

**EAST CENTRAL INDIANA:
UNLOCKING THE REGION'S CRITICAL ASSETS**

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I. EXECUTIVE SUMMARY

Unlocking the Region's Critical Assets

Recognizing the importance of enhancing economic development efforts in East Central Indiana, Energize-ECI, through funding provided by Indiana Michigan Power and Eastern Indiana Regional Workforce Board, engaged Ginovus to perform an asset mapping study of the region. The primary purpose of the assignment is to provide an overview of the region so that all assets can be understood and effectively promoted by all those working in economic development activities throughout the nine-county area in addition to existing businesses contemplating consolidation/expansion, prospective businesses, and site consultants representing corporate clients.

The leadership of Energize-ECI understands that the process of asset mapping is important because when communities recognize their assets, they shift from worrying about the "us & them" mentality toward acting as "all of us" which is both productive and empowering and critical to embrace in order to compete in a global market. By example, suppose there is a heated basketball rivalry between two small towns. The need-based way of looking at this is that "we need to win" it is "us vs. them". The asset-based way of looking at this is that the teams are networked across distance as part of a league. People will travel miles to see these games and while the outcome of the game may be important, if the league didn't exist the game wouldn't be played. The towns are part of something bigger and they all contribute to make the bigger thing (the league) possible. My gain is your gain is our gain.

Asset Mapping is an important first step in understanding the resources that a community/region can leverage to support integrated workforce and economic development initiatives. When communities take time to analyze their assets, they recognize that the value very much depends upon connecting them with others. For instance, Delaware County has strong industrial land opportunity and Grant County has strong educational and workforce resources; but, it is only in connecting these assets that something meaningful results.

East Central Indiana as a region can not afford to waste any of its assets because they are precious and everyone within the region must recognize that all communities have something to contribute and that everyone will gain from participation in a larger network. This is what it means to be truly sustainable.

One of the greatest assets of any region is its' people and it is evident that the people of East Central Indiana are those that care about their communities, want to make a living, invest, prosper and create a prosperous environment for the next generation. In order to do these things the ability to network across distances has been developed, particularly evident in the more rural communities and those that are more spread out. This has created an environment of independence and has taught interdependence in everything from sports teams to schools, grain silos to financial companies, and congregations to utility companies. Smaller communities tend to take advantage of local resources, flexibility and innovations and then connect across distances to get things done as part of a larger network.

If you think about it, this set of networking skills is what is called for in a global economy. These skills are why the ECI region is particularly well suited to support a host of opportunities, including entrepreneurship, manufacturing networks, food markets and alternative energy as well as networks for cultural, recreational and tourist-focused activities.

In the end, it is the communities and regions that incorporate broader and longer term development goals that stand to gain more than those regions who take a piece meal approach to economic development efforts. It has been proven that successful regions tend to balance short term economic development gains with longer term regional development goals. Numerous case studies show that regions with the most dramatic outcomes tend to be those that are the most proactive and future oriented. They tend to embrace change and assume risk without compromising the quality of life for existing residents.

We hope that this study will have a positive impact on the regional members and residents and encourage them to continue, in earnest, with regional economic development efforts.

II. PROCESS USED TO COMPLETE RESEARCH

The Ginovus Team was selected by Energize-ECI and its partners to do two things: The first was to identify the assets of each of the nine counties within the region. The second was to combine those assets into one cohesive deliverable that would articulate and demonstrate the strengths of the East Central Indiana Region, giving all partners a way to communicate and leverage the regions' strengths in marketing materials targeted to multiple audiences.

Ginovus focused its efforts on detailed analysis of strengths and challenges within each county, overall economic conditions of the region, and identification of regions outside of Indiana that have similar characteristics to those of ECI for benchmarking purposes. The team examined the current structure of economic development and workforce development activities in the region, and worked to understand the key priorities identified by public policy and elected officials. The Ginovus Team focused on eight key areas to review in each county to ensure comparison on an equal basis.

1. Human Capital
2. Research and Development Institutions
3. Physical Infrastructure
4. Real Estate
5. Industrial Base
6. Connective Organizations
7. Quality of Life

Ginovus began the strategic process for the project by coordinating stakeholder meetings within each county comprised of people who have an interest in their community and in the economic development process. The level of participation was tremendous and in all included some 220 individuals from:

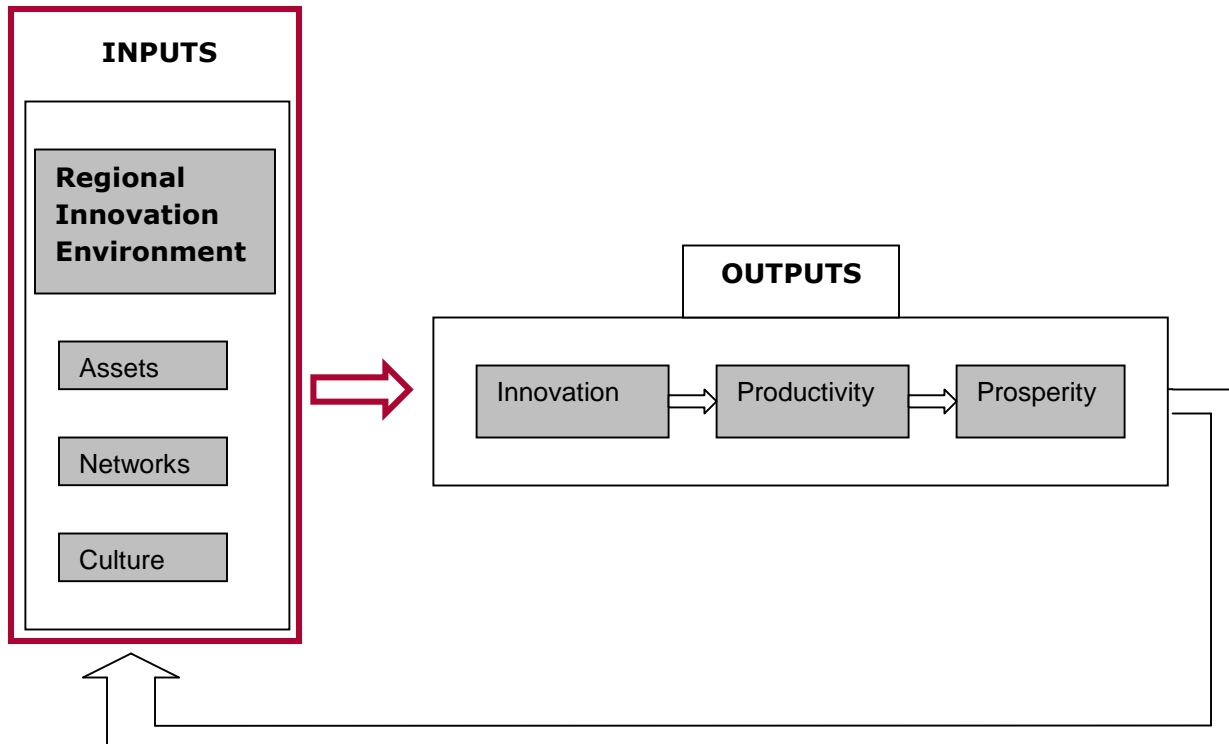
1. Not-for-profit organizations
2. Economic development organizations
3. Private sector business located within the county
4. Real estate developers
5. Educators

