

Southern Indiana Development Commission

Comprehensive Economic Development Strategy 2019-2023



Economic Development Plan 2019-2023

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Stronger Economies Together Initiative: An Overview

With over 45 years of existence to draw from, Southern Indiana Development Commission (SIDC) has a long history of working together as a region. Embedded in their mission is their goal to 'establish a mutual forum to identify, discuss, study, and bring into focus challenges and opportunities facing the five county area. This effort has made the SIDC an integral organization that local governments count on to support and convene the region in a nonpartisan manner. While the need for regional direction has not always been a priority for the nation or Indiana, a scarcity of resources has prompted communities to realize that working together may be the only way they can supply adequate services to their constituents. In turn, regional solutions that are feasible and sustainable makes the most sense. Indiana has also been promoting regionalism through networks like the Indiana Association of Regional Councils (IARC), organizations like the Purdue Center for Regional Development (PCRD), and programs like Regional Cities and Stellar Communities. With this CEDS/SET plan in place, SIDC will have the ability to readily respond to the growing momentum to collaborate regionally.

SIDC was accepted into the SET program in the summer of 2017. A draft of the plan was produced in the fall of 2018 and fine-tuned in early 2019. The plan will undergo review by the national SET team to determine its status as a high-quality plan in the first quarter of 2019. The Plan will also be evaluated by the United States Department of Economic Development Administration as a Comprehensive Economic Development Strategy. During the CED/SET process, two public forums, four coaching sessions and four committee meetings were held along with several subcommittee meetings and teleconferences. This was done in an effort to formulate a regional economic development plan that is widely accepted as having been developed collaboratively for the betterment of the entire five-county region. When the final plan is adopted and implemented by the region, its members and its partners, it will guide the strategic for economic development for the next five years.

Mission

To improve the quality of life in Southern Indiana by building better places to live, work and play through collaboration, planning and cooperation.

Vision

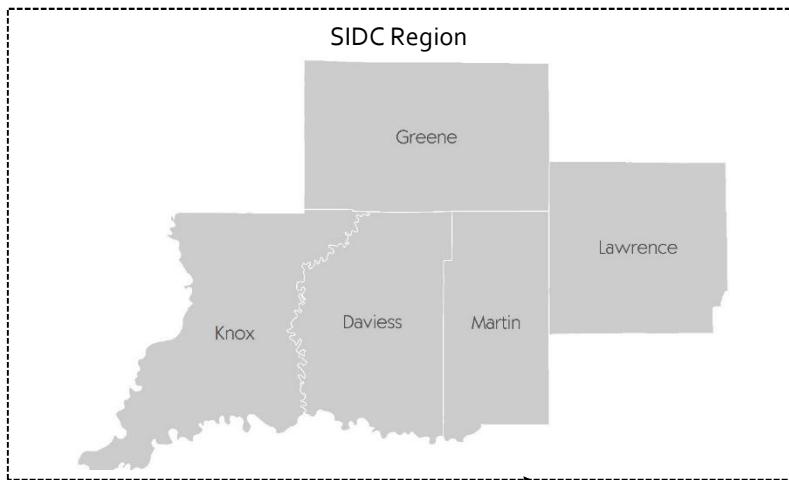
Upon successful implementation of the SET plan, the five counties that comprise the Southern Indiana Development Commission (SIDC) will have created a vibrant, growing region. This will include increasing the population, advancing educational attainment, raising the per capita income, expanding and diversifying the economy, improving physical and mental health and developing a higher "quality of place" that meets the expectations of our residents and employers.

SIDC Executive Summary

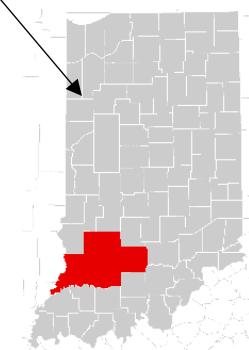
This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of the SIDC region. Key regional stakeholders embrace a spirit of regionalism and fully support this initiative. Implementing the action items described within this document will strengthen the ability of the SIDC region to secure its economic future and position it as a competitive region. This plan reflects the results of an interactive planning process that included four educational sessions along with active participation from business, civic and community leaders throughout. Significant research and discussions with stakeholders within every SIDC county have led to the development of this plan.

Southern Indiana Development Commission (SIDC) Description

The Southern Indiana Development Commission was organized in 1973 as a multi-county, multipurpose planning and development organization. SIDC serves Daviess, Greene, Knox, Lawrence and Martin counties in rural southwestern Indiana (see image on the right) and is currently organized under Indiana Code 36-7-7. SIDC was designated by the Economic Development Administration (EDA) as a certified Economic Development District (EDD) in the 1970s. A more detailed map of the district is included in the Appendix.



The area served by the Southern Indiana Development Commission has historically faced economic problems that have resulted in the lack of population growth, low per capita income, low educational attainment and lack of employment opportunities. The region's counties have always been friendly neighbors, suffering from similar issues in community, economic and workforce development. The region has historically collaborated on workforce development issues but only in the past 10 years has there been concerted effort to work on community and economic development issues.



SIDC Regional Planning Commission assembles a Comprehensive Economic Development Strategy (CEDS) that comprises a list of projects needed by each county in the five-county region. SIDC and the individual counties use this document to track and prioritize projects. The commission utilized the economic cluster and demographic data developed by the Stronger Economies Together program in the CEDS document.

The SIDC region's economy is rich with firms in the agribusiness, food processing and technology industries. Companies like the Grain Processing Corporation, Perdue Foods and Farbest Foods help drive the agribusiness for the region. Companies around the Crane Army/Navy base help drive STEM and technology jobs for the region. Other strong clusters in the region are transportation, logistics, forest and wood products and chemical-based products, as well as glass and ceramics.

The clusters identified in this section show opportunity for growth, have a presence in all of the counties, have regional impact and were catalysts for a deeper dive into the regional data. The needs of the strongest clusters

were used to develop the goals of this report. This SET Regional Economic Development Plan will guide the strategic economic development efforts of the SIDC Region.



Regional Quick Facts

The following are some key facts about the region that are discussed in greater detail in the regional analysis section of this plan:

- 2,273 square miles
- 160,861 residents (based on 2017 population data)
- 26.7% of the population is age 45-64. (largest group)
- 6.2% of the population is age 0-4. (smallest group)
- The Hispanic population is 3,758 which is 2.4 percent of the population in the region
- Per Capita Personal income is \$39,505, while the State of Indiana is \$45,150
- Colleges include Vincennes University and Purdue University (WestGate)
- SIDC has a larger number of workers commuting out of the region to work rather than into the region to work.
- Important industry clusters include primary metal manufacturing; agri-business, mining, forest and wood products, transportation equipment manufacturing, chemicals, advanced materials and fabricated metal products.

Regional Collaboration

The SET Plan itself is the product of the work of more than 39 committee members. Leadership for the planning process was provided by a Steering Committee, which was comprised of one Local Economic Development Organization (LEDO) representing each of the five counties. The Steering Committee members then selected SET Planning Committee members from their home-counties and accepted suggestions from supporting organizations. The goal was to create a diverse committee with representation from a wide array of backgrounds. The plan started with the county's economic development organizations with the recognition that in order for the SET Plan to be widely supported, it had to be a shared vision where local economic developers work in concert to enhance the region and not compete against each other. See the list of the SET Planning Committee members, and their respective organizations, in the following Table (see next page).

Input for the planning process was compiled from three primary sources. Firstly, research was conducted by The Purdue Center for Regional Development (PCRD) on economic assets and socio-economic data. Feedback was provided by approximately 90 people who participated in one of two public forums held on September 21, 2017 in Martin County and on September 28 held in Knox County. Lastly, decision-making was made by members of the SET Planning Committee. SIDC local officials discussed needs on February 28, 2018.

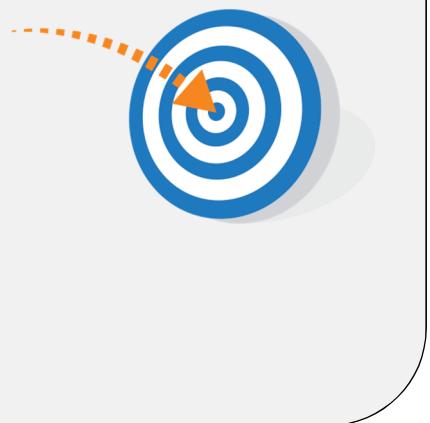
Members of the SIDC Planning Committee

Daviess County: <ul style="list-style-type: none">• Joe Wellman• Phil Cornelius• Samantha Bobbitt• Greg Jones• Hannah Parsons• Audrey Conlon• Lauren Osmon• Mary Smith• Natalie Smith• Darla Miles• Cindy Barber• Angie Mann	Greene County: <ul style="list-style-type: none">• Ed Michael• Brianne Jerrells	Knox County: <ul style="list-style-type: none">• Bob Lechner• Hannah Donnar• Kent Utt• Kim Frazier• Valerie Clingerman
Lawrence County: <ul style="list-style-type: none">• Marla Jones• Shance Sizemore• Rex Knight• Rodney Fish	Martin County: <ul style="list-style-type: none">• Michelle Carrico• Jenny Dearwester• Matt Sward• Rhonda Rumble• Janice Taylor• Tim Kinder	Economic Development: <ul style="list-style-type: none">• Knox County• Martin County• Daviess County• Greene County• Lawrence County
Purdue University: <ul style="list-style-type: none">• Purdue Extension• Purdue Center for Regional Development	USDA Rural Development: <ul style="list-style-type: none">• Mark Beckman• Deb Boudreau• Craig McGowan• Anthony Kirkland	Other Partners: <ul style="list-style-type: none">• NSA Crane• Stimulus Engineering• WiseCap

The following captures the overall goals that emerged from the SIDC planning process and includes a focus on three of the industry clusters that were deemed to be of vital importance to the region, along with two economic subsectors that are unique to certain portions of the region.

The Three Overall Goals of the SIDC Plan

1. **Enhance the Region's Quality of Life**
2. **Capitalize on Regional Industry Assets**
 - a. Key Industry Clusters:
 - i. Agribusiness/Food Processing
 - ii. Advanced Materials
 - iii. Transportation Equipment Manufacturing
 - b. Subsectors
 - i. Defense and Energy
3. **Strengthen Regional Collaboration**



The **Enhance the Region's Quality of Life** goal focuses on making the region a more desirable place to live and work in a way that reverses the trend of declining population and lack of amenities. The **Capitalize on Regional Industry Assets** goal examines the assets of the region and seeks to establish strategies for enhancing these assets, particularly in the three chosen economic development clusters of Agribusiness/Food Processing, Advanced Materials and Transportation Equipment Manufacturing, and Defense and Energy. The **Strengthen Regional Collaboration** goal establishes strategies for working across local boundaries on topics that will require a regional approach to solve or make better.

The cluster goals were established using local knowledge coupled with research from the Purdue Center for Regional Development. Each of these sources provided insights into the key drivers of the regional economy through the use and study of extensive primary and secondary data. After lengthy discussion, the committee decided to develop cluster goals around three of the most promising economic opportunities for SIDC's region and each of the counties within the region. The cluster goals are special because they seek to capitalize on the regional assets and involve strategies that require extensive collaboration in order to realize positive impacts. The regional industry clusters selected are "star clusters" (these clusters meet minimum thresholds for concentration (based on the location quotient analysis) and have experienced recent growth and further concentration in comparison to the nation) and have a large enough employment base where efforts could prove fruitful. The selected clusters are outperforming their industry and national peers (based on the shift share analysis). The selected industry clusters also have above median total earnings, earnings per worker and/or earnings per establishment in the region. Significant debate was undertaken regarding the inclusion of the Defense and Security cluster due the prominence of defense-related companies that work for NSWC Crane. It was determined that the data presented would not give a clear understanding of the defense industry due to how the Crane data is collected. Much of the reporting for Crane is aggregated with other military installations. For instance, the data represented shows 1,502 jobs in the defense cluster when data from the base shows over 4,000 jobs. A task force was set up to gather more detailed information on Crane to allow for their inclusion in the goals. Additional analysis of the clusters is included in the Appendices.

Regional Collaboration & Civic Engagement

The plan has buy-in from several key decision-makers in the region including county governments, Radius and Westgate. Radius is a regional partnership between right counties, four of whom, are represented by SIDC. Radius' concentrates on collaboration to meet economic development goals across the region. Westgate is a state-of-the-art technology park and serves as a key business point for many defense primes in the region. Key decision makers' explicitly expressed commitment to support the plan's implementation.

Additionally, public input and support was garnered through the writing and review of the plan. The plan was written by a subcommittee of individuals with expertise in regional clusters and economic development. The plan was shared with all team members for review and made available to the public for review at local libraries and government offices. The review and comment period remained open for 30 days and changes were incorporated into the final document before submission. In addition, the draft was placed on the SIDC website which allowed everyone from the region to review the plan.



Civic Forum Synopsis

The Civic Forums provided a valuable opportunity for residents to focus discussion on the Strengths, Weaknesses and Opportunities in the region. The region has many strengths, but often these are tied to weaknesses. Regardless, it is the purpose of the strategies set forth in this plan to both generate opportunities for the future of the region along with recognizing the areas of weaknesses which may be overcome with concerted effort. What follows is a synopsis of the qualitative data collected at the Civic Forums. As a region, residents are welcoming, industrious and hard-working. Long-standing traditions remain and there is still a sense of craftsmanship and an entrepreneurial spirit. The region is changing and incorporating more diverse populations, which is helping to grow population and entrepreneurship, but creates some challenges for local government and the community in terms of embracing new cultures. The hospitals and general practitioners are adequate for the region, but access to specialized medicine often requires leaving the region. The natural environment is a major strength that adds to the quality of life in the region, but access to the natural environment is often challenging. The high school educational attainment is above average but access to higher education often requires leaving the region. Youth are willing and encouraged to achieve higher education, but the youth often leave the region to find work in those disciplines of study.

Manufacturing creates opportunities for labor, but the workforce is often unaware of job opportunities or the skills needed to work in today's more modern manufacturing. There are opportunities for unskilled labor, but often the wages are not livable wages. There is low unemployment in portions of the region and low wages throughout the region. The region is experiencing an aging population which creates a need for new employees to fill positions when these older workers retire. Roughly half of the population leaves the region for employment. There are opportunities in regionally important industry clusters such as Agribusiness/Food Processing, Advanced Materials, Transportation Equipment Manufacturing, along with Defense and Energy subsectors. Opportunities to add value-added activities to these key clusters are sometimes challenging since the leadership of some of the firms associated with these clusters are located outside the region. The region has low overall crime but suffers (much like the rest of the country) with opioid addiction and meth addiction.

With each strength, there seems to be a corollary weakness tied to it. This makes the weaknesses and/or opportunities difficult for one community or organization to address. Regional collaboration is needed in order to address the similar issues across the region and to take advantage of the opportunities. This is why the SET plan is so important to the region, to help galvanize the region to act in a concerted way. Competing against

our neighboring counties for workers, industries, amenities or other interests will not benefit individual communities and only weaken the entire region. It was the civic forums that provided some important first steps in embracing regional opportunities and in seeking ways to partner with our neighboring communities. The agreed upon regional economic opportunities were found to be Agribusiness & Food Processing, Advanced Materials and Transportation Equipment Manufacturing. Furthermore, the two sub-clusters, Defense and Energy, were selected as targeted sectors given the growing importance of the NSA Crane on the region's economy and the historical importance of energy in key areas of the region.

Evidence Basis for the Plan

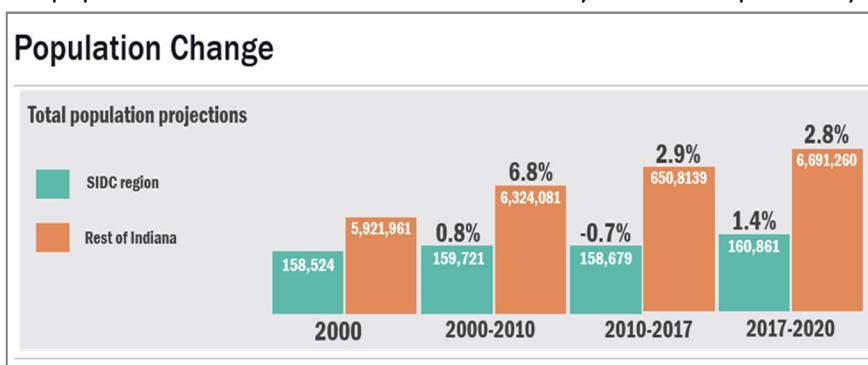
Regional Demographic Data

Southern Indiana Development Commission combined their local knowledge and data with data provided by the Purdue Center for Regional Development to guide the direction of this regional plan. This data provided clear insight to the strengths and weaknesses confronting the region and serves as a common focus for the regional partners.

