PARKE COUNTY ECONOMIC DEVELOPMENT PLAN

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ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

1 EXECUTIVE SUMMARY

Parke County is a rural community filled with abundant recreational amenities and friendly neighbors. The small-town charm and beautiful scenery give Parke County its appeal to millions of visitors each year.

As with most rural Indiana communities, Parke County's concern to attract and retain residents is an important aspect of rural economic development. More importantly, the county desires a positive future for its residents. To that end, the community has made significant strides to plan for its future.

Still, as one of the smaller counties in the state, Parke County faces major challenges as it strives to grow its economy.

Source: Parke County Covered Bridges Website

PROGRESS

The community has consolidated some of its schools. Now today's students are best positioned for future success.

New businesses are establishing roots in the county, including Purple Ribbon Seeds and Wheel House Donuts.

Parke County is growing its niche in agri-tourism with businesses such as the Rockville Livestock Auction, Rockville Produce Auction and numerous of Amish farm shops.

Local communities are making infrastructure investments to support job creation.

CHALLENGES

Older neighborhoods and housing limit the appeal of the community to potential residents.

Because of its small population size, Parke County has a limited market of businesses that it can attract.

While training opportunities are available locally through Ivy Tech and other sources, Parke County's workforce does not have the skills to attract many employers.

Limited Development Sites: While there are sites suitable for economic development in the county, few can be considered shovel ready.

EXECUTIVE SUMMARY

As Parke County leaders worked on this plan to **attract economic development opportunities**, they paid close attention to state-wide trends related to where employers chose to expand or locate. In particular, **today's businesses are choosing locations where they have the best opportunity to attract a large workforce**. This means businesses **are choosing to locate in settings that have an outstanding quality of life that attracts the workforce they need**.

The good news for Parke County is that the same **things that make it attractive to millions of visitors every year, also make it an attractive place to live**. Even more, **investments to improve quality of life** not only make the county more appealing to residents, but will attract more visitors. This plan **recommends investments in trails, local parks and downtown districts to improve quality of life and expand tourism opportunities**.

While investments in quality of life are important, Parke County also needs to take additional steps to capture the opportunities created by the investment. Namely, **this plan recommends creating shovel ready development sites, actions to improve the capture of tourism spending, and implementation of broadband infrastructure**. Together, these investments will position Parke County for a bright future.

KEY PLAN RECOMMENDATIONS

MAKE STRATEGIC INVESTMENTS TO ENHANCE QUALITY OF LIFE & PLACE

In order to attract outside investment, Parke County needs to grow its skilled workforce. To do this, it is recommended that Parke County make strategic investments to improve overall quality of life and place. Investments in recreation, cultural sites, and access to amenities are key components for improving quality of life.

PRIORITY STRATEGY ITEMS

- Develop a county-wide multi-use trail system (See Goals 3.3 and 3.4).
- Continue to support and enhance the county's cultural assets (see Goal 3.3)
- Build economy around agricultural assets (See Goal 3.1)

IMPLEMENT IMPROVED BROADBAND ACCESS

Community leaders have recognized the need for improved broadband service, and have commissioned a planning study to address this need. This study will investigate the availably of broadband service and alternatives for expanding service in the county.

PRIORITY STRATEGY ITEMS

- Complete and implement the recommendations of the Broadband Feasibility Study (See Goal 4.4)

KEY PLAN RECOMMENDATIONS CONTINUED

DEVELOP SHOVEL READY ECONOMIC DEVELOPMENT SITES

Multiple sites in Parke County are suitable as economic development sites, but additional steps are needed at each to get them ready for development. Because of utility availability, the most viable sites for development are within the TIF districts in Montezuma and Rockville.

PRIORITY STRATEGY ITEMS

- Establish site control for prioritized properties along US 41 north in Rockville prior to allowing new utility connections. (See Goal 6.2)
- Make progress toward shovel ready status for sites in Rockville and Montezuma (See Goals 6.3)
- Evaluate development of an industrial park within the Rockville (Central) TIF District (See Goal 6.3)
- Emphasize development of sites to support Parke County's Business Retention and Expansion Plan. (See Goal 1.4

IMPROVE CAPTURE OF TOURISM SPENDING DURING VISITS

While Parke County sees millions of visitors each year, an analysis of local spending revealed that the most measurable spending impact is in sales at gasoline stations. This means that are significant opportunities to better capture spending associated with tourism visits.

PRIORITY STRATEGY ITEMS

- Revisit marketing, social media, programming and events strategies to more closely direct visitors to local businesses. (See Goals 5.1 and 5.2)

INTRODUCTION

1 INTRODUCTION

PURPOSE

This plan's purpose is to drive economic development within Parke County. It serves that purpose by establishing goals and strategies based on the unique assets and opportunities within the county. These goals and strategies are what evolves into an actionable working plan intended to guide decision making for Parke County leaders and residents. View this plan as a road-map leading the county towards a sustainable and viable economy.

OUTCOME

The goals and strategies in this plan reflect the county's vision to attract and retain a viable working population with diverse employment opportunities. A significant part of this strategy includes a site development plan for the central and western TIF sites near Rockville and Montezuma. The site plan's outcome is to expand businesses and to attract employers to the TIF districts. The overall outcome of this plan provides direction into taking the next steps to achieve the county's economic development goals.
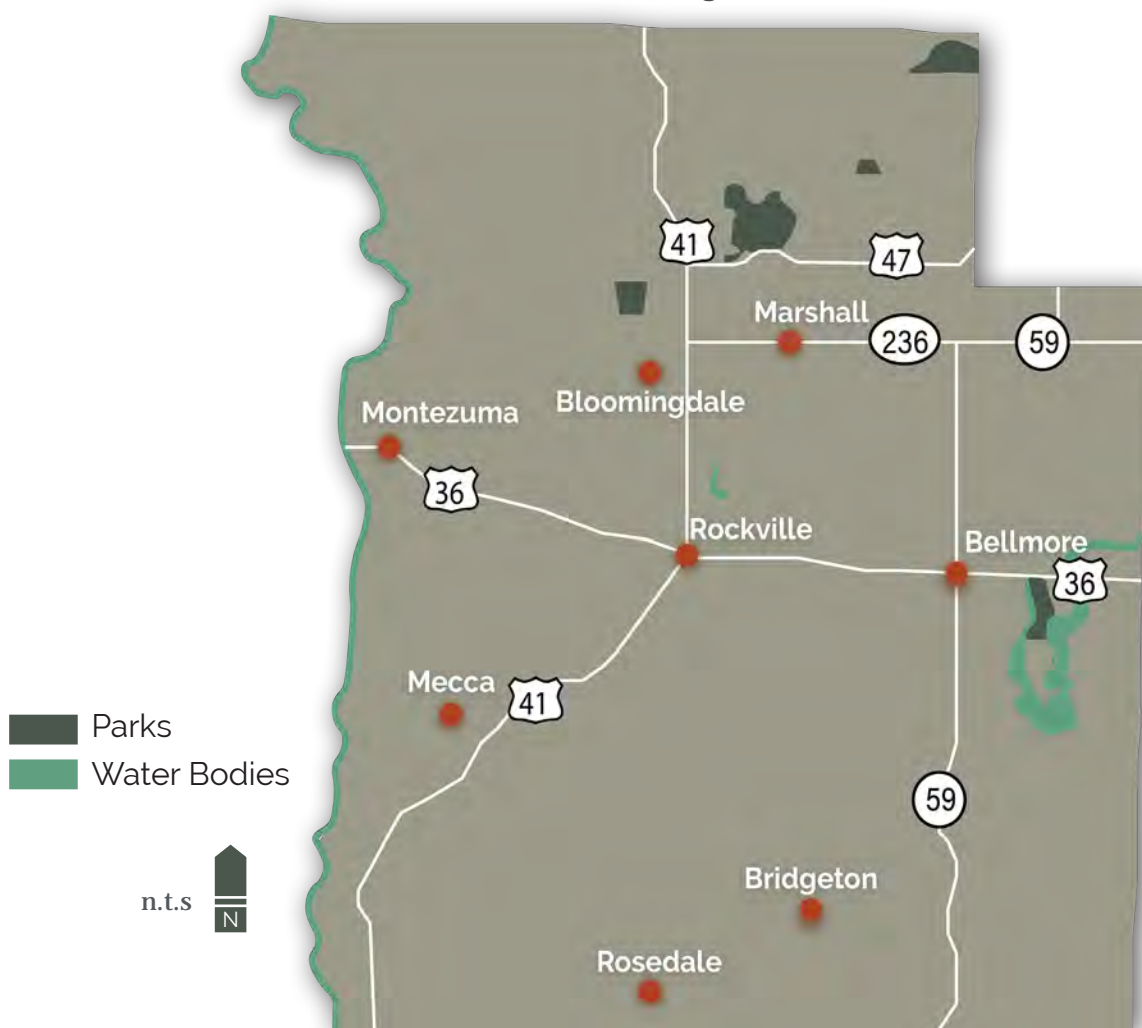
Map of Parke County

PLANNING PROCESS

FUNDING

Partnership Parke County commissioned this plan to establish economic development goals as strategies along with a site development plan for Montezuma and Rockville. This project was funded through a $40,000 grant from the USDA Rural Development Grant.

STEERING COMMITTEE

A steering committee consisting of community leaders, business representatives, county and town officials, and Partnership Parke County steered the planning process by bringing forth key ideas and direction. A consultant team from HWC Engineering facilitated the process through steering committee meetings, stakeholder and public engagement processes, and demographic and site analysis.

STAKEHOLDER INTERVIEWS

Thirteen individual and focus group interviews were held in late October/early November **of 2018 to gather a consensus on challenges, assets and opportunities facing Parke County.** Stakeholders included representatives ranging from schools and government leaders, to local businesses and quality of life initiatives.

PUBLIC ENGAGEMENT

A public meeting was held on April 11th 2019 in continuation of the feedback process. The feedback received from the public shaped this plan into a final product that the county can use **to drive economic development.**

RURAL ECONOMIC DEVELOPMENT PRINCIPLES

The following principles guide Parke County's economic development strategy. These principles pay special focus towards rural communities, but are developed specific to this plan.

1. BUSINESS RETENTION & EXPANSION

It is important to understand the needs of existing businesses and to support potential connections and growth. Look for opportunities within local businesses and foster an entrepreneurial spirit within the county.

TOURISM & CULTURE 2.

Tourism is a useful economic tool for capturing outside wealth and attracting future residents. Expanding upon and increasing tourism opportunities, lodging, and retail and dining options are ways to increase spending and quality of life.

3. BUILD UPON ASSETS

Identifying and leveraging existing assets towards economic development is cost effective and promotes pride and ownership within communities.

SHOVEL READINESS 4.

Identifying sites and establishing a plan to get sites shovel ready gives the county a competitive edge. If a site is not ready for an interested developer or a plan is not established, it is likely they will move on to better suited locations.

5. BUSINESS ATTRACTION

While most of the county's opportunities are likely to come from BR&E efforts, new business attraction must be part of the county's economic development strategy. Attracting new businesses increases the tax base and creates new job opportunities to reinforce population retention and attraction. Look for businesses that match Parke County's values and assets.

RURAL ECONOMIC DEVELOPMENT PRINCIPLES

6. **WORKFORCE DEVELOPMENT**

It is important to have a skilled and viable workforce. Understanding the existing challenges of the County's current and emerging workforce will help set measures to target their needs and expand their skill sets.

QUALITY OF LIFE & PLACE **7.**

Quality of life and place is a driving factor in attracting and retaining residents (workforce). Emphasize what makes Parke County a great place to live and identify improvements that will retain and attract residents.

8. **POPULATION ATTRACTION**

The biggest challenge for businesses is attracting a ready workforce. For communities, this means attracting workforce as a top priority. QOL and QOP efforts help attract and retain the County's population.

BUILD WEALTH **9.**

Building wealth means attracting outside dollars into the community. Traditionally, building wealth is about attracting basic employers that do business outside of the county. In Parke County, tourism is another example of building wealth with outside dollars.

10. **THINK REGIONALLY**

Working on a regional level allows for cooperation between communities to attract larger employers, funding, and can improve upon larger scale infrastructure projects such as transportation networks.

SITE DEVELOPMENT PRINCIPLES

Parke County must also consider principles regarding site development. Developing sites is a direct approach towards business attraction and expansion efforts. While this approach is more direct, there are many steps the county must take to ensure sites are ready and available to businesses. These principles help guide strategies towards site readiness recommendations discussed in later chapters.

1. DEVELOP A MIX OF AVAILABLE SITES

The first priority for site development is to have a supply of sites available that are attractive to businesses. The range of sites generally considered by communities include, greenfield sites existing buildings and redevelopment Sites

MIX OF GREENFIELD SITES

Developing a mix of undeveloped sites should be a short-term goal. Sites should include a range of sizes to provide options for different types of employers. A range of small size sites (5-10 acres) should make up most sites for rural communities. Medium size sites (10-100 acres) should be developed with flexibility to allow for subdivision of smaller sites if necessary. Large size sites (over 100 acres) focus more towards new business attraction and can be considered as a long-term goal for Parke county.

REDEVELOPMENT SITES

Redevelopment sites include previously developed properties that have a variety of existing buildings and legacy environmental conditions that must be addressed. Development of these properties will require demolition and environmental remediation. Accordingly, they can be expensive and slow to develop. But, redevelopment of these sites can achieve other community goals and brownfield grants can help offset the cost of improvements.

EXISTING BUILDINGS

Many businesses are looking for facilities that are available for quick move in. Types of existing buildings include vacant and shell buildings.

Redeveloping vacant buildings is oftentimes the most efficient way to attract employers.The EDC should develop and maintain an inventory of existing buildings of various types and sizes. These should be listed on the website. In most cases, existing buildings are listed in cooperation with the property owner, and the EDC does need to have an ownership stake in the property.

Shell buildings are another option for attracting new employers but are quite expensive and pose higher financial risks. Therefore, shell buildings should only be a consideration when there is a limited supply of vacant buildings available.

SITE DEVELOPMENT PRINCIPLES

2. MAKE PROGRESS TOWARD SHOVEL READY SITES

The term "shovel ready" refers to the concept that all prerequisites to development have been met, and a site is ready for a business to pull basic construction permits without delay. Since many definitions of "shovel ready" the State of Indiana developed its Indiana Site Certified program to establish standards for site certification. The Indiana Site Certified standards will be used as the criteria for site evaluations and comparisons in this plan. This program establishes multiple tiers of certification (Silver, Gold, Prime) depending on achievements toward site readiness.

Achieving an Indiana Site Certified designation should be a medium- or long-term goal. However, in the short-term, the key priority is to identify sites and to make progress toward the principles of the program. Additionally, these goals should be used as criteria for local identification of sites to market.

INDIANA SITE CERTIFIED GOALS

1. Site Ownership/Control: clear title or development option for the parcel.

2. Zoning and Site Classifications: Site should be zoned for intended business uses, and should be located to take advantage of special taxing districts (i.e. TIF).

3. Survey: Boundaries of sites and easements/encumbrances should be known.

4. Environmental Clearances: Existing environmental conditions and constraints should be clearly known.

5. Transportation Access: should have roadway access and connectivity.

6. Utility Service: Site should have suitable service and capacity for water, wastewater, electric, natural gas and high-speed communication utilities.

7. Public Safety Service: should be served by local public safety services.

For more information on Indiana's Site Certified standards please visit: www.in.gov/ocra/sitecertified.htm

SITE DEVELOPMENT PRINCIPLES

3. ORIENT SITES TOWARDS THE PLANS GOALS AND OPPORTUNITIES

This plan establishes that the primary short-term site development goal is to support retention/expansion efforts. Steps taken toward site development should keep that goal as the priority. This means that most sites should be small to medium in size to accommodate the size of businesses already in the community.

The county can still market sites to outside prospects, but should be careful to make sure that the site product the county develops is also well suited for existing businesses in terms of size, development constraints and infrastructure availability.

When the county has a supply of small and medium sized sites, then it would be appropriate to develop larger sites that would be more attractive to new business attraction prospects.

4 PLAN LIKE A DEVELOPER

If the county taking the lead role in providing infrastructure to sites and bearing some of the financial risk in the process, then they become the developer. As the county takes on this role, it is important that the county not only take on the risks that a developer would assume, but also act in a way that you obtain the benefits of this role.

A specific example is related to site control. Before a site has infrastructure or is zoned for development, the development cost of a site is similar to that of an agricultural parcel. However, once steps are taken to develop the site, the value of the land increases considerably. In the role of the developer, the county should secure site control before extending utilities. In this way, the county not only take on the financial risks of development, but also the financial benefit. This also puts the county in the best financial position to attract businesses to a site. Similarly, annexation and related issues should be resolved prior to extension of utilities while you have negotiating power.

COMMUNITY CONTEXT

3 COMMUNITY CONTEXT

BACKGROUND

Parke County is a rural county located in west central Indiana with the Wabash River defining its western border. Known for its state parks and covered bridges, Parke County attracts millions of visitors each year. Yet like most rural communities, Parke County struggles to attract large employers and retain residents. This stems from fewer job opportunities, lack of urban quality of life amenities and limited access to major thoroughfares. However, Park County's assets such as the beautiful scenery, abundant recreational amenities and small-town charm present themselves as opportunities. From a traditional economic standpoint, developing a rural economy in the face of modern-day challenges can seem like an uphill battle, but at a closer glance, there are unique assets and opportunities within Parke County that can be leveraged into a viable economic development strategy with feasible outcomes.

PURPOSE

This chapter takes a closer look into the current conditions within Parke County to provide a demographic and economic analysis. The analysis includes a SWOT analysis and demographic benchmarks that lead into the plan's goals and recommendations.

DEMOGRAPHICS

POPULATION

14,628 — 1970
16,372 — 1980
15,410 — 1990
17,241 — 2000
17,338 — 2010
17,033 — 2016
17,209 — 2018
17,171 — 2023
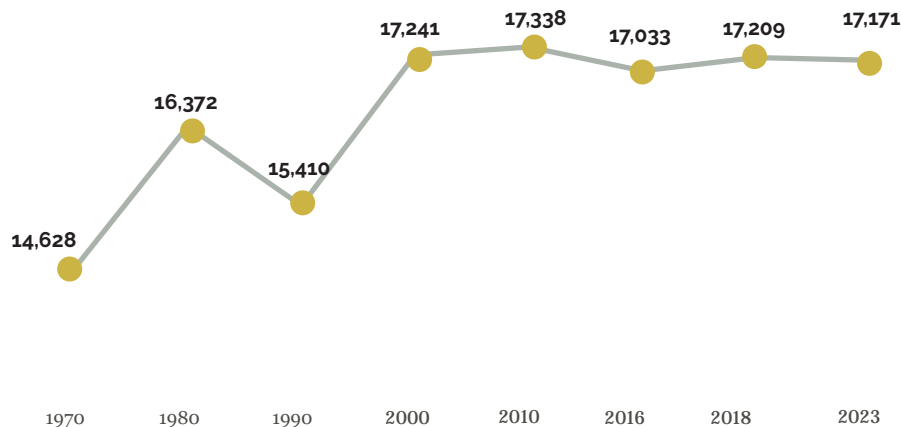
Source: U.S Census Historical Data, ACS 5-yEAR Survey, ESRI Population Estimates

Parke County's population has remained steady since 2000. There was a sharp increase in population from 1970 to 1980, but this most likely accounts for the inmate population at the Rockville Correctional Facility which opened in 1970. Currently, the prison population accounts for 1,200 residents of the total population. There has also been a large influx of Amish from Lancaster County, Pennsylvania since the 1990s. As of 2010, The Amish population accounts for 1,105 residents of the total population.

MEDIAN AGE

- Parke County
- Indiana

2000: Parke County 38.9, Indiana 35.2
2010: Parke County 41.2, Indiana 36.6
2016: Parke County 41.6, Indiana 37.4
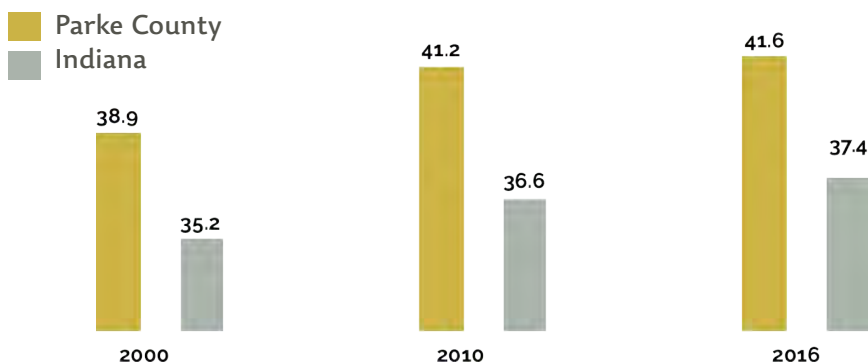
Source: ACS 5-yEAR Survey

Parke County's population is older than the state median age. The median age has also increased considerably since 2000. An aging population indicates population stagnation and an eventual decline in a working population. This raises concern for population and employer attraction.

EDUCATION ATTAINMENT

Parke: 42%, 10%, 12%
Indiana: 34%, 8%, 25%

High School Graduate | Associates Degree's | Bachelor's Degree or Higher
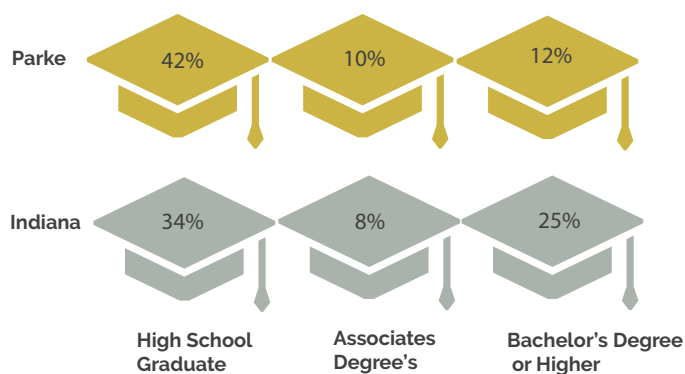
Source: ACS 5-yEAR Survey

Indiana's educational attainment for those who've obtained a bachelor's degree or higher is higher than Parke County. However, Parke County has a higher percentage of associate degrees than the state.

DEMOGRAPHICS

SCHOOL ENROLLMENT

2,313 2,249 2,272 2,204 2,256 2,229 2,240 2,251 2,214

Legend:
- North West Central Parke Com Sch Corp
- South West Park Com Sch Corp
- Parke County School Enrollment
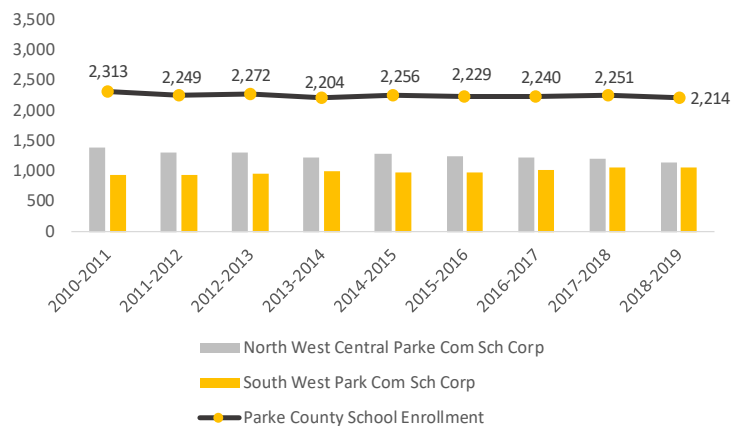
Source: Indiana Department of Education

School enrollment is a common indicator used to measure economic vitality. Enrollment within Parke County has remained steady since the 2010-11 school year. The 2018-2019 enrollment has dropped over a 100 from the previous 2017-2018 school year. This indicates that fewer young families are located within the county which pose a threat to maintaining a viable working population.

MEDIAN INCOME

PARKE $42,664

Indiana $50,443

Source: ACS 5-yEAR Survey

Parke County's median income is lower than the state average but is steadily rising. However, this median income may be skewed due to outliers such as the prison population.

POVERTY

9% 11.5% 14.9% 14.7% 15% 15%

2000   2010   2016

Source: ACS 5-yEAR Survey   ■ Parke   ■ Indiana

Since 2000, Parke County's poverty rate has increased and is now head to head with the state average.

BENCHMARKS

COMMUNITY VITALITY INDICATORS

The Indiana Office of Community and Rural Affairs (OCRA) provides a benchmark based off six indicators for communities to gauge their socio-economic well-being. The intended outcome of this benchmark is to spark discussion and to guide decision making among community leaders. Using this benchmark will become a useful tool for the county to measure the impacts of goals and strategies implemented throughout this plan. For more information refer to ruralindianastats.com

While Parke County is generally ranked near the bottom ten percent of the state overall, the good news is it is making consistent progress in improving most of these benchmarks. School enrollment, graduation rates, educational attainment, assessed value per capita, and per capita income are all up since 2012.

Table 3.1 OCRA Community Vitality Indicators for Parke County, IN

OKRA CVI	2012	2013	2014	2015	2016
STATE RANKING	76 of 92	77 of 92	84 of 92	77 of 92	84 of 92
RANKING BY RURAL COMMUNITIES	37 of 40	37 of 40	40 of 41	39 of 40	36 of 42
POPULATION ESTIMATES	17, 097	17,199	17,227	16,901	16,800
PUBLIC SCHOOL ENROLLMENT AS % OF POPULATION	60.9%	61.7%	59.3%	62.0%	61.4%
PUBLIC HIGH SCHOOL GRADUATE RATE	86.3%	87.2%	78.6%	85.6%	92.1%
% POPULATION WITH ASSOCIATES DEGREE OR HIGHER	22%	20.4%	22.1%	22.4%	21.6%
GROSS ASSESSED VALUE PER CAPITA	$61,498	$62,948	$65, 495	$67,170	$67,170
PER CAPITA PERSONAL INCOME	$29,348	$31,457	$30,707	$31,434	$33,721

Source: Rural Stats Indiana

ECONOMIC ANALYSIS

REGIONALISM

Regional participation provides communities additional resources for providing and enhancing services, and seizing opportunities when local funding and capacity are limited. Parke County understands the value of regional participation and is engaged in several regional efforts. Two of those efforts include the West Central Indiana Economic Development District (WCIEDD) and the West Central Indiana 2025 Initiative.

The WCIEDD provides resources through federal and state programs throughout West Central Indiana. Figure 3.1 showcases the counties included in District Region 7. Partnership Parke County and the Town of Rockville are established partners within this district. West Central Indiana 2025 is another resource focused on initiating an action plan for the region.

Figure 3.1 WCIEDD Counties

Indiana Economic Development District Region 7

WEST CENTRAL 2025

West Central 2025 is an initiative led by the Terre Haute Chamber of Commerce and the Greater Terre Haute Chamber of Commerce Foundation. Collaboration between West Central Indiana organizations began in early 2018 to understand how neighboring communities can promote their assets into a conjoined action plan. This initiative also provides individual communities grant funding opportunities and to share their voice in regional decision making.

ECONOMIC ANALYSIS

CONNECTIVITY

Connectivity is an important resource that impacts the formation Parke County's economic development strategy. While US 41 and US 36 are both important highways, they are each only two lanes stretching through the county. This presents an obstacle for retaining and attracting businesses. Rail service is provided by CSX in the southwest and southeast corner of the county. However, rail service does not connect to any of the incorporated cities or towns in the county.

Figure 3.2 Parke County Transportation Map
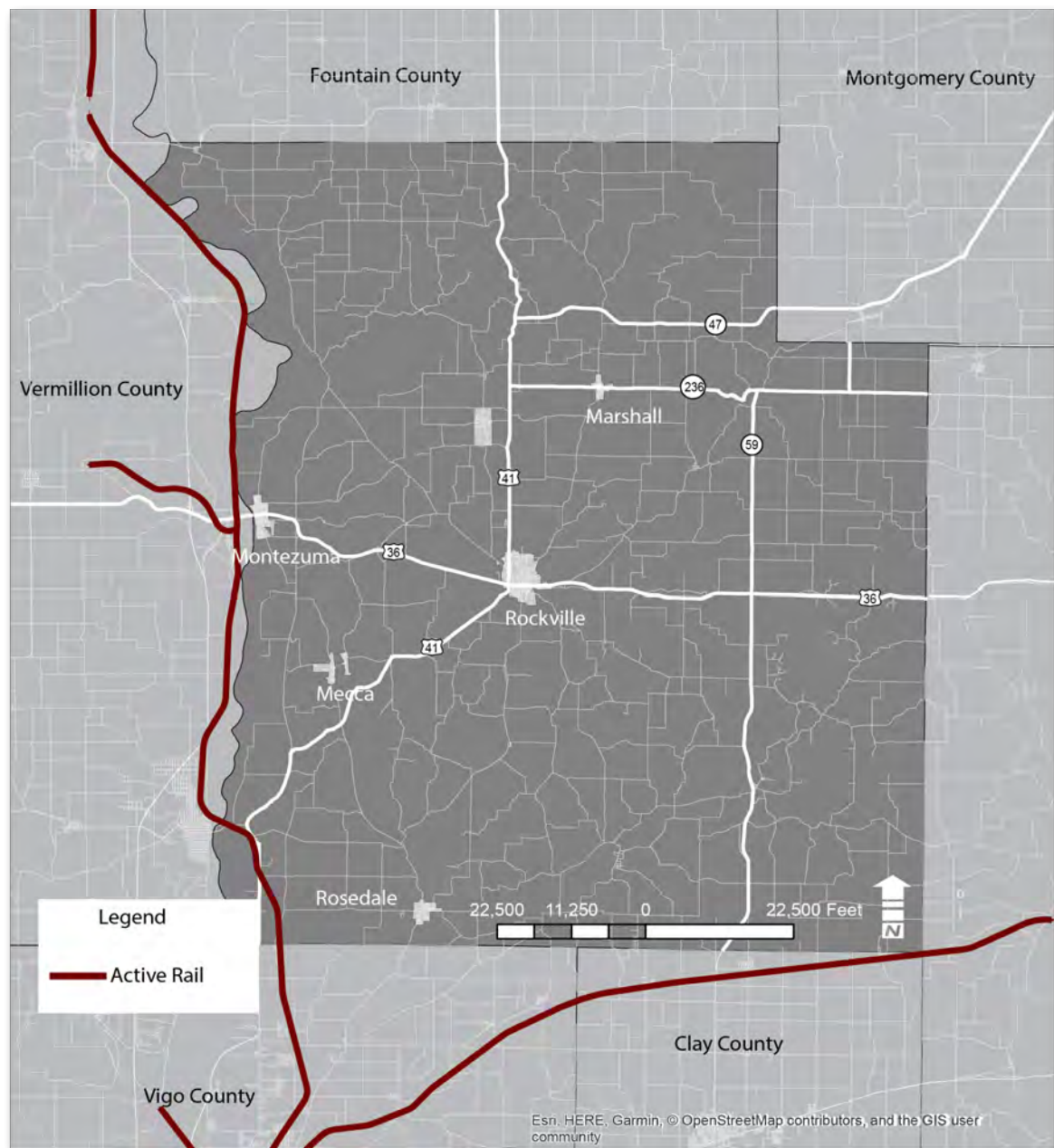
ECONOMIC ANALYSIS

DRIVING DISTANCE & COMMUTE

From a regional economic development standpoint, it is important to understand the significance of driving distance and commuting patterns **(Figure 3.3).** A majority of Parke County's workforce (73.5%) commutes out of Parke County. Referring to the driving distance map **(Figure 3.4)**, an hour's drive gets you to Crawfordsville, Terre Haute, Avon, Danville, Illinois, and it just barely reaches Indianapolis. The 2 hour and 3 hour boundaries also lead to major cities such as Louisville, Cincinnati, Chicago and Indianapolis. This becomes appealing to residents who may consider taking a day or weekend trip to a larger city.

Figure 3.4: Driving Distance From Parke County
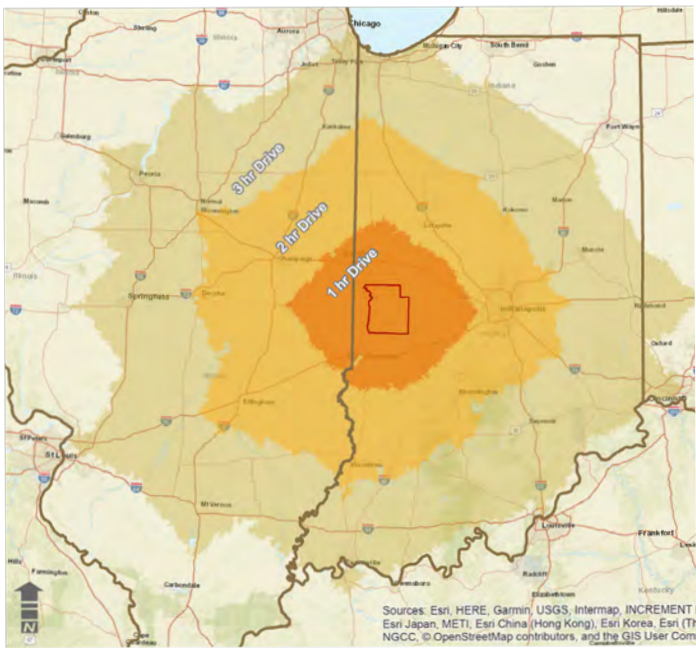
Source: ESRI

Employed Outside	73.5%
Employed Within	26.5%

Figure 3.3: Commuting Profiles
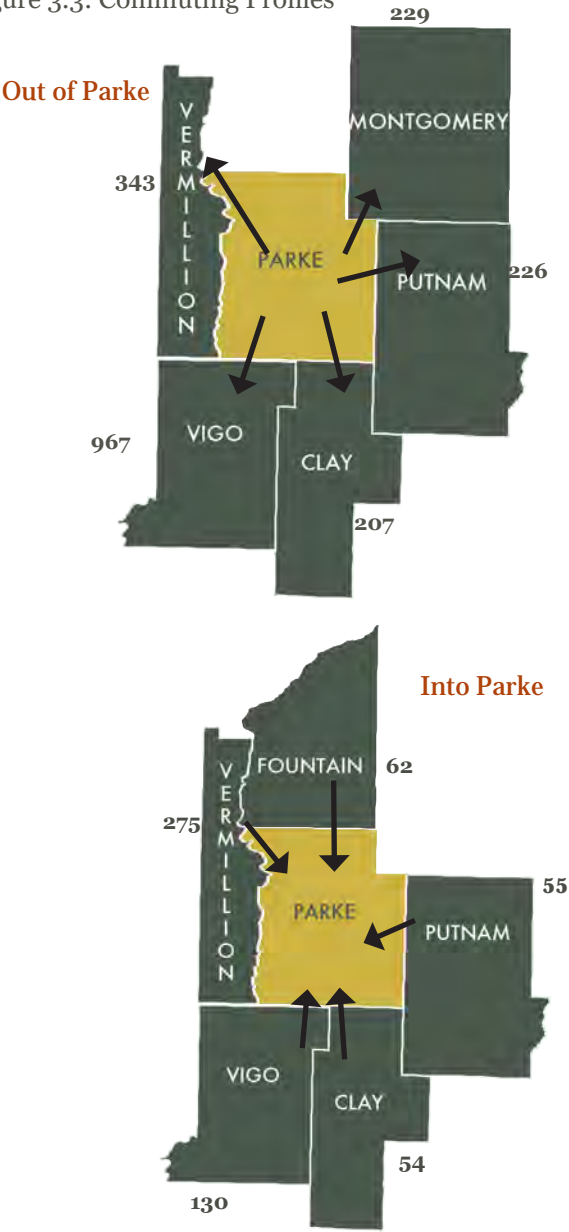
Source: STATS Indiana Commuting Profiles

ECONOMIC ANALYSIS

EMPLOYMENT & INDUSTRY

TOP INDUSTRIES

Manufacturing and educational services are the top employment industries within Parke County. This accounts for residents working outside of Parke County. The following industries are retail trade and arts, entertainment, recreation and accommodation, and food services. Tourism's influence on the county perhaps contributes to these industries success.

Table 3.2: Top Industries within Parke County

21%	Manufacturing
16%	Educational Services
11%	Retail Trade
8%	Arts, Entertainment, Recreation & Accommodation and Food Services

Source: US Census Bureau ACS 5-Year Estimates

STEM OCCUPATIONS

STEM occupations are on a decline from 2011, but several external factors can account for this decline such as the overall trend of students less interested in stem education opportunities.

Table 3.3 Stem Occupations

| STEM OCCUPATIONS	
Year	Count
2011	72
2016	69
% Change	
↓ 4.20% DECLINE	

Source: OCRA

TOP EMPLOYERS

There are 511 businesses within Parke County despite the 3.7% unemployment rate. The top employers of Parke County residents are listed **Table 3.4** below. Note that not all of these are located in Parke County.

When referring back to commuting patterns **(Figure 3.3)**, several commuters commute outwards towards the adjacent counties. This could indicate that major employers such as Nucor Steel in Montgomery County, Taghleef in Vigo County, and Elanco in Vermillion County are attracting a portion of the Parke County workforce.

Likewise, Parke County attracts a small workforce into its borders. Futurex's location in Bloomingdale likely accounts for commuting patterns from Fountain County.

Table 3.4: Top Employers

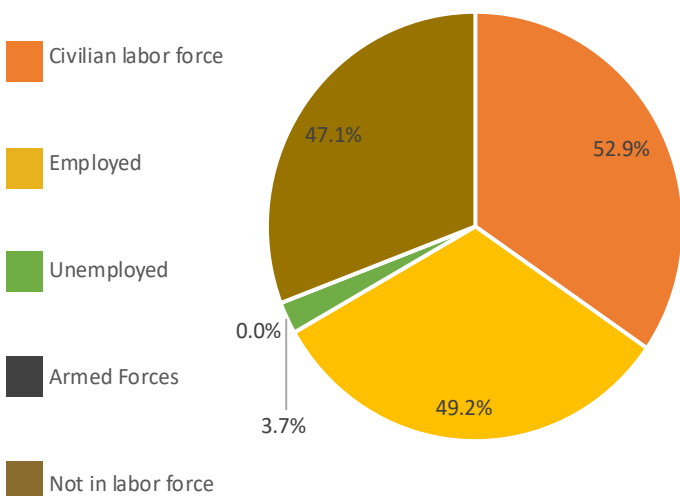| |
|---|
| Taghleef Industries* |
| Formflex |
| Rockville Correctional Facility |
| Futurex Industries Inc. |
| Scott Pet Inc. |
| Superior Hardwoods |
| Turkey Run State Park Inn |
| Kriby Foods Inc |

* Located in Vigo County

Source: Hoosier by the numbers

ECONOMIC ANALYSIS

WORKFORCE

According to STATS Indiana, Parke County's unemployment rate ranks 12th in the state resting at 3.7%. A little over half of Parke County's residents are in the labor force with 47.1% of the population not in the labor force. Reference-**Figure 3.5.**

Figure 3.5: Workforce Distribution

- Civilian labor force
- Employed
- Unemployed
- Armed Forces
- Not in labor force

52.9%
47.1%
49.2%
0.0%
3.7%

Source: US Census Bureau ACS 5-Year Estimates

WORKFORCE DEVELOPMENT

Parke County's poverty rate is at 15%. Several stakeholders have mentioned the need for additional support for high risk populations. Those who leave to get an education gravitate towards urban areas with more job opportunities. Those that remain may not have as many opportunities to gain skills or have the support needed pursue or maintain a stable job. Access to reliable transportation, social support services and low-cost education programs are issues related to workforce development that must be addressed to support the current workforce.

STEM OPPORTUNITIES AND VOCATIONAL PROGRAMS

Stem and vocational programs provide relatively low-cost training opportunities that are transferable to industry and small business opportunities within Parke County. Currently there are 6 vocational programs within Parke County with twenty-eight programs hosted regionally. According to stakeholders, a mis-match between the vocational programs offered and the current employment opportunities cause those trained in these programs to move to locations where those opportunities are offered.

HOUSING & BUILDING PERMITS

Although Parke County has a high percentage of owner-occupied housing at 78%, the median value of a home is only $88,300 as compared to the state median of $142,000. Additionally, the number of local building permits **(Figure 3.6)** declined during the recession but has recovered and is now closer to pre-recession rates. Still, these are relatively small numbers indicating limited reinvestment in the county's housing stock.

Figure 3.6: Parke County Building Permits
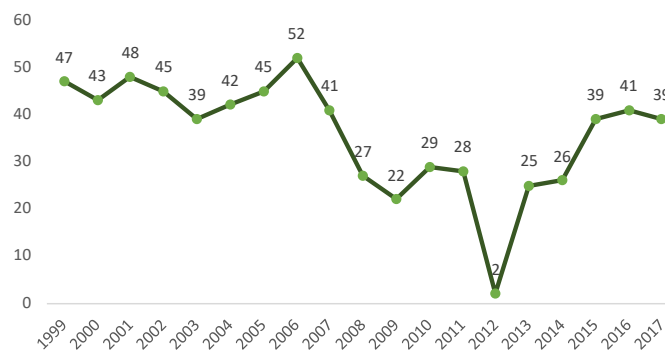
Sources: Indiana Department of Workforce Development

ECONOMIC ANALYSIS

ENTREPRENEURIAL POTENTIAL

INDUSTRY LEAKAGE & SURPLUS

Where **Figure 3.7** indicates zero surplus/leakage, it indicates that local spending equals the total spent in that category by Parke County residents. Where there is leakage, it means that residents are spending money in other counties for goods and services. Where there is a surplus, it means Parke County is capturing spending from outside the county.

It is notable that the only industry showing surplus and therefore capturing significant outside dollars are gasoline stations. The leakage, while alarming, shows that there is potential for new businesses to develop to capture local and tourism spending. While local restaurants and industries do capture tourism spending, this graph indicates that there are greater opportunities to capture more tourism spending within the county.

It is important to note the difference in data for towns such as Rockville compared to the county as a whole. Rockville alone does become a source of outside spending for industries such as food and bevarage stores. While there is more of a surplus for industries within the town of Rockville, there are still opportunities to capture spending at the county wide-level.

Figure 3.7: 2017 Leakage/Surplus Factor by Industry across Parke County

Source: Leakage/Surplus Factor (ESRI Business Analyist)
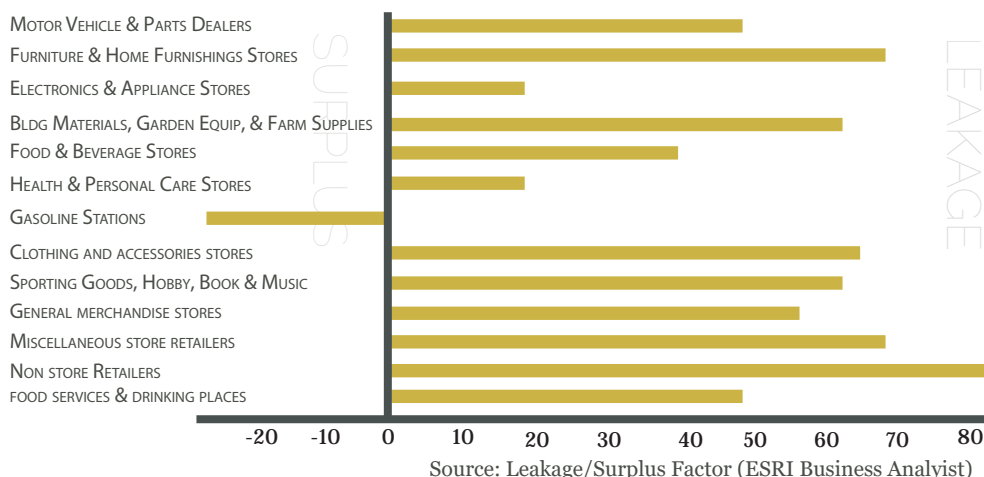
See Appendix C: "Business Summary" on page 101 for a more detailed breakdown on leakage reports.

Figure 3.8: 2017 Leakage/Surplus Factor by Industry Within Rockville

Source: Leakage/Surplus Factor (ESRI Business Analyist)
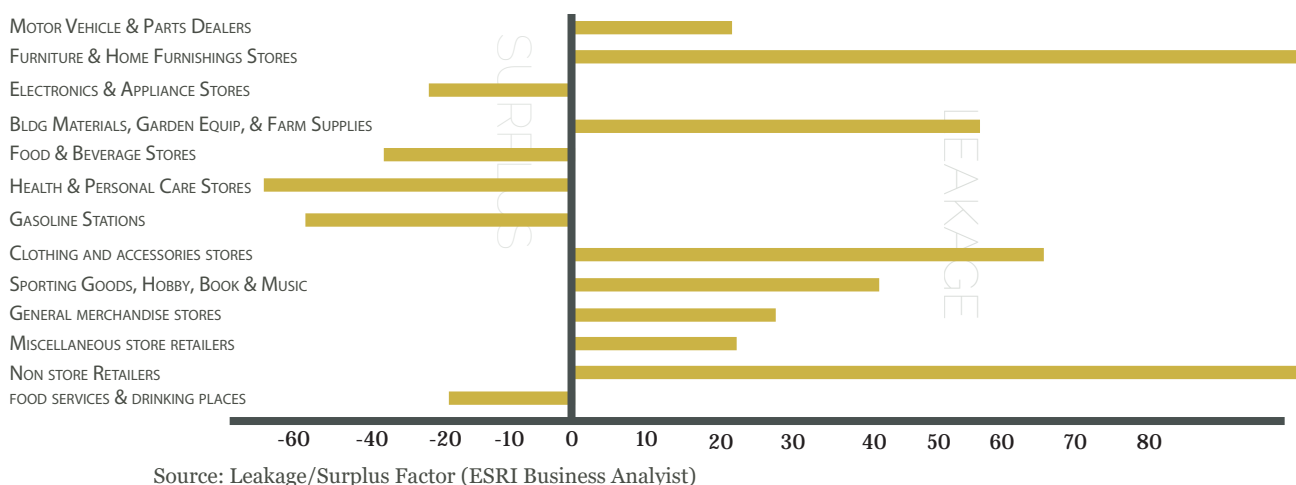
ECONOMIC ANALYSIS

TOURISM

Tourism is perhaps the most well-known industry within Parke County. The parks alone attract close to 2 million visitors a year. According to the Parke County's Covered Bridge Website, the festivals and covered bridges themselves attract 1-2 million visitors a year. These numbers are significant, but referring back to the leakage report there are missed opportunities in capturing tourism spending

As mentioned in the previous page, local businesses are benefiting from tourism spending, but the significant volume of tourism traffic combined with the leakage surplus data signifies that there is significant market potential for new retail and dining opportunities. Because tourism is already an established industry within the county, the capacity and resources to build up this industry becomes an efficient way to strengthening the local economy. It is also important to understand how promoting small business efforts is equally as important to the tourism economy as are the destinations listed in **Table 3.5**

Table 3.5: Annual Visitor Numbers

Racoon Lake (Cecil Hardin Lake)-918,535
Shades-93,909
Turkey Run- 864,470
Festivals- est 1-2 million a year

Sources
IDNR, US Army Corps of Engineers,
CoveredBridgeFestival

Figure 3.9: Tourism Destinations Across Parke County
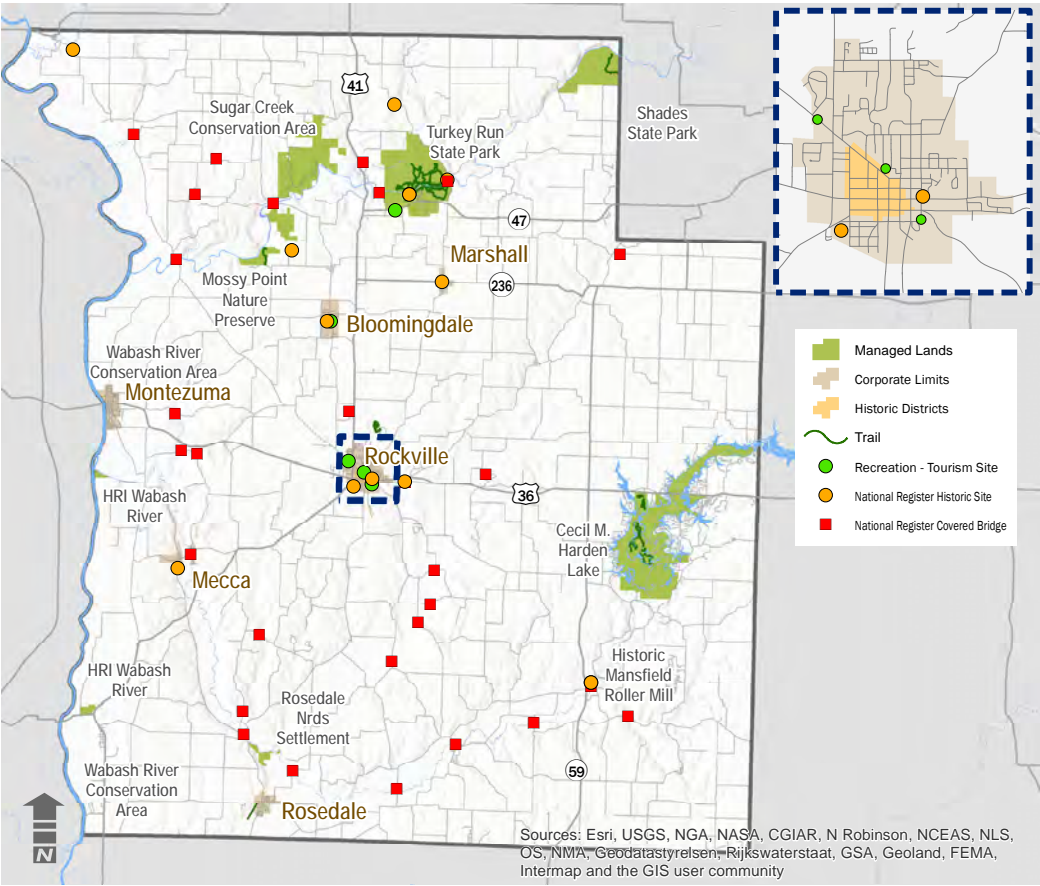
SWOT ANALYSIS

This SWOT analysis is a summary of stakeholder and steering committee feedback and the demographic and economic assessment. Key elements from this analysis inform the goals and strategies recommended in this plan.

STRENGTHS

- Rural charm
- Parks and recreation facilities
- Scenic topography
- Slow-paced quality of Life
- Friendly and caring community
- Experience with programming and events
- Marketing experience
- Enthusiastic residents who are working hard to enhance Parke County
- Cultural tourism amenities
- Tourism

WEAKNESSES

- Limited transportation connectivity
- Lack of diverse job opportunities
- Low wage employment
- Little diverse retail and dining
- Incomplete capture of tourism spending
- Lack of key quality of life amenities
- Static civic engagement opportunities
- Limited housing opportunities
- Lack of shovel ready sites

OPPORTUNITIES

- High volume of tourist visitors
- Outdoor recreation and Agri-tourism sector
- TIF sites with utilities or opportunities to receive utility services.
- Small business growth
- Regional Partnerships
- Entrepreneurism
- Growing relationships with Amish Community
- Ability to expand programming and placemaking

THREATS

- Aging population
- Stagnant school enrollment
- High unemployment and poverty rates
- Stagnant
- Blighted housing
- Lack of age diversity in local government

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ECONOMIC DEVELOPMENT GOALS

5 GOALS

The goals established in this chapter are based around the rural economic principles established in the introduction. Each goal contains strategies with accompanying action steps to complete each goal. The key to identifying strategies is to understand what assets Parke County can leverage and what barriers need to be addressed. Therefore, each goal, strategy, and action step are prepared with attention paid to the local context so that Parke County can achieve economic success.

GOALS TOOLKIT

PRIORITIZE

It is important to understand that not all goals are created equal. Given the limited capacity of the county, it is important to ensure that certain goals are prioritized. Goals in this chapter are prioritized to ensure that the county can effectively achieve certain outcomes by focusing on funding and capacity support on several key strategies. Prioritized goals are denoted with this symbol:

IDENTIFY FUNDING

It is important to seek funding from all sources to maximize the financial capacity in achieving various goals. Seek funding from various resources and get creative. There are several grant opportunities that may be overlooked but can still apply by adjusting outcomes or by including partners that may not have been considered.

IDENTIFY PARTNERS

The county cannot achieve certain goals alone. Throughout this plan there are several prioritized goals that require the formation of new or established partnerships. Partnerships provide additional capacity and support to achieve goals. These partnerships can be local but also regional and statewide. Each goal provides a list of suggest partners. Within each sub-goal, it is important to specify partners within organizations or individuals with the greatest knowledge and capacity to help achieve certain steps

MEASURE

One of the most important steps in ensuring the success of this plan is to measure the outcomes of each goal. It is up to the responsible party to establish measurement tools based on the goals set. Measuring goals allows for the county to assess whether certain actions are bringing forth intended outcomes. Effectively, it reduces wasted time and resources by adjusting steps to ensure efficiency in achieving results.

ASSIGN RESPONSIBILITY

It is also important to identify responsible parties in taking full ownership of certain goals and action steps. While County leadership can take on several of these goals, other organizations may have more capacity and knowledge to affectively achieve certain aspects of these goals. Initiating conversations with community stakeholders and leading organizations is key to identifying suitable leadership for each goal. This plan does not assign these roles as it is important to allow flexibility in assigning leadership or to allow for organizations to step up and volunteer themselves to certain roles.

PROMOTE PROGRESS

Promoting progress is often one of the most overlooked steps in working through these plans. Goals are often achieved in plans but may not produce immediate or tangible results in the short term. This leaves citizens and community leaders to believe that plans like these do nothing more than sit on shelves never to be opened. Therefore it is important to find ways to promote the success of these plans even if they are small wins. This will keep the momentum of this plan going and continuously reinforce community buy-in.

1. ENTREPRENEURISM

OVERVIEW

At its most fundamental level, the function of an economic development plan is to encourage employment. The following strategies represent steps for encouraging employment through workforce development of retail districts, creation of incubator spaces for small business development and business retention/expansion and attraction.

POTENTIAL PARTNERS

- West Central Indiana Small Business Development Center (ISBDC)
- Parke County Chamber of Commerce
- Partnership Parke County
- Purdue Extension
- Main Street Rockville
- Town Representatives
- Local Businesses

STRATEGIES

1.1 EXPAND WORKFORCE TRAINING AND EDUCATION FOR THE COUNTY'S INDUSTRIES

1.2 DEFINE AND DIRECT BUSINESSES TO LOCATE IN APPROPRIATE RETAIL DISTRICTS

1.3 CREATE INCUBATOR SPACES(S) TO SUPPORT SMALL BUSINESS DEVELOPMENT

1.4 IMPLEMENT BUSINESS RETENTION AND EXPANSION PLAN

1. ENTREPRENEURISM

1.1 EXPAND WORKFORCE TRAINING AND EDUCATION FOR THE COUNTY'S INDUSTRIES

Parke County should work to ensure that residents of all ages have access to education and training to provide them the skills for today's jobs.