6. Elected officials
7. Members of boards and commissions
8. Arts and cultural organizations

The interviews served as an excellent foundation for understanding assets and challenges. More importantly, they helped to identify common themes, creative solutions, lessons learned, and collaborative approaches for leveraging assets.

The next step in the process was for the Ginovus team to conduct an extensive review of materials available, including literature developed for projects in the East Central Indiana region, within and outside of the state of Indiana, and through traditional economic development resources.

Upon completion of the literature review process, the Ginovus team relied on its site selection, locational modeling, economic and community development experience, both locally and nationally, to develop a plan for effective communication to outside parties with particular emphasis on messaging to location site consultants. National areas of focus included Iowa, North Carolina, and Ohio.



Asset mapping examines both the inputs and outputs of the regional innovation-based economy.

III. KEY FINDINGS FROM THE COMMUNITY MEETING PROCESS

As mentioned earlier, the Ginovus team conducted community stakeholder meetings to supplement literature review as our experience has taught us that tapping into the local community is critical in the process to fully understand community and regional assets. Over the course of five (5) weeks, the Ginovus team gained input from approximately 220 individuals representing key constituent groups impacting economic and workforce development activities in region. During the interview process, the Ginovus team identified several key findings.

1. Renewable energy with high concentration on wind energy is a focus for many parts of the region.
2. There is a high level of commitment and enthusiasm to move economic development efforts forward.
3. There is a relatively strong inventory of available buildings and/or infrastructure ready sites throughout the region.
4. Water is a strong available resource that should be capitalized upon.
5. ECI as a region has a strong approach to structuring economic development projects and these efforts should be promoted as both creative and aggressive.
6. Agribusiness is a core area of expertise.
7. Community hospital systems are a key asset.
8. Strong regional private plane airport capacity exists.
9. A large portion of the ECI region is located on the I-Light Fiber Optic Network which provides access into the nation's fiber backbone.
10. There is a solid representation of global/international businesses within the region.
11. Creating opportunities for young people to stay in the region or come back to the region upon college graduation is a goal as is retaining high school graduates should college not be pursued. Education is a key to future success therefore focus on graduation rates, mentoring, internships, and enhancing transferable skills are all priorities.
12. The aging population creates challenges and opportunities. The challenge is they are leaving the workforce and require housing needs that are not currently met. The opportunity is attracting or creating businesses to serve this growing population who want to remain a part of the community.

III. KEY FINDINGS FROM THE COMMUNITY MEETING PROCESS

A. County Level Common Strengths

1. Public/Private partnership and advocacy for economic development strategies
 - a. Clear direction on developing and executing strategy
 - b. Strong local and regional leadership
 - c. Technical knowledge of local processes
 - d. Good working relationships with the state
2. Commitment to move economic development efforts forward
3. Favorable cost of doing business
4. Strong community foundations
5. Low crime rates
6. Good quality of life

III. KEY FINDINGS FROM THE COMMUNITY MEETING PROCESS

B. County Level Common Challenges

1. Infrastructure in many areas is aging or inadequate
2. Proximity to primary interstate corridors
3. Strength of K-12 education system
4. Perception of union representation
5. Strength of entrepreneurial development resources
6. Identification/sourcing of federal grant dollars

IV. FOCUS AREA

A. Identification of Assets within the Region

According to Webster’s Dictionary, an asset is an item of value. In pursuit of economic and workforce development goals, every region has its own unique set of assets, both tangible and intangible. These resources provide the foundation for action that a region can take in realistic hopes of improving its competitive positions. As global competition for innovative firms and people increases, regional asset mapping serves a number of purposes.

Resource Identification: This is very important because a mismatch of strategy and assets can severely diminish the potential impact of economic development strategy.

Foundation for Strategic Planning: The process will help illuminate the gaps, redundancies and inefficiencies and help the region re-allocate resources if needed.

Visual Resource Map: A visual map can help demonstrate to stakeholders that they work within a regional community for the good of the whole and serve as a catalyst for partnership by aggregating knowledge and making it available to everyone.