While population retention and attraction are essential for regional growth, the regional demographic data indicates SIDC's population is in decline and aging faster than the rest of the State.. Educational attainment within the region is both an asset and a challenge. SIDC Indiana has a high percentage of high school to Associate degrees but lags behind the State in the proportion of residents 25 years old and older holding four-year or graduate degrees. The commuting patterns illustrate the regional connectivity of the region's workforce. Unemployment and crime rates are relatively low. Small businesses (less than 100 employees) dominate the landscape with respect to establishments.

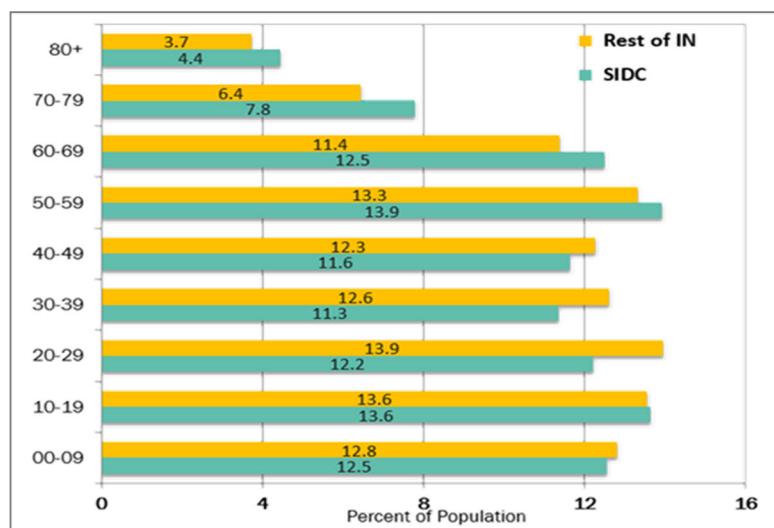
Population¹

The population of the SIDC area has decreased by 0.7% in the past five years and is expected to increase by



only half the rate of the state over the 2017-2020 period. With an aging population and the current level of outmigration, the region is committed to addressing these issues through targeted attraction and retention—and quality of life initiatives—to ensure an available labor force for the jobs of today and the future.

The region's workforce and workforce pipeline is shrinking as the region trends behind the rest of Indiana in terms of the percentage of residents aged between 20 and 34. And this holds true for all age ranges below 50, except for residents aged between 10-19, evidence that as people enter their twenties, they are choosing to leave in larger numbers than those that choose to stay or relocate to the region. In addition, the region has a higher percentage of residents that are 50 years of age and up. It is clear the region's population is aging. As such, services and housing targeted to the senior population will be a significant need in the future.



¹ U.S. Decennial Census 2000 and 2010, ACS 5-Year 2013-2017, and state forecasts

Educational Attainment²

The region has a high percentage of high school graduates and students with Associate Degrees. The region lags behind the rest of Indiana in terms of the percentage of people 25 years and older holding bachelor degrees and graduate degrees. This is concerning because some of the major employers, such as the Naval Support Activity (NSA) Crane, need workers with bachelor's or graduate level degrees to compete for contracts. This forces industries to import workers to remain competitive.

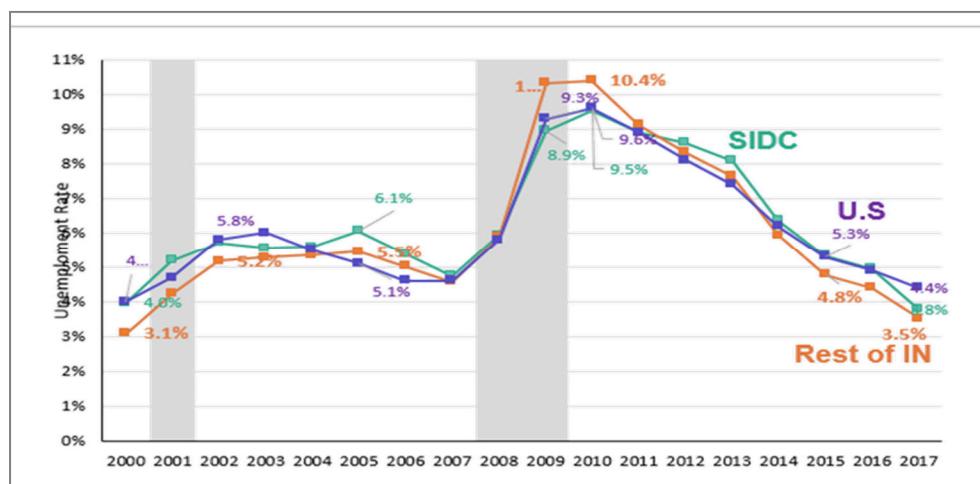
Journey to Work: Commute and Labor Sheds³

The Commute and Labor Sheds help determine if your areas is importing workers (i.e., Labor Shed) or exporting workers (Commute Shed) outside the region. The region has two areas where there is significant net inflow of commuters; Vincennes and NSA Crane. The region is bordered by Terre Haute, Evansville, Bloomington and Dubois County. These bordering areas attract workers in the Health Care, Life Sciences, Education, Manufacturing and Furniture Production.

	2015 Count	Proportion
Living in SIDC Region	64,517	100.0%
Both living and employed in the County	34,289	53.1%
Living in the County but employed outside	30,228	46.9%
Employed in SIDC Region	52,281	100.0%
Both employed and living in the County	34,289	65.6%
Employed in the County but living outside	17,992	34.4%

Unemployment Rate⁴

The region has gone from an unemployment rate of 9.5% in 2010 to a rate of 3.8% in 2017. Having a low unemployment rate is ideal because as a region, you want your workers employed. But, the region has



experienced declines in the number of available workers. While this may produce a lower unemployment rate, it may impact the income level of the region as few people are gainfully employed. Part of the lower participation rate may be due to the increasing number of residents reaching retirement age.

² Annual Population Estimates 2017, U.S. Census Bureau.

³ Longitudinal Employer Household Dynamics, OnTheMap, 2015 data.

⁴ Local Area Unemployment Statistics, Bureau of Labor Statistics

The unemployment rate in Daviess and Martin County are below the State average while Knox, Lawrence and Greene Counties are above the State Average as of 2017.

Crime

The region has a low violent crime rate. Crime rates are measured in the number of incidents per 1,000 people. The region has 1.15 violent crimes per 1,000 people while the US average is 3.75 violent crimes per 1,000 people. Property crimes in the region are also lower than the US with 14.5 property crimes for the region versus 24.22 property crimes per 1,000 people for the US.

Business Community

Researchers often look at company stages to determine which component of the economic sector is generating the most jobs. This helps offer valuable insight on where targeted efforts to retain and grow existing firms can best be undertaken. There are 5 stages of companies as displayed in the following image located to the right.

The lion's share of companies (67 percent) in the SIDC region are constituted of Stage 1 firms – those employing 2-9 employees (in 2017). Stage 1 firms were also the only significant contributor to establishment growth in the region from 2011-2017. Overall, nearly all establishments employ less than 100 workers or are proprietorships.



An establishment is a physical business location. Branches, standalones and headquarters are all considered types of establishments.

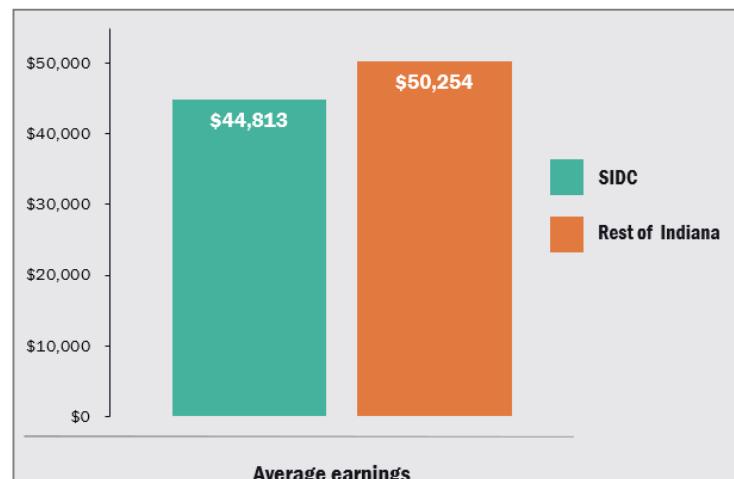
Definition of Company Stages	
Stage 0	Self-employed
Stage 1	2-9 employees
Stage 2	10-99 employees
Stage 3	100-499 employees
Stage 4	500+ employees

Number of Establishments by Company Stages in SIDC Region (2011-2017)⁵

Stage	2011		2017	
	Establishments	Proportion	Establishment	Proportion
Stage 0	952	16%	892	15%
Stage 1	3,908	65%	3,996	67%
Stage 2	1,039	17%	1,038	17%
Stage 3	72	1%	63	1%
Stage 4	5	0.1%	6	0.1%
Total	5,976	100%	5,995	100%

Average Earnings in 2017⁶

The average earnings of SIDC residents who were part of the labor force did not keep pace with average earnings for the rest of Indiana. While workers in the SIDC region had average annual earnings of nearly \$45,000 in 2017, it was nearly \$8,500 below the state's average of \$50,254.



Income & Poverty

Poverty is one of the metrics that can be used to assess the socioeconomic well-being of

regions. For purposes of this plan, two measures of poverty are examined. One is the proportion of people whose income falls below the poverty line. The second focuses specifically on children – residents under 18 years of age. As the accompanying table reveals, the poverty rate in the region has declined since 2007, but remains slightly over 14 percent. Throughout the time series, child poverty is even higher, approaching the 20 percent mark in 2017. As for median household income, it has rebounded from a short term decline seen in 2012.

Income and Poverty in SIDC

	2007	2012	2017
Total Population in Poverty	14.6%	15.9%	14.2%
Minors (Under Age 18) in Poverty	20.5%	22.8%	19.4%
Real Median Household Income (\$2017)	\$45,552	\$41,324	\$46,148

Small Area Income and Poverty Estimates (SAIPE), U.S. Census Bureau

* Note: Regional Median Household income is the population-weighted average of median household income values across SIDC counties.

SIDC's Cluster Analysis

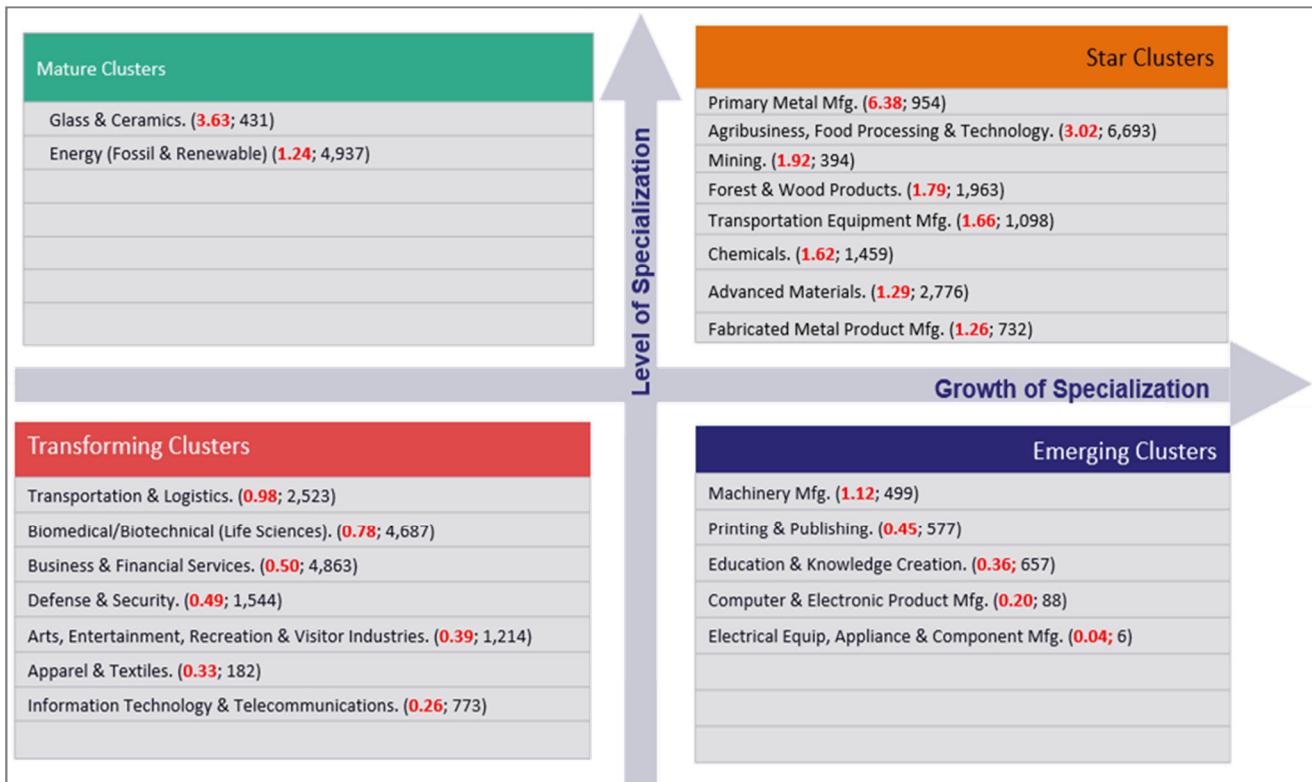
Industry Clusters are groups of industries and businesses that share similar and complementary technologies, infrastructure, products, labor markets and services. Locating and analyzing the Industry Clusters in a region can quickly highlight the dynamics of its economy. Employing the typology created by the Purdue Center for Regional Development (PCRD) – one that examines the presence and strength of 22 clusters -- the SIDC was able to hone in on those clusters in which it currently has, or may have in the future, a competitive edge relative to other areas of the nation.

The following chart identifies the star clusters (upper right hand quadrant), those industry clusters in which the region has a higher concentration of workers relative to the U.S. as a whole. After careful study of the cluster data analysis provided by PCRD, the SIDC Planning Team opted to delve more deeply into the following star clusters: Primary Metal Manufacturing; Agriculture (i.e., Agribusiness, Food Processing and Technology, as well as Forest & Wood Products); Advanced Materials, and Transportation Equipment Manufacturing. Two other

⁶ EMSI (Economic Modeling Specialists International 2018.4) (QCEW, non-QCEW, self-employed and extended proprietors)

clusters – Defense and Security, and Energy – were selected for further analysis because of their importance in a subset of counties in the region.

SIDC Cluster Analysis, 2011-2017⁷



In particular, the region is highly dependent on NSA Crane as a supplier of high-paying jobs and an entity that draws other companies to the region. The taskforce debated the influence and impact the region could have on growing these clusters and concluded that some clusters should be removed from further consideration while others could be merged. The planning committee decided to incorporate the following regional and sub-regional clusters into its comprehensive plan:

- Agriculture (Agribusiness & Food Processing);
- Advanced Materials;;
- Transportation Equipment Manufacturing; and,
- Defense and Energy subsectors

Forest and Wood Manufacturing were removed from consideration since the core industries associated with this cluster are located outside of the region. Committees were developed around these priority areas and it these sub-committees that developed the mixt of strategies to pursue as part of the regional plan.

⁷ EMSI 2018.4

Regional Economic Development Plan

Regional Assets

One of the more informative work sessions in the development of this plan was the identification of regional assets that can be leveraged to achieve the overall success of each of the plan's goals and objectives. These assets transcend those found in typical development strategies, usually identified through the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Discovered through the Community Capitals framework, these assets within the region include not only physical and natural, such as highway, airports, water supply, climate, etc., but also human, social, cultural and financial assets that incorporate, relationships, partnerships and professional experience. The following pages emphasizes the infrastructure and assets present in the region. This was compiled through an asset-mapping process facilitated by SET trainers (from Purdue University) within the five counties represented by SIDC.

A summary of the assets identified during the development of the plan by category is presented below. A complete list of the assets is located in the appendix to the plan. Assets should be reviewed and utilized to the extent practical to overcome potential barriers, which have also been identified in the plan to achieve success.

BUILT: SIDC has an emerging transportation infrastructure system. The region opened the first federal highway in the region in 2015. The development from the creation of I-69 is in the beginning stages and planning efforts are being made to capitalize on the infrastructure. Rail is an asset for Knox, Daviess, Greene and Martin Counties but is a liability for Lawrence County. There are no ports in the region. These transportation assets are key components to the economic vitality and quality of life within the region.