Parke County currently partners with local schools, vocational programs and Ivy Tech to provide these services. Parke County should continue these partnerships and continue to encourage participation in the programs.

ACTION STEPS

- Encourage development and participation in entrepreneurial programs.
- Encourage development and participation in vocational training programs.
- Encourage development and participation in programs to support jobs in tourism, hospitality, agri-tourism, outdoor recreation, and other local industries.
- Identify other industry opportunities within Parke County to encourage accompanying vocational education opportunities.

1. ENTREPRENEURISM

1.2 DEFINE AND DIRECT BUSINESSES TO LOCATE IN APPROPRIATE RETAIL DISTRICTS

A strong central business district is important to the overall vitality of a community. They serve tourists, but also provide a central location for shops and restaurants for local residents.

One of the challenges facing Parke County is how to decide which businesses are appropriate dispersed throughout rural areas and which businesses should be located within a central business district or other commercial district.

This goal recommends that the county work with municipal leaders to establish a central business district land use and business recruitment plan. Examples of how this plan can be executed are located in **Appendix D: "Rural Economic Development" on page 109**

ACTION STEPS

- Establish a central business district land-use strategy or a master plan between the respective towns and the county.
- Establish a business recruitment strategy to encourage businesses to locate within CBD's.
- Identify potential funding sources to revitalize downtown and rural districts.
- Have a site readiness plan for specified districts (see goal 5.1).
- Support the development and operation of Main Street organizations in local business districts.
- Develop viable public spaces and programming to attract visitors to business districts (see goal 3.5).
- Clearly define financial incentives to attract businesses within specific districts.

Downtown Rockville

DOWNTOWN POTENTIAL

Several towns within Parke County are charming and walkable with potential for small business growth. Downtown **Rockville already has great retail and dining options**, but with plenty of room to grow. Continuing to support the growth of Parke County's downtown areas through the efforts of the county, the towns, and **Mainstreet organizations is vital to fostering entrepreneurism** through small business efforts.

Figure 5.1: Proposed Districts

1. ENTREPRENEURISM
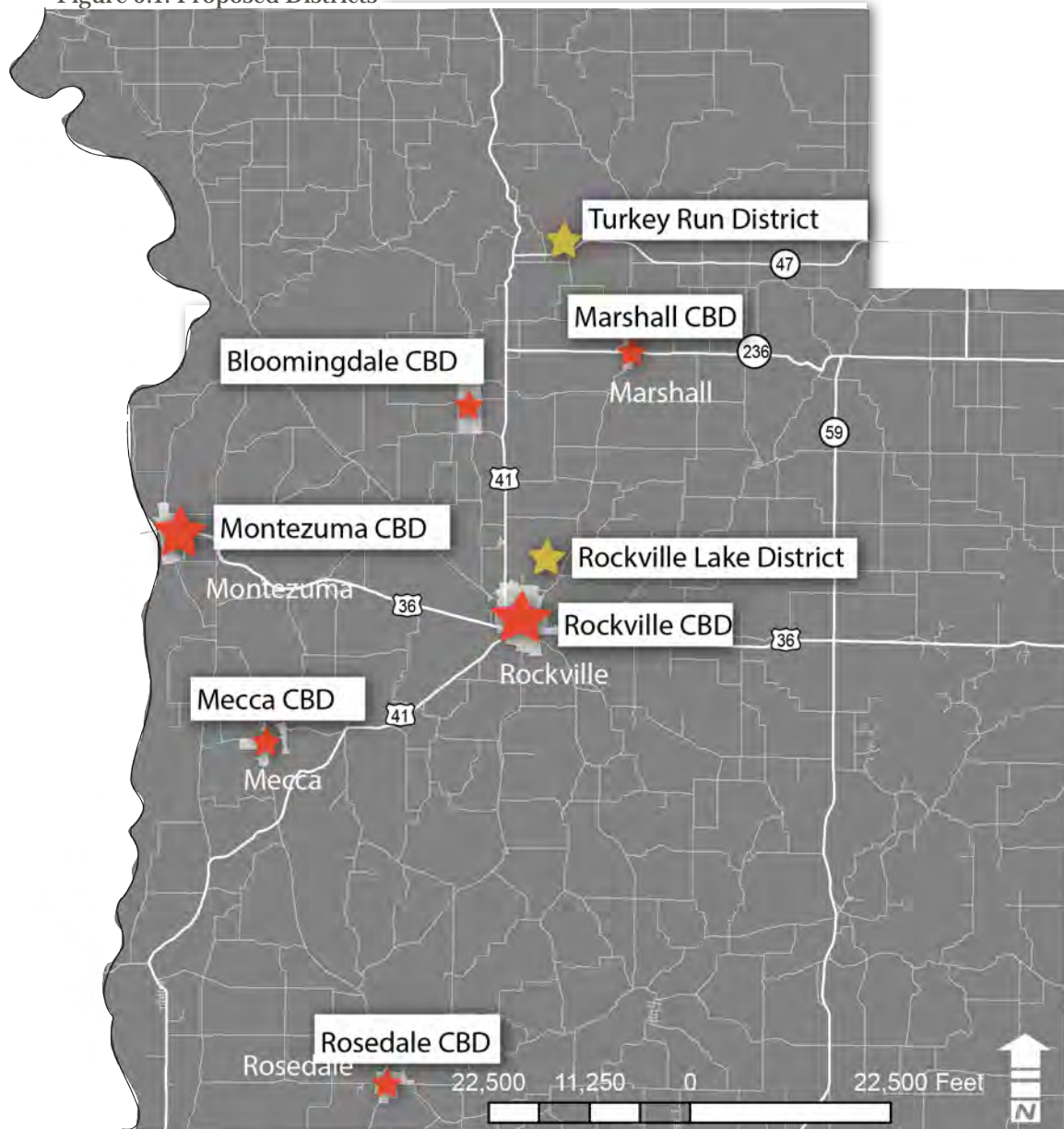
1.3 CREATE INCUBATOR SPACES(S) TO SUPPORT SMALL BUSINESS DEVELOPMENT

Providing space and social support are quality ingredients to support small business development and to foster entrepreneurism. Incubator is a broad term that includes all sorts of environments, but they all provide support for small startups in a dynamic and social environment. Parke County is filled with entrepreneurial opportunities. Agri-business, tourism, and remote employment opportunities are present in the county and shared space could help these opportunities grow.

In the short term, there are opportunities for a shared retail space and a shared co-working space. Both could be developed with limited initial investment by the county.

Long term, there may be opportunity to develop a food incubator to support the agri-tourism industry.

Food Incubator Example

Source: Reading Terminal Market, Philadelphia

ACTION STEPS

- Provide shared retail space for businesses transiting to full time operation helping small business grow from first serving markets/events).
- Establish a shared co-working space for remote workers and small business startups. This should include high speed broadband for those without access.
- Partner with Ivy Tech, ISBDC and other higher education partners to provide mentorship and training programs for small businesses.

FOOD INCUBATOR

A food incubator is where farmers can sell produce, meats, and dairy all year long. Vendors can also sell ready cooked foods for a quick lunch or coffee. Even non-food vendors can sell handicraft items. Not only do these vendors gain exposure, but incubator spaces double as social spaces that can draw in visitors from all around.

CO-WORKING SPACES

A co-working space is great for remote employees, or small business start-ups needing space for meetings.

1.4 IMPLEMENT BUSINESS RETENTION AND EXPANSION PLAN

Parke County currently has a Business Retention and Expansion program. This program's focus aims to support existing businesses' needs and improving the overall capacity of the community. To do this, the program seeks to understand the current conditions of the community and its businesses. The intended outcome of this program is to implement county wide improvements that support and enhance community level services and local businesses.

Parke County Partnership in partnership with Purdue Extension worked together in the planning and implementation process of this program in 2016. The objective of the 2017 report was to set a baseline understanding of the current business conditions within Parke County. This baseline assesses the needs of the current businesses and identify opportunities to provide support.

This economic development plan should help to inform the BR&E program on general strategies, but the program itself will continue to dig deeper into building and implementing strategies.

ACTION STEPS

- Continue to provide annual reports with generalized demographic and business data.
- Continue to seek and update site information on Partnership Parke County Website.
- Continue to seek local, regional, state, and federal funding resources for small business start ups.
- Expand upon the agri-business sector and identify ways to promote and expand businesses on a regional & local level.
- Work with local businesses to create a plan on how to capture tourism spending.
- Establish and promote co-working space.
- Promote vacant storefronts in central business districts for dining and retail businesses.
- Establish a standardized, in depth benchmark reporting structure that captures the progress of business retention and expansion over 2-5 year increments.

2. PARTNERSHIPS & ENGAGEMENT

OVERVIEW

Like many rural communities, Parke County is limited on funding and resources to complete several key goals and projects. Fortunately, there are resources at the regional and state level where partnerships and volunteer efforts can be formed to obtain and utilize these resources. Therefore, it is important that key priority of this plan is to encourage partnering with organizations and volunteer groups to support the completion of their goals. This includes those at a local, regional and state level.

POTENTIAL PARTNERS

- Partnership Parke County
- Purdue Extension
- Parke County Community Foundation
- West Central Indiana Economic Development District
- Local Businesses
- Vermillion Rise
- Parke County Incorporated
- Parke County Convention & Visitors Commission
- Chamber of Commerce
- Amish Community Representative

STRATEGIES

2.1 ESTABLISH PARTNERSHIP WITH AMISH COMMUNITY

2.2 INCREASE PARTICIPATION AND ENGAGEMENT IN REGIONAL PARTNERSHIPS

2.3 PROMOTE A CULTURE OF VOLUNTEER-ISM & CIVIL ENGAGEMENT IN PARKE COUNTY

2.1 ESTABLISH PARTNERSHIP WITH AMISH COMMUNITY

The Amish community in Parke County is the 4th largest by percentage of population in Indiana. As the Amish population has grown, many popular local businesses have been established. This plan recognizes the contribution the Amish are making to the local economy and recommends closer coordination with Amish leaders on how to support their efforts. **Figure 5.2** highlights the counties with the highest Amish populations within the state. This map is from 2012 meaning that the numbers within Parke County and surrounding counties are likely higher then reflected in this map.

Figure 5.2: Amish Population in Indiana

ACTION STEPS

- Identify a group of local Amish leaders to work to identify strategies for working together.
- Seek to understand the needs of the Amish community and then build strategies to support their entrepreneurial efforts.
- Encourage Amish participation in local markets and events to introduce their products to a wider audience.
- Use social media and tourism websites to education visitors on Amish cultural customs and traditions.

Peachy's, a popular Amish run business in Parke County.

2.2 INCREASE PARTICIPATION AND ENGAGEMENT IN REGIONAL PARTNERSHIPS

State and federal funding agencies have recognized the benefit of communities working together to address common priorities. Today, funding agencies such as OCRA are encouraging regional collaboration by allocating grant funding based on whether or not projects are a documented regional priority.

Economic development initiatives are also more effective when completed as part of a regional partnership. While the goal is to support job creation within Parke County itself, residents also benefit from job creation in adjacent counties.

Parke County should continue to support regional efforts related to marketing, regional planning, economic development recruiting and similar efforts.

ACTION STEPS

- Support and coordinate with Vermillion County in the continuing development of Vermillion Rise.
- Continue to collaborate on the West Central 2025 initiative.
- Continue to work with West Central Indiana Economic Development district in completing the goals within the Comprehensive Economic Development Strategy (CEDS).
- Encourage partnering between Parke County communities to support completion of county-wide priorities.

Figure 5.3: Indiana ED Region 7

2.3 PROMOTE A CULTURE OF VOLUNTEERISM & CIVIL ENGAGEMENT IN PARKE COUNTY

Volunteer opportunities are a great resource to build community spirit and for local initiative support. While volunteers are useful when projects or initiatives lack capacity, there is risk of burnout and inconsistency. However, volunteer-ism shouldn't focus so much on completing complex projects, but to provide a social avenue for residents to connect with community leaders and each other.

Several Parke County residents have noted that there is not an avenue for residents to engage or become involved in local decision making. The sense of inclusion are something residents desire and look for in a community. It also opens the door for younger residents to become involved in local politics and run for office in the future. This is crucial for local governments to have a diverse mix of ages and demographics in office to bring forth innovate ideas that capture upcoming generations.

ACTION STEPS

- Establish annual or bi-annual volunteer events where local initiatives, organizations & businesses can connect with volunteers – could be hosted at future co-working space.
- Use social media & digital platforms to advertise public meetings and engagement events.
- Use social media & digital platforms to engage citizens and keep them informed on local politics.
- Develop an inventory of needs within the county that can be accomplished through volunteer work- establish task-force to take on these projects.
- Expand networking opportunities through events.

3. QUALITY OF PLACE

OVERVIEW

Quality of place and culture are important but often overlooked drivers in strengthening local economies. A good quality of place establishes a strong identity where local assets are known and cherished by the community. Quality of place and culture are not only a draw for visitors but form the basis for an outstanding rural quality of life and local economy.

It is already known that Parke County has amazing cultural assets and natural features contributing to its quality of place. These qualities attract millions of visitors each year, but it is also what makes people want to live and work in Parke County. Yet there is untapped potential to fully leverage the county's assets to not only enhance its quality of life for residents but to strengthen the local economy.

The following strategies highlight how these quality of place assets can be leveraged to enhance the County's cultural identity and local economy alike.

STRATEGIES

3.1 BUILD ECONOMY AROUND AGRICULTURAL ASSETS

3.2 DEVELOP OUTDOOR RECREATION ECONOMY

3.3 CONTINUE TO SUPPORT CULTURAL ASSETS

3.4 DEVELOP COUNTY-WIDE MULTI-USE TRAIL SYSTEM

3.5 SUPPORT LOCAL PARK AND PUBLIC SPACE DEVELOPMENT

POTENTIAL PARTNERS

- Parke County Farmer's Market
- Purdue Extension
- Indiana Office of Tourism Development
- Parke County Convention & Visitors Commission
- Parke County Incorporated
- Chamber of Commerce
- Amish Community Representative
- Covered Bridge Gateway Trails Association

See Appendix D: "Agri-Tourism & Quality of Place" on page 108 for links to resources, case studies, and research related to these strategies

3. QUALITY OF PLACE

3.1 BUILD ECONOMY AROUND AGRICULTURAL ASSETS

Developing a setting where residents can have easy access to local foods year-round enhances the county's quality of place. It is important to note that promoting agricultural assets not only attracts visitors residents to the community, but is also an opportunity to attract and retain residents.

Agri-tourism is rising in popularity as visitors and residents desire to connect to local foods and authentic experiences. Agri-tourism and agri-businesses are already an established fixture within Park County and will continue to grow. With the momentum already in place, Parke County is uniquely positioned to expand its agri-business and agri-tourism market into a significant local industry.

EXAMPLES OF CURRENT AGRI-BUSINESSES AND ATTRACTIONS:

- **Local Amish farms and businesses**
- **Rockville Produce Auction**
- **Rockville Livestock Auction**
- **Parke County Farmer's Market**
- **Ditzler Apple Orchard**
- **Hobson Family Farms**
- **Bakeries**
- **Bed and Breakfasts**

FUTURE AGRI-TOURISM OPPORTUNITIES:

- **Farm-to-table restaurants**
- **Winery tours and wine tastings**
- **Breweries**

ACTION STEPS

- Establish an agri-tourism committee responsible for developing and implementing a plan to encourage local agri-tourism.
- Expand online directory of local Agri-tourism businesses and attractions. Provide maps and directions to these businesses.
- Develop a promotional plan for agri-tourism businesses.
- Increase participation rate of local farms and businesses in markets, events and festivals.
- Encourage participation in "Indiana Grown" program for highlighting Indiana based agri-tourism products. Investigate "Made in Parke County" labeling for local products.
- Investigate partnering with state park properties to promote agricultural heritage days with demonstrations and local product sales.
- Expand the Parke County Farmer's Market.

Farmer's Market Booth, Rockville 1951

Source: Indiana Album

3.2 DEVELOP OUTDOOR RECREATION ECONOMY

With its State Parks, Sugar Creek, Covered Bridges and rural landscape, Parke County is an attractive destination for outdoor recreation.

The community should take advantage of this opportunity by developing complimentary attractions to support an outdoor recreation economy in the county.

By branding itself as an outdoor recreation destination, Parke County can use recreation as a population retention and attraction strategy

ACTION STEPS

• Promote outdoor recreation through the county's marketing efforts.
• Encourage the development of complementary outdoor recreation attractions in the county.
• Encourage the development of a multi-use trail amenities (see Goal 3.4).
• Attract recreation oriented and outfitter oriented retail to the county.

EXISTING ATTRACTIONS

• Hiking
• Paddling
• Boating
• Camping

FUTURE OUTDOOR RECREATION OPPORTUNITIES:

• Bicycle Touring
• Independent/ boutique outfitter shops for hiking, camping, kayaking gear...Etc.
• Triathlon/marathon destinations
• Expansion of campgrounds and RV Parks

Canoing on Sugar Creek

Source: Clements Canoes

3.3 CONTINUE TO SUPPORT CULTURAL ASSETS

Parke County has long used its cultural resources to attract visitors to the community. From grist mills to historic covered bridges, there are a rich variety of amenities across the county. While cultural tourism plays a part in attracting visitors, also a source of pride and identity for the county.

Parke County should continue to prioritize the preservation and vitality of these resources. Even more, Parke County should encourage the development of complimentary attractions in the community.

ACTION STEPS

- Encourage preservation of existing cultural resources.
- Develop revitalization plan for Billie Creek Village.
- Encourage the development of new cultural tourism facilities and programming.

Parke County Covered Bridge

Source: Visit Indiana

3.4 DEVELOP COUNTY-WIDE MULTI-USE TRAIL SYSTEM

Trails rank high on the list of amenities that people are looking for when deciding where to live.

Parke County has begun trail development, with the construction of the first section of the Covered Bridge Gateway Trail in Rosedale. **Figure 5.3** provides a glimpse of the proposed trail network spearheaded by the Covered Bridge Gateway Trails Association.

Parke County is well suited to gain significant benefit from the expansion of local trails. Notably, there are multiple Indiana Visionary Trail routes that cross Parke County, offering the opportunity to develop trails with local and state-wide appeal.

While the ultimate goal should be to develop trails on pathways separated from roadways, Parke County can begin to position itself as a bicycle friendly community by developing routes to interconnect local attractions using county roads. This could easily be done by publishing local maps that indicate routes and attractions along the way.

As bicycling becomes more important in the county, it will be important to add bicycle friendly amenities at local attractions.

ACTION STEPS

- Complete the Covered Bridge Gateway Trail from Terre Haute to Rosedale to Rockville to Waveland as part of Indiana's Visionary Trails network.
- Develop the B&O Trail across the county as part of Indiana's visionary trails network. This will extend from the pedestrian bridge over the Wabash River in Montezuma to Bloomingdale, Marshall and Putnam County.
- Evaluate the development of a trail along Sugar Creek connecting to Crawfordsville's Sugar Creek Trail system.
- Develop and publish bicycling routes throughout the county to interconnect local attractions.
- Market Parke County as a great place to visit on a bicycle.
- Develop supporting infrastructure for bicycling including bike parking, air stations, water stations and bike repair stations.

Figure 5.3: Parke Trails Alliance Proposed Trail Routes

Legend

Proposed Trail
Planned Trail
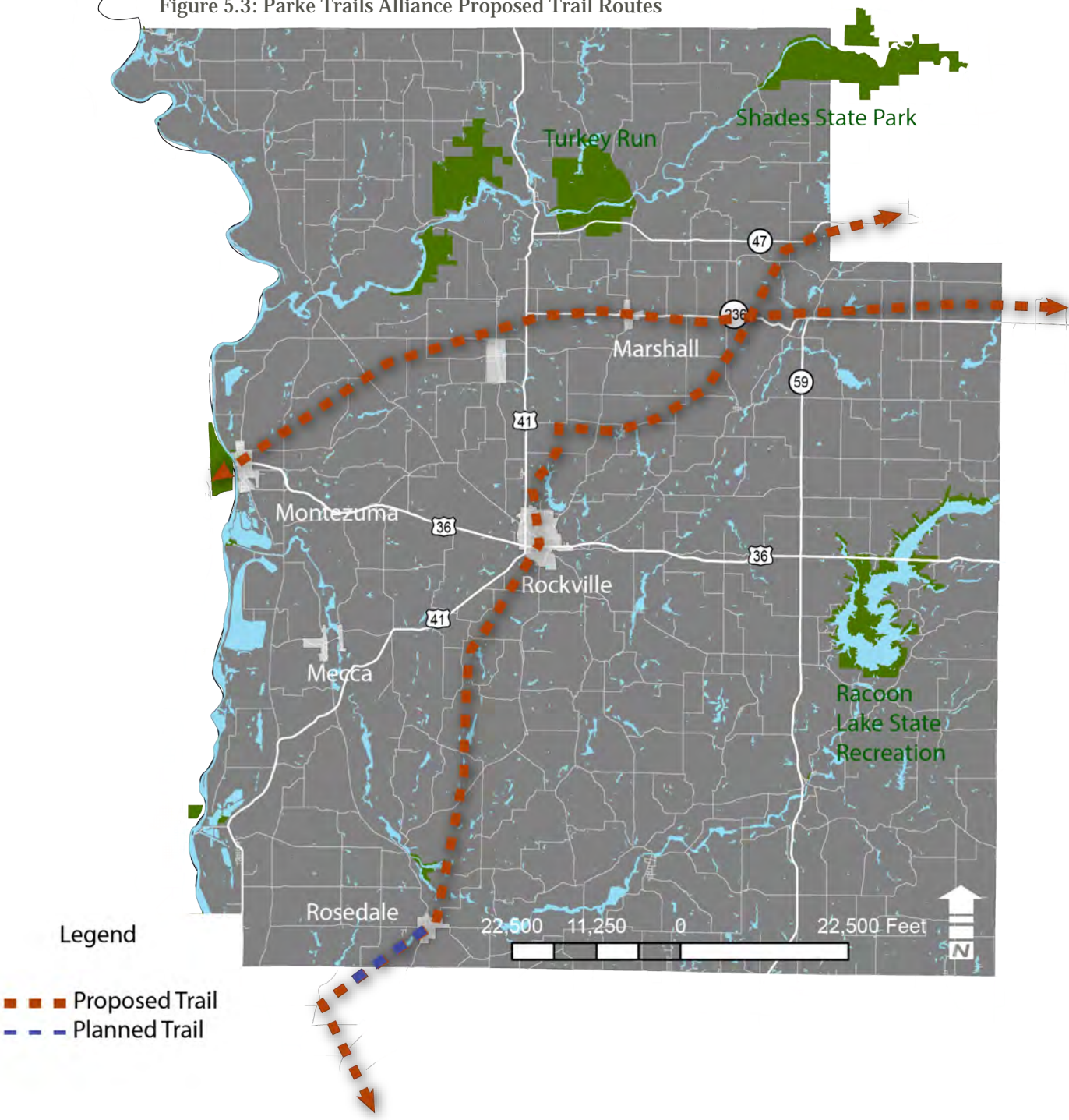
Source: Route details gathered from the Parke County Covered Bridge Gateway Trails Association

3.5 SUPPORT LOCAL PARK AND PUBLIC SPACE DEVELOPMENT

Public spaces and programming are a necessary component to attracting residents. It is a quality of place feature that young families and adults look towards when considering a move. Parke County residents feel that there are limited social and recreation opportunities people desire (little leagues, youth activities, and social mixers for example). Fortunately, there are cost-effective ways and funding available to revitalize public spaces and offer public programming.

ACTION STEPS

- Seek grants to activate public spaces and local parks.
- Identify local organizations to act as fiscal agents and to strategize programming ideas for parks and public spaces.
- Establish smaller-scale programming and events in downtown business districts that are consistent year-round such as monthly first Fridays.
- Create more seating in downtown business districts for the public to enjoy.
- Activate local parks and green spaces with consistent programming and events for the community.
- Establish a Parks Master Plan.
- Continue to utilize the County Public Library as an asset for programming.

ACTIVATING PARKS & GREEN SPACE

- Summer concert series
- Little league & sports activities
- Summer day camps
- Community picnics
- Dog parks

ACTIVATING PUBLIC SPACES

- Concert & movie series
- First Fridays
- Marathons
- Music festivals
- Free games

4 Elements for a Successful Public Place

Source: Project for Public Spaces

4. QUALITY OF LIFE

OVERVIEW

Focusing on quality of life is essential for economic development. A community with a good quality of life supports its population by providing access to services and amenities. These range from healthcare to access to quality and affordable food to recreation and dining opportunities. These are what make for a strong, supported, and socially connected community.

A good quality of life not only supports the current population but draws in new residents. Attracting and retaining a workforce is essential to encouraging investment by potential employers. Therefore, Parke County must support local quality of life initiatives so that Parke County can remains a desirable place to live, work and play.

Quality of life in Parke County should not be measured in the terms larger communities use. Instead, quality of life will here will be built around its scenic landscapes, outstanding recreational opportunities, and small-town charm. Yet there is room to improve upon and expand the county's quality of life to better support it's community, attract and retain new residents, and to draw in new employers.

Ritz Theatre, Rockville

STRATEGIES

4.1 IMPROVE THE QUALITY OF HOUSING AND NEIGHBORHOODS IN PARKE COUNTY

4.2 IMPROVE ACCESS TO HEALTH AND SOCIAL SUPPORT AMENITIES

4.3 IMPLEMENT IMPROVED BROADBAND ACCESS

POTENTIAL PARTNERS

- **Parke County Plan Commission**
- **Parke County Town Representatives**
- **IHCDA**
- **Main Street Rockville**
- **Parke County Public Library**
- **Covered Bridge Art Association**
- **Parks and Recreation Board**

4. QUALITY OF LIFE

4.1 IMPROVE THE QUALITY OF HOUSING AND NEIGHBORHOODS IN PARKE COUNTY

The condition, variety and availability of quality of housing is an often-cited factor in why individuals don't choose to live in Parke County.

Investing in improved housing and neighborhoods in Parke County is therefore necessary to support local quality of life, local workforce retention and ultimately population growth.

While this is a key priority, this plan is ultimately not a housing plan and therefore does not provide extensive recommendations on housing.

Instead, the key housing recommendation of this plan is to establish a local committee to begin to develop and implement recommendations for improving housing and neighbor-hoods throughout the county.

Additionally, it is important to support communities of all sizes as they work to implement improved infrastructure to support the community development. In many cases, this will be in the form of sanitary sewer.

ACTION STEPS

- Assign a housing task force to develop recommendations for addressing housing.
- Encourage infrastructure improvements to increase walkability and connectivity to key services and amenities.
- Expand public space infrastructure such as comfortable seating bike racks, and activated parks (see goal 3.1).
- Evaluate development of sanitary sewer service and regional water availability to Racoon Lake to increase the desirability of that area for a wide range of housing.
- Offer a diverse mix of housing to attract all residents.
- Attract more residents downtown through market-rate apartments.
- Seek programs and grant opportunities that support rehabilitation or demolition of blighted houses.
- Establish volunteer clean-up days around neighborhoods and parks.
- Seek facade improvement funding and programs for housing and commercial buildings.

QUALITY OF LIFE

4.

4.2 IMPROVE ACCESS TO HEALTH AND SOCIAL SUPPORT AMENITIES

Providing access to social support and healthcare amenities are a basic fundamental to quality of life. These amenities are vital in supporting a healthy and able workforce. This is complex goal that requires significant investment and capacity to achieve but investing in these amenities will pay off in the long term.

Based on stakeholder feedback, lacking access to childcare, medical services, and reliable transportation were often noted as key challenges in supporting and attracting a workforce.

Currently, there are clinics within the county and nearby hospitals in neighboring counties such as Vigo County. There are also some daycare facilities listed on the FSSA website. These facilities could always be expanded upon to provide diverse childcare and healthcare services supporting a broad range of needs.

This plan understands that this is a much more long term goal, but provides steps further investigate this need and support the development of services within the community.

ACTION STEPS

- Support local clinics in ensuring that local residents have access to basic healthcare services within Parke County.
- Long-term, partner with one or more nearby hospital networks to develop a hospital facility within Parke County.
- Complete a local survey to assess the need for childcare services.
- Prepare an inventory of existing childcare providers and make it available online.
- Investigate local opportunities for expanding childcare opportunities.
- Investigate the opportunity to use OCRA funding for a childcare facilities.

KEY AMENITIES TO SUPPORT A WORKING POPULATION

- **Access to reliable transportation**
- Affordable an accessible childcare
- **Healthcare facilities**
- **Addiction and Rehabilitation Services**
- **Counseling Services**
- **Primary and Emergency Care Facilities**
- Maternity and Women's Health **Facilities**

4.3 IMPLEMENT IMPROVED BROADBAND ACCESS FOR PARKE COUNTY RESIDENTS

Recognizing that there is a need for expanded broadband service in the community, Parke County has commissioned a self-funded broadband study to investigate the availability of service and alternatives for expanding service.

Further recommendations on this topic are pending the results of that study.

ACTION STEPS

- Complete and implement the recommendations of the Broadband Feasibility Study.

5. TOURISM

OVERVIEW

Rural tourism development is identified as a promising way to stimulate rural economies across America. It boosts the local economy while enhancing a sense of appreciation for the beauty and cultural value of Parke County overtime. Parke County already has several well-known attractions that draw in thousands of visitors each year with renowned state parks, covered bridges, festivals, and beautiful scenery. While these sites already attract tourists to Parke county, it is time to take tourism development to the next level. Rural tourism development evolves slowly over time, often consisting of several entities that draw in visitors. The market is there and the return on investment will pay off, but it will take coordination, investment and savvy marketing.

The following goals are intended to maximize the benefit of tourism within the local economy.

STRATEGIES

5.1 IMPROVE CAPTURE OF TOURISM SPENDING DURING VISITS

5.2 EXPAND MARKETING EFFORTS TO REACH A WIDER AUDIENCE

5.3 IMPROVE LOCAL SIGNAGE TO CONNECT VISITORS TO ATTRACTIONS AND BUSINESSES

PARTNERS

- Parke County Partnership
- Purdue Extension
- Parke County Incorporated (CVB)
- Parke County Convention & Visitors Commission (CVC)
- Parke County Chamber of Commerce
- Indiana Small Business Development Center
- Parke County Plan Commission

See Appendix D : "Tourism" on page 107 for resources on how to implement strategies related to Tourism.

Parke County Visitors Center

Source: HWC Engineering

5. TOURISM

5.1 IMPROVE CAPTURE OF TOURISM SPENDING DURING VISITS

Parke County's variety of local attractions and events results in significant tourism visits to the community. However, analysis demonstrates that Parks County's economy is still mostly driven by local dollars recirculating in the community, and not from tourism spending. This is supported by the gap analysis found on pg 27 in chapter three.

While the visitation numbers are high, the data indicates that people are coming and going without significant local spending.

The recommended approach to capture this opportunity is to expand the county's approach tourism. This approach aims to increase capture of tourism spending within the County. This includes bringing visitors to business districts, connecting visitors to the unique and off the beaten path businesses unique to Parke County and increased focus on helping small businesses take advantage of tourism visits.

ACTION STEPS

- Establish county tourism director to coordinate small business development from tourism.
- Provide regular training to educate businesses on how to capture retail/tourism opportunities.
- Revisit marketing, programming and events strategies to direct visitors to local businesses (and not just out of state vendors coming in for events).
- Encourage programming within business districts to connect visitors to local small businesses.
- Encourage development of destination restaurant, retail and entertainment facilities to attract visitors to business districts.
- Track local business revenue expenditures before, during, and after prime tourism season.
- Expand local lodging options, including hotels, bed and breakfasts or Airbnb.
- Create and distribute a visitor survey to account where and what visitors are doing in Parke County.

MEASURING PROGRESS

To track progress toward expanding the tourism economy, Parke County should identify and monitor key benchmarks. Tracking local business expenditures during tourism season and collecting visitor feedback are two recommended benchmarks. These benchmarks provide significant insight into how well the county is doing in capturing tourism spending and to understand tourist activity. It is recommended that Parke County Incorporated (CVB) Include these in their annual report.

5.2 EXPAND MARKETING EFFORTS TO REACH A WIDER AUDIENCE

Parke County has been successful in attracting visitors to local festivals and events to visitors for decades.

While attracting visitors will continue to be a primary goal, the emergence of social media offers **unique opportunities that Parke County can use to reach a wider audience.**

Notably, social media offers quick and cost-effective opportunities to connect followers to specific attractions, events and businesses in the county. **Parke County should also explore charging a fee to local businesses to provide promotional services.**

Social media offers a dynamic and social outlet for visitors to seek and explore multiple parts of Parke County. This outlet provides a platform to share stories about the experience visitors can expect when they visit Parke County. Social media is a powerful marketing tool because of this social element. People enjoy seeing what other visitors are experiencing within the county and will have a stronger desire to replicate that experience themselves.

Ultimately, social media should be used to promote the three primary tourism and quality of life drivers in the community, which are cultural tourism, outdoor recreation and agri-tourism. Therefore, Park County' Incorporated and the CVC should expand upon their marketing experience and platform to cross-promote other community goals. Specifically, to promote Parke County as not only a great place to visit, but also as a great place to live. This would help support community pride, population retention and workforce attraction goals.

ACTION STEPS

- Reinforce and develop a unified social media firm (or experienced staff member) between Parke County Incorporated (CVB) and the Parke County Convention & Visitors Commission (CVC).
- Expand upon website and social media strategy to focus on storytelling.
- Expand website and social media strategy to connect visitors to "off the beaten path" businesses and experiences unique to Parke County.
- Use social media to cross promote events, attractions, dining and retail experiences across Parke County.
- Use social media to cross promote Parke County as not only a great place to visit, but a great place to live and to attract employers.

5.3 IMPROVE LOCAL SIGNAGE TO CONNECT VISITORS TO ATTRACTIONS AND BUSINESSES

Physical signage and way-finding are still important to connect people to destinations. Not only does quality signage provide direction, but it also gives a sense of place to visitors and residents. It is also important in connecting visitors to "off the beaten path" experiences.

ACTION STEPS

- Encourage the use of high-quality signage for tourism supported businesses.
- Establish design standards for way-finding and business signage.
- Develop cost sharing programs for small businesses to encourage the use of quality signs for retail businesses.
- Establish County Wide Sign Ordinance.

WAY-FINDING EXAMPLES

Way-finding varies in type and scale depending on the audience. It is important to create way-finding both for pedestrians and drivers. Signage can be simple or very artistic.

Artistic Signage:

Source: desinalizacao

Pedestrian Signage:

Source: City of Charlotte, NC

Roadway Signage

Source:City of Burlington, VT

6. SITE DEVELOPMENT

OVERVIEW

One of Parke County's primary challenges is its shortage of shovel ready economic development sites. The following goals outline strategies for developing a range of development sites that can be used for expansion of existing local businesses, or to attract new employers to Parke County.

Site availability and readiness are key to attracting employers and expanding/retaining current businesses. Businesses will immediately look elsewhere if there is not a proper site readiness plan in place. Therefore, it is important to identify and prioritize sites for site readiness.

Currently, there are two TIF districts **(Figure 5.4)** located within Parke County prioritized for redevelopment. TIF districts allows the county to capture tax revenue to provide public infrastructure improvements and redevelopment projects across the community. Therefore, the Central **(Figure 5.5)** and Western **(Figure 5.6)** TIF districts should remain a priority for the county in developing these sites for future and current employers. See **Appendix A** for a detailed site analysis and recommendations for these TIF districts.

Additionally, Parke County should consider development strategies for small sites located within the Central Business Districts **(Figure 5.1)** suggested in **Goal 1.2: Define and Direct Businesses to Locate in Appropriate Retail Districts.**

STRATEGIES

6.1 DEVELOP AND MAINTAIN A SITE AND BUILDING INVENTORY

6.2 ESTABLISH POLICIES FOR SITE CONTROL, ANNEXATION AND INCENTIVES PRIOR TO EXTENDING INFRASTRUCTURE TO SITES.

6.3 MAKE PROGRESS TOWARD SHOVEL READY STATUS FOR SITES

Figure 5.4: Parke County TIF Districts
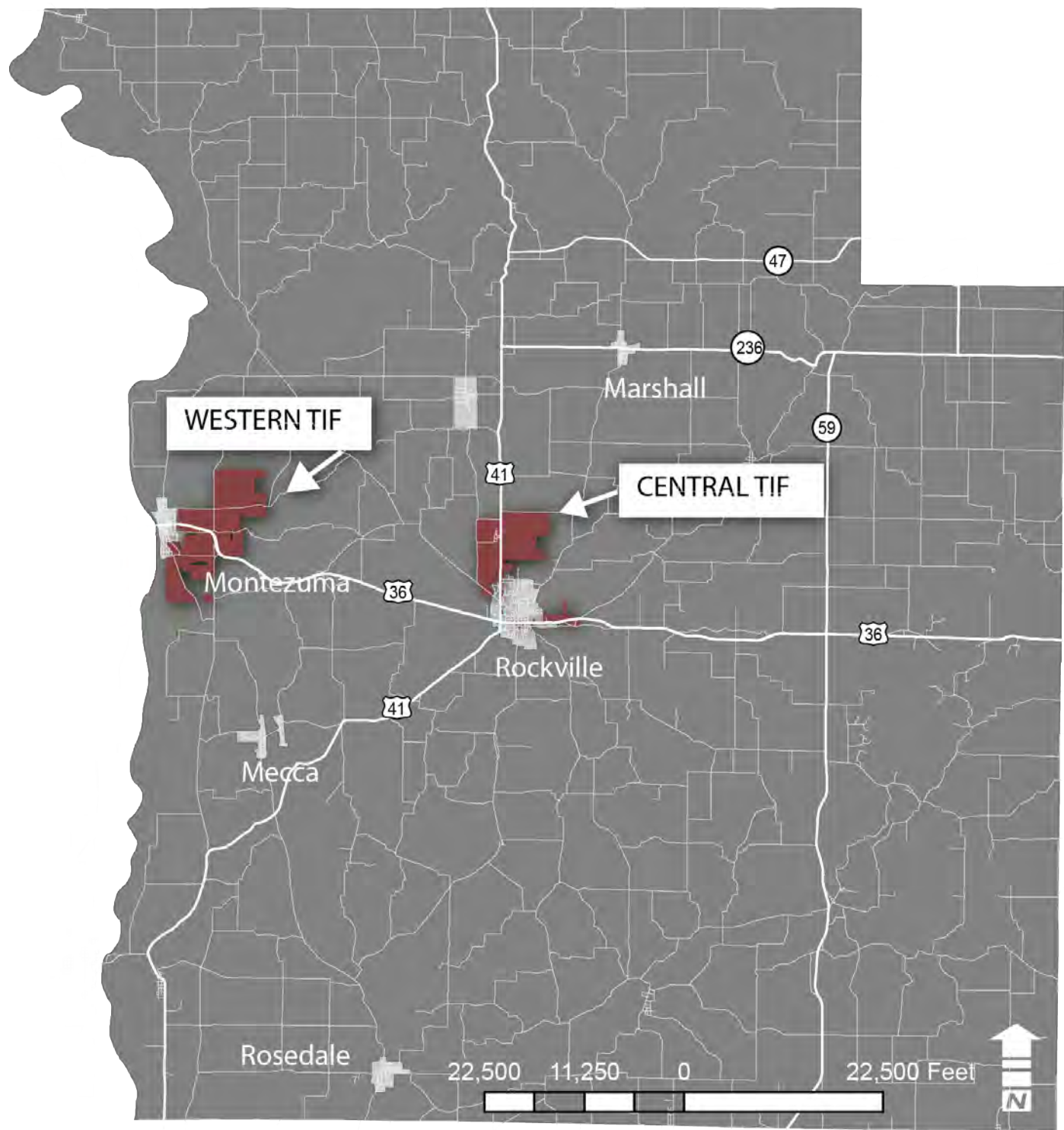
Figure 5.5: Central TIF District
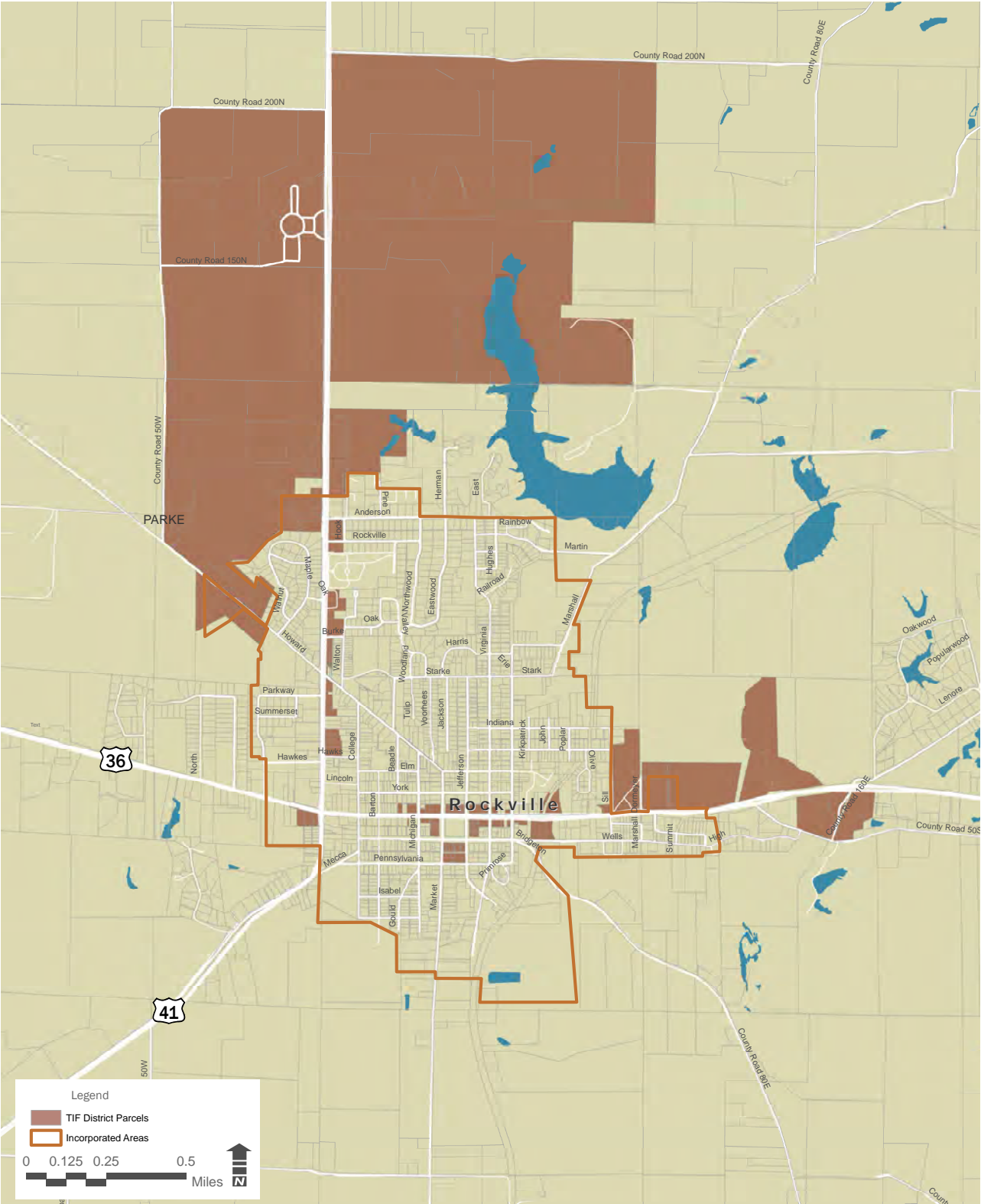
Figure 5.6: Western TIF District

6. SITE DEVELOPMENT

6.1 DEVELOP AND MAINTAIN A SITE AND BUILDING INVENTORY

In order to market buildings/sites to economic development prospects, **Parke County needs to have a supply of available properties.**

While there are developable sites in the county including the TIF districts, there are currently no buildings/sites listed as available on the Partnership Parke County website, and no buildings/sites listed as available on the Indiana Economic Development Corporation (IEDC) Zoom Prospector website.

The intent of this goal is to formalize current discussions with landowners to the point where properties can be listed on the website as available.

ACTION STEPS

- Develop listing agreements with targeted landowners to allow sites to be marketed to business prospects.
- **Prioritize Western and Central TIF Sites within the site inventory.**
- **Develop and maintain an inventory of sites and buildings with agreeable sellers.**
- **Post inventory and descriptions on Partnership Parke County website.**

6. SITE DEVELOPMENT

6.2 ESTABLISH POLICIES FOR SITE CONTROL, ANNEXATION AND INCENTIVES PRIOR TO EXTENDING INFRASTRUCTURE TO SITES

While it is important to move quickly to extend infrastructure to potential development sites, it is critical that is-sues related to site control, annexation and development incentives be decided first.

Once you have extended utilities to a site, it is very challenging to annex the property. Most communities will require parcels be annexed prior to extension of utilities (or before allowing utility connections).

Additionally, once a site has infrastructure, the value of the land increases. If a town or EDC is taking on the financial risk of extending utilities, then it needs to negotiate the purchase price of land based on pre-development conditions.

You also need to outline your basic incentive package that you would offer for a site prior to development. While this may certainly vary depending on what a specific prospect would be, running these numbers in advance will help you understand how much of the cost of land and infrastructure you are expecting to pass on to a prospect.

ACTION STEPS

- Establish site control prior to extension of utilities.
- Decide on policy for if/when sites should be annexed relative to extension of utilities and/or development. If you plan to annex, complete this prior to extension of utilities.
- Decide on what incentives will be provided to prospective businesses. This should include discussions on the value of land, etc.
- Investigate development of a business park at the Rockville site.

SITE CONTROL ALTERNATIVES

1.Option: An option fixes a purchase price for a set period of time, allowing you to market the site with certainty.

2.Development Agreement: This established an agreed upon purchase price between the land owner and a third party (prospective business). The key difference between this and an option is the county is not involved in the transaction.

3.Purchase Full Title: This is an outright purchase of the property in advance. This is usually necessary if you wish to develop a business park.

6. SITE DEVELOPMENT

6.3 MAKE PROGRESS TOWARD SHOVEL READY STATUS FOR SITES

In the introduction, the principle of working toward shovel ready status for development sites is outlined.

Parke County's short term priority is to support Business Retention and Expansion. To be ready for these opportunities, the county needs to have sites identified and to progress toward **being shovel ready.**

Since the county would be working with an **established local businesses, it is usually not** necessary to have a formal certification to document that sites are shovel ready. However, if the county wants pursue new business **attraction, it is more important to have an** independent certification to identify that steps **have been taken to get a site to shovel ready.** Securing a Site Certified status is one way to provide this certification.

ACTION STEPS

- Short term goal should be to make progress toward site readiness.
- Secure Indiana Site Certified status for a development site (medium- to long-term goal).
- Evaluate the development of a structured business park on US 41 in Rockville to meet the needs for a shovel ready site **(see Figure 5.6).**

STEPS TOWARDS SITE CERTIFIED

- **Establish site control.**
- Complete rezoning to allow preferred uses.
- **Complete site survey.**
- **Complete geo-technical engineering report.**
- **Extend broadband service to site.**
- **Extend natural gas service to site (if necessary).**
- **Upgrade electric service to the site.**

* See Appendix A for current status of TIF sites

For more information on Indiana's Site Certified standards please visit: www.in.gov/ocra/sitecertified.htm

Figure 5.6: Central TIF Conceptual Site Recommendations

Map labels:
- 41
- CO RD 150 N
- NUMBER AND LAYOUT OF LOTS MAY BE ADJUSTED BASED ON NEED
- RETENTION (4 ACRES)
- PRESERVED WOODLAND
- RETENTION (4 ACRES)
- 50,000 S.F. FUTURE EXPANSION
- PARKING
- LOT #1 (11 ACRES)
- 50,000 S.F.
- PARKING
- LOT #2 (12 ACRES)
- LOT #3 (10 ACRES)
- PARKING
- 50,000 S.F.
- 100' R.O.W.
- LOT #4 (10 ACRES)
- PARKING
- 50,000 S.F.
- LOT #5 (10 ACRES)
- PARKING
- 50,000 S.F.
- LOT #6 (10 ACRES)
- PARKING
- 50,000 S.F.
- 0 100 200 400 FEET
- N

APPENDICES

APPENDICES

APPENDIX A: SITE ANALYSIS

APPENDICES

APPENDIX B: DEMOGRAPHICS

APPENDIX C: ESRI REPORTS

APPENDIX D: RESOURCES

COUNTY WIDE SITE ASSESSMENT

The first step in assessing potential development sites is reviewing the current inventory of properties meeting basic selection criteria:

Table A1 : Site Inventory

CATEGORY	INVENTORY
Existing Buildings/Sites	•No buildings listed on IEDC Zoom Prospector in Parke County •No sites listed on IEDC Zoon Prospector in Parke County •7 properties listed for sale as of December 2018 ranging from 2,300 to 5,00 square feet. •No sites with listing agreements with Partnership Parke County
Transportation Access	•The most heavily traveled roadways in Parke County are US 36 and US 41. Both are 2 lane highways where they enter and leave the county. •Montezuma is approximately 2.5 miles from 4-lane SR 63 •Sites are approximately 25-30 miles to I-74 or I-70, the closest interstate highways.
Sewer Infrastructure	•While there are multiple small sewer treatment facilities in the area, only the treatment facilities in Rockville and Montezuma have the capacity to serve economic development sites.
Municipal Water Service	•Both Rockville and Montezuma also can provide domestic water service.
Rail Service	•The only active rail line in Parke County is a CSX facility located in the along US 41 south of Lyford. •See description on page 66 for more information
Tax Incentive Districts	•There is a county TIF on US 41 north in Rockville •There is a county TIF on US 36 east in Montezuma

COUNTY WIDE SITE ASSESSMENTS

Figure A1. : Parke County Site Assessment Overview
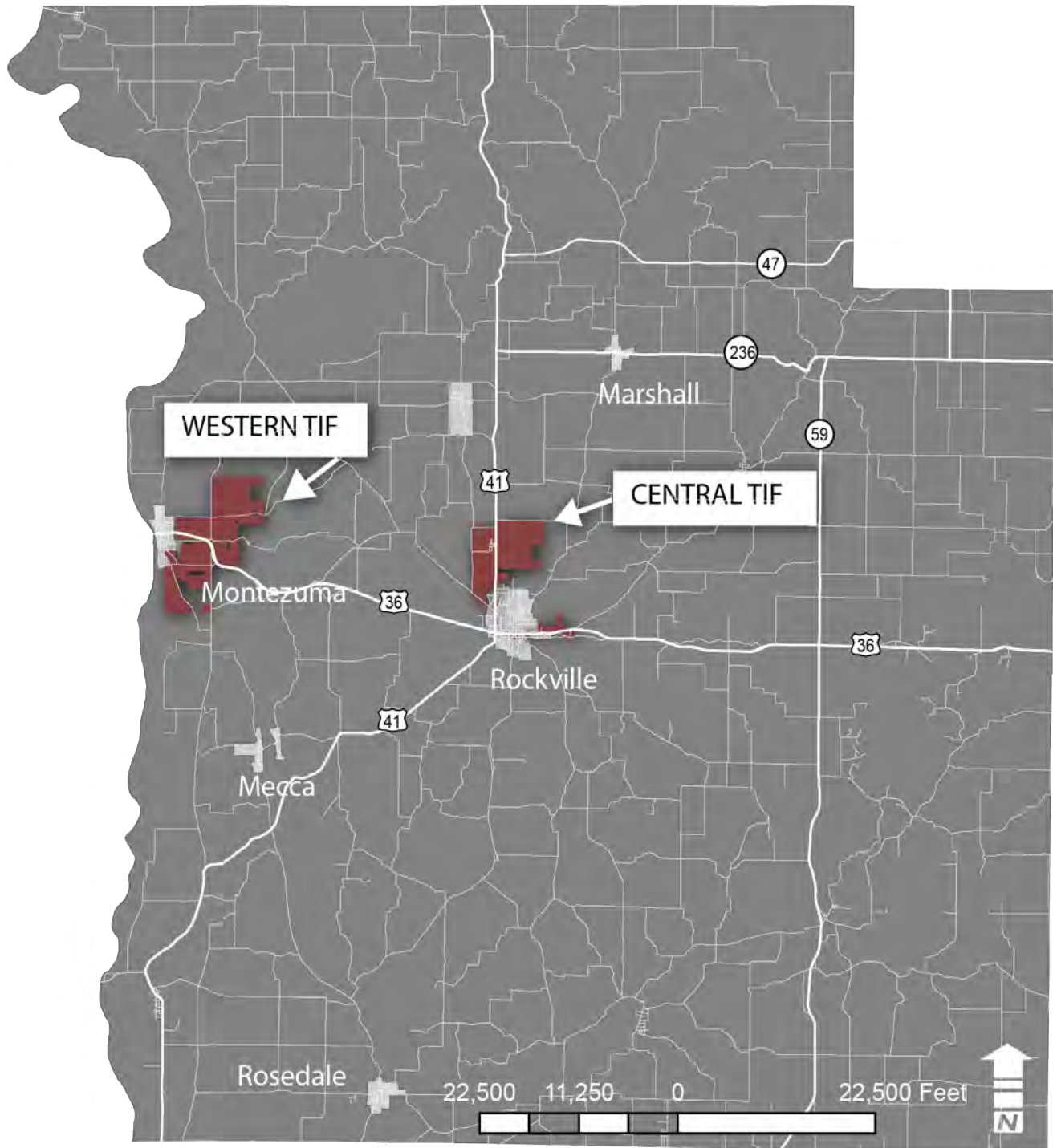
SITE IDENTIFICATION

The process for identifying potential sites in the county starts with an evaluation of the Indiana Site Certified criteria listed earlier. In an initial assessment, the focus should be on transportation and utility criteria since these are the most expensive items to complete. Other criteria should be considered as part of a more detailed evaluation.

1. TRANSPORTATION CRITERIA: **Sites on US 41 and US 36 are preferred because they provide the best connectivity to four-lane highways outside of the county.**

2. SANITARY SEWER CRITERIA: **While there are multiple small sewer treatment facilities in the area, only the treatment facilities in Rockville and Montezuma have the capacity to service to economic development sites. Both Rockville and Montezuma also can provide domestic water service.**

Based on this initial assessment, the following areas were short listed:

1. CENTRAL TIF (FIGURE A2): **The City of Rockville plans to extend sanitary sewer along US 41 north of Rockville in 2019. Water service is also currently available along the corridor. Therefore, sites in this area should be considered for economic development.**

2. WESTERN TIF (FIGURE A3) :**The Town of Montezuma recently extended sanitary sewer along Main Street in Montezuma to serve sites east of the town. Water service is also provided on this roadway. Therefore, sites in this area should be considered for economic development.**

potential sites with rail service

It is noted that neither of the short-listed sites provides rail access. The only active rail line in Parke County is a CSX facility located in the along US 41 south of Lyford. As the line extends north of Lyford, it crosses over the Wabash River into Vermillion County. South of Lyford, it connects to other rail lines in Terre Haute.

Sites in this area do not currently have either water or sewer service. However, there is some precedent for industrial development in this corridor. Taghleef Industries is a plastics film manufacturing facility located just south of the Parke-Vigo County line. This business provides its own independent water and sewer facilities.

While it is feasible to develop similar industry along this corridor in Parke County, developing independent water and sewer facilities represents a significant barrier to development. It is most likely that prospects looking for rail service would locate at other regional sites that already have both water/sewer and rail access. Still, this should remain on the radar screen as a long-term goal.

TIF SITE ASSESSMENT

An evaluation of site suitability relative to Indiana Site Certified program goals was completed for the two short listed site areas in Rockville and Montezuma. In general, both sites are feasible for development. An overview of the site evaluation is provided below, and a detailed assessment can be found on the following pages.

Table A2 : TIF Site Assessment

INDIANA SITE CERTIFIED ASSESSMENT CATEGORY	CENTRAL TIF ASSESSMENT	WESTERN TIF ASSESSMENT
Site Ownership/Control	No site ownership/ control established	No site ownership/ control established
Zoning and Site Classifications	Industrial	Industrial
Survey	No survey work completed to date	No survey work completed to date
Environmental Clearances	Additional investigations are recommended, depending on the specific parcel to be developed.	Additional investigations recommended, depending on the specific parcel to be developed. Geo-technical investigations are a key concern since previous buildings have required deep foundations
Transportation Access	Direct access to US 36 is possible	Direct access to US 41 is possible
Utility Service	Water and sewer service is provided on site. Electric service upgrades may be necessary.	Water service is provided to most sites. Sewer service is scheduled to be provided in 2019.
Public Safety Service	Services are provided	Services are provided

TIF SITE ASSESSMENT
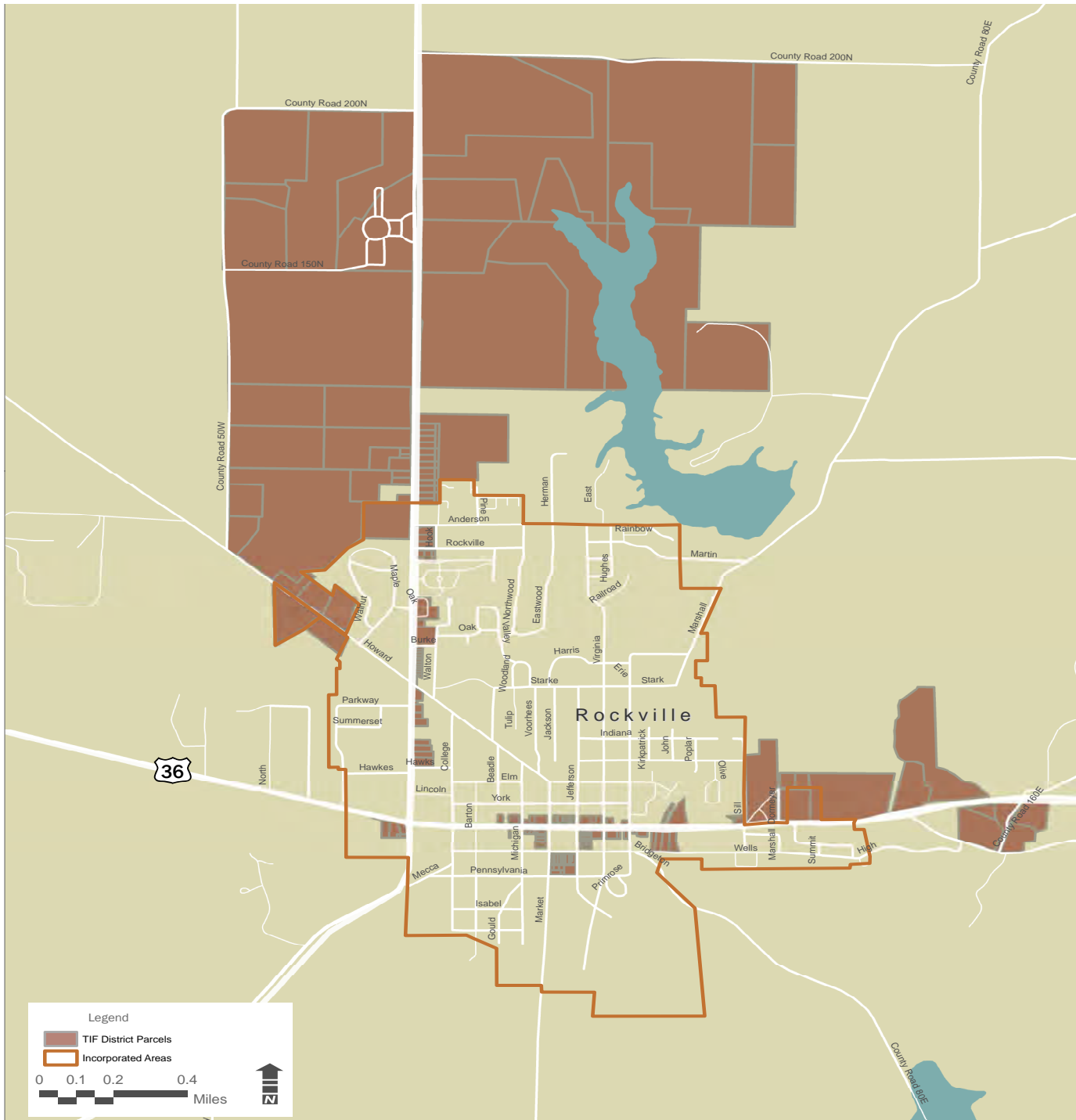
Figure A2: Central TIF

TIF SITE ASSESSMENT

Figure A3: Western TIF

Legend
- TIF District Parcels
- Incorporated Areas

0   0.125   0.25   0.5
Miles   N
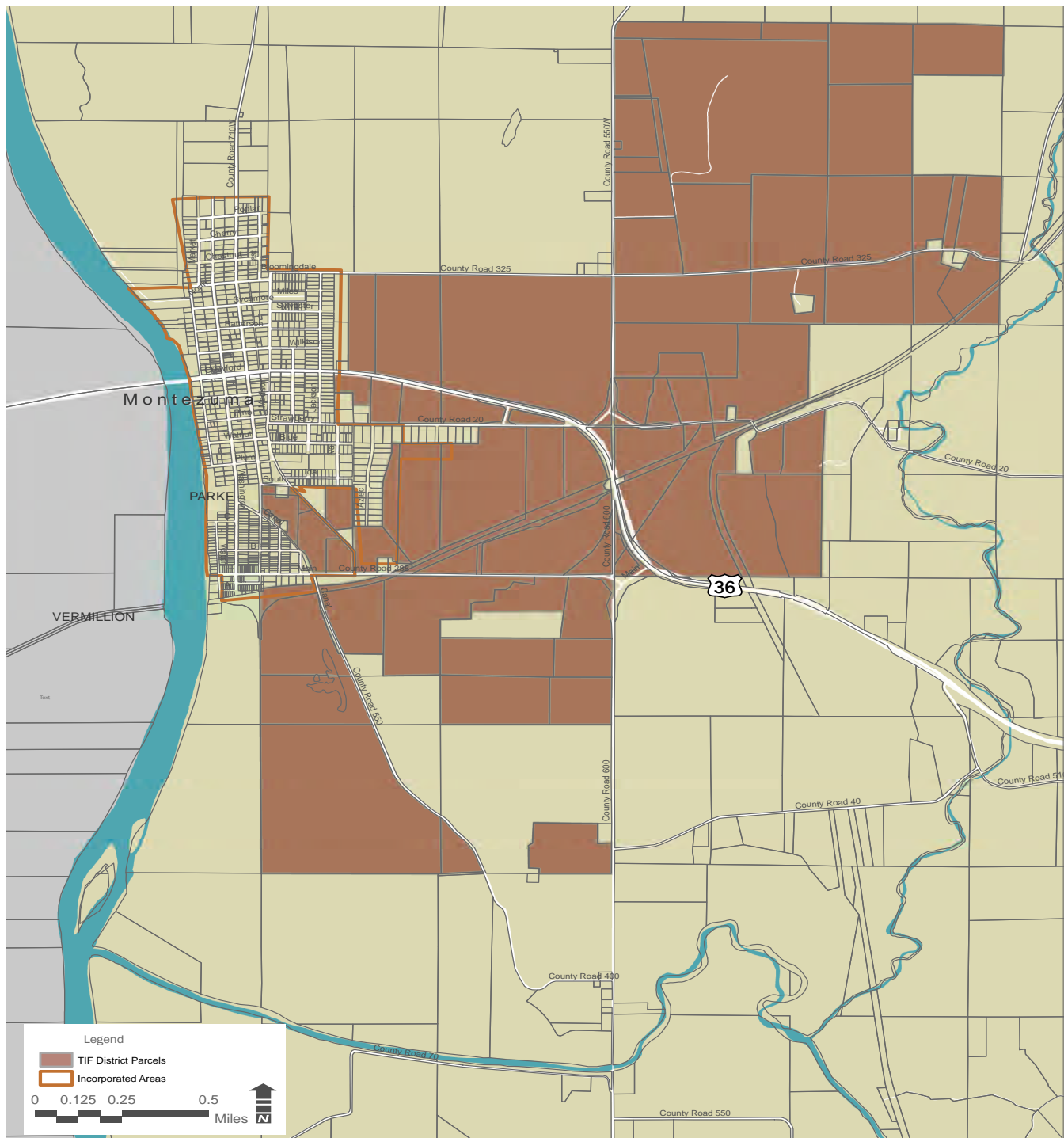
CENTRAL TIF ASSESSMENT

SANITARY SEWER: CENTRAL TIF

1. EXISTING CONDITIONS

- There is limited sanitary sewer service to sites north of IGA along the North US 41 corridor.
- Scott Pet Products has a small lift station and force main, but the system is not sized to accommodate expected growth.
- There is a small lift station and force main serving the County Fairgrounds.
- Multiple businesses, including the Shopko grocery store, discharge wastewater to a storage vault that is pumped periodically.

2. PROPOSED IMPROVEMENTS

- The Town of Rockville is currently moving forward with improvements to serve the area.
- Proposed improvements are shown in figure 4.4 and consist of:

    1. A 100 gpm lift station and 4" force main serving Scott Pet and the fairgrounds

    2. A 125 gpm regional lift station and 4" force main

    3. 8" sanitary sewer line (gravity) from Shopko to the regional lift station

- Improvements are scheduled to be constructed in 2020.
- The system has been designed to serve Scott Pet, the fairgrounds and commercial areas in the southern part of the corridor.

- The system is not intended to serve properties between Scott Pet and Shopko. These areas were forecasted to be more than 20 years out before development.

3. SYSTEM CAPACITY

- The capacity of the system, as proposed, would be 125 gpm.
- The system is designed for 20 year growth and service to the fairgrounds, Scott Pet and sites immediately north of Rockville on US 41. It is not intended to provide capacity to serve areas between the Town and Scott Pet.
- According the October 2017 Rockville US-41 Sanitary Sewer Master Plan, approximately 25gpm is estimated for Scott Pet, 25 gpm is estimated for Shopko and apartments. This leaves a capacity of 75 gpm for the fairgrounds and other development.
- Additional capacity can be achieved if the lift station is upgraded. This could increase capacity to 150 to 200 gpm with the 4 inch force main.

4. OBSERVATIONS & RECOMMENDATIONS

- There is capacity built into the system for growth between Shopko and Scott Pet.
- Because of the limited capacity, economic development efforts should focus on low volume water users (primarily oriented to flushing toilets) and avoid industry with industrial/process water use.

CENTRAL TIF ASSESSMENT
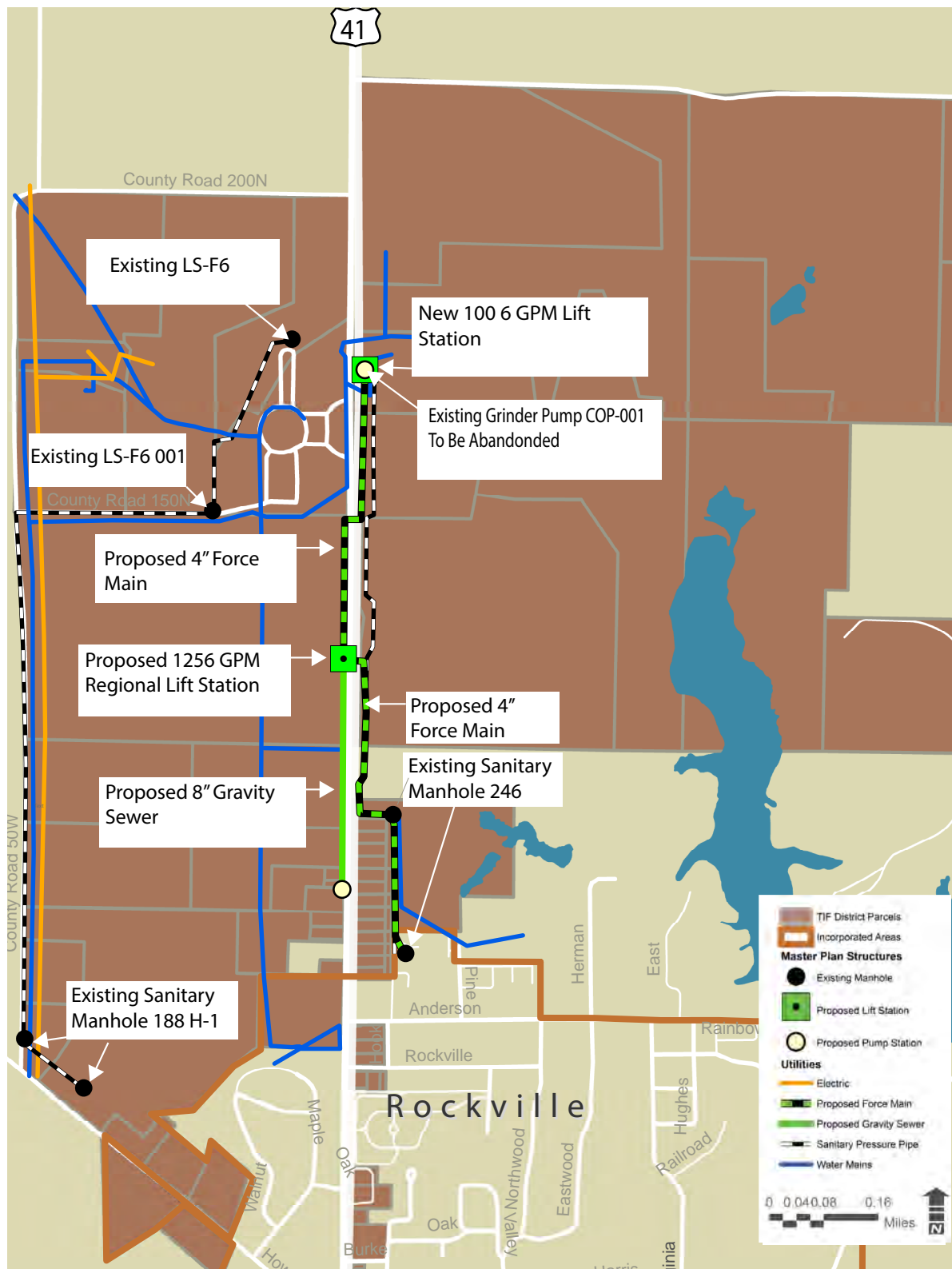
Figure A4: Central TIF Utilities
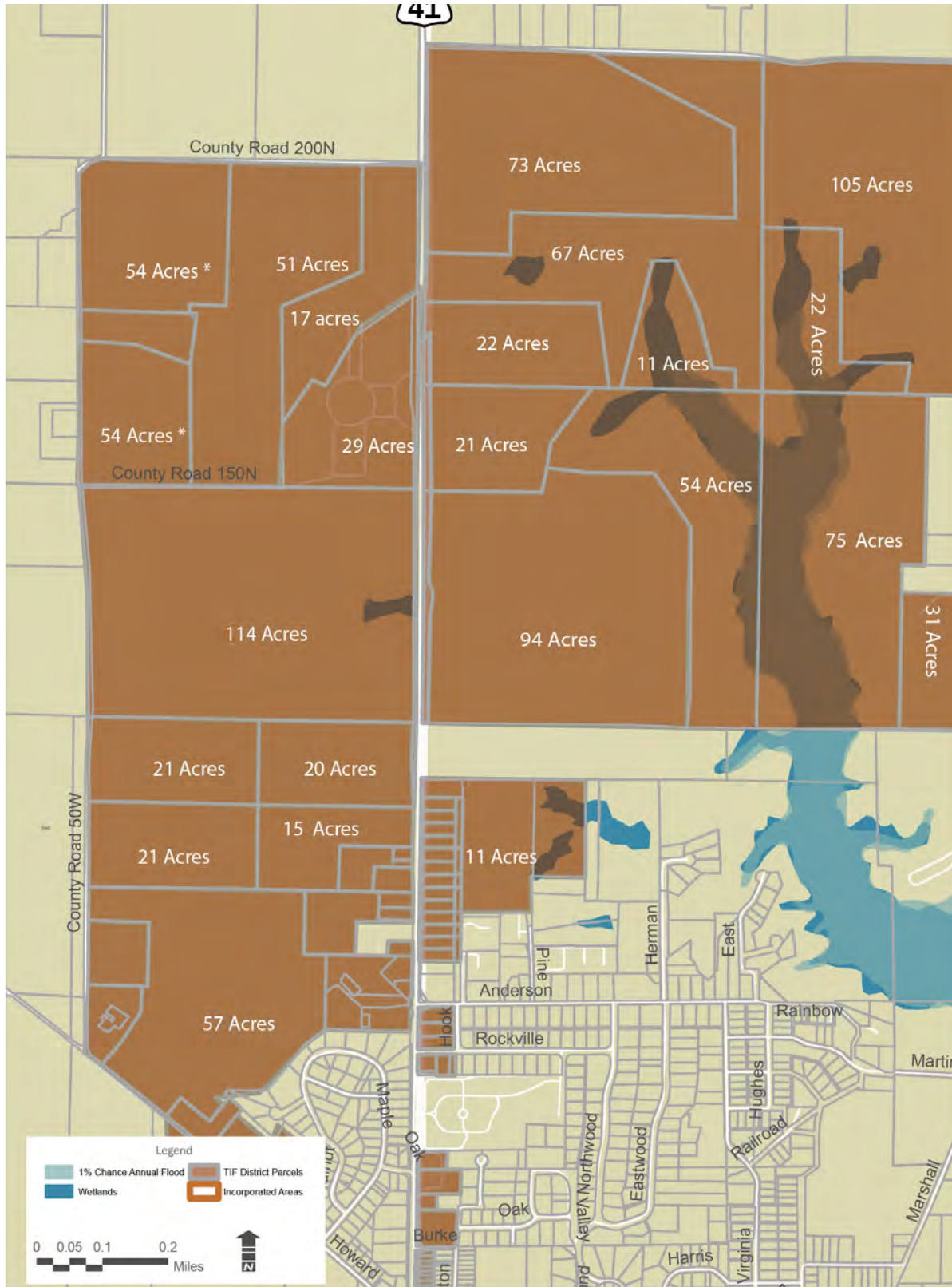
Figure A5: Central TIF Acreage

CENTRAL TIF ASSESSMENT
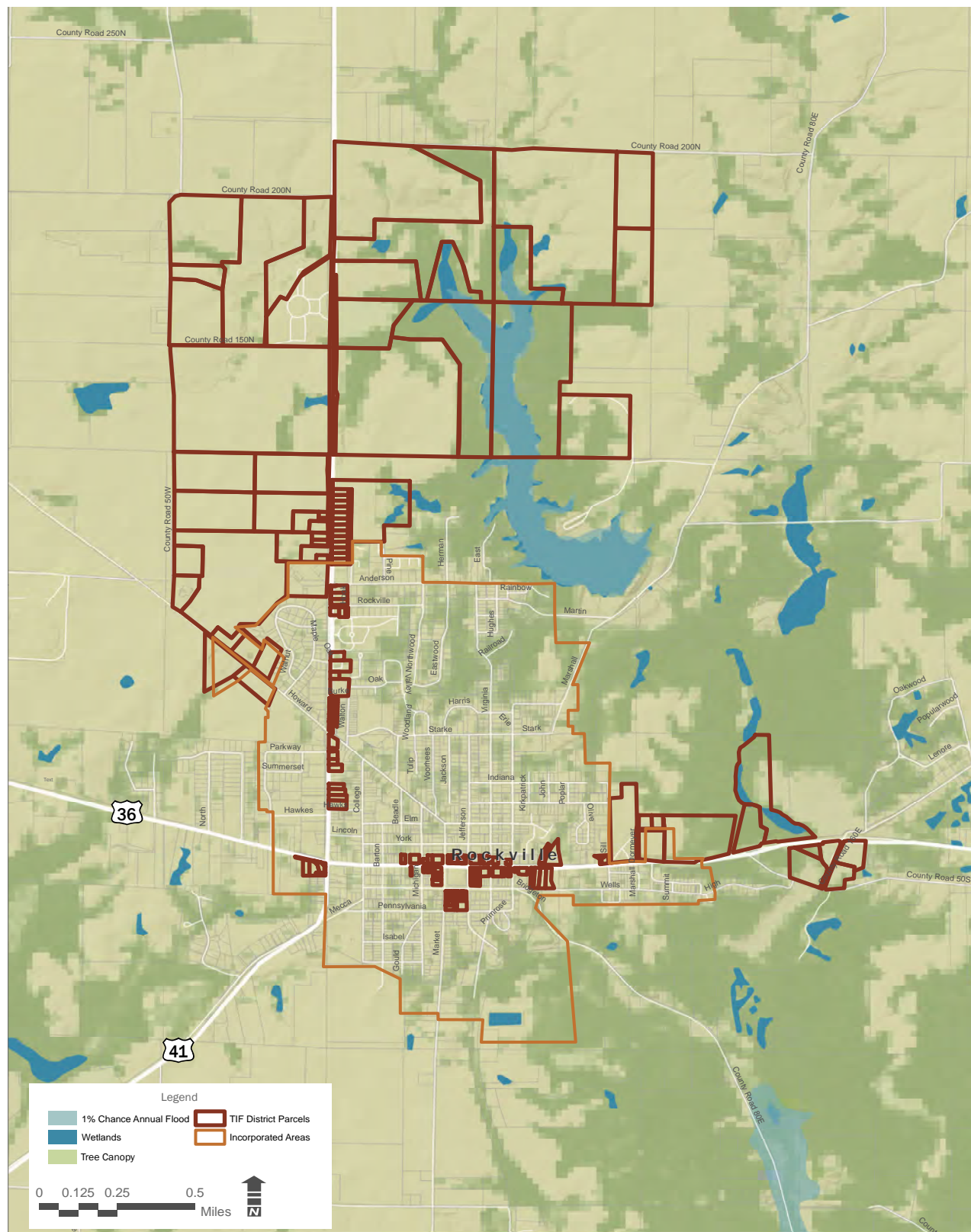
Figure A5: Central TIF Environmental Constraints

CENTRAL TIF ASSESSMENT
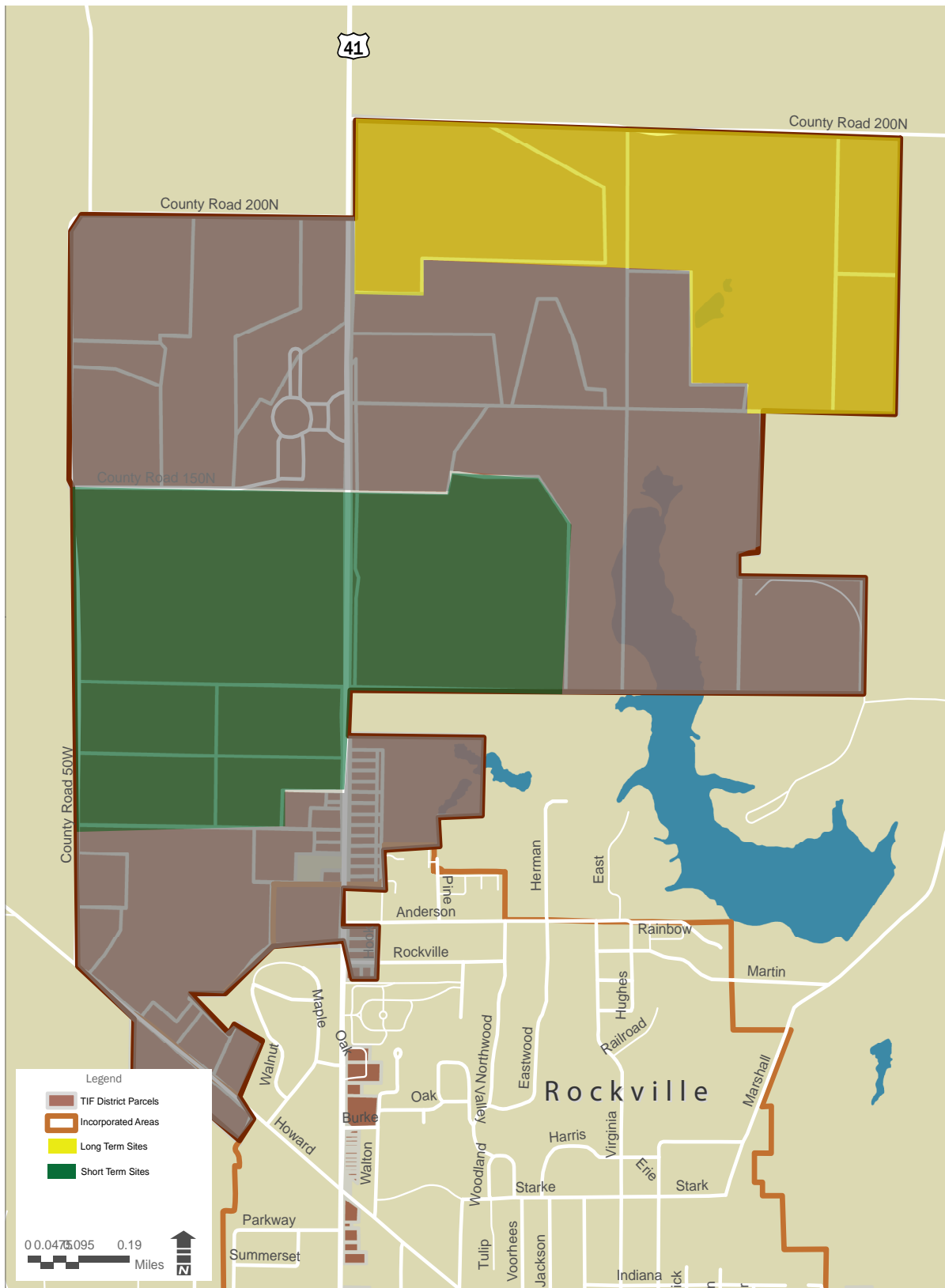
Figure A6: Central TIF Development Sites

WESTERN TIF ASSESSMENT

SANITARY SEWER: WESTERN TIF

1. EXISTING CONDITIONS

- Sanitary sewer service extends east from the Town of Montezuma along Main Street.

- **A 20 gpm lift station is located on the east side of Superior Hardwoods.** The lift station conveys flows directly to the wastewater treatment plant via a 2-inch **diameter force main. A 4-inch force main was also installed to allow for future growth and for the use of larger pumps. A short section of gravity sewer currently extends from the lift station.**

- **Since Montezuma operates a vacuum sewer collection system, connecting to existing sewer lines is not as easy as traditional gravity sewer systems.** Vacuum sewers have a limited capacity in each line, and a buffer tank is **required ahead of the line if there is** not sufficient capacity. Montezuma's wastewater treatment system has an **average capacity of 75,000 gpd and a peak capacity of 213,540 gpd.** Average flows are currently 49,500 gpd with peak flows at 94,000 gpd. There is additional **capacity available at the plan to serve industrial flows.**

2. SYSTEM CAPACITY

- The sanitary sewer lift station has **unallocated capacity of approximately 10 gpm.**

- The wastewater treatment plant can **accommodate up 18,000 gpd additional** flow before reaching 90 percent of its average flow.

- **The lift station is approximately 20.5 feet deep. This depth will allow it to serve most sites within 0.25 to 0.5 miles from the lift station.**

3. OBSERVATIONS & RECOMMENDATIONS

- **Because of the limited capacity, economic development efforts should focus on low volume water users (primarily oriented to flushing toilets) and avoid industry with industrial/process water use. Pumping capacity at the lift station can be increased by changing out the pumps, and using the 4-inch force main. The lift station can serve a larger area by installing a grinder pump station at the development and pumping to the lift station.**
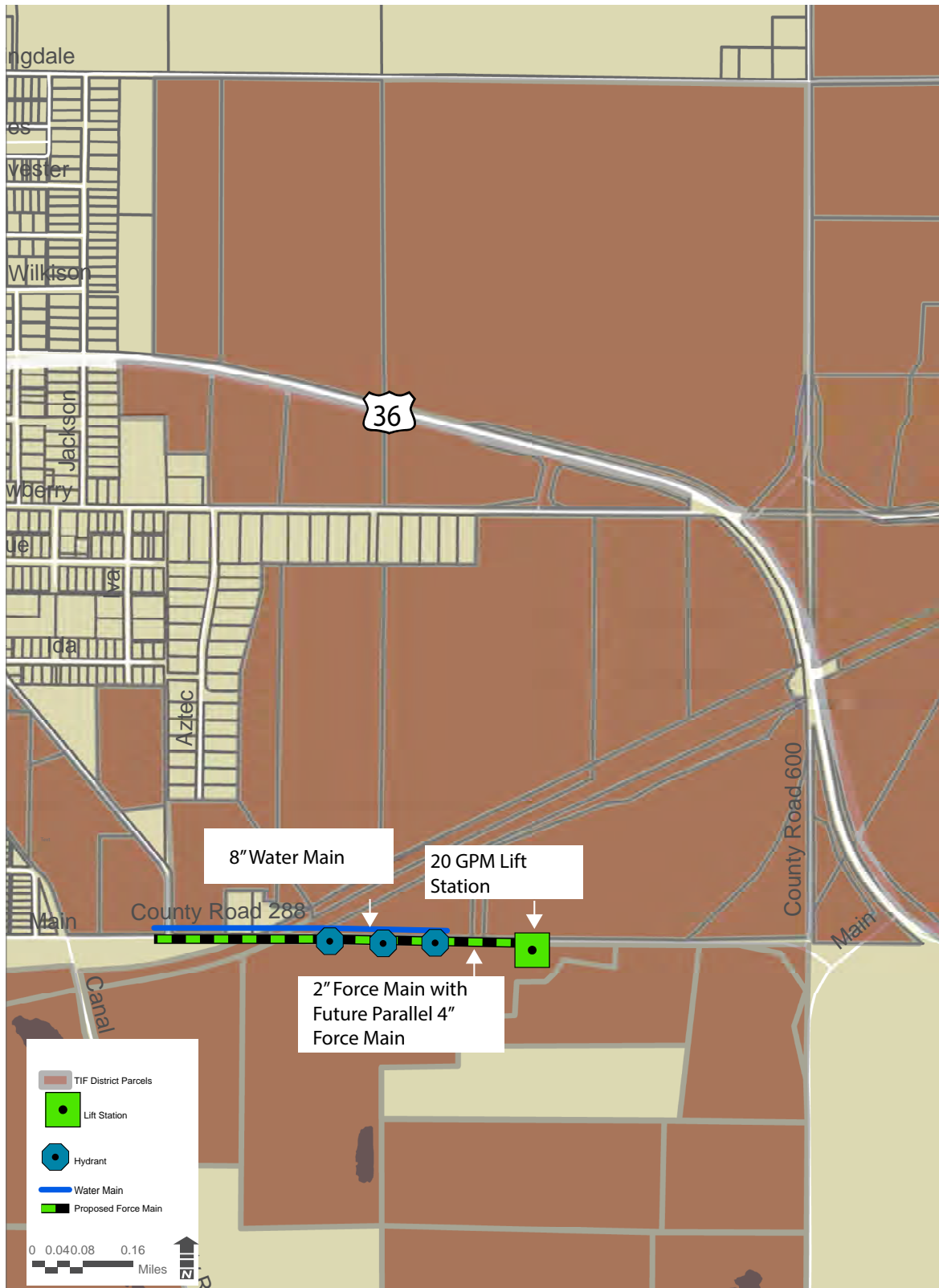
Figure A7: Western TIF Utilities
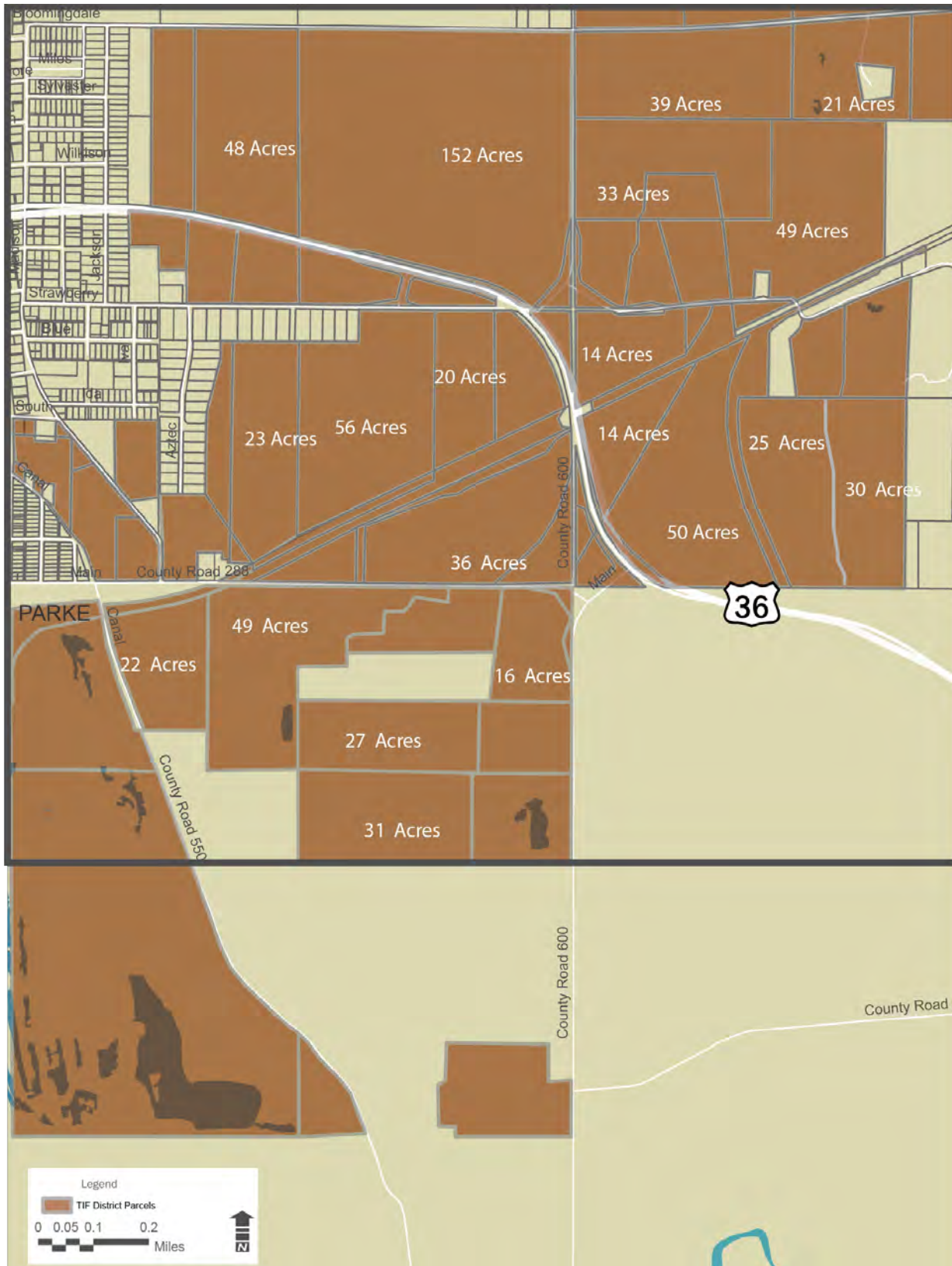
Figure A8: Western TIF Parcel Acreage

WESTERN TIF ASSESSMENT

Legend

	1% Chance Annual Flood		TIF District Parcels
	Wetlands		Incorporated Areas
	Tree Canopy		

0   0.125   0.25   0.5
Miles   N
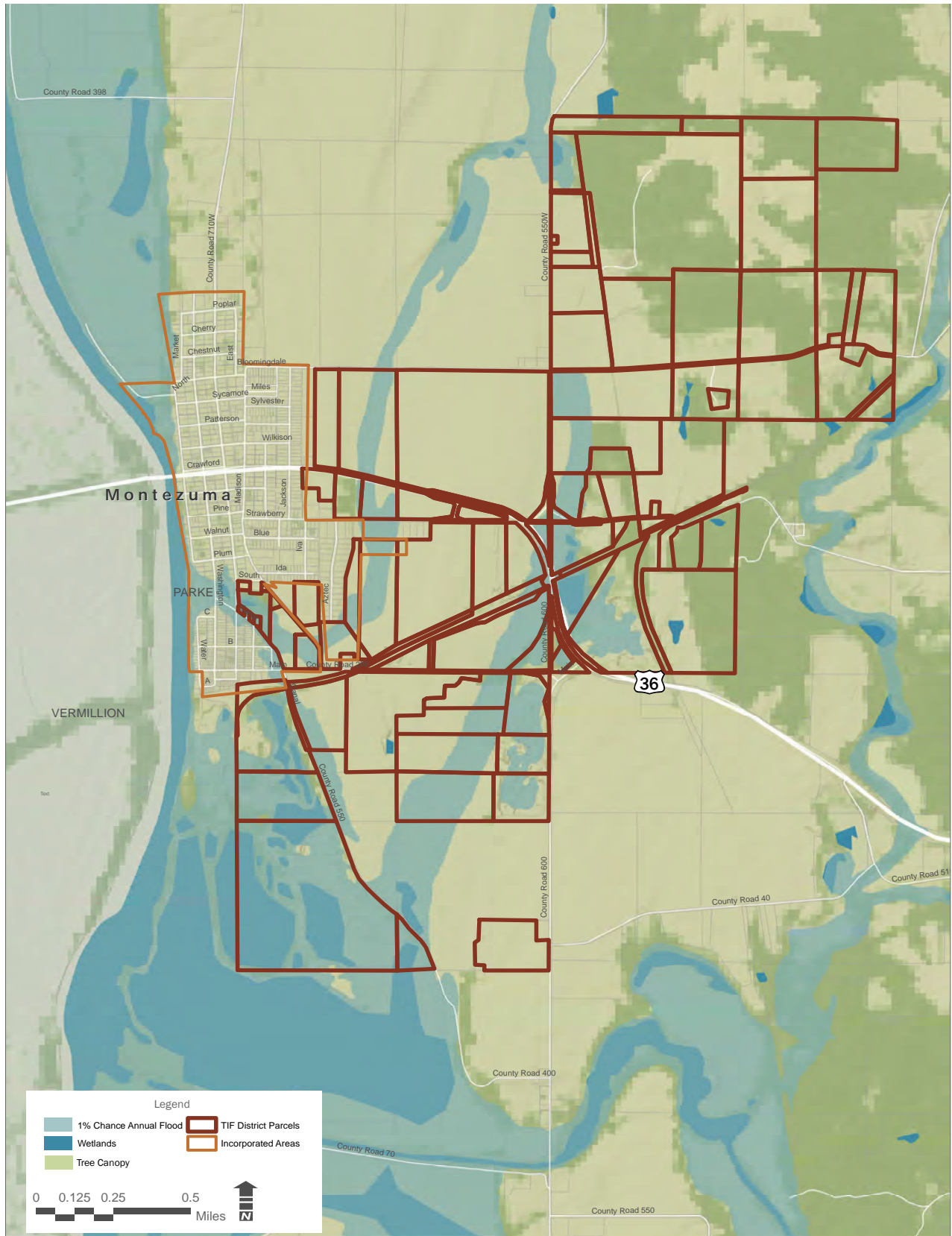
Figure A9: Western TIF Environmental Constraints
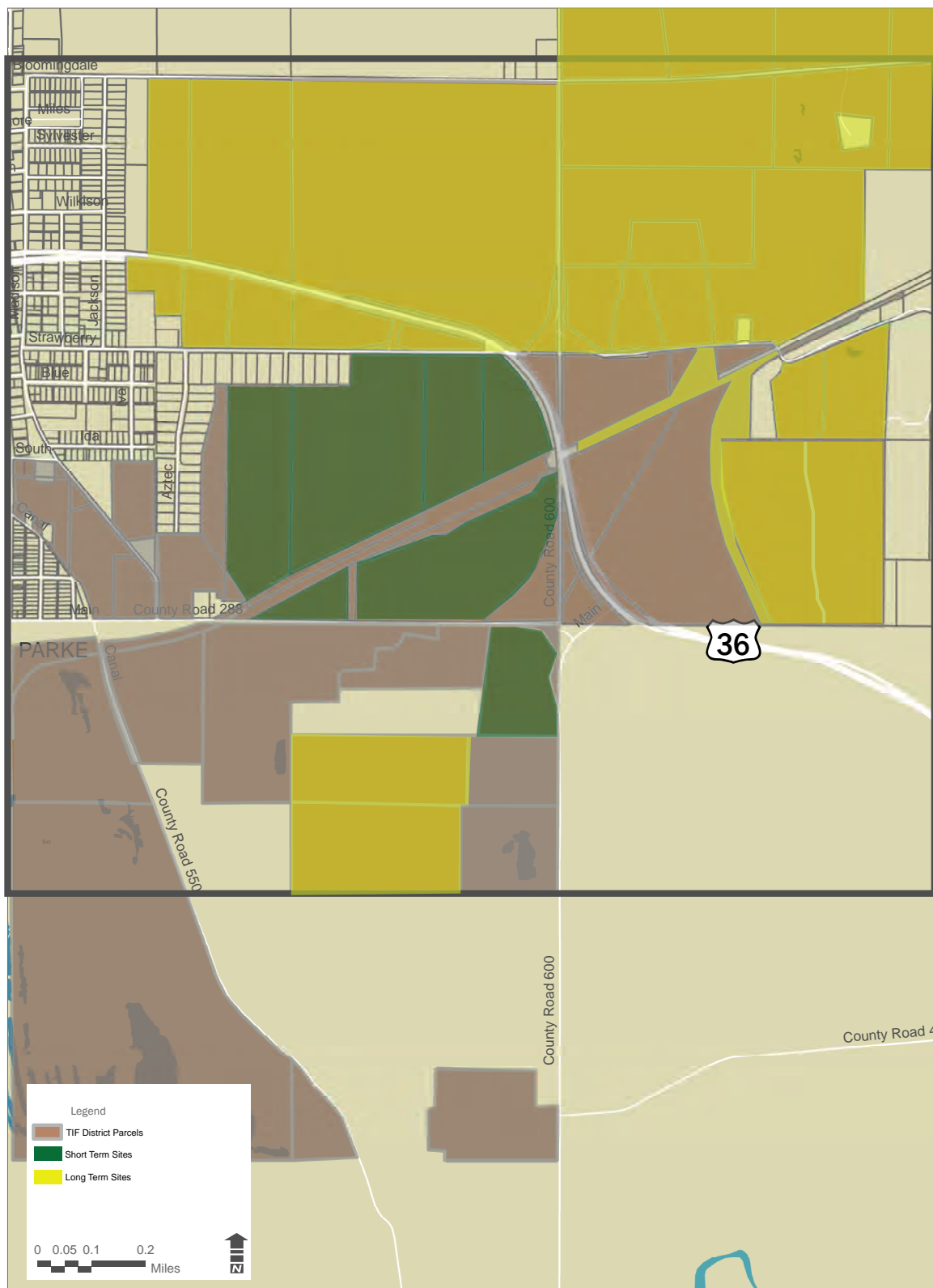
Figure 4.11: Western TIF Development Sites

DEMOGRAPHICS
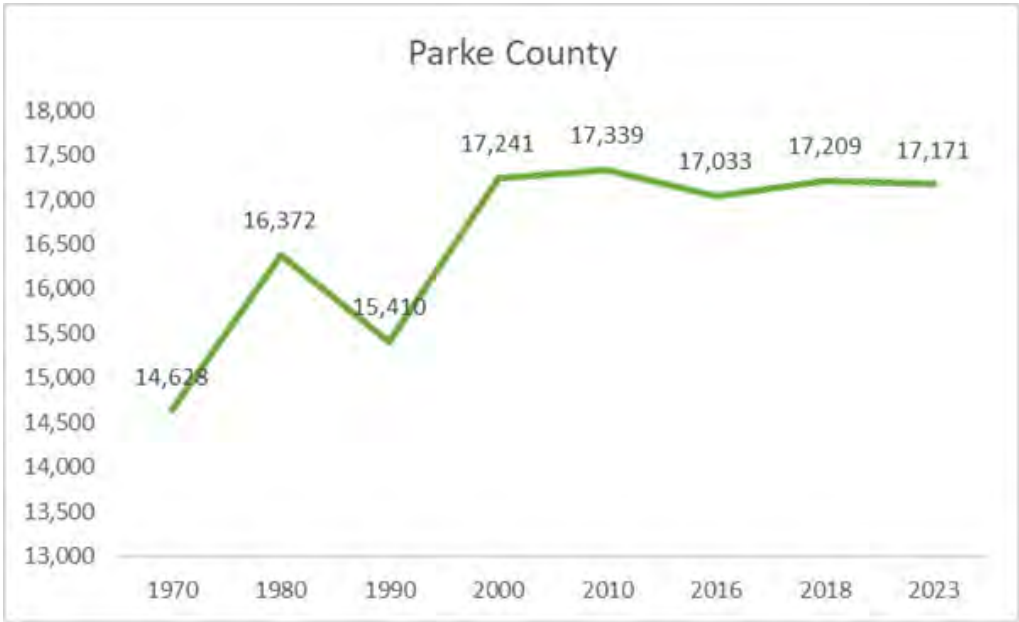
POPULATION

Figure BI: Population *Source: American Community Survey (ACS), Esri, U.S. Census, US Census Bureau ACS 5-Year Estimates

MEDIAN AGE
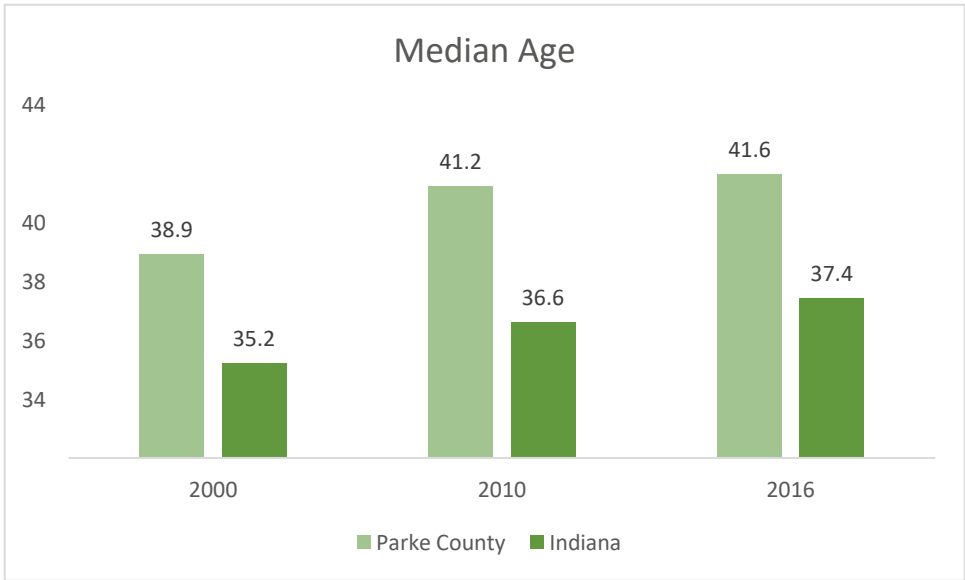
Figure BI: Median Age *Source: US Census Bureau ACS 5-Year Estimates

DEMOGRAPHICS

POPULATION

Age Distribution

Age Group	Value
85 years and over	2%
75 to 84 years	5%
	10%
65 to 74 years	7%
60 to 64 years	8%
	14%
55 to 59 years	12%
45 to 54 years	12%
	6%
35 to 44 years	6%
	6%
25 to 34 years	6%
20 to 24 years	6%

Legend: Indiana, Parke County
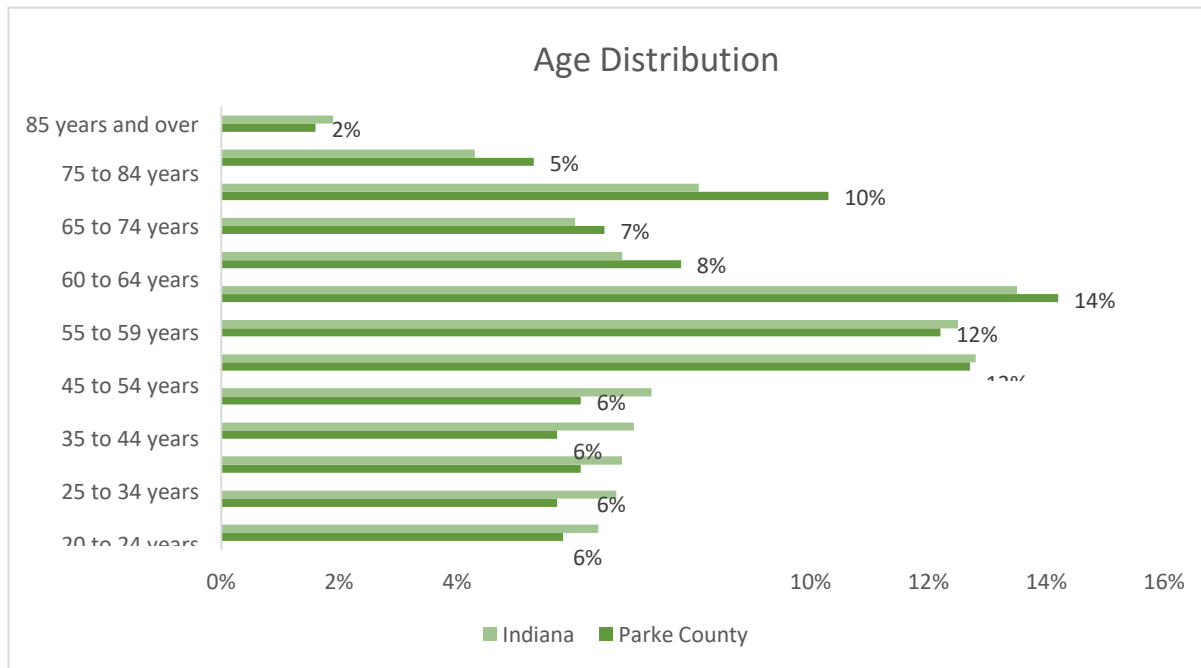
Figure B3:Population by Age Group *Source: 2012-2016 American Community Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT

Educational Attainment

Category	Value
Graduate or professional degree	4%
Bachelor's degree	8%
Associate's degree	10%
Some college, no degree	22%
High school graduate (includes equivalency)	42%
9th to 12th grade, no diploma	10%
Less than 9th grade	5%

Legend: Indiana, Parke County
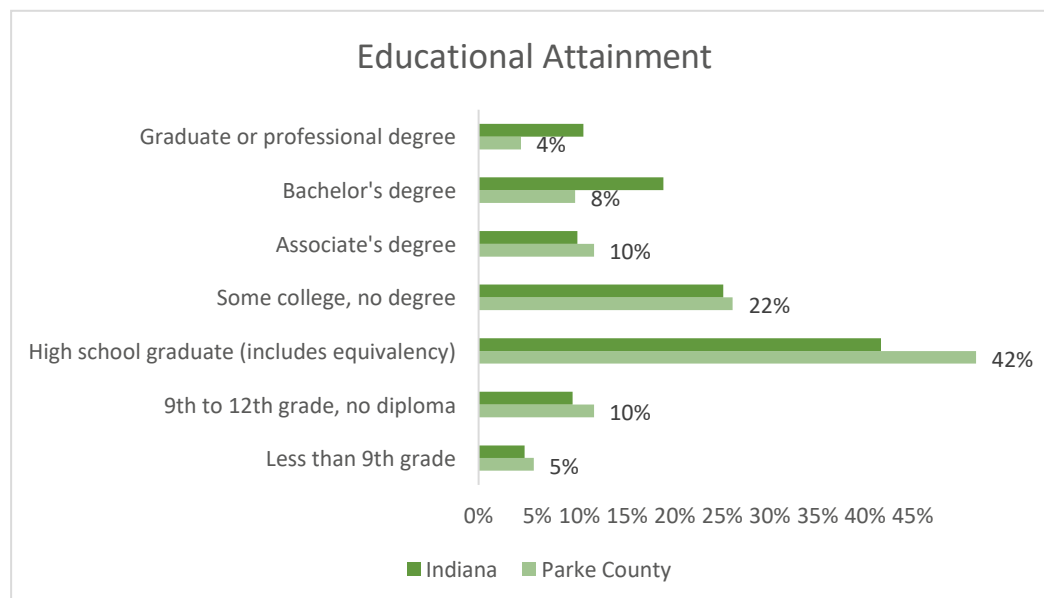
Figure B4:Educational Attainment *Source: 2012-2016 American Community Survey 5-Year Estimates

DEMOGRAPHICS

POVERTY RATE

To determine the percentage of people living in poverty in the United States, the Census Bureau calculates a series of poverty thresholds each year. A poverty threshold is defined as the minimum income a family would have to earn to meet its basic needs.

Poverty

- 2000: Parke 9%, Indiana 11.50%
- 2010: Parke 14.90%, Indiana 14.70%
- 2016: Parke 15%, Indiana 15%

■ Parke   ■ Indiana
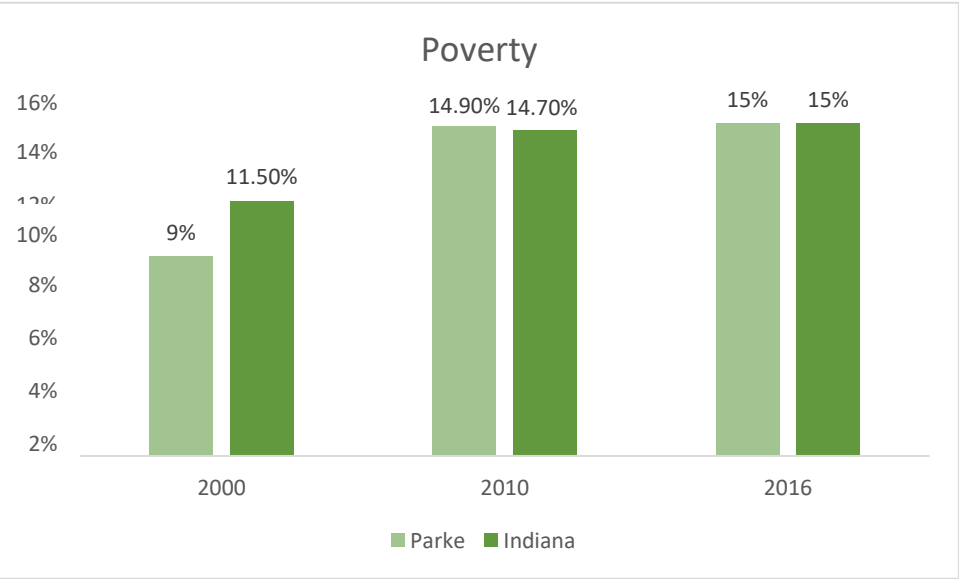
Figure B5 :Poverty Rate *Source: US Census Bureau 2012-2016 ACS 5 Year-estimates

PERCENT FREE AND REDUCED LUNCH

Free and Reduced Lunch

- Free: 50.9%, 40.6%
- Reduced: 7.9%, 7.5%
- Paid: 32.3%, 52.0%
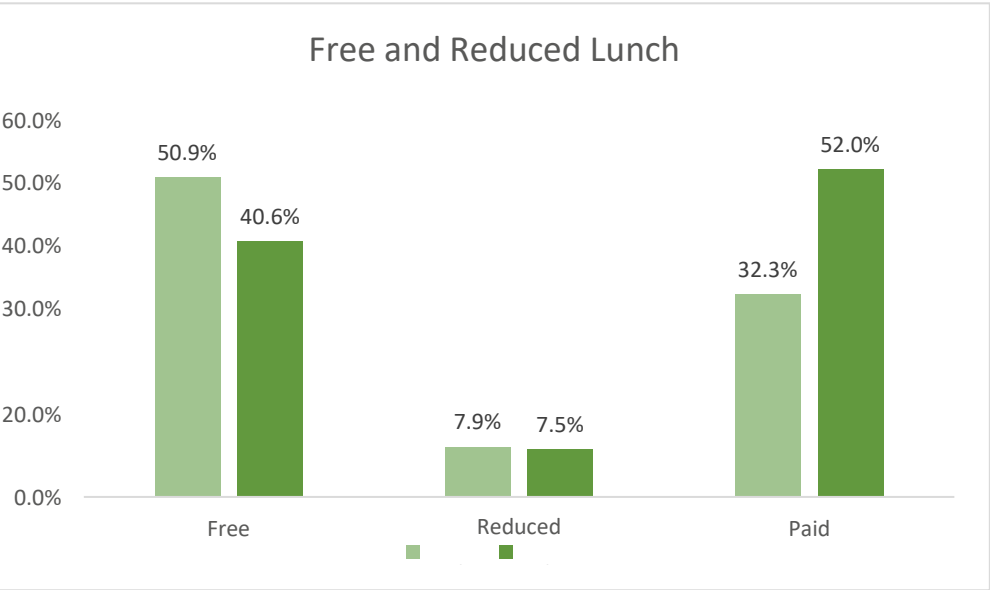
Figure B6 :Free and Reduced Lunch *Indiana Department of Education

DEMOGRAPHICS

INCOME DISTRIBUTION

Income Distribution

Income Range	Value
$200,000 or more	1.10%
$150,000 to $199,999	2.60%
$100,000 to $149,999	9.50%
$75,000 to $99,999	10.40%
$50,000 to $74,999	20.60%
	15.30%
$35,000 to $49,999	14.70%
$25,000 to $34,999	2.90%
	7.30%

Legend: ■ Indiana ■ Parke

(x-axis: 0.00% 5.00% 10.00% 15.00% 20.00% 25.00%)
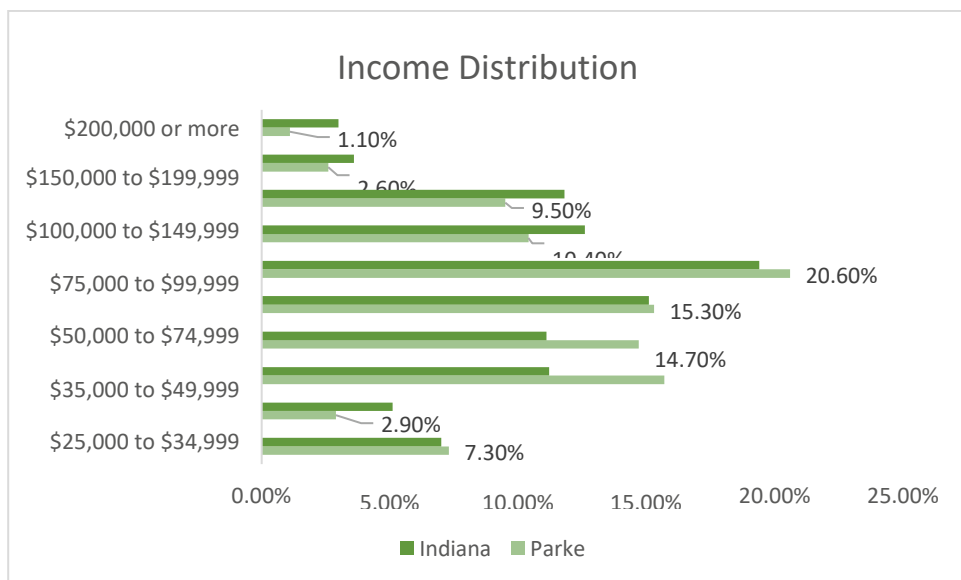
Figure B7 :Income Distribution *Source: 2012-2016 American Community Survey 5-Year Estimates

MEDIAN HOUSEHOLD INCOME

Median Household Income

Year	Parke	Indiana
1980	24792	29462
1990	24514	28797
2000	35,724	41,567
2010	40,512	58,944
2016	42,664	50,433

Legend: —Parke —Indiana
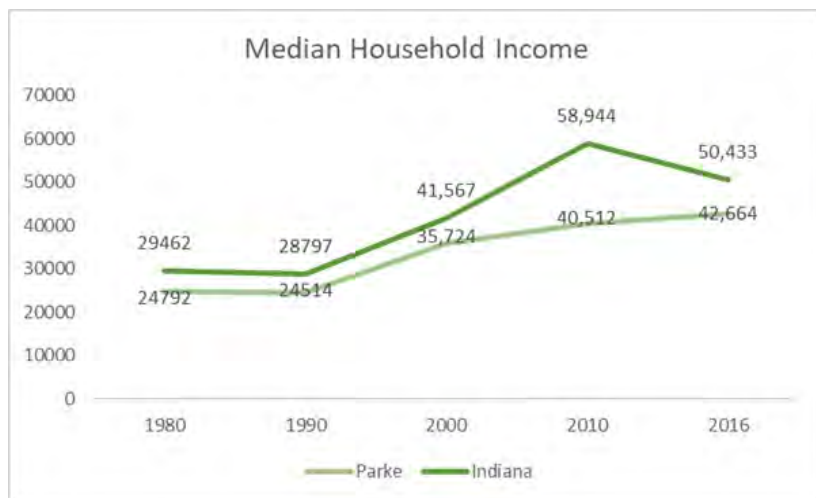
Figure B8 :Median Household Income *Source: US Census Bureau 20012-2016 ACS 5-Year Estimates, US Census Historical Data

DEMOGRAPHICS

EMPLOYMENT DISTRIBUTION

Employment Distribution

- 52.9%
- 49.2%
- 3.7%
- 0.0%
- 47.1%

Legend: Civilian labor force ■ Employed ■ Unemployed ■ Armed Forces ■ Not in labor force
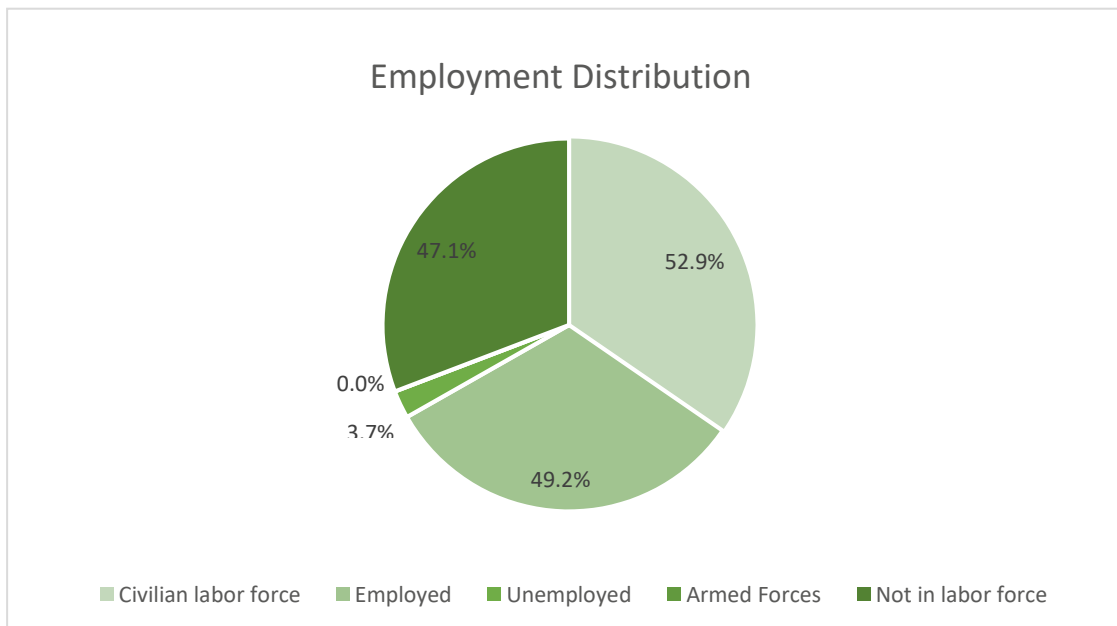
Figure B9 :Employment Distribution *Source: 2012-2016 American Community Survey 5-Year Estimates

EMPLOYMENT BY INDUSTRY

Employment By Industry

- Public administration — 7.0%
- Other services, except public administration — 5.5%
- Arts, entertainment, and recreation, and… — 7.8%
- Educational services, and health care and social… — 16.3%
- Professional, scientific, and management, and… — 6.0%
- Finance and insurance, and real estate and rental… — 3.2%
- Information — 1.7%
- Transportation and warehousing, and utilities — 4.6%
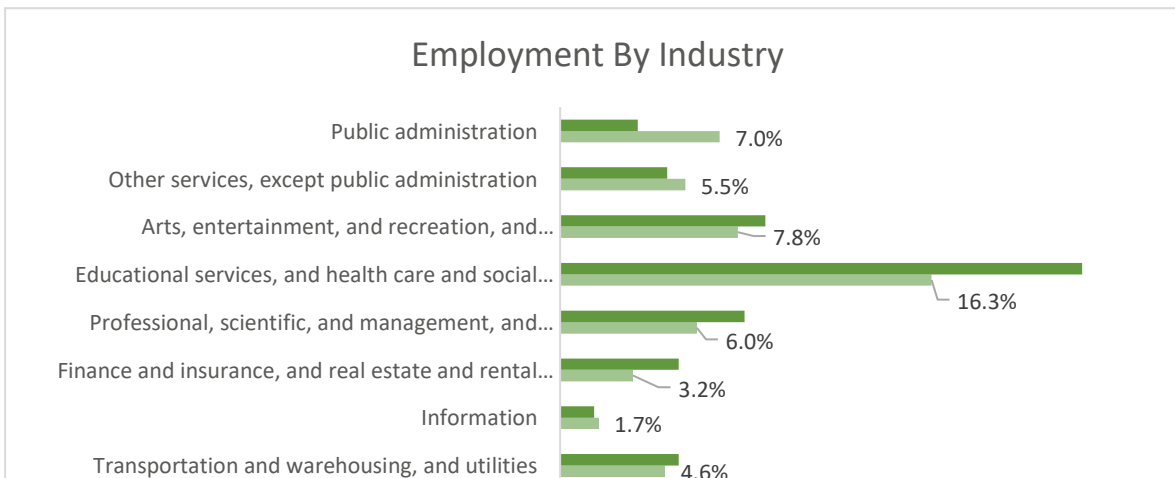
Figure B10 :Employment Distribution *Source: 2012-2016 American Community Survey 5-Year Estimates

DEMOGRAPHICS

Number of Industries

Total Number of Industries

Industry	Value
Professiona, Scientific & Tech Services	20
Real Estate, Rental and Leasing	21
Public Administration	69
Other Services (except Public Administration)	73
Food Services & Drinking Places	22
Arts, Entertainment & Recreation	15
Health Care & Social Assistance	23
Educational Services	17
Administrative & Support & Waste Management…	12
Finance and Insurance	20
Information	9
Transportation and Warehousing	18
Retail Trade	81
Wholesale Trade	22
Utility	6
Communication	3
Transportation	22
Manufacturing	11

Figure B11 :Total Number of Industries *Source: 2012-2016 American Community Survey 5-Year Estimates

DEMOGRAPHICS

MEDIAN HOUSING VALUE
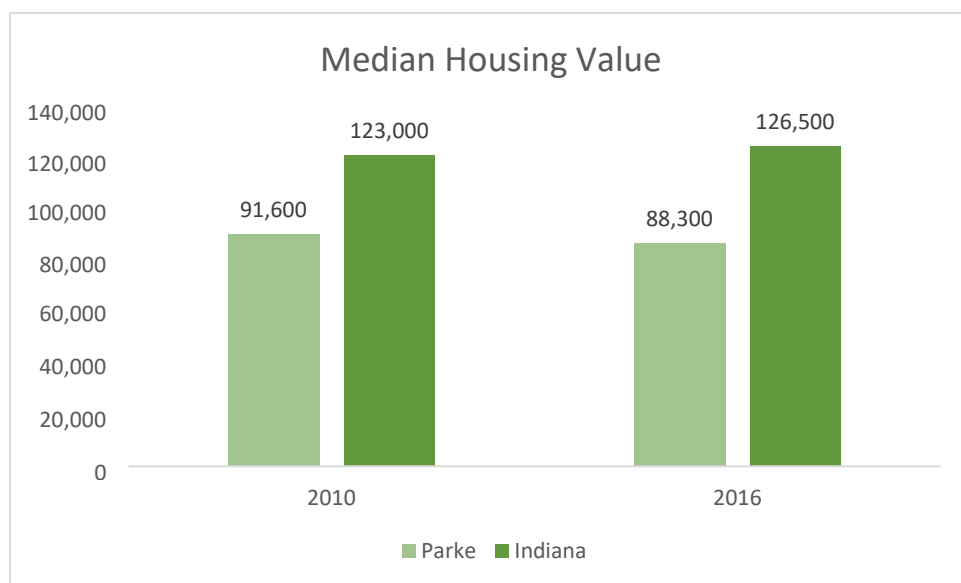
Figure B12 :Median Housing Value *Source: US Census Bureau 20012-2016 ACS 5-Year Estimate, US Census Bureau, 2006-2010 American Community Survey

OWNER OCCUPIED HOUSING
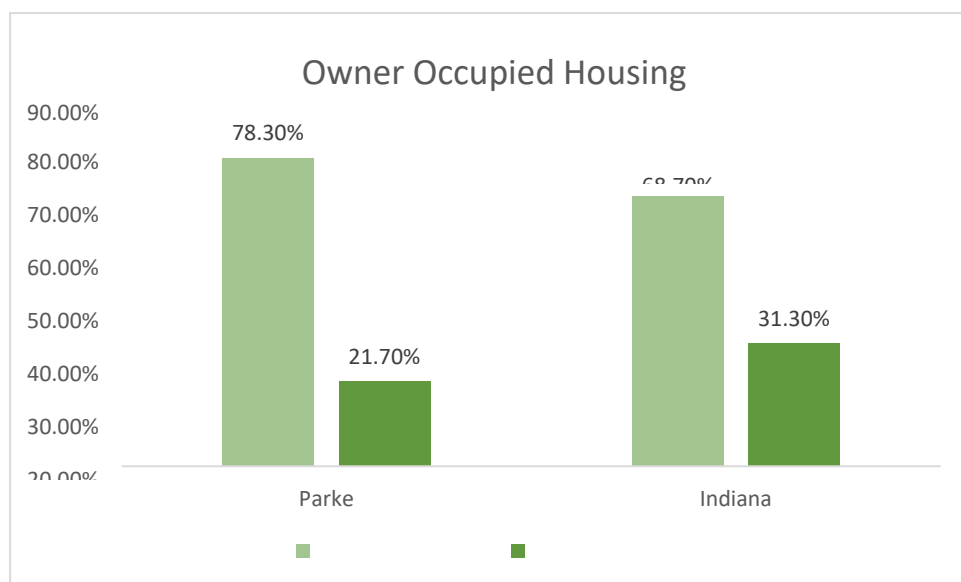
Figure B13 :Owner Occupied Housing *Source: US Census Bureau 2012-2016 ACS 5-Year Estimate

DEMOGRAPHICS

VACANCY RATE

Vacancy Rate

Year	Occupied housing units	Vacant housing units
2000	85.1%	14.9%
2010	80.1%	19.9%
2016	76.3%	23.7%

Figure B14: Vacancy Rate *Source: US Census Bureau 2012-2016 ACS 5-Year Estimate, US Census Bureau, 2006-2010 American Community Survey

ESRI DEMOGRAPHIC REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
Population Summary	
2000 Total Population	17,241
2010 Total Population	17,339
2018 Total Population	17,209
2018 Group Quarters	1,467
2023 Total Population	17,171
2018-2023 Annual Rate	-0.04%
2018 Total Daytime Population	13,565
Workers	4,730
Residents	8,835
Household Summary	
2000 Households	6,415
2000 Average Household Size	2.51
2010 Households	6,222
2010 Average Household Size	2.51
2018 Households	6,285
2018 Average Household Size	2.50
2023 Households	6,272
2023 Average Household Size	2.50
2018-2023 Annual Rate	-0.04%
2010 Families	4,389
2010 Average Family Size	2.97
2018 Families	4,373
2018 Average Family Size	2.96
2023 Families	4,340
2023 Average Family Size	2.96
2018-2023 Annual Rate	-0.15%
Housing Unit Summary	
2000 Housing Units	7,539
Owner Occupied Housing Units	68.3%
Renter Occupied Housing Units	16.8%
Vacant Housing Units	14.9%
2010 Housing Units	8,085
Owner Occupied Housing Units	60.9%
Renter Occupied Housing Units	16.1%
Vacant Housing Units	23.0%
2018 Housing Units	8,241
Owner Occupied Housing Units	57.5%
Renter Occupied Housing Units	18.8%
Vacant Housing Units	23.7%
2023 Housing Units	8,369
Owner Occupied Housing Units	56.8%
Renter Occupied Housing Units	18.2%
Vacant Housing Units	25.1%
Median Household Income	
2018	$47,952
2023	$52,829
Median Home Value	
2018	$100,830
2023	$108,825
Per Capita Income	
2018	$24,229
2023	$27,025
Median Age	
2010	41.3
2018	42.8
2023	43.3

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

September 10, 2018

ESRI REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
2018 Households by Income	
Household Income Base	6,285
<$15,000	12.2%
$15,000 - $24,999	11.6%
$25,000 - $34,999	12.4%
$35,000 - $49,999	15.3%
$50,000 - $74,999	20.9%
$75,000 - $99,999	11.4%
$100,000 - $149,999	11.2%
$150,000 - $199,999	3.3%
$200,000+	1.6%
Average Household Income	$61,124
2023 Households by Income	
Household Income Base	6,272
<$15,000	10.4%
$15,000 - $24,999	10.0%
$25,000 - $34,999	11.9%
$35,000 - $49,999	14.0%
$50,000 - $74,999	21.7%
$75,000 - $99,999	12.1%
$100,000 - $149,999	13.9%
$150,000 - $199,999	4.2%
$200,000+	1.8%
Average Household Income	$68,760
2018 Owner Occupied Housing Units by Value	
Total	4,739
<$50,000	17.6%
$50,000 - $99,999	32.0%
$100,000 - $149,999	19.7%
$150,000 - $199,999	11.9%
$200,000 - $249,999	7.1%
$250,000 - $299,999	3.0%
$300,000 - $399,999	4.4%
$400,000 - $499,999	1.2%
$500,000 - $749,999	0.9%
$750,000 - $999,999	0.8%
$1,000,000 - $1,499,999	1.2%
$1,500,000 - $1,999,999	0.1%
$2,000,000 +	0.0%
Average Home Value	$148,481
2023 Owner Occupied Housing Units by Value	
Total	4,751
<$50,000	16.3%
$50,000 - $99,999	30.3%
$100,000 - $149,999	19.3%
$150,000 - $199,999	12.2%
$200,000 - $249,999	8.0%
$250,000 - $299,999	3.9%
$300,000 - $399,999	5.4%
$400,000 - $499,999	1.4%
$500,000 - $749,999	0.9%
$750,000 - $999,999	0.7%
$1,000,000 - $1,499,999	1.5%
$1,500,000 - $1,999,999	0.1%
$2,000,000 +	0.0%
Average Home Value	$158,930

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

September 10, 2018

ESRI REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
2010 Population by Age	
Total	17,339
0 - 4	5.7%
5 - 9	5.6%
10 - 14	6.1%
15 - 24	12.5%
25 - 34	12.0%
35 - 44	13.1%
45 - 54	15.8%
55 - 64	13.6%
65 - 74	9.1%
75 - 84	4.9%
85 +	1.7%
18 +	78.6%
2018 Population by Age	
Total	17,209
0 - 4	5.3%
5 - 9	5.5%
10 - 14	5.6%
15 - 24	11.0%
25 - 34	13.4%
35 - 44	11.8%
45 - 54	13.1%
55 - 64	15.1%
65 - 74	11.7%
75 - 84	5.6%
85 +	1.9%
18 +	80.3%
2023 Population by Age	
Total	17,171
0 - 4	5.2%
5 - 9	5.4%
10 - 14	5.8%
15 - 24	10.5%
25 - 34	12.6%
35 - 44	12.6%
45 - 54	11.8%
55 - 64	14.3%
65 - 74	12.9%
75 - 84	6.9%
85 +	2.0%
18 +	80.2%
2010 Population by Sex	
Males	8,123
Females	9,216
2018 Population by Sex	
Males	8,213
Females	8,996
2023 Population by Sex	
Males	8,233
Females	8,938

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

September 10, 2018

esri	Community Profile	

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
2010 Population by Race/Ethnicity	
Total	17,339
White Alone	96.1%
Black Alone	2.3%
American Indian Alone	0.4%
Asian Alone	0.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.4%
Two or More Races	0.6%
Hispanic Origin	1.2%
Diversity Index	9.8
2018 Population by Race/Ethnicity	
Total	17,209
White Alone	95.3%
Black Alone	2.6%
American Indian Alone	0.4%
Asian Alone	0.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.5%
Two or More Races	0.9%
Hispanic Origin	1.5%
Diversity Index	11.9
2023 Population by Race/Ethnicity	
Total	17,171
White Alone	95.2%
Black Alone	2.6%
American Indian Alone	0.4%
Asian Alone	0.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.5%
Two or More Races	0.9%
Hispanic Origin	1.5%
Diversity Index	12.0
2010 Population by Relationship and Household Type	
Total	17,339
In Households	90.0%
In Family Households	77.3%
Householder	25.3%
Spouse	20.2%
Child	27.6%
Other relative	2.0%
Nonrelative	2.2%
In Nonfamily Households	12.6%
In Group Quarters	10.0%
Institutionalized Population	9.9%
Noninstitutionalized Population	0.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

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ESRI REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
2018 Population 25+ by Educational Attainment	
Total	12,488
Less than 9th Grade	4.6%
9th - 12th Grade, No Diploma	9.7%
High School Graduate	34.4%
GED/Alternative Credential	7.4%
Some College, No Degree	21.2%
Associate Degree	10.1%
Bachelor's Degree	8.7%
Graduate/Professional Degree	3.9%
2018 Population 15+ by Marital Status	
Total	14,376
Never Married	25.4%
Married	52.2%
Widowed	6.2%
Divorced	16.3%
2018 Civilian Population 16+ in Labor Force	
Civilian Employed	97.8%
Civilian Unemployed (Unemployment Rate)	2.2%
2018 Employed Population 16+ by Industry	
Total	7,430
Agriculture/Mining	5.1%
Construction	7.1%
Manufacturing	20.9%
Wholesale Trade	4.0%
Retail Trade	9.1%
Transportation/Utilities	5.2%
Information	1.3%
Finance/Insurance/Real Estate	3.2%
Services	38.7%
Public Administration	5.4%
2018 Employed Population 16+ by Occupation	
Total	7,430
White Collar	43.9%
Management/Business/Financial	9.8%
Professional	12.7%
Sales	8.9%
Administrative Support	12.4%
Services	19.5%
Blue Collar	36.6%
Farming/Forestry/Fishing	1.4%
Construction/Extraction	6.6%
Installation/Maintenance/Repair	5.1%
Production	13.4%
Transportation/Material Moving	10.1%
2010 Population By Urban/ Rural Status	
Total Population	17,339
Population Inside Urbanized Area	0.0%
Population Inside Urbanized Cluster	25.0%
Rural Population	75.0%

September 10, 2018

ESRI REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

	Parke County,...
2010 Households by Type	
Total	6,222
Households with 1 Person	24.8%
Households with 2+ People	75.2%
Family Households	70.5%
Husband-wife Families	56.4%
With Related Children	20.4%
Other Family (No Spouse Present)	14.2%
Other Family with Male Householder	4.8%
With Related Children	2.8%
Other Family with Female Householder	9.4%
With Related Children	5.9%
Nonfamily Households	4.6%
All Households with Children	29.8%
Multigenerational Households	3.3%
Unmarried Partner Households	6.8%
Male-female	6.2%
Same-sex	0.5%
2010 Households by Size	
Total	6,222
1 Person Household	24.8%
2 Person Household	39.3%
3 Person Household	14.8%
4 Person Household	11.3%
5 Person Household	5.8%
6 Person Household	2.1%
7 + Person Household	1.9%
2010 Households by Tenure and Mortgage Status	
Total	6,222
Owner Occupied	79.1%
Owned with a Mortgage/Loan	47.2%
Owned Free and Clear	32.0%
Renter Occupied	20.9%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	8,085
Housing Units Inside Urbanized Area	0.0%
Housing Units Inside Urbanized Cluster	18.6%
Rural Housing Units	81.4%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

September 10, 2018

ESRI REPORTS

Community Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

		Parke County,...
Top 3 Tapestry Segments		
	1.	Salt of the Earth (6B)
	2.	Small Town Simplicity
	3.	Rooted Rural (10B)
2018 Consumer Spending		
Apparel & Services: Total $		$9,632,477
Average Spent		$1,532.61
Spending Potential Index		70
Education: Total $		$5,667,294
Average Spent		$901.72
Spending Potential Index		62
Entertainment/Recreation: Total $		$15,993,717
Average Spent		$2,544.74
Spending Potential Index		79
Food at Home: Total $		$25,243,335
Average Spent		$4,016.44
Spending Potential Index		80
Food Away from Home: Total $		$15,937,180
Average Spent		$2,535.75
Spending Potential Index		72
Health Care: Total $		$30,725,295
Average Spent		$4,888.67
Spending Potential Index		85
HH Furnishings & Equipment: Total $		$9,782,701
Average Spent		$1,556.52
Spending Potential Index		75
Personal Care Products & Services: Total $		$3,733,184
Average Spent		$593.98
Spending Potential Index		72
Shelter: Total $		$71,193,290
Average Spent		$11,327.49
Spending Potential Index		67
Support Payments/Cash Contributions/Gifts in Kind: Total $		$11,700,360
Average Spent		$1,861.63
Spending Potential Index		75
Travel: Total $		$9,112,994
Average Spent		$1,449.96
Spending Potential Index		67
Vehicle Maintenance & Repairs: Total $		$5,313,863
Average Spent		$845.48
Spending Potential Index		79

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.
Source: Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography.

September 10, 2018

BUSINESS SUMMARY (COUNTY-WIDE)

Retail MarketPlace Profile

Parke County, IN   Prepared by Esri
Parke County, IN (18121)
Geography: County

Summary Demographics

2018 Population	17,209
2018 Households	6,285
2018 Median Disposable Income	$38,948
2018 Per Capita Income	$24,229

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$192,677,045	$98,577,148	$94,099,897	32.3	100
Total Retail Trade	44-45	$176,055,901	$92,755,408	$83,300,493	31.0	80
Total Food & Drink	722	$16,621,144	$5,821,740	$10,799,404	48.1	20

2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$40,884,221	$14,282,497	$26,601,724	48.2	14
Automobile Dealers	4411	$32,074,568	$9,763,545	$22,311,023	53.3	6
Other Motor Vehicle Dealers	4412	$5,088,747	$3,087,150	$2,001,597	24.5	3
Auto Parts, Accessories & Tire Stores	4413	$3,720,906	$1,431,802	$2,289,104	44.4	5
Furniture & Home Furnishings Stores	442	$4,531,284	$855,670	$3,675,614	68.2	2
Furniture Stores	4421	$2,912,990	$0	$2,912,990	100.0	0
Home Furnishings Stores	4422	$1,618,294	$855,670	$762,624	30.8	2
Electronics & Appliance Stores	443	$4,649,997	$3,345,421	$1,304,576	16.3	3
Bldg Materials, Garden Equip. & Supply Stores	444	$13,455,703	$3,183,107	$10,272,596	61.7	6
Bldg Material & Supplies Dealers	4441	$12,392,300	$928,278	$11,464,022	86.1	2
Lawn & Garden Equip & Supply Stores	4442	$1,063,403	$2,254,829	-$1,191,426	-35.9	4
Food & Beverage Stores	445	$29,893,550	$12,980,330	$16,913,220	39.4	7
Grocery Stores	4451	$26,294,521	$12,316,209	$13,978,312	36.2	5
Specialty Food Stores	4452	$1,381,617	$336,235	$1,045,382	60.9	1
Beer, Wine & Liquor Stores	4453	$2,217,412	$327,886	$1,889,526	74.2	1
Health & Personal Care Stores	446,4461	$11,592,702	$8,236,418	$3,356,284	16.9	3
Gasoline Stations	447,4471	$20,946,900	$37,775,434	-$16,828,534	-28.7	12
Clothing & Clothing Accessories Stores	448	$6,077,914	$1,265,651	$4,812,263	65.5	4
Clothing Stores	4481	$3,735,655	$1,068,417	$2,667,238	55.5	3
Shoe Stores	4482	$1,231,033	$197,234	$1,033,799	72.4	1
Jewelry, Luggage & Leather Goods Stores	4483	$1,111,226	$0	$1,111,226	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	$3,614,111	$839,098	$2,775,013	62.3	7
Sporting Goods/Hobby/Musical Instr Stores	4511	$2,999,211	$839,098	$2,160,113	56.3	7
Book, Periodical & Music Stores	4512	$614,900	$0	$614,900	100.0	0
General Merchandise Stores	452	$28,273,395	$8,353,958	$19,919,437	54.4	11
Department Stores Excluding Leased Depts.	4521	$20,932,220	$2,445,155	$18,487,065	79.1	1
Other General Merchandise Stores	4529	$7,341,175	$5,908,803	$1,432,372	10.8	10
Miscellaneous Store Retailers	453	$8,315,172	$1,586,339	$6,728,833	68.0	10
Florists	4531	$370,047	$109,749	$260,298	54.3	1
Office Supplies, Stationery & Gift Stores	4532	$1,326,929	$137,980	$1,188,949	81.2	2
Used Merchandise Stores	4533	$935,837	$518,252	$417,585	28.7	3
Other Miscellaneous Store Retailers	4539	$5,682,359	$820,358	$4,862,001	74.8	4
Nonstore Retailers	454	$3,820,952	$51,485	$3,769,467	97.3	1
Electronic Shopping & Mail-Order Houses	4541	$2,786,035	$0	$2,786,035	100.0	0
Vending Machine Operators	4542	$190,240	$51,485	$138,755	57.4	1
Direct Selling Establishments	4543	$844,677	$0	$844,677	100.0	0
Food Services & Drinking Places	722	$16,621,144	$5,821,740	$10,799,404	48.1	20
Special Food Services	7223	$452,506	$0	$452,506	100.0	0
Drinking Places - Alcoholic Beverages	7224	$554,091	$269,023	$285,068	34.6	3
Restaurants/Other Eating Places	7225	$15,614,547	$5,552,717	$10,061,830	47.5	17

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

September 19, 2018
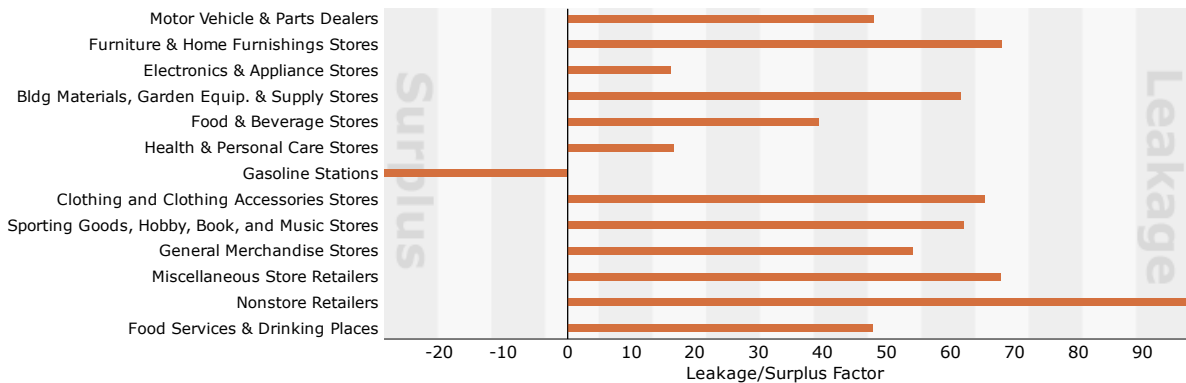
BUSINESS SUMMARY (COUNTY-WIDE)

esri

Retail MarketPlace Profile

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

2017 Leakage/Surplus Factor by Industry Subsector

Categories (top to bottom):
- Motor Vehicle & Parts Dealers
- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Bldg Materials, Garden Equip. & Supply Stores
- Food & Beverage Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing and Clothing Accessories Stores
- Sporting Goods, Hobby, Book, and Music Stores
- General Merchandise Stores
- Miscellaneous Store Retailers
- Nonstore Retailers
- Food Services & Drinking Places

X-axis: Leakage/Surplus Factor (-20 to 90+), Surplus / Leakage

2017 Leakage/Surplus Factor by Industry Group

Categories (top to bottom):
- Automobile Dealers
- Other Motor Vehicle Dealers
- Auto Parts, Accessories, and Tire Stores
- Furniture Stores
- Home Furnishings Stores
- Electronics & Appliance Stores
- Building Material and Supplies Dealers
- Lawn and Garden Equipment and Supplies Stores
- Grocery Stores
- Specialty Food Stores
- Beer, Wine, and Liquor Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing Stores
- Shoe Stores
- Jewelry, Luggage, and Leather Goods Stores
- Book, Periodical, and Music Stores
- Department Stores (Excluding Leased Depts.)
- Other General Merchandise Stores
- Florists
- Office Supplies, Stationery, and Gift Stores
- Used Merchandise Stores
- Other Miscellaneous Store Retailers
- Electronic Shopping and Mail-Order Houses
- Vending Machine Operators
- Direct Selling Establishments
- Special Food Services
- Drinking Places (Alcoholic Beverages)
- Restaurants/Other Eating Places

X-axis: Leakage/Surplus Factor (-20 to 100), Surplus / Leakage

September 19, 2018

Retail MarketPlace Profile

Rockville Town, IN
Rockville Town, IN (1865520)
Geography: Place

Prepared by Esri

Summary Demographics

2018 Population	2,555
2018 Households	1,192
2018 Median Disposable Income	$30,661
2018 Per Capita Income	$24,260

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$31,877,916	$44,776,778	-$12,898,862	-16.8	40
Total Retail Trade	44-45	$29,065,675	$40,693,357	-$11,627,682	-16.7	30
Total Food & Drink	722	$2,812,241	$4,083,421	-$1,271,180	-18.4	10

2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$6,643,491	$4,266,325	$2,377,166	21.8	5
Automobile Dealers	4411	$5,224,685	$3,281,864	$1,942,821	22.8	2
Other Motor Vehicle Dealers	4412	$798,479	$0	$798,479	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$620,327	$984,461	-$364,134	-22.7	3
Furniture & Home Furnishings Stores	442	$766,019	$0	$766,019	100.0	0
Furniture Stores	4421	$505,615	$0	$505,615	100.0	0
Home Furnishings Stores	4422	$260,404	$0	$260,404	100.0	0
Electronics & Appliance Stores	443	$795,169	$1,311,790	-$516,621	-24.5	1
Bldg Materials, Garden Equip. & Supply Stores	444	$2,047,059	$656,696	$1,390,363	51.4	1
Bldg Material & Supplies Dealers	4441	$1,893,467	$656,696	$1,236,771	48.5	1
Lawn & Garden Equip & Supply Stores	4442	$153,592	$0	$153,592	100.0	0
Food & Beverage Stores	445	$5,024,132	$10,788,998	-$5,764,866	-36.5	3
Grocery Stores	4451	$4,416,059	$10,480,400	-$6,064,341	-40.7	2
Specialty Food Stores	4452	$232,951	$0	$232,951	100.0	0
Beer, Wine & Liquor Stores	4453	$375,122	$308,598	$66,524	9.7	1
Health & Personal Care Stores	446,4461	$1,911,814	$7,751,923	-$5,840,109	-60.4	3
Gasoline Stations	447,4471	$3,522,658	$12,075,099	-$8,552,441	-54.8	4
Clothing & Clothing Accessories Stores	448	$1,040,764	$278,280	$762,484	57.8	1
Clothing Stores	4481	$638,663	$278,280	$360,383	39.3	1
Shoe Stores	4482	$211,549	$0	$211,549	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$190,552	$0	$190,552	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	$596,144	$270,923	$325,221	37.5	3
Sporting Goods/Hobby/Musical Instr Stores	4511	$488,976	$270,923	$218,053	28.7	3
Book, Periodical & Music Stores	4512	$107,168	$0	$107,168	100.0	0
General Merchandise Stores	452	$4,733,248	$2,487,866	$2,245,382	31.1	4
Department Stores Excluding Leased Depts.	4521	$3,509,404	$0	$3,509,404	100.0	0
Other General Merchandise Stores	4529	$1,223,844	$2,487,866	-$1,264,022	-34.1	4
Miscellaneous Store Retailers	453	$1,363,241	$805,457	$557,784	25.7	5
Florists	4531	$56,434	$92,864	-$36,430	-24.4	1
Office Supplies, Stationery & Gift Stores	4532	$222,408	$68,990	$153,418	52.6	1
Used Merchandise Stores	4533	$160,596	$461,301	-$300,705	-48.4	2
Other Miscellaneous Store Retailers	4539	$923,803	$182,302	$741,501	67.0	1
Nonstore Retailers	454	$621,936	$0	$621,936	100.0	0
Electronic Shopping & Mail-Order Houses	4541	$463,368	$0	$463,368	100.0	0
Vending Machine Operators	4542	$32,214	$0	$32,214	100.0	0
Direct Selling Establishments	4543	$126,354	$0	$126,354	100.0	0
Food Services & Drinking Places	722	$2,812,241	$4,083,421	-$1,271,180	-18.4	10
Special Food Services	7223	$71,737	$0	$71,737	100.0	0
Drinking Places - Alcoholic Beverages	7224	$94,405	$0	$94,405	100.0	0
Restaurants/Other Eating Places	7225	$2,646,099	$4,083,421	-$1,437,322	-21.4	10

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

April 16, 2019

BUSINESS SUMMARY (ROCKVILLE)

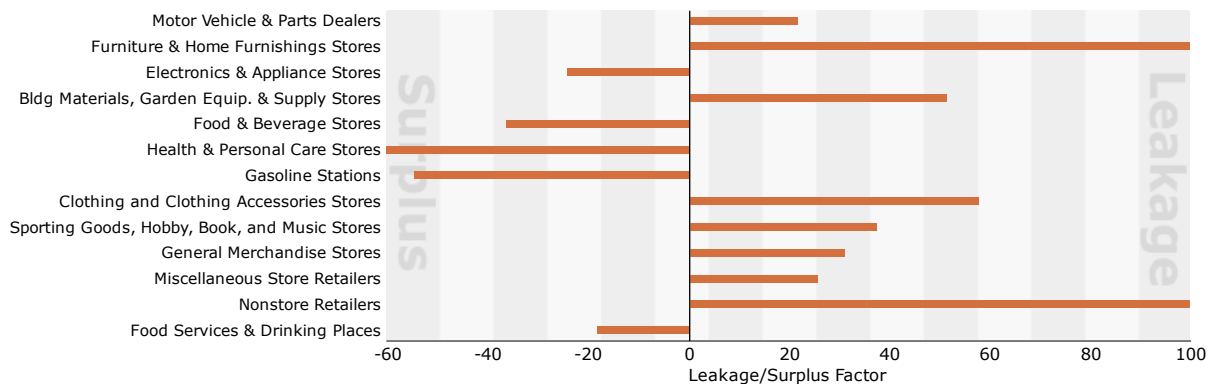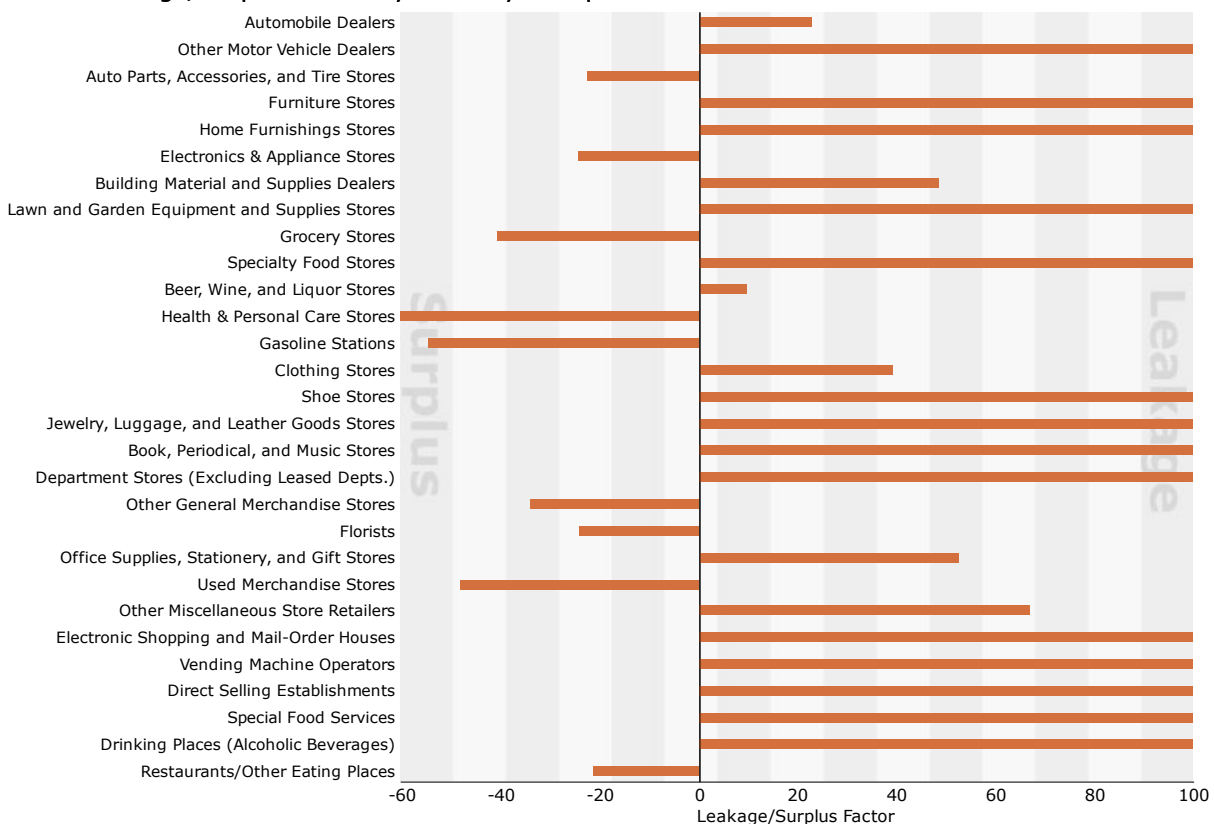esri

Retail MarketPlace Profile

Rockville Town, IN
Rockville Town, IN (1865520)
Geography: Place

Prepared by Esri

2017 Leakage/Surplus Factor by Industry Subsector

2017 Leakage/Surplus Factor by Industry Group

April 16, 2019

BUSINESS SUMMARY (ESRI)

Business Summary

Parke County, IN
Parke County, IN (18121)
Geography: County

Prepared by Esri

Data for all businesses in area	Parke County,...
Total Businesses:	511
Total Employees:	4,786
Total Residential Population:	17,209
Employee/Residential Population Ratio (per 100 Residents)	28

by SIC Codes	Businesses Number	Percent	Employees Number	Percent
Agriculture & Mining	20	3.9%	68	1.4%
Construction	31	6.1%	173	3.6%
Manufacturing	11	2.2%	665	13.9%
Transportation	22	4.3%	163	3.4%
Communication	3	0.6%	15	0.3%
Utility	6	1.2%	58	1.2%
Wholesale Trade	22	4.3%	711	14.9%
Retail Trade Summary	103	20.2%	689	14.4%
Home Improvement	6	1.2%	45	0.9%
General Merchandise Stores	11	2.2%	72	1.5%
Food Stores	11	2.2%	128	2.7%
Auto Dealers, Gas Stations, Auto Aftermarket	25	4.9%	139	2.9%
Apparel & Accessory Stores	3	0.6%	8	0.2%
Furniture & Home Furnishings	3	0.6%	24	0.5%
Eating & Drinking Places	22	4.3%	193	4.0%
Miscellaneous Retail	22	4.3%	80	1.7%
Finance, Insurance, Real Estate Summary	42	8.2%	154	3.2%
Banks, Savings & Lending Institutions	7	1.4%	45	0.9%
Securities Brokers	6	1.2%	24	0.5%
Insurance Carriers & Agents	7	1.4%	29	0.6%
Real Estate, Holding, Other Investment Offices	22	4.3%	56	1.2%
Services Summary	173	33.9%	1,314	27.5%
Hotels & Lodging	18	3.5%	128	2.7%
Automotive Services	10	2.0%	23	0.5%
Motion Pictures & Amusements	14	2.7%	177	3.7%
Health Services	16	3.1%	147	3.1%
Legal Services	2	0.4%	11	0.2%
Education Institutions & Libraries	18	3.5%	498	10.4%
Other Services	95	18.6%	330	6.9%
Government	69	13.5%	767	16.0%
Unclassified Establishments	9	1.8%	9	0.2%
Totals	511	100.0%	4,786	100.0%

BUSINESS SUMMARY (ESRI)

Business Summary

Parke County, IN
Parke County, IN (18121)
Geography: County

by NAICS Codes	Businesses Number	Businesses Percent	Employees Number	Employees Percent
Agriculture, Forestry, Fishing & Hunting	17	3.3%	44	0.9%
Mining	0	0.0%	0	0.0%
Utilities	5	1.0%	50	1.0%
Construction	31	6.1%	173	3.6%
Manufacturing	9	1.8%	649	13.6%
Wholesale Trade	22	4.3%	711	14.9%
Retail Trade	81	15.9%	496	10.4%
Motor Vehicle & Parts Dealers	16	3.1%	86	1.8%
Furniture & Home Furnishings Stores	1	0.2%	2	0.0%
Electronics & Appliance Stores	2	0.4%	22	0.5%
Bldg Material & Garden Equipment & Supplies Dealers	6	1.2%	45	0.9%
Food & Beverage Stores	12	2.3%	130	2.7%
Health & Personal Care Stores	3	0.6%	39	0.8%
Gasoline Stations	9	1.8%	53	1.1%
Clothing & Clothing Accessories Stores	3	0.6%	8	0.2%
Sport Goods, Hobby, Book, & Music Stores	6	1.2%	9	0.2%
General Merchandise Stores	11	2.2%	72	1.5%
Miscellaneous Store Retailers	11	2.2%	25	0.5%
Nonstore Retailers	1	0.2%	5	0.1%
Transportation & Warehousing	18	3.5%	117	2.4%
Information	9	1.8%	41	0.9%
Finance & Insurance	20	3.9%	98	2.0%
Central Bank/Credit Intermediation & Related Activities	7	1.4%	45	0.9%
Securities, Commodity Contracts & Other Financial	6	1.2%	24	0.5%
Insurance Carriers & Related Activities; Funds, Trusts &	7	1.4%	29	0.6%
Real Estate, Rental & Leasing	21	4.1%	73	1.5%
Professional, Scientific & Tech Services	20	3.9%	127	2.7%
Legal Services	4	0.8%	18	0.4%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	12	2.3%	31	0.6%
Educational Services	17	3.3%	490	10.2%
Health Care & Social Assistance	23	4.5%	216	4.5%
Arts, Entertainment & Recreation	15	2.9%	169	3.5%
Accommodation & Food Services	40	7.8%	321	6.7%
Accommodation	18	3.5%	128	2.7%
Food Services & Drinking Places	22	4.3%	193	4.0%
Other Services (except Public Administration)	73	14.3%	204	4.3%
Automotive Repair & Maintenance	6	1.2%	15	0.3%
Public Administration	69	13.5%	767	16.0%
Unclassified Establishments	9	1.8%	9	0.2%
Total	511	100.0%	4,786	100.0%

RESOURCES & CASE STUDIES: TOURISM

Title	Link	Description
Building an Effective Tourism Marketing Strategy	https://uhurunetwork.com/tourism-marketing-strategy/	Marketing techniques to build upon tourism industry.
Recreation, Tourism and Rural Well-Being	https://www.ers.usda.gov/webdocs/publications/46126/15112_err7_1_.pdf?v=0	Research providing data to show the economic impacts of tourism development.
Destination Promotion: an Engine of Economic Development	https://mktg.destinationsinternational.org/acton/attachment/9856/f-0732/1/-/-/-/-/Dest_Intl_2014_Destination_Promotion_An_Engine_of_Economic_Development_-_Full_Report.pdf	Research providing data to show the economic impacts of tourism development.
Maryland Tourism Development Annual Report	http://industry.visitmaryland.org/wp-content/uploads/2017/11/18MD_FY18_AnnualReport_HR.pdf	Case study on how to measure economic impacts of tourism.
Benchmark Study of the Impact of Visitor Spending on the Vermont Economy	https://www.uvm.edu/~snrvtdc/publications/vermont-tourism-benchmark-study-2013.pdf	Case study on how to measure economic impacts of tourism.
Undertaking Visitor Surveys	https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/3_v_surveys.pdf	How to create and distribute surveys to measure and understand trends in tourism.
Visit Humboldt Interactive Itinerary	https://www.visithumboldt.com/	An example of how to use digital platforms to promote tourists destinations across the county.
Visit Kosciusko County	https://visitkosciuskocounty.org/	An example of how to use digital platforms to promote tourists destinations across the county.
3 Tips to Rank Higher on Yelp	https://fredericgonzalo.com/en/2014/01/26/3-tips-to-rank-higher-on-tripadvisor/	Marketing techniques via social media platforms
4 Instagram Stories for Tourism Brands	https://www.trekksoft.com/en/blog/best-tourism-boards-on-instagram	Marketing techniques via social media platforms

RESOURCES & CASE STUDIES: AGRI-TOURISM & QUALITY OF PLACE

Title	Link	Description
Local Foods, Local Places	https://www.epa.gov/smartgrowth/local-foods-local-places	EPA Smart Growth Strategies providing funding resources, case studies and a tool-kit to promote local food development.
Considerations for Agri-tourism Development	https://www.ers.usda.gov/webdocs/publications/46126/15112_err7_1_.pdf?v=0	Criteria that can promote agri-tourism development.
Public Markets as a Vehicle for Social Integration and Upward Mobility	https://s3.amazonaws.com/aws-website-ppsimages-na05y/pdf/Ford_Report_2002-3.pdf	How to leverage public markets for local economic vitality.
Indiana Grown	http://www.indianagrown.org/	State-wide resource to promote locally produced goods through marketing and branding support.
Visit Indiana- Agritourism	https://visitindiana.com/agritourism	State-wide programs and support for local agri-tourism efforts.
Placemaking Indiana	https://www.in.gov/myihcda/placemakingindiana.htm	Funding and other resources for placemaking projects provided by IHCDA
Project for Public Spaces: Rural Communities	https://www.pps.org/category/rural-communities	Resources on how to engage in placemaking for rural communities.

RESOURCES & CASE STUDIES: RURAL ECONOMIC DEVELOPMENT

Title	Link	Description
Smart Growth in Small Towns and Rural Communities	https://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities	EPA Smart Growth Strategies providing funding resources, case studies and a tool-kit to promote rural development.
Vibrant Rural Communities	https://www.nado.org/vibrant-rural-communities-case-study-series/Attachment/9856/f-0732/1/-/-/-/-/Dest_Intl_2014_Destination_Promotion_An_Engine_of_Economic_Development_-_Full_Report.pdf	https://www.nado.org/vibrant-rural-communities-case-study-series/
Central Business District-Downtown Development	http://mrsc.org/Home/Explore-Topics/Economic-Development/Special-Topics/Central-Business-District-Downtown-Development.aspx	Resources and Strategies on how to promote downtown redevelopment
Cool Economic Development Tools	http://mrsc.org/getmedia/D59ADF11-D2A8-4D30-90FC-C03C8F3C121B/CoolNow.aspx	Tools to support development of downtowns and mainstreets.
Central Business District Master Plan: Stanley, North Carolina	https://townofstanley.org/wp-content/uploads/2018/02/Stanley-Final-Master-Plan-Jan-2018-1.pdf	Example of a CBD Masterplan.
Central Business District Master Plan: Village of Waunake, Wisconsin	http://www.vil.waunakee.wi.us/DocumentCenter/View/615/Central-Business-District-Plan?bidId=	Example of a CBD Masterplan.
Central Business District Goals	https://www.planning.org/pas/reports/report125.htm	An planning of establishing successful central business districts.
Making Rural Communities Desirable Places to Live	https://www.cfra.org/renewrural/s/desirable-communities	Strategies on how to revitalize rural communities.