Detailed Asset Inventory (Input)

Human Capital	
Total Population	464,372
Total Available Workforce	221,767
June 2010 Regional Unemployment	11.6%
K-12 Assets	
Public Schools	150
Private Schools	30
Total Student Population	57,827
Student Teacher Ratio	16.5:1
High School Graduation Rate	85%
State High School Graduation Rate	70%
SAT State Average	1003
SAT National Average	1016
Community Colleges	
Harrison College	4,400 Students Statewide, 2 campuses / ECI Region – Offer B.A., Associate and Certificate Programs in: Health Science, Veterinary, IT, Criminal Justice, and Business. Career focused curricula with the intent of job placement

Ivy Tech	135,000 Students Statewide, 4 Campuses / ECI Region. Associates Degrees and Technical Certificates in: Business, Education, Fine Arts, Applied Science & Engineering, Health Science, Public & Social Services, and Technology. Academic focused curricula with option to obtain B.A. from associated 4 year institutions. Workforce assessment and training services for businesses
Four Year College/University	
Anderson University	Academics with a high value placed on faith and service
Ball State University	Specializing in Telecommunications, Entrepreneurship, Human Performance, and Urban Planning. Focus on Immersive Learning experience
Taylor University	Private interdenominational liberal arts university ranked by News and World Report as the number one Baccalaureate College in the Midwest.
Indiana Wesleyan University	Indiana's largest and fastest growing private university
Private/Non-profit/Tech	
Burns Laboratory	State-of-the-art lab space for studies in clinical and physical sciences
IN Academy for Science/Math/Humanities	Located on the Ball State campus, an academically rigorous residential high school for Indiana's brightest and most promising students
BMH School of Radiologic Technology	Training program to prepare students to perform competitively in the field of medical imaging
White Water Technical Career Center	Technical training for students Fayette and Rush County Schools
Research & Development	
BSU, Human Performance Center	Nationally recognized research in biometrics
Weaver Popcorn	Partnership with Dow AgroSciences to produce better and healthier popcorn
Alternative Energy	Cardinal Ethanol, Central Indiana Ethanol, POET Biorefining,
Remy International	Electric Motors for plug in hybrid and fully electric vehicles
Agricultural Research	Organic Product, Purdue University, Seed Production
3M	Development and production of adhesives and surface coating
Flagship Enterprise Center	Partnership with Anderson University; Creates a

	workspace environment for entrepreneurs
Candent Technologies	Gas turbine research and engineering for military and civilian applications
GFT Corporation	Research and development of polyimide foam insulation for high temp application (products used by NASA)
Mason	Design and production of burners and combustion systems (a division of Honeywell)
XTreme ADS	Research and Development of nonlethal directed energy weapons and defense systems
Taylor University	Center for Research and Innovation
Physical Infrastructure	
Roads	
I-69 Corridor	Completed Highway from Indianapolis, IN Northeast to the Canadian border of Port Huron, MI
I- 70 Access	From the West I-70 runs from Interstate 15 near Cove Fort, Utah through East Central Indiana, East to Baltimore, MD
US Hwy 36	East West Route that runs for 1,400 miles from Rocky Mountain National Park, CO to Uhrichsville, OH
US Hwy 35	North South Highway stretching from Laredo, TX on the US Mexico Border to Duluth, MN through Indiana
US Hwy 27	North South Highway with the southern terminus at U.S. 1 in Miami, FL and the northern terminus at I-69 in Ft. Wayne, IN
SR 18	East-West route running from IL border almost to the Ohio border terminating at US 27 in Jay County
Airports	
Commercial Service	
Dayton International	2,932,925 passenger boardings (2008)
Fort Wayne International	289,210 passenger boardings (2007)
Indianapolis International	4,097,398 passenger boardings (2007)
Reliever Airports/Corporate	
Anderson Municipal Airport	General Aviation
Mettel Field Connersville Municipal	General Aviation, 5,600 ft.
Madison Municipal Airport	General Aviation, 5,000 ft.
Marion Municipal Airport	General Aviation, 7,200 ft.
New Castle-Henry County Municipal	General Aviation, 4,000 ft.
Airport (continued)	
Randolph County Airport	General Aviation, 4,000 ft.

Portland Airport	General Aviation, 4,000 ft.
Rail	
Central Railroad Company of Indpls.	Grant
C & NC Railroad	New Castle-Henry
CSX Transportation Inc.	Rush, Madison, Delaware,
Honey Creek Railroad	Rush
Indian Creek Railroad Co.	Madison
Norfolk Southern	Madison, Grant, Blackford, Jay, Delaware, New Castle-Henry
Utilities	
Natural Gas	
Vectren	Blackford, Delaware, Grant, Henry, Madison and Rush
Ohio Valley Gas	Fayette, Jay, and Randolph – Commercial Incentive Program provides rebate for conversion to natural gas
Electricity	
Hoosier Energy	Fayette, Henry, Randolph and Rush - 2% of energy from renewable sources by 2011/member of Touchstone Energy Coop which is a major resource for industry related research and community education
Duke Energy	Fayette, Henry, Randolph and Rush – economic development incentive rates, Go-Green Indiana, allows purchase of renewable energy blocks
Indiana Michigan Power	Blackford, Delaware, Grant, Jay Madison and Randolph – Commercial and industrial rates below Indiana state average. Energy efficiency rebates
Indiana Municipal Power Agency	Madison, Grant and Henry – not-for-profit power provider serving communities ranging in size from 500 to 55,000 in population
Industrial Base	
ECI Region	
Headquarters	86 Headquarter Operations Totaling 15,053 emp.
Publically Traded	86 Publically Traded Companies
Foreign Direct Investment Firms	35 Companies *Indicated Below
Blackford County	
Headquarters	6 Headquarter Operations Totaling 287 Employees
Publically Traded	3 Publically Traded Companies
Major Employers (40+ employees)	
Key Plastics	Manufacturers Injection Molded Plastic Products
3M Co	Manufacturers Abrasive Products, Coated/Laminated