NATURAL: Each of the five counties possess unique natural resources. The region has access to water through the White and Wabash Rivers as well as more regional sources such as the State Parks, Greene-Sullivan State Forest, West Boggs Park, Glendale Fish and Wildlife Area and Avoca Fish Hatchery. There are two State Parks in the region; Shakamak and Spring Mill. There is also access to Hoosier National Forest, Martin State Forest and Greene Sullivan State Forest. There is also the Redbird State Recreation Area which draws all-terrain vehicles to the region for specialized motor vehicle challenges and trail driving.

HUMAN: The SIDC region does not have a four-year higher education institution. Indiana University, Indiana State University, University of Evansville and University of Southern Indiana are within a one hour drive of the region. Students seeking more than an Associate degree must leave the region for education. Vincennes University is located in the region's Knox County. New partnerships are forming at the WestGate Technology Park which may allow for master's degree programs to be taught in the region. The focus for the master's programming is for the needed employment clusters on the NSA Crane.

SOCIAL: The region is home to communities with strong social and civic networks keeping residents connected internally and externally. With local Main Street organizations and county-wide Chambers of Commerce, local businesses and industries have access to resources to develop and grow. The local economic development organizations work to help connect the region's workforce to employment opportunities and introduce school age children to employment opportunities as well as foster entrepreneurs.

List of Community Capital Assets Identified by the SIDC Planning Committee

Built	I-69, US 50, US 41, US 231 Rail	Social	Community service clubs and not for profits, FFA/4-H Clubs Organizations available to help with a number of initiatives, Volunteers available, Employer/educator forums
Natural	Good Soils, Abundant Water Available, Land, State and Local Parks, State and National Forests	Cultural	Chambers of Commerce, Tourist attractions, Farmer's Markets Festivals, Theatres/Museums
Human	Vincennes University, Community College, Purdue University – Purdue Research Foundation, Workforce Training, WestGate@Crane Technology Park	Financial	Small Business Loans, Access to incentives, Local lending institutions, Community Foundations
Political	Connection with state/federal officials, Strong state/local support, Regional organizations (SIDC, Radius, ROI), Region willing to work across jurisdictional boundaries, Pro-business officials and departments		

CULTURAL: The SIDC region hosts a variety of local festivals and cultural events throughout the year attracting visitors from across the United States. Local attractions include: sporting events, wineries, theater, historical re-enactments, music and art festivals. The SIDC region provides a “small town” environment with access to superior quality of life amenities. Migrant populations are increasing in the region which is broadening the cultural diversity present within the five counties. Currently, festivals celebrating the culture and traditions of migrant populations located in the region are lacking.

FINANCIAL: Each county provides a variety of financial and technical assistance tools available to businesses and entrepreneurs. With a myriad of financial capital resources including revolving loan funds, tax incremental financing, and strong local financial institutions, the region has the resources to attract, expand and retain businesses and strengthen the local and regional economies. Radius Indiana and Regional Opportunities Initiatives, Inc. also have funds to bolster economic and community initiatives at the regional level.

POLITICAL: Ideas win over politics in the region. There is regional collaboration around good ideas. For the most part the economies and issues are similar across county borders so there is a level of comfort with working with neighbors as the opportunity arises. This report will seek to create more regional opportunities.

Working Session on Clusters

Another of the informative work sessions considered the barriers to achieving the SIDC’s economic development goals pertaining to clusters. Acknowledging the existing barriers, and working collaboratively, will help to mitigate their negative impact. Only the most significant barriers have become a part of this plan. By focusing on fostering specific industry clusters, the SIDC region would be poised to increase the size of its regional workforce, becoming an attractive place to live by offering a high quality-of-life amenities.

Below is a paired comparison table of the assets and barriers identified during the development of the plan by category for each of the regional industry assets. Assets should be reviewed and utilized to the extent practical to overcome potential barriers to achieve success.

Agribusiness & Food Processing

The Agribusiness and Food Processing cluster has experienced tremendous growth over the past 10 years. However, a lack of zoning in some locations in the region encourages sprawled development which, in turn, infringes on agricultural land. Current planning and zoning practices provide only a weak device for retaining land in agricultural. While such a land use designation may identify areas of agricultural importance, it does little to retain land in agriculture when the ordinances are subject to variances, zoning amendments and special exceptions. Similarly, minimum lot size is the primary conventional zoning method used to insure low residential density in rural areas. Unfortunately, two, five, or even 10 acre residential parcel size restrictions do little more than scatter development and consume or cripple prime farmland. Even if the minimum lot size is 40 acres or more, an ordinance does nothing directly to prohibit nonagricultural uses of the tract. Furthermore, minimum lot size restrictions in Indiana primarily address the public health concerns of on-site waste disposal systems, not farmland preservation.

Fortunately, unconventional zoning methods do exist to preserve prime agricultural land. Open space zoning and exclusive agricultural zoning are two of the most promising. The conventional approach to development results in an entire development parcel being covered with house lots and subdivision streets. Open space zoning, on the other hand, relies on the principle of cluster development, whereby new homes are clustered onto part of the development parcel. Clustering allows the remainder to be preserved as productive farmland or unbuilt open space. Since only the density and not the number of houses is changed, open space zoning can permanently protect a substantial portion of every development tract's agricultural productivity without decreasing the development potential for both landowner and developer.

Exclusive agricultural zoning is less frequently used than nonexclusive zoning such as open space zoning, because it prohibits nonagricultural use of the land within the district. The main advantage is that it ensures there will be no conflict between residential and agricultural uses. However, the ordinances are more difficult to adopt because the farmland owners must forego (often reluctantly) the opportunity to sell their land to residential developers. Exclusive agricultural zoning through the voluntary creation of agricultural districts could also be explored by SIDC in order to protect the Agribusiness & Food Processing cluster in the future. A table outlining assets and barriers in this cluster is found on the next page.

Aging infrastructure, ability to recruit truck drivers and rail system all serve as barriers to growth for this cluster. Logistics form an integral part of the Agriculture and Food Processing industries as the ability to distribute fresh products to the marketplace is critical. The continued investment in I-69, linking Indianapolis and Evansville to the region will allow the region to capitalize on this construction. Additionally, rail is seen as asset for all counties with the exception of Lawrence.

While many potential barriers to the success of this plan have been identified by both the community forum participants and the SET Committee, only the most significant barriers have been noted. First and foremost among the barriers is the population challenge and the size of the regional workforce available to fill the jobs projected for the future. The region's population stands around 159,000 residents. It has an aging, highly dispersed rural population which has experienced mild declines over the past few decades. Several quality of life issues have been identified as barriers to growth, are targeted to be improved in this plan such as the broadband footprint, the development of new housing options and attraction of a highly educated workforce.

Several barriers rose to the top during the forums and processes of the SET program such as a lack of knowledge at the regional level of existing Tier 2 companies and their supplier networks. Workforce development through increased educational attainment and improving of the workforce ready skills is one

Agribusiness & Food Processing	
Assets	Barriers
Purdue Agriculture Center	Zoning
John Deere Center	Aging Infrastructure
Implement Dealers	Access to truck drivers
Perdue Farms	Rail system not throughout region
Farbest Foods	
Purdue Research Foundation	
Farm Suppliers and Cooperatives	
USDA	
4-H Coordinator/Purdue Extension	
Amish Community	
FFA	
Pioneer Seed	
Grain Processing Center	
Knox County #1 crop land production	
Water Supply	
Beef Evaluation in Lawrence County	
Farm Bureau	

of the highlights of this plan. There is widespread recognition that the region must provide opportunities for current residents to improve their marketable skills so that they will be ready to take higher paying more technical jobs in the future. There is also recognition that quality of place issues must be improved in order to attract highly educated professionals to live in the region when they relocate to take up employment for one of the many STEM employers. Some of these professionals experience culture shock due to the rural nature of the region. In addition, local businesses who serve as suppliers to the nation's defense industries must ensure they comply with the latest cybersecurity. A table outlining the assets and barriers in the Transportation Equipment Manufacturing and Advanced Materials sectors is found on the next page.

Transportation Equipment Manufacturing & Advanced Materials Sectors	
Assets	Barriers
Specialty machine shops	Decision are often made at Headquarters and not in Region
Tier 2 supplier network	Proper Identification of Tier 2 Network or Potential Tier 2 Suppliers
Research and development exists	No Regional Development Organization with funding for Regional Needs
Industrial park	Workforce Skills
General Motors	Small population
Lehigh Expansion	
Trucking companies prevalent	
I-69 lowering travel times	
WorkOne	

Vincennes University's strategic plans	
Temp Network established among manufacturers	
LEDO Communication	
Tours of Opportunities for high school students and teachers	
WestGate Technology Park and NSA Crane	
Toyota	
Battery Innovation Center	
JAZY	
JETRO (Japan External Trade Organization)	

There are a number of regional bodies that encompass all, or part of, SIDC including Radius and ROI Opportunities, Inc. Collaboration among the three entities in pursuit of grants and funding needs should be explored with more depth in the future. Respective synergies between the three organizations is necessary to leverage the respective strengths of each entity. On the other hand, regional fatigue on the part of the citizenry should be avoided which is why collaboration at the organizational level is an effective strategy. A Table depicting the assets and barriers of the Defense and Energy sub-clusters is found on the next page.

Defense & Energy Sub-Sectors	
Assets	Barriers
3 rd largest Naval Base	Need for PhDs
Crane Suppliers	Housing availability
Supplier of Ordnance	Cybersecurity
Business Theater – Army, Navy, CAAA, NSW Crane, NSA Crane	Broadband in the region
Teachers Bootcamp	Lack of awareness of job requirements to work with military
Workforce pipeline	Diversity of region when attracting talent – culture shock for recruited employees
STEM	
Community tours	
District Readiness coordinators	
College & Career coaches	
ROI	
Radius	
LEDOs	
Westgate	
EastGate	
Vincennes University	
Armed Services Branches on Base	
White River Military Coordination Alliance	
Few Encroachments on Base	
Battery Innovation Center	
HR Attracts Top Talent to Region	
High Schools and Colleges are transitioning to teach for the jobs available	
Cost of living	
STEM training	
Developable Space available at WestGate and NSA Crane	
Political awareness of the Base and importance to Indiana Economy	

Regional Action Plan: Goals, Objectives and Strategies

As noted in the discussion of industry clusters, the SIDC comprehensive economic development plan focuses on a core set of clusters, economic sectors, and other key opportunities in the region. This section provides details regarding each goal, its associated objectives, and information on strategies to be undertaken to achieve these goals/objectives. The responsible parties, partners and regional assets to be mobilized are outlined as well.

Initiatives to be undertaken and measured are presented on a short-term, medium-term or long-term basis.

- Short-term (S): Outlines projects which will be accomplished by the SIDC in less than 2 years.
- Medium-term (M): Identifies objectives and strategies to be realized in 2-5 years, on average.
- Long-term (L): Seeks to achieve substantive enhancements in the region after 5 years or beyond.

The strategy and objective outlined in this section of the SIDC plan are presented in the following order:



A “Table of Contents” has been prepared for this section outlining all of the Goals and their corresponding Objectives:

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Goal #1: Enhance the Region's Quality of Life

SIDC will lead quality of life enhancement projects within the region. These will contribute to improved amenities for all residents by the end of 2023. The objectives as part of this goal also complement the strategic infrastructure upgrades that will not only improve attractiveness to new and existing businesses, but will also bolster the region's footprint in the digital economy. This goal has six objectives with each providing a key measurement and corresponding timeframe.

Economic Benefits:

This goal recognizes the difficulty that existing employers are experiencing in attracting a highly skilled workforce to the region. The most economically successful areas offer attractive neighborhoods, a variety of housing options and strong broadband connectivity. Therefore, investments are required to upgrade the existing broadband and water infrastructure, improve the housing stock and reduce rural blight. Strategic improvements in these areas will make the region more attractive to both existing and potential residents. Preserving and boosting quality of life in a region will have a positive effect on workforce recruitment and retention.

Goal #1: Enhance the Region's Quality of Life

Objective 1.A: Improve and expand community infrastructure vital to the region such as broadband and water resources					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.A.1 Create and maintain an inventory of community priority projects	SIDC Admin SIDC Development Team Local Communities	OCRA USDA-RD SRF IDEM Public Utilities INDOT	2019-2023	S: Organize and appoint panel to monitor progress and develop inventory. M: Complete inventory, update as needed and make it available to SIDC's counties L: Reassess list of community priority projects.	

1.A.2 Assist three communities with infrastructure planning annually.	SIDC Development Team Local Communities	OCRA USDA-RD LEDOs	2019-2023 (Annually)	<p>S: Determine community need for infrastructure planning and prioritize based on need and readiness to engage in planning. Select first three and begin process.</p> <p>M: Completed infrastructure planning for six communities. Identify next candidates and assess funding landscape.</p> <p>L: Capture and celebrate 9+ infrastructure plans as they occur. Continue with progress on recruiting and planning with new communities.</p>	
1.A.3 Launch and/or complete 25 projects that will improve infrastructure in a five-year period.	SIDC Development Team Local communities	OCRA USDA LEDOs SRF	Up to 24-month cycle beginning 2019	<p>S: Identify grant opportunities and realistic funding streams.</p> <p>M: Apply for grants once each infrastructure plan is completed in each community. Identify 1-3 projects per community to undertake.</p> <p>L: Secure grants, loans and/or other funding streams. Start and end construction across multiple communities and projects. Ensure project management is staggered.</p>	

1.A.4 Collaborate with regional partners to remove the Town of Crane from NSA Crane's sanitary sewer system.	Greene County Regional Sewer District Town of Crane SIDC WestGate Authority Greene County Redevelopment Authority	NSA Crane	2019-2023	<p>S: Hold a session to discuss this issue with regional partners. Evaluate potential alternatives and partnership agreements to find a solution.</p> <p>M: Plan separation of Town of Crane's utilities with identified regional partners.</p> <p>L: Implement the sewer plan for the Town of Crane.</p>	
1.A.5 Assist 25 communities to keep current long-term utility asset management plans.	SIDC Development Team Elected Officials	INDOT	2019-2023	<p>S: Liaise with 25 communities to determine who has a utility asset management plan and who does not. Develop simple questionnaire for communities to fill in.</p> <p>M: Each community should be able to identify which aspects of their utilities need to be repaired, replaced and/or upgraded. A spreadsheet should be developed and maintained with this information. Ensure each asset management plan has identified funding streams for current and future repairs.</p> <p>L: Determine and close gaps in community information for long-term maintenance plans.</p>	

Goal #1: Enhance the Region's Quality of Life

Objective 1.B: Increase access to broadband for rural areas at speeds of 25/3					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.B.1 Educate communities in the region on broadband issues	SIDC LEDOs PCRD	Telecom providers Local media USDA-RD OCRA REMC	2018-2019	S: Regional Broadband Strategy meeting to engage citizenry and officials	
1.B.2 Bring the region together to discuss broadband solutions & Develop a LEDO Broadband committee	SIDC LEDOs PCRD	Telecom providers Local media USDA-RD OCRA REMC	2018-2019	S: LEDO Broadband Strategy Committee meeting	
1.B.3 Host a broadband summit	SIDC LEDOs PCRD	Telecom providers Local media USDA-RD OCRA REMC	2021	M: Set Agenda. Invite all local partners. Host the Summit.	
1.B.4 Educate elected state and federal representatives on the issues surrounding rural broadband	SIDC LEDOs PCRD	Telecom providers Local media USDA-RD OCRA REMC	2021	M: Invite representatives to the summit. Meet individually with each state and federal representative to discuss the broadband issue.	

1.B.5 Facilitate public and private partnerships between REMC, County Government and Broadband providers	SIDC LEDOs PCRD	Telecom providers Local media USDA-RD OCRA REMC	2021	M: New partnerships developed and additional miles of broadband built out	
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Goal #1: Enhance the Region's Quality of Life

Objective 1.C: Enhance the quality and diversity of the housing stock					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.C.1 Maintain an inventory of government and nonprofit multi-family rental properties	SIDC	Local Communities IHCDA CHDO Housing Authority Federal Home Loan Bank of Indianapolis	2019-2023	S: Complete list M and L: Maintain and update list as needed	
1.C.2 Assist low-income property owners to rehab their residential properties over 5 years.	SIDC Local communities Residents of properties	IHCDA Rural Development Community Action Agencies Federal Home Loan Bank of Indianapolis Financial Institutions	18 month cycle beginning 2019 until 2024	S: Define eligibility. Compile list of property owners eligible for program. Identify likely sources of funding and/or loans from local, state and federal entities M: Develop spreadsheet keeping track of rehabbed properties. L: Achieve 200 rehabbed properties in a 5 year period. Celebrate this success!	

