Quick to Adapt
Working Smart
Taking Risks
Playing Safe
Working Hard
Slow to Change

A NEW PATH TO PROGRESS

2005
REGION 9 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 has resulted 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 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 Strategic Development Group, Inc. We want to express our gratitude to the many individuals in Region 9 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 9 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 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 Indiana Department of Commerce Region 9 strategic plan was formulated by a group of business, educational and government leaders after months of study and input from various focus groups and public hearings. It identifies present needs and concerns and creates a vision for what the region should strive to become based on the desires of a diverse group of dedicated people.

Educational needs, business climate, and quality of life issues have been considered in the development of the plan in order to better serve our customers. Region 9 encompasses Dearborn, Fayette, Franklin, Jefferson, Ohio, Ripley, Rush, Switzerland, and Union counties, and includes primarily rural areas with small cities and towns adjacent to metropolitan areas.

This plan will serve as a living document, subject to modification as time, needs and local interests evolve. It identifies key issues, objectives, and goals and will serve as a roadmap as specific goals are developed and strategies are implemented. Most importantly, for the first time, our strategic plan will be incorporated into the statewide economic development plan, adding value to the vision we have created for Southeastern Indiana.

Sincerely,

Vicki Kellerman
Director, Region 9, 2004

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Executive Summary

The Indiana Department of Commerce and the Indiana Economic Development Council have partnered to create a new state economic development plan and a set of strategies for each IDOC region. At the regional level the planning process has been overseen by the region's Advisory Council. The Advisory Council consists of community leaders representing small and large employers, economic development organizations, educational institutions K through 16, and local government.

The Region 9 Advisory Council (RAC) has held four planning sessions. Statistical information on the state and regional economy was provided for these sessions by Purdue University and the Indiana Business Research Center. In addition to these sessions, a public meeting and two focus groups were held; the focus groups gathered in-depth views on the regional economy from economic developers and major employers. Over 100 key leaders in business and government were contacted over the phone and asked to respond to a survey. Guided by this information, the Advisory Council has adopted a goal under each driver and a set of objectives defining the activities to achieve each goal.

The Indiana Economic Development Council has identified seven key drivers of the state economy which have served as the basis for the planning process:

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

The Region 9 Advisory Council has chosen seven goals for its economic development strategy. Those goals are:

1. Region 9 will be seen as a desirable area for business and residential development.
2. Region 9 leadership will be fully engaged in economic development.
3. Region 9 will be positioned for economic development.
4. Region 9 will develop a culture that values education.
5. Established basic employers in Region 9 will stay and grow.
6. New basic employers from within the region will grow.
7. The region will include a variety of communities that have a high quality of living.
Region 9 is located in Southeastern Indiana and includes Dearborn, Fayette, Franklin, Jefferson, Ripley, Rush, Switzerland, and Union counties. The region is comprised of small to mid-sized communities with substantial rural areas. Although there are no major urban centers within the region, Cincinnati, Louisville, Richmond and Indianapolis are all within 100 miles of the region. As a result, to be effective, an economic development strategy must be appropriate to mid-sized cities, small towns and rural areas. At the same time, the region must find ways to take economic advantage of the metropolitan areas on their borders.

Major economic assets include I-74, which runs through Rush, Franklin and Dearborn Counties. I-70 runs just north of the region. Jefferson, Ohio and Switzerland counties have access to the Ohio River.
Profile of Region 9

Region 9 has no MSA. The region has one micropolitan* area: Connersville, in Fayette County.

Region 9’s population is 195,608 (2003). The City of Connersville has a population of 14,844 (2003). The region’s population grew by 8.7 percent between 1990 and 2000; this compares with a 9.7 percent growth rate for the state of Indiana during the same decade.

The region’s unemployment rate (November 2004) was 5.2 percent. The state’s unemployment rate for the same period was 4.9 percent.

The largest employment sector (comprised of multiple clusters) in the region is manufacturing, which, with 15,034 workers, comprises 15.9 percent of the workforce. Indiana’s manufacturing employment is 16.7 percent of the state’s total workforce.

Region 9’s per capita personal income for 2002 was $25,452. This compares with the state average income of $28,032. Dearborn County had the region’s highest per capita personal income of $28,438; Switzerland County had the lowest at $20,435.

