Introduction

Indiana is not homogeneous and different parts of the state have different strengths and opportunities. Recognizing this, the Indiana Department of Commerce (IDOC) announced a regional approach to the delivery of economic development services late in 2002, following a study by Market Street Services on the best practices for economic development in today's changing economy. The twelve multi-county regional offices were established in 2003 to place representatives from the Indiana Department of Commerce closer to their constituents and to begin to build the regional partnerships that are needed to grow the local economy and strengthen the state. In the first year, there was already evidence that this approach increased the awareness of and utilization of state programs by local businesses, while providing state officials with a clearer understanding of the needs of each region.

Advisory Councils were formed in each region to serve as steering committees for planning and to provide feedback and recommend suggestions to the Regional staff. To ensure coordination in their planning efforts statewide, the Indiana Department of Commerce engaged the Indiana Economic Development Council (IEDC) to direct and manage a regional planning process in conjunction with efforts also underway to update the Statewide Plan for Economic Development. This partnership will result in plans that are inter-related at the state and regional levels and help to ensure that the tools and engagement necessary for implementation are in place.

Indiana is standing at a critical juncture in its history with choices that can guarantee Hoosiers a strong economy and a good quality of life. In the state and regional plans, known collectively as A New Path to Progress, decision makers at all levels will find the policy recommendations that lead to that better future. The Indiana Economic Development Council is proud to be a partner in this effort, along with our team member the Ball State University Center for Economic and Community Development. We want to express our gratitude to the many individuals in Region 6 who have contributed so extensively to this planning process and to the many other economic development efforts across the region that were examined to insure that the Commerce Region 6 staff is positioned to provide the most needed services and leadership to the businesses and residents of this region.

In 2005, the IDOC elected to reduce the number of regions from twelve to five. We believe that the work presented in these regional reports will be more critical than ever in assisting the Commerce staff and policy makers in these larger regions as they seek to strengthen their local economy.
Greetings!

The Department of Commerce Region 6 office has worked in partnership with the Indiana Economic Development Council and the Ball State University Center for Economic and Community Development to create this regional economic development plan.

Through the efforts of an expanded Regional Advisory Council, representing Clay, Fountain, Montgomery, Parke, Putnam, Sullivan, Vermillion and Vigo counties, we were able to solicit the input of a diverse group of key stakeholders. Representatives from economic development, higher education, state and local government, existing industry, the technology sector and workforce development were included in the process.

Through a series of advisory council meetings, interviews with local leaders, focus groups, public surveys and web-based input, we were able to collect data from key stakeholders throughout our region. Specific economic drivers, affecting both the state and region were identified and used as a frame of reference for the regional analysis.

A significant goal of the plan is to facilitate cooperation among the various sectors of our economy to promote mutual problem solving and cohesion. By collectively identifying regional strengths and addressing weaknesses, the Advisory Council will be positioned to move forward with a regional approach to development.

The Region 6 office will facilitate the execution of the plan and continue to ensure local stakeholders have the most recent information pertaining to state government, in addition to promoting the regional cooperation needed to improve our regional economy.

As the Department of Commerce transitions into the newly formed Indiana Economic Development Corporation, this plan can provide a regional roadmap to guide the new organization toward a vision for this region.

I am encouraged by the quality of input and the willingness of our advisory council to move this plan forward and look forward to the realization of these common goals.

Sincerely,

Christopher M. Pfaff
Director, Region 6, 2004

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Indiana Department of Commerce
Region 6
Economic Development Strategy

Executive Summary

The Indiana Economic Development Council (IEDC) and the Indiana Department of Commerce (IDOC) have been working in partnership to create a new state economic development strategy and an individual strategy for each IDOC region. In each region the IDOC Regional Advisory Council (RAC) served as the process Steering Committee. The Region 6 Advisory Council has 20 members representing small and large businesses, government, education, economic development, utilities, social services, regional planning and finance. The process was conducted, and the plan written within the framework of seven economic drivers.

- Globalization
- Thinking Regionally
- Business Innovation
- Workforce/Education
- Smart Government
- Infrastructure
- Quality of Life

The Region 6 Council held three planning sessions during which the members reviewed regional economic and demographic information provided by Purdue University and the Indiana University Business Research Center and participated in a regional strengths, weaknesses, opportunities and threats analysis. In addition to the work of the Advisory Board, in-depth input was gathered through surveys, focus groups, individual interviews and a public meeting. Guided by the information gathered, the Region 6 Advisory Council developed a vision for the future that reflects the values of the region's citizens and a set of seven goals that provide the framework within which the vision would be achieved.

1. Build a support system that will enable businesses in the region to increase their competitiveness in the global economy.
2. Build a commitment to, and participation in a regional approach to economic development.
3. Spur a regional movement to embrace and reward innovation in existing businesses and new business creation.
4. Create an education and workforce development system that will fully prepare individuals for employment in the current and future economic environment.
5. Create opportunities for local elected officials and business leaders to interact and jointly address issues pertinent to the development of the regional economy.
6. Develop a regional infrastructure that enables rural and urban communities to participate in the global marketplace.
7. Create a strong sense of place by investing in the development of the physical, cultural, and recreational environment, thereby enriching the lives of current and future residents and enhancing the visitor experience.
Region 6 is located in west-central Indiana and includes Fountain, Montgomery, Parke, Putnam, Sullivan, Clay, Vermillion and Vigo counties, the later four comprising the Terre Haute Metropolitan Statistical Area. The west edge of the region borders the State of Illinois; I-70 bisects the region east to west, passing through the City of Terre Haute. Highway 41 runs north to south, I-74 runs between Indianapolis and Terre Haute and Highway 40 connects Bloomington and Terre Haute. The region’s communities are diverse. Terre Haute is somewhat urbanized and the most densely populated. Most of Region six is rural with small to moderate sized county seat communities. Many of the counties could be described as primarily rural with some more well developed cities and towns.
Profile of Region 6

Region 6 has numerous assets that provide the foundation for diversifying and growing the regional economy and improving the quality of life. Those assets include Indiana State University (ISU), DePauw University, Rose-Hulman Institute of Technology, Wabash College and Ivy Tech State College. The region has two major hospitals with more than 200 beds. Major industries include Eli Lilly Co., Aisin Brake and Chassis and Smith Aerospace Components.

Currently Region 6 has a population of 279,427 and is projected to reach 284,487 by the year 2010. Between 1990 and 2000 the population grew by 5.8 percent somewhat below the state level of 9.7 percent.

The November 2004 unemployment rate in Region 6 was 5.3 percent slightly higher than the state rate of 4.9 percent. Per capita personal income in 2002 was $23,437 compared to the state at $28,032. Montgomery County boasted the highest at $24,725 and Sullivan County the lowest at $19,849.

As indicated by commuting patterns, Terre Haute is the primary economic hub. In 2002, the top three industry sectors in Region 6, in terms of employment – manufacturing (16.5 percent), Retail Trade (13.7 percent) and Accommodation, Food Service (6.7 percent) - account for 36.9 percent of Region 8's employment.

Regarding wages, the manufacturing sector has average earnings of $51,160 the highest in the region. Wholesale trade has the second highest average earnings of $40,650 followed by Information at $33,830. Retail Trade stands at $20,751 and Accommodation, Food Service at $11,460.
Region 6 Cluster Analysis

Over the last ten to fifteen years, cluster analysis has emerged as a new way of looking at economic development, integrating regional differences in development and economic specialization. By adopting a cluster strategy, states and regions can maximize their competitive advantage in existing industries and build new strengths in the emerging industries that will replace older, declining sectors.

Indiana has had a head start in developing business and industry based cluster strategies for economic development. Work has been conducted in Region 6, where the Western Indiana Workforce Investment Board commissioned an Industrial Concentration and Specialization Scan for the Western Indiana region that identified advanced manufacturing as the primary regional cluster.

Fourteen potential clusters were studied during the current process of creating the state economic plan. The same fourteen clusters that were studied for the State of Indiana as a whole were also examined for Region 6 and each of the remaining 11 IDOC regions. Owing to issues of data suppression for confidentiality reasons at the regional and local level, and to issues regarding the switch from SIC to NAICS codes, the regional cluster analyses have been conducted using a slightly different data sequence from the state analysis. Regional clusters have been studied for the period 2001-2003 (third quarter data).

Because of the short, three year time period, this analysis should be seen as a snapshot of the regional economy and does not necessarily indicate long-term trends. Subsequent analyses will be needed to expand this time series and improve knowledge about trend directions in the regional clusters. The analysis of Region 6’s cluster data nevertheless reveals some important points about the regional economy.

The fourteen clusters are:

1. Advanced Business Services
2. Advanced Logistics
3. Advanced Manufacturing
4. Advanced Materials
5. Agribusiness, Food Processing and Technology
6. Arts, Entertainment, Recreation, and Visitor Industries
7. Biomedical/Biotechnical (Life Sciences)
8. Chemicals
9. Earth Products
10. Educational Services
11. Environmental Technology
12. Forest and Wood Products
13. Information, Communications, and Media
14. Information Technology

In Region 6, these clusters were analyzed from several perspectives over a three year period, including total employment, employment growth, wages and the growth in concentration in each cluster relative to the growth of those same clusters nationally. Chart 1 shows the size of employment in each of Region 6’s clusters, the degree to which employment in each cluster is concentrated in the area (compared to the nation) by the size of its location quotient, and the percent change in the size of the location quotients over the period 2001 to 2003.
A cluster can be categorized by the growth of its employment specialization. A “Star” cluster is one that is already specialized and is becoming even more concentrated. A “Mature” cluster refers to those that are specialized but are currently becoming less concentrated. The “Emerging” clusters are defined as those that are currently not specialized, but are becoming more concentrated in their particular grouping. The “Transforming” clusters are not specialized, and appear to be decreasing in concentration. In using these categorizations, however, it is important to note that the relative position of clusters can be changeable in the short term.

Table - Change in Employment and Concentration in Clusters

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Total, all industries</td>
<td>106,587</td>
<td>0.0%</td>
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<td>0.0%</td>
<td>27,926</td>
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<td>Specialized, Increasing Concentration</td>
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<tr>
<td>Advanced Manufacturing</td>
<td>11,488</td>
<td>1.4%</td>
<td>2.07</td>
<td>16.8%</td>
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<td>Advanced Logistics</td>
<td>3,335</td>
<td>1.6%</td>
<td>1.04</td>
<td>5.6%</td>
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<td>Chemicals</td>
<td>5,527</td>
<td>-4.4%</td>
<td>2.70</td>
<td>1.2%</td>
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<td>Advanced Materials</td>
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<td>0.5%</td>
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<td>Specialized, Decreasing Concentration</td>
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<td>Educational Services</td>
<td>4,090</td>
<td>2.3%</td>
<td>1.40</td>
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<td>Forest and Wood Products</td>
<td>2,924</td>
<td>-9.9%</td>
<td>1.26</td>
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<td>Not Specialized, Increasing Concentration</td>
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<tr>
<td>Environmental Technology</td>
<td>719</td>
<td>16.3%</td>
<td>0.54</td>
<td>16.2%</td>
<td>36,841</td>
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<td>Arts, Entertainment, Recreation and Visitor Industries</td>
<td>1,719</td>
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<td>Information Technology</td>
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<td>Information, Communications and Media</td>
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<td>Advanced Business Services</td>
<td>2,413</td>
<td>-0.9%</td>
<td>0.28</td>
<td>-0.9%</td>
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<td>Biomedical/Biotechnical (Life Sciences)</td>
<td>12,758</td>
<td>0.2%</td>
<td>0.97</td>
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<td>Earth Products</td>
<td>737</td>
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<td>Agribusiness, Food Processing and Technology</td>
<td>1,652</td>
<td>-8.6%</td>
<td>0.65</td>
<td>-8.9%</td>
<td>29,128</td>
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</table>

Source: Indiana Economic Development Council and Purdue University Cooperative Extension Service, from third quarter CEW (Covered Employment and Wages) data supplied by the Indiana Business Research Center, January 2005
Region 6 had four clusters in the “Star” category from 2001 to 2002: Advanced Manufacturing, Advanced Logistics, Chemicals and Advanced Materials.

Advanced Manufacturing continues to serve as an important cluster for Region 6. In terms of employment, this cluster is the second largest cluster in the region and provides almost 11,500 jobs. With a location quotient of 2.1, employment in the Advanced Manufacturing cluster is more than twice as concentrated in Region 6 as it is in the nation at large. While the Advanced Manufacturing cluster in Region 6 had an industry mix of –13 percent for this period, indicating a national decline in employment in cluster industries, the region has a positive 16 percent regional share advantage in Advanced Manufacturing. Unlike many of Indiana’s economic regions, and the state as a whole, Region 6 enjoyed a 1.4 percent gain in employment from 2001-2003, which is reflected in its 16.8 percent increase in specialization.

The largest concentrated employment sectors in Region 6’s Advanced Manufacturing cluster are transportation equipment manufacturing (over 5,100 in 2003); fabricated metal product manufacturing; primary metal industries and computer and electronic products manufacturing. In the transportation equipment manufacturing sector, most of the component sub-sectors experienced strong growth in concentration and employment from 2001 to 2003. In the fabricated metal products sector, machine shops and threaded product manufacturing increased both in concentration and employment. Iron and steel mills and ferroalloy manufacturing, and steel products manufacturing from purchased steel were growing sub-sectors within the primary metal industries sector. The computer and electronic products sector in Region 6 is dominated by the magnetic media manufacturing and reproducing sub-sector, with a location quotient of 26.9, and growing employment.

Advanced Logistics employs over 3,300 people in Region 6. During the study period, the Advanced Logistics cluster in Region 6 saw a 1.6 percent increase in employment and a 5.6 percent increase in specialization in Advanced Logistics. Sub-sectors in this cluster that grew both in employment and concentration include long distance general freight trucking; general warehousing and storage and packaging and labeling services. Process and logistics consulting services, a small sub-sector that is not yet specialized, grew at a very fast pace over the study period. Specialized sub-sectors that declined in concentration and/or employment over the period include support activities for both rail and air transportation; charter bus industries and other (local) specialized trucking activities.

The Chemicals cluster in Region 6 employed more than 5,500 people in 2003 and is almost three times as concentrated as in the nation. This concentration has grown from 2001 to 2003. Region 6’s largest sector within this cluster is plastics products manufacturing, followed by chemicals. The largest sub-sector within the chemicals industry group is pharmaceuticals manufacturing, which, though highly concentrated in Region 6 compared to the nation, lost both concentration and employment during the study period. Region 6’s “Other chemical product and preparation” sector includes printing ink, explosives and custom compounding of purchased resins, all highly
concentrated in the region but fairly stagnant in employment growth. The plastics products sector in Region 6 is dominated by plastics packaging materials, film and sheet. The sub-sector declined in employment and concentration over the study period. Non-metallic mineral product manufacturing, including clay and non-clay refractories, has shown strong signs of growth from 2001-2003.

- The Advanced Materials cluster, in part a sub-cluster of the Advanced Manufacturing cluster, is strongly concentrated in the region—almost twice as concentrated as in the nation. This cluster provides about 2,700 jobs in the region. A good number of these jobs are high-wage jobs. The 2003 average per capita payroll wage in Advanced Materials was $51,277 -- about 184 percent of the region's overall average per capita payroll wage. The Advanced Materials cluster is Region 6 is largely driven by the pharmaceuticals industry, which declined slightly from 2001-2003. The region also has concentrations of employment in paint and coatings manufacturing, alumina and aluminum production; ferrous metal foundries and electronic capacitor production, although these sub-sectors are currently small and most have declined in employment over the study period.

Region 6 had two clusters that fell into the “mature” category in 2003: Educational Services and Forest and Wood Products.

- Educational Services employs almost 4,100 people in the region. The region's share of specialized employment in this cluster is almost one and a half times as high as the national average. Although this degree of concentration declined slightly over the study period, employment grew and this is a cluster with potential for more growth in the region, given the presence of Indiana State University and Rose Hulman Institute of Technology. This cluster is growing faster at the national level than it is in Region 6.

- The Forest and Wood Products cluster continues to be important in the region, although it has declined in concentration and employment from 2001-2003. The cluster employs almost 3,000 people in Region 6. This cluster declined by 3.2 percent nationally from 2001-2003. Region 6 has high concentrations of employment (compared to the nation) in Logging; sawmills and wood preservation; hardwood veneer and plywood manufacturing; cut stock, re-sawing lumber and planning; wood container and pallet manufacturing; paperboard mills; paperboard container manufacturing; coated and laminated paper manufacturing and showcases, partitions, shelving and locker manufacturing. Many of these sub-sectors are small, and with the exception of the wood container and pallet sub-sector, all declined in concentration and/or employment over the study period.

“Emerging” clusters and industries present targets of opportunity for future development, as they are currently increasing in strength and importance in the local economy, even if they are not yet specialized. Of Region 6's four “emerging” clusters, Environmental Technology and Arts, Entertainment, Recreational and Visitor Industries showed the highest increases in both employment and concentration during the three years from 2001 to 2003. Information Technology and Information, Communications and Media are also “emerging” clusters for the region. Region 6's level of specialized employment in these clusters remains far below the national average. At the same time, Information Technology and Information,
Communications and Media are among the key support clusters needed to sustain the growth of the major driver clusters such as Chemicals, Advanced Manufacturing and Advanced Materials.

The Biomedical / Biotechnical business cluster has a strong presence in Region 6. This cluster employs over 12,700 people within the region. Its specialization within this field has decreased slightly between 2001 and 2003, and was slightly below the national average in 2003. Because of the aging of the Baby Boom generation, this cluster has the potential to be an increasing part of the region’s economic foundation, even though it has declined slightly in concentration in the last three years.

The average payroll wage per capita for the region in the third quarter of 2003 was $27,926. This contrasts with a 2003 average payroll wage per capita in the U.S. of $36,637. The four clusters with the highest average payroll wage per capita in Region 6 were Advanced Materials at $51,277, Chemicals at $46,438, Information Technology at $42,308, and Earth Products at $41,181. The four clusters with the lowest average payroll wage per capita in 2003 were Information, Communications and Media at $30,813 Forest and Wood Products at $30,806, Agribusiness, Food Processing and Technology at $29,128 and Arts, Entertainment and Recreation at $11,326.

It appears that Advanced Manufacturing, Advanced Logistics, Chemicals and though not specialized at this point - Biomedical / Biotechnical (Life Sciences) - business and industry clusters will play important roles in the region’s economy over the next 12 years.
Region 6 Vision, Goals, and Measurements

The following vision of the future was developed from the ideas and perspectives of those who participated in the planning process.

**Region 6 Vision 2016:**
Region 6 has developed a niche in product commercialization and business creation, the diverse economy has a strong base of high-technology manufacturing, advanced logistics and biomedical/biotechnical businesses. The region is highly integrated, has a well-educated populace, strong leadership and the rich quality of life valued by current and future residents.

A vision reflects the values of its residents. To achieve the vision, an effective strategy requires one or more large goals – priorities that will lead to the future. The Region 6 Advisory Council has chosen seven goals for its economic development strategy.

**Goal 1 - Build a support system that will enable businesses in the region to increase their competitiveness in the global economy.**

**Measurements:**
An increased level of awareness and understanding of the global marketplace should result in increased business investment and in turn increased job growth. Another measurement of success in this area would be an increase in the average wage.

**Goal 2 - Build a commitment to, and participation in a regional approach to economic development.**

**Measurements:**
Increasing the level of regional collaboration and coordination allows maximum use of resources. Identification of regional industry cluster/sector strengths will enable communities to collectively focus their business attraction, retention and creation efforts. If successful, the effort should result in more business establishments and an increase in job growth.

**Goal 3 - Spur a regional movement to embrace and reward innovation in existing businesses and new business creation.**

**Measurements:**
As resources and rewards are focused on creativity and innovation, success could be measured in a number of ways. One measure of success would be an increase in R&D expenditures as a percentage of total business expenditures. In the longer term a measure of success would be an increase in the number of patents held.
Goal 4 - Create an education and workforce development system that will fully prepare individuals for employment in the current and future economic environment.

Measurements:
An improvement in the workforce/education environment could result in across the board increases in education levels. Success in this region would be measured by an increase in the number of individuals with an Associate Degree, Certifications, or at least a Bachelor’s Degree.

Goal 5 - Create opportunities for local elected officials and business leaders to interact and jointly address issues pertinent to the development of the regional economy.

Measurements:
The success of collaborative efforts by the public and private sector to improve the business climate can also be measured by increases in business establishments and an overall increase in job growth.

Goal 6 - Develop a regional infrastructure that enables rural and urban communities to participate in the global marketplace.

Measurements:
A more advanced infrastructure, physical or technological should result in an increase in new business establishments, increased job growth and the possibility of more technology-based jobs that could result in an increase in average wage.

Goal 7 - Create a strong sense of place by investing in the development of the physical, cultural, and recreational environment, thereby enriching the lives of current and future residents and enhancing the visitor experience.

Measurements:
If quality of life manifests itself in an enhanced lifestyle for new young professionals one measure of success would be an increase in the percentage of individuals over 25 years old with advanced degrees. Whether attracted or retained, the result would be an overall increase in population.
Drivers, Goals and Strategies

Driver 1: Globalization

In the new economy, regions will be successful to the extent they are participating in the socio-economic forces that make up the global economy.

Goal One: Build a support system that will enable businesses in the region to increase their competitiveness in the global economy.

2005 Action Items

1. Maintain a steady and easily accessible, flow of technical information pertinent to businesses operating in the global marketplace: quality standards, environmental issues, technicalities of exporting, etc. Delivery systems may include:
   - IDOC state or regional website
   - IDOC regional electronic newsletter
   - Special workshops or conferences
2. Identify businesses that are fully engaged in the international marketplace and recruit a cadre of their executives who would agree to serve as mentors to companies newly entering the global arena

Long-term Directions

3. Expand business retention, expansion and creation efforts to incorporate a focus on the opportunities available in the international marketplace
4. Create an environment that offers a diversity of civic lifestyles, and embraces all cultures and nationalities
**Driver 2: Regional Thinking**

In a global economy every community is dependent upon other communities in its multi-county region for labor and other resources. Economies are regional and communities can benefit greatly by thinking beyond political boundaries and building coalitions tailored to address specific development issues. Communities will succeed to the extent that they understand their regional economy and the economic development opportunities it offers to each locality.

**Goal Two:** Build a commitment to, and participation in a regional approach to economic development.

**2005 Action Items**

1. Develop a creative and positive identity of the region and market internally and externally to targeted audiences
2. Convene regular monthly meetings with local economic development organizations to discuss the creation of a regional marketing organization and the development of a regional marketing campaign
3. Create a committee of Region 6 Advisory Board members to work toward the creation of a multi-county, revenue sharing mechanism that will reward the development of infrastructure and business activity at the regional level. (i.e., gaming model, multi-county Tax Increment Financing (TIF), etc.)

**Long-term Directions**

4. Maintain a geographically, flexible definition of ‘region’
5. Maintain on-going communications with contiguous IDOC Regions to identify and address intra-regional development issues including I-70 and I-74 corridor development
**Driver 3: Business Innovation**

In the new economy, successful businesses are characterized by continuous innovation and creation.

**Goal Three:** Spur a regional movement to embrace and reward innovation in existing businesses and new business creation.

**2005 Action Items**

1. Continue support and development of the Wabash Valley Advanced Manufacturing Cluster
2. Support Ivy Tech and the Workforce Investment Board (WIB) in their efforts to secure funding to implement the advanced manufacturing training program
3. Facilitate discussions between university representatives and existing manufacturers facing increased global competition, to explore the potential for university faculty to help improve productivity through management, operations and/or technology applications
4. Form a committee of representatives from the Center for Research, Enterprise, and Economic Development, DePauw Management Fellows program, Rose-Hulman Ventures, Ivy Tech and the Small Business Development Center (SBDC) to design and develop a region-wide entrepreneurship infrastructure including:
   - A one-stop for business creation information
   - An inventory of intellectual capital available to assist with business development:
     - financial advisors, legal advisors, patent attorneys, etc.
     - access to incubator space
     - access to capital
     - a mentorship network
   - Business development and entrepreneurship education
   - A youth entrepreneurship education program
5. Encourage local economic development organizations and local business leaders to develop a regional business retention and expansion strategy that focuses on identified economic growth areas
6. Promote the IDOC Region 6 office as a one-stop or clearinghouse for economic development programs, grants, loans and technical assistance

**Long-term Directions**

7. Follow and utilize where possible, the efforts of the Central Indiana Corporate Partnership and Purdue University to build advanced manufacturing capacity and expertise
8. Utilize the extensive resources in the region to implement an aggressive commercialization and business creation strategy
9. Fully capitalize on the opportunities presented by Rose-Hulman Ventures
10. Maintain communications with Bio-Crossroads and build upon the current life sciences strengths in biopharmaceuticals, medical devices and the developing areas of human/animal biotechnology
11. Identify strengths in the regional agricultural economy according to the major clusters identified in the BioCrossroads Agriculture Interim Report (Wood, Grain, Canning, Pork and Beef, Baking, Beverages, Miscellaneous, Dairy and Poultry (www.biocrossroads.com)
   - Work with Purdue Extension Office and the agricultural community to identify value-added business opportunities in the growing agriculture clusters
   - Connect interested parties with the Purdue Entrepreneurial Education Program and the Indiana Agricultural Cooperative Center program
12. Pursue a deeper analysis of the Advanced Logistics cluster
13. Work with Wabash Valley Educational Alliance to create a Region 6 University Consortium to explore the potential for development of the Educational Services cluster
14. Support growth in the auto industry in areas where imports are not cost effective and where future opportunities exist
15. Support workforce participation by addressing family support issues including daycare, after-school care and transportation issues
Driver 4: Workforce Education

In the new economy education/skill attainment and access to continuing education and training will be among the most important factors for competitive success.

Goal Four: Create an education and workforce development system that will fully prepare individuals for employment in the current and future economic environment.

2005 Action Items

1. Support the alignment of the Workforce Development Districts and the Indiana Department of Commerce Regions
2. Fully support the programs funded by the Lilly Collaboration in Higher Education Grants and developed by the region's universities to stem the brain drain by encouraging university graduates to stay in their communities
3. Promote the value of advanced education and lifelong learning in a knowledge-based economy
4. Continue to promote the dignity of manufacturing/skilled trades jobs and the job opportunities available to those not currently choosing to attend university

Long-term Directions

5. Increase the level of educational and skill attainment in the resident population to match the requirements of existing and targeted industry
6. Build upon the success of the Ivy Tech, ISU and WIB collaborations and maintain communications with the Workforce Investment Board members as they seek to improve the current education/workforce development system. Current initiatives and/or ideas include:
   - Maintain and/or expand dual credits programs between middle and high school students and Ivy Tech
   - Offer higher education classes in the high-schools that can lead to an Associates Degree
   - Offer classes in high school and business locations where no nearby Ivy Tech exists
   - Develop training courses in conjunction with employers to meet specific training/certification needs, taught and administered by Ivy Tech
7. Support full implementation of the WorkKeys program region-wide and the accomplishment of the following goals:
   - 100 percent of high school graduates will have a WorkKeys Profile
   - 100 percent of persons utilizing the WIETS services will have a WorkKeys Profile
**Driver 5: Smart Government**

Successful governments in the new economy will be characterized by innovative solutions to problems, customer focus and high levels of accountability.

**Goal Five:** Create opportunities for local elected officials and business leaders to interact and jointly address issues pertinent to the development of the regional economy.

**2005 Action Items**

1. Form a committee of IDOC Region 6 staff and the Center for Public Service and Community Engagement at ISU
   - Approach the Indiana Association of Cities and Towns (IACT) and Association of Indiana Counties (AIC) about supplementing their regular educational offerings with some regional content that address the critical role local elected officials play in economic development
   - Organize a regular series of mini-workshops focusing on the application of existing and new economic development tools
     - Special taxing districts
     - Local Option Taxes
     - Tax Abatement
2. Distribute a quarterly, e-mail Economic Development Update to share the latest economic development related information with local elected officials and business leaders
   - New or pending legislation
   - Successful applications of economic development tools in other communities or states
   - The latest economic development issues

**Long-term Directions**

3. Support a review of the current local government structure and fiscal challenges
**Driver 6: Infrastructure**

Each region must have adequate infrastructure that will enable it to compete and every community must create a strategy to develop those assets. Infrastructure categories include: broadband telecommunications, water, sewer, power, and transportation.

**Goal Six:** Develop a regional infrastructure that enables rural and urban communities to participate in the global marketplace.

**2005 Action Items**

1. Support a regional approach to transportation planning. Under the leadership of the Vigo County Transportation Planner:
   - Explore the possibility of creating and funding a regional transportation authority
   - Coordinate with Indiana Department of Transportation (INDOT)’s transportation plan for the state and region
   - Fully explore the potential for developing high-speed rail between Terre Haute and the Indianapolis Airport and Downtown; to guide land-use planning and facilitate the development of the I-70 corridor
   - Lobby INDOT to increase the allowed number of bridge projects from two per year in each county
   - Work to have Class III cities recognized equally with Class I and II cities for the purpose of accessing federal funding (the classification of cities is a State Law)

**Long-term Directions**

2. Form a committee of Advisory Council members and appropriate local experts to initiate an assessment of the regional telecommunications infrastructure for the purpose of identifying the gap between the current situation and a system that enables the region to fully participate in the global economy

3. Convene meetings of local elected officials, local business leaders and economic development professionals to discuss and coordinate efforts to address the sewage treatment, water and solid waste issues facing rural counties
**Driver 7: Quality of Life**

In the new economy people increasingly want to live in places that are safe and attractive and that have high levels of educational, cultural, and recreational assets. Communities rich with technology-based businesses also offer an amenity rich environment that embraces diversity.

**Goal Seven:** Create a strong sense of place by investing in the development of the physical, cultural, and recreational environment, thereby enriching the lives of current and future residents and enhancing the visitor experience.

### 2005 Action Items

1. Recognize the economic and quality of life benefits of land use planning by encouraging communities to make land-use planning a part of economic development planning
2. Encourage utilization of existing infrastructure by promoting redevelopment of exiting sites and buildings
3. Enhance quality of life by incorporated tourism as a product development strategy
4. Facilitate discussions between tourism professionals, attraction owners, the arts and other key groups to identify strategies for protecting the quality of life while increasing visitor attraction, consider:
   - Cultural tourism development (the Amish community)
   - Eco-tourism (DePauw University Nature Park, National Road Heritage Trail, the B&O Trail, covered bridges, natural foods/produce markets)
   - Pursue the development of downtowns across the region

### Long-term Directions

5. Look at Roanoke, and Blacksburg, Virginia as two successful models of university and community collaboration and retaining quality of community
6. Support the development of additional entertainment, recreational, and retail sectors to take advantage of Terre Haute’s existing strength as a regional retail center
Appendix 1

Region 6 SWOT: Strengths, Weaknesses, Opportunities and Threats Analysis

Introduction

The Region 6 Advisory Council developed a set of issues based upon an extended discussion of the region’s economic strengths, weaknesses, opportunities and threats.

Strengths

1. An affordable cost of living
2. Higher education is a significant economic asset
3. Indianapolis International Airport provides major passenger service that is easy for much of the region to access
4. Region’s Midwest location continues to be an advantage
5. Tax rates for both business and residents are relatively low
6. Plentiful supply of water
7. Improved tourism niche development and the region is a destination location in the Midwest
8. Strong inter-modal logistics sector
9. Strong secondary education systems in relation to the state
10. Region’s highway network serves as an economic resource
11. Region’s retail sector draws customers across the state line
12. High and diverse quality of life that includes environmental aesthetics, rural areas and strong recreation opportunities
13. Agribusiness is strong in the region, including the timber industry
14. New ethanol plant in Illinois is an economic asset for the region’s bi-state economy
15. Covered Bridge Festival is one of the best known tourism events in the state
16. A variety of cultural opportunities are available for the region’s residents, including access to resources and activities in nearby regions
17. Region continues to illustrate the value of Hoosier conservatism, which is an economic asset
18. Wabash River is a regional asset
19. The Lilly Endowment’s support of community foundations has helped communities begin to rethink community development and education

Weaknesses

1. Lacking a major urban center, there are too few urban amenities for young professionals
2. Value-added agriculture is not being pursued sufficiently
3. The region as a whole is not well known
4. Although this is a statewide and national problem, Methamphetamine labs are an increasing cost to the region
5. Region as yet to realize its tourism potential
6. Lack of ethnic diversity could be a hindrance to economic development
7. Tendency to be risk averse
8. Lack of daycare options continues to be a problem
9. Intergovernmental cooperation is too infrequent
10. Too few proactive, forward thinking people in local government
11. Local government tends to be inefficient and has too many levels
12. County government structure creates difficulties in working effectively on economic development
13. Fail to take sufficient advantage of available resources such as IACT and AIC
14. Insufficient marketing in general for business and tourism recruitment
15. Many volunteers in economic development in the region, but volunteers can only do so much
16. Facing increased competition for the tourist/visitor prospect
17. Too few corporate headquarters in the region
18. To-date, communities have been unwilling to invest in themselves for economic development, through CAGIT, CEDIT, Innkeepers Tax, etc.
19. Region requires a new vision and confidence in ability to generate ideas and move forward with them
20. Need additional leadership
21. Math and science education in secondary schools should be improved
22. Too few professional county highway engineers
23. Region needs a plan
24. Hoosier conservatism is a regional value
Opportunities

1. Need to develop the region’s broadband infrastructure
2. Honey Creek mall is a top draw that should continue to serve as an economic retail asset
3. Now is the time to develop more agribusiness, value-added products and services
4. Additional higher education partnerships with communities will move our regional economy forward
5. Become a leader in the technological and biomedical uses of agricultural products
6. Leverage hazardous material disposal growth potential
7. Create a plan to market Indiana exports to China
8. Newport facility will be an asset when the clean-up is completed
9. Position region as a retirement destination
10. Crane Naval Surface Warfare Center (NSWC) has the potential to create additional jobs, business spin-offs, and additional investment from BRAC
11. Recruiting artists and other creative people is a possible approach to regional development
12. Capitalize on the incubator and start-up commercialization efforts of the region’s universities
13. Offer significant tax benefits and incentives to new and expanding basic employers
14. Leverage the I-70 corridor for additional development
15. Solve the daylight savings time controversy for the region and state
16. Riverfront of the Wabash could have an outstanding image
17. Promote design-sensitive architecture in our cities
18. Leverage growth potential of logistics in this region
19. Promote the region’s region-wide assets such as higher education
20. Develop more festivals, events and projects focusing on heritage, arts, and architecture
21. Use this strategy to provide a new chance for the region to think and work together
22. Fund new asset development
23. Act now to develop a new vision and leadership on a regional level

Threats

1. Crane NSWC, is under the threat of the current base consolidation planning process at the Department of Defense
2. Region continues to face the loss of established manufacturers in an uncertain global economic environment
3. If we do nothing to change the current trends, the region will not develop further
4. Without access to broadband services, rural areas lack a valuable economic development tool
5. Region faces competition in the development of new agricultural, value-added ventures
6. Region has a finite capacity for waste disposal
7. If the auto industry moves to hybrid engine technology, it could result in the loss of Indiana employment manufacturing
8. Local governments need adequate revenue in order to invest in our communities
## Region 6 Economic Development – Planning Meetings 2004

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Date</th>
<th>Location</th>
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<tr>
<td>Planning Session 1</td>
<td>July 28, 2004</td>
<td>Myer's Technology Building – ISU, Terre Haute, Indiana</td>
</tr>
<tr>
<td>Planning Session 2</td>
<td>September 23, 2004</td>
<td>Hulman Memorial Student Union – ISU, Terre Haute, Indiana</td>
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<td>Focus Group 1</td>
<td>September 23, 2004</td>
<td>Terre Haute, Indiana</td>
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<tr>
<td>Public Meeting 1</td>
<td>October 20, 2004</td>
<td>Terre Haute, Indiana</td>
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<td>Planning Session 3</td>
<td>November 4, 2004</td>
<td>Hulman Memorial Student Union – ISU, Terre Haute, Indiana</td>
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<td>Focus Groups 2 and 3</td>
<td>November 4, 2004</td>
<td>Terre Haute, Indiana</td>
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### Appendix 3

#### Region 6 Economic Development – Council Members and Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Role</th>
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</thead>
<tbody>
<tr>
<td>Shariar Ansari, Manager - Manufacturing,</td>
<td>Eli Lilly</td>
</tr>
<tr>
<td>Science &amp; Technology</td>
<td></td>
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<tr>
<td>Judy Bengochea, V.P. Sullivan Co. Redev.</td>
<td>Sullivan SWMD, Soil &amp; Water Conversation Office</td>
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<tr>
<td>Comm.</td>
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<tr>
<td>Lloyd Benjamin, President</td>
<td>Indiana State University</td>
</tr>
<tr>
<td>Dave Bohmer, Director</td>
<td>Eugene S. Pulliam Center for Contemporary Media</td>
</tr>
<tr>
<td>Rick Burger, Field Customer Relations</td>
<td>Cinergy/PSI</td>
</tr>
<tr>
<td>Manager</td>
<td></td>
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<tr>
<td>Kevin Burke, Mayor of Terre Haute</td>
<td>City of Terre Haute</td>
</tr>
<tr>
<td>Kristin Clary, Executive Director</td>
<td>Parke County Economic Development</td>
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<tr>
<td>Ed Cole, Executive Director</td>
<td>Vermillion County EDC</td>
</tr>
<tr>
<td>Rod Crider, President</td>
<td>Terre Haute EDC</td>
</tr>
<tr>
<td>Bill Dory, AICP, Executive Director</td>
<td>Putnam County EDC</td>
</tr>
<tr>
<td>Jim Eifert, President</td>
<td>Rose-Hulman Ventures</td>
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<tr>
<td>Greg Goode, Executive Assistance to the</td>
<td>Indiana State University</td>
</tr>
<tr>
<td>President for External Relations</td>
<td></td>
</tr>
<tr>
<td>Elmo Gonzalez, District Director</td>
<td>Indiana Department of Transportation</td>
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<tr>
<td>Jack Hamilton, Territory Manager</td>
<td>Big Rivers Agri Supply</td>
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<tr>
<td>Marcia Jackson, Mayor's Assistant</td>
<td>City of Terre Haute</td>
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<tr>
<td>Archie Kappel, Director of Operations</td>
<td>Aisin Brake &amp; Chassis</td>
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<tr>
<td>Sumar Keese, Mayor's Assistant</td>
<td>City of Crawfordsville</td>
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<tr>
<td>Tim Kelley, Director</td>
<td>Work One</td>
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<tr>
<td>Pat Martin, Chief Transportation Planner</td>
<td>West Central Economic Development District</td>
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<tr>
<td>Margaret Merkle, Consultant</td>
<td>Trileged, Inc.</td>
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<tr>
<td>Don Morris, Mayor's Assistant</td>
<td>City of Terre Haute</td>
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<tr>
<td>David Patterson, Director</td>
<td>Terre Haute CVB</td>
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<tr>
<td>Pat Ralston, Vice President of Government</td>
<td>First Financial Bank</td>
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<td>Relations and Economic Development</td>
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<tr>
<td>Don Schroeder, President</td>
<td>Old National</td>
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<tr>
<td>Andy Sinclair, Executive Director</td>
<td>Montgomery County Economic Development</td>
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<tr>
<td>Bob Smith, President</td>
<td>Old National</td>
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<tr>
<td>Joe Spear</td>
<td>Indiana Department of Transportation</td>
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<tr>
<td>Claudia Tanoos, Vice President</td>
<td>Terre Haute Area Economic Development Corp.</td>
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<tr>
<td>Allen Varner, Director of Continuing</td>
<td>Indiana State University</td>
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<tr>
<td>Education</td>
<td>Child-Adult Resource Services, Inc.</td>
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<tr>
<td>Basil Weinman, Executive Director</td>
<td>City of Crawfordsville</td>
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<tr>
<td>John Zumer, Mayor of Crawfordsville</td>
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## Partners in the Region 6 Planning Team

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<thead>
<tr>
<th>Region 6 Office</th>
<th>Purdue University Extension Services</th>
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<tbody>
<tr>
<td>Chris Pfaff, Director</td>
<td>Christine Nolan, Area Educator</td>
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<tr>
<td>Kathy Noland, Indiana Dept. of Commerce</td>
<td>Indiana Business Research Center</td>
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<td></td>
<td>Jerry Conover, Executive Director</td>
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<tr>
<td></td>
<td>Carol Rogers, Associate Director</td>
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<tr>
<td>Ball State University Center for Economic and Community Development</td>
<td>Insight Consulting, LLC</td>
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<tr>
<td>Elaine Fisher, Director</td>
<td>M. Jean Woods, Principal</td>
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<tr>
<td></td>
<td>Peggy Morrow, Principal</td>
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<tr>
<td>Indiana Economic Development Council, Inc.</td>
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<tr>
<td>Jackie Nytes, President</td>
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<td>Le Anh Long, Research Director</td>
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### About Elaine Fisher and the Ball State University Center Economic and Community Development

Elaine Fisher has been the director of the Center since 1993. The Center conducts the Indiana Economic Development Course (EDC), one of 19 such programs offered nationally and accredited by the International Economic Development Council (IEDC). The Center provides customized local and regional programs and consulting services. They also compile the Toolbox Guide to Development Funds, a comprehensive listing of Indiana community & economic development funding. Elaine has received awards for her work in community strategic planning and community economic development education.

In 1999 Ms. Fisher received the inaugural Excellence in Leadership Award from the Indiana Economic Development Association. She has served on the boards of the American Economic Development Council (now International Economic Development Council), Mid-America Economic Development Council, and Indiana Economic Development Association. She graduated Magna Cum Laude from Ball State University with a degree in Human Resources Development. She is also a graduate of the Economic Development Institute, University of Oklahoma.

The Center was established in 1984 by the Indiana General Assembly as the Indiana Economic Development Academy. The Center for Economic and Community Development is a statewide public service unit of Ball State University. The mission of the Center is to help build self-sufficient Indiana communities by increasing the knowledge and ability of development professionals, government officials, and volunteers.