



Accelerate Indy 2030

One region. One vision.

March 2026

A Vision for the Indy Region

The Indy region is the beating heart of Indiana’s economy and a leader in the Midwest — an engine gaining speed. While parts of the Midwest face stagnation, Indy’s skyline, livability rankings, and global sports moments all signal forward motion and ambition.

Still, the nation’s top metros are moving even faster. To compete, Indy must accelerate — strengthening economic growth, expanding talent pathways, and amplifying the story of our momentum.

In economic development, that means attracting high-growth industries, supporting small and mid-sized businesses, and advancing place-based initiatives that spark investment and collaboration. Acting as one region, we must channel growth toward sectors that boost productivity and increase average wages to match national leaders.

Talent will define our success. Employers and educators must work together to expand work-based learning models and career pathways that connect Hoosier students to in-demand jobs. The expansion of universities downtown signals a bright future for learning and innovation, but we must also retain more graduates and attract new residents from around the world who see Indy as a place to build their lives and careers. Positive net migration will tell the story. People are choosing Indy, not just to visit or study, but to stay and contribute.

As Indy steps further onto the national stage, we must tell our story with pride. Our creativity shines through our arts, culture, sports, and neighborhoods — the ingredients of a world-class region are here. By elevating the stories, faces, and moments that define us, and by tracking how others see our region, we can build pride at home and reputation nationwide.

This is our moment to accelerate growth in the Indy region and unite behind a shared vision for what’s next. Through Accelerate Indy 2030, we’re aligning an organization and region behind one collective strategy — connecting Indy Chamber’s mission with the broader ambitions of our members, investors, partners, and residents. The plan serves as both the Chamber’s organizational roadmap and the region’s economic vision, linking leadership, investment, and action to move Indy forward as one community.



About Us

Since our founding in 1890, Indy Chamber has united civic and business leaders to grow Indy’s economy for all — weaving together access, opportunity, and ambition. Those early efforts built the foundation for more than a century of partnership and progress — a legacy that continues today. From the Indianapolis Commercial Club of 1890 to the Indianapolis Chamber of Commerce in 1912, and later the merger of Indy Partnership and Business Ownership Initiative in 2012, our mission has expanded from a downtown focus to a regional one that brings business, civic, and community leadership together across a growing Indy region.

A Legacy of Leadership

Through every era, Indy Chamber has powered the momentum behind the region’s growth.



1890s–1930s: Led efforts to modernize infrastructure, hosting the Street Paving Exposition and helping establish the Indianapolis Municipal Airport, which opened in 1931 and connected Indy to national and international commerce.

1940s: Linked local manufacturers to wartime production contracts, sustaining businesses and jobs through a defining era for American industry.

1960s: Advocated for construction of the interstate system, laying the groundwork for a connected regional economy.

1970s: Advanced Unigov, the governance transformation that unified Indianapolis and Marion County and positioned Indy as a regional hub for growth.

1990s–2010s: Championed modern infrastructure funding and supported investments in multimodal mobility — including the Cultural Trail and Bus Rapid Transit — reshaping how people and goods move across the city and region.

2020s: Mobilized PPP loans for small businesses during the global pandemic, supported creation of the Downtown Economic Enhancement District, and celebrated Indy’s first nonstop flight to Dublin — marking a new era of global connectivity and opportunity.



Across generations, Indy Chamber has been the convener for the region’s ambition — where collaboration, innovation, and civic vision turn ideas into impact. That same spirit drives our work today as we face the opportunities and challenges of a new era. Indy Chamber stands at the intersection of business growth, talent development, and regional storytelling — aligning leadership and investment to strengthen the economy and enhance quality of life across the region.

Our story is inseparable from Indy’s — past, present, and future. Wherever the region is headed, Indy Chamber will be there: connecting leaders and ideas, aligning vision with action, and building prosperity that reaches every part of our communities.

We **Love Indy**. We **Dream Big**. And we **Move Together** — accelerating prosperity for all.



How the Plan Was Developed

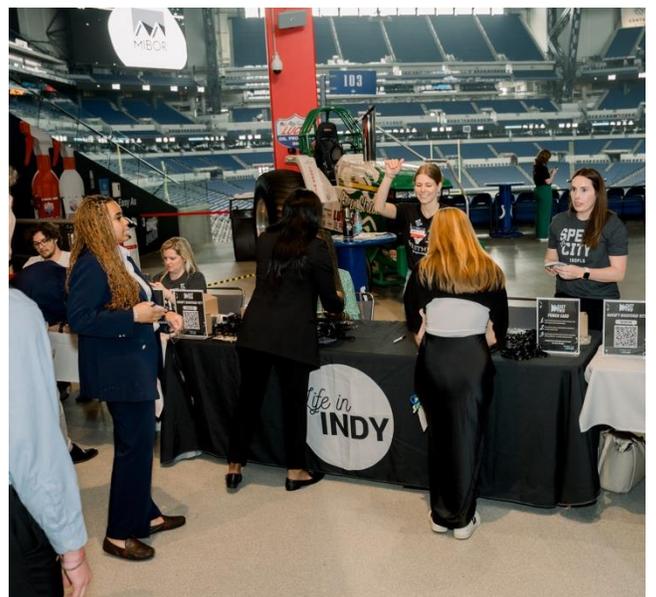
For more than a decade, Accelerate Indy has guided the region’s economic strategy, shaping how the Indy region competes, collaborates, and grows. In 2025, Indy Chamber set out to refresh and expand that work, aligning it not only as a regional plan but also as its organizational strategy. The goal: to clarify where Indy Chamber leads, where it partners, and how it mobilizes its people, members, and network around shared priorities for regional competitiveness.

To lead this effort, Indy Chamber partnered with Mapt Solutions, a local strategy firm, and Matt Tarleton, the original architect of *Accelerate Indy*, to co-design the next generation of the strategy: **Accelerate Indy 2030**. The process was broad and collaborative — spanning more than 100 interviews, focus groups, regional workshops, and surveys across the ten-county Indy region. Together, these conversations represented the perspectives of thousands of employees and millions of residents, including Indy Chamber staff, business and economic development leaders, mayors, civic organizations, education partners, foundations, and public officials.

Key Insights Shaping the Strategic Direction

This process surfaced five regional truths that shape *Accelerate Indy 2030*. Each highlights both an opportunity for the region and a role for Indy Chamber in moving it forward.

- **Competitiveness is at a crossroads:** The region’s growth has been steady, but peer metros are advancing faster through coordinated investment. To keep pace, Indy must sharpen priorities, strengthen execution, and measure success more effectively. Indy Chamber can sustain this focus by aligning data, strategy, and partnerships around shared regional goals.
- **Economic development leadership must evolve:** With new state leadership and shifting priorities, the region needs more proactive coordination in business attraction and investment. Indy Chamber can drive lead generation, regional promotion, and place-based growth strategies that build on the region’s business strengths.



- **Talent defines the future:** Employers across industries identified workforce availability as their top constraint. Closing gaps in career pathways, retention, and attraction is critical. Indy Chamber can connect employers, educators, and policymakers to expand homegrown talent and attract new residents to the region.
- **Regional alignment is the missing ingredient:** Stakeholders described a civic landscape rich in institutions but lacking cohesion. Competing effectively requires unified action among local economic development organizations, universities, employers, and civic leaders. Indy Chamber is positioned to convene these partners and reinforce a shared regional agenda that amplifies collective impact.
- **Identity and collaboration are catalysts for growth:** The region’s story is evolving, but its brand and reputation lag its reality. A clearer, more consistent narrative — paired with deeper collaboration across sectors — is essential to attracting talent and investment. Indy Chamber can help elevate our identity and create spaces where partnerships take root and scale.

Each conversation reinforced Indy Chamber’s role as *convener, connector, and catalyst*, leading where the business voice can drive progress and partnering where collaboration is essential.

Comparative benchmarking of peer metros — both large and emerging — revealed common success factors among regions that have accelerated growth. The research examined how these metros are structured, how they organize business and talent ecosystems, and the measurable results they’ve achieved, from job creation and income growth to national visibility and civic cohesion.

These insights informed the framework for **Accelerate Indy 2030**, clarifying where the Indy region must focus, adapt, and lead to compete at the next level. The result is a strategy that is ambitious and actionable, grounded in diverse input and data-driven analysis. *Accelerate Indy 2030* reflects what regional leaders aim to achieve together and where Indy Chamber can have the greatest impact, serving as a catalyst for unified leadership and shared prosperity.



Together, We Built What's Next

Accelerate Indy 2030 reflects the shared vision of more than 80 partner organizations shaping the region's progress. These partners span business, government, education, philanthropy, and the nonprofit sector across all 10 counties. Indy Chamber thanks them for their leadership, collaboration, and commitment to building a stronger and more connected region.



Strategic Imperatives

Accelerate Indy 2030 centers on three strategic imperatives that define how Indy Chamber will lead, partner, and invest to advance regional prosperity. These imperatives guide collective action, clarifying what the region must do to strengthen its economy, grow its talent base, and elevate its reputation as a nationally competitive place to live and work.



Fuel Regional Growth + Competitiveness

A strong regional economy depends on high-value industries that drive innovation, productivity, and higher wages. Indy Chamber and its partners will accelerate efforts to attract and expand these sectors, strengthen small and mid-sized businesses, and advance transformative projects that enhance competitiveness and livability across the region.



Connect Talent to Opportunity

Growth starts with people. To secure the region's future, Indy must retain more graduates, strengthen its workforce, and attract new residents ready to lead tomorrow's economy. Indy Chamber and its partners will connect education, employers, and opportunity — expanding apprenticeships, advancing career-aligned training, supporting graduate retention, and driving targeted attraction efforts that build a skilled and growing workforce.



Elevate Indy's Story

Perception drives progress. To attract talent and investment, Indy Chamber and its partners will unite regional voices behind a clear story of opportunity and livability. By amplifying local stories and strengthening civic pride, we'll position Indy as a vibrant, nationally recognized region to live, work, and grow.



Fuel Regional Growth + Competitiveness

Lead generation, business expansion, and catalytic growth.

The Opportunity

The Indy region is the state’s economic engine — and it’s moving — but must accelerate to lead the nation’s next wave of growth. Two decades ago, regionalism was an idea; today it’s a practice. The next step is execution: formalizing how the region works together to compete — and win — at a national scale.

Despite gains in GDP, jobs, and investment, too many of the region’s jobs remain concentrated in lower-wage, lower-productivity sectors. To lead globally, the Indy region must grow high-value, innovation-driven industries and invest in catalytic projects that elevate productivity, wages, and visibility while also strengthening support for the small and mid-sized businesses that form the fabric of our neighborhoods and communities.

Strategic Objective

Position Indy as the nation’s most competitive region for business attraction, expansion, and innovation — measured by increased private investment, higher-wage job creation, and rising average earnings.

Strategies and Key Actions

1 Attract high-value investments from targeted industries that generate high-wage jobs.

- **Lead coordinated outreach.** Conduct national marketing, domestic sales and international trade missions, and industry events that raise the Indy region’s profile, highlight its business advantages, and build long-term relationships with site selectors and corporate decision-makers.
- **Partner across the region.** Collaborate with local economic development organizations to manage a shared project pipeline — aligning lead generation, RFI responses, and site selection to ensure every community benefits from new investment.
- **Strengthen competitiveness.** Use market intelligence to identify high-growth sectors, improve site readiness through streamlined processes, and apply targeted incentives that make the region more attractive to employers.
- **Promote regional wins.** Celebrate new investments and business expansions through coordinated storytelling and advocacy that strengthen Indy’s reputation, attract future opportunities, and build investor confidence.



2

Strengthen and scale small and mid-sized businesses to drive innovation, expansion, and higher-wage growth.

- **Expand the Business Ownership Initiative.** Grow BOI as a regional accelerator by offering flexible capital and technical assistance to entrepreneurs and small businesses — especially minority- and women-owned, underleveraged, and high-potential enterprises ready to scale.
- **Strengthen Indy Chamber’s connector role.** Bring businesses together through roundtables, peer networks, and outreach that promote collaboration, shared learning, and problem-solving across industries.
- **Modernize business support.** Create a coordinated regional platform that combines marketing, health coverage, supplier matchmaking, and peer engagement — making it easier for businesses to find resources, reduce barriers, and grow faster.

3

Advance transformative, place-based investments to strengthen the region’s economy and livability.

- **Mobilize cross-sector coalitions.** Bring together public, private, and civic partners to advance catalytic regional initiatives — such as downtown reactivation, the Downtown West Innovation District, and emerging innovation hubs — through coordinated technical assistance, predevelopment support, and access to public funding.
- **Establish new investment tools.** Explore the creation of a Regional Growth Fund and other public-private financing models to support redevelopment, infrastructure, and large-scale economic transformation projects.
- **Coordinate infrastructure priorities.** Work with CIRDA, IEDC, CICP, and local governments to align investment in transportation, broadband, housing, power, and water systems that support business expansion and talent attraction.
- **Elevate success through storytelling and advocacy.** Use Indy Chamber’s communications and policy platforms to showcase regional wins, influence enabling legislation, and strengthen investor and public confidence in long-term growth.

Measuring Success

Primary Metric: *Average Earnings (Wages) - Increase Indy region average wages 25% by 2030.*

Why It Matters: Higher wages reflect a strengthened economy and how fully residents are employed in high value, high productivity jobs.

Supporting Indicators:

- Private capital investment generated through attraction, expansion, and redevelopment.
- Growth in high-wage jobs and productivity per worker.
- Expansion of small and mid-sized businesses engaging with Indy Chamber growth services.
- Visible progress on catalytic infrastructure and redevelopment projects.





Connect Talent to Opportunity

Homegrown Talent, Graduate Retention, and New Indy Residents.

The Opportunity

The Indy region's growth depends on people — their skills, ambitions, and decisions to build their futures here. Yet employers report persistent gaps in entry-level talent, even as many graduates leave for opportunities elsewhere. At the same time, too few coordinated efforts exist to attract new residents to the region.

To stay competitive, Indy must align business and education priorities, expand work-based learning pathways, retain more graduates, and attract new residents from across the country and world. Strengthening this full talent pipeline — from K–12 through career advancement — will ensure that more people not only start their careers in the Indy region but choose to stay and thrive here.

Strategic Objective

Grow and retain a skilled workforce by connecting education, employers, and opportunity— measured by increased graduate retention, positive net migration, and participation in high-demand career pathways.

Strategies and Key Actions

1

Expand homegrown talent pathways and credentials that prepare residents for high-demand careers.

- **Strengthen employer engagement.** Bring employers together with K–12, higher education, and training partners to ensure business input shapes workforce priorities and expands access to high-quality work-based learning.
- **Promote and scale apprenticeships.** Grow participation in the Indiana Career Apprenticeship Pathway by connecting more employers and students through fairs, outreach, and convenings that build awareness and long-term engagement.
- **Partner with higher education.** Work with colleges and universities to embed employer engagement in curriculum design and career services — creating stronger connections between education and employment.
- **Advance credential attainment.** Promote and track credentials of value that improve earnings and mobility in key industries, using outcome data to guide investment in programs aligned with employer demand.



2 Increase graduate retention to keep more talent in the Indy region.

- **Connect students to opportunity.** Partner with universities, employers, and civic organizations to link students and graduates with local career pathways through coordinated programs and job-matching efforts.
- **Expand Fast Forward initiatives.** Engage more students and early-career talent through events and campaigns that showcase Indy’s communities, career pathways, and opportunities for impact — positioning the region as the best place to launch and grow a career.
- **Engage employers in retention efforts.** Collaborate with employers and regional partners on outreach and marketing that highlight career advancement, affordability, and quality of life — strengthening graduates’ connection to place and long-term commitment to Indy.

3 Attract new residents to grow the region’s talent base and strengthen competitiveness.

- **Collaborate across partners.** Work with state and regional initiatives such as Life in Indy and MakeMyMove to share compelling stories about the region’s opportunity, affordability, and quality of life.
- **Run targeted recruitment campaigns.** Focus outreach on key domestic markets and industry hubs to attract professionals and families seeking vibrant, affordable communities with strong career potential.
- **Support employer attraction efforts.** Provide employers with relocation data, digital content, and quality-of-life materials that strengthen their ability to recruit and retain skilled workers.
- **Leverage advocacy and storytelling.** Use data and policy insights to shape incentives and narratives that attract both domestic and international talent and position Indy as an open, opportunity-driven region.

Measuring Success

Primary Metric: *Positive Net Migration - 100,000 new Indy region residents by 2030.*

Why It Matters: Indicates how well the region retains, attracts, and develops skilled talent to meet workforce demand.

Supporting Indicators:

- Increased participation in the Indiana Career Apprenticeship Pathway and other work-based learning programs.
- Higher retention of graduates from local higher education institutions.
- Growth in attraction of new residents from targeted domestic and international markets.
- Demonstrated earnings and career outcomes for residents earning credentials of value.





Elevate Indy's Story

Amplify local voices, strengthen regional identity, and tell a unified story of a region on the rise.

The Opportunity

The Indy region's progress is clear, but perception hasn't kept pace. The region's identity remains fragmented and often overshadowed by peers with stronger brands and greater national visibility. Many outside audiences still see Indy as affordable but unremarkable, and local pride has not fully caught up with the region's momentum.

To compete for people, investment, and attention, the region must close the gap between performance and perception. That means uniting around a shared narrative, amplifying local voices, and elevating stories that reflect Indy's creativity and spirit of collaboration.

Strategic Objective

Unify and amplify the Indy region's story to build civic pride, attract talent and investment, and position it as a nationally recognized place to live, work, and lead.

Strategies and Key Actions

1 Amplify stories that reflect Indy's creativity and momentum.

- **Activate regional storytellers.** Expand and support a network of partners and Indyfluencers who share Indy's story through digital media, national platforms, and community events.
- **Equip partners to tell the story.** Provide tools, data, and creative assets, along with workshops that build skills and ensure a consistent regional message.
- **Spotlight local success.** Highlight creators, small businesses, cultural leaders, and neighborhoods that represent Indy's collaborative spirit and progress.



2 Strengthen regional identity and shared pride.

- **Coordinate a unified brand narrative.** Bring public, private, and civic partners together around one story that highlights a region strengthened by its diverse communities.
- **Lead targeted campaigns.** Run marketing and media initiatives that showcase Indy’s innovation, livability, and opportunity — increasing visibility in key national markets.
- **Align regional storytelling.** Partner with efforts like Life in Indy and Fast Forward to connect employer, talent, and resident messaging around shared brand themes, including “Pride in Place” celebrations that lift up community wins and cultural assets.

3 Launch and sustain a regional storytelling collaborative.

- **Establish a cross-sector network.** Bring together public, private, and civic partners to align strategy, share resources, and coordinate storytelling across organizations, industries, and communities.
- **Develop shared platforms and tools.** Create common storytelling templates, toolkits, and a central content library that partners can adapt and use in their communications.
- **Coordinate resources and investment.** Align funding and support among public, private, and philanthropic partners to expand regional marketing and brand efforts.

Measuring Success

Primary Metric: *Perception Score - #1 preferred Midwest destination for talent by 2030.*

Why It Matters: Measures how internal and external audiences perceive Indy’s competitiveness, livability, and momentum.

Supporting Indicators:

- Stronger alignment and consistency across regional brand and storytelling efforts.
- Increased national earned-media visibility for the Indy region.
- Expanded network of local and employer ambassadors sharing authentic stories.
- Growth in civic pride and positive local sentiment among residents and employers.



Cross-Cutting Enablers

What makes this work possible.

Accelerate Indy 2030 succeeds through execution — driven by Indy Chamber’s leadership, partnerships, and operational strength. These enablers support every goal by aligning advocacy, collaboration, investment, and insight. Together, they ensure Indy Chamber acts with focus, agility, and measurable impact for the region.

1. Advocacy and Policy Leadership

Advance a business-focused policy agenda that supports growth, talent, and quality of place. Through advocacy at the local, state, and federal levels, Indy Chamber will champion policies and investments that help employers succeed and strengthen the region’s competitiveness.

2. Convening and Collaboration

Mobilize the region’s civic, business, philanthropic, and public partners around shared priorities. Indy Chamber will act as a connector and catalyst — aligning initiatives, coordinating resources, and amplifying partners’ work to achieve greater collective impact.

3. Organizational Excellence and Data-Driven Accountability

Operate with focus, transparency, and discipline guided by data and insight. Indy Chamber will align people, investments, and partnerships toward the highest-impact efforts, using data to inform decisions, measure outcomes, and ensure accountability across all strategy areas.



Defining Success

How the Indy region will win.

Accelerate Indy 2030 establishes a focused set of regional measures — shared indicators that show how the Indy region competes, grows, and prospers. These metrics go beyond tracking progress; they define the outcomes that matter most for long-term competitiveness.

To stand alongside the nation’s leading regions, we must measure what truly drives prosperity: growth in average wages, private investment, talent retention and attraction, and civic pride in our story. Together, these indicators reflect a stronger economy, a deeper talent base, and a region recognized for innovation and opportunity.

Indy Chamber will align its own performance metrics to these outcomes, creating a unified scorecard that tracks progress and momentum. This shared framework provides a clear view of where the region is leading — and where collective focus and investment can accelerate growth by 2030.

Regional Progress Dashboard

Goal	Measure	Why It Matters	2030 Target
Fuel Regional Growth + Competitiveness	Average Earnings (Wages)	Higher wages reflect a strengthened economy and how fully residents are employed in high value, high productivity jobs.	Increase average hourly earnings (AHE) 25% by 2030, halving the gap between Indiana and US average wages.
Connect Talent to Opportunity	Positive Net Migration	Indicates the region’s success in attracting and retaining skilled workers, reflecting strong career opportunities, vibrant communities, and sustained population growth.	Achieve a net gain of 100,000 new residents in the Indy Combined Statistical Area (CSA) by 2030 — representing a 3.5% annual increase in migration.
Elevate Indy’s Story	Perception Score	Measures how residents and external audiences view Indy’s competitiveness, livability, and momentum — key drivers of talent, investment, and pride in place.	#1 preferred Midwest destination for talent, gaining on aspirant peers. Measured by annual survey of >1k respondents.



*Motion with meaning.
Noise and signal.*

*Victory's torchlight glimmers.
Heart of a sprinter,
Lungs of a swimmer.
We breathe in possibility.*

*Some say speed is constant motion.
Each hour spent, none gone to waste.
Others say it's aim.
A breath to sharpen the pace.*

*A thousand small revolutions
before breakfast.
A hundred hands on the wheel.
Feel.
That still in the air?*

It's like this place believes in you.

Love Indy. Dream Big. Move Together.