* A micropolitan statistical area has at least one urban core with a population of at least 10,000 but less than 50,000. The urban clusters also have an adjacent territory with a high degree of social and economic integration as measured by commuting.
Region 9 Cluster Analysis

For this economic development strategy, Purdue University analyzed business clusters in Region 9. 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. In adopting a cluster strategy, states and regions hope to maximize their competitive advantage in existing industries and to build new strengths in the emerging industries that will replace older, declining sectors.

Purdue identified 14 business clusters that had a presence in Southeast Indiana. The fourteen clusters are:

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

These clusters are based on data from 2001 through 2003.

In Table 1, each cluster is analyzed according to its size (number of jobs) in 2003 and the strength and direction of growth in location quotients between 2001 and 2003. For purposes of comparison, the average per capita payroll income for each cluster is also illustrated in Table 1.

Table 1 – Region 9 Changes in Employment and Concentration in Clusters

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<tr>
<td>Total, all industries</td>
<td>65,133</td>
<td>-1.3%</td>
<td>1.00</td>
<td>0.0%</td>
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<td><strong>Specialized, Increasing Concentration</strong></td>
<td></td>
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<td>Advanced Manufacturing</td>
<td>8,592</td>
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<td>Earth Products</td>
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<td>Advanced Logistics</td>
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<td>Arts, Entertainment, Recreation and Visitor Industries</td>
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<td>Agribusiness, Food Processing and Technology</td>
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<td>Chemicals</td>
<td>1,105</td>
<td>-13.3%</td>
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<td>Forest and Wood Products</td>
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<td>Information Technology</td>
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<td>0.27</td>
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Source: Indiana Economic Development Council and Purdue University Cooperative Extension Service, from third quarter CEW data supplied by the Indiana Business Research Center, January 2005

Region 9 Economic Development Strategy
2005
Because of the short, two-year time period (2001-2003), this analysis should be seen as a snapshot of the regional economy and might not necessarily indicate long-term trends. These clusters were analyzed from several perspectives, including total employment, employment growth, wages and the growth in specialization in each cluster relative to that same cluster nationally.

Chart 1 – Region 9 Clusters

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 specialized. A Mature cluster refers to those that are specialized and are currently becoming less specialized. The Emerging clusters are defined as those that are currently not specialized, but are becoming specialized in their particular grouping. The Transforming clusters are not specialized, and appear to be decreasing in any specialization that might exist.

1. The Biomedical / Biotechnical business cluster has a strong presence in Region 9. This cluster employs over 8,000 people within the region. The region’s concentration of employment compared to the nation has decreased slightly between 2001 and 2003, although it remains above the national average. During that same period Region 9’s employment in Biomedical / Biotechnical also decreased slightly. This cluster has the potential to continue to be part of the region’s economic foundation.

2. Advanced Manufacturing is a cluster that provides over 8,500 jobs in the region; this is almost 13.2 percent of all jobs in Region 9. The region’s level of specialized employment in this cluster is far above the national average, and that level has increased over the past two years. During the study period, the cluster lost almost 8.1 percent of its jobs; however it remains strongly concentrated due to even bigger declines in Advanced Manufacturing at the national level.

Source: IEDC and Purdue University Cooperative Extension Service, with data provided by Indiana Business Research Center, 2004
3. The Arts, Entertainment and Recreation business cluster employs over 5,500 people in the region. Between 2001 and 2003, the region’s level of specialized employment in this field decreased, although that level remains above the national average. Although the cluster lost over 400 jobs during that same period, the Arts, Entertainment and Recreation business cluster has potential to grow in Region 9 considering the growth potential from the region’s casino(s) and possible investments in Agri-tourism.

4. Advanced Logistics, which employs nearly 2,000 people in Region 9, is a star performer from 2001 to 2003. The region has a level of specialized employment in this field, and that level increased significantly during the period of the study.

5. The Advanced Business Services Cluster is in the “emerging” category. The region has a level of specialized employment in this cluster that is significantly below the national average. However, that level is increasing. The cluster has over 1,000 jobs in the region.

6. Forest and Wood Products appears to be a cluster in transition. The region’s level of specialized employment in this field, a level that is slightly below the national average, decreased between 2001 and 2003. The cluster provides over 1,000 jobs in the region.

7. The Agribusiness, Food Processing and Technology cluster can be categorized as “emerging”. “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. The cluster employs over 1,000 people in the region and the region’s level of specialized employment, although below the national average, increased between 2001 and 2003.

8. Advanced Materials is a cluster that is in the star category. The Advanced Materials cluster, in part a sub-cluster of the Advanced Manufacturing cluster, provides almost 1,100 jobs in the region. The region’s level of specialized employment increased during the period of the study, and that level is above the national average.

9. Environmental Technology provides over 1,000 high wage jobs in the region. This cluster has essentially stagnated, although the cluster remains slightly more concentrated in Region 9 than in the nation as a whole.

10. The Chemicals cluster employs over 1,000 people in the region. Region 9 has a level of specialized employment that is below the national average, and that level is decreasing.

In several of the clusters cited below, Region 9 has a small but growing employment presence. Between 2001 and 2003 the region had a decrease in these clusters’ level of specialized U.S. employment. These are emerging clusters, but with such a small employment base that their future within Region 9 is not clear. These clusters are:

- Information Technology
The three clusters that had the largest employment – Advanced Manufacturing, Arts, Entertainment and Recreation, and Biomedical / Biotechnical - comprised approximately 34 percent of the region’s workforce in 2003.

The average payroll wage per capita in the region was $28,572. This contrasts with a 2003 average payroll wage per capita in the U.S. of $37,765. The four clusters with the highest average payroll wage per capita in 2003 in Region 9 were Environmental Technology at $50,541, Advanced Manufacturing at $40,232, Earth Products at $37,755, and Advanced Materials at $37,417. In contrast, the four clusters with the lowest average payroll wage per capita in 2003 were Information, Communications and Media at $25,472, Arts, Entertainment and Recreation at $26,791, Forest and Wood Products at $28,752, and Advanced Logistics at $28,771.

The members of the Regional Advisory Council agreed that Advanced Manufacturing, Arts, Entertainment & Recreation, and Biomedical / Biotechnical business clusters sector clusters will play important roles in the region's economy over the next 12 years.
Region 9 Vision, Goals, and Measurements

**Region 9 Vision 2016:**
By 2016 Region 9 is seen as a shining star in Indiana for its educational attainment. The economy is diverse, with a still strong manufacturing base that is complemented by a range of competitive business clusters in the service sector. The employers in these clusters offer a range of well-paying jobs with opportunities for career development for a technologically adept workforce. Young adults who have been raised in this region can find jobs that take advantage of their post-secondary education and skills. The region is part of a tri-state economy, with people commuting from Ohio and Kentucky to work in Indiana. The population growth rate for Region 9 now exceeds the state rate of growth. The region's supporting infrastructure - water, sewer, roads, and telecommunications – have improved to complement the area’s economic development. The region now has a more diversified entrepreneurial agriculture economy.

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 9 Advisory Council has chosen seven goals for its economic development strategy. Those goals are:

**Goal 1 - Region 9 will be seen as a desirable area for business and residential development.**

**Measurements:** For the short-term, the creation and implementation of a marketing plan; for the long-term, an increase in residential population and basic employers.

**Goal 2 - Region 9 leadership will be fully engaged in economic development.**

**Measurements:** For the short-term, the creation of a leadership engagement task force and formalized communication plans with local elected officials (LEOs); for the long-term, more LEOs active on Local Economic Development Organization (LED0) boards, increased local economic activity and more economic development regional projects.

**Goal 3 - Region 9 will be positioned for economic development.**

**Measurements:** For the short-term, inventory of regional needs; for the long-term, new infrastructure development.

**Goal 4 - Region 9 will develop a culture that values education.**

**Measurements:** For the short-term, the creation of a post-secondary educational task force; for the long-term, increase in adult educational attainment levels.
Goal 5 - Established basic employers in Region 9 will stay and grow.

**Measurements:** For the short-term, INvision is reconvened to lead the retention and expansion strategy; for the long-term, an increase in the number of established basic employers that expand in Region 9.

Goal 6 - New basic employers from within the region will grow.

**Measurements:** For the short-term, the creation of a regional small business tool box that complements the Small Business Development Center (SBDC); for the long-term, an increase in the number of small basic employers in the region.

Goal 7 - The region will include a variety of communities that have a high quality of living.

**Measurements:** For the short-term, implementation of a formal promotions program of regional and local planning for recreational infrastructure and implementation of a regional approach to down-town revitalization; for the long-term, an increase in the amount of recreational infrastructure in the region and in the number of businesses in downtowns throughout Region 9.
Drivers, Goals and Objectives

Driver 1: 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 One: Region 9 will be seen as a desirable area for business and residential development.

2005 Action Items

1. Convene the region’s local economic development organizations to determine targeted markets
2. Reinvigorate INvision Southeast Indiana* to complement the work of local economic development organizations in a regional approach to marketing for new basic employers
   ▪ Sell the close proximity and commonality of the three major urban areas close to the region
   ▪ Promote diverse quality of life
   ▪ Give the region an identity outside of Indiana

Long-term Directions

3. Find funding for the new marketing program
4. Implement a targeted marketing strategy
5. While maintaining awareness of Region 9’s sub-regional areas of East Central and Southeast, promote the region as a whole
6. Develop a new region-wide marketing program aimed at businesses, tourists and residents

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* INvision Southeast Indiana is a consortium of economic development organizations in southeastern Indiana. It represents the counties of Dearborn, Franklin, Jefferson, Jennings, Ohio, Ripley, Scott and Switzerland.
Driver 2: Smart Government

Successful governments in the new economy will be characterized by innovative solutions to problems, customer focus and high levels of accountability. New economy challenges for government at all levels include:

- Balancing tax revenue with timely investments in public services, infrastructure and education.
- Providing state-of-the-art telecommunications solutions so that citizens can conduct their business with the government on-line.

Goal Two: Region 9 leadership will be fully engaged in economic development.

2005 Action Items

1. Implement a targeted marketing strategy
2. Increase the number of community leaders throughout the region via volunteerism networks, festivals and training workshops
3. Create and maintain a monthly economic development newsletter for the region

Long-term Directions

4. Members from the regional Local Elected Officials (LEO) task force should periodically attend meetings of County Commissioners, County, City and Town Councils to provide brief updates on economic development tools and success stories
5. Create a circuit rider program, with an additional staff person at the IDOC regional office, to hold local economic development workshops for LEOs and other community leaders. Topics might include new regional efforts from neighboring states
Driver 3: Infrastructure

Each region must have adequate infrastructure that will enable it to compete. Infrastructure categories include: broadband telecommunications, water, sewer, power, and transportation. Each community within a region must have a minimum level of infrastructure assets with which to work, and each community must create a strategy to develop those assets.

Goal Three: Region 9 will be positioned for economic development.

2005 Action Items

1. Convene leadership to identify key infrastructure needs regionally -especially water/sewer and broadband telecommunications
2. Promote the economic value of land use planning in the economic development newsletter
3. Promote existing regional planning and economic development organizations such as the Southeastern Indiana Regional Plan Commission and the Eastern Indiana Development District

Long-term Directions

4. Create a region-wide highway planning organization
5. Lobby as a region for infrastructure improvements
6. Implement and continue Ways-to-Grow
7. Promote appropriate uses of County Economic Development Income Tax (CEDIT) in each county
8. Ensure that each county has a developed business park
9. Encourage individual communities and counties to develop regional economic assets such as regional waste water treatment facilities
10. Inform local leaders about tools such as Cinergy’s Spec Building program
11. Develop a regional early stage debt/equity capital fund
**Driver 4: Workforce Development/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: Region 9 will develop a culture that values education.**

**2005 Action Items**

1. Convene post-secondary educational task force that includes business leaders, Ivy Tech, Hanover, local learning centers, Indiana University and Purdue University - among others - to oversee a sustained educational promotional campaign
2. Develop a sustained promotions campaign – with the active engagement of the business community - on the merits of education and life-long learning
3. Establish a base line for the loss of college graduates in the region

**Long-term Directions**

4. Promote a more complete understanding of the world of work, which today requires continuous improvement and life-long learning
5. Change cultural perceptions of advanced manufacturing jobs
6. Develop cooperative programs between Ivy Tech and Hanover College, possibly including the continued tracking of the loss of college graduates to the region
7. Identify local champions for business partnership in K-12 education programs
8. Provide recognition of academic achievement
9. Promote county-based life-long learning and workforce development systems
**Driver 5: Business Innovation**

Successful new economy businesses will be characterized by continuous innovation and creation.

**Goal Five: Established basic employers in Region 9 will stay and grow.**

**2005 Action Items**

1. Convene Local Economic Development Organizations (LEDOs) from throughout the region to begin a Region 9 Retention & Expansion strategy that complements local economic development efforts and that uses a cluster-based approach to target established employers. The following clusters appear to be those in which the region already has a competitive advantage:
   - Advanced Manufacturing
   - Advanced Logistics
   - Advanced Materials
   - Arts, Entertainment and Recreation
   - Biomedical / Biotechnology
   - Chemicals
   - Environmental Technology

2. Survey all businesses in the targeted cluster regarding needs and opportunities
3. If possible, reinvigorate INvision Southeast Indiana to serve as the lead organization for Region 9 on this program

**Long-term Directions**

4. Assist businesses that have common needs to develop joint programs in education, workforce development, marketing, etc
5. Explore ways to assist employers in the emerging technology and knowledge-based clusters of Information, Communications, Media, and Advanced Business Services. Connect to the IEDC's statewide plans for the region's second tier clusters
6. Develop mentoring program for basic employers new to exporting
**Driver 6: 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; conversely, regions will be unsuccessful to the extent that they are not participating in those forces.

**Goal Six: New basic employers from within the region will grow.**

### 2005 Action Items

1. Convene LEDOs and representatives from the region's Small Business Development Center program to determine additional opportunities for entrepreneurial development
2. Develop tools and resources for small businesses in small towns and rural areas
3. Convene representatives of companies with strong export sales to assist small businesses new to exporting
4. Identify new sources of funding

### Long-term Directions

5. Ensure that every small business in the region has access to incubator services
6. Target small businesses in emerging technology and knowledge-based clusters
7. Implement the export mentoring program
8. Convene LEDOs and representatives from the region's Small Business Development Center program to determine additional opportunities for entrepreneurial development
**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, recreational assets and economic opportunities.

**Goal Seven:** The region will include a variety of communities that have a high quality of living.

**2005 Action Items**

1. Provide information to local leaders on a regular basis regarding planning and funding for recreational infrastructure
2. Convene regional leaders to determine expanded recreational opportunities such as greenways and trails
3. Convene LEDOs, Chambers of Commerce, Tourism, and Main Street leaders to consider a regional approach to downtown revitalization

**Long-term Directions**

4. Identify recreational infrastructure funding needs
5. Create a regional recreational planning organization
   - Take advantage of Ohio River resources for regional tourism
6. Promote agricultural value-added business opportunities
7. Apply for infrastructure funds
8. Create regional downtown development group
9. Identify regional downtown development strategy
Appendix 1

Region 9 SWOT: Strengths, Weaknesses, Opportunities and Threats Analysis

Introduction

The Region 9 Advisory Council developed a set of issues based upon an extended discussion of the region’s economic strengths, weaknesses, opportunities and threats.

Strengths

1. Abundant natural resources
2. Advanced manufacturing
3. Ohio River as an economic asset
4. Other growth areas within natural resources include the Forest and Wood Products cluster
5. Strong environmental aesthetics represent a strong quality of life asset and a potential draw for tourism
6. Excellent access to Midwest markets, including Cincinnati, Louisville and Indianapolis represent potential targets for marketing
7. Interstate 74 is the major intercity highway artery for the region. I-70 is close to the northern tier of counties in Region 9. The plans for improving access to the region via the Markland Dam and I-71 will create more market opportunities for the region’s businesses
8. Many outstanding K-12 school systems, several Ivy Tech campuses, and Hanover College
9. Trend of population push from nearby metropolitan areas (Indianapolis, Cincinnati and Louisville) has contributed to the population growth of the region
10. Riverboat gaming has provided financial growth
11. Regional IDOC office staff has both knowledge of and a commitment to the region. The regional office makes information and opportunities accessible to local communities

Weaknesses

1. Shortage of good-paying jobs causes a “brain drain” in the area and weakens the internal economy, making the area less desirable for new investments
2. Lack of a positive image. Little identity outside of Indiana. Lack of regional media attention in the metropolitan areas. Most media for the region comes from outside of the region
3. Inconsistent land use planning throughout the region
4. No state-supported four-year university
5. Large number of highly educated workers who commute out of the region for work. There was a consensus among council members that vocational students and non-college bound kids shared a lack of basic workforce skills
6. Large chain stores continue to threaten locally-owned retailers
7. Increasing drug abuse problems, especially explosive growth of methamphetamine labs. Production favors rural areas like those found in Region 9
8. Little regional cooperation. The Southeastern Indiana Regional Plan Commission is a great resource for Region 9. But in practice there is more competition between and among other regions than there is joint effort.

9. Lack of sufficient incentives for Retention and Expansion opportunities. Few tools for local communities; expanding options for financial home rule should be considered by the state.

10. Lack of small business development resources at both the local and regional levels.


12. Inadequate access to high-speed telecommunications services.

Opportunities

1. Large market of untapped, educated workers who currently commute to urban areas nearby. Also the Building Trades Council in Cincinnati recruits young workers from Region 9.
2. Value-added agriculture and agribusiness has great potential in the region. There are a number of recent examples of businesses that have focused on niche agricultural markets.
3. Focus on export-oriented businesses for economic development. This includes established basic employers of all sizes as well as newer businesses.
4. Exploit tourism and a subset, agri-tourism. These sectors should receive particular attention for development.
5. Expand our telecommunications investments in both cable and wireless broadband services in both rural and urban areas.
6. Additional incentives needed to motivate communities and counties to work together. These incentives might include ways to share tax revenue.
7. Use Regional IDOC office to assist with region-wide issues of continuing education and transportation. Use as a "clearing house" of resources. Convene education leaders to reduce overlapping services. Find out from local employers what skills they seek in workers; and it could determine ways to fund co-ops and internships for college-level students.

Threats

1. Region 9 needs new tools to help manufacturers compete in the global economy. These tools might include a new approach to workforce development or new incentives for export development.
2. As part of Region 9 continues to experience new urban residential growth as a result of population pressure from nearby metropolitan areas, it is essential that local elected officials have appropriate land use planning tools at their disposal.
3. This region needs a four-year, state-supported university. Although Ivy Tech has several campuses and although Hanover College is located in the region, lack of access to a state-funded institution that provides bachelors, masters and doctoral degrees threatens to make the transition to a new economy more difficult.
4. The global economy has caused a great loss of manufacturing jobs. Current manufacturers are facing difficult decisions about outsourcing product from developing countries or relocating operations outside of the U.S.
5. Health care costs are soaring for all employers, regardless of sector. If this problem continues to grow it might be a determining factor for additional manufacturers to leave the country.
# Appendix 2

## Region 9 Economic Development – Planning Meetings 2004

<table>
<thead>
<tr>
<th>Planning Session 1</th>
<th>August 4, 2004</th>
<th>Sherman House Hotel, Batesville, Indiana</th>
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<tbody>
<tr>
<td>Planning Session 2</td>
<td>September 20, 2004</td>
<td>Batesville Tool and Die, Batesville, Indiana</td>
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<td>Planning Session 3</td>
<td>October 26, 2004</td>
<td>Batesville Tool and Die, Batesville, Indiana</td>
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<td>Planning Session 4</td>
<td>November 18, 2004</td>
<td>Batesville Tool and Die, Batesville, Indiana</td>
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<tr>
<td>Public Meeting</td>
<td>October 26, 2004</td>
<td>Batesville, Indiana</td>
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<tr>
<td>Three Focus Groups</td>
<td>October 6, 2004</td>
<td>Batesville, Indiana</td>
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## Region 9 Economic Development - Council Members and Participants

<table>
<thead>
<tr>
<th>Mr. Gary Brett, Chairman</th>
<th>Mr. Bob Bridges, Mayor</th>
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<tr>
<td>Ohio County Port Authority</td>
<td>City of Rushville</td>
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<tr>
<th>Ms. Susan Craig, Director</th>
<th>Ms. Tammy Elbright, Director</th>
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<tr>
<td>Southeastern Indiana Regional Planning Commission</td>
<td>Historic Downtown Development Center</td>
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<tr>
<th>Mr. Jody Fledderman, President</th>
<th>Mr. Jim Gregory, President</th>
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<tr>
<td>Batesville Tool &amp; Die</td>
<td>Sperry Rubber</td>
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<tr>
<th>Mr. Larry Griffin, President</th>
<th>Rhonda Griffin, Director</th>
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<tr>
<td>Stedman Machine Company</td>
<td>Switzerland County Welcome Center</td>
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<tr>
<th>Mr. Darin Gullion, Secretary</th>
<th>Mr. Rick Haskins, Vice President for Development</th>
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<tr>
<td>Switzerland County Economic Development Commission</td>
<td>Hanover College</td>
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<tr>
<th>Mr. Jim Helms, Chancellor</th>
<th>Mr. Dale Meyer, President</th>
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<tr>
<td>Ivy Tech State College</td>
<td>Heartwood Manufacturing</td>
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<tr>
<th>Mr. Angel Perez, President</th>
<th>Ms. Pam Sander, Director</th>
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<tr>
<td>Connersville Urban Enterprise Zone</td>
<td>Ripley County Economic Development Corporation</td>
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<tr>
<th>Mr. John Stacier, Executive Director</th>
<th>Mr. Sam Synder, Technical Training Director</th>
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<tr>
<td>Historic Madison, Inc.</td>
<td>Visteon Systems</td>
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<tr>
<th>Mr. David Terrell, Director</th>
<th>Mr. Burke Thomas</th>
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<tr>
<td>Madison Industrial Development Corporation</td>
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<tr>
<th>Barb Branigan</th>
<th>Judy Firth</th>
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<td>Department of Workforce Development</td>
<td>Vevay Switzerland County Foundation</td>
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<tr>
<th>Honorable Rick Fledderman, Mayor</th>
<th>Dr. Jim Freeland,</th>
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<tr>
<td>City of Batesville</td>
<td>Batesville Community School</td>
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<th>Greg Griffin,</th>
<th>Rick Haskins</th>
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<td>Rush County Economic &amp; Community Dev.</td>
<td>Hanover College</td>
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<tr>
<th>Don Heiderman</th>
<th>Jim Helms</th>
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<tr>
<td>IVY Tech State College</td>
<td>Ivy Tech State College</td>
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</table>
Nisa Hensley  
Cinergy

Honorable Al Huntington, Mayor  
City of Madison

Nancy Kinder  
Eastern Indiana Development District

Ron Larew  
Franklin County Purdue Extension

Bill MacDaniel  
Area Planning Commission

Louise Markel  
Community Foundation of Madison

Dick Moore  
Rising Sun Port Authority

Jolissa Pollock  
Economic Development Group

Ed Sullivan  
Rising Sun Regional Foundation

Jeannie Vangundy  
Cinergy

Mr. Tom Tully, President  
Rush County Economic Development Corporation

George Hughes  
Ivy Tech State College

Randy Johann  
Ivy Tech State College

Bill Konyha, Economic Development Group  
Fayette County

Linda Lytle  
Madison Area Convention & Visitors Bureau

Brenda McLane  
Ivy Tech State College

Chip Orben  
Cinergy

Jim Sander  
Sperry Rubber

Blanche Stelle  
Union County Development Corporation

Kim Thurlow  
Ivy Tech State College

Jim West  
Dearborn County Economic Development Initiative

Mr. Dave White, Owner  
White’s Auction Service
Partners in the Region 9 Planning Team

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Connie Combs, Program Manager
Wanda Heath, Administrative Coordinator
Kathy Noland, Indiana Dept. of Commerce

Purdue University Extension Services
Christine Nolan, Area Educator

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

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

Strategic Development Group
Thayr Richey, Program Manager
Scott Burgins, Project Manager

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

About Strategic Development Group, Inc.

Strategic Development Group, Inc. was founded in 1991. Now one of Indiana's most respected consulting firms, SDG has worked in more than 100 communities, helping businesses, governments, and community-based organizations on strategic planning, research, management and economic development projects.