	Paper and Paper Packaging Materials
Hartford City News Times	Publishing/Printing
BRC Rubber & Plastics, Inc.	Manufacturers Mechanical Rubber Products
Hartford Concrete Products	Manufacturers Concrete Tanks, Burial Vaults; Manhole Covers
Miller's Health Systems, Inc.	Intermediate Care Facility
FBN Corp	Manufactures Hardwood and Veneer Products
Hartford City Paper	Manufactures Wrapping & Packaging Paper
Tru-Form Steel & Wire	Manufactures Processed Plastics, Partitions/Fixtures
Royal Group	Manufacturers Corrugated & Solid Fiber Containers
McCammon Trucking	Trucking Operator
Indiana Box Co.	Manufacturers Corrugated & Solid Fiber Containers
Middletown Enterprises	Manufactures Cut, Engraved Glass
Smith Consulting	Solid Fiber Box Quality Assurance Consulting
Delaware County	
Headquarters	28 Headquarter Operations totaling 4,669 Employees
Publically Traded	28 Publically Traded Companies
Major Employers (90+ employees)	
Ball Memorial Hospital	General Hospital
Ball State University	University
G W Bartlett Co. Original *	Motor Vehicle Parts & Accessories
Sovereign Tool & Engineering	Mfg Tool & Die; Engineering Services
Lifetouch National	Photofinishing Laboratory
Ontario Systems	Prepackaged Software Services
First Merchants Corp	National Commercial Bank
Saint-Gobain Containers *	Manufacturer Glass Containers
D I Y Group, Inc.	Business Services
Lab Holdings	Medical Doctor's Office
Indiana Newspapers	Publishing/Printing
Keihin Aircon North America *	Motor Vehicle A/C Parts
Lab Holdings	Medical Laboratory
Central Manufacturing	Metal Stampings
Duffy Tool & Stamping	Stamped Automotive Products
First Call Home Health	Home Health Care
Jarden Corp.	General Warehouse Storage
Exide Technologies	Primary and Secondary Metal Manufacturing; Batteries
Mutual Bank	Loan Broker Federal Savings Institution
Pepsi-Cola General Bottlers	General Warehousing; Carbonated Beverages
Magna Powertrain USA Inc. *	Manufacturer Motor Vehicle Parts
Indiana Steel & Wire Co.	Manufacturer Steel and Fabricated Wire Products

Muncie Power Products *	Manufacturer of Motor Vehicle Parts & Accessories
Spartech Packaging Techs	Mfg Plastic Products, Food Containers
Norfolk Southern Corporation	Freight Transportation
UPS	Courier Service/Air Courier
First Merchants Bank National	National Commercial Bank
Life Care Centers of America	Skilled Nursing Facility
Littler Diecast Corp	Manufacturers Aluminum Castings
Marsh Supermarkets	General Warehouse/Storage
Muncie Novelty Co.	Typesetting, Engraving, Commercial Litho Printing
Mursix Corp	Manufacturer Metal Stamping
Renaissance Rehab Center	Home Health Care Services
PA Labs Inc.	Lab Testing
Cintas Corp	Linen Supplies/Industrial Launderer
Hearthmark, LLC	Manufacturers Glass Food Containers
Lift-A-Loft Corp	Manufacturers Trucks, Loaders, Carriers
Fayette County	
Headquarters	5 Headquarter Operations Totaling 831 Employees
Publically Traded	5 Publically Traded Organizations
Major Employers (30+ employees)	
Fayette Memorial Hospital	General Hospital
Dresser Inc.	Manufacturers Blower Fans, air & gas compressors
Stant Corp	Manufactures Automatic Control Valves
Stant USA Corp	Manufactures Motor Vehicle Parts & Accessories
Premier Manufacturing Support	Industrial Cleaning Service
Citadel Casket & Vault Corp	Manufacturers Metal Safes & Vaults
Fayette Tool & Engineering	Manufacturers Metal Household Cooking Utensils
Keener Corp	Manufacturers Conveyers & Equipment
Sapa Extruder Inc.	Aluminum Refining & Smelting
Ready Machine Tool & Die	Manufacturers Special Dies & Tools; Welding
Mac Machine & Metal Works	Manufacturers Special Tools & Dies, Metal Stamping
Duke Energy	Electric Services
CP Inc.	Manufacturer Paint
Union Savings & Loan Assoc.	Federal Savings Institution
Grant County	
Headquarters	11 Headquarter Operations Totaling 4,232 Employees
Publically Traded	16 Publically Traded Companies
Major Employers (50+ employees)	
General Motors	Manufacturer of Motor Vehicles & Car Bodies
Marion General Hospital	General Hospital
Pierce Co.	Manufacturer Motor Vehicles & Accessories

Veterans Health Administration	Medical Center
Indiana Wesleyan University	University
Taylor University	University
American Woodmark Corp	Manufacturer Wooden Kitchen Cabinets
Dana Driveshaft Products	Manufacturer Motor Vehicle Universal Joints
General Cable Industries	Manufacturer Power and Mining Cable
Hartson-Kennedy Cabinet Top Co	Manufacturers Laminated Finished Products
Wiley Metal Fabricating Inc.	Sheet Metal Fabricator
Wesleyan Health Care Center	Skilled Nursing Facility/Intermediate Care
Tulox Plastics Corp	Manufacturer Plastic Containers
Atlas Foundry Co	Gray & Ductile Iron Foundry
Packaging Corp of America	Manufacturer Corrugated Boxes
Franklin Electric Company	Manufacturer Submersible Motor Controls
Grant-Blackford Mental Health	Mental Health Center
Auto-Owners Life Insurance Co	Life Insurance Carrier
Double H Manufacturing Corp	Manufacturer Plastic Tubes
Moorehead Communications	Cellular Reseller and Supplier of Cellular Accessories
Peerless Machine & Tool Corp	Manufactures Paper Industry Machinery
Mursix Corp	Manufacturer Internal Combustion Internal Wiring
Trans-Industries of Indiana	Manufacturer of Motor Vehicle Parts & Accessories
Butterworth Industries	Manufacturer Disposable Covers and Garments for Robots
Central Indiana Ethanol	Manufacturer Ethanol/Inorganic Chemicals
Jet Express	Terminal
Sonoco Products Co	Manufacturers Paper Packaging Materials
TLC Corp	Management Services
Dollar General	Distribution
Wal Mart	Distribution
Hartson and Kennedy	Manufacturer of Counter Tops
Weaver Popcorn	Distribution Popcorn Product
Henry County	
Headquarters	5 Headquarter Operations totaling 1,315 Employees
Publically Traded	9 Publically Traded Companies
Major Employers (40+ employees)	
Henry County Memorial Hospital	General Hospital
Draper Inc	Manufacturers Audio & Video Equipment, Curtain and Drapery Fixtures
Bonded Foam Inc	Manufactures Foam Products; Wholesales Foam & Rubber
Grede Foundries Inc	Gray & Ductile Iron Foundry; Motor Vehicle Parts
Outokumpu Stainless Plate Inc *	Manufacturers Stainless Steel
Allegheny Ludlum Corp	Hot Rolled Iron & Steel Products