1.C.3 Assist rental properties every 5 years to seek funding for improvements.	SIDC Nonprofits	IHCDA Rural Development Community Action Agencies Federal Home Loan Bank of Indianapolis Financial Institutions	24-month cycles beginning 2019	<p>S: Compile list of property owners eligible for program. Identify likely sources of funding and/or loans from local, state and federal entities</p> <p>M: Aim to achieve 25% funding for improvements for eligible properties on an annual basis</p> <p>L: Keep track of the number of rental properties who have gone through the program and aim for 50 over a five year period.</p>	
1.C.4 Assist region with developing additional multi-family housing	SIDC Nonprofits Private developers	IHCDA Rural Development Community Action Agencies Federal Home Loan Bank of Indianapolis Financial Institutions	4 year cycle beginning in Q2 2019	<p>S: Identify vacant sites with existing utilities in key communities which would benefit from additional multi-family housing. Recruit builders with information on vacant lots ready for development.</p> <p>M: Aim for at least one multi-family structure to be built on a 1-1 ½ year basis.</p> <p>L: Develop three multi-family properties over a five year period.</p>	

Goal #1: Enhance the Region's Quality of Life

Objective 1.D: Enhance/create community amenities to serve diverse populations					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.D.1 Assist communities in making ADA enhancements	SIDC Local communities	OCRA USDA LEDOs INDOT DNR	2019-2023	S: Determine which communities need ADA enhancements and what assistance is required. M –L: Help one facility annually to implement the enhancement(s).	
1.D.2 Assist communities with Downtown Enhancements	SIDC	OCRA USDA LEDOs INDOT Main Street Orgs	2019-2023	S: Identify communities who would like to participate and also benefit from this. M – L: Help one community annually.	
1.D.3 Develop a pamphlet that guides communities sidewalks and trails	SIDC	Local communities OCRA USDA LEDOs INDOT DNR Legal council	Q2 2019	S: Develop the pamphlet as a team effort M: Pamphlet distributed to all communities.	
1.D.4 Assist communities with public facility needs	SIDC Local communities	OCRA USDA LEDOs	2019-2023	S: Identify communities who would both like to participate and benefit from this. M-L: Help one community annually.	

1.D.5 Complete a regional park plan for the SIDC region.	SIDC Local Communities Local Park Boards	OCRA USDA LEDOs INDOT DNR ROI Radius	20-2022	<p>S: Signal intention to engage with public and partners in this endeavor.</p> <p>M: Send press release and invite public, city/town officials and key partners to a series of three workshops to plan for regional parks.</p> <p>L: Complete the regional park plan for SIDC region.</p>	
1.D.6 Educate each city/town on importance of maintaining a 5-year park plan.	SIDC Local Communities Local Park Boards	OCRA DNR	2019-2023	<p>S: Develop a list of communities to engage on this matter. Meet with a two a year to discuss this issue.</p> <p>M: Invite and involve the communities in the development of the regional park plan.</p> <p>L: Five communities begin and complete a 5-year park plan.</p>	
1.D.7 Assist rural health initiatives	SIDC Local communities Purdue Extension Community Wellness Coordinator	OCRA LEDOs Local Health Dept. Hospitals Health care networks	2019-2023	<p>S: Discuss issues with local health providers and look at what is needed to improve.</p> <p>M: Look at similar case studies and pamphlets used in other rural regions</p> <p>L: Bring issues and case studies together to develop a strategy relevant to SIDC</p>	

Goal #1: Enhance the Region's Quality of Life

Objective 1.E: Reduce blight in the region					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.E.1 Maintain inventory of potential brownfield properties	SIDC Southern Indiana Community Rehabilitation Alliance	LEDOs Environmental Consultant Indiana Brownfields	2020-2023	M: Develop a list with help from partner communities. L: Maintain list.	
1.E.2 Maintain regional funding for assessments and site plans	SIDC EPA Environmental Consultants	LEDOs Southern Indiana Community Rehabilitation Alliance OCRA Indiana Brownfields	2019-2023	S: Assess existing funding and project future sources. M: Ensure the funding is being used for assessments and site plans on an annual basis. L: Make sure the assessments and site plans are being completed using the funding sources. Aim to use all allocated funds for this on an annual basis.	
1.E.3 Seek clearance/reuse opportunities for underutilized properties	SIDC Environmental Consultant	LEDOs Southern Indiana Community Rehabilitation Alliance OCRA Indiana Brownfields	2019-2023	S: Identify underutilized properties M: Redevelop or clear one property per annum L: Identify abandoned, unincorporated rural properties. Create a task force to consider solutions to rehab or clear.	

1.E.4 Educate and encourage communities to address abandoned/blighted properties and maintain a fund for blight.	SIDC Environmental Consultant	LEDOs Southern Indiana Community Rehabilitation Alliance OCRA Indiana Brownfields	2019-2023	S: Highlight brownfield issue annually at SIDC meeting. M: Investigate whether each community has a fund in place for blight. L: Hold a workshop with local communities to discuss issues pertaining to regional blight and highlight best practice	
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Goal #1: Enhance the Region's Quality of Life

Objective 1.F: Align tourism assets in the region					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
1.F.1 Preserve historic and/or significant landmarks.	SIDC Historic Org. OCRA DNR USDA-RD	Indiana Main Street	2019-2023	S: Identify historic structures regionally that require preservation. M: Secure and identify possible funding streams to preserve them. L: Complete 1 or more preservation projects.	
1.F.2 Increase signage to allow for easy access to important sites.	SIDC Local Communities INDOT		2019-2023	S: Compile list of sites which require improved signage M: Discuss signage issue to notable locations with INDOT. L: Increase in additional signage for five tourist sites in the region.	

1.F.3 Build a relationship between State Tourism and Division of Natural Resources	IARC SIDS State Tourism DNR	IARC members	2020	M: Facilitate one meeting between SIDC and Tourism Agencies	
1.F.4 Support Main Street Organizations with program information.	SIDC Indiana Main Street	IARC	2020-2023	M: Facilitate one meeting between SIDC and Tourism Agencies	
1.F.5 Facilitate a meeting between DNR and Communities impacted by Federal and State land.	SIDC DNR Local Communities State Tourism	Hoosier National Forest State parks Community parks	2019	S: Facilitate a meeting to discuss issues and opportunities around natural resources	
1.F.6 Educate communities on methods to protect areas from incompatible land uses.	White River Military Coordination Alliance SIDC IODD Radius ROI Local Planning	NSA Crane	2019-2023	S: Establish White River Military Coordination Alliance and invite partners to participate in organization. M: WRMCA develops a land use protection plan with SIDC	
1.F.7 Increase access to waterways for recreational opportunities.	SIDC DNR Local Communities State Tourism	SIDC DNR Local Communities State Tourism	Army Corp	S: Identify waterways or blueways which could have increased public access. What grassroots efforts are going on locally to support this? Plug into local advocacy groups. M: Facilitate meetings with partners to discuss findings. L: Increase access to one or two waterways in region as a result.	

Goal #2: Capitalize on Regional Economic Assets

SIDC will capitalize on its regional economic assets. These will strengthen the region's economy through the end of 2023. The objectives build on the strengths of three key industry clusters in the SIDC region: Agribusiness & Food Processing; Advanced Materials and Transportation Equipment Manufacturing. The subsectors of Defense and Energy will also be supported by these Objectives. This will allow the region to maintain and build on the competitive advantages among sectors that have been performing well in recent years. All three sectors' location quotients have grown over the 2011-2017 period. Businesses working within these sectors will benefit from developing relationships with local high school youth, a deeper understanding of their supply chains, and curated information which will guide their growth.

Economic Benefits:

This goal highlights three important regional sectors and the strategies which will enable them to continue growing in the region. It also recognizes the strongest industry assets in the region. The average earning per worker in the Advanced Materials and Transportation Equipment Manufacturing sectors provide significantly higher incomes than the regional average. As a result, increased sectoral growth with each cluster will contribute to more jobs, and higher regional incomes. Identifying and plugging agribusiness industry leakages will support efforts by local industries to grow in this cluster.

Goal #2: Capitalize on Regional Economic Assets

Objective 2.A: Examine and increase the economic opportunities within the Agribusiness and Food Processing industry cluster					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
2.A.1 Develop Agribusiness & Food Processing Task Force Group	SIDC LEDOs	LEDOs Purdue Extension Farm Bureau Amish Community Ag Companies PRF	2019	S: Develop a Task Force focused on this. M: Task force to conduct quarterly meetings and report progress back to SIDC.	

2.A.2 Update the industry cluster analysis of the region to determine the economic strengths of its ag-related cluster	PCRD	LEDOs SIDC State Dept. of Ag Task force	2019-2021	S: Current data on industry. M: New Update completed for 2021.	
2.A.3 Assess the economic leakages existing in the ag-related clusters in which the SIDC region is nationally competitive	PRCD	LEDOs SIDC State Dept. of Ag Task force	2019-2021	M: Updated data on industries and meet to discuss	
2.A.4 Identify sectors that should be targeted for import substitution opportunities.	SIDC LEDOs	LEDOs SIDC State Dept. of Ag Task force	2019-2021	M: Update data on industry and meet to discuss with task force	
2.A.5 Define input and outputs for region	PCRD	LEDOs SIDC State Dept. of Ag Task force	2019-2021	S: Update data on industry and meet to discuss	

2.A.6 Develop ag-related career pathways for youth	SIDC Agribusiness Task force	FFA Purdue Extension/4-H Ag Companies LEDOs WorkOne Schools	2019-2023	<p>S: Define career pathways with task force input</p> <p>M: Introduce program to all high schools in region. Engage businesses regionally to participate. Recruit and launch pathway program.</p> <p>L: Retain 20% of youth in program to work with regional agri-businesses post education.</p>	
2.A.7 Develop an inventory of existing firms in the region with the potential and/or ability to serve as suppliers to ag-related firms	PCRD Radius SIDC Agribusiness Task force	FFA Purdue Extension/4-H Ag Companies LEDOs WorkOne Schools	2019-2023	<p>S: Recruit and create a Tasks force. Develop questions to ask local firms about potential and/or ability to serve as suppliers regionally.</p> <p>M: Release survey to existing regional firms. Compile results.</p> <p>L: Look for informational nuggets gleaned from survey and seek to connect suppliers with companies who currently import</p>	
2.A.8 If needed, help companies to connect to the right resources to expand ag markets	PCRD Radius SIDC Agribusiness Task force	State Dept. of Ag FFA Purdue Extension/4-H Ag Companies LEDOs Farm Bureau	2019-2020	<p>M: Look at BR&E tools to connect agribusinesses with the right resources to grow</p>	

2.9 Attract firms and/or expand existing companies to carry out activities that add value to the region's agricultural products	SIDC Agribusiness Task force	State Department of Agriculture FFA Purdue Extension/4-H Farm Bureau LEDOs	Q1 2019 – Q4 2020	L: Work in consultation with 1-2 firms a year to expand within the region.	
2.A.10 Gather current agribusiness companies together to promote business.	Radius SIDC Agribusiness Task Force Ag Companies	State Department of Agriculture FFA 4-H Farm Bureau LEDOs	2019-2021	M: Invite all companies operating in this cluster, plan speakers and workshops of interest and hold an industry summit.	
2.A.11 Educate High School students (FFA) & Parents (CEO Program) about Agribusiness careers to include onsite tours of Agribusinesses in the region.	Radius SIDC Agribusiness Task Force Ag Companies	State Department of Agriculture FFA Purdue Extension/4-H Farm Bureau LEDOs	2019-2021	S: Develop a career pathway. M: Work with regional schools, businesses and partners to launch it.	
2.A.12 Job Fair bringing agribusiness and youth in the area together.	Radius SIDC Agribusiness Task Force Ag Companies WorkOne	State Department of Agriculture FFA Purdue Extension/4-H Farm Bureau LEDOs	2019	S: Recruit agribusiness participants looking to hire. Information about educational opportunities at local high schools and Vincennes University. Launch the job fair held annually in the late Spring or early Fall.	

Goal #2: Capitalize on Regional Economic Assets

Objective 2.B Examine and increase economic opportunities within the Advanced Material cluster					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
2.B.1 Conduct biannual meetings with businesses who specialize in: Iron and steel mills and ferroalloy manufacturing; plastics material and resin manufacturing; machine ships; and motor vehicle metal stamping.	SIDC LEDOs	PCRD	2019-2023	<p>S: Discuss conducting a possible survey with these businesses to address leakage.</p> <p>M: Develop and implement survey to further investigate leakage and growth potential.</p> <p>L: Target 1-2 businesses a year who are able to expand based on leakage analysis.</p>	
2.B.2 Connect youth and high school students with opportunities in: Iron and steel mills and ferroalloy manufacturing; plastics material and resin manufacturing; machine ships; and motor vehicle metal stamping.	SIDC LEDOs Chamber of Commerce	Local schools Chamber of Commerce	2019-2021	<p>S: Highlight local companies to youth in a career fair.</p> <p>M: Develop after school work opportunities in targeted businesses.</p>	

2.B.3 Collaborate with businesses in: Iron and steel mills and ferroalloy manufacturing; plastics material and resin manufacturing; machine ships; and motor vehicle metal stamping to determine opportunities and challenges of operating in the region.	SIDC LEDOs	Chamber of Commerce	2019-2023	<p>S: Conduct an annual summit with regional employers.</p> <p>M: Determine what businesses need to expand and challenges they are facing.</p> <p>L: Develop plan to nurture this sector.</p>	
2.B.4 Participate in BR&E program aimed at this sector.	SIDC LEDOs Chamber of Commerce	PCRD or private consultant	2019-2023	<p>S: Compile a list of businesses in this sector.</p> <p>M: Develop a BR&E taskforce to find and select two businesses to participate each year.</p> <p>L: Develop a long-term, self-sustaining BR&E program in the region to help targeted businesses.</p>	

Goal #2: Capitalize on Regional Economic Assets

Objective 2.C: Increase opportunities within the Transportation Equipment Manufacturing cluster					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
2.C.1 Connect with Purdue's Manufacturing Extension Partnership.	SIDC LEDOs	MEP	2019	S: Regional Broadband Strategy meeting to engage citizenry and officials.	
2.C.2 Lobby for one company in this sector to participate in Economic Gardening at PCRD.			2019	S: LEDO Broadband Strategy meeting.	
2.C.3 Coordinate employment opportunities for veterans, adults and individuals by holding career fairs with employers in this sector.			2021	M: Set Agenda. Invite all local partners. Host the Summit.	

2.C.4 Conduct biannual meetings with businesses who specialize in: Motor vehicle metal stamping, motor vehicle seating and interior trim manufacturing, motor vehicle transmission and power train parts manufacturing, and motor vehicle gasoline engine and engine parts manufacturing.	SIDC LEDOs	PCRD	2019-2023	<p>S: Discuss conducting a possible survey with these businesses to address leakage.</p> <p>M: Develop and implement survey to further investigate leakage and growth potential.</p> <p>L: Target 1-2 businesses a year who are able to expand based on leakage analysis.</p>	
2.C.5 Collaborate with businesses in: Motor vehicle metal stamping, motor vehicle seating and interior trim manufacturing, motor vehicle transmission and power train parts manufacturing, and motor vehicle gasoline engine and engine parts manufacturing.	SIDC LEDOs	Chamber of Commerce	2019-2023	<p>S: Conduct an annual summit with regional employers.</p> <p>M: Determine what businesses need to expand and challenges they are facing.</p> <p>L: Develop plan to nurture this sector.</p>	

Goal #2: Capitalize on Regional Economic Assets

Objective 2.D: Support entrepreneurship strategies among Transportation and Advanced Material clusters in addition to the Defense and Energy sub-clusters					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
2.D.1 Increase regional entrepreneur network.	Regional Opportunity Initiative Inc. Radius SIDC Purdue Research Foundation	NSA Crane LEDO's Radius SIDC WestGate Authority	2019-2021	S: Advertise and develop an entrepreneurial network. M: Host workshops on accessing resources for entrepreneurs in region. L: Investigate co-working space possibilities.	
2.D.2 Engage Crane retirees with the entrepreneurial opportunities.	Regional Opportunity Initiative Inc. Radius SIDC Purdue Research Foundation	NSA Crane LEDO's Radius SIDC WestGate Authority	2022-2023	L: Develop space for entrepreneurs to network and from which to work	
2.D.3 Coordinate STEM educators in the region.	Crane STEM Network School Educators	Purdue Research Foundation	2019	S: Meet local STEM educators to discuss coordination efforts. Recruit students from participating schools in the STEM entrepreneurship program.	
2.D.4 Establish education opportunities for veterans, adults, & individuals seeking positions in defense related jobs.	WorkOne Radius Veterans Affairs County Veteran Coordinator	PRF	2019	S: Start an education fair targeting veterans and adults seeking defense positions in the region.	

2.D.5 Develop a technology park plan for development around the I69 interchange and Crane.	Radius SIDC ROI	SWIDC IEDC NSA Crane WestGate Authority PRF	2019-2023	S: Let businesses know of the tech park development. Gauge interest from industry clusters identified in this plan. M: Develop a plan. Work to secure funding. L: Commence building the tech park.	
2.D.6 Guide Westgate @ Crane Authority initiatives.	WestGate Authority	SIDC Radius ROI PRF LEDO's WestGate Authority	2019	S: Implementation strategic plan.	
2.D.7 Create amenities and programs to entice skilled workers to live in the region.	Realtors NSA Crane Radius WestGate Authority LEDO's Community Action Agencies Local Units of Government School Educators	Radius WestGate Authority LEDO's Local Units of Government School Educators	2020-2021	M: Concentrate on park planning, Main St investment, tourism development, and youth STEM and agribusiness programs. Investment and successes in these areas will go far to attract future residents.	

2.D.8 Develop workforce housing for the defense industry	Radius WestGate Authority LEDO's Community Action Agencies SIDC	Realtors NSA Crane Local Units of Government Not for Profits Southern Indiana Community Rehabilitation Alliance Private Developers	2019-2023	<p>S: Identify potential sites and vacant lots within existing communities.</p> <p>M: Create a portfolio compiled by realtors showing the number of people looking for homes at specific price points. Show number of approved buyers to developers.</p> <p>Have a sit down discussion with small to medium sized developers and show portfolio. If there is little interest, look at developing community coop developments within specific communities such as retirement housing in Loogootee.</p> <p>L: Start development of new house building.</p>	
2.D.9 Coordinate grant opportunities around defense and workforce development (I.e. Skill up).	LEDO's SIDC STIMULUS Radius		2019-2022	<p>S-M: Investigate funding opportunities.</p> <p>M: Develop interest in one or more funding areas and submit a regional application to identified agency.</p>	
2.D.10 Seek funding to expand rail spurs and maintain bridges.	SIDC	Local Communities INDOT Local Highway Org. EDA	2019-2021	<p>S: Discuss funding possibilities with INDOT and look at Federal funding streams.</p> <p>M: Once funding has been determined, apply for grants.</p> <p>L: Expand rail spurs and maintain bridges.</p>	

Goal #2: Capitalize on Regional Economic Assets

Objective 2.E Support workforce development opportunities					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
2.E.1 Support State and local workforce development centers with training opportunities for the region.	Work One Universities Education ROI Radius	SIDC	2019-2023	S and M: Participate in workforce discussions. L: Discuss and implement local programs.	
2.E.2 Support regional workforce initiatives.	Work One Universities Education ROI Radius	SIDC	2019-2021	S: Identify workforce initiatives going on at partner institutions. Participate in workforce discussions with local educational establishments. M: Develop programs with partners.	
2.E.3 Market local businesses to students.	LEDO Local Businesses Local Education Institutions	SIDC	2019-2023	S: Assemble information from local companies on job and career development opportunities. M: Meet with school officials and guidance counselors to discuss local career development and options. L: Connect local students with regional companies.	

2.E.4 Seek funding for regional industry awareness program in schools.	LEDO Local Businesses Local Education Institutions	SIDC ROI	2020	M: Meet with local schools to discuss growing economic sectors in the region and ways students may be connected to them and engage in an industry awareness campaign with the help from teachers and administrators. Hold a career fair at the schools along with a college fair. Consider field trips to different sites as part of the high school curricula.	
2.E.5 Understand current and existing company workforce needs at the regional level.	SIDC LEDO's ROI Radius School Educators WorkOne	SIDC LEDO's ROI Radius School Educators WorkOne	2020	M: Convene regional meetings of workforce groups to understand local business and potential business needs.	
2.E.6 Support efforts to develop career counseling in the schools.	LEDO's ROI School Educators County Commissioners Project Youth	Radius WorkOne 2019	2019-2023	S: Evaluate funding for this initiative annually. M and L: Regional counselor network established.	

Goal #3: Strengthen Regional Collaboration

SIDC will foster increased regional collaboration. This will strengthen the trust between regional entities which is required in order to reach the goals set out in this plan. This goal has six objectives with each providing a key measurement and corresponding timeframe.

Regional Economic Benefits:

SIDC recognizes the need for collaboration and transparency among regional decision makers and groups. SIDC believes that more issues can be solved and opportunities created through regional collaboration. Regional collaboration is the only way to enhance the region's quality of life and support its industrial assets. Maintaining and cultivating partnerships are critical to the growth of the region – and this plan's ultimate success.

Objective 3.A: Strengthen partnerships with economic development organizations, local elected officials, and business and community leaders					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
3.A.1 Foster communication among LEDO's for economic opportunity.	SIDC LEDO	Radius ROI	2019-2023	S: Establish regular face-to-face meetings. M: Partner with LEDOs to develop economic opportunities within identified clusters.	
3.A.2 Guide the regional LEDOs on how to approach or solve community issues.	SIDC LEDO	Radius ROI	2019-2023	S: Listen to issues LEDOs may be facing on a regular basis. M: Put them in touch with state, federal or nonprofits who may be able to help them. L: Pursue and secure grants together to improve community's quality of life.	

3.A.3 Seek funding for regional strategies from partners.	SIDC LEDO	Radius ROI	2019-2023	S-L: Monitor funding opportunities on a weekly basis and update regional partners on possibilities for collaboration and joint grant proposals.	
3.A.4 Seek regional economic development opportunities	SIDC LEDO	Radius ROI	2019-2021	S: Investigate which strategies among Radius and ROI align with SIDC. M: Pursue joint economic development opportunities. L: Celebrate joint successes.	
3.A.5 Collaborate with IARC members for training to increase overall competency.	PCRD Ball State IARC	SIDC	2019-2023	S: Discuss with BSU and PCRD training needs. M-L: Help develop BSU's Leadership Academy offerings in addition to PCRD's Extension training and EDA webinars.	
3.A.6 Seek to train members on State and Federal Programs.	IARC SIDC	OCRA IHCDA	2019-2023	S-L: Invite State and Federal program facilitators to offer training workshops at the Annual Conference and monthly meetings.	

Goal #3: Strengthen Regional Collaboration

Objective 3.B: Coordinate regional planning efforts to develop community and economic strategies					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
3.B.1 Assist with the creation of regional plans.	IARC SIDC	ROI Radius OCRA IHCDA INDOT	2019-2023	S - L: Attending workshops and meetings held by ROI and Radius.	
3.B.2 Assist with implementation of Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana.	ROI Radius	IARC SIDC	2019-2023	S-L: Volunteer time and effort on key strategy implementation efforts.	
3.B.3 Seek planning for SWITCH Network to support regional entrepreneurship.	SIDC EDA Radius	IARC Region ROI LEDO Network	Q2 - 2018	Application Submitted Awarded Completed Implemented	2018 - Submitted 2018 – Awarded 2019
3.B.4 Expand capacity and reduce competing organizations with the same mission.	SIDC Not for Profits Foundations LEDO's Radius ROI	State Agencies Local Government	2019-2023	S-M: Research Collective Impact Models to establish a backbone organizations wishing to expand. S-M: Enter into MOU partnerships with ROI and Radius on strategic and mutually-beneficial endeavors. L: Apply for grants jointly with ROI and Radius.	

Goal #3: Strengthen Regional Collaboration

Objective 3.C: Secure and leverage financing for community initiatives within the region					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
3.C.1 Mitigate brownfield sites.	SIDC	EPA Environmental Consultants	2019-2021	S-M: Establish a Brownfield Revolving Loan Fund.	
3.C.2 Set up a rural infrastructure revolving loan fund.	SIDC	USDA EDA	2019-2023	S – M: Investigate how to establish a revolving loan fund to use for infrastructure projects. M – L: Establish the fund.	
3.C.2 Establish a regional strategy fund to put toward regional planning or projects. Fund would only pay for projects and not staff.	SIDC LEDO Community Foundations County, City and Towns	Legal Financial	2019-2023	S – M: Investigate how to establish a funding mechanism to use for regional planning projects. M – L: Establish the fund.	

Goal #3: Strengthen Regional Collaboration

Objective 3.D: Ensure language services are available for all residents for programs offered by SIDC					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
3.D.1 Translators and materials available for assisting non-English speaking populations.	Local Communities LEDO Education Org. Local Businesses Work One	SIDC	2019-2023	S: Establish translator services to work on an ad-hoc basis for languages found across the region. M- L: Use services as needed.	

Goal #3: Strengthen Regional Collaboration

Objective 3.E: Capitalize on regional partnerships to foster collaboration and support entrepreneurial activities					
Strategies	Responsible Party	Partners	Timeline Start/End	Measurements	Status
3.E.1 IARC convene the Certified Tech Parks group to learn best practices and develop networks for identifying opportunities for collaboration.	IARC	SIDC Certified Technology Parks IEDC	2020	M: Invite to IARC annual meeting.	
3.E.2 Educate federal and state representatives on the importance and role of regional planning councils.	SIDC Congress State Legislature	IARC	2019-2021	S: Convene a meeting with newly elected representatives. M: Meet with reps and facilitate a meeting to discuss regional planning	

3.E.3 Promote a summit of entrepreneurial centers throughout state to learn best practices and seek collaboration.	Radius Purdue Center for Regional Development	EDA	2019-2021	S: Define goals of summit and seek funding and/or resources to cover costs and advertisements. M: Hold summit.	
3.E.4 Highlight the potential of entrepreneur facilities to elected officials.	Radius Purdue Center for Regional Development	SIDC	2019-2021	S: Determine why officials may not see potential and address those issues. M: Perform outreach to elected officials throughout region.	
3.E.5 Promote regional planning among multiple units of local government.	SIDC Local Communities	Radius ROI	2019-2023	S: Collaborate across regional bodies on key, common strategies. M: Hold joint meetings, outreach agendas and workshops to plan strategies. L: Implement shared strategies.	
3.E.6 Develop a regional trails plan and integrate with state.	SIDC LEDO DNR Local Communities	INDOT Environmental Consultant State Trails Org	2019-2023	S: Hold workshops to plan regional trails with public outreach and engagement across all counties in SIDC. Invite key state representatives from DNR to participate in sessions. M: Develop and finalize plan. Secure funding. L: Begin work on new and/or expanded trails and celebrate success!	

3.E.7 Assist communities with making good decisions for transportation. Including: asset management planning, road inventory and traffic counting.	SIDC Local Communities INDOT Local Highway Org.	IARC MPO's	2019-2023	<p>S: Develop a regional transportation plan. Collect traffic data on high-traffic main roads including those used for logistics purposes such as 558 in and out of Crane, 231, and 150.</p> <p>M: Collect data and place into a report. Convene a multi-community meeting to discuss findings and present good practice case studies.</p>	
3.E.8 Assist communities to complete transportation related documentation, making them eligible for funding.	SIDC Local Communities INDOT Local Highway Org.	IARC MPO's	2020-2023	<p>M - L: Hold workshops with communities to aid the completion of transportation documentation.</p>	
3.E.9 Sponsor regional transportation networks.	SIDC INDOT Ride Solution	IARC MPO's	2019-2023	<p>S: Record ridership on an annual basis.</p> <p>M: Determine how many individuals use public transit, the locations of communities most served and the number of Counties which benefit from this service.</p> <p>L: Use documented data in regional transportation plans.</p>	

3.E.10 Engage IARC to work with the state of Indiana Trails Advisory Board	IARC	SIDC Indiana Trails Advisory Board	2019-2023	<p>S – M: Include Indiana Trails Advisory Board and leadership to deliver presentation at IARC meeting.</p> <p>M: Recruit other agencies who are interested in developing their trails.</p> <p>L: Develop a statewide plan with other regional bodies.</p>	
3.E.11 Promote education on Complete Street systems.	SIDC INDOT Local Communities	Local Bike Organizations	2019-2023	<p>M: Develop a one-two page brief on Complete Streets, including what it is and how it benefits all street users.</p> <p>M: Assess interest in Complete Street's projects among communities.</p> <p>L: Select one or two towns to engage in a Complete Street project.</p>	

Potential Barriers and Related Strategies

During the strategy sessions, the top six challenges to the strategic plan were identified.

Top Barriers

1. Workforce
2. Infrastructure
3. Housing
4. Health
5. Financing
6. Age, Culture and Social Capitol

The top barrier to the region was **workforce**. While the work ethic is strong, the region needs a more skilled workforce and workers need a better wage for the work being completed. The region plan needs to address the job skills training and education elements to support the region's employers. The region also has not been successful in retaining post high school students (age 20-29) to remain in, return to or move to the region for employment after they complete their education. The region is also decreasing the number of workers in the workforce and finding strategies to engage the non-working population back into the workforce is necessary.

The second barrier is **infrastructure**. Aging infrastructure and the lack of Broadband (especially outside of cities and towns) creates a problem for expansion or attraction of housing or business. Broadband affects all aspects of life and creates barriers to education, connectivity, job opportunities, efficient business operations, entertainment and a whole spectrum of quality of life issues. Without the basic infrastructure the region does not give adequate opportunity for the future.

The next barrier in the region is the lack of affordable **housing**. Housing stock is aging quickly in most areas of the region and there is a strong need for quality affordable housing to attract new residents. Specifically, workforce housing and senior housing needs to be addressed. A large number of employees commute to their work place because of the lack of acceptable housing located near their employer.

Health was identified as a barrier. In general, rural populations experience lower access to healthcare along the dimensions of affordability, proximity, and quality, compared with their nonfarm and urban counterparts. Easy access to parks, trails and recreation facilities also hinders quality of life and potential health outcomes for the region's residents.

Yet another barrier is the **lack of financial resources** to implement strategies. The state's property tax caps that were issued on tax bills due in 2012 have resulted in declining tax revenues for local governments. Local governments have not been able to invest in the needed infrastructure and have had to cut services to their residents as a result of the decrease in revenue. While the quality of education is good, a few schools have faced closure because of the operating deficits due to decreases in funding.

The final barrier is the **aging population** leaving vacancies in the employment sector and a need for housing that matches with the population. The culture of the region is also changing. The addition of migrant populations is helping business keep up with demands for products, but the predominantly white population

can be slow to accepting changing cultural or social aspects of the community. Strategies for embracing new populations will be needed.

An overarching challenge for the region is to actively work regionally. It is easy to come up with projects for individual counties, but more focus needs to be put on projects that enhance the region to become more competitive.

Evaluation Plan

Key Measures and Strategies to Track Progress:

Southern Indiana Development Commission will monitor the progress of the Stronger Economies Together High-Quality Plan by tracking the trends of the following indicators:

- **Gross Assessed Valuation (GVA):** the total dollar value of all real property and improvements and personal property. GVA serves to comprehensively measure the effectiveness of the SET plan. If the plan is successfully deployed, then gross assessed valuation of properties should increase.
- **Average Wage Per Worker:** total annual income divided by total population of workforce. The county play is intended to help improve the availability of good paying jobs for the local labor force.
- **Total Number of Establishments:** total number of businesses within the region. The intent is to retain and grow more businesses in the area and to attract companies that add strength to the economic drivers of the county.
- **Population Growth:** the change in population. Population growth serves to comprehensively measure the overall effectiveness of the Regional goals. The goal is to stem the loss of population and begin seeking positive growth among younger age groups within the population.
- **Educational Attainment:** the measurement of post-secondary attainment by age and level of completion. Increasing the number of people with post-secondary education is one of the major outcomes pursued in order to fill and attract middle and higher skilled jobs.

As noted above, these metrics are intended to track the overall effectiveness of the strategies and action steps outlined in this plan over time and are viewed as global metrics. At the same time, more granular measurements are outlined in the tables next to each strategy based on short, medium- and long-term achievements. These serve as the local metrics which should reveal positive movement over a short-term period, which often take much longer (than the community vitality measures) to witness any appreciable changes. Both global and local metrics will be tracked and presented to the SIDC Board of Directors meetings on a semi-annual basis.

Appendix

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DAVIESS COUNTY
ECONOMIC DEVELOPMENT CORPORATION

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February 8th, 2019

Greg Jones, Executive Director
Southern Indiana Development Commission
405 JFK Avenue, Suite A
PO Box 442
Loogootee, IN 47553

Dear Mr. Jones,

On behalf of the Daviess County Economic Development Corporation, please accept our support for the Southern Indiana Development Commission SET planning initiative. To remain competitive in the modern age, it is critical for both communities and local industries to collaborate on a regional level.

SIDC is a key component to these regional collaboration efforts, and the SET plan will aid us in identifying key resources and strategies for each of the communities involved. SIDC's goals to promote manufacturing resources, along with opportunities for youth in the area, are key strategies which will strengthen our region's economy and enhance the vibrancy of our communities.

Daviess County looks forward to working with SIDC and its partners for the successful implementation of the SET plan. Among other efforts, we will actively participate in SIDC's regional efforts to promote agribusiness, advanced materials and transportation manufacturing as viable career paths for the workforce.

Sincerely,

Bryant P. Niehoff, Executive Director

Daviess County Economic Development Corporation, Inc.

Samantha Bobbitt
Daviess County
Chamber of Commerce
And Visitors Bureau
1 Train Depot Street
Washington, IN 47501
812-254-5262



To Whom It May Concern,

The Daviess County Chamber of Commerce and Visitors Bureau supports SIDC's efforts to finalize a plan for regional economic development collaboration and promotion and initiate the strategic journey of Stronger Economies Together. I have worked through the process with the team of individuals from neighboring counties. We have drilled down into the information and identified industry cluster areas where our strengths lie and ranked them for their importance. I am excited to see the conclusion and product of the information we have collected, identify the most promising opportunities for action and how this plan can work together to make our assets go the farthest they can. We are a rural location and we must work with the people we have available to grow the regions economy.

The Daviess County Chamber of Commerce and Visitors Bureau supports efforts such as these that align with one of our mission components of economic development. We realize that a regional focus strengthens all of those working together.

Sincerely,

Samantha Bobbitt
Executive Director
Daviess County
Chamber of Commerce
& Visitors Bureau



November 6, 2018

Mr. Greg Jones
Executive Director
Southern Indiana Development Commission
405 JFK Avenue, Suite A
Loogootee, IN 47553

Dear Mr. Jones:

The Lawrence County Economic Growth Council (local economic development organization) has participated in the planning session and committees for the Stronger Economies Together program. Our organization believes that processes such as SET help create marketable and sustainable collaboration across the Southern Indiana Development Commission's service territory.

We recognize that this process is new for the SIDC group, but believe that the outcomes will help provide additional clarity and strategic direction for the entity as the landscape of economic and community development continue to change. We believe there is great value in creating the SET document and look forward to seeing the outcomes of the planning process implemented in our communities.

Finally, we look forward to the opportunity to continue to work with SIDC and creating meaningful impact on our area based upon the SET process and finalized plan. The LCEGC offers our full support to the SIDC and to working toward the goals of outlined during the process.

Respectfully,



Shance Sizemore
CEO, The Lawrence County Economic Growth Council



2664 U.S.Hwy 50
Loogootee, IN 47553
812.295.4800

October 31, 2018

Ms. Rhonda Rumble
Program Specialist
Southern Indiana Development Commission
PO Box 442
Loogootee, IN 47553

RE: Stronger Economies Together (SET)

Dear Ms. Rumble:

I am writing to express my excitement, and support, for the Stronger Economies Together Plan that Southern Indiana Development Commission (SIDC) thankfully spearheaded the effort upon in pulling the region together to embark on this planning process. As rural communities, we could not have done this without the leadership of SIDC.

As part of the planning process, I attended every SET meeting possible to further not only Martin County, but the SIDC region in which we share common traits and challenges. One such challenge I experienced was access to data and information. For example, we were having difficulty uncovering data and information on a specific, major industry in the region, which also happens to be Martin County's largest employers. Fortunately, working with the Purdue Center for Regional Development (PPCRD) and SIDC, we were able to uncover much needed data, via the SET process, that really astonished individuals given the immense impact. As a rural community, we could not afford this level of data, but thankfully the SET process allowed us access to it. So, we're looking forward to acting upon it with SIDC once the SET Plan is finalized.

In rural Southern Indiana, we must work with our fellow neighbors to increase prosperity and economic opportunities for all our residents. This SET Plan will help us work together in a more coordinated effort in tackling our challenges together. We're looking forward to the implementation of this SET Plan and what it will do for us in the coming years and decades as we embark on this journey together.

Very Respectfully,

A handwritten signature in blue ink that reads "Tim Kinder".

Tim Kinder
Executive Director
Martin County Alliance for Economic Growth, Inc.

www.martinalliance.org



February 6, 2019

Mr. Greg Jones, Executive Director
Southern Indiana Development Commission
405 JFK Avenue, Suite A
PO Box 442
Loogootee, Indiana 47553

Dear Mr. Jones:

It is a pleasure to send this letter of commitment for the Stronger Economies Together (SET) Program. Knox County Development Corporation fully supports the Southern Indiana Development Commission and its role in strengthening the economy of our communities. Knox County is committed to working with our regional partners to pursue strategies and activities that advance the agricultural, advanced manufacturing, and transportation-equipment manufacturing clusters.

The goals and objectives outlined in the SIDC document are critical to the long-term growth and sustainability of our communities and region. As a participant of the planning process, I believe that this strategic plan will serve as a foundation for our local and regional economies to collaborate together.

Knox County strongly supports the SET initiative and looks forward to the implementation of this plan.

Sincerely,

Kent E. Utt
President/CEO

Opportunity knocks in Knox County.

Phone 812-886-6993 • Fax 812-886-0888 • 1101 N. 3rd Street, PO Box 701, Vincennes, IN 47591-0701 • www.kcdc.com



<i>Goal 1 - Enhance the Region's Quality of Life</i>	
<u>Community</u>	<u>Project</u>
MULTI-COUNTY	Implement strategies of the Crane I-69 Comp Plan
MULTI-COUNTY	Work with communities located near I-69 intersections to position the intersection for infrastructure development and smart growth.
ALL COUNTIES	Work to eliminate blighted and foreclosed residences in the region
ALL COUNTIES	Implement strategies developed in the Hazard Mitigation Planning
ALL COUNTIES	Work with counties and communities to expand tourism throughout the area
ALL COUNTIES	Work to develop an area wide recreational facilities inventory
ALL COUNTIES	5 year park plans for all communities
DAVIESS COUNTY	Relocate and make necessary improvements to Senior Services Center
DAVIESS COUNTY	Expand child care at State Licensed Facility
DAVIESS COUNTY	Rural Infrastructure – water, sanitary sewer, roads and bridges – outside of incorporated areas
DAVIESS COUNTY	Safe, decent, affordable housing throughout Daviess County
DAVIESS COUNTY	Sewer upgrade near West Boggs Lake
DAVIESS COUNTY	Develop County Museum for ADA accessibility and increased usage
DAVIESS COUNTY	Clean up brownfield site formally used as the Crane School
DAVIESS COUNTY	Assisted Living throughout Daviess County
DAVIESS COUNTY	Improvements to county roads.
DAVIESS COUNTY	Rehabilitate the historic features of the Courthouse.
DAVIESS COUNTY	School modernization including safety and indoor air quality
DAVIESS COUNTY	Rural Infrastructure - water, sanitary sewer, roads and bridges-outside of incorporated areas
DAVIESS COUNTY	Expand rural transit ridership
DAVIESS COUNTY	Utilize INDOT Community Crossings for Road Improvements
DAVIESS COUNTY	Update hazard mitigation planning
ALFORDSVILLE	Water System Improvements
ALFORDSVILLE	New Fire Station or addition to existing
ALFORDSVILLE	New Sewer System
ALFORDSVILLE	Work to rehabilitate abandoned or underutilized buildings in Alfordsville
ALFORDSVILLE	Assist with project development for community
ALFORDSVILLE	Safe, decent, affordable housing
ALFORDSVILLE	Development of a multi-purpose community building
ALFORDSVILLE	Pave all town streets (1.5 miles)
CANNELBURG	Assist with Community Development
CANNELBURG	Upgrade County Road 900E within town limits
CANNELBURG	Construct new sidewalks, curbs and stormwater drainage system
ELNORA	Assist with project development of master utility study recommendations
ELNORA	Storm drainage improvement in the Town of Elnora
ELNORA	Utilize INDOT Community Crossings for Road Improvements
ELNORA	Demolition of old unstable buildings downtown
ELNORA	Safe, decent, affordable housing
ELNORA	Assist with development of a Comprehensive Plan

ELNORA	Sanitary sewer system improvements and leak detection
ELNORA	Purchase new police car
ELNORA	Culvert replacement and road improvements to North Ellen Street and Raven Street
ELNORA	Road improvements to Danner Street
ELNORA	Assist with the development of the Daviess Food Processing Institute
ELNORA	Assist with Homeowner Occupied Rehabilitation Program
ELNORA	Cleanup properties through the Blight elimination program
MONTGOMERY	Extension of sidewalks in the town to provide access between recreational, tourist , school and downtown areas of the community
MONTGOMERY	Safe, decent, affordable housing
MONTGOMERY	Main Street/Downtown revitalization through city limits north including curbs and guttering
MONTGOMERY	Implement Flood Mitigation at Montgomery Lake
MONTGOMERY	Development of industrial site including utilities at the site
MONTGOMERY	Construct new parking for downtown area and park
MONTGOMERY	Develop trails throughout town to connect the park to the Gasthof Restaurant
MONTGOMERY	Wastewater collection extensions
MONTGOMERY	Purchase a new street sweeper
MONTGOMERY	Utilize INDOT Community Crossings for Road Improvements
MONTGOMERY	Park Improvements
MONTGOMERY	Ruritan Building Improvements
MONTGOMERY	Storm water drainage improvements
ODON	Storm water drainage improvements
ODON	Fire Station Expansion
ODON	Safe, decent, affordable housing
ODON	Water flushing and looping in line ending areas
ODON	Tree removal to alleviate road/sidewalk disturbance
ODON	Sidewalk and lighting improvements throughout the corporate limits including residential areas
ODON	New fire truck for the fire department
ODON	Improvements to the Odon Town Park
ODON	New equipment for the fire department
ODON	Water system improvements to the existing water system serving the Town
ODON	Develop industrial site to include infrastructure, roads, sewer, water and electric
ODON	Construct a walking path in the Town park to connect to the Senior/Community Center
ODON	Paved parking lot for community center
ODON	Police Station upgrade to include parking lot paving
ODON	New Town Hall
ODON	Convert old Town Hall into new town garage office
ODON	New Street Sweeper
ODON	New Trash Truck
ODON	Assist with Homeowner Rehabilitation Programs
ODON	Pave public lot at post office
ODON	Annex all residential utility customers

ODON	Annex to west to encompass I-69 growth
ODON	Clearance of vacated properties
ODON	Develop infrastructure and industrial park to create economic opportunities along the corridor to the I-69 interchange
ODON	Utilize INDOT Community Crossings for Road Improvements
ODON	Neighborhood Stabilization Program for Odon
PLAINVILLE	Assist with Homeownership Rehabilitation Program
PLAINVILLE	Construct a Community Center for Town residents
PLAINVILLE	Utilize INDOT Community Crossings for Road Improvements
PLAINVILLE	Storm water drainage improvements to the town
PLAINVILLE	Flood hazard mitigation for town utilities
PLAINVILLE	Utilize INDOT Community Crossings for Road Improvements
PLAINVILLE	Improvements to existing wastewater collection and treatment system, including upgrading the existing 3" lines to 4" lines
PLAINVILLE	Upgrade to the Plainville Park including equipment and beautification, etc.
PLAINVILLE	Initiate a program of sidewalk replacement in the community
PLAINVILLE	Demolish eight homes for property redevelopment
PLAINVILLE	Construct a new lab/office facility for the wastewater treatment plant
PLAINVILLE	New fire truck
WASHINGTON	Expansion of business incubator in the City
WASHINGTON	Safe, decent, affordable housing
WASHINGTON	Water system improvements throughout the city
WASHINGTON	Undertake downtown revitalization for Washington
WASHINGTON	Develop program to utilize existing unoccupied manufacturing and industrial building in the City including remediation of any environmental issues
WASHINGTON	Undertake improvements to the wastewater treatment facility and collection system
WASHINGTON	Assist with Homeowner Rehabilitation Program
WASHINGTON	Assist with the Neighborhood Stabilization Program and Blight elimination of abandoned and uninhabitable homes
WASHINGTON	Utilize INDOT Community Crossings for Road Improvements
WASHINGTON	Develop a pedestrian corridor connecting all three elementary schools to the major recreational facilities within the corporate limits
WASHINGTON	Repair and replace sidewalks throughout the city
WASHINGTON	Storm water drainage improvement in the City of Washington
WASHINGTON	Rehabilitation of US Business 50 corridor to include utilities
WASHINGTON	Downtown revitalization through the removal of severely deteriorating buildings, creation of additional parking
WASHINGTON	City wide trail improvements to connect school systems, downtown and the park.
WASHINGTON	Park improvements through local park system
WASHINGTON	Develop 5 year Park Improvements Plan
WASHINGTON	Develop a Pocket Park in the Downtown
GREENE COUNTY	Salt storage Facility at Hwy garage
GREENE COUNTY	Rural Traffic Count especially at Lone Tree.
GREENE COUNTY	Assist to fund Phase I and Phase II and remediation of Brownfield sites.
GREENE COUNTY	Update hazard mitigation planning

GREENE COUNTY	Assist with plan to address development potential and tourism as a result of the development of the Goose Pond wetland area
GREENE COUNTY	Expansion of rural water services in the county
GREENE COUNTY	Flood mitigation for areas along White River
GREENE COUNTY	Safe, decent, affordable housing throughout the county
GREENE COUNTY	Assess the feasibility of the development of a community building for the eastern portion of Greene County
GREENE COUNTY	Make upgrades to the Historical Society Building
GREENE COUNTY	Utilize INDOT Community Crossings for Road Improvements
GREENE COUNTY	Assist with Entrepreneur training in the county
GREENE COUNTY	New Hwy Garage Facility
GREENE COUNTY	Develop the Greene County portion of the West Gate @ Crane technology park
GREENE COUNTY	Expand the capabilities of the Greene County Economic Development Corporation through increased funding and staff
GREENE COUNTY	1000-W Lone Tree Road Widening
GREENE COUNTY	Develop facilities to enhance manufacturing in the county
GREENE COUNTY	Improvements to provide improved telecommunications to the county that will allow for economic development and expansion of existing businesses
GREENE COUNTY	Develop additional industrial sites
GREENE COUNTY	Develop rural sanitary sewers as needed to deal with development
GREENE COUNTY	Develop Facility for Greene County YMCA
GREENE COUNTY	Fire Station expansion for Center Township
GREENE COUNTY	Purchase new fire truck for Grant/Fairplay Township
GREENE COUNTY	New ladder truck for Center Township
GREENE COUNTY	Fire Station expansion for Wright Township
GREENE COUNTY	Construct Fire/Community/EMS Building for Richland Township
GREENE COUNTY	Improvements to South System Tank for Ellis Water
GREENE COUNTY	Ellis Water North/South system connection
GREENE COUNTY	Eastern Heights water expansion
GREENE COUNTY	County Bridge replacements to include bridge 195, 240, 311, 260, 272, 283
GREENE COUNTY	5 single axle, 5 tandem axle dump trucks for county highway department
GREENE COUNTY	Two additional Police Officers for the County Sheriff's Department as part of the COPS Project
GREENE COUNTY	Renewable energy geothermal project
GREENE COUNTY	Jail Improvements and upgrades
GREENE COUNTY	School bus route road resurfacing along county roads
GREENE COUNTY	Improve CR 200 E starting at the county line going north to highway 45
GREENE COUNTY	Expand regional sewer district around Crane and I69 Interchange
GREENE COUNTY	Courthouse expansion for storage
GREENE COUNTY	Fire upgrades to include creation of fire districts throughout Co.
GREENE COUNTY	New fire station for Richland Township
GREENE COUNTY	Improve County Road 800 South
GREENE COUNTY	Improve Main road through the unincorporated settlement of Scotland

GREENE COUNTY	Request funding to develop rural sanitary sewers and treatment facilities in southeastern Greene County in the area to be served by an interchange with I-69 and the West Gate @ Crane and funding for additional infrastructure including road upgrades, water distribution, etc.
GREENE COUNTY	Park Plan for Solsberry
GREENE COUNTY	Wastewater service/availability for unsewered unincorporated areas
GREENE COUNTY	Hard surface for local use- Airfield
BLOOMFIELD	Development of a community center
BLOOMFIELD	Safe, decent, affordable housing
BLOOMFIELD	Develop pedestrian corridor from downtown to shopping center south of town
BLOOMFIELD	Develop pedestrian corridor from Downtown to the School
BLOOMFIELD	Downtown revitalization and sidewalks
BLOOMFIELD	Utilize INDOT Community Crossings for Road Improvements
BLOOMFIELD	Expand wastewater collection into Hashtown and north of Bloomfield
BLOOMFIELD	Wastewater Treatment Plant and Collection System improvements throughout Town
BLOOMFIELD	Storm Drainage repair and replacement
JASONVILLE	New Fire Truck
JASONVILLE	Utilize INDOT Community Crossings for Road Improvements
JASONVILLE	Safe, decent, affordable housing
JASONVILLE	Wastewater treatment system renovation and update
JASONVILLE	Create corridor between Shakamak State Park and Jasonville
JASONVILLE	Park development
JASONVILLE	Further development of Heritage Museum
JASONVILLE	Re-surface city streets – deteriorating and large pot holes
JASONVILLE	Storm water improvements
JASONVILLE	Renovation of Senior Center/Fire Station
JASONVILLE	Renewable geothermal system and roof replacement at Shakamak Schools
JASONVILLE	5 Year Park Plan
JASONVILLE	Develop trail to Shakamak State Park and develop trails within the park and a hotel facility at the park – working hard on this w/ DNR
LINTON	Expand water system to allow second source availability to adjacent communities
LINTON	Safe, decent, affordable housing
LINTON	Assist with homeowner repair and improvement project
LINTON	Implement and develop flood mitigation plan
LINTON	Increase recreation opportunities for Economic Development and Tourism
LINTON	Provide broadband internet service to Linton
LINTON	Expand health facilities for senior citizens
LINTON	Repair/Replace Fire Hydrants
LINTON	Work to rehabilitate abandoned or underutilized buildings in Linton
LINTON	Build Wellness Center
LINTON	Provide additional facilities for youth engagement
LINTON	Stormwater Improvements to existing infrastructure & ditches
LINTON	Sidewalk safety project – 12 th Street to City Limits going east
LINTON	Fiber loop city with fiber broadband technology

LINTON	Pedestrian corridor from city park to the school
LINTON	Utilize INDOT Community Crossings for Road Improvements
LINTON	Assist Community with construction of a new sports complex for City residents
LINTON	Construct a new cart path for Phil Harris Golf Course
LINTON	Purchase a VHF repeater for the Linton Police Department
LINTON	Make improvements to the A.M. Risher Swimming Pool
LINTON	Highway 54 West project – New water main, fire hydrant and meter replacement
LINTON	Electric loop from Greene County General Hospital to the INDOT substation on the east side of the city
LINTON	Water system improvements throughout the city
LINTON	Connect Linton to the Goosepond for pedestrian traffic
LINTON	Upgrade and renovation project for Linton Stockton Schools to include the roof and indoor air quality issues
LINTON	Construct sidewalks from 12th street to the Greene County General Hospital
LINTON	Implement Park Plan
LINTON	Park Improvements
LYONS	Utilize INDOT Community Crossings for Road Improvements
LYONS	Safe, decent, affordable housing
LYONS	Development of family and children services outreach
LYONS	Downtown Revitalization – planning
LYONS	Assist with homeowner repair and improvement project
NEWBERRY	Construct a new Community Center/Fire Station
NEWBERRY	Water system improvements
NEWBERRY	Street Resurfacing
NEWBERRY	Curb and Street Light Improvements
SWITZ CITY	Assist with project development for community
SWITZ CITY	Development of New Town Park Plan and implement
SWITZ CITY	City Beautification Project/Sidewalks and Streetlights
SWITZ CITY	Wastewater Treatment Plant and Collection System improvements and expansion
SWITZ CITY	Stormwater drainage plan and implementation
SWITZ CITY	Safe, Decent, Affordable housing throughout the town
SWITZ CITY	Develop a pedestrian corridor from the Town to White River Valley High School, Lyons Elementary and Worthington Elementary
SWITZ CITY	Assist with homeowner repair and improvement project
SWITZ CITY	Energy Efficiency upgrade at White River Valley School
SWITZ CITY	Fire Territory- Fire Truck
SWITZ CITY	Fire Territory F.S. Improvements
SWITZ CITY	Firefighting equipment and Fire gear upgrades
SWITZ CITY	Utilize INDOT Community Crossings for Road Improvements
WORTHINGTON	Additional funding to extend communities revitalization to the Jefferson Street and State Road 157 areas
WORTHINGTON	Safe, decent, affordable housing
WORTHINGTON	Wastewater treatment plant improvements
WORTHINGTON	Identify and remediate Brownfields in town

WORTHINGTON	Park improvements
WORTHINGTON	Assist with homeowner repair and improvement project
WORTHINGTON	Assist with the Neighborhood Stabilization Project
WORTHINGTON	New Pumper Truck for Worthington/Jefferson Township
WORTHINGTON	Utilize INDOT Community Crossings for Road Improvements
WORTHINGTON	Improvements to the storm water drainage system in the community
KNOX COUNTY	Expand Broadband Capacity
KNOX COUNTY	Knox County Drainage - Study and subsequent improvements throughout the county to provide appropriate drainage and alleviate flooding problems
KNOX COUNTY	Update hazard mitigation planning
KNOX COUNTY	Decker Chapel storm water drainage
KNOX COUNTY	Develop wastewater treatment as appropriate to serve the county's unserved incorporated and unincorporated areas
KNOX COUNTY	Return Foxridge golf course back to natural habitat with educational components and trails.
KNOX COUNTY	Safe, decent, affordable housing throughout the County
KNOX COUNTY	Bridge 41 replacement
KNOX COUNTY	Improvements to county jail
KNOX COUNTY	Improvements to county courthouse
KNOX COUNTY	Upgrades to the Fort Knox Historical County Park, Oubache Trails Park
KNOX COUNTY	Historic Preservation to the Knox County Courthouse
KNOX COUNTY	Utilize INDOT Community Crossings for Road Improvements
BICKNELL	Drainage improvements throughout the City
BICKNELL	Revitalization of Main Street
BICKNELL	Develop Community Center to serve the residents in the City of Bicknell
BICKNELL	Turnout Gear For Fire Department
BICKNELL	Build Skate Park
BICKNELL	Safe, decent, affordable housing
BICKNELL	Water system improvements to the existing water system including a new water tower and water plant upgrades
BICKNELL	Move Police station to new facilities on 4 th and Main and rehabilitate structure
BICKNELL	Speculative building in the Industrial Park
BICKNELL	Assist with homeowner repair and improvement project
BICKNELL	Assist with the Neighborhood Stabilization Program and Blight elimination Program
BICKNELL	Utilize INDOT Community Crossings for Road Improvements
BICKNELL	Fix broken culverts and repave streets after fixed
BRUCEVILLE	Improvements to city streets and resurface
BRUCEVILLE	Upgrade water lines
BRUCEVILLE	Renovate Town Hall
BRUCEVILLE	New playground equipment for the park
DECKER	Water system improvements
DECKER	Downtown Revitalization including streets, sidewalks and gutters
DECKER	Assist with homeowner repair and improvement project
DECKER	Safe, decent, affordable housing

DECKER	Improvements to storm water drainage for community
DECKER	Renovation of Community Bldg to make ADA and to better utilize
DECKER	New water well supply is needed
DECKER	Playground and Park improvements
DECKER	Clearance of old buildings for new growth
EDWARDSPORT	Safe, decent, affordable housing
EDWARDSPORT	Water distribution services require extensive updating
EDWARDSPORT	Storm drainage to alleviate water problems
EDWARDSPORT	Utilize INDOT Community Crossings for Road Improvements
EDWARDSPORT	Removal of blighted residences
MONROE CITY	Water system improvements
MONROE CITY	Elimination of blighted properties
MONROE CITY	Sewer system improvements to the existing sanitary sewer system
MONROE CITY	Increased Police Protection for the Town
MONROE CITY	Develop infrastructure for area to be annexed by the Town
MONROE CITY	Safe, decent, affordable housing
MONROE CITY	Utilize INDOT Community Crossings for Road Improvements
MONROE CITY	Assist with homeowner repair and improvement project
MONROE CITY	Owner Occupied housing rehab
MONROE CITY	Improvements to storm water drainage system in the community
OAKTOWN	Storm sewer system improvements
OAKTOWN	Community revitalization throughout the Town including the Downtown area and residential areas to include sidewalks around the community
OAKTOWN	Sewer Treatment Plant and Collection System improvements
OAKTOWN	Safe, decent, affordable housing
OAKTOWN	Utilize INDOT Community Crossings for Road Improvements
OAKTOWN	Purchase new fire truck for Oaktown/Busseron Township
OAKTOWN	Replace existing fire hydrants and add new fire hydrants
OAKTOWN	Purchase a new dump truck with snow removal blade
OAKTOWN	Purchase a new Police car
OAKTOWN	Owner Occupied housing rehab
OAKTOWN	Construct new garage for street department
OAKTOWN	Improvements to Town Park
OAKTOWN	Removal or rehabilitation of blighted properties
SANDBORN	Safe, decent, affordable housing
SANDBORN	Sewer system improvements
SANDBORN	Downtown revitalization
SANDBORN	Senior Citizen Housing
SANDBORN	Water System improvements
SANDBORN	Construction of concessions/restrooms at ballpark
SANDBORN	Demolition of old buildings
SANDBORN	Stormwater drainage improvements
SANDBORN	Utilize INDOT Community Crossings for Road Improvements
SANDBORN	Eliminate blighted properties

VINCENNES	Assist Community with planning and rehabilitation of the Brevoort Levy
VINCENNES	Assist with Downtown Revitalization Plan
VINCENNES	Follow levee improvements plan and make necessary improvements.
VINCENNES	Implementation of Historical Walk
VINCENNES	Brownfield Studies For Economic Development
VINCENNES	Sanitary sewer extension and improvements around the city and outlying areas
VINCENNES	Water system improvements to include the construction of a new water treatment plant facility for the city and outlying areas
VINCENNES	Implement Tax Incentives to Old Town
VINCENNES	Build Skate park in North end of city
VINCENNES	Raze Grain Elevator on 1 st Street/Downtown for Future Economic Development
VINCENNES	Utilize INDOT Community Crossings for Road Improvements
VINCENNES	Additional drainage improvements in the city as identified in the Master Plan
VINCENNES	Improvement of drainage along Mantle Ditch drainage including enclosing the ditch & improvements in the Indian Lake area and City Ditch
VINCENNES	Stormwater drainage and flood wall protection plan
VINCENNES	Complete Riverwalk Project
VINCENNES	Owner Occupied housing rehab
VINCENNES	Historical building preservation listed in the Register of Historical Places including the Vincennes Historic District. Potential projects include façade renovations for downtown businesses including the New Moon Theater and the Pantheon Theatre.
VINCENNES	Construct redundant water lines from water treatment plant to well field to insure the availability of water
VINCENNES	Improvements to storm water drainage system in community
WHEATLAND	Safe, decent, affordable housing
WHEATLAND	Assist with development of sewer system
WHEATLAND	Assist with brownfields within the community
WHEATLAND	Water system upgrades
WHEATLAND	Traffic signal at the junction of US 50 and State Road 550
WHEATLAND	Construction of sidewalks and street resurfacing
WHEATLAND	Local Recycling Collection Property
WHEATLAND	Replace Fire Hydrants
WHEATLAND	Construct a new Senior/Community Center
WHEATLAND	Assist with homeowner repair and improvement project
LAWRENCE COUNTY	Undertake study for the revitalization of unincorporated settlements within Lawrence County
LAWRENCE COUNTY	Safe, decent, affordable housing throughout the county
LAWRENCE COUNTY	Weatherize and improve Courthouse including windows, HVAC and tuck point exterior
LAWRENCE COUNTY	Purchase fire truck for Guthrie Township Fire Department
LAWRENCE COUNTY	Assist with brownfields in the area
LAWRENCE COUNTY	Local bridge improvements
LAWRENCE COUNTY	Assist with COPS Project for the Lawrence County Sheriff's Department
LAWRENCE COUNTY	Upgrade facilities and equipment at the Lawrence County Sheriff's Dept.
LAWRENCE COUNTY	Update hazard mitigation planning

LAWRENCE COUNTY	Water system improvements and new office/lab building for South Lawrence Water
LAWRENCE COUNTY	East Lawrence Water extension project to Henderson Creek and Ditney Ridge Housing Neighborhood
LAWRENCE COUNTY	Install a new booster pump for East Lawrence Water to alleviate water pressure problems for residents
LAWRENCE COUNTY	Lawrenceport, Riverdale, Buddha Road improvements
LAWRENCE COUNTY	Utilize INDOT Community Crossings for Road Improvements
LAWRENCE COUNTY	William T. Wiley House improvements
LAWRENCE COUNTY	North Lawrence Water system improvements
LAWRENCE COUNTY	South Central Regional Sewer District wastewater treatment plant improvements
LAWRENCE COUNTY	South Central Regional Sewer District Briarwood Collection System Reconstruction
LAWRENCE COUNTY	Construct a new building for the Community Health and Wellness Center
LAWRENCE COUNTY	Housing Rehabilitation project at location throughout the County
LAWRENCE COUNTY	Improvements to County Jail
LAWRENCE COUNTY	Assist with adult literacy/adult education programs
LAWRENCE COUNTY	Assist with Promoting Education Together
LAWRENCE COUNTY	New facility for St. Vincent DePaul Society
LAWRENCE COUNTY	Assist with non-profit partnership throughout the county
LAWRENCE COUNTY	North Lawrence Community Schools modernization and repair including indoor air quality and energy efficiency
BEDFORD	Downtown Revitalization
BEDFORD	Development of new park lands including Rails to Trails, additional trails, and Bike lanes
BEDFORD	Safe, decent, affordable housing throughout the Bedford area
BEDFORD	Plaza Drive South Infrastructure Improvements to include water, sewer and stormwater improvements and extensions
BEDFORD	Stormwater Sewer development
BEDFORD	Water insertion valve implementation
BEDFORD	All administration offices under one roof
BEDFORD	Spider Creek lift station upgrades
BEDFORD	Water distribution replacement project
BEDFORD	Sewer distribution infrastructure replacement
BEDFORD	Combined sewer separation
BEDFORD	Construction of a new fire station
BEDFORD	Construction of a new police station
BEDFORD	Sidewalk replacement project
BEDFORD	Sewer collection infrastructure replacement
BEDFORD	Learning center project
BEDFORD	Utilize INDOT Community Crossings for Road Improvements
BEDFORD	Brownfield sites on I and J street/blighted area
MITCHELL	Safe, decent, affordable housing
MITCHELL	New City Pool
MITCHELL	Increase the size of wastewater treatment and collection system improvements
MITCHELL	Community improvements including sidewalks and park lighting

MICHELL	Improvements to the City Park System including trail system, sidewalk, lighting; and hiking trails from the City of Mitchell to Spring Mill State Park
MICHELL	Blight clearance remediation of downtown structures
MICHELL	Utilize INDOT Community Crossings for Road Improvements
MICHELL	Storm water drainage system improvements throughout the city
OOLITIC	Safe, decent, affordable housing
OOLITIC	Construct Community Center
OOLITIC	Downtown enhancement project
OOLITIC	Identify and remediate Brownfields in town
OOLITIC	Storm sewer renovation and construction of new storm sewers
OOLITIC	Utilize INDOT Community Crossings for Road Improvements
OOLITIC	Homeowner Rehabilitation Project throughout Town
MARTIN COUNTY	Safe, decent, affordable housing throughout the county
MARTIN COUNTY	Expand Tourism efforts and update existing scenic areas within the county.
MARTIN COUNTY	Funding to expand development efforts within the county, especially in the area of assisting local businesses work with Crane
MARTIN COUNTY	Update hazard mitigation planning
MARTIN COUNTY	Extension of water in the East Fork water area
MARTIN COUNTY	Undertake a housing needs assessment for the county
MARTIN COUNTY	Assist with plans for Renovating Hindostan Falls Campsite with RV Park
MARTIN COUNTY	Assist with brownfields in the area
MARTIN COUNTY	Purchase a Brush Truck for Martin County Civil Defense
MARTIN COUNTY	Improvement of water in the Trinity Springs area
MARTIN COUNTY	Upgrade county bridges – Brooks Bridge, Anderson Bridge, Bridge 50, 62, 66
MARTIN COUNTY	Study of what kinds of services for the future – hotel, shopping, etc.
MARTIN COUNTY	Senior Citizen Housing
MARTIN COUNTY	Debris removal equipment for the Highway Department
MARTIN COUNTY	Purchase a backup generator for the Highway Department
MARTIN COUNTY	Purchase weather radios for county residents
MARTIN COUNTY	Purchase road barricades for the Highway Department
MARTIN COUNTY	2-way radio transmitting tower for the Highway Department
MARTIN COUNTY	Identify funding options for SOAR (Success and Opportunity at Reading)
MARTIN COUNTY	Utilize INDOT Community Crossings for Road Improvements
MARTIN COUNTY	Dover Hill transmission main reinforcement
MARTIN COUNTY	Renovate Martin County Courthouse
MARTIN COUNTY	Develop an assisted living facility for county residents
MARTIN COUNTY	Assist with the Housing Rehabilitation Program
MARTIN COUNTY	Debris removal from White River
MARTIN COUNTY	Aquatic Facility for the County
CRANE	Stormwater improvements throughout the Town
CRANE	Safe, decent, affordable housing
CRANE	Improvements to the Town's sanitary sewer collection system, replace laterals
CRANE	Utilize INDOT Community Crossings for Road Improvements
CRANE	Improvements to sidewalks and curbs

CRANE	Park and playgrounds refurbished
CRANE	Improvements to Water lines and distribution
CRANE	Town Hall Improvements/ADA Accessible
LOOGOOTEE	Update storm sewer mapping to identify needed improvements
LOOGOOTEE	Safe, decent, affordable housing
LOOGOOTEE	Park Improvements and planning
LOOGOOTEE	Complete Phase II drainage improvements throughout the City
LOOGOOTEE	Utilize INDOT Community Crossings for Road Improvements
LOOGOOTEE	Expand Library facilities
LOOGOOTEE	Develop a trail system to connect Loogootee to West Boggs Park and Hindostan Falls
LOOGOOTEE	New generator for water plant
LOOGOOTEE	Renovation/Expansion of City Hall
LOOGOOTEE	Weatherize City Hall Annex
LOOGOOTEE	Sidewalk replacement and repair throughout town
LOOGOOTEE	New emergency communications system
LOOGOOTEE	New maintenance/storage facility for the water plant
LOOGOOTEE	Improvements to the Scenic Hill Booster Station
LOOGOOTEE	Improvements to S.R. 550 Booster Station
LOOGOOTEE	Clean the grit collection system at the wastewater treatment plant
LOOGOOTEE	Wastewater treatment and collection system improvements
LOOGOOTEE	New dump truck
LOOGOOTEE	New Fire Station
LOOGOOTEE	Sewer lateral inspection system for the wastewater treatment plant
SHOALS	Utilize INDOT Community Crossings for Road Improvements
SHOALS	Safe, decent, affordable housing
SHOALS	Community Center/Senior Citizens
SHOALS	Connect weather siren
SHOALS	Implementation of town beautification projects
SHOALS	Owner Occupied housing rehab
SHOALS	Renovate Senior Housing including energy efficiency upgrades
SHOALS	Improve existing and develop new sidewalks, lighting and walking trails
SHOALS	Storm sewer renovation for the Town of Shoals to assist with drainage and flooding problems within the Town
SHOALS	Complete a Master Utility Plan to study needs of all Utilities

<i>Goal 2 - Capitalize on Regional Industry Assets</i>	
<i>Community</i>	<i>Project</i>
ALL COUNTY	Develop additional finances to expand an area-wide program to educate area businesses on the potential for working with the Crane Naval Surface Warfare Center and the Buy Indiana Program
MULTI-COUNTY	Develop additional finances to expand area-wide program to expand agency mapping and data and to provide expanded data to counties, communities and agencies utilizing GIS capabilities.
MULTI-COUNTY	Applied research institute at WestGate Academy
MULTI-COUNTY	Diversify WestGate Technology Park for cyber security
MULTI-COUNTY	Diversify WestGate Technology Park for increased intellectual property sharing with universities
MULTI-COUNTY	I-69 interchange development in Crane and Washington
MULTI-COUNTY	Coordinate efforts with area organizations for the promotion of NSWC Crane in order to leverage its technology and industrial capability into economic development opportunities for the multi-county area
MULTI-COUNTY	Develop an area-wide Revolving Loan Fund for funding Brownfield assessment and remediation
MULTI-COUNTY	Undertake Phase I and Phase II to determine remediation needed at brownfields and undertake work to clean the sites so that they may be used for future development throughout the five county area
MULTI-COUNTY	Develop additional resources for loan guarantees and revolving loan funds to help communities with local match or project issues
MULTI-COUNTY	Work with the WestGate@Crane Authority to supply the Technology Park with Infrastructure including road upgrades, new road construction, water distribution, fire suppression, wastewater collection, wastewater treatment and proper electric utilities
MULTI-COUNTY	(Daviess, Greene and Martin Counties)-Work with West Gate @ Crane Authority to ensure success of the WestGate@Crane Academy, a facility that will provide for workforce development training, a university presence and a business incubator
MULTI-COUNTY	Work with businesses and communities to provide additional infrastructure and business services to companies working with the Base of Crane
MULTI-COUNTY	Work with the WestGate@Crane Authority to supply the technology park with a workforce development and training activities for the region
MULTI-COUNTY	Work with the WestGate@Crane Authority to grow the business incubator to foster fledgling business
MULTI-COUNTY	Support the creation of innovative enterprises in the region and places like the Battery Innovation Center.
MULTI-COUNTY	Work with communities, schools, and businesses to close skills gap.
MULTI-COUNTY	Increase the availability and workforce skills for manufacturing in the region.
DAVIESS COUNTY	Develop a spec building for the WestGate area
DAVIESS COUNTY	Support additional development around the Certified Technology Park in Daviess County adjacent to Crane
DAVIESS COUNTY	Develop program to utilize existing unoccupied manufacturing industrial buildings in Daviess County.

DAVIESS COUNTY	Undertake study to identify industrial areas and development potential within the county.
DAVIESS COUNTY	Develop area around the City of Washington water plant as an industrial site
DAVIESS COUNTY	Develop industrial park at the Daviess County Airport in conjunction with the construction of I-69
DAVIESS COUNTY	Development of the Westgate at Crane site to support a technology park, including water, wastewater treatment, stormwater drainage, road, electric, internet and speculative industrial buildings
DAVIESS COUNTY	WestGate @ Crane road infrastructure project including CR 800 S, CR 1650 N, CR 1400 E and WestGate Court
DAVIESS COUNTY	Improve levy's to ensure protection of economic resources
DAVIESS COUNTY	Assist with the development of Solar Array in the Northeastern portion of the County
DAVIESS COUNTY	Assist with the Daviess Solar Farm in the WestGate @ Crane Technology Park
WASHINGTON	Develop a manufacturing support system for manufacturing and industrial training
WASHINGTON	Development of an industrial park on west side of City which focuses on distribution and logistics.
WASHINGTON	Development of industrial area on the east side of City which will be enhanced by I-69 in that area.
WASHINGTON	Development of I-69 interchange and annexation with development of utilities to include Wastewater plant for the east side
GREENE COUNTY	Develop plan for dealing with I-69 in Greene County to maximize development potential and insure sufficient infrastructure and orderly development
GREENE COUNTY	Development of the Westgate at Crane site to support a technology park, including water, wastewater treatment, road, electric, internet and speculative industrial building
KNOX COUNTY	North Knox Corridor Road Project - Assist with route development in coordination with new coal gasification plant and coal suppliers
KNOX COUNTY	Expand wastewater treatment for Economic Development resulting in investment/job creation
KNOX COUNTY	U.S. 41 South Industrial Park - development of additional capacity to allow for new industrial development and expansion specifically improvements to the intersection of Elkhorn Road and US 41
KNOX COUNTY	Development and expansion of existing industrial park
KNOX COUNTY	Develop programs and create improvements that help alleviate economic job loss due to foreign trade policies.
KNOX COUNTY	Assist local manufacturers negatively impacted by foreign trade
KNOX COUNTY	Implement CPI training programs to assist local manufacturers negatively impacted by foreign trade
KNOX COUNTY	North Knox Corridor Road Project Request funding for road development in coordination with new coal gasification plant and coal suppliers
LAWRENCE COUNTY	Industrial Park located north of Mitchell increase occupancy
LAWRENCE COUNTY	Assist with new business startup in the old Visteon Building
LAWRENCE COUNTY	Purchase Rail lines to allow for continued freight options.
LAWRENCE COUNTY	Assist local manufacturers negatively impacted by foreign trade
BEDFORD	Industrial park development for the City

BEDFORD	Development of 80 acres adjacent to EastGate
MITCHELL	Hamilton Blvd Phase III improvements
MITCHELL	Teke Burton Drive and Meridian Road Paving Project
MARTIN COUNTY	Industrial Park in Shoals
MARTIN COUNTY	Storm water drainage improvements at the West Gate at Crane Certified Technology Park
LOOGOOTEE	Loogootee Industrial Park Improvements

<i>Goal 3 - Strengthen Regional Collaboration</i>	
<i>Community</i>	<i>Project</i>
ALL COUNTIES	Implement strategies of the Joint Land Use Plan
ALL COUNTIES	Implement strategies of the ROI Housing Study
ALL COUNTIES	Implement strategies of the SWITCH Network Plan
ALL COUNTIES	Hazard Mitigation Planning/Resiliency Planning
ALL COUNTIES	Work to help communities, businesses and individuals recover from the economic strain of natural disasters.
ALL COUNTIES	Develop area-wide program to fund Phase I and Phase II studies in conjunction with EPA as a part of agency brownfields work
ALL COUNTIES	Continue rural transit efforts and expand services
ALL COUNTIES	Work with regional partners to strengthen the manufacturing base
DAVIESS COUNTY	Technology Conference Center – education component for county schools
DAVIESS COUNTY	Rehabilitation of Bennington and Prairie Creek Levees
WASHINGTON	Assist with the development of the Advanced Manufacturing Center with VU with more of education outreach program
KNOX COUNTY	Rehabilitate Pantheon Theatre into business incubator/co-working space
KNOX COUNTY	Develop workforce initiatives to better match employers with capable workers
KNOX COUNTY	Collaboration with Vincennes and Bicknell for Stellar Communities Project
LAWRENCE COUNTY	Develop programs and create improvements that help alleviate economic job loss due to foreign trade policies.
BEDFORD	Smart Green Building Project
MARTIN COUNTY	Development of the Crane North site to support a technology park, including water, wastewater, road, electric, Internet and speculative Industrial buildings
MARTIN COUNTY	Improvement in Industrial development and expansion
MARTIN COUNTY	Possible development close to Dubois County Casino
MARTIN COUNTY	Identify funding options for the school to career program
CRANE	Improvements for the electric distribution system
LOOGOOTEE	Annexation of additional area to North, East & South

Southern Indiana Development Commission - 2010 - 2016																		
Industry Clusters	Location Quotient			Shift Share					Jobs and Establishments				Earnings			Concentration (09-15)		
	2010 LQ	2016 LQ	Percent Change LQ	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2010 Jobs	2016 Jobs	% Change Jobs	Establishments	Earnings	Earnings Per Worker	Earning Per Estab	county	Firms	Jobs
Advanced Materials	0.97	1.22	26%	566	(94)	243	149	416	2,081	2,646	27%	61	\$189,867,358	\$71,749	\$3,112,580	0.357	0.072	0.150
Agribusiness, Food Processing And Technology	2.70	3.05	13%	829	(286)	700	414	415	5,983	6,811	14%	160	\$248,077,870	\$36,421	\$1,550,487	0.271	0.213	0.230
Apparel And Textiles	0.66	0.38	(43%)	(151)	(11)	43	32	(183)	365	214	(41%)	14	\$9,176,589	\$42,863	\$655,471	0.290	0.111	0.133
Arts, Entertainment, Recreation And Visitor Industries	0.42	0.38	(10%)	(29)	46	143	190	(219)	1,225	1,196	(2%)	79	\$18,305,442	\$15,307	\$231,714	0.266	0.129	0.141
Biomedical/Biotechnical (Life Sciences)	0.88	0.82	(6%)	(119)	(42)	583	540	(659)	4,980	4,861	(2%)	144	\$174,631,479	\$35,922	\$1,212,719	0.280	0.096	0.209
Business And Financial Services	0.58	0.49	(16%)	(511)	118	606	724	(1,236)	5,184	4,673	(10%)	360	\$211,620,431	\$45,288	\$587,835	0.209	0.073	0.080
Chemicals	1.73	1.66	(4%)	(19)	(33)	178	145	(164)	1,519	1,500	(1%)	47	\$85,385,440	\$56,915	\$1,816,711	0.259	0.122	0.137
Computer & Electronic Product Mfg	0.16	0.14	(12%)	(15)	(12)	9	(3)	(12)	74	59	(20%)	2	\$7,999,277	\$134,844	\$3,999,639	0.501	0.500	0.501
Defense And Security	0.54	0.48	(11%)	(137)	(30)	192	162	(299)	1,639	1,502	(8%)	53	\$67,833,203	\$45,176	\$1,279,872	0.211	0.131	0.207
Education And Knowledge Creation	0.33	0.39	16%	148	21	66	87	61	564	712	26%	25	\$19,142,501	\$26,890	\$765,700	0.233	0.139	0.117
Energy (Fossil And Renewable)	1.42	1.29	(9%)	(248)	(5)	628	623	(870)	5,365	5,118	(5%)	265	\$322,902,838	\$63,096	\$1,218,501	0.263	0.111	0.099
Fabricated Metal Product Mfg	1.24	1.24	0%	39	3	79	82	(43)	679	718	6%	32	\$36,512,153	\$50,846	\$1,141,005	0.498	0.218	0.177
Forest And Wood Products	1.50	1.71	14%	307	(13)	188	175	133	1,603	1,910	19%	117	\$72,260,112	\$37,823	\$617,608	0.364	0.132	0.085
Glass And Ceramics	4.94	3.36	(32%)	(178)	(20)	68	48	(226)	580	402	(31%)	3	\$23,299,718	\$57,986	\$7,766,573	0.572	0.280	0.579
Information Technology And Telecommunications	0.42	0.29	(30%)	(291)	32	138	171	(462)	1,183	892	(25%)	78	\$50,297,784	\$56,390	\$644,843	0.249	0.201	0.196
Machinery Mfg	0.73	0.94	30%	103	(12)	38	26	77	321	424	32%	16	\$24,122,602	\$56,879	\$1,507,663	0.534	0.121	0.290
Mining	1.56	1.93	24%	99	5	37	41	58	312	412	32%	20	\$25,745,108	\$62,509	\$1,287,255	0.409	0.206	0.226
Primary Metal Mfg	3.26	5.34	64%	312	(40)	60	21	291	517	829	60%	5	\$93,655,745	\$112,919	\$18,731,149	0.772	0.375	0.544
Printing And Publishing	0.37	0.42	12%	67	(18)	56	38	29	476	542	14%	40	\$16,551,294	\$30,517	\$413,782	0.227	0.122	0.157
Transportation And Logistics	1.05	0.98	(6%)	128	177	267	444	(316)	2,286	2,414	6%	145	\$111,519,665	\$46,193	\$769,101	0.256	0.213	0.202
Transportation Equipment Mfg	0.96	1.62	69%	520	57	65	121	398	551	1,071	94%	12	\$52,690,167	\$49,198	\$4,390,847	0.558	0.174	0.467
KEY	Above 1.2	Above 1.2	+ Change	+ Change				+ Change	Top 10	Top 10	+ Change	Above Median	Above Median	Above Median	Above Median			
Average	1.26	1.34	0.04	68	-7	209	201	-134	1,785	1,853	9%	80	\$88,647,466	\$54,082	\$2,557,193	0.36	0.18	0.23
Median	0.96	0.98	-4%	39	-12	138	145	-43	1,183	1,071	6%	47	\$52,690,167	\$49,198	\$1,218,501	0.28	0.13	0.20

Note: Electrical Equip., Appliance & Component Mfg. does not exist in the SIDC Region

**SOUTHERN INDIANA DEVELOPMENT COMMISSION
RESOLUTION PERTAINING TO THE 2019
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)
AND
STRONGER ECONOMIES TOGETHER PLAN (SET)**

WHEREAS the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) Five year complete update from counties wishing to maintain eligibility for Economic Development Administration grant and loan programs:

WHEREAS the US Department of Agriculture requires submission of a Stronger Economies Together Plan (SET) for designation of a High Quality Plan:

WHEREAS the 2019 CEDS and SET of the Southern Indiana Development Commission may serve as said report for counties within its service area with each counties' concurrence; and

WHEREAS the Southern Indiana Development Commission has reviewed the Southern Indiana Development Commission 2019 CEDS and SET and finds that it reflects the development needs of the District.

NOW, THEREFORE, BE IT RESOLVED that the Southern Indiana Development Commission 2019 CEDS and SET be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration and to meet the designation of US Department of Agriculture High Quality Plan.

Adopted this 23 day of April, 2019.

ATTEST:

BY: Mike Healy



Chair, Southern Indiana
Development Commission

Acknowledgements

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Center for Regional Development
Advancing Collaboration : Energizing Regions