025 CO-CHAIRS

- Mayor Duke Bennett, City of Terre Haute
- Steve Holman, Union Health Systems

TERRE HAUTE CITY COUNCIL

- Amy Auler
- Curtis DeBaun IV
- Don Morris
- Earl Elliott
- George Azar
- Karrum Nasser
- Martha Crossen
- Neil Garrison
- Todd Nation

VIGO COUNTY COMMISSIONERS

- Brad Anderson
- Brendan Kearns
- Judy Anderson

VIGO COUNTY COUNCIL

- Aaron Loudermilk
- Chris Switzer
- David Thompson
- Jim Mann
- Lisa Spence

- Mike Morris
- Vicki Weger

STATE REPRESENTATIVES

- State Senator Jon Ford
- State Representative Alan Morrison
- State Representative Bob Heaton
- State Representative Tonya Pfaff

TERRE HAUTE CHAMBER OF COMMERCE BOARD OF DIRECTORS

Officers

- Bernice Helman, Coldwell Banker Troy Helman, Realtors
- Brian Kooistra, Garmong Construction Services
- Curt Wilkinson, Wilkinson, Goeller, Modesitt, Wilkinson & Drummy
- Ellie Caldwell, Sackrider & Company
- John Collett, Wabash Valley Asphalt
- Keith Carter, Kemper CPA Group
- Kristin Craig, Terre Haute Chamber of Commerce
- Marla Flowers, Garmong Construction Services
- Nathan Vooy, Terre Haute Regional Hospital
- Sara Smith, Sycamore Engineering, Inc.

Directors

- Abby Desboro, United Way of the Wabash Valley
- Brad Anderson, Vigo County Commissioner
- Brandon Halleck, Chances and Services for Youth
- Col. Chris Alderdice, 181st Intelligence Wing/Indiana Air National Guard
- Courtney Richey-Chipol, West Central Indiana Small Business Development Center

- Deborah Curtis, Ph.D., Indiana State University
- Dottie L. King, Ph.D., Saint Mary-of-the-Woods College
- Mayor Duke Bennett, City of Terre Haute
- Erin Powell, WTHI-TV
- Jennifer Isbell-Scott, Vectren
- Jim Winning, Old National Bank
- Lea Anne Crooks, Ivy Tech Community College
- Lori Danielson, GoTime Coaching
- Melvin L. Burks, Hamilton Center
- Norman D. Lowery, First Financial Bank
- Rachel Leslie, RJL Solutions, LLC
- Ret. Brig. General Jeff Hauser, Terre Haute Regional Airport
- Rick Burger, Duke Energy
- Robert A. Coons, Rose-Hulman Institute of Technology
- Rob Haworth, Ph.D., Vigo County School Corporation
- Roberto Bohrer, Steel Dynamics Heartland, LLC
- Scott McCullough, Terre Haute Savings Bank
- Steve Holman, Union Health System
- Steve Witt, Terre Haute Economic Development Corporation
- Tim Fears, Thompson Thrift
- Tim Sturgess, WTWOWAWV
- Natalie Green, CENTURY 21 Advantage
- Rob Haworth, Ph.D., Vigo County School Corporation
- Santhana Naidu, Indiana State University

VIGO COUNTY SCHOOL CORPORATION BOARD

- Jackie Lower, President
- Joni Wise, Member
- Joseph Irwin III, Vice President

- Melvin L. Burks, Member
- Paul Lockhart, Secretary
- Rosemarie Scott, Member
- Susan Powers, Ph.D., Member

COMMUNITY FORUM PANELISTS

- Alpa Patel, Community Advocate
- Bernice Helman, Coldwell Banker Troy Helman, Realtors
- Beth Tevlin, Wabash Valley Community Foundation
- Brandon Halleck, Chances and Services for Youth
- Brian Kooistra, Garmong Construction Services
- David Templeton, Glas-Col
- Gerri Varner, Community Advocate
- Jennifer Isabell-Scott, Vectren
- Keith Carter, Kemper CPA Group
- Lea Anne Crooks, Ivy Tech Community College
- Lori Danielson, GoTime Coaching
- Ret. Brig. General Jeff Hauser, Terre Haute Regional Airport
- Richard Payonk, United Way of the Wabash Valley
- Shelly Klingerman, Launch Terre Haute

COMMUNITY PILLARS CO-CHAIRS

- Bernice Helman, Coldwell Banker Troy Helman, Realtors
- Brian Kooistra, Garmong Construction Services
- Caroline Mallory, Indiana State University
- Courtney Richey-Chipol, West Central Indiana Small Business Development Center
- David Templeton, Glas-Col
- Dottie King, Saint Mary-of-the-Woods College
- Lea Anne Crooks, Ivy Tech Community College

- Lori Danielson, GoTime Coaching
- Melvin L. Burks, Hamilton Center
- Nathan Vooyo, Regional Hospital
- Rachel Leslie, RJI Solutions
- Richard Payonk, United Way of the Wabash Valley
- Rick Burger, Duke Energy
- Rob coons, Rose-Hulman Institute of Technology
- Roopam Harshawat, Harsha Behavioral Center
- Susan Turner, Terre Haute Children's Museum

Special thanks to community forum location hosts:

- Indiana State University
- Ivy Tech Community College
- Landsbaum Center for Health Education
- Rose-Hulman Institute of Technology
- Saint Mary-of-the-Woods College
- Union Hospital

TABLE OF CONTENTS

COMMUNITY PLANNING	1
ACKNOWLEDGEMENTS	1
Financial Contributors.....	1
See You in Terre Haute 2025 Co-Chairs.....	2
Terre Haute City Council	2
Vigo County Commissioners	2
Vigo County Council	2
State Representatives	3
Terre Haute Chamber of Commerce Board of Directors and Officers.....	3
Vigo County School Corporation Board	4
Community Forum Panelists	5
Community Pillars Co-Chairs	5
Community Forum Location Hosts	6
VISION	10
MESSAGE FROM THE CHAMBER	11
INTRODUCTION.....	12
HOW TO USE THIS DOCUMENT	13
COMMUNITY DEMOGRAPHICS.....	16
PILLARS.....	19
Economic Development.....	20
Health and Wellness.....	29
Infrastructure	34

Quality of Life.....	44
Talent Attraction/Retention	51
Tourism.....	57
DESCRIPTION OF COMMUNITY BRAND PROCESS	63
BRAND IMPLEMENTATION GUIDE	65
BRAND STYLE GUIDE	73
REFERENCES.....	78
APPENDICES	79
Appendix A – Survey Data	80
Appendix B – Survey Questions.....	91
Appendix C – Forum Descriptions.....	104
Appendix D – Forum Data	106
Appendix E – UWWV 2019 Strategic Plan	124
Appendix F – Current Plans	126
Appendix G – Data Reports Received	127

INTRODUCTION

VISION	10
MESSAGE FROM THE CHAMBER	11
INTRODUCTION.....	12
HOW TO USE THIS DOCUMENT	13
COMMUNITY DEMOGRAPHICS.....	16

VISION

It's a new day in Terre Haute - Vigo County, where citizens, youth, community and government leaders are coming together at one of the community's biggest turning points in its history. Terre Haute - Vigo County is a destination that is dedicated to serving the community, diverse resources and future visitors. Through the community's number one resource, the people, Terre Haute - Vigo County strives for growth in all sectors. This plan addresses opportunities aimed at becoming a more diverse community through the increase of population and average per capita income.

The Terre Haute - Vigo County *See You In Terre Haute 2025 Community Plan* aligns the public and private sectors in order to address the hardships of the community through resource alignment, new programs and strategic funding sources, all while advancing Terre Haute - Vigo County's growth opportunities around tourism and business development. The additional tax base created through tourism and business development directly impacts the community's ability to advance timely quality of life initiatives important for retention and attraction of the population and jobs growth.

Terre Haute - Vigo County is where growth happens, where families are formed, where schools are top notch, where outdoor recreation thrives and where entrepreneurship evolves. Terre Haute - Vigo County is home. See you in Terre Haute - Vigo County.

SUCCESS INDICATORS



Halt Population Decline

**By 2035, the projected population loss is 1.8%.*

**Move projected population loss to a negligible number by 2025.*



Reverse The Trend For Declining Per Capita Personal Income

**Terre Haute – Vigo County's average per capita income is 81% of the current state average of \$43,097.*

**By 2025, move the average per capita income to 85% of state average.*

MESSAGE FROM THE CHAMBER

Dear Community Member,

Early this year, the Terre Haute Chamber of Commerce and its board of directors committed to taking a leadership role in advancing a community planning process. Not a small undertaking, the process included researching and compiling existing plans, gathering over 1,000 survey responses and conducting community forums at various locations. Through this extensive research process, the community itself helped clarify the goals and priorities. While complex, these priorities are achievable with a collaborative approach.

The pillars outlined in the following document outline the findings, but additional themes are weaved in throughout this plan as well: quality of life, jobs growth and retention, diversity and inclusion, population growth and retention, and visitor experiences. As we engage leaders to tackle sections of this plan, the identified pillars and integrated themes will keep the process focused on the larger goals, halting population decline and reversing the trend of decreasing per capita personal income.

This plan was built on a six-year timeline, with an understanding that while some action items can be accomplished in this window, others cannot and will take more extended planning. The Chamber's commitment will continue with an evaluation of our successes in 2025, and the creation of a new process to address the next set of priorities.

I would like to express gratitude to those who worked diligently to bring together this community plan, from business to government leaders, to all Terre Haute and Vigo County citizens, thank you. We'll **See You In Terre Haute**.

Sincerely,



Kristin Craig
President, Terre Haute Chamber of Commerce



DEAR TERRE HAUTE - VIGO COUNTY,

Terre Haute has always been a community with rich a history and the potential for greatness. The diverse resources and opportunities present throughout the community have paved the path to progress that is outlined in the vision, pillars and actions of this document.

We're proud to say that through the collection process, the Terre Haute Chamber of Commerce collected over one thousand survey responses, nearly fifty pages of written feedback from the six community forums and over forty data points that various organizations have collected over the last two years. This data is the source for this community plan.

Through this process, six community pillars were identified, which you'll find described in detail. The pillars indicate three areas of focus: current resources, opportunities and action items. Each of the pillars offers one or two priority action items with timelines, which will deliver volunteer leaders a roadmap for successful completion and celebration.

As we began analyzing the data and working with local leaders at every level on priority items for our community, three things came to mind. First, the people of Terre Haute - Vigo County are ready for new quality of life assets important to them and their families. Second, they understand that population retention and attraction depend on quality of place and jobs and want to address those concerns and opportunities head on. Third, they recognize that we can't accomplish the big and bold opportunities without breaking down barriers and working together. The feedback was honest, intentional and, in many cases, inspiring. With that, it's not easy.

We suspect this plan will be questioned, celebrated and evolve over time. It's meant to change parallel to the timeline, checking off successes and addressing additional challenges. It's meant to include community leaders, citizens with interest and identify funding plans for local, state and federal leaders. It will take a combination of interested parties to celebrate a successful Community Plan.

Terre Haute - Vigo County has come a long way. Progress is celebrated in all corners, and the future is bright. Businesses, non-profits, community leaders and citizens have come together for the betterment of the community, the citizens and our statehood. This Community Plan is an added milestone for the history of Terre Haute - Vigo County. A better tomorrow involves change and the challenge to think about things differently. Through our planning process, we have learned that we do have what it takes, and more importantly, we want what it takes. Together, our horizons are limitless. As we move forward, we encourage you to engage. This Community Plan is your Community Plan.

So, as we evolve, we'll **See You In Terre Haute.**



Mayor Duke Bennett



Steve Holman

HOW TO USE THIS DOCUMENT

Resource for Pillar Task Forces


**CELEBRATE
SUCCESSSES**



ACTION ITEMS

Tackle priority action item(s)



CREATE TIMELINE

*Create a timeline to complete
action items for each pillar*



PILLARS

*Understand the impact
of your pillar*



SEE YOU IN TERRE HAUTE

Read Vision



GET ON BOARD

Read Introduction

Pillars

ECONOMIC DEVELOPMENT

West Central Indiana Regional Plan

Business Hub

HEALTH & WELLNESS

Community - Based Recovery Program

INFRASTRUCTURE

Neighborhood Revitalization Program

QUALITY OF LIFE

Riverwalk Development & Water Attraction

TALENT ATTRACTION / RETENTION

21st Century Talent Attraction

TOURISM

Gateway Beautification

HOW TO USE THIS DOCUMENT

This Community Plan is a public management tool for Terre Haute - Vigo County to help make informed decisions for the future. This plan is all-inclusive and meant for use by any citizen, organization or business. While this plan is full of information that will guide future-based decisions, it also addresses the opportunities for the community, citizens, businesses, non-profits and future visitors. This plan began with public participation to provide city and county leaders with information of what the community needs and desires.

The plan includes a six-year timeline to accomplish all priorities and opportunities detailed within this document. When reviewing development plans, making budgets or setting priorities, this document should be used to help guide those decisions. This plan was developed to be used in the following ways:

- Help the Mayor, Terre Haute City Council, Vigo County Commissioners, Vigo County Council, Terre Haute Chamber of Commerce, Terre Haute Economic Development Corporation and the Terre Haute Convention and Visitors Bureau when considering development opportunities for the future.
- Provide ideas on how to strengthen and enhance the community in areas of economic development, health and wellness, infrastructure, quality of life, talent attraction/retention and tourism.
- Provide guidance for priorities such as grant writing and applications, advocacy and more.
- Enhance opportunities and areas of growth for businesses, non-profits and volunteer groups.
- Provide alignment of all resources within the community under each of the main pillars.

This plan provides resources and overarching goals that address poverty rates in Terre Haute – Vigo County. In 2017, Terre Haute – Vigo County’s poverty rate was 19.4% of the population, 25% of children under the age of 18 lived below the poverty line and there were 7,696 free and

reduced lunch recipients in the 2018/2019 school year (Stats Indiana (2019)). These factors are critical for the decision making process of the community plan.

To facilitate decision-making for all entities involved, this document is organized with the following:

COMMUNITY DEMOGRAPHICS

The demographics section of the plan provides a snapshot of the current state of the city and county in regard to the population, age, median household income and employment data. This is accompanied by a brief description of the West Central Indiana Region.

COMMUNITY PILLARS

This section is separated into six community pillars that detail the current resources within that pillar and priority action items that are recommended to be addressed upon submission of this document. These priorities serve as a response for the plan's six community pillars and provide a foundation for future objectives and strategies. Each priority item will include a timeline for completion. Additionally, an outline of opportunities within each pillar and additional action items are outlined, which will be addressed by the designated task force. Each task force will distinguish measurable metrics for evaluating success for the action items and priority action items in each pillar. These community pillars are reflective of the community vision statement, priorities and state of the community.

COMMUNITY BRANDING

This plan includes a new brand for the City of Terre Haute with the goal to instill pride within the current population as well as serve as a marketing tool to increase tourism. In this part of the plan, the branding process is detailed. Additionally, brand documents are provided which include the implementation guide for all entities of Terre Haute – Vigo County that would be using this brand such as the Mayor, Terre Haute City Council, Vigo County Commissioners, Vigo County Council, Terre Haute Chamber of Commerce, Terre Haute Economic Development

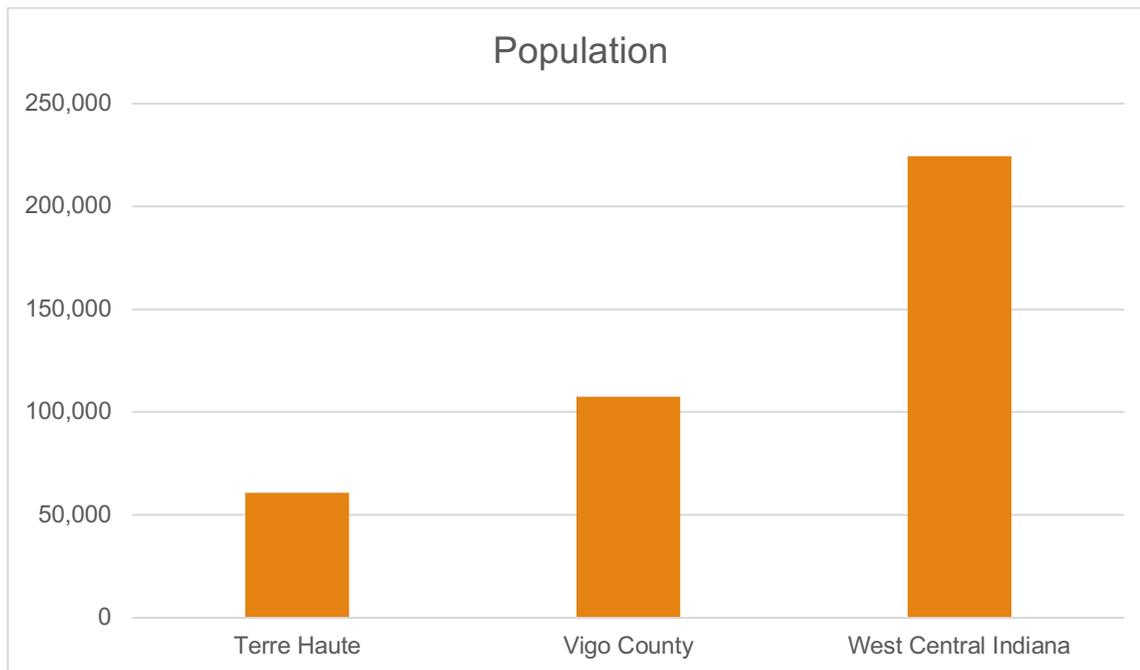
Corporation and the Terre Haute Convention and Visitors Bureau. In addition, the implementation phase includes participation of local businesses and non-profit organizations.

Terre Haute - Vigo County touts diverse assets and looks to build upon its tourism brand. As Terre Haute - Vigo County work to achieve the goals in this document, citizens will soon see a dedication to an improved quality of life and additional consideration for visitor experience.

COMMUNITY DEMOGRAPHICS

In 2017, Terre Haute held a population of 60,774 community members within the city limits. Vigo County held a population of 107,516 in 2017 within the county limits. The City's population makes up 27% of West Central Indiana's population, whereas Vigo County makes up 47.85% of the region's population. West Central Indiana is a six-county region that includes Clay, Parke, Putnam, Vermillion, Vigo and Sullivan Counties and holds an estimated population of 224,431 according to the U.S. Census Bureau.

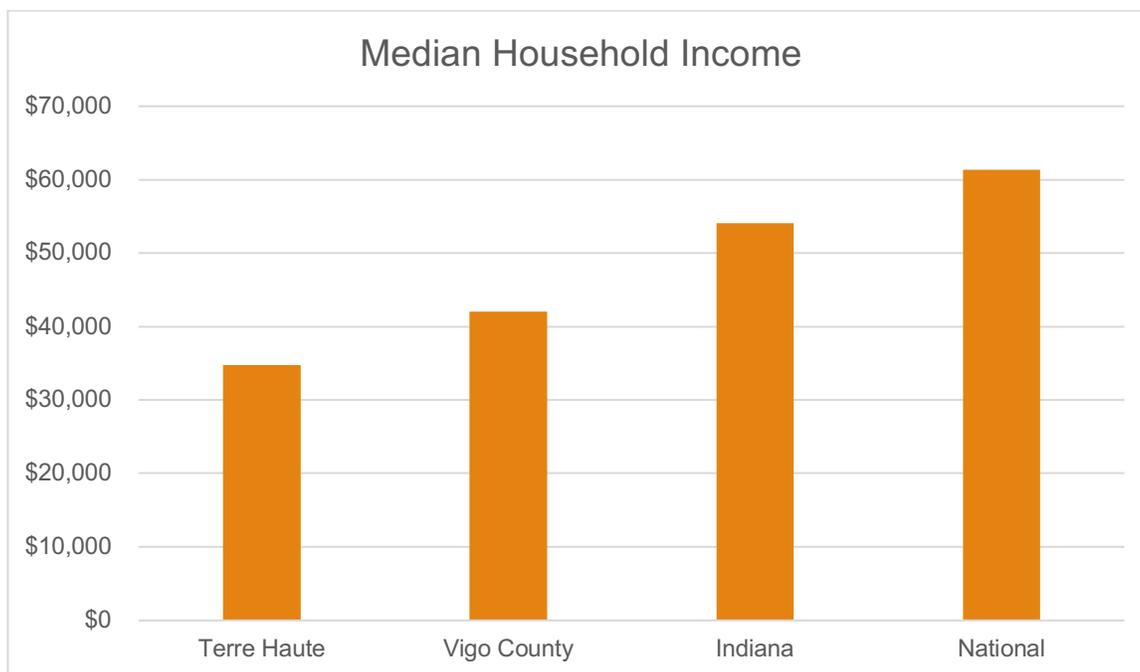
When the population of Terre Haute is broken down by race, 81.3% of citizens are White alone, 9.48% are Black or African American alone, 4.34% are two or more races, 3.01% are Hispanic or Latino alone and 1.46% are Asian alone. The percentage breakdown in race for Vigo County's population is very similar to the city. When the population of Vigo County is broken down by race, 85.8% of citizens are White alone, 6.15% are Black or African American alone, 3.36% are two or more races, 2.57% are Hispanic or Latino alone and 1.88% are Asian alone. (Stats Indiana, 2019)



According to the U.S. Census Bureau data, 5.8% of the population in Vigo County are persons under 5 years of age, 20.5% of the population are persons under 18 years of age and 16.3% of the population are persons 65 years of age and over while 49.4% of persons are female.

In Terre Haute, 5.9% of the population are persons under 5 years of age, 19.4% of the population are persons under 18 years of age, 14.0% of the population are persons 65 years of age and older while 48.4% of persons are female.

The median household income for the City of Terre Haute averages \$34,746, approximately \$7,000 lower than Vigo County's median household income of \$42,030 (Stats Indiana, 2019).



COMMUNITY PILLARS

ECONOMIC DEVELOPMENT 20

HEALTH AND WELLNESS 29

INFRASTRUCTURE 34

QUALITY OF LIFE 44

TALENT ATTRACTION/RETENTION 51

TOURISM..... 57

ECONOMIC DEVELOPMENT

In this section, you will find an outline of economic development resources, an outline of economic development opportunities, additional action items that will be addressed by the economic development task force and two priority action items that will be addressed first with a timeline for completion.

Throughout the data collection process, one of the biggest concerns generated from the survey data was the fear of businesses closing in the Terre Haute – Vigo County area and the impact this will have on the long-term future of the community. To address this concern, a comprehensive look at economic development, including business attraction and retention, has been outlined, resulting in the formation of the economic development task force.

Terre Haute - Vigo County is situated in a strategic location in a region rich in history and economic assets. Perched on the banks of the Wabash River in western Indiana, just east of the Illinois border, it serves as the metropolitan hub for West Central Indiana and neighboring Illinois counties. It is a business-friendly city with a rich tradition of entrepreneurship, innovation and corporate leadership. Terre Haute - Vigo County is home to the historic Clabber Girl and the birthplace of the Coca-Cola bottle. Today, it houses major corporations including ADVICS, GE Aviation, Sony DADC USA, Bemis and many others with healthcare and education being the largest employers in the community.

An important factor in economic development includes downtown retail development. Downtown Terre Haute - Vigo County has grown exponentially in recent years. Historically, it was the retail center and heart of Terre Haute - Vigo County. However, as the retail industry in Terre Haute - Vigo County expanded and retail assets developed in other areas, the downtown area struggled to survive. Through the leadership of both private and public sectors, Indiana State University, the Arts and Culture community and the Terre Haute Chamber of Commerce's Downtown Terre Haute initiative, the area has begun to thrive again.

Downtown Terre Haute includes the area from the Wabash River to the west, 14th Street to the east, Locust Street to the north, and Oak Street to the south.

ECONOMIC DEVELOPMENT RESOURCES

Terre Haute - Vigo County is rich with business resources ranging from economic to small business development to innovation and technology. The resources below include local, state and national incentives that make the community a great destination to do business.

- Certified Technology Park
- Launch Terre Haute
- Opportunity Zones
 - Downtown Terre Haute
 - Highway 41 near Locust Street
 - State Road 46
- Rose-Hulman Ventures
- SCORE
- Terre Haute Chamber of Commerce
- Terre Haute Economic Development Corporation
- Terre Haute Regional Airport
- TIF Districts
- West Central Indiana Defense Network
- West Central Indiana Economic Development District
- West Central Indiana Small Business Development Center
- WorkOne
- Available Land Development
 - Airport Property - 44 acres owned by and part of the Terre Haute Regional Airport (HUF)
 - Fort Harrison Business Park - Privately held and located within the City of Terre Haute.

- Garmong Development Site with Rail Access - Located within the City of Terre Haute, this 80-acre greenfield is bordered on two sides with several thousand feet of rail.
- Hoosier Jack Mega Site - Over 10,000 contiguous acres in southwestern Vigo County and northeastern Sullivan County. The entire parcel is owned by one entity. The property was a former Black Beauty (Peabody Coal) surface coal mining operation. The property is a combination of reclaimed surface property and undisturbed acreage.
- Vigo County Industrial Parks - Parks I & II, both owned by the Vigo County Redevelopment Commission and totaling 2,435 acres with all utilities on site and development ready, are located in southern Vigo County with easy access to Interstate 70 via US Highway 41.
- Additional buildings and properties ready and available for projects include former Columbia House, Crawford Industrial Center, Distributors Terminal, Garmong Shell Building, Modern Welding and Riverfront Development opportunities. (WCIDefense.com)

The list of resources for each pillar is constantly being updated. Please visit terrehautechamber.com/seeyouinterrehaute for an updated list of economic development resources or to provide relevant information you would like to see included on the resource list.

ECONOMIC DEVELOPMENT OPPORTUNITIES

- Bring more diverse investors into the community.
- Continue to promote Terre Haute – Vigo County as a business-friendly environment.
- Encourage public/private partnerships.
- Support incubators and entrepreneurialism.
- Promote economic development that attracts and retains fulfilling jobs that pay a family sustainable wage. Strategies for achieving this statement include the following:
 - Ensuring that there is available land for development.
 - Offering educational opportunities to employers (offer on-site if possible).
 - Identifying sources of venture capital for new and existing industry/business.

- Determining what businesses and industries will create jobs.
- Promote and preserve the historic Downtown area as the city’s community center and gathering place.
- Encourage enhancement of current buildings and new buildings that blend with historic and/or neighborhood character through architectural review.
- Encourage business development and growth in Downtown Terre Haute.
- Elevate minority-owned and women-owned businesses.
- Embrace diversity in the downtown area not only in terms of business owners but in terms of visitors with its close proximity to Indiana State University, which has a diverse international student population.

ECONOMIC DEVELOPMENT ACTION ITEMS

- **Promote regionalism by continuing to work with neighboring communities on regional quality of life initiatives that positively impact economic development through the established West Central 2025. (Priority Action Item, See Page 22)**
- Create an economic development task force that addresses economic opportunities and concerns within the community. This task force will be responsible for pursuing aggressive development of the following properties for residential, non-residential and institutional land uses in Terre Haute:
 - 46 Corridor
 - Partner with the Terre Haute Regional Airport
 - Industrial sites
 - Small to medium sized development
 - Downtown development
- **Establish a business hub that will serve as a one-stop shop for current and prospective business owners in Terre Haute - Vigo County, inclusive of all business development organizations. (Priority Action Item, See Page 24)**
- Improve the quality of new non-residential development in community entryway corridors, and particularly at community gateway locations.
- Maintain and enhance Downtown Terre Haute as the center for unique shopping, entertainment and professional and government services.

- Diversify the range of employment opportunities available in the community, with a particular focus on skilled professional and technical jobs.
- Work with private landowners or housing advocates to market the availability of land for the development or redevelopment of work-force housing.
- Develop a small business retail marketing plan to attract independent shops and restaurants.
- Aggressively pursue grants to address the following:
 - Downtown specific blight removal
 - Place-making opportunities
 - Branded wayfinding
- Develop an education corridor in partnership with Indiana State University, Ivy Tech, Rose-Hulman Institute of Technology, Saint Mary-of-the-Woods College and the Vigo County School Corporation, celebrating the student population, including student specific festivals/events.
- Encourage Downtown Terre Haute to partner with the Vigo County Capital Improvement Board on conventions to welcome unique and diverse visitors.
- Reinvigorate the City of Terre Haute’s façade grant program to incentivize downtown businesses to beautify their storefronts.
- Develop a downtown bikeshare program.
- Repurpose vacant retail space.
- Implement a plan to incentivize and develop greenspace to improve quality of life for those living the downtown lifestyle.

WEST CENTRAL INDIANA REGIONAL PLAN

WEST CENTRAL 2025 INITIATIVE

Priority Action Item - Economic Development Pillar

Develop a regional plan, led by West Central 2025, in collaboration with the Economic Development Task Force, that identifies overarching goals and priority action items for West Central Indiana.

West Central 2025 aims to create an action-oriented network of individuals and groups who are familiar with each other's regional assets and advance opportunities together (West Central 2025, 2018). As an initiative of the Terre Haute Chamber of Commerce, West Central 2025 hopes to influence long-term planning while taking into account available resources, increased political and economic development, more opportunity for funding collaborative projects and an action plan to meet the common goals of the region as a unified group. To remain competitive with other regions across the state, the six counties of West Central Indiana collaborate in a sincere and meaningful way in order to secure state and federal funding, gain economic opportunities, bring resources to the region, etc. The region, for purposes of West Central 2025, includes Clay, Parke, Putnam, Sullivan, Vermillion and Vigo Counties.

Upon its founding in 2018, West Central 2025 was developed to lead the region's efforts toward regional collaboration. The progression of West Central 2025 has identified the need for a

regional branding initiative in order for the region to communicate its assets, opportunities, challenges and goals to those within the region, to those in the rest of the state and beyond (Greninger, 2018).

In order to further the success of West Central 2025 and achieve results, West Central 2025 is recommended to develop a West Central Indiana Regional Plan aimed to explicitly outline the goals of the organization and detail the action items necessary to achieve those goals. Plan development may include, but is certainly not limited to, focus groups, surveys and forums targeting various municipal and economic development leadership within the six-county region. The final result should be a written plan with established action items, a plan for achievement and a timeline for completion. For more information on West Central 2025, please visit westcentral2025.com.

WEST CENTRAL INDIANA REGIONAL PLAN TIMELINE

2019-2020

Task force works with West Central 2025 to begin planning process.

2021

Task force completes West Central Indiana Regional Plan.

2023

West Central Indiana Regional Plan is implemented.

BUSINESS HUB

ONE-STOP SHOP FOR CURRENT AND PROSPECTIVE BUSINESS OWNERS

Priority Action Item - Economic Development Pillar

Establish a business hub that will serve as a one-stop shop for current and prospective business owners in Terre Haute - Vigo County that is all-inclusive for all business development organizations.

This plan seeks to implement a community-wide business hub curated and crafted from other communities throughout Indiana. The business hub will act as a collaborative meeting ground where current, past and aspiring businesses, entrepreneurs and organizations can go to find necessary resources regarding their line of work and business needs. Businesses of all sizes are encouraged to utilize the business hub for growth, retention and new development opportunities. The hub will be an initiative of the Terre Haute - Vigo County Community Plan and will be designed, managed and maintained by the economic development task force.

The business hub will pose as a physical, central location where partnering public, private and volunteer sectors are housed. The Terre Haute Chamber of Commerce, Launch Terre Haute, West Central Indiana Small Business Development Center, The Terre Haute Economic Development Corporation, Accelerate West Central Indiana Economic Development, West Central Indiana Economic Development District, Indiana State University Business Engagement Center, West Central 2025, Work One, etc. can each have a presence in the business hub.

The business hub will move community efforts around talent attraction and retention, business development, economic vitality, downtown development and tourism. Combining Terre Haute - Vigo County's business and economic resources will leverage industry movement and advance workforce talent in a collaborative environment.

BUSINESS HUB TIMELINE

2019-2020 Task force begins planning process.

2021-2022 Task force collaborates with stakeholders.

2023 Task force implements business hub.

HEALTH AND WELLNESS

In this section, you will find an outline of health and wellness resources, an outline of health and wellness opportunities, additional action items that will be addressed by the health and wellness task force and one priority action item that will be addressed first with a timeline for completion.

The health of a community is essential to its growth. Health and wellness services, providers and facilities are integral aspects of a community's quality of life. Although health and wellness properly encompass the healthcare of individuals, it also represents a lifestyle for people looking for an active community. When asked about health and wellness opportunities within the community, 52.5% of survey respondents indicated they wished to see an increase in available options. In addition to the survey responses, much of the information used to guide the health and wellness pillar was generated from community conversations held by the United Way in 2016-2017 as well as feedback from the community forums.

HEALTH AND WELLNESS RESOURCES

With two hospitals, top-of-the-line health care providers and professionals, endless facilities and extracurricular wellness activities, Terre Haute - Vigo County's health and wellness industry is well equipped.

The list of resources for each pillar is constantly being updated. Please visit terrehautechamber.com/seeyouinterrehaute for an updated list of health and wellness resources or to provide relevant information you would like to see included on the resource list.

HEALTH AND WELLNESS OPPORTUNITIES

- Build centrally located grocery stores.
- Strategically place farmer's markets around neighborhoods.
- Provide a free recreational activity center for community members.
- Host mental health and substance use disorder education and awareness workshops.

- Host healthcare and healthy living education workshops.
- Create easy access to health and wellness services.
- Implement money and financial literacy programs for community members.
- Map out exercise facilities and address health and wellness gaps in the community.
- Enhance public transportation.
- Follow the model of the Vigo County School Corporation and encourage access to playgrounds and other outdoor facilities around the community.
- Encourage businesses to initiate wellness programs for employees.

HEALTH AND WELLNESS ACTION ITEMS

Create a healthcare task force that addresses health and wellness opportunities and concerns within the community. This task force will be responsible for addressing the priority action items regarding health and wellness initiatives in Terre Haute - Vigo County. These include the following:

- Coordinate with Better Health Wabash Valley to analyze current opportunities and detail free vs cost, map locations and make recommendations on gap needs for exercise resources and health education.
- Partner with United Way of the Wabash Valley and Healthier by 2020 to create a resource summary and an outline plan to positively change metrics around obesity rates, infant mortality rates and smoking factors.
 - 2018 adult obesity rate: 31%
 - 2018 adult smoking rate: 22%
 - 2018 children and infant mortalities: 67 children/infants (Stats Indiana, 2019)
- Promote and strategize overall better health initiatives in Terre Haute - Vigo County and lower insurance rates.
- Collaborate with the Vigo County School Corporation to actively build healthy habits at a young age.
- Address lack of public indoor aquatic facility.
- Seek part-time coordinator who advances grant seeking and implementation.

- Expand public transportation opportunities in order to make healthcare services more accessible. This can be sidewalk upkeep, bus lines, Ubers, Lyft, etc.
- Work with local businesses to strategize employee wellness programs.
- **Establish a Community-Based Recovery Program that encourages community involvement while integrating treatment and rehabilitation programs through community health and social services. (Priority Action Item, See Page 29)**
- Implement and encourage the use of community gardens and farmer's markets in different neighborhoods.
- Partner with schools of health and sciences to facilitate programs to increase accessibility to health care services for all residents, especially the uninsured and underserved.

COMMUNITY-BASED RECOVERY PROGRAM

HEALTH AND WELLNESS TASK FORCE INITIATIVE

Priority Action Item – Health and Wellness Pillar

Establish a Health and Wellness Task Force to lead the necessary action items to implement a Community-Based Recovery Program.

Health and wellness opportunities are the foundation to a strong and lively community. Addiction recovery and substance use disorder treatment centers are housed within the health and wellness sector of a community.

This plan seeks to work collectively with the health and wellness task force of the Terre Haute - Vigo County Community Plan to establish a Terre Haute - Vigo County Community-Based Recovery Program. This program is a model of treatment for those battling substance use disorder. This program is meant to be a community resource that directs individuals who are seeking help to the appropriate service in the community based on their needs, care providers and scope of treatment. In a world that is full of resources and overwhelming amounts of information, this program will assist in navigating the avenues of help, sobriety and community resources that Terre Haute - Vigo County already offers. This program will eliminate the possibility of getting no help, for it strategically and intentionally works with all substance use disorder needs and recovery outlets (United Nations Office on Drugs and Crime, 2019).

The Community-Based Recovery Program will be available to everyone but will target those who have limited access to services. This model encourages behavioral change throughout the community while encouraging participation amongst community members, local businesses/organizations and other rehabilitation and substance use disorder centers.

The Terre Haute - Vigo County Community-Based Recovery Program, in partnership with the health and wellness task force, will encourage community involvement while integrating treatment and rehabilitation programs through community health and social services. This program will work with United Way of the Wabash Valley's Substance Use Disorder Council and other community organizations to collectively move efforts. Priority action items include connecting with additional substance use disorder and rehabilitation facilities in Terre Haute - Vigo County and highlighting all services, assets and patient requirements for each.

COMMUNITY-BASED RECOVERY PROGRAM TIMELINE

2019-2020 Task force begins planning process.

2021-2022 Task force collaborates with stakeholders.

2023 Task force implements Community-Based Recovery Program.

INFRASTRUCTURE

In this section, you will find an outline of infrastructure resources including housing and code enforcement, an outline of infrastructure opportunities, additional action items that will be addressed by the infrastructure task force and one priority action item that will be addressed first with a timeline for completion.

Terre Haute - Vigo County infrastructure planning focuses on transportation planning, broadband connectivity, airport development and water and waste water planning.

Additionally, it is the City and the County's responsibility to not only establish coding ordinances but to enforce them. When used in the context of community development, coding ordinance pertains to property upkeep and standards for new construction. Aggressive but sensible approaches to bringing property owners into compliance with the law can be an important part of maintaining the appearance, functionality and property values within a community.

One of the biggest concerns gathered from the survey data is how the infrastructure and blight of the community will affect its future with 29.14% of survey respondents claiming this was a critical concern. This plan recommends that the City and County strengthen and enforce design standards for non-residential development projects to ensure high-quality, lasting projects that are compatible with the community's desired character. This recommendation will be a critical strategy for attaining both the community's economic development strategies and its tourism goals. These standards should apply to all new development and redevelopment in the City and the County. Within these areas, likely to be dominated by both medium and large-scale buildings, conventional "best practice" design standards are applicable. All of these new standards should be incorporated into the zoning regulations and strictly adhered to during site plan review and/or division processes.

Housing is an important factor in the City and County's infrastructure. Turning houses into homes is important in retaining and attracting residents. Terre Haute - Vigo County aims to provide a mix of housing options to give current and future residents the opportunity to make

Terre Haute - Vigo County home. In order to remain competitive in the housing market, Terre Haute - Vigo County must address the benefits, needs and opportunities and necessary action items needed to make this a reality. Terre Haute - Vigo County is positioned uniquely with low costs of living and connectivity to major cities such as Indianapolis, Evansville, St. Louis, Champaign, Chicago, Cincinnati, Dayton and Louisville.

TRANSPORTATION PLANNING

The Metropolitan Planning Organization (MPO) and Rural Planning Organization (RPO) manage regional transportation planning for Terre Haute - Vigo County and throughout West Central Indiana. The MPO and RPO are implemented to secure federal funding for transportation projects.

WATER AND WASTEWATER PLANNING

The City of Terre Haute has developed a Combined Sewer Overflow Long-Term Control Plan which describes the measures it will take to reduce the combined sewer overflows and improve water quality in the Wabash River in the City of Terre Haute (City of Terre Haute, 2019). In addition, West Terre Haute recently has undergone work on a new water filtration plant. Both plans will be an integral part of other future infrastructure planning.

INFRASTRUCTURE RESOURCES

Low infrastructure is often identified as transportation and buildings. However, the infrastructure of a community are things that are both seen and unseen but expected to be up-to-date and at the highest level of quality. The infrastructure of a community is not only for economic development purposes but as a means to elevate the way of life for residents, visitors and businesses.

- Low cost of living
- Unified development ordinance
- Connectivity to major cities

- Metropolitan Planning Organization
- Transit Plan for Terre Haute and Vigo County (2012)
- Terre Haute Regional Airport
- Terre Haute Urbanized Area Railroad Corrido Study (2012)
- Combined Sewer Overflow Long-Term Control Plan
- Local utilities (Duke Energy, Indiana American Water, Vectren, Frontier, Joink, etc.)
- Projected West Terre Haute new water filtration plant (Spring 2020)
- Projected pedestrian bridge connecting West Terre Haute and Downtown Terre Haute
- Margaret Avenue overpass (December 2018)

The list of resources for each pillar is constantly being updated. Please visit terrehautechamber.com/seeyouinterrehaute for an updated list of infrastructure resources or to provide relevant information you would like to see included on the resource list.

INFRASTRUCTURE OPPORTUNITIES

- Capitalize on historic neighborhoods and neighborhood preservation.
- Capitalize on current grant funds to develop broadband connectivity to rural areas within Terre Haute - Vigo County.
- Capitalize on current and future transportation funding.
- Establish high design standards in the zoning ordinance for buildings, landscaping, signage, exterior lighting, building materials and parking lots.
- Ensure zoning and building ordinances are promoting new buildings that are of high quality, and that blend with the character of existing development.
- Develop and enforce property maintenance codes and outdoor storage codes to maintain neighborhood quality and tax base stability.
- Protect and enhance unique aesthetic qualities through the use of zoning standards requiring high-quality landscaping, building design, signage, lighting and public furnishings.

- Address and continuously assess the housing market.
- Evaluate housing infrastructure in older homes.
- Clean-up neighborhoods.

INFRASTRUCTURE ACTION ITEMS

- Work with City and County to aggressively pursue external dollars to address blight concerns within the Neighborhood Revitalization Program and other areas as identified.
- Utilize City or County building to add an additional community center.
- Add a third interchange on the east side of Vigo County.
- Renegotiate plan with the Environmental Protection Agency on the long-term waste water treatment plant.
- Collaborate with historic neighborhood adoption programs to address historic preservation within the community around infrastructure concerns.
- Work with City and County in the development of the 46 corridor.
- Expand upon I-70 corridor improvements to promote safety and efficiency.
- Update and implement the Unified Development Ordinance.
- Consider the following items for commercial development:
 - New driveways with adequate widths to allow for proper vehicle stacking.
 - Limited number of access drives along arterial and collector streets.
 - Common driveways serving more than one commercial use, wherever possible.
 - High quality landscaping treatment of buffer yards, street frontages, paved areas and building foundations.
 - Street trees along all public street frontages.
 - Intensive activity areas such as building entrances, service and loading areas, parking lots and trash receptacle storage areas oriented away from less intensive land uses.
 - Parking lots heavily landscaped with perimeter landscaping and/or landscaped islands, along with screening to block views from streets and residential uses.
 - Parking to the sides and rear of buildings, rather than having all parking in the front.

- Signage that is high quality and not excessive in height or total square footage.
- Location of loading docks, dumpsters, mechanical equipment and outdoor storage areas behind buildings and away from less intensive land uses.
- Complete screening of loading docks, dumpsters, mechanical equipment and outdoor storage areas through use of landscaping, walls and architectural features.
- Safe, convenient and separated pedestrian and bicycle access to the site from the parking areas and buildings and to adjacent commercial developments.
- Site design features that allow pedestrians to walk parallel to moving cars.
- Illumination from lighting kept on site through use of cut-off luminaires.
- High-quality building materials, such as brick, wood, stone and tinted masonry.
- Canopies, awnings, trellises, bays and windows to add visual interest to facades.
- Variations in building height and roof lines, including parapets, multi-planed and pitched roofs and staggered building façades (variations in wall depth and/or direction).
- All building façades containing architectural details and of similar quality as the front building façade.
- Central features that add to community character, such as patios and benches.
- Consider the following for industrial development:
 - New driveways with adequate throat depths to allow proper vehicle stacking.
 - Limited number of access drives along arterial and collector streets.
 - High quality landscaping treatment of buffer yards, street frontages, paved areas and building foundations.
 - Screening where industrial uses and non-industrial uses, in the form of hedges, evergreen trees, berms, decorative fences or a combination.
 - Screening of parking lots from public rights-of-way and non-industrial uses.
 - Complete screening of all loading areas, outdoor storage areas, mechanical equipment and dumpsters using berms, hedges or decorative walls or fences.
 - Street trees along all public road frontages.
 - High-quality building materials, such as brick, wood, stone, tinted masonry, pre-cast concrete and architectural metal.

- Location of loading areas at the rear of buildings.
- Separation of pedestrian walkways from vehicular traffic and loading areas.
- Design of parking and circulation areas so that vehicles are able to move from one area of the site to another without re-entering a street.
- Variable building setbacks and vegetation in strategic locations along foundations.
- Create an infrastructure task force that addresses infrastructure opportunities and concerns within the community. This task force will be responsible for addressing the priority action items regarding infrastructure initiatives in Terre Haute - Vigo County. These include the following:
 - Benchmark other communities that are incentivizing builders to construct more middle-class homes to revitalize the housing market that is driven by local economic factors.
 - Work with the City and County to connect with builders to offset infrastructure costs.
 - Implement neighborhood programs that encourage locals to participate in neighborhood clean-up, enhance curb appeal and landscaping, while being prideful of their own property and home.
 - Partner with local authorities to develop Community-oriented policing (COP) houses in community neighborhoods.
 - Identify new ways to diversify housing types and affordability, targeting first-time homebuyers and retirees.
 - Promote and encourage neighborhood activities that encourage participation (block parties, festivals, etc.).
 - Ensure neighborhoods are pedestrian-oriented and conveniently located within walking distance to public parks or other outdoor areas.
 - Collaborate with private land and housing owners to market the availability of housing options through development or building restoration.
 - Address neighborhoods with needed improvements and resources to determine and prioritize redevelopment and revitalization efforts.

- **Partner with local businesses to roll-out a Neighborhood Revitalization Program to encourage local businesses to adopt neighborhoods throughout the community. (Priority Action Item, See Page 38)**
- Work with local realtors and appraisers to address the housing market and implement strategies to increase home ownership.
- Prioritize the removal of blighted homes.
- Increase home ownership to renter ratio.
- Provide home owners with incentives to improve household conditions that range from basic repairs to energy saving upgrades.
- Work with local authorities and community organizations to create a well-equipped homeless shelter for Terre Haute - Vigo County.

NEIGHBORHOOD REVITALIZATION PROGRAM

INFRASTRUCTURE TASK FORCE INITIATIVE

Priority Action Item – Infrastructure Pillar

Establish an Infrastructure Task Force to advance the necessary action items to implement the Neighborhood Revitalization Program.

This plan seeks to work collectively with the infrastructure task force of the Terre Haute - Vigo County Community Plan to establish the Terre Haute - Vigo County Neighborhood Revitalization Program. The Neighborhood Revitalization Program encourages local businesses to adopt/host a neighborhood in the community and work with neighborhood residents to address needs and opportunities and advance neighborhood strengths.

This program aims to form active and progressive relationships between community businesses and local neighborhood residents while establishing a sense of security for neighborhood residents. Local Terre Haute - Vigo County “host” businesses will be catalysts for change in the neighborhoods that the infrastructure task force addresses. Through the stewardship of these host businesses, the infrastructure task force and host business representatives will conduct studies through focus groups, surveys, workshops, etc. in order to leverage the opportunities in the neighborhoods and the gaps that need to be addressed to create safe and prosperous neighborhoods to live and play for all ages. Additionally, the infrastructure task force and host businesses will visit neighborhoods to connect with families and businesses within the neighborhoods to create relationships with residents and aid with immediate needs such as

minor yard and home maintenance, as an example. A sense of trust, understanding and companionship will be crafted naturally as neighborhood residents begin to converse and work with the task force and host businesses. Neighborhood residents, the task force and host businesses will collaborate to build upon the neighborhoods' strengths and act upon its needs.

The Neighborhood Revitalization Program, in partnership with the infrastructure task force, will coordinate with the United Way of the Wabash Valley to assess Terre Haute - Vigo County's top neighborhoods that will be addressed in the first round of programming. Additionally, the Terre Haute - Vigo County Community-Based Recovery program will join the Neighborhood Revitalization Program to assess recovery and rehabilitation services needed from substance use in said neighborhoods. The Neighborhood Revitalization Program will coordinate with Habitat for Humanity for opportunities around housing, coordinate with the Vigo County School Corporation to create opportunities and programs for students and coordinate with other community organizations/foundations for potential partnerships.

NEIGHBORHOOD REVITALIZATION PROGRAM TIMELINE

2019-2020 Task force collaborates with stakeholders and begins planning process.

2021 Task force completes the Neighborhood Revitalization Program plan.

2022 Task force addresses first neighborhood for the program.

2023 Task force addresses second neighborhood for the program.

2024 Task force addresses third neighborhood for the program.

2025 Task force reevaluates the Neighborhood Revitalization Program and assesses results.

QUALITY OF LIFE

In this section, you will find an outline of the quality of life resources, an outline of quality of life opportunities, additional action items that will be addressed by the quality of life task force, and a two-part action item that will be addressed first with timelines for completion.

The quality of life a community offers serves as the basic building block to becoming a community where people want to live, work and play. Quality of life is the standard of health, comfort and overall happiness that residents and visitors experience while in a community. The quality of life in Terre Haute – Vigo County, in relation to blight, business, housing, education, etc., were outline in the survey responses. Residents and survey respondents identified many ideas and recommendations to enhance the quality of life in Terre Haute – Vigo County. In addition to concerns about infrastructure, blight and businesses closing, 36.6% of survey respondents believe that Terre Haute – Vigo County is changing for the better. This plan is designed to address opportunities and action items to continue enhancing Terre Haute – Vigo County’s quality of life standard.

QUALITY OF LIFE RESOURCES

Terre Haute – Vigo County’s quality of life is a product of all the resources that continuously leverage and promote the community. These resources supplement and support the residents of the community and benefit new investors and visitors.

- Outdoor recreation
- Athletic recreation (little league parks, etc.)
- Trails and parks
- Wabash River
- Wabashiki Wetlands
- Arts and culture
- Community character and identity

- Museums
- Education
- Transportation

The list of resources for each pillar is constantly being updated. Please visit terrehautechamber.com/seeyouinterrehaute for an updated list of quality of life resources or to provide relevant information you would like to see included on the resource list.

QUALITY OF LIFE OPPORTUNITIES

- Develop Wabash riverfront.
 - Citizens, visitors and nature enthusiasts alike find appreciation and natural beauty in one of Terre Haute - Vigo County's biggest assets: the Wabash River. The river provides an ideal and scenic area to expand on Terre Haute - Vigo County's trails, bike paths, green space and community gathering spaces.
- Raise median household income and population.
 - As more businesses and industries plant their roots in Terre Haute - Vigo County, median household income and population will increase. Higher paying jobs will advance quality of life, economic vitality, talent attraction/ retention, etc.
- Enhance business development.
 - As a community who understands the importance and value that local, small businesses bring to the community, investing in small businesses enhances the quality of life, economic vitality, retail development, etc. Infusing dollars in diverse start-ups presents the opportunity to bring new money and new jobs to Terre Haute - Vigo County.
- Develop transportation options.
 - As Terre Haute - Vigo County houses more elderly, it will be important to provide alternative methods of transportation for those who are unable to drive. It is imperative to reevaluate current transportation outlets to ensure safe and efficient transportation for all community members and visitors.
- Create a centralized community center.

- Young adults, students and children appreciate a space where they can spend time, socialize and join interest groups. These groups can collaborate with non-profits and volunteer opportunities throughout the community.

QUALITY OF LIFE ACTION ITEMS

- Create a quality of life task force that aligns with the County, City, Convention and Visitors Bureau, Terre Haute Chamber of Commerce, Terre Haute Economic Development Corporation and West Central Economic Development District. This task force will be responsible for addressing the priority action items regarding quality of life initiatives in Terre Haute – Vigo County. These include the following:
 - **Invest in a new community project/amenity (e.g. public pool, splash pad, sports park, recreation center, riverfront development). (Priority Action Item, See Page 44)**
 - Collaborate with the Terre Haute Chamber of Commerce, Small Business Development Center, Terre Haute Economic Development Corporation, etc., to create assistance in entrepreneurial start-ups to supplement quality of life, economic development, talent attraction/retention and downtown development.
 - Create “quality of life” roadmaps that actively educate visitors and residents of community assets such as trails, parks, museums, bike paths, etc.
 - Initiate conversations regarding public transportation improvements and opportunities for growth (connecting sidewalks throughout town, Uber and other transportation means, railroad overpasses and underpasses).
 - Apply for grant funding that extends bike and pedestrian networks to the north side of Terre Haute.
 - Analyze potential new external funding opportunities for prioritized projects.

RIVERWALK DEVELOPMENT AND WATER ATTRACTION

QUALITY OF LIFE TASK FORCE INITIATIVE

Priority Action Item – Quality of Life Pillar

Establish a plan to improve quality of life for Terre Haute - Vigo County residents and visitors through the construction of a Riverwalk and Water Attraction.

Riverwalk

The Wabash River, while an important feature in defining the character of Terre Haute - Vigo County, is not currently seeing its full potential as a quality of life resource within the community. Despite the presence of Fairbanks Park along the river near downtown, much of the riverfront in Vigo County has a raw, unkempt appearance, due to the industrial history, and is lined by declining and defunct industrial uses. There is a significant amount of underutilized land along the river. With few exceptions, the entrance to the riverfront lacks a sense of entry or arrival. Moreover, the lack of public space along the river downplays one of Terre Haute - Vigo County's most remarkable resources.

The first step toward bringing together greater attention to the Wabash River riverfront area can be accomplished in establishing a Riverwalk attraction. Through the development of a Riverwalk system, the City will fully embrace the river from not only a tourism perspective, but also from a community perspective. The Riverwalk trail should connect to the City and encourage

pedestrian and bicycle use. Additionally, pedestrian entrances to the Riverwalk should be established in a way that enhances pedestrian access through various, clearly marked paths. In the future, consideration should be made to incorporate the Riverwalk into regional trails initiatives, the recently designated Arts and Culture District and Downtown Terre Haute.

RIVERWALK TIMELINE

2019-2020

Task force collaborates with stakeholders and begins planning process.

2021

Task force hosts and evaluates community forums for public input.

2022

Task force and community leaders begin grant applications and other funding means.

2023

Funding opportunities and sources are secured.

2024

Task force works with community leaders to hire coordinator for Riverwalk development.

2025

Task force begins implementation on Riverwalk development.

Water Attraction

In many communities, water attractions provide quality of life to residents and serve as a resource to bring visitors from outside of the area. Waterworks are universal and ageless amusements. These water attractions can often have a lasting impact on the community for they serve as timeless attractions for residents and visitors alike. The impact it will have on the community for its innovation and creative use of space can last a lifetime.

Water attractions also promote healthy living and encourage outdoor recreation. The water attraction will build upon other community objectives to encourage citizens to be active in the community. Water attractions, often integrated into outdoor trails and parks, can spark interest for residents and visitors to use other outdoor assets in the community. Exercise and fresh air are essential, and a water attraction can be an important piece in addressing this need for populations of all ages, from toddlers to the aging population. Introducing a water feature to the community, whether it be a pool, splash pad or other attraction, will improve the quality of life available in Terre Haute - Vigo County.

WATER ATTRACTION TIMELINE

2019-2020 Task force hosts community forums to gather scope, use and location of attraction.

2021 Task force works with elected officials and community leaders on funding plans.

2022 Task force, elected officials and community leaders complete funding plan.

2023 Begin site readiness and implementation.

TALENT

ATTRACTION/RETENTION

In this section, you will find an outline of talent attraction/retention resources including education assets, an outline of talent attraction/retention opportunities, additional action items that will be addressed by the talent attraction/retention task force, and one priority action item that will be addressed first with a timeline for completion.

With four higher education institutions right here in Terre Haute - Vigo County, the City and the County have a large pool of talent at their fingertips. This unique opportunity has not been realized to its full potential, which has created a gap in student population and workforce. At any given time, Terre Haute – Vigo County’s 18-25-year-olds account for roughly 15% of the total population compared to the state average of 9%. This unique advantage heightens the community’s ability and opportunity to attract and retain talent, generating more workforce. Attracting talent not only from our local higher education institutions and area high schools, but also from regions outside of West Central Indiana will be important for the future of Terre Haute - Vigo County.

The Vigo County School Corporation is currently undergoing a planning process on how to address the declining infrastructure of the current buildings owned and utilized by the Vigo County School Corporation. The Terre Haute - Vigo County Community Plan is an integral part of making sure the infrastructure surrounding the school corporation meets the needs of the community throughout the plan. Future educational infrastructure includes multi-use facilities for educational and community use, bus stops, safe and secure schools and playgrounds, pedestrian and bike trails, upgraded school facilities, etc.

The Terre Haute - Vigo County Community Plan acknowledges a county referendum for funding sources used to upgrade the Vigo County School Corporation facilities.

TALENT ATTRACTION/RETENTION RESOURCES

Terre Haute - Vigo County has a unique blend of higher education institutions mixed with a robust school corporation and private catholic school. Between one state university, one private college, one institution for technology and engineering, one community college, one school corporation and one catholic deanery, Terre Haute - Vigo County's talent attraction/retention resources are a source of pride.

- Various career centers at local higher education institutions
- Recruitment efforts of local healthcare facilities
- Employment agencies
- Business Engagement Center, Indiana State University
- Launch Terre Haute
- West Central Indiana Small Business Development Center
- 21st Century Talent Regional Designation (designation in progress)
- Indiana State University
- Ivy Tech Community College
- Rose-Hulman Institute of Technology
- Rose-Hulman Ventures
- Saint Mary-of-the-Woods College
- Saint Patrick's School of the Terre Haute Deanery
- Terre Haute Children's Museum
- Vigo County Education Foundation
- Vigo County Public Library
- Vigo County School Corporation
- Vigo County West Branch Public Library

The list of resources is for each pillar is constantly being updated. Please visit terrehautechamber/seeyouinterrehaute for an updated list of talent attraction/retention or to provide relevant information you would like to see included on the resource list.

TALENT ATTRACTION/RETENTION OPPORTUNITIES

- Develop a lifestyle conducive to the lifestyle of young, working professionals.
- Invest in current students at all levels to offer opportunities or community involvement and attract those students to live, work and play in Terre Haute - Vigo County as adults.
- Utilize co-working space that is entrepreneurial focused and pursue investment support from inside and outside of Terre Haute - Vigo County.
- Community involvement:
 - Encourage college leadership, professors and students alike, to get involved in community boards, non-profits and volunteer opportunities.
 - Encourage local businesses and organizations to connect with students at both the high school and college levels.
 - Create opportunities which incentivize college students to invest in the community.
- High school renovations:
 - Undergo improvements to the local high schools that integrate updated technology and renovated facilities.
- 21st Century Talent Region
 - Complete the 21st Century Talent Region recognition by collaborating and elevating our current regional assets.

TALENT ATTRACTION/RETENTION ACTION ITEMS

- Create a Young Leaders Task Force led by Terre Haute Young Leaders in collaboration with college students and local leadership to establish the quality of life aspects that attract young professionals to a community.
- Collaborate with external funders and design an incentive package for entrepreneurs giving them funds to drive ideas.
- Work with local building owners to drive sales for vacant downtown buildings and offer entrepreneurs discounted business space.

- Create a talent attraction/retention task force that addresses educational opportunities and concerns within the community. This task force will be responsible for addressing the priority action items regarding talent/attraction and educational initiatives in Terre Haute - Vigo County. These include the following:
 - **Utilize educational assets to work toward the region’s 21st Century Talent Region recognition to move community, region and state initiatives forward. (Priority Action Item, See Page 52)**
 - Collaborate with all four higher education presidents.
 - Work with the higher education institutions and local businesses, organizations and non-profits to implement student programs, internships and job placement opportunities for high school and college graduates.
 - Work with the Superintendent of the Vigo County School Corporation to develop a timeline for a school infrastructure referendum that also meets the needs of the community.
 - Create a roll-out plan around shared resources, growth, retention and job placement post-graduation.
 - Develop a student mentor program with working professionals that provides a frame of reference for students and helps navigate the many career pathways.

21ST CENTURY TALENT REGION

TALENT/ATTRACTION RETENTION TASK FORCE INITIATIVE

Priority Action Item – Talent Attraction/Retention Pillar

Establish a Talent Attraction/Retention Task Force to advance the necessary action items to successfully complete and expand upon the 21st Century Talent Region.

A 21st Century Talent Region is a region that is recognized and committed to attracting, developing and connecting talent throughout the state of Indiana. The 21st Century Talent Region uses a systems approach offered by the Indiana Office of Career Connections and Talent that implements a plan aimed at increasing educational attainment, raising household income, growing the region's population and increasing college attainment and graduation rates.

West Central, Indiana has been selected by the Indiana Office of Career Connections and Talent to work towards completion of the 21st Century Talent Region. The talent attraction/retention task force of the Terre Haute - Vigo County Community Plan will actively work with the 21st Century Talent Guiding Team to bring insight and progress to the educational aspects of the region. The 21st Century Talent Region recognition will expand upon the region's assets and economic strengths to attract, develop and connect talent to Terre Haute - Vigo County and the region as a whole. The talent attraction/retention task force will work with the Guiding Team and designated 21st Century Talent liaison to complete the designation.

The objectives and anticipated outcomes of the 21st Century Talent Region recognition are population growth, increased education attainment through talent attraction/retention and an increase in household income and per capita personal income. The recognition for the region enhances regional efforts between Terre Haute - Vigo County and the surrounding regions and capitalizes on the regional assets that promote and maintain tourism and population growth.

The recognition presents Terre Haute - Vigo County opportunities to align the educational assets throughout the County and the region. The higher education institutions and school corporations will continue to partner with workforce development, Chambers of Commerce, business development centers, career centers, etc. in order to continue elevating talent attraction/retention for the region.

Lastly, the 21st Century Talent Region elevates Terre Haute - Vigo County and the region's assets in workforce and economic vitality. Being a 21st Century Talent Region gives the region and Terre Haute - Vigo County the opportunity to leverage our workforce by creating more jobs, attracting more talent, housing more industries and creating a more diverse and inclusive workforce. As Terre Haute - Vigo County enhances its workforce and offers more higher paying jobs, household incomes and per capita personal incomes will increase as graduation rates also increase. (Secretary of Career Connections and Talent, 2018)

21ST CENTURY TALENT REGION TIMELINE

2019-2020

Task force collaborates with the 21st Century Talent Region to complete regional designation.

2021-2025

Task force collaborates with the 21st Century Talent Region to implement designation.

TOURISM

In this section, you will find an outline of tourism resources, an outline of tourism opportunities, additional action items that will be addressed by the tourism task force with their identified timeline, and one priority action item that will be addressed first with a timeline for completion.

Tourism has been a growing industry in Terre Haute - Vigo County. With the expanding assets of the City and the County and developing projects, the number of visitors is increasing each year. The Terre Haute Convention and Visitors Bureau (THCVB) experienced its 24th consecutive year of financial growth in 2018, according to Executive Director David Patterson. Fully-funded by the Vigo County's innkeeper's tax, the THCVB collected more than \$2 million in 2018, \$50,000 more than the previous year.

Vigo County implemented a food and beverage tax on September 1, 2018, which allows the County to collect an additional 1% on food and beverage purchases towards supporting tourism. With the Terre Haute Convention Center (construction projected to start Fall 2019) and the possibility of a casino (referendum expected on November 2019 ballot), Terre Haute - Vigo County is uniquely positioned to expand its tourism assets significantly in the next several years.

TOURISM RESOURCES

Terre Haute - Vigo County is rich in tourism opportunities. Due to the rural landscape of West Central Indiana combined with the metropolitan center of Terre Haute, the tourism assets of the region are varied and many include rich traditions in sports, history, art, music, education and nature.

- Museums
- Terre Haute City Parks
- Vigo County Parks
- Neighborhood Parks
- Trails, Greenways, Boulevards
- Entertainment

The list of resources for each pillar is constantly being updated. Please visit terrehautechamber.com/seeyouinterrehaute for an updated list of tourism resources or to provide relevant information you would like to see included on the resource list.

TOURISM OPPORTUNITIES

- Encourage buy-in from downtown businesses.
- As downtown Terre Haute - Vigo County develops with the construction of the new convention center, Terre Haute - Vigo County aims to have more buy-in from downtown businesses to cater to the increase in tourism in the form of extended hours of operation, more events, new businesses and more downtown activity in general.
- Improve connection to Wabash River.
- Take advantage of Terre Haute - Vigo County's strong recreational presence (e.g. LaVern Gibson Championship Cross Country Course, Griffon Bike Park, among others).
- Establish a community brand with the primary goal of increasing tourism to Terre Haute, Vigo County.
- Increase the beautification gateways into Terre Haute.
- Embrace diversity and acceptance in the treatment of tourists and visitors.

TOURISM ACTION ITEMS

- Create a tourism task force with different levels of expertise that addresses new tourism opportunities and growth. This task force will be responsible for addressing the priority action items regarding tourism initiatives in Terre Haute - Vigo County. These include the following:
 - Initiate a plan to attract Illinois visitors by acknowledging the proximity of the neighboring state.
 - Address how tourism growth will affect athletic events, conventions, gaming, arts and culture, retail, higher education partners, transportation, etc.

- Implement neighborhood, downtown and street clean-ups to maintain and upkeep the community as the number of visitors grow.
- **Preserve and re-establish attractive gateways into Terre Haute - Vigo County especially from I-70 exits. (Priority Action Item, See page 56)**

GATEWAY BEAUTIFICATION

TOURISM TASK FORCE INITIATIVE

Priority Action Item – Tourism Pillar

Establish a Tourism Task Force to lead the necessary action items to improve gateway identification and enhancements.

Entryways to a community, or gateways as they are sometimes called, are often the first impression a community makes on visitors and residents. These gateways act as the “front door” to the community, setting a tone for the community from both tourism and residential perspectives. Terre Haute - Vigo County is provided with an ever-present opportunity to make a favorable impression on visitors and to help establish and reinforce the community’s character and sense of pride. Gateways into Terre Haute - Vigo County are highly valuable assets as they are all situated on major roadways that carry people across the state of Indiana.

This plan seeks to improve these gateways and establish a defined “sense of entry” in carefully defined areas at the major entrances into Terre Haute - Vigo County. The community gateways are its visual “front doors” and should be enhanced. High-quality public entry signs and/or public art may be used to formally announce entry into the community. These entrances include:

I-70, State Road 46 (Exit 11A/B)

Exit 11A/B from I-70 onto State Road 46 is one of the newly developed gateways into Terre Haute - Vigo County from the east and west. With new commercial development on State Road 46, this area is receiving more traffic than ever before. With potential upcoming growth in this area, this is a timely need to address the growth of visitors at this gateway.

I-70 US Highway 41 (Exit 7)

Exit 7 from I-70 onto US Highway 41 is perhaps the most important gateway into Terre Haute - Vigo County from the east and west. Many tourists enter Terre Haute - Vigo County from the interstate. Existing strips of commercial development line both sides of the roadway, defining much of the entryway experience. However, there is opportunity for greenspace development at this exit.

Other gateways should be considered by the task force on both Highway 40 and Highway 41.

Development along roadways are subject to the City and County's review and approval. There is no comprehensive standard for development types and intensities. The City and the County should address how these entryways should look and relate to the larger community, how private development should be designed and how individual projects should relate to each other and surrounding parcels to create a visually, efficient and lasting development pattern.

GATEWAY BEAUTIFICATION TIMELINE

2019-2020

Task force hosts and evaluates community forums for public input and identifies funding for a long-term maintenance plan.

2021

Task force collaborates with community leaders for implementation.

CONCLUSION

DESCRIPTION OF COMMUNITY BRAND PROCESS.....	63
BRAND IMPLEMENTATION GUIDE	65
BRAND STYLE GUIDE	73
REFERENCES.....	78

DESCRIPTION OF COMMUNITY BRAND PROCESS

The need for a community brand refresh was identified by those who utilize the current city brand in aspects of tourism, social awareness campaigns, economic development and quality of life. The brand is meant to introduce Terre Haute - Vigo County's new age of ideas, priorities and vision. This brand refresh helps to implement and introduce the new wave of change in Terre Haute - Vigo County relative to this Community Plan. Similar to the goal of the plan, this brand has been crafted to show citizens a dedication to an improved quality of life and development of the community through the specific colors, slogan, fonts and shape of the logo. In this image and likeness, all audiences who interact with Terre Haute - Vigo County will have an experience that cultivates a sense of community for both tourists and residents.

The community branding process began at the conclusion of the data collection process as it was soon realized that the best time to introduce a new brand for the first time in 14 years was also during the time Terre Haute - Vigo County introduces their new vision. In order for the *See You In Terre Haute 2025 Community Plan* to have an outstanding road to success in six years time, the *See You In Terre Haute* brand and slogan should align with the launch of the plan.

The selected brand was chosen by a marketing committee appointed by the Terre Haute Chamber of Commerce. During the branding creation process, this committee underwent four sessions with marketing professionals to develop both the slogan and brand. The goal of this committee was to select a final version of the brand. This committee was thoughtfully composed of members who currently utilize the Terre Haute A Level Above brand and those who would benefit from a new brand.

During the first session, the committee was introduced to the first round of conceptual slogans in the form of logos. The first conceptual slogans were created based on the responses collected in the community forums. The data indicated that citizens were interested in connecting with this

brand and wanted to take pride in their greatest resource, the members who make up the community. After briefing the data trends and reviewing the slogans, the committee was careful to consider the underlying tones of the slogan, the voice and how it would resonate with the community members, businesses, tourists, young adults and other relevant audiences. Careful consideration as to how the slogans would be interpreted was also reviewed.

The second session introduced three new slogans that were crafted from the feedback provided by the committee. These slogans were created to accomplish three goals identified in the previous session. The goals aimed to achieve the following:

- Redefine Terre Haute as it relates to the new vision of the City.
- Resonate with the locals and visitors alike.
- Be personable to the external community with undertones of a sense of welcoming.

From the second session, the committee officially selected the See You in Terre Haute slogan as it aligned with all three goals. The See You in Terre Haute slogan speaks to the City's number one resource, the members in the community, by allowing these members to be the voice behind the slogan. With this intention, the local population identifies with this slogan on a personal level and has the opportunity to pridefully welcome the external community to Terre Haute - Vigo County. Additionally, the committee selected two conceptual logos presented that they felt best represented the chosen slogan.

The committee was brought back together for a third time to see five conceptual logo designs using the chosen slogan. The committee addressed previous conversations surrounding the brand and considered additional factors including how the brand would interact with both the community and visitors. At this time, the committee selected a logo and offered minor edits to create an improved version.

Lastly, the final version of the brand was approved by the committee and was incorporated into this document.

BRANDIMPLEMENTATION GUIDE

In order to increase the success of the *See You In Terre Haute* brand, in partnership with the *See You In Terre Haute 2025 Community Plan*, the following implementation guide and recommendations have been created. This guide will be housed under the Terre Haute Chamber of Commerce and outlines the roles and responsibilities of the Community Branding Task Force and brand participants. These recommendations are based on research collected for the *See You In Terre Haute 2025 Community Plan*. The Community Branding Task Force is encouraged to further engage in opportunities for brand implementation outside of these recommendations.

KEY PARTICIPANTS

The successful implementation of the branding initiative depends upon various key participants:

Community Branding Task Force

This task force has been strategically crafted and brought together with each member bringing unique perspectives and expertise to the business, economic, tourism, education and arts and culture industries. The task force will be responsible for the elements of the implementation guide and ensure that the timeline is followed. The task force has the ability to make decisions on behalf of the brand and timeline in the case of situational factors while continuing towards the completion of implementation. The task force has been created to oversee the success of the brand, the success of Terre Haute - Vigo County and the success of the overall community. It is encouraged that collaboration and participation be an integral part of this task force where partners of the task force will find resources and support to streamline brand efforts.

- Courtney Richey-Chipol, West Central Indiana Small Business Development Center
- David Patterson, Terre Haute Convention and Visitors Bureau

- Dr. Rob Haworth, Vigo County School Corporation
- Katie Shane, Terre Haute Chamber of Commerce
- Kristin Craig, Terre Haute Chamber of Commerce
- Lisa Johnson, Terre Haute Economic Development Corporation
- Mary Kramer, Art Spaces, Inc.
- Mayor Duke Bennett, City of Terre Haute
- Natalie Green, CENTURY 21 Advantage
- Santhana Naidu, Indiana State University

Community Branding Partners

The partners of the Community Brand have been established as prominent entities that the *See You In Terre Haute* brand will directly affect and rely on. Partners are encouraged to utilize the brand for their own marketing and promotional products. As the brand is executed throughout the community, each partner will be encouraged to adopt the brand in the following ways as it pertains to their organization.

Arts and Cultural District

- Introduce brand to Wayfind Advisory Committee and offer suggestion on how to introduce brand while obtaining partnerships with Community Branding Task Force
- Integrate and promote *See You In Terre Haute* sculptures and murals in collaboration with other Community Branding partners

Business Community

- Include *See You In Terre Haute* brand in Chamber, CVB and other business relocation guides for prospect businesses and residents
- Encourage use of *See You In Terre Haute* logo for any industry outreach at a state or federal levels

- Encourage inclusion of brand amongst all sectors and industries
- Advise businesses and community organizations to utilize brand during Human Resource presentations

City of Terre Haute

- Add *See You In Terre Haute* logo to letterheads if branded with previous brand
- Add *See You In Terre Haute* logo to website and link to terrehaute.com
- Change email signatures for city employees
- Change all signs that welcome individuals into the city to reflect *See You In Terre Haute* brand
- Change all vehicles that have been branded with previous brand to reflect *See You In Terre Haute* brand
- Change all printed materials to reflect *See You In Terre Haute* brand if previously branded

Higher Education

- Brand recruitment materials and other print marketing materials to emulate *See You In Terre Haute* brand
- Link the terrehaute.com website on Human Resources pages for prospect employees and students
- Host “*See You In Terre Haute*” days, in collaboration with Community Brand partners, that align with campus events to promote features of the community (e.g. new student orientation, etc.)
- Work with business sector and Chamber to create a relocation guide for students
- Work with the Branding Task Force on how to properly market Terre Haute - Vigo County for prospect students, employees and campus events

Terre Haute Chamber of Commerce

- Announce *See You In Terre Haute* brand to the public
- Adjust Chamber logo to emulate *See You In Terre Haute* brand
- Assist in management of Community Branding Task Force

- Facilitate Community Branding Task Force meetings
- Follow recommended implementation process within appropriate timeline
- Start and lead *See You In Terre Haute* downtown mural conversations and development
- Recommend five or less murals placed in downtown, east, north, south and West Terre Haute
- Purchase *See You In Terre Haute* Snapchat annual filter for coming years
- Contribute in marketing funds alongside Terre Haute CVB
- Invite and encourage the business community to interact with and embrace brand
- Collaborate with Terre Haute EDC to utilize *See You In Terre Haute* brand to encourage and heighten business growth and development

Terre Haute Convention and Visitors Bureau (Terre Haute CVB)

- Adjust CVB brand to emulate *See You In Terre Haute* brand
- House the *See You In Terre Haute* brand on terrehaute.com
- Add webpage with downloadable logo files to terrehaute.com to encourage buy-in and brand use
- Elevate social media presence using *See You In Terre Haute* account names and utilize #SeeYouInTerreHaute as dominant hashtag
- Contribute in marketing funds alongside Terre Haute Chamber
- Create webpage on terrehaute.com that caters to higher education students that provides suggestions and how-to guides that emulate relocation guides
- Produce commercials throughout the state and/or other parts of the Midwest and nation that showcase the brand and opportunities in Terre Haute - Vigo County
- House videos and/or commercials on social media, website and other marketing outlets
- Sponsor *See You In Terre Haute* sculpture for downtown
- Incorporate *See You In Terre Haute* billboards throughout the city/state

Terre Haute Economic Development Corporation

- Add *See You In Terre Haute* logo to letterheads if branded with previous brand
- Add *See You In Terre Haute* logo to website and link to terrehaute.com
- Adjust logo to match *See You In Terre Haute* brand

- Encourage business growth in
- Collaborate with Chamber to utilize *See You In Terre Haute* brand to encourage and heighten business growth and development

Terre Haute Parks and Recreation Department

- Add *See You In Terre Haute* logo to letterheads if branded with previous brand
- Adjust logo to match *See You In Terre Haute* brand
- Replace signage if branded with previous brand

Vigo County

- Add *See You In Terre Haute* logo to letterheads if branded with previous brand
- Add *See You In Terre Haute* logo to website and link to terrehaute.com
- Change all printed materials to reflect *See You In Terre Haute* brand if previously branded

Vigo County School Corporation

- Encourage utilization of *See You In Terre Haute* brand and slogan in marketing efforts
- Provide supplemental data that helps streamline marketing efforts that encourages relocation to VCSC

*It is recommended that the City, County and Chamber hire a marketing team or firm to assist in brand implementation, management and daily upkeep for each entities' purposes or consider hiring marketing personnel under each division that work together to move initiatives within the *See You In Terre Haute* brand.

PROPOSED TIMELINE

The following timeline is recommended for brand roll-out and implementation. The timeline is split into four six-month phases. The implementation has the expectation to be complete by July 2021, two years post launch. The timeline has been created with assets, upcoming ventures and obtainable goals in mind. The Community Branding Task Force will reconvene at the end of each phase to prep for the coming phases.

Phase 1: July – December 2019

- Official logo and brand approved
- Implementation guide delivered to Branding Task Force
- Implementation guide is published in the community plan
- Public announcement made by Chamber to launch brand
- Brand is integrated on terrehaute.com website
- Incorporate brand into CVB social media
- Landing page is created on terrehaute.com for brand kick-off
- Downloadable logo files are added to CVB website for business community's use
 - Entities wanting to download logo must agree to terms and conditions
- Logo is updated on relevant websites and link to terrehaute.com in appropriate manner
- Logo is updated on relevant letterheads, email signatures, etc.
- Partners stock brand merchandise/products and other promotional materials
- Chamber engages in active outreach to encourage business buy-in amongst local businesses
- Approved vendor list is created for brand merchandise/products

Phase 2: January – June 2020

- Begin advertising preparation based on CVB's advertising availability
- CVB and Chamber work with billboard companies to establish ad locations
- Establish relevant signage changes within city, county and parks
- Establish location, vehicles and other branded elements of previous brand that need addressed
- Chamber engages in active outreach to encourage business buy-in amongst local businesses
- Begin funding for *See You In Terre Haute* downtown mural
- Begin funding for *See You In Terre Haute* sculpture

Phase 3: July – December 2020

- Downtown mural destination is established
- Change all city and county vehicles, signs and other previously branded materials to reflect *See You In Terre Haute* brand

Phase 4: January – June 2021

- Complete and launch *See You In Terre Haute* promotional commercials
- Complete first *See You In Terre Haute* downtown mural
- Implement billboard advertising on exits 7 and 11 on I-70 and elsewhere as recommended
- Assess success of brand and determine future opportunities

*It is understood that due to budgetary reasons, some items will be prioritized at the discretion of the Community Branding Task Force.

OPPORTUNITIES

There are a variety of other opportunities that this brand presents depending on the success of the proposed implementation. As stated previously, this guide is designed to be flexible and fluid as opportunities and challenges will be recognized throughout the implementation process.

BRAND STYLE GUIDE

Here, our community’s pride can’t go without notice. Rooted in our wide-ranging assets, opportunities, founding history and a progressive and visionary future, the community’s resources are far and wide. Through our resources and diverse community interests, we have found that the most valuable contribution to the community is you, the people. As our community grows, our pride is strengthened. This plan outlines our vision for the future and how *you* play the most important role.



This brand encourages you to invite others to come to Terre Haute, to embrace those who are already here, to find how *you* fit into the community and to embrace who “*you*” are. Terre Haute – Vigo County is a place for you to find yourself – so find yourself here.

Whether you’re a lifelong resident, a student finding a home away from home, a new next-door neighbor or an incoming visitor, we are here for *you*.

We have a lot to offer, and so do *you*. We will *See You In Terre Haute*.

[#SeeYouInTerreHaute](#)

BRAND ELEMENTS

The main brand elements, which communicate the goals of the brand, include:

- Engage and attract residents and visitors to Terre Haute – Vigo County
- Be inclusive to various audiences (residents, business owners, tourists, college students) through the voice and representation of the brand
- Identify Terre Haute – Vigo County in a way that is meaningful to insiders and outsiders
 - Increase tourism in Terre Haute – Vigo County
 - Showcase assets
 - Acknowledge those inside and outside of our community who are participating and engaging with the brand

LOGO DESCRIPTION

The logo associated with the *See You In Terre Haute* brand is an abstract wave that contains the slogan, “*See You In Terre Haute*”, and the name of our city, “*Terre Haute*”. Terre Haute is riding the wave to new heights, opportunities and progress all while recognizing that our community members are the foundation to our growth.

LOGO FONTS

The logo for this brand uses two different versions of the font family, Cheap Pine. The slogan, “*See You In*” has a combination of the two font versions with the “*See*” and “*In*” both created in Cheap Pine Sans. The “*You*” is created in the Cheap Pine Regular font with the city name, “*Terre Haute*”, also sharing this font choice. Cheap Pine Regular should be used for any digital designs or professionally printed materials. This font is great for titles and key points of information. For official documents with heavy body text, please use Cheap Pine Sans. This font is great for heavy text or paragraphs. Additional, acceptable fonts are Georgia and Arial.

LOGO COLORS

When displaying the official logo, the following colors below (See Figure 2) should be used and displayed in the logo as shown to the right (See Figure 1). The wave is a combination of gradients that utilize the colors Blue Sapphire (#19647e) and Light Sea Green (#28afb0). The title, “Terre Haute” uses the color Big Foot Feet (#ee964b). Additional colors of the brand, Stil De Grain Yellow (#f4d35e) and Registration Black (#000000), are included below and are used in the alternate, approved logos for the brand.



Figure 1 See You In Terre Haute Original Logo

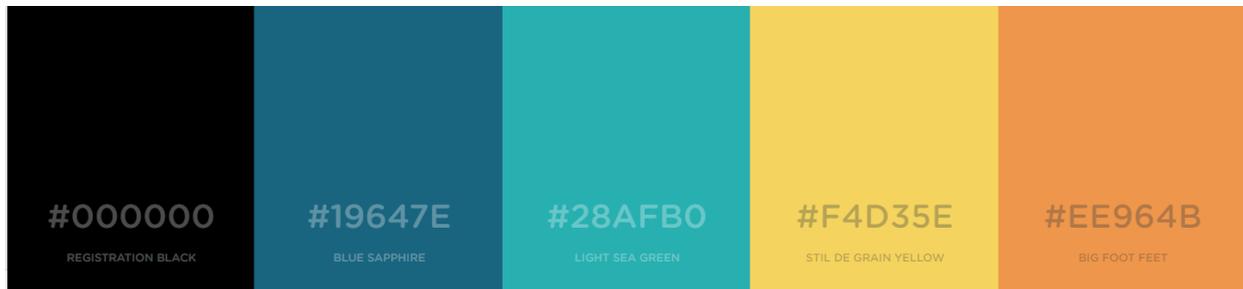


Figure 2 See You In Terre Haute Color Palette

APPROVED LOGOS

The *See You In Terre Haute* brand includes three additional logos for alternate use. Much like the original logo's aqua wave, the alternate version of this logo is an orange and yellow wave with the title, "Terre Haute", in the aqua blue (See Figure 3). The brand also includes two long logos, without the wave, that could easily be used in a newsletter header or letter header. The first version of the long logo (See Figure 4) uses the darker blue for the slogan, "See You In", and the title of the logo, "Terre Haute", remains in the original orange. The second version of the long logo (See Figure 5) uses the orange for the slogan, "See You", and the title of the logo, "Terre Haute", utilizes the aqua blue.



Figure 3 See You In Terre Haute Alternate Logo



Figure 4 See You In Terre Haute Alternate Logo



Figure 5 See You In Terre Haute Alternate Logo

SLOGAN GUIDELINES

The slogan, “*See You In Terre Haute,*” when written, should always have all words capitalized. This is to ensure consistency with the brand and to avoid any confusion for those who use this brand.

REFERENCES

- City of Terre Haute, Indiana. (2019). "Approved LTTPC." Retrieved from <https://www.terrehaute.in.gov/departments/engineering/planningActivities/approved-longterm-control-plan-executive-summary>
- County Health Rankings & Roadmaps. (2019). "Indiana, Vigo County." Retrieved from <https://www.countyhealthrankings.org/app/indiana/2018/rankings/vigo/county/outcomes/overall/snapshot>
- Greninger, H. (2018, October 5). "West Central 2025 has new logo, website: Chamber-led initiative continues to regional marketing efforts." Tribune-Star. Retrieved from https://www.tribstar.com/news/local_news/west-central-has-new-logowebpage/article_caca96d0-c8a5-11e8-b603-53bc090e7310.html
- Secretary of Career Connections and Talent. (2018). "21st Century Talent Regions." NextLevel Indiana. Retrieved from <https://www.in.gov/cct/21CTR.htm>
- Stats Indiana. (2019). "Vigo County, Indiana." Retrieved from http://www.stats.indiana.edu/profiles/profiles.asp?scope_choice=a&county_changer=18167
- United Nations Office on Drugs and Crime. (2019). "Community based treatment." Retrieved from https://www.unodc.org/treatment/en/community_based_treatment.html
- West Central 2025. (2018). "Purpose." Retrieved January 3, 2019, from <http://www.westcentral2025.com/purpose.html>

APPENDICES

APPENDIX A – SURVEY DATA	80
APPENDIX B – SURVEY QUESTIONS	91
APPENDIX C – FORUM DESCRIPTIONS	104
APPENDIX D – FORUM DATA.....	106
APPENDIX E – UWWV 2018 STRATEGIC PLAN	124
APPENDIX F – CURRENT PLANS.....	126
APPENDIX G – DATA REPORTS RECEIVED	127

APPENDIX A – SURVEY DATA

The Terre Haute Community Planning Survey was published and accessible to the public on February 17, 2019 and closed entry access on April 30, 2019. This survey was created in Survey Monkey. The survey link was shared through social media, email marketing, forums and word of mouth. On social media, the survey was published organically on the Terre Haute Chamber of Commerce’s Facebook Page and received many shares on each of the various posts. Additionally, the Terre Haute Chamber of Commerce invested in a social media campaign that launched ads targeted to residents in the Terre Haute, Vigo County area to take the online survey during the months the survey was open. The Terre Haute Chamber of Commerce also shared this link to their email list on multiple occasions. During the community forums, it was required for participants to take the survey via the link or the handouts provided. The external data, acquired by the printed version of the survey at these forums, were then submitted on the digital survey published on Survey Monkey. Lastly, the survey was shared on other community members’ or organizations’ social media accounts, email lists, etc., which allowed for additional survey respondents to access the survey outside of the network of the Terre Haute Chamber of Commerce.

Prior to publishing the survey, the sample size was calculated using the 2017 population of Terre Haute, 60,774, with a 5% margin of error and 99% confidence level, which resulted in a target sample size of 659 responses. The survey acquired 1,010 survey responses from February 17, 2019 to April 30, 2019, 53% more than what was necessary to produce an accurate sampling of the population.

DEMOGRAPHICS OF SURVEY RESPONDENTS

- Of the 842 responses to question 29, 70.19% (591) identify as female, 27.43% (231) identify as male, 2.02% (17) preferred not to answer, 0.36% (3) identify as other.
- Of the 837 responses to question 28, 46.59% (390) are ages 45-64, 39.55% (331) are ages 25-44, 9.80% (82) are 65 or older, 4.06% (34) are ages 18-24, and 0.00% (0) are under 18 years of age.
- Of the 847 responses to the type of households they live in to question 27, 36.13% (306) live in family with two employed adults households, 25.27% (214) live in married with two employed

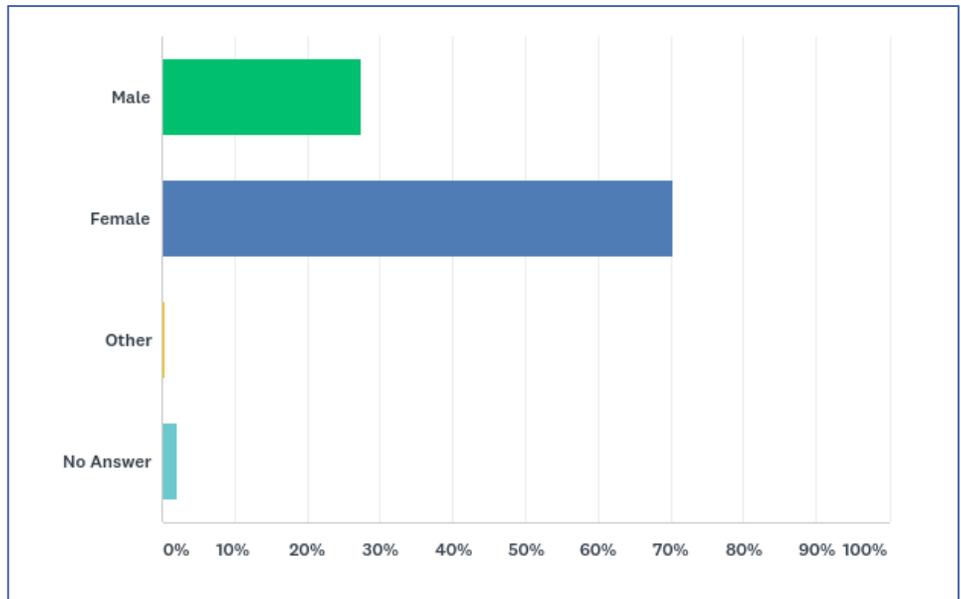


Figure 1 – Gender (Question 29)

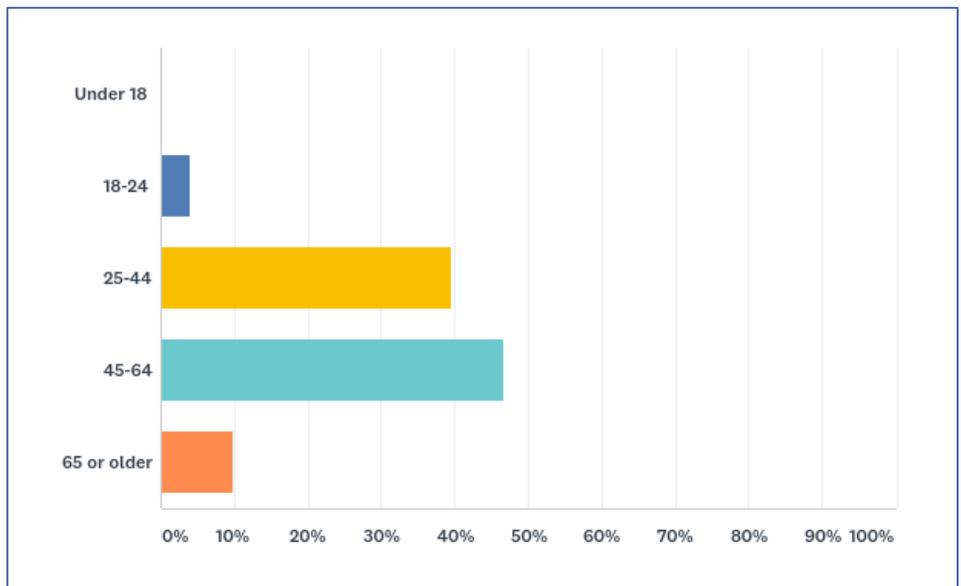


Figure 2 – Age (Question 28)

adults households, 12.87% (109) live in family with one employed adult households, 11.10% (94) live in one person, employed households, 9.09% (77) live in other: unmarried, retired,

and/or 2 plus employed adults, 4.60% (39) live in married with one employed adult households, 0.94% (8) live in one person, unemployed households.

- Of the 850 responses to question 30, 36.59% (311) highest level of education is a Master's Degree, 32.82% (279) hold a Bachelor's Degree, 11.41% (97) have gone to some college, 5.88% (50) have a High School Diploma, 5.76% (49) hold an Associate's Degree, 5.18% (44) hold a Doctoral Degree, 1.06% (9) hold a Technical Certificate, 0.94% (8) prefer not to answer,

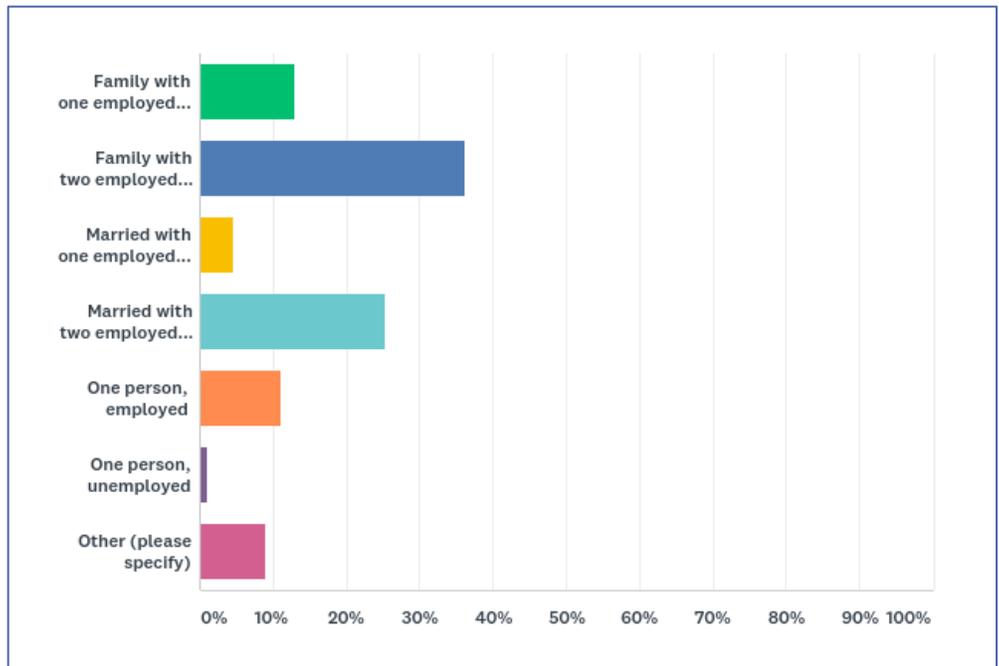


Figure 3 - Head of Household (Question 27)

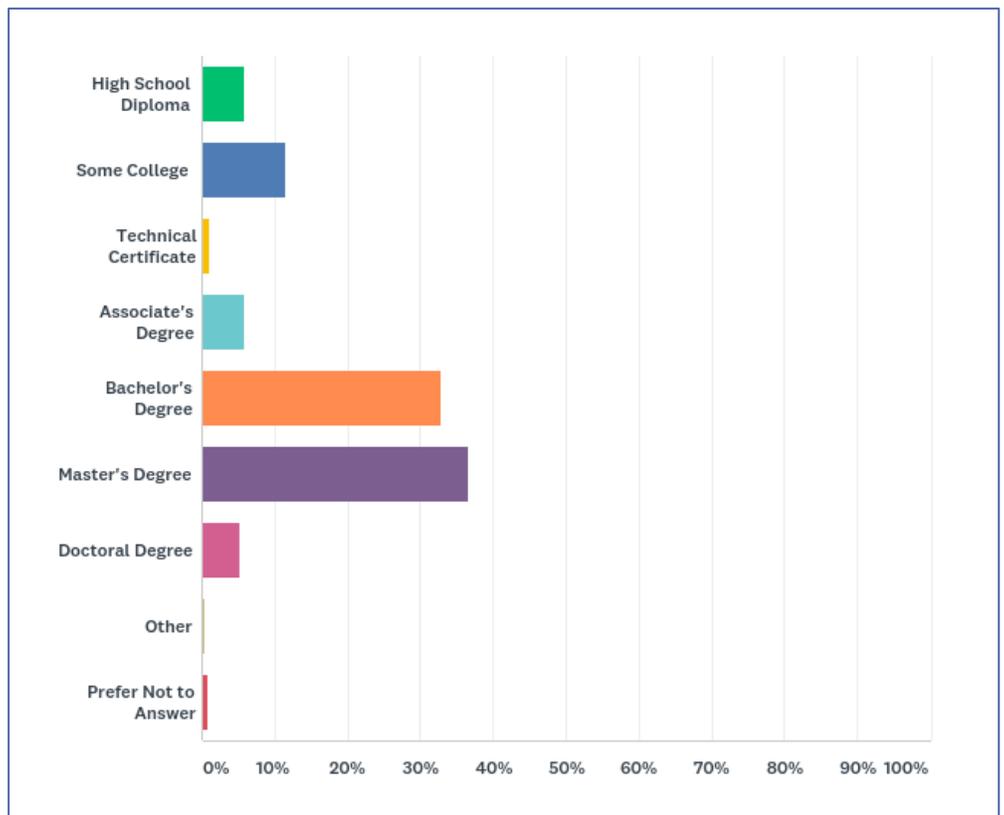


Figure 4 - Education Level (Question 31)

and 0.35% (3) hold another form of education level.

- Of the 855 responses to question 16, when asked their current employment status 76.37% (653) are employed full-time, 7.60% (65) are retired, 7.25% (62) are employed part-time, 3.27% (28) are self-employed, 1.64% (14) are other: employed full-time and part-time, employed full-time while full-time student, disabled, semi-retired, or temporary; 1.52% (13) are a college/university student, 1.29% (11) are full-time homemaker, 0.35% (3) are unemployed and looking for work,

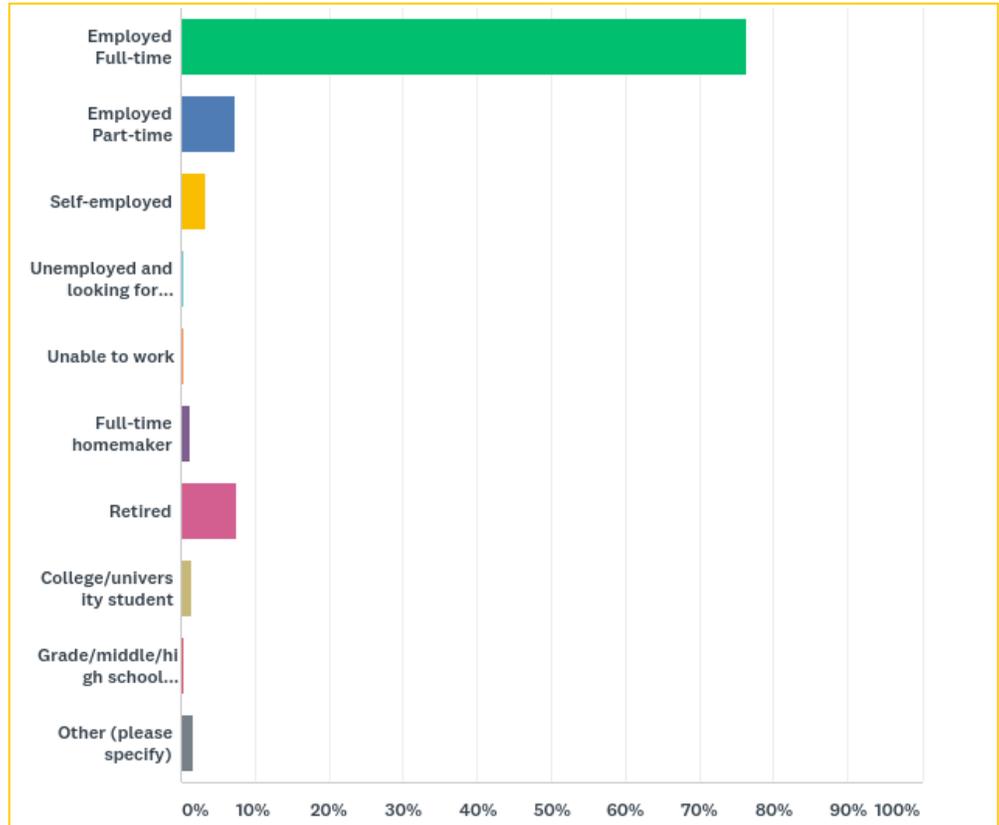


Figure 6 - Employment Status (Question 16)

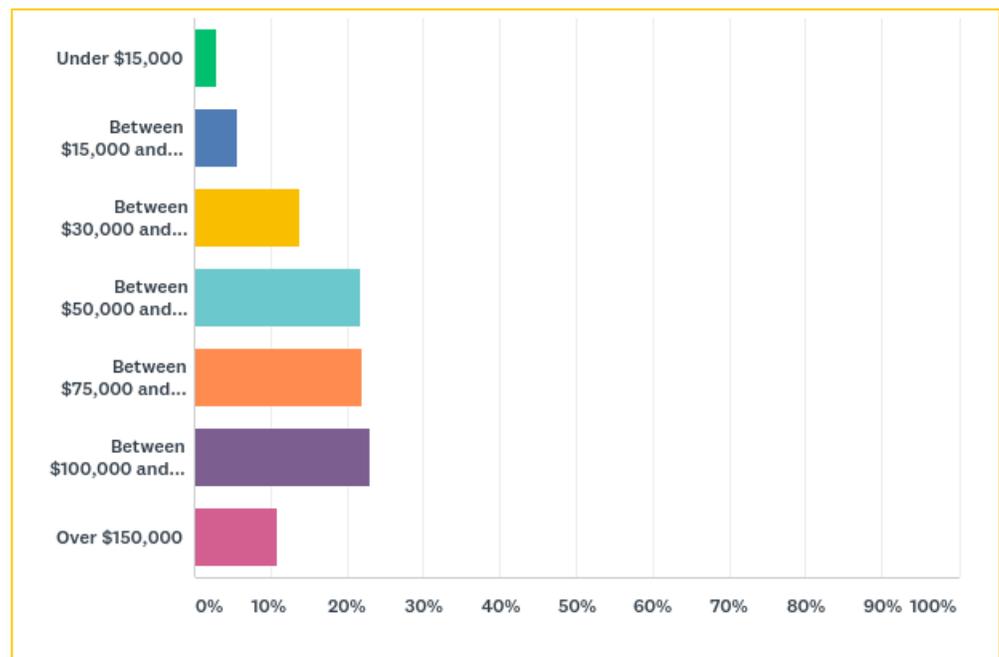


Figure 5 - Income (Question 19)

0.35% (3) are unable to work, 0.35% (3) are a grade/middle/high school student.

- Of the 831 responses to question 19, 23.10% (192) have a household income between \$100,000 and \$150,000, 21.90% (182) have a household income between \$75,000 and \$99,999, 21.66% (180) have a household income between \$50,000 and \$74,999, 13.84% (115) have a household income between \$30,000 and \$49,999, 10.95% (91) have a household income over \$150,000, 5.66% (47) have a household income between \$15,000 and \$29,999, 2.89% (24) have a household income under \$15,000.

SURVEY RESPONSES BY QUESTION

- Of the 1002 responses (Q1), 30.44% (305) live in ZIP code 47803; 29.44% (295) live in ZIP code 47802; 12.18% (122) live in ZIP code 47805; 8.48% (85) live in ZIP code 47885; 6.29% (63) live in ZIP code 47804; 4.09% (41) live in ZIP code 47807; 3.69% (37) live in Other, which included responses from ZIP codes 47834, 47842, 47850, 47874, 47809, 47866, 47858, and 47846.
- Of 993 responses (Q2), 2.72 % (27) have lived in Terre Haute for less than 1 year; 8.76% (87) 1-5 years; 6.14% (61) 6-10 years; 12.79% (127) 11-20 years, 18.13% (180) 21-30 years; 18.83% (187) 31-40 years; 15.61% (155) 41-50 years; and 17.02% (169) 50+ years.
- Of 1,001 responses (Q3), 35.96% (360) have lived in Terre Haute their entire life; 64.04% (641) have not lived in Terre Haute their entire life.
- Of 996 responses (Q4), 75% (747) work within Terre Haute city limits; 25% (249) do not work within Terre Haute city limits.
- Of 987 responses (Q5), 22.39% (221) work within the ZIP code 47802; 16.31% (161) in 47803; 10.23% (101) in 47804; 7.6% (75) in 47805; 20.77% (205) in 47807; 4.96% (49) in 47809; and 17.73% (175) in Other.
- Of 876 responses (Q6), 63.70% (558) live in Terre Haute because of family; 47.95% (420) live in Terre Haute because they grew up here; 24.09% (211) live in Terre Haute because of housing cost; 23.74% (208) live in Terre Haute because of the size of city; 21.58% (189) chose Other, of which responses included jobs, significant others, solving social issues and nearby parks; 18.04% (158) live in Terre Haute because of higher education; 16.78% (147) live in Terre Haute for the sense of community; 15.98% (140) live in Terre Haute because of

its rural character; 13.13% (115) live in Terre Haute because of the school districts; 6.39% (56) live in Terre Haute for the businesses; 5.14% (45) live in Terre Haute for its natural beauty; 1.17% (15) live in Terre Haute for the investment opportunity; 1.14% (10) live in Terre Haute for entertainment and tourist attractions; and 0.46% (4) live in Terre Haute for the use of public transportation.

- Of the 875 responses (Q7), 46.74% (409) biggest concern about the future of Terre Haute are the businesses closing; 29.14% (255) biggest concern about the future of Terre Haute is the infrastructure/blight; 7.31% (64) biggest concern about the future of Terre Haute are the road conditions; 0.91% (8) biggest concern about the future of Terre Haute is the lack of public transportation; 15.89% (139) biggest concern about the future of Terre Haute is Other, of which responses included poverty, lack of industry and jobs, lack of growth, high taxes, and crime.
- Of 878 responses (Q8), 55% (484) believe the Town Hall services/hours are appropriate; 46.68% (408) believe that Services/activities for senior citizens need to increase whereas 30.21% (264) believe these services/activities are appropriate; 43.99% (384) believe that building code enforcement needs to increase whereas 31.04% (271) believe the codes are appropriate; 41.26% (361) believe that Public transportation is appropriate whereas 38.63% (338) believe that this service needs to increase; 53.10% (463) believe that notifications about proposed development in their neighborhood need to increase whereas 28.67% (250) believe these notifications are appropriate; 65.91% believe the junk code enforcement needs to increase; 42.05% (371) believe animal control needs to increase whereas 39.86% (348) believe animal control is appropriate; 44.90% (392) believe that the availability of buildings (school, fire house, etc.) for public use is appropriate whereas 39.52% (345) believe that the availability needs to be increased; 58.34% (507) believe that the pedestrian/bike lanes in the city need to increase whereas 29.11% (253) believe the current lanes are appropriate; 52.81% (461) believe that the hiking/bike paths need to increase in the city whereas 37.23% (325) believe that the paths in the city are appropriate; 51.34% (442) believe that the healthcare in Terre Haute is appropriate whereas 41.35% (356) believe that healthcare needs to increase; 64.19% (561) believe that the internet connectivity needs to increase; 52.50% (451) believe that the health and wellness opportunities need to increase whereas 41.44% (356) believe these opportunities are appropriate; 55.49% (485) believe that the

street lights in Terre Haute are appropriate whereas 36.84% (322) believe they need to increase; 79.04% (690) believe that fire protection/rescue in our city is appropriate; 55.18% (479) believe that the community events in town need to increase whereas 39.40% (342) believe the events are appropriate; 48.69% (426) believe that the cellular service in the city is appropriate whereas 45.03% believe that this service needs to increase; 75.83% (662) believe that recycling services in the city need to increase; 76.46% (666) believe that the services/activities for youth (e.g. recreational, job placement, gathering places) need to increase; 60.73% (529) believe that the public recreational opportunities in Terre Haute need to increase; 75.55% (658) believe the snow plowing service in Terre Haute is appropriate; 72.00% (630) believe the police protection in Terre Haute is appropriate; 85.81% (750) believe that the road maintenance in Terre Haute needs to increase.

- Of the 869 responses (Q9), 41.66% (362) like the cost of living most in Terre Haute; 24.40% (212) like the community most in Terre Haute; 23.94% (218) like the size of Terre Haute the most; 0.81 % (7) like the attractions/entertainment most in Terre Haute; 9.21 % (80) chose Other, of which responses included family, grew up in Terre Haute, churches, proximity to major cities.
- Of 875 responses (Q10), 61.92% (535) encourage conventional agriculture; 71.95% (626) encourage organic agriculture; 57.14% (496) discourage high volume drilling for natural gas (fracking); 68.89% (598) encourage large-scale solar installation (commercial); 60.44% (524) encourage wind farms; 42.36% (366) encourage residential development (multiple unit dwellings) whereas 38.08% (329) discourage this development; 58.30% (502) encourage townhouses/condominiums whereas 23.00% (198) discourage townhouses/condominiums; 76.12% (663) encourage senior/assisting living; 77.07% encourage “green” building construction; 82.49% (716) encourage public green spaces; 77.24% encourage affordable housing; 81.97% encourage bike paths/lanes; 80.92% (704) encourage residential development (single-family home); 80.44% (695) encourage commercial development; 83.68% (728) discourage mobile home parks; 88.91% (770) encourage protection of natural areas/open space; 90.10% (783) encourage city park for recreation; 91.63% (799) encourage protection of air, soil and water (streams and groundwater) quality; 92.33% (806) encourage sidewalks.

- Of 875 responses (Q11), 63.33% (551) encourage home-based businesses; 61.00% (527) encourage conventional farming; 57.85% (501) encourage professional offices (medical/dental/legal/technology); 69.43% (602) encourage organic farming; 68.63% (595) encourage day care; 67.05% (576) encourage service businesses; 74.10% (641) encourage light industrial marketing; 70.85% (615) discourage additional gas stations/convenience centers; 77.45% (673) encourage businesses offering “green” energy services (weatherization, solar, wind, geothermal); 78.98% (684) encourage community centers; 75.72% (655) encourage businesses centered on tourism (e.g. bed & breakfasts, restaurants, gift shops, eco-tourism, etc.); 60.48% (25) encourage grocery/retail stores; 82.24% (713) encourage libraries; 92.96% (806) encourage farmer’s markets.
- Of 874 responses (Q12), 38.67% (338) believe that Terre Haute is changing for the somewhat better; 29.41% (257) believe that Terre Haute is changing for the somewhat worse; 13.84% (121) believe that Terre Haute is not changing; 10.87% (95) believe that Terre Haute is changing ‘much worse’; 7.21% (63) believe that Terre Haute is changing ‘much better.’
- Of 743 responses (Q13), the data encourages updates in infrastructure, economic development, talent attraction, quality of live, education, housing, healthcare and downtown/retail development. Other data pillars outside of the plan’s chosen six are preservation of natural park areas as well as improvements in leadership and the actions our leaders make.
- Of 875 responses (Q14), when asked their preferred method of receiving information about community news/events, board meetings, etc. 71.09% (622) prefer social media, 43.54% (381) prefer email communications, 41.71% (365) prefer City of Terre Haute’s website, 32.69% (286) prefer newspaper, 29.83% (261) prefer Vigo County’s website, 20.46% (179) prefer newsletters, 15.66% (137) prefer direct paper mailings, 8.69% (76) prefer other: televisions (local news stations), radio, opt-in text alerts, The Haute, Terre Haute Chamber Calendar, Terrehaute.com, combined county/city forums, community foundation emails, and/or a central website.
- Of 286 responses (Q15), respondents want to make sure that expressing the pride in our community and its citizens is expressed, be inclusive of our diverse members in the community, listen to the responses of the survey, make education a priority, economic

development, it is important to follow through with this community plan and to focus on updating technology in Terre Haute are important factors to consider during the community planning process.

- Of 855 responses (Q16), when asked their current employment status 76.37% (653) are employed full-time, 7.60% (65) are retired, 7.25% (62) are employed part-time, 3.27% (28) are self-employed, 1.64% (14) are Other: employed full-time and part-time, employed full-time while full-time student, disabled, semi-retired, or temporary; 1.52% (13) are a college/university student, 1.29% (11) are full-time homemaker, 0.35% (3) are unemployed and looking for work, 0.35% (3) are unable to work, 0.35% (3) are a grade/middle/high school student.
- Of 852 responses (Q18), when asked what mode of transportation they most often use to get to work/school 91.78% (782) use their personal vehicle, 3.76% (32) N/A (work at home/not employed/retired), 1.64% (14) Other: have a vehicle provided from their place of work, 1.41% (12) walk, 0.59% (5) use carpool/rideshare, 0.35% (3) ride the school bus, 0.23% (2) use the Terre Haute Transit bus, 0.23% (2) ride a bicycle.
- Of 831 responses (Q19), 23.10% (192) have a household income between \$100,000 and \$150,000, 21.90% (182) have a household income between \$75,000 and \$99,999, 21.66% (180) have a household income between \$50,000 and \$74,999, 13.84% (115) have a household income between \$30,000 and \$49,999, 10.95% (91) have a household income over \$150,000, 5.66% (47) have a household income between \$15,000 and \$29,999, 2.89% (24) have a household income under \$15,000.
- Of the 841 responses (Q21), 87.16% (733) own their home, while 11.18% (94) rent their home; 1.66% (14) answered that they neither rent nor own their home.
- Of the 843 responses (Q22), 65.6% (553) live in rural residential (including single-family and apartments); 15.18% (128) live in residential parks; 2.02% (17) live on a working farm; and 17.20% (145) chose Other, which included responses such as city, urban, subdivision, Vermillion County, etc.
- Of 849 responses (Q23), 92.70% (787) live in a single-family structure home, 3.06% (26) live in a house/building with 5 or more units, 2.36% (20) live in a house/building with 2 units, 1.88% (16) live in a house/building with 3-4 units.

- Of 856 responses (Q24), 57.71% (494) consider their housing to be average, 36.92% (316) consider their housing to be above average, 5.14% (44) consider their housing to be below average and 0.23% (2) consider their housing to be poor. When asked why they thought their home was above average, respondents said it was due to the piece of property, square footage, neighborhoods that are new, nicer, and/or have code enforcements, it's in an area of high demand and because of the cost of the home. When asked why they thought their home was average, respondents said it was due to the homes being older, the home needing a few cosmetic improvements, square footage and because the homes are smaller. When asked why they believed their housing was below average, respondents said it was due to the community not being cleaned with empty, run-down homes, the house was in need of hefty repairs, the house is older, the alleys aren't maintained and there is the need for street lighting. When asked why they thought their housing was poor, respondents said it was due to the home being in Terre Haute and because it was in desperate need of repairs.
- Of 759 responses (Q25), 62.45% (474) own less than 1 acre of land, 22.79% (173) own 1-4 acres of land, 6.59% (50) own 5-10 acres of land, 4.61% (35) own 11-49 acres of land, 1.98% (15) own 100 or more acres, and 1.58% (12) own 50-99 acres of land.
- Of 488 responses (Q26), 30.33% (148) said their children were college age, homeschooled or were not relevant to the question, 18.65% (91) responded their children attend North Vigo High School, 14.34% (70) responded their children attend South Vigo High School, 7.99% (39) responded their children attend Woodrow Wilson Middle School, 7.99% (39) responded their children attend Lost Creek Elementary, 6.97% (34) responded their children attend Honey Creek Middle School, 6.56% (32) responded their children attend Dixie Bee Elementary, 5.53% (27) responded their children attend West Vigo High School, 4.51% (22) responded their children attend Otter Creek Middle School, 4.51% (22) responded their children attend Woodrow Wilson Middle School, 4.30% (21) responded their children attend DeVaney Elementary, 3.48% (17) responded their children attended Sugar Creek Elementary, 3.28% (16) responded their children attended Fayette Elementary, 2.66% (13) responded their children attended Riley Elementary, 2.66% (13) responded their children attended Saint Patrick School of the Terre Haute Deanery, 2.25% (11) responded their children attend Rio Grande Elementary, 1.84% (9) responded that their children attended Hoosier Prairie Elementary, 1.84% (9) responded their children attended Ouabache

Elementary, 1.84% (9) responded their children attended Sugar Grove Elementary, 1.43% (7) responded their children attended Terre Town Elementary, 1.43% (7) responded their children attended Sarah Scott Middle School, 1.43% (7) responded their children attended Farrington Grove Elementary, 1.23% (6) responded their children attended Fuqua Elementary, 1.02% responded their children attended Meadows Elementary, 0.82% (4) responded their children attended Davis Park Elementary, 0.82% (4) responded their children attended West Vigo Elementary, 0.61% (3) responded their children attended Ben Franklin Elementary, 0.61% (3) responded their children attended McLean Alternative School, 0.20% (1) responded their child attended Deming Elementary, 0.00% responded their children attended Washington Alternative School.

- Of 847 responses (Q27), 36.13% (306) live in family with two employed adults households, 25.27% (214) live in married with two employed adults households, 12.87% (109) live in family with one employed adult households, 11.10% (94) live in one person, employed households, 9.09% (77) live in other: unmarried, retired, and/or 2 plus employed adults, 4.60% (39) live in married with one employed adult households, 0.94% (8) live in one person, unemployed households.
- Of 837 responses (Q28), 46.59% (390) are ages 45-64, 39.55% (331) are ages 25-44, 9.80% (82) are 65 or older, 4.06% (34) are ages 18-24, and 0.00% (0) are under 18 years of age.
- Of 842 responses (Q29), 70.19% (591) identify as female, 27.43% (231) identify as male, 2.02% (17) preferred not to answer, 0.36% (3) identify as other.
- Of 850 responses (Q30), 36.59% (311) highest level of education is a Master's Degree, 32.82% (279) hold a Bachelor's Degree, 11.41% (97) have gone to some college, 5.88% (50) have a High School Diploma, 5.76% (49) hold an Associate's Degree, 5.18% (44) hold a Doctoral Degree, 1.06% (9) hold a Technical Certificate, 0.94% (8) prefer not to answer, and 0.35% (3) hold another form of education level.

APPENDIX B – SURVEY QUESTIONS

See attached Survey Monkey document.

Terre Haute Community Planning

Survey Instructions

Why This Survey Is Important

The City of Terre Haute and Vigo County are in the beginning stages of developing a Community Plan. Community Planning is a process that helps communities define how they will grow and develop. It reaches these goals while keeping important social, economic and environmental concerns in mind. It balances the interest of individual property owners with the broader interests and objectives of the whole community.

The Community Planning Task Force, under the direction of the Terre Haute Chamber of Commerce, in partnership with the City of Terre Haute and Vigo County, facilitated by RJL Solutions, is overseeing the process.

This process will provide community leaders with a strategic vision including a list of priorities creating collaboration amongst government, nonprofits, business organizations, the private sector and the overall citizenry to compete at the highest level.

Who Should Complete the Survey

The Community Plan should reflect the ideas and opinions of the community's residents. Every resident is invited to complete this survey. For the purposes of this survey, a resident is defined as an individual having a home mailing address in Terre Haute/Vigo County.

Confidentiality

All survey responses will remain anonymous. No personal identifying information is asked of you other than for demographic purposes. Demographic answers will not be attached to the rest of your answers and are only utilized to summarize the average population of survey respondents.

When to Submit Your Survey

Please submit by 11:59 p.m. on April 15, 2019.

This survey is estimated to take 15 minutes to complete.

Thank you for participating in Terre Haute's Community Planning process. Your feedback is important.

Terre Haute Community Planning

Your Connection to Terre Haute

Please answer the following questions about your connection to Terre Haute. Be as accurate as possible.

All survey responses will remain anonymous. No personal identifying information is asked of you other than for demographic purposes. Demographic answers will not be attached to the rest of your answers and are only utilized to summarize the average population of survey respondents.

1. What is the ZIP code for your primary place of residence (home address)?

- | | |
|--|-----------------------------|
| <input type="radio"/> 47802 | <input type="radio"/> 47874 |
| <input type="radio"/> 47803 | <input type="radio"/> 47834 |
| <input type="radio"/> 47804 | <input type="radio"/> 47866 |
| <input type="radio"/> 47805 | <input type="radio"/> 47850 |
| <input type="radio"/> 47807 | <input type="radio"/> 47858 |
| <input type="radio"/> 47809 | <input type="radio"/> 47846 |
| <input type="radio"/> 47885 | <input type="radio"/> 47842 |
| <input type="radio"/> Other (please specify) | |

2. How long have you lived in Terre Haute?

- | | |
|--|-----------------------------------|
| <input type="radio"/> Less than 1 year | <input type="radio"/> 21-30 years |
| <input type="radio"/> 1-5 years | <input type="radio"/> 31-40 years |
| <input type="radio"/> 6-10 years | <input type="radio"/> 41-50 years |
| <input type="radio"/> 11-20 years | <input type="radio"/> 50+ years |

3. Have you lived in Terre Haute your entire life?

- Yes
- No

4. Do you work within Terre Haute city limits?

- Yes
- No

5. What is the ZIP code for your place of work?

47802

47805

47803

47807

47804

47809

Other (please specify)

Terre Haute Community Planning

Your Thoughts and Opinions

Please answer the following questions about your thoughts and opinions of Terre Haute. Be as accurate as possible.

All survey responses will remain anonymous. No personal identifying information is asked of you other than for demographic purposes. Demographic answers will not be attached to the rest of your answers and are only utilized to summarize the average population of survey respondents.

6. Why do you choose to live in Terre Haute? Select all that apply.

Rural character

Natural beauty

Public transportation

Grew up here

Family

Housing cost

School district

Higher education

Businesses

Sense of community

Size of city

Investment opportunity

Entertainment and tourist attractions

Other (please specify)

7. What is your biggest concern about the future of Terre Haute?

- Infrastructure/blight
- Businesses closing
- Lack of public transportation
- Road conditions
- Other (please specify)

8. For each of the services below, please indicate whether you think the level of service is appropriate, should be increased, or should be decreased.

	Appropriate	Increase	Decrease	No Opinion
Road maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snow plowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire protection/rescue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town Hall services/hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building code enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junk code enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet connectivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cellular service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street lights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrian/bike lanes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiking trails/bike paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services/activities for youth (e.g. recreational, job placement, gathering places)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services/activities for senior citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Appropriate	Increase	Decrease	No Opinion
Notification about proposed development in your neighborhood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of buildings (school, firehouse, etc.) for public use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public recreational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and wellness opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

9. What do you like most about Terre Haute?

- Size
- Cost of Living
- Attractions/Entertainment
- Community
- Other (please specify)

10. Would you encourage or discourage the following land uses in Terre Haute?

	Encourage	Discourage	No Opinion
Residential development (single-family home)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Residential development (multiple unit dwellings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Townhouses/condominiums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile home parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Green" building construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior/assisting living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organic agriculture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conventional agriculture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public green space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City park for recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commercial development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bike paths/lanes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of natural areas/open space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of air, soil, and water (streams and groundwater) quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Large-scale solar installation (commercial)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wind farm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High volume drilling for natural gas (fracking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What type of business/municipal development would you like to encourage or discourage in Terre Haute?

	Encourage	Discourage	No Opinion
Community Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional gas station/convenience center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery/retail stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Businesses centered on tourism (e.g. bed & breakfasts, restaurants, gift shops, eco-tourism, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional offices (medical/dental/legal/technology)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business offering "green" energy services (weatherization, solar, wind, geothermal)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Home-based businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elder care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organic farming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conventional farming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farmers market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Light industrial/marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. On a scale of 1 to 5, do you believe Terre Haute is changing for the better or worse?

- 1 - Much Better
- 2 - Somewhat Better
- 3 - Not Changing
- 4 - Somewhat Worse
- 5 - Much Worse

Why?

13. What would you change in Terre Haute?

14. How would you prefer to get information about community news/events, board meetings, etc.? Select all that apply.

City of Terre Haute website

Vigo County website

Direct paper mailings

Email communications

Newsletter

Newspaper

Social Media

Other (please specify)

15. Additional questions/comments you feel are important for this Community Planning process?

Terre Haute Community Planning

Your Occupation and Household

Please answer the following questions about your occupation and household. Be as accurate as possible.

All survey responses will remain anonymous. No personal identifying information is asked of you other than for demographic purposes. Demographic answers will not be attached to the rest of your answers and are only utilized to summarize the average population of survey respondents.

16. What is your current employment status?

- Employed Full-time
- Employed Part-time
- Self-employed
- Unemployed and looking for work
- Unable to work
- Other (please specify)
- Full-time homemaker
- Retired
- College/university student
- Grade/middle/high school student

17. What is your occupation?

18. What mode of transportation do you most often use to get to work/school?

- Walk
- Personal vehicle
- Carpool/rideshare
- Terre Haute Transit bus
- Other (please specify)
- School bus
- Bicycle
- N/A (work at home/not employed/retired)

19. What is your household income?

- Under \$15,000
- Between \$15,000 and \$29,999
- Between \$30,000 and \$49,999
- Between \$50,000 and \$74,999
- Between \$75,000 and \$99,999
- Between \$100,000 and \$150,000
- Over \$150,000

20. How many people currently live in your household?

21. Do you rent or own your home/land?

- Rent
- Own
- Neither

22. Where is your home?

- Rural residential (including single-family and apartments)
- Residential park
- Working farm
- Other (please specify)

23. What type of structure is your home?

- Single-family
- House/building with 2 units
- House/building with 3-4 units
- House/building with 5 or more units

24. Do you consider your housing to be:

- Above average
- Average
- Below average
- Poor

Why?

25. If you own land, how many acres?

- Less than 1 acre
- 1-4 acres
- 5-10 acres
- 11-49 acres
- 50-99 acres
- 100 or more acres

26. If you have children in school, what school(s) do they attend?

- | | |
|--|--|
| <input type="checkbox"/> Ben Franklin Elementary | <input type="checkbox"/> Sugar Creek Elementary |
| <input type="checkbox"/> Davis Park Elementary | <input type="checkbox"/> Sugar Grove Elementary |
| <input type="checkbox"/> Deming Elementary | <input type="checkbox"/> Terre Town Elementary |
| <input type="checkbox"/> DeVaney Elementary | <input type="checkbox"/> West Vigo Elementary |
| <input type="checkbox"/> Dixie Bee Elementary | <input type="checkbox"/> Honey Creek Middle School |
| <input type="checkbox"/> Farrington Grove Elementary | <input type="checkbox"/> Otter Creek Middle School |
| <input type="checkbox"/> Fayette Elementary | <input type="checkbox"/> Sarah Scott Middle School |
| <input type="checkbox"/> Fuqua Elementary | <input type="checkbox"/> West Vigo Middle School |
| <input type="checkbox"/> Hoosier Prairie Elementary | <input type="checkbox"/> Woodrow Wilson Middle School |
| <input type="checkbox"/> Lost Creek Elementary | <input type="checkbox"/> North Vigo High School |
| <input type="checkbox"/> Meadows Elementary | <input type="checkbox"/> South Vigo High School |
| <input type="checkbox"/> Ouabache Elementary | <input type="checkbox"/> West Vigo High School |
| <input type="checkbox"/> Riley Elementary | <input type="checkbox"/> McLean Alternative School |
| <input type="checkbox"/> Rio Grande Elementary | <input type="checkbox"/> Washington Alternative School |
| <input type="checkbox"/> Saint Patrick School of the Terre Haute Deanery | |
| <input type="checkbox"/> Other (please specify) | |

27. What type of household do you live in?

- | | |
|---|--|
| <input type="radio"/> Family with one employed adult | <input type="radio"/> Married with two employed adults |
| <input type="radio"/> Family with two employed adults | <input type="radio"/> One person, employed |
| <input type="radio"/> Married with one employed adult | <input type="radio"/> One person, unemployed |
| <input type="radio"/> Other (please specify) | |

Terre Haute Community Planning

More about You

Please answer the following questions about yourself. Be as accurate as possible.

All survey responses will remain anonymous. No personal identifying information is asked of you

other than for demographic purposes. Demographic answers will not be attached to the rest of your answers and are only utilized to summarize the average population of survey respondents.

28. What is your age?

- | | |
|--------------------------------|-----------------------------------|
| <input type="radio"/> Under 18 | <input type="radio"/> 45-64 |
| <input type="radio"/> 18-24 | <input type="radio"/> 65 or older |
| <input type="radio"/> 25-44 | |

29. What is your gender?

- Male
- Female
- Other
- No Answer

30. What is your highest level of education?

- | | |
|---|--|
| <input type="radio"/> High School Diploma | <input type="radio"/> Master's Degree |
| <input type="radio"/> Some College | <input type="radio"/> Doctoral Degree |
| <input type="radio"/> Technical Certificate | <input type="radio"/> Other |
| <input type="radio"/> Associate's Degree | <input type="radio"/> Prefer Not to Answer |
| <input type="radio"/> Bachelor's Degree | |

APPENDIX C – COMMUNITY FORUMS

COMMUNITY FORUM I

- February 28, 2019
- Rooney Library, Saint Mary-of-the-Wood College
- 25 attendees
- Panelists
 - Lori Danielson, GoTime Coaching
 - Bernice Helman, Coldwell Banker Troy Helman Realtors
 - Jennifer Isbell-Scott, Vectren

COMMUNITY FORUM II

- March 6, 2019
- Landsbaum Center for Health Education
- 27 attendees
- Panelists
 - Brandon Halleck, Chance and Services for Youth
 - Shelley Klingerman, Launch Terre Haute
 - Richard Payonk, United Way of the Wabash Valley
 - David Templeton, Glas-Col

COMMUNITY FORUM III

- March 12, 2019
- Ivy Tech Community College
- 17 attendees
- Panelists
 - Lea Anne Crooks, Ivy Tech Community College
 - Beth Tevlin, Wabash Valley Community Foundation
 - Alpa Patel, Community Advocate

COMMUNITY FORUM IV

- March 14, 2019
- Rose-Hulman Institute of Technology
- 15 attendees
- Panelists
 - Jeff Hauser, Terre Haute Regional Airport
 - Brian Kooistra, Garmong Construction Services
 - Keith Carter, Kemper CPA Group

COMMUNITY FORUM V

- March 20, 2019
- Indiana State University
- 31 attendees
- Panelists
 - Beth Tevlin, Wabash Valley Community Foundation
 - Gerri Varner, Community Advocate

COMMUNITY FORUM VI

- March 20, 2019
- Union Hospital
- 32 attendees

APPENDIX D – FORUM DATA

ALIGNMENT OF CURRENT PLANS

Needs

- “If we had a good community plan where everyone feels like they know it’s coming [and] they know what’s happening, then there will be more buy-in from the community. Put the big things in the community plan, the priorities.”

HEALTHCARE

Assets

- “Wabash Valley Community Health Center [is a] great resource and they see many people from surrounding areas.”
- “We have two outstanding hospitals that provide services [and that is] rare for communities our size.”
- “Our health providers are really good.”
- “It’s nice to see some of our own that have come back to share their specialties with the community.”
- “We have facilities that a lot of people should use but don’t.”

Overall Health

- “The challenge is the health of our workforce and health of our community.”
- “The health and welfare of our community is the foundation for anything else we will want to change.”
- “We need to realize that we have an older demographic so our health issues will be greater.”

Exercise

- “Aquatics are not available. Some people with disabilities or ailments can only exercise in aquatics.”
- “I am looking for where to get my children trained to swim.”

Drug Use

- “I hope we [get] a grasp [on] the opioid epidemic.”
- “My friends in the law enforcement and medical fields are very concerned about the meth epidemic in Vigo County.”
- “Children born with drug addictions that have learning disabilities are going to be entering the school system.”
- “24% of pregnant women in Vigo County smoke, or [a] similar statistic.”
- “We have employees in this community who can’t fill jobs because they can’t pass a drug test.”
- “We have so many children that are growing up in the middle of a drug epidemic.”
- “The opioid epidemic needs to be addressed by the state.”
- “To secure a drug-free communities grant... we were in the top-ranked communities in the drug epidemic. Our county has higher use rates, unfortunately. Vaping is a huge issue right now in our community. We had a handle on tobacco rates with our kids. The kids are going from vaping to cigarettes. The tobacco industry is phenomenal at targeting kids. Addiction is a huge issue.”

Problems

- “The majority of our community does not have access to a grocery store.”
- “It is cheaper to eat fast food and unhealthy.”
- “People can walk to Dollar General and eat unhealthy.”
- “The seed store and the convenience store industry. The use of public funds that are used to buy junk food. This means transportation and education to buy fast food.”

- “We have great healthcare, but we [aren’t healthy]. I don’t think the issue is adequate health and wellness, but our own attitude about our community and ourselves is the issue.”
- “Most of our kids have never seen vegetables from a garden before. Most of those kids have no clue where a tomato or potato comes from. It is really changing the culture with the kids and families.”
- “An awful lot of jobs are those in-the-middle jobs. We have families that fall in this crack where they have health insurance, but they can’t afford to go to the doctor because they have to pay \$2,000 in the first year as their deductible, but they don’t have \$2,000.”
- “There are a lot of people who don’t have that access. A facility where you can work out indoors for free doesn’t exist in our community.”
- “The absence of prosperity in certain aspects doesn’t allow people to think about how they’re going to live healthier lives.”
- “Aquatics are not available. Some people with disabilities or ailments can only exercise in aquatics.”
- “As far as doctors and specialists here, I travel for several because it’s not available here. We are lacking in some specialty areas.”
- “Mental health concerns me.”
- “It’s the access to services. Everywhere my wife called it was a 3-week wait, and that is not acceptable.”
- “Kids are not as active as they used to be. We have to change the mentality and get people to go to the doctor when they’re sick. We need to educate people that there are benefits to being healthy.”
- “I think a lot of it goes back to those ALICE families. If you don’t have insurance or don’t have the money, find out how to get help for that. I think a lot of the times those are the things that keep people from using and taking advantage of these opportunities.”
- “There are things that we sort of unconsciously spend money on that could be redirected to more healthy choices. If it’s cigarettes, think about where that money could be redirected.”

Transportation

- “Public transportation should be a low-hanging fruit, but we can’t seem to get all the pieces aligned for a robust public transportation system.”
- “I hope the train stops change.”
- “Millennials want to be able to get from point A to point B in a reasonable amount of time.”
- “Public transportation. There are companies that are limited because there is no public transportation to get people there.”
- “Expand how we think about public transit. If we still want to be regional, we need to think this way. It can’t just be a bus system. Uber and Lyft need to be brought into this conversation.”
- “Transportation. Even if something is free and available can someone get there?”
- “Being able to bike or walk places.”
- “I would love for more people to ride on a bus. We lose money on the public transportation. We need that feedback and that help.”
- “Public transportation and safer pedestrian access with a more holistic transportation system is needed.”

Need/Goals

- “Public aquatics facility or recreational center/community center.”
- “I hope the Y downtown is back to having a pool.”
- “It goes further than having the opportunity to exercise. We need to educate people, not just provide the resources but really educate them.”
- “Connect small businesses with wellness programs for their employees.”
- “A business could encourage their employees to get out of the office for 30 minutes, walk and pick up trash along the way and kill two birds with one stone.”
- “The issue was public transportation. The services were available, but people couldn’t get from point A to point B.”
- “There is a tremendous opportunity for a centralized year-round athletic complex.”

- “We need people to be more active. We need to get out of our offices, out of our houses and get out and do things.”
- “An additional effort needs to be done to talk to people in those communities that don’t have access.”
- “In Indy or Bloomington, new neighborhoods are required to put sidewalks around subdivisions instead of through it.”
- “An opportunity based on our geography is all the farm ground we have. We could have different options available for food with stands available Monday through Friday to get fresh and local food.”
- “We need to break the cycle of the families on welfare and target one child at a time and get them the education they need and expose them to opportunities.”
- “It’s a cultural change. We have tons of things available to get out and move. We just need to encourage people to get out there and do it.”
- “Glas-Col pays unlimited gym membership for employees. Out of 85 employees, we are currently picking up the tab for maybe 11 people who want the gym membership for free.”
- “I think we have over 900 acres of park. Educate people where those parks are. There are a lot of opportunities there, and those are free options.”
- “Public transportation – I think that resolves a lot of issues with health and wellness [and] getting people to where they need to be.”
- “I think the key to the health and wellness opportunities is partnerships and educational opportunities to teach us how to have better health.”
- “Would connectivity help? Having a bike path or a sidewalk so people can get to these services.”

HOUSING

Assets

- “Low cost of living, great location, major cities close by.”

Problems

- “58% of the households in Terre Haute live below what most of us would call financial stability. Those people aren’t worried about the development of downtown, the convention center. They are worried about whether or not they can pay their bills this week.”
- “We are not doing enough for hunger [or] for job generation so that people can afford to keep a home and make a home better.”
- “A big challenge is the housing stock. Housing is really old in the city and run-down which raises insurance rates and lowers land values. We need to find a way to work that out, as well as the high schools.”
- “Yards aren’t taken care of.”

Needs/Goals

- “Our housing stock needs to be addressed and a lot of infrastructure and the underground infrastructure because we are an old community.”
- “Need to address the housing stock.”
- “More home ownership.”
- “We need more home ownership avenues to generate a sense of empowerment and personal accountability.”

EDUCATION

Community and Talent Retention

- “Encourage college leaderships to get more involved on community boards.”
- “Something to attract young, educated students that are in our higher education institutions.”
- “What can we offer for graduating students and how can we help them become invested in our community?”

- “We have a number of companies coming in to recruit our higher education students that are already here for four years. They are here. We need to figure out how to get them off campuses and integrate and engage them in our community.”
- “Creating opportunities for our graduates so that they stay in the community. We bring in more jobs by creating better quality of place. Everything is connected.”
- “We know young people who have left and come back for the tree planting. This is getting people involved in the community.”
- “I made connections in college, and that’s what kept me here.”

Obstacles

- “Some kids have no frame of reference from working adults.”
- “Kids ask why they need a degree because they will just get on public assistance like their families.”
- “Now students have many different pathways.”
- “Parents do not want their children to exceed and break the cycle of poverty. They need someone to model it for them and put someone in their path.”

Assets

- “Our public library is a real sense of community pride.”
- “Something other communities envy about our area is strong education assets.”
- “A leader in Fort Wayne expressed that they wished they had Terre Haute’s higher education assets.”
- “The schools are good.”
- “We consider Terre Haute a college town with a number of quality institutions in town.”
- “One of the best things about our community is education. We have amazing higher education institutions.”

Needs/Goals

- “The community at large does not have enough appreciation for our higher education institutions.”
- “Replacement/renovation of our high schools and facing a referendum in 2021. Our high schools are in very bad shape. They lack technology. They were poorly constructed and poorly maintained.”
- “I am for our public library continuing to grow.”
- “We are not yet working in a way that can further advance our education assets.”
- “We need to educate people. Not just provide the resources but really educate them.”
- “I don’t think we embrace our colleges enough in this community.”
- “Maintaining and improving the quality of public education.”
- “The state of the school address was the biggest event. This would be a great opportunity and audience to message this (creating a program for kids to model working adults).”

ECONOMIC DEVELOPMENT

Needs/Goals

- “Need a strategy for how to deal with economic challenges to supplement grant writing to deal with infrastructure.”
- “Need a coordinated, comprehensive plan that is regionally based.”
- “It would be great to have a city planner, someone who is a visionary.”
- “We need a revised community revitalization plan including the working poor and to revitalize our parks.”
- “Getting more businesses and industries in the community.”
- “We don’t really have a good start-up investment network.”
- “I would like to see five to ten new ventures with a technology base. With this, more investments will be made to the community and attract more talent and business.”
- “A major employer coming to town with a good wage and 500-1,000 jobs will change the atmosphere of the community.”

Challenges

- Funding challenges – the jail, high schools, and everything on the list.”

TOURISM

Needs/Goals

- “When I was looking online to see what I would like to see in Terre Haute, it was really difficult to see what is going on in Terre Haute because things aren’t in one place.”
- “[Address] blight and general appearance of the community.”
- “We have to give people a reason to come to Terre Haute. There has to be some reasons for people to come. There has to be a draw. What is the hook? It has to be an actual, tangible hook.”
- “We need to look outside of our community to attract outsiders.”
- “We should celebrate people from other countries.”
- “If we don’t keep our community and our neighborhoods clean, we are not going to attract people who live here.”
- “When we get the convention center, we need more buy-in from downtown business, current and new, to cater to that increase in tourism.”
- “Aquatics are not available. Some people with disabilities or ailments can only exercise in aquatics.”

Entertainment

- “Symphony, Swope Art Museum, library. People say there is nothing to do in town.”
- “Aquatics are not available. Some people with disabilities or ailments can only exercise in aquatics.”

DOWNTOWN/RETAIL DEVELOPMENT

Needs/Goals

- “We need to make it more attractive and appealing to individuals, businesses and industries.”
- “I hope the blight in neighborhoods will improve, the attractiveness. This is part of the first impression image.”
- “We don’t have a walkable downtown.”
- “I hope for more downtown improvements.”
- “I wish we had more independent restaurants, shops and a walkable downtown.”
- A conventional center. It’s those types of events that small communities can really host (competition event like one recently attended in Covington, KY).”
- “I think moving the downtown area further is going to be really beneficial.”
- “When we get the convention center, we need more buy-in from downtown business, current and new, to cater to that increase in tourism.”
- “We should have more local restaurants.”
- “Sidewalk lighting.”
- “Address and increase our curb appeal.”
- “I hope as a community, we start being thoughtful about the way buildings look with the design, standards and signs.”
- “I wish we can find ways to invest in flowers in our entryways.”
- “A community like Owensboro is comparable in size to us. Beautiful location, beautiful riverscape. I would love to see something like that.”
- “We need to clean up our infrastructure.”
- “The complete streets notion.”
- “Getting more business and industry in the community.”

Assets

- “Soon we will have eight museums downtown.”
- “Our public library is a real sense of community pride.”

Problems

- “The problem is the maintenance of the beautification projects. The city can’t be responsible for cleaning up everyone’s trash.”
- “The streets aren’t very appealing, and people aren’t interested in coming back here. It’s unattractive.”

Land Development

- “I believe Terre Haute is missing on the north end. We feel forgotten. There are no bike paths, no walkable sidewalks.”
- “I hope that our river development, our riverwalk will keep improving.”
- “I wish we would take advantage of our most wonderful resource, the river.”
- “I hope that the river is developed in five years and that we have a riverfront.”

QUALITY OF LIFE

Needs/Goals

- “We need to get our media to show more positive aspects and not just negative stories.”
- “Need to leverage and capitalize on our natural resources.”
- “Improve the quality of life.”
- “Need high quality, affordable child care.”
- “It would be good to get some information about our population values in quality of life. If we could define what this is, how can we move the needle on those items?”

- “Get more businesses and industries in the community to raise income.”
- “Raise the medium income.”
- “We need to find higher paying jobs and raise them up.”
- “With the casino and the revenue that the City gets from the casino, top priority to me is a quality of life project. Open within five years, probably two to three years. Our goal is to close Deming Park pool. We don’t have to worry about the Y pool. We will have an indoor/outdoor facility that will be a destination, and people won’t have to go to Plainfield for that.
- “Trails along the river to go biking, walking.”
- “Need to improve neighborhoods.”
- “Need to develop neighborhoods.”
- “Clean streets.”
- “Neighborhood blight needs improved.”
- “More green space. South of 8th street – a sense of being forgotten.”
- “We don’t have the amenities to spend the day there (in the parks).”
- “We have a city with undeveloped riverfront.”
- “Yards aren’t taken care of.”
- “Transportation. Even if something is free and available can someone get there.”
- “Being able to bike or walk places.”

Problems and/or Poverty

- “About 25% of our kids face food insecurity at least once month.”
- “54% of our kids are living in free/reduced lunches. The biggest challenge our community faces is taking those kids and teaching them that there is something better and that we want them to thrive in our society.”
- “No matter how many facilities and how much transportation, the poverty level is the problem. When you are so hungry, you can’t think about anything else.”
- “Poverty.”
- “I see the challenges as the wealth of our community and the poverty we are facing.”
- “We need to address the youth aspect in the cycle of poverty. We need to break the cycle through education.”

- “The data about poverty is disturbing. CEOs in the community say even if we were to increase the pay for \$20 per hour, they would spend it because we haven’t instilled in them financial literacy.”
- “Our problem is employment. The community needs more economic resources through wages that are taxed.”
- “Parents do not want their children to exceed and break the cycle of poverty. They need someone to model it for them and put someone in their path.”

Cost of Living

- “People love living here because of the cost of living.”

Workforce

- “I would like to see more prosperity. We need more jobs, more opportunities.”
- “Our problem is employment. The community needs more economic resources through wages that are taxed.”

Assets

- “Vigo County has one of the best park systems in our area and even in the Midwest for a community our size.”
- “We have nice parks.”
- “We have Wabashiki Wetlands.”
- “I live near Collette Park, which is a gorgeous area.”

TALENT ATTRACTION/RETENTION

Loss of Talent

- “Loss of population. We’ve got to figure out how to slow that down or stop it.”
- “It’s not just retaining but attracting new, diverse talent.”

- “We need to attract talent in the community.”
- “Students here don’t get rooted and invested in our community. Most of the students in the belly of the bell don’t stay in our community, and those are the ones we want to keep.
- “A challenge is keeping our graduates.”
- “[We need to] retain talent and retain a younger demographic.”

Workforce

- “We have the ability to take talent and produce a gamete of workforce with all our education, but we can’t keep them here once they come. We need to see outside the community.”
- “We have a co-working space that is entrepreneur focused.”
- “We have a lot of chains.”
- “The workforce development is going in the right direction.”
- “We need more industries.”
- “We need more retail selection and women’s clothing.”
- “We need more (co-working space that is entrepreneur focused). Launch Fishers is more funded with more community support. Launch Terre Haute could benefit from higher levels of support from the City.”
- “I would like to see us put together an incentive package for entrepreneurs to give them the funds to drive their ideas.”
- “To grow, we have to infuse dollars in start-ups. That is a sector where you are infusing these dollars, and that is new money and new jobs.”

Target

- “Who is our target market? Outdoor enthusiasts? Museum goers? Small town vibe?”
- “We have to have more strangers visiting us and not just the rotations of college students but people who may visit a convention center or a casino.”
- “If we have a convention center, and we have people coming for that, that is the best opportunity for us to show those visitors that experience and the citizenry of Terre Haute.

They might be a business owner looking for a place to set up shop or a parent looking for a college for their child or a site selector for a company.”

COMMUNITY BRANDING

Identity

- “The community does not have an identity.”
- “We need a single identity. How do we reach consistency on what that is?”
- “We are all of those campaigns [mentioned] around Terre Haute.”
- “Terre Haute is not crossroads.”
- “The ‘Turn to the River’ Campaign. I want to be known for something like that.”
- “The identity is the biggest piece we can zoom in and accomplish within five years, and it will really help set us apart.”
- “College town could create that culture that draws people. There are a lot of things that we could do together to really promote that (college town idea).”
- “We are the birthplace of corn oil. Maize oil was created where the IKON building is now in 1896. Johnson Motors built the first model wing airplane that flew in the US. We have so many birthplaces.”
- “Terre Haute stands for high ground which denotes outdoors.”
- “History, knowledge, heart.”
- “Terredise.”
- “I think of outdoor recreation: Wabash River, Griffin Bike Park, Wabashiki, Redbird, Heritage Trail.”
- “West Central”
- “Crossroads of America presents us as more than just a community but represents all of the country.”
- “The Haute.”
- “The image is going to be where you come from. College town resonates with students but not with those living in poverty. Birthplace of Coca-Cola – I hate looking backwards instead

of forwards. The Haute – I like the videos and the slang but what does it say to other people?”

- “I like the literal meaning of Terre Haute, higher ground. Maybe we should focus on that resonating.”

Assets/What We Are Known For

- “People outside of the area know the Hulman family.”
- We have a lot of great assets: The Children’s Museum, Griffon Bike Park.”
- “the home of the coke bottle, ISU, Larry Bird.”
- “We have a historic district, and we are one of the only colleges to have a historic district.”
- “The Wabash River.”
- “The Arts and Culture District completion are available for artists in town to get their ideas and opinions.”
- “Low cost of living, great location, major cities close by.”
- “We have Turkey Run, Redbird, Griffin Bike Park.”
- “Our history is pretty much all going downtown: The Swope, Historical Society, Children’s Museum, Clabber Girl, Larry Bird. There is a lot of history to see here.”
- “Soon, we will have eight downtown museums.”
- “Our location is excellent. We have large cities that are very close to us if we want to get in the traffic.”
- “It’s astonishing how many resources we have: the river, higher education, cultural assets, size, location, cost of living. You just stock them all up, and you can’t believe that with all those kinds of advantages we can’t solve the problems we have.”
- “We have some incredible access to state parks in our area. Turkey Run is within driving distance, and it’s beautiful.”
- “When you walk around town, it doesn’t look like a college town, and maybe that is because they are scattered. ISU is centered around itself.”
- “The Children’s Museum is absolutely amazing as will be the Historical Museum.”
- “Clabber Girl is unique to the area.”

- “We have a reference that I use quite often to find things that are going on, and it’s Terre Haute Living.”
- “Heritage Trail is amazing.”
- “We have a more vibrant farmer’s market that continues to get stronger, supporting the Rex so it can grow. We have things that no other communities have.”
- “Education.”
- “We’ve got Wabashiki, Griffin Bike Park, trails, cross country. We have a lot of outdoor recreation here. Indiana’s nature preserves.”
- “I hope the sense of who we are as a community is something we don’t lose.”

People

- “The most awesome thing about Terre Haute is the people. This is the best resource. Terre Haute is all about people and bringing us all together, and we can do anything.”

Needs/Goals

- “We need to recognize [our assets] and build awareness.”
- “We don’t have a regional draw that brings Terre Haute to mind.”
- “The brand has to have a purpose.”
- “Common answer to ‘what is our identity’ from insiders and outsiders.”
- “I would like to see us do something, and the campaign will naturally fall out that. I do not think we want to brand something and try to do it and have it not work. Take more of an organic approach to branding.”
- “I hope we come out of this within a few years as being recognized as small but mighty. We can be known for solving these problems much more than we are today.”
- “I would like to see us be more of a college town and cater to that audience.”

CODING/ORDINANCES

Needs/Goals

- “Our size of city should have a historic preservation ordinance.”
- “Code enforcement. That is one thing that really contributes to the visual aspect of things.”

APPENDIX E – UWWV 2018

STRATEGIC PLAN

Community Conversation Process

The Harwood Institute promotes the idea of “turning outward” – seeing and hearing the often-unheard residents of the community and acting with intentionality to create change. In civic problem-solving, conversations usually take place among the powerful and the influence wielders, and intentional efforts aren’t made to include the overlooked voices of the community. Community Conversations ensure these voices are heard by providing a safe environment for people to share their aspirations for the community and the barriers they perceive to achieving them.

Our United Way embarked upon a series of these Community Conversation sessions. We facilitated 36 community conversations and 10 additional business-leader conversations across our 6-county service area. Each group identified priority issues that should be addressed and barriers that prevent progress. The groups helped identify potential action steps that could be taken.



The process of “turning outward” represents a change in organizational philosophy. This will be an ongoing journey that we hope will bring United Way closer to the people it serves. As a result, we envision continuing these community conversations in the future to ensure our organization remains focused on what our community needs.

What We Asked

Community conversations are kitchen-table style sessions with 8 to 15 people lasting about 90-minutes. The facilitators ask the open-ended questions then stay quiet and record answers, leaving the attendees to provide honest feedback.

What kind of community do you want?	What is holding us back from that community?	What concerns or issues do you have in our community?
How are you and people you know affected by these issues?	What could be and is being done about these issues?	Who do you trust to help with these issues?

What We Heard

Our sessions generated hundreds of pages of notes from these conversations. Every page and comment was reviewed for common themes and unique ideas. Our United Way has compiled the full transcribed text from each conversation into a catalog which can be used for future guidance to our community partners. On the next page is a small sample of voices expressing our community aspirations.

Our community wants....



Common Concerns

Drugs	There is a high amount of drug usage in our neighborhoods. Heroin, opioid, meth, and more – the sale and abuse of drugs are creating a health and safety problem in our entire community.
Economic Decline and Jobs	Lack of quality jobs that provide family-sustaining employment in the community and the ability to attract more jobs because of our workforce. There seems to be a lack of people with skills or desire to fill current open jobs.
Safe Community	Concern about crime, violence, and drug use in our communities leads to an overall unsafe feeling. People want a place to live where they feel safe and comfortable with their family.
Community Pride	Lack of pride for the community we call home has become a deep-rooted trait for many residents. It is reflected in the attitudes of how we treat our community from blight to our own negative perception.

It All Points To....

Poverty & Struggling Working Families

In hearing the community's voices and compiling their responses, one issue rose above and tied them all together – the struggle to make ends meet for individuals and families. This causes a generational impact in our community. Generational poverty is not just a stigma. It is more than a false perception that those struggling are not interested in working or helping themselves. It also can't be measured by a Federal Poverty Level alone.



APPENDIX F – CURRENT PLANS FOR TERRE HAUTE, VIGO COUNTY

- City of Terre Haute Approved Long-Term Control Plan
- City of Terre Haute Downtown Vision Plan (2012)
- Combined Sewer Overflow Long-Term Control Plan for the City of Terre Haute, Vigo, Indiana
- Pavement Asset Management Plan City of Terre Haute, Indiana (2018)
- Sanitary Sewer Master Plan for Terre Haute
- Terre Haute City Parks Plan (2019-2023)
- Train and Greenway Plan for Terre Haute and Vigo County
- Vigo County Parks and Recreation Department Plan (2015-2019)

APPENDIX G – DATA REPORTS RECEIVED

- Alliance for Growth and Progress - Terre Haute Tomorrow Plan - Greater Terre Haute Strategic Plan
- Center for Business and Economic Research - 2017 Economic Considerations for Indiana's Housing Markets
- Conley Real Estate Appraisals - 2018 Listings in Vigo County
- Conley Real Estate Appraisals - 2018 MLS Average Price Paid Per Year
- Conley Real Estate Appraisals - 2018 MLS Median Price Paid Per Year
- Conley Real Estate Appraisals - 2018 Prices Paid by Square Footage
- Conley Real Estate Appraisals - 2018 Sales By Bedroom Counts
- Conley Real Estate Appraisals - 2019 Subdivision Analysis of Vigo County Residential Subdivisions
- FaegreBD Consulting - 2016 Terre Haute Competes Steering Committee Report
- Fifth Third - 2018 Fifth Third Community Needs Assessment Survey Summary
- Indiana Association of Realtors - 2018 Statewide Housing Report
- Ivy Tech Community College of Indiana - 2016/17 Annual Enrollment Data
- Ivy Tech Community College of Indiana - 2017/18 Annual Enrollment Data
- Ivy Tech Community College of Indiana - 2018/19 Annual Enrollment Data
- Purdue Extension - 2018 Indiana Kids Count Data Book Vigo County
- Purdue Extension - County Health Rankings and Road Maps
- Purdue Extension (4H) - 2017/18 Report
- Terre Haute Chamber of Commerce - 2017 Research Review
- Terre Haute Chamber of Commerce - 2018 Member Survey
- Terre Haute Children's Museum - 2016 Audience and Market Research Report
- Terre Haute Refresh - 2018 Demographic and Income Comparison Profile

- Terre Haute Refresh - 2018 Key Facts of Terre Haute, Indiana
- Terre Haute Refresh - 2018 Retail Goods and Services Expenditures
- Terre Haute Refresh - 2018 Retail MarketPlace Profile
- Terre Haute Refresh - 2018 Site Details Map
- Terre Haute Refresh - 2018 Tapestry Segmentation Area Profile
- Terre Haute Refresh - 2018 Terre Haute Indiana Community Survey
- Terre Haute Refresh - Indiana Main Street/Main Street American Terre Haute Transformation Strategy Development Visit
- United Way of the Wabash Valley - 2011 Understanding Issues and Awareness of United Way: Focusing on a Strategic Vision
- United Way of the Wabash Valley - 2016/17 Community Conversations Report
- United Way of the Wabash Valley - 2016/17 Community Conversations Summary
- United Way of the Wabash Valley - 2019 Wabash Valley Substance Use Disorders Council Planning Consortium
- United Way of the Wabash Valley - July 2018 United Against Opioid Abuse Landscape Scan Vigo County
- Vectren - 2014/15 Ryves Neighborhood Asset Survey Results
- Vectren - 2015 Ryves Neighborhood Survey Results
- Vectren - 2016 Ryves Neighborhood Strategy
- Vigo County Health Department - 2016 Annual Report
- Vigo County Health Department - 2017 Annual Report
- Vigo County Public Library - 2019-2023 Vigo County Public Library Strategic Plan
- Vigo County School Corporation - 2019 Responses from Community Conversations Survey
- Vigo County School Corporation - 2019 Strategic Planning Survey Default Report



SEE YOU IN
TERRE-HAUTE

See You In Terre Haute 2025 is a six-year guided plan for Terre Haute, Vigo County, implemented by the **Terre Haute Chamber of Commerce** in partnership with the *City of Terre Haute, Vigo County* & the *Terre Haute Convention and Visitors Bureau*.



Researched, prepared & authored by