FRPC Liquidating Inc.	Manufacturers Foam Products/Household Furnishings/Mattresses & Bedspings
Henry Cty Diversified Mgmt	Management Services
DMG World Media *	Exhibition Operations
Courier-Times	Publishing/Commercial Printing/ Typesetting
Miller's Health Systems	Nursing/Personal Care
American Designers Inc	Manufacturer Motor Vehicle Gas Tanks, Stamped Metal Auto Body Parts
American Bank	Federal Savings Institution
Metals Technology	Nonferrous Foundry
Magna Machine & Tool Co	Machine Shop, Jobbing, Repair Services
United Parcel Service	Freight Forwarding Services
Knightstown Banner	Publishes Newspapers
Median Services Corp	Specialty Hospital/Family Services Outpatient Clinic
New Castle Wallcovering	Manufactures Wallpaper
TS Tech *	Manufacturers Seats and Interior Trim/Honda
Jay County	
Headquarters	1 Headquarter Operation Totaling 30 Employees
Publically Traded	8 Publically Traded Companies
Major Employers (40+ employees)	
Stonebridge Inc	Manufacturers Auto Harness Wiring Sets
Indiana FCC dba Jaytec *	Manufactures Motor Vehicle Clutches
Saint-Gobain Containers*	Manufacturers Glass Containers
Tyson Foods	Manufacturers Canned Mexican Foods, Commercial Bakery, Snack Chip Products
T D Y Industries Inc	Manufacturers Nonferrous Forgings
Jay County Hospital	General Hospital
W & M Manufacturing	Plating Services
Blissfield Manufacturing	Manufacturers Fixed or Variable Condensers/HVAC Equipment
Fortco Plastics Inc	Manufacturers Plastic Containers
Createc Corp	Manufacturers Polystyrene Resins, Motor Vehicle Parts, Molded Plastic Products
Coca-Cola Bottling Co	Manufacturers Bottled and Canned Soft Drinks
Mosey Manufacturing Co	Manufacturers Motor Vehicle Part & Accessories
Windy Hill Pet Foods	Manufacturers Dog and Cat Food & Supplements
Joyce Dayton Corp	Manufacturers Jack Screws, Industrial Trucks & Tractors, Iron and Steel Forgings
Dayton Progress Co	Manufacturers Forming & Stamping Punches
Pier-Mac Plastics	Manufacturers Injection Molded Plastic Products
Madison County	
Headquarters	18 Headquarter Firms Totaling 3,118 Employees

Publically Traded	12 Publically Traded Companies
Major Employers (50+ employees)	
St. John Hospital	General Hospital
Community Hospital of Anderson	General Hospital Medical Doctors Office
Elsa Corp *	Manufactures Motor Vehicle Exhaust Systems/Parts
Red Gold Inc	Manufacturers Canned Tomato Products
Remy Inc	Manufacturers Motor Vehicle Parts & Accessories
Remy International Holdings	Manufactures Electrical Engine Equipment
St. Vincent Madison County	General Hospital
Owens-Brockway Glass Container	Manufactures Glass Containers
HCR Manorcare Medical Services	Skilled Nursing Facility
Nestle USA. Inc *	Food/Beverage
Countryside Manor Healthcare	Nursing Home
Resin Partners Inc	Manufacturers Plastic Boxes
AG One Co Op	Farm Supplies
Community LTC Inc	Skilled Nursing Care Facility
Red Gold Inc.	Distribution of Canned Tomato Products
Barber Manufacturing Co Inc	Manufacturer Unassembled Upholstery Springs
Eaglecare Inc	Skilled Nursing Care Facility
Kennedy Machine & Tool Inc	Machine Shop, Jobbing, Repair Services
St. John's Health System	Psychiatric Hospital Specialty Outpatient Clinic
Anderson Tool & Engineering Co	Manufacture Custom Machinery
Reflectix Inc	Manufacturers Insulated Batts, Fills & Blankets
Coca-Cola Enterprises	Wholesale Soft Drinks
Northstar Aerospace *	Manufactures Aircraft Power Transmission Gears
International Fuel Systems	Manufactures Motor Vehicle Fuel Pumps
J Lewis Small Co Inc	Manufactures Precious Metal Finger Rings
Terrance Smith Distributing	Wholesales Beer & Other Malt Liquors; Brewery
Mosey Manufacturing	Manufacture Metal Cutting Machine Tools
Anderson Group Consulting	Business & Government Consulting
BL Inc	Security Services
Carbide Grinding Co	Business Services
Center for Mental Health	Mental Health Clinic
Elwood Publishing	Publishes and Prints Newspapers
Unified Group Services	Agent/Broker
Randolph County	
Headquarters	6 Headquarter Firms Totaling 493 employees
Publically Traded	2 Publically Traded Companies
Major Employers (20+ employees)	
Anchor Glass Container Corp	Manufacturers Glass Packers' Ware; Pressed & Blown Glass
St. Vincent Randolph Hospital	General Hospital

