A NEW PATH TO PROGRESS

2005 REGION 8 STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

INDIANA DEPARTMENT OF COMMERCE
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 Center for Economic and Community Development. We want to express our gratitude to the many individuals in Region 8 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 8 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!

This is your copy of the Indiana Department of Commerce - Region 8 Strategic Plan. I hope you will take the time to review this document and get a big picture feel for the goals and objectives that have been set for our community. Like any planning document, this is a work-in-progress and your advice, comments and ideas are always welcome. With the aid of our Region 8 Advisory Council and partners, we will begin the effort to devise and implement strategies and programs that set us on a course towards improving the economy and quality of life for East Central Indiana. Finding regional solutions to regional problems will be the underlying theme of this effort. As a leader in your community, I invite you to play a part in this effort.

Like the foundation of a building, this plan is our starting point. I want to thank all of you who contributed so much of your time in helping us develop this plan. Also, a big thank you goes to Elaine Fisher from the Center for Economic and Community Development at Ball State University, for putting this document together. As we start the New Year, we will begin to implement the plan. Please feel free to contact the Region 8 office if you have any questions about the planning process, how you can participate or the programs offered though the Indiana Department of Commerce.

Best Regards,

Greg Beumer
Director, Region 8, 2004

Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Profile of Region 8</td>
<td>6</td>
</tr>
<tr>
<td>Region 8 Cluster Analysis</td>
<td>7</td>
</tr>
<tr>
<td>Vision and Goals</td>
<td>13</td>
</tr>
<tr>
<td>Drivers, Goals and Objectives</td>
<td>15</td>
</tr>
<tr>
<td>Appendices</td>
<td></td>
</tr>
<tr>
<td>Appendix 1 - Strengths, Weaknesses,</td>
<td>23</td>
</tr>
<tr>
<td>Opportunities and Threats Analysis</td>
<td></td>
</tr>
<tr>
<td>Appendix 2 - List of Planning Meetings</td>
<td>25</td>
</tr>
<tr>
<td>Appendix 3 - List of Participants</td>
<td>26</td>
</tr>
</tbody>
</table>
Indiana Department of Commerce
Region 8
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 8 Advisory Council has 20 members representing small and large businesses, government, education, economic development, chambers of commerce, healthcare, planning and small business development.

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 8 Council held three planning sessions during which the members reviewed regional economic and demographic information provided by Purdue University and 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 8 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. Embrace the concept of regional thinking and multi-county economic development.
3. Develop proactive strategies that spur innovative action by existing business leaders and entrepreneurs in their efforts to grow and develop new businesses.
4. Create an education and workforce development system that will fully prepare individuals for employment in the current and future economic environment.
5. Create collaborative relationships between government and the private sector to help streamline regulatory processes and maximize the effectiveness of government services.
6. Develop a regional infrastructure that enables rural and urban communities to participate fully in the global marketplace.
7. Create a well-planned region with a diversity of recreational, cultural and entertainment options that enrich the lives of current and future citizens and enhance the visitor experience.
Region 8 is located in east central Indiana and is comprised of Blackford, Delaware, Jay, Henry, Randolph and Wayne Counties. Major cities and towns include Muncie, Hartford City, Newcastle, Richmond, Winchester and Portland. Muncie/Delaware County is a Metropolitan Statistical Area and Newcastle/Henry County is designated a Micropolitan Area. Much of the region is rural with small to moderate sized county seat communities. The region sits east and slightly north of Indianapolis. The east edge of the region borders the State of Ohio, I-70 borders the region on the south and I-69 on the west. SR 28 bisects the center of the region from east to west, SR 3 from north to south and SR 67 diagonally from southwest to northeast. The region's communities are diverse. Muncie and Richmond are somewhat urbanized and the most densely populated. Many of the counties could be described as primarily rural with some fairly well developed cities and towns.
Profile of Region 8

Region 8 has numerous assets that provide the foundation for diversifying and growing the regional economy and improving the quality of life. Those assets include Ball State University, Indiana University East, Earlham College, and two Ivy Tech Colleges. Advanced manufacturing and healthcare/life sciences are both strong industry sectors in Region 8. The region has two major hospitals with more than 200 beds. Major industries include Ball State University, Cardinal Health Systems, Daimler Chrysler, 3M, Anchor Glass, Key Plastics, Borg Warner Automotive, Saint Gobain and Beldon CDT.

Currently Region 8 has a population of 297,863 and is projected to reach 301,390 by the year 2010. Between 1990 and 2000 the population declined by 0.30 percent. Henry, Jay and Randolph saw a slight increase but among the twelve IDOC Regions only Region 8 saw an overall decline in population. The larger, more urban areas, Muncie, Richmond and Newcastle, have seen moderate to negative population growth.

The 2004 unemployment rate in Region 8 was 6.4 percent which is significantly higher than the state rate of 4.9 percent. Per capita personal income in 2002 was $24,591 compared to the state at $28,032. Henry County boasted the highest at $25,704, Jay County the lowest at $20,816.

According to commuting patterns, Muncie and Richmond are the primary and secondary economic hubs in the region. The region has twelve major employers each with 500 or more employees. In 2002, the top three industry sectors in Region 8, in terms of employment – manufacturing (17.4 percent), Retail Trade (12.4 percent) and Healthcare and Social Services (7.7 percent) - account for 37.5 percent of Region 8's employment. Regarding income, the manufacturing sector has average earnings of $52,192 the highest in the region. Wholesale trade has the second highest average earnings of $40,674 followed by Healthcare and Social Services at $34,080. Retail Trade stands at $19,046.
Region 8 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 to build new strengths in the emerging industries that will replace older, declining sectors.

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 8 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 snap shop 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 8’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 8, 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 8’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 1 – Change in Employment and Concentration in Clusters

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<tr>
<td>Total, all industries</td>
<td>115,518</td>
<td>-4.2%</td>
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<td>Educational Services</td>
<td>5,322</td>
<td>11.6%</td>
<td>1.69</td>
<td>9.5%</td>
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<td>Advanced Manufacturing</td>
<td>15,270</td>
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<td>2.54</td>
<td>8.6%</td>
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<td>Biomedical/Biotechnical (Life Sciences)</td>
<td>17,612</td>
<td>-4.8%</td>
<td>1.23</td>
<td>3.3%</td>
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<td>Advanced Materials</td>
<td>1,850</td>
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<td>Chemicals</td>
<td>3,665</td>
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<td>Forest and Wood Products</td>
<td>3,195</td>
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<td>Earth Products</td>
<td>1,655</td>
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<td>-13.4%</td>
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<tr>
<td>Information, Communications and Media</td>
<td>1,813</td>
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<td>Agribusiness, Food Processing and Technology</td>
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<td>Advanced Business Services</td>
<td>3,145</td>
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<td>Arts, Entertainment, Recreation and Visitor Industries</td>
<td>1,774</td>
<td>-2.0%</td>
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<tr>
<td>Information Technology</td>
<td>1,810</td>
<td>-16.9%</td>
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<td>-0.8%</td>
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<td>Environmental Technology</td>
<td>971</td>
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<td>Advanced Logistics</td>
<td>2,377</td>
<td>-49.9%</td>
<td>0.69</td>
<td>-45.7%</td>
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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 8 had four clusters in the “Star” category from 2001 to 2003: Educational Services; Advanced Manufacturing; Biomedical / Biotechnical and Advanced Materials.

- The Educational Services cluster employs over 5,300 people in Region 8. Given the presence of Ball State University, Indiana University East and Earlham College as well as two Ivy Tech campuses in the region, it is not a surprise that the Educational Services cluster in Region 8 is over one and a half times as concentrated as in the nation. The presence of this and other educational institutions in the region confers many opportunities for workforce development, community economic development, technological advances and technology transfer, product and process development and commercialization.

- Advanced Manufacturing continues to serve as an important cluster for Region 8. This cluster employs almost 15,300 people, 13.2 percent of all jobs in Region 8. With a location quotient of 2.5, employment in the Advanced Manufacturing cluster is two and a half times more concentrated in Region 8 than in the nation at large. During the study period, the cluster lost almost 9.6 percent of its jobs; however employment has become more strongly concentrated due to even bigger declines in Advanced Manufacturing at the national level. The biggest sector in Region 8’s Advanced Manufacturing cluster is Transportation equipment manufacturing. In Region 8, this sector experienced a 4 percent decline in employment over the study period, less than half the rate of decline at the national level. Within this industry, performance of component sub-sectors was uneven. Manufacture of heavy duty trucks, and motor vehicle parts such as air-conditioning systems, brake systems and electrical systems grew in both concentration and employment. Other sub-sectors such as gasoline engines and parts manufacturing, and power train components grew in concentration but declined in employment. This pattern makes it difficult to discern whether the industry is declining, outsourcing, or simply becoming more efficient in production (thereby shedding jobs). Region 8 also has large concentrations of employment in primary metal manufacturing, fabricated metal product manufacturing and machinery. Primary metal manufacturing employment declined faster in Region 8 than in the nation, but fabricated metal products and machinery manufacturing declined at a slower pace. Again, sub-sector performance in these sectors was mixed.

- The Biomedical / Biotechnical cluster, is the largest employment cluster in Region 8. This cluster employs over 17,600 people, which is 15.2 percent of all jobs in Region 8. During the study period the Biomedical / Biotechnical cluster brought more than 800 new jobs to the Region 8 economy. The strengths of Region 8’s Biomedical cluster lie largely in its concentration of employment in ambulatory health care services, including physicians’ offices; optometrists; outpatient care centers, including mental health care centers and freestanding emergency health care centers; medical and diagnostic laboratories and home health care services, as well as pharmacies and drug stores. The region also has high concentrations of employment in general medical and surgical hospitals; psychiatric and substance abuse hospitals; and nursing and residential care facilities, including community care facilities for the elderly. Because of the aging of the Baby Boom generation, this cluster has the potential to be an increasingly important part of the
The region’s economic foundation, and the Region certainly appears to have a great deal of infrastructure already in place.

- The Advanced Materials cluster, in part a sub-cluster of the Advanced Manufacturing cluster, provides almost 1,900 jobs in the region. A good number of these jobs are high pay jobs. The region’s 2003 average per capita payroll wage in Advanced Materials was $40,172 -- about 140 percent of the region’s average per capita payroll wage. However, this cluster is relatively small in size, and though its location quotient increased during the study period, employment decreased. Region 8’s employment concentrations within this cluster are mainly in ferrous and non-ferrous metal industries. From 2001 to 2003, non-ferrous metal foundries, including aluminum and copper, grew in both employment and concentration in Region 8.

Region 8 had three clusters that fell into the “mature” category in 2003: Chemicals, Forest and Wood Products, and Earth Products.

- The identification of a Chemicals cluster provides an alternate way to focus on a somewhat different mix of related manufacturing industries. The Chemicals cluster in Region 8 employed almost 3,700 people in 2003 and is over one and a half times as concentrated as in the nation. This concentration has declined slightly from 2001 to 2003. Strengths within Region 8’s Chemicals cluster include plastics product manufacturing, non-metallic minerals and glass and glass products. There is very little employment within the chemicals and pharmaceuticals sectors themselves in Region 8.

- The Forest and Wood Products cluster employs almost 3,200 people. The cluster has declined in concentration (-7 percent) and employment (-12.4 percent) from 2001-2003. Compared to the nation, Region 8 is highly specialized in sawmills and wood preservation industries, plywood and engineered wood products manufacturing, millwork, wood container and pallet manufacturing, wood kitchen cabinet and countertops manufacturing, as well as paper and paperboard milling. Several of these sectors grew over the study period.

- The Earth Products cluster includes industries such as mining, glass and refractories manufacturing. Although Region 8’s employment in this cluster is small, 1,700 jobs in 2003 the Earth Products cluster is twice as concentrated in the region as it is in the nation.

Of Region 8’s four “emerging” clusters, the Agribusiness, Food Processing and Technology and Advanced Business Services business and industry clusters showed increases in both employment and concentration during the three years from 2001 to 2003.

- The Agribusiness, Food Processing and Technology cluster in Region 8 employs almost 2,300 people. Within this cluster, several (small) sub-sectors showed substantial growth during the study period. These include Oilseed and grain farming (almost exclusively corn farming); Greenhouse and nursery production, including trees and floriculture; Poultry and egg production; “All other animal production;” Bakeries and tortilla manufacturing; Soft drink production and Grain and field bean wholesaling. Animal food
manufacturing is highly specialized in the region, compared to the US, but this sector lost both employment and concentration from 2001 to 2003. Other specialized sub-sectors that lost employment and/or concentration include Hog and Pig farming and Dairy product manufacturing.

Two of Region 8's “emerging” clusters, Advanced Business Services and Information, Communications and Media, as well as two of its “transforming” clusters, Information Technology and Advanced Logistics, have levels of specialized concentrated employment in Region 8 that remain far below the national average. At the same time, Advanced Business Services, Advanced Logistics, Information Technology and Information, Communications and Media are key support clusters needed to sustain the growth of the major driver clusters such as Chemicals, Advanced Manufacturing and Advanced Materials.

The Advanced Logistics cluster experienced a large decrease in employment during the study period. From 2001 to 2003 the Advanced Logistics cluster in Region 8 lost almost 2,400 jobs. This loss in employment caused the Region’s concentration (as compared to the nation) to fall from 1.26 to 0.69 (a 46 percent decline). Almost all of this loss was caused by a decline in the number of long-distance, general freight trucking companies, from a total of 87 in 2001 to 69 in 2003. It is important that Region 8 consider the causes of this decline, and consider rebuilding its strength in this industry since the freight transportation industry, as part of the Advanced Logistics cluster, is vital to the overall health of the region’s economy.

The average payroll wage per capita for the region in the third quarter of 2003 was $28,882. This contrasts with a 2003 third quarter 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 8 were Advanced Manufacturing at $45,350, Earth Products at $44,964, Advanced Materials at $40,172, and Information Technology at $39,799. The four clusters with the lowest average payroll wage per capita in 2003 were Biomedical/Biotechnical at $31,632, Agribusiness, Food Processing and Technology at $29,705, Information, Communications and Media at $26,110, and Arts, Entertainment and Recreation at $11,834.

It appears that Advanced Manufacturing, Biomedical/Biotechnical (Life Sciences), Educational Services, Agriculture/Food Processing and Technology and possibly Forest and Wood Products business and industry clusters will play important roles in the region’s economy over the next 12 years.
Region 8 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 8 Vision 2016:**

In 2016, Region 8 will have a diverse economy that has fully capitalized on a rich industrial legacy and embraced the opportunities presented by the new knowledge economy. Individually unique, communities will share a distinctive regional image characterized by an innovative and entrepreneurial environment, a highly productive workforce and a quality of life that attracts business, individuals and families.

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 8 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 - Embrace the concept of regional thinking and multi-county 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 - Develop proactive strategies that spur innovative action by existing business leaders and entrepreneurs in their efforts to grow and develop new businesses.**

**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 collaborative relationships between government and the private sector to help streamline regulatory processes and maximize the effectiveness of government services.

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 fully 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 well-planned region with a diversity of recreational, cultural and entertainment options that enrich the lives of current and future citizens and enhance the visitor experience.

Measurements: If quality of life manifests itself in an enhanced lifestyle for new young professional 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, best practices of global competitors etc. Delivery systems may include:
   - State or regional website
   - State or regional electronic newsletter
   - Special workshops or conferences
   - Creation of a Center for Global Business Assistance
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 including transportation and workforce development. Communities will succeed to the extent that they understand their regional economy and the economic development opportunities it offers to each locality.

**Goal Two: Embrace the concept of regional thinking and multi-county economic development.**

**2005 Action Items**

1. Form a committee of local economic development professionals and business leaders to explore the creation of a regional image or brand based on regional strengths and existing and emerging business clusters
2. Work with the existing East Central Indiana Development Council (ECIDC) to expand the current four county economic development marketing organization to include all counties in Region 8
3. Organize a committee of local economic development professionals and interested community leaders to work toward a legislatively created mechanism for sharing the revenue resulting from a multi-county economic development initiative (i.e. regional industrial park)

**Long-term Directions**

4. Organize CEO Roundtables for the business leaders in the one or two of the strongest regional business clusters (Advanced Manufacturing, Biomedical/Biotechnical (Life Sciences), Educational Services or Agriculture/Food Processing and Technology)
**Driver 3: Business Innovation**

Successful new economy businesses will be characterized by continuous innovation and creation. 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 Three:** Develop proactive strategies that spur innovative action by existing business leaders and entrepreneurs in their efforts to grow and develop new businesses.

### 2005 Action Items

1. Bring together representatives of the Small Business Development Center (SBDC), the Midwest Center for Entrepreneurial Education, and the Muncie Innovation Connector to begin the development of a region-wide entrepreneurship infrastructure including:
   - Access to incubator space
   - Access to capital (expand utilization of the Vision Angel Network across Region 8)
   - A mentorship network
   - Business development and entrepreneurship education
   - An inventory of area business resources (financial advisors, patent attorneys)
2. Encourage communities to partner with universities to assess their entrepreneurial climate
3. Increase access to business modernization, technology application, product development and market development services

### Long-term Directions

1. Fully utilize the region’s Technology Parks to support the development of technology-based businesses
2. Expand opportunities for technology transfer by increasing university and business interactions
3. Encourage existing and new business growth that builds upon the Central Indiana Life Sciences Initiative
4. Review the BioCrossroads Agriculture Interim Report and the identified cluster and sub-clusters (Baking, Beverages, Canning, Dairy, Grains, Miscellaneous, Pork and Beef, Poultry and Wood Manufacturing) for possible expanded or value-added business development potential in the rural areas of the region [www.biocrossroads.com](http://www.biocrossroads.com)
5. Review the Indy Partnerships Motor Sports Report for applicability to Region 8 businesses in the motor sports cluster
6. Bring together representatives of the education, business and economic development community to explore the potential of expanding the educational services cluster
7. Follow and where possible, utilize the efforts of the Central Indiana Corporate Partnership and Purdue University to build advanced manufacturing capacity and expertise
8. Bring together regional experts and area educators to cultivate entrepreneurial thinking and skill development at the high-school level
9. Pursue the creation of an ombudsman function in the IDOC Region 8 Office to assist with permitting issues, grant applications, identification of funding sources and technical assistance programs for existing and start-up businesses
10. Seek the authority for IDOC Regional Directors to make decisions on the use of economic development incentives and to advise the state on the need for tools tailored to meet the needs of Region 8
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. Profile the skill levels needed by existing basic businesses and update with new basic business locations
2. Analyze the skill levels required by targeted businesses
3. Promote the value of advanced education and lifelong learning as a condition of employment in the knowledge-based economy
4. Promote the dignity of, and opportunities in the advanced manufacturing and skilled-trades sectors

Long-term Directions

5. Increase the number of individuals in the resident population with Associate and Bachelors degrees
6. Implement the WorkKeys program in schools and businesses across Region 8
7. Expand the education and training options for the significant percentage of individuals who do not seek a four-year degree but with the necessary skills can earn a good wage often while assisting companies making the transition to a more technology-based operation
8. Work in partnership with the regional WIB, East Central Indiana Workforce Investment Board, to expand the number of new ‘Business Alliances’ to include some of the strongest regional industry clusters
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 collaborative relationships between government and the private sector to help streamline regulatory processes and maximize the effectiveness of government services.

2005 Action Items

1. Help local elected officials play a more active and informed role in economic development by partnering with the Indiana Association of Cities and Towns (IACT) and the Association of Indiana Counties (AIC) and/or organizing a series of regional mini-workshops focusing on key community and economic development issues:
   - ED financing (Special taxing districts, Local Option Taxes, Tax Abatement)
   - Land Use Planning and Economic Development Strategic Planning
   - Government efficiency and effectiveness through collaboration, restructuring and/or use of technology

Long-term Directions

2. Work with government offices to streamline the permitting and regulatory process through the local, state and federal level
3. Distribute a quarterly, e-mail Economic Development Update to share the latest economic development related information with local elected officials and business leaders, including:
   - New or pending legislation
   - Successful applications of economic development tools in other communities or states
   - The latest economic development issues
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 fully in the global marketplace.

2005 Action Items

1. Maintain on-going communications with the Indiana Department of Transportation (INDOT) to communicate the transportation needs of the region and remain informed on planned regional transportation developments
2. Bring together government and economic development representatives from across the region to discuss a strategy for addressing the sewer and water needs of individual communities
3. Inventory communities in the region lacking access to broadband technology and explore the potential for expanding the wireless system being deployed in Delaware, Jay and Blackford counties

Long-term Directions

4. Create a Task Force of local elected officials, economic developers and planning experts to explore the creation of a federally designated Economic Development District (EDD) that would have the responsibility for identifying and addressing regional infrastructure issues (telecommunications, roads/highways, high-speed rail etc.)
**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 well-planned region with a diversity of recreational, cultural and entertainment options that enrich the lives of current and future citizens and enhance the visitor experience.

**2005 Action Steps**

1. Recognize the economic and quality of life benefits of land use planning
2. Encourage utilization of existing infrastructure
3. Support the utilization of existing sites and buildings whenever possible
4. Encourage communities to make land-use planning and zoning a central part of their economic development efforts

**Long-term Directions**

5. Enhance quality of life by incorporating tourism as a product development strategy
6. Invite current local and regional tourism organizations to come together as a Regional Tourism Council; to maximize limited human and financial resources by creating and implementing a Regional Tourism Development strategy
7. Encourage and support the development of visitor attractions that also enhance the quality of life for current and future citizens:
   - Heritage Tourism (historic preservation)
   - Agri-Tourism (preservation of the family farm)
   - Eco-tourism (protecting while experiencing the natural environment)
8. Recognize and promote the value of amenity rich communities to new economy/technology-based companies and their employees
Appendix 1

Region 8 SWOT: Strengths, Weaknesses, Opportunities and Threats Analysis

Introduction

The Region 8 Advisory Council developed a set of issues based upon an extended discussion of the region’s economic strengths, weaknesses, opportunities and threats.

Strengths

1. I-69 and I-70 are key assets
2. The region’s higher education institutions, both public and private, are economic assets
3. Excellent health care system
4. Meaningful collaboration among counties in the region on economic development issues
5. Strong manufacturing base
6. Workforce with excellent skills
7. Quality of life is outstanding with a relatively low cost of living, crime rate and taxes
8. A number of K-12 schools in the region that are performing well
9. Region has a location that is central to a large part of the U. S. population
10. Many tourism attractions
11. Good cooperation among tourism programs throughout the region
12. Strong partnerships in Workforce Development

Weaknesses

1. Rural areas in the region are not well-served by the region’s interstate highways
2. Residents and businesses lack adequate access to broadband telecommunication services
3. Declining and aging population
4. While manufacturing has been a strength, the region is too dependent upon that sector
5. Some workers expect former high levels of manufacturing benefits and wages to continue
6. Rural areas lack adequate infrastructure in water and sewer
7. There is no North-South corridor on eastern side of the region
8. Some of the region’s K-12 schools could be improved
9. The region’s youth are often unprepared for future employment
10. Property tax restructuring has created new problems
11. Tourism organizations need to work together
12. State government has a marketing budget that is too small
13. The region has not focused on business clusters that have the most growth potential
14. Local government is inefficient; it should be streamlined
15. Too many regional leaders are ignoring the economic data and assuming that the region does not require significant economic development
16. In retail, the big box stores are having a significant impact upon small local businesses
17. Daylight savings time continues to be a controversial issue for the region and state
18. More regional leadership is needed
19. Too few business headquarters in the region and in the state
20. The region is hesitant to think outside of the box
21. Region’s leaders often lack education

**Opportunities**

1. Identify the jobs that attract the state’s college graduates
2. Put additional resources into: agri-tourism, entrepreneurial agriculture, and seed and horticultural development
3. Promote greater reuse of brownfield areas
4. Promote planning and zoning
5. Synthesize community services and reduce duplication
6. Improve access to capital by forming venture capital groups
7. Inventory higher education resources that could be useful for economic development
8. Create meaningful job opportunities for Indiana college graduates
9. Increase investment in telecommunications infrastructure
10. Take a regional approach to education and government
11. Create a consistent definition of the state’s various regions
12. Develop skills and education of the region’s workforce
13. Improve the workforce’s technology skills through the Workforce Investment Board and Ivy Tech
14. Provide greater assistance to small businesses

**Threats**

1. Urban sprawl needs to be contained
2. Lack of infrastructure will slow economic development
3. The loss of farmland is a continuing threat
4. Incentives to build outside built areas promotes sprawl
5. The benefits of planning are not fully understood
6. Rising health care costs for individuals and businesses could dampen development
7. The region’s inability to employ its educated residents will slow our development
8. Lack of a statewide or regional plan forces small communities to solve their own telecommunications infrastructure problems with insufficient resources
9. If we do not consider a regional approach economic development, we will be less competitive
## Appendix 2

### Region 8 Economic Development – Planning Meetings 2004

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>Planning Session 1</td>
<td>July 26, 2004</td>
<td>Alumni Center -- Ball State University, Muncie Indiana</td>
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<tr>
<td>Focus Groups 1 and 2</td>
<td>September 29, 2004</td>
<td>Muncie, Indiana</td>
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<tr>
<td>Planning Session 2</td>
<td>October 5, 2004</td>
<td>Alumni Center -- Ball State University, Muncie Indiana</td>
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<td>Focus Group 3</td>
<td>October 6, 2004</td>
<td>Muncie, Indiana</td>
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<tr>
<td>Public Meeting 1</td>
<td>October 25, 2004</td>
<td>Muncie, Indiana</td>
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<tr>
<td>Planning Session 3</td>
<td>October 25, 2004</td>
<td>Alumni Center -- Ball State University, Muncie Indiana</td>
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Appendix 3

Region 8 Economic Development – Council Members and Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Company/Institution</th>
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</thead>
<tbody>
<tr>
<td>Pat Bennett</td>
<td>President</td>
<td>Portland Forge</td>
</tr>
<tr>
<td>Bryan Coats</td>
<td>President and CEO</td>
<td>New Castle/Henry County Economic Development Corporation</td>
</tr>
<tr>
<td>Michael Conn</td>
<td>Manager</td>
<td>Metaldyne</td>
</tr>
<tr>
<td>Joe Evans</td>
<td>Business Representative</td>
<td>Carpenters Local #1016</td>
</tr>
<tr>
<td>Ron Fauquier</td>
<td>Senior Vice President</td>
<td>Ontario Systems</td>
</tr>
<tr>
<td>Elaine Fisher</td>
<td>Director</td>
<td>Center for Economic and Community Development, Ball State University</td>
</tr>
<tr>
<td>Sen. David Ford</td>
<td>State Senator</td>
<td>District 19</td>
</tr>
<tr>
<td>Jim Hizer</td>
<td>President</td>
<td>Economic Development Corporation of Wayne County</td>
</tr>
<tr>
<td>Mindy Kenworthy</td>
<td>Executive Director</td>
<td>Blackford County Economic Development Corporation</td>
</tr>
<tr>
<td>Dr. Linda Keys</td>
<td>Associate Director</td>
<td>Academic Research and Sponsored Programs, Ball State University</td>
</tr>
<tr>
<td>Rep. Ron Liggett</td>
<td>State Representative</td>
<td>District 33</td>
</tr>
<tr>
<td>Jim Mansfield</td>
<td>Executive Director</td>
<td>Muncie/Delaware County Convention and Visitors Bureau</td>
</tr>
<tr>
<td>James Meinerding</td>
<td>President and CEO</td>
<td>Randolph County Bank</td>
</tr>
<tr>
<td>Terry Murphy</td>
<td>Vice President, Economic Development</td>
<td>Muncie-Delaware County, Indiana Economic Development Alliance</td>
</tr>
<tr>
<td>David Nixon</td>
<td>President</td>
<td>Nixon Tool Co., Inc.</td>
</tr>
<tr>
<td>Bob Quadrozzi</td>
<td>Executive Director</td>
<td>Jay County Development Corp.</td>
</tr>
<tr>
<td>Barbara Street</td>
<td>Director</td>
<td>East Central Indiana Workforce Investment Board</td>
</tr>
<tr>
<td>Gregory Stutz</td>
<td>Vice President</td>
<td>Hartford Concrete Products, Inc.</td>
</tr>
<tr>
<td>Joe Wolfe</td>
<td>Executive Director</td>
<td>Randolph County Community and Economic Development Foundation</td>
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</tbody>
</table>
Partners in the Region 8 Planning Team

Region 8 Office
   Greg Beumer, Director

Purdue University Extension Services
   Christine Nolan, Area Educator

Kathy Noland
   Indiana Department of Commerce

Indiana Business Research Center
   Jerry Conover, Executive Director
   Carol Rogers, Associate Director

Ball State University Center for Economic and Community Development
   Elaine Fisher, Executive Director

Insight Consulting, LLC
   M. Jean Woods, Principal
   Peggy Morrow, Principal

Indiana Economic Development Council, Inc.
   Jackie Nytes, President
   Le Anh Long, Research Director

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.