Frank Miller Lumber	Hardwood Dimension & Flooring Mill; Custom Sawmill
Hoosier Care II, Inc	Skilled Nursing Care Facility
Kabert Industries	Manufacturers Glass & Fiberglass Broad Woven Fabric
Medical Rehabilitation Centers	Specialty Outpatient Clinic
Applegate Livestock Equipment *	Manufacturers Barn, Silo, Poultry, Dairy & Livestock Machinery
Mrs. Wick's Pies Inc	Manufacturers Frozen Bakery Products
Cardinal Ethanol	Manufacturers Ethanol
V H C Ltd	Manufacturers Glassmaking Machinery & Equipment
Productive Concepts	Wholesale Auto Parts & Supplies
Tomasco Indiana *	Manufacturers Motor Vehicle Parts & Accessories
Dunn Mental Health Center	Mental Health Center
Henman Engineering & Machine	Manufacturers Motor Vehicle Transmission Housings & Parts
Stallion Sportswear Inc	Manufactures Sportswear Apparel
DMI Distribution Inc	Manufactures Wooden Pallets; General Warehousing
Price Reit Manufacturing	Manufacturers Mops, Brooms & Brushes
Union City Assembly	Sub Assembly of Auto Parts
Ghyslain Chocolatier Inc	Custom Made Chocolates
Omega Enterprises	Manufacturers Industrial Molds
Charles E. Rice & Co	Manufactures Draperies, Shades & Fixtures
Rush County	
Headquarters	3 Headquarter Firms Totaling 78 employees
Publically Traded	3 Publically Traded Companies
Major Employers (20+ employees)	
Intat Precision *	Manufacturers Ductile Iron Castings
Emerson Climate Technologies	Manufactures Compressors for Refrigeration & A/C Equipment
Rush Memorial Hospital	General Hospital
Miller's Health Systems	Nursing/Personal Care
Trane US Inc	Manufactures HVAC Equipment
Harcourt Industries	Manufactures Artists Pencils & Leads, Die Cut Paper & Board, Commercial Printing
Fraley & Schilling Inc.	Trucking Operator
Real Property Services	Intermediate Care Facility
Original Tractor Cab Co	Manufacturers Snow Blowers & Throwers, Cabs, Tractors and Agricultural Equipment
Pioneer Hi-Bred International	Ornamental Nursery, Crop Marketing, Prep Corn & Wheat Farms
Vibration Eliminator	Manufacturers Motor Vehicle Shock Absorbers
Indiana Veco Manufacturing	Manufacturers Measuring & Controlling Devices

Community Newspaper Holdings	Publishes & Prints Newspapers
Midwest Gasket Corp	Manufactures Gaskets, Wholesale Ind. Supplies
Real Estate	
Number of Industrial Parks	21
Number of Shovel Ready Sites	8, Certified by the State
Number of Established TIF Districts	52
Number of Existing Industrial Buildings	
Up to 50,000 Square Feet	76 many obsolete/do not meet today's standards
50,000 to 150,000	18
150,000 to 200,000	3
200,000+	11
Number of Rail Served Sites	47
Foundations & Government	
Community Foundations	Effective tool to pool donations into coordinated investments and grant making facilities dedicated to the social improvement of the region. There are 12 Foundations in the region: Ball Brothers Foundation; Blackford County Community Foundation; Fayette County Foundation; Community Foundation of Grant County; The Henry County Community Foundation, Inc.; Community Foundation of Madison and Jefferson County, Inc.; The Community Foundation of Muncie & Delaware County, Inc.; The Portland Foundation; Community Foundation of Randolph County, Inc.; Rush County Community Foundation, Inc.; South Madison Community Foundation, Inc.; Madison County Community Foundation, Inc
Work One Centers	Agency Partner with Indiana Workforce Development working to help Indiana residents access their skills, improve their skills, and find a job to match those skills
Region 3	Grant County
Region 5	Madison County
Region 6	Blackford, Delaware, Fayette, Henry, Jay, Randolph and Rush
Government	County Government is led by a Board of Commissioners. County Officials that are elected for 4-year terms include – Auditor, Recorder, Treasurer, Sheriff, Coroner and Clerk of the Circuit Court. All Incorporated Cities have a Mayor and Council and

	Townships are governed by Township Trustee and Advisory Board
Local Economic Development Incentives	The ECI Region demonstrates both aggressiveness and creativity in terms of structuring economic development incentives in the form of; Personal and Real Property Tax Reductions, Tax Increment Financing, Training Assistance, Low Cost Financing, Reduced Cost Land and Infrastructure Assistance
State Economic Incentives	Refundable Tax Credits based upon Job Creation
	Tax Credits based upon Capital Investment
	Innovation/Commercialization Grants
	New and Incumbent Working Training Grants
	Headquarter Relocation Tax Credit Program
	Venture Capital Investment Credit Program
	Biofuels Production Tax Credit Program
	Alternative Energy Power and Energy Grant Program
Connective Organizations	
State Level	Indiana Economic Development Corporation
	Indiana Department of Agriculture
	Office of Community and Rural Affairs
	State Chamber of Commerce
	Indiana Department of Workforce Development
Regional	Regional Colleges/Universities
	Work One
Local Level	Chambers of Commerce
	Local /Colleges Universities
	Community Foundations
	Existing Businesses
	Not-for-profits
Quality of Life	
Open Trails	Wilbur Wright Trail - will follow former Penn Central Rail Corridor and make a historic connection between New Castle-Henry County to the state's longest rail-trail, the Cardinal Greenway which runs from Converse to Richmond.
Greenspace/Community Parks	Mounds State Park, Summit Lake State Park
Golf Courses	Numerous Public and Private
Entertainment	A variety of venues including Paramount Theatre
Art	Anderson Fine Art Center, Ball State Museum of Art
Museums	Basketball Hall of Fame, Wilbur Wright Memorial, Veterans Memorial
Wineries	Tonne, Wilson, Madison County, New Day, Oak Hill
Casino/Horse Racing	Hoosier Park Racing and Casino

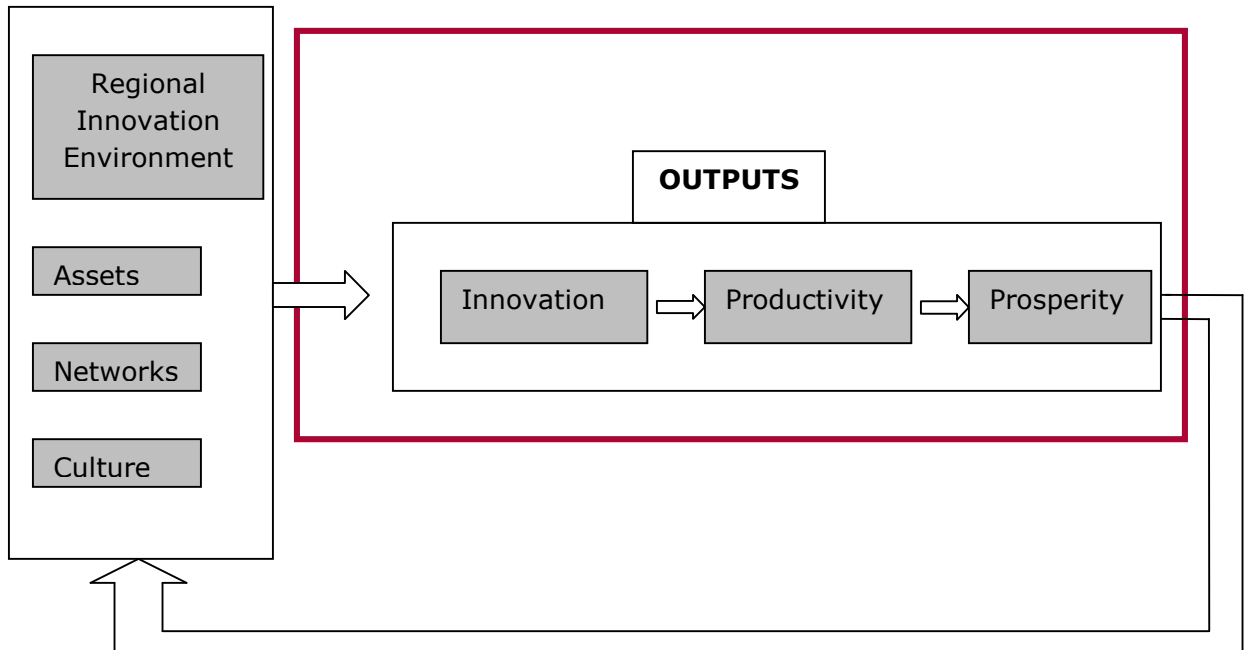
Networking (Input): Having numerous assets and even high quality assets is not sufficient to drive growth. Assets must be linked to support regional innovation based growth. Collaborative economic development partnerships involving leaders from business, education, government and non profits are among the most effective strategies for creating networks. Informal ties are often as important as formal ones. Understanding formal and informal linkages between regional assets and the organizations is a key aspect of developing an understanding of the regional environment.

Culture (Input): Supportive business culture can lead to successful leveraging of assets and a stronger regional network. A key aspect of a regional business culture is the degree to which business leaders are willing to share ideas and collaborate. In order for regions to get ahead of the innovation curve, it is critically important for local leaders to be open and willing to share ideas.

The input measures in an asset mapping process are helpful in terms of understanding the regional business environment. However, the primary goals of economic development are not business rankings, or number of jobs created but rather the prosperity of its residents.

Therefore it is important to track key outcome measures that include innovation, productivity and prosperity.

INPUTS



Innovation (Output): A high level of productivity is not enough in itself for a region that is focused on improving the skills of its workforce and providing access to technology. To be competitive, a region must continue to innovate in order to produce products and services that can't easily be replicated by a lower-wage region. Only when production is coupled with technology and innovation will a region be able to maintain its competitive advantage and support the type of high wage jobs that sustain a healthy economic environment.

Productivity (Output): The regional resident's standard of living will have a direct correlation to the regions productivity. The level of productivity determines the level of wages that can be sustained and the returns earned by investors, which are the two principal components of a region's per capita income.

Prosperity (Output): Prosperity is the standard of living in the region which is either increasing or decreasing. While some aspects of prosperity can be qualitative such as personal happiness and quality of life, prosperity can be quantified through financial metrics such as per capita income, median household income and poverty levels.

Regional Output Overview

	ECI	Iowa* - East 14 Counties	Northwest Ohio* - 11 Counties	NC – Piedmont Triad* - 11 Counties
Innovation				
Patents (by state)	5,490	3,058	11,772	9,182
Productivity measured in jobs/100 Population	46.7	68.1	57.3	46.5
Prosperity				
Population	464,372	801,589	863,916	791,871
Unemployment	11.7%	6.7%	11.6%	11.0%
Average Wage	\$37,389	\$42,604	\$42,102	\$32,763
Median Income	\$29,810	\$38,026	\$32,857	\$30,435
Poverty Level	14.4%	11.1%	13.8%	14.9%

Sources

Innovation: www.sba.gov/advo/research; www.patft.uspto.gov

Productivity: Moody's Economy.com

Prosperity: Stats America, Center for Urban Policy and the Environment

- * Iowa includes the following counties: Benton, Cedar, Clinton, Iowa, Jackson, Jasper, Johnson, Linn, Louisa, Marshall, Muscatine, Poweshiek, Scott, and Tama.
- * Northwest Ohio includes the following counties: Defiance, Erie, Fulton, Henry, Lucas, Ottawa, Paulding, Sandusky, Seneca, and Williams.
- * North Carolina includes the following counties: Alamance, Caswell, Davidson, Davie, Montgomery, Randolph, Rockingham, Stokes, Surry, and Yadkin.

IV. FOCUS AREAS

B. Location Quotient

The East Central Indiana Region is recognized as having strengths in several industry sectors: generally speaking, manufacturing, specifically primary metal and fabricated metal product production, transportation equipment, in addition to agribusiness/food processing. Significant financial and human capital resources have been utilized to identify assets in these primary sectors, and it should therefore be the mission of the regional economic development efforts to partner with organizations to promote these assets throughout the Midwest Region, United States and globally to encourage further economic growth.

The Indiana Business Research Center, Indiana's Center for Urban Policy and the Environment, and other organizations have compiled significant data regarding industry clusters and issues impacting the development of clusters. The Ginovus team has reviewed the industry data to more narrowly identify clusters based upon unique assets of the region.

There is a difference between an agglomeration of business and a cluster. One of the key characteristics of a cluster, as defined by most classical economic theory, is that the members of the cluster reinforce each other, they sell to each other, they buy from each other and they share ideas or draw from a shared skilled labor pool. They are part of a shared product supply or service provision chain. The argument behind supporting the growth of clusters is that any one business is stronger and more successful by virtue of being a part of the cluster than they would in isolation. Given the related industries that exist within the region today, ECI is well positioned for full development of advanced manufacturing with emphasis on a renewable energy and agribusiness food processing cluster. In order for cluster development to grow and prosper, there must be strong vision and leadership along with commitment to education, funding and community support.

A first step in identifying the potential for industry clusters is a review of industry establishments by North American Industrial Classification Codes (NAICS) to derive a Location Quotient. A Location Quotient (LQ) greater than 1 means that the area (County or Region) either has more services or product than is needed and is therefore exporting goods and/or services. A Location Quotient of less than 1 is an indicator that not enough services and/or products are available. Clusters which score less than 1 on their Location Quotient may not be worth further commitment of resources at this time. For the purposes of this report, we have analyzed industries with a LQ of 1.2 and above within each county in the region.

It may not be enough to rely only on the strength of an industry LQ within a community because although there may be a particular strength it could be within a dying industry or one that has traditionally low wage levels. Thus the key to LQ analysis is to appropriately focus targeted marketing efforts on those industries that make sense, based upon balancing industry trends, wage levels and inherent local strengths.

Upon review of LQ trends between the time period 2001 and 2008 there are 13 industry sectors within the East Central Indiana region that have Industry LQ's above 1.2. This is very positive in that it shows great business/economic diversity throughout the region.

- Advanced Materials (1.79)
- Agribusiness, Food Processing & Technology (1.37)
- Apparel & Textiles (2.82)
- Biomedical/Biotechnical (Life Sciences) (1.37)
- Defense & Security (1.98)
- Education & Knowledge Creation (1.34)
- Glass & Ceramics (2.04)
- Manufacturing Super Cluster – made up of sub clusters (2.15)
 - Primary Metal Manufacturing (4.10)
 - Fabricated Metal Product Production (2.04)
 - Machinery Manufacturing (2.82)
 - Transportation Equipment Manufacturing (3.38)
- Transportation & Logistics (1.37)

When wage level LQ's are overlaid with the industry sector LQ's, the analysis provides clear insight into the existing regional strengths of the Agribusiness/Food Processing, Bio-Medical/Life Sciences, and Manufacturing Super Clusters given the combined industry and wage location quotients. These are the regional strengths that should be capitalized upon and heavily marketed throughout the United States and globally.

Agribusiness/Food Processing

Industry LQ = 1.37 Wage LQ = 1.16 (trending upward)

Agriculture in Indiana is a large and diverse industry with 63,000 farms containing 15.4 million acres of farmland. Agriculture plays a vital role in the economic stability of Indiana with the top 5 agricultural commodities being corn, soybeans, hogs, dairy products and chicken eggs. According to the Indiana Department of Agriculture, agriculture adds \$25 billion to Indiana's economy from farm, food and forestry products. They calculate a dramatic \$10 billion multiplier effect on local economies which creates a ripple effect. For every dollar in direct wages and income from farm food and forest workers, more than 2.5 times that amount flows into a local economy. In 2005, Indiana ranked 14th in the U.S. in cash receipts from the sale of all commodities. The East Central Indiana region is a large contributor to the agricultural success of the state.

Agribusiness/Food Processing in the Region

- Ethanol/Inorganic Chemicals
- Grain Mill Products
- Seed Production
- Private Farms
- Hardwood Mill
- Livestock Equipment
- Agricultural Equipment
- Food Preparation
- Food Packaging
- Bakery Products
- Sugar & Confectionary Products
- Preserved Fruits & Vegetables
- Meat Products
- Beverages

Manufacturing Super Cluster

Industry LQ = 2.15 Wage LQ = 1.67 (trending downward)

Indiana is a proven leader in manufacturing. More than 11,000 Indiana manufacturing plants employ more than 700,000 workers, making manufacturing a key sector in the states' economy. The ECI region has a long history with the manufacturing industry. Worker productivity rates are high, and the cost of doing business is relatively low, particularly when comparing workers' compensation and unemployment insurance rates. This makes the region an attractive place to do business, a fact that should be clearly communicated and heavily marketed.

Manufacturing in the Region

- Hardwood and Veneer
- Glass Containers
- Primary and Secondary Metal
- Steel and Fabricated Wire Products
- Metal Fabrication/Machine Tool
- Food Containers
- Wood Products/Cabinetry and Flooring
- Foam Product
- Audio/Video Equipment
- Household Fixtures
- Agricultural Equipment/Supplies
- Measuring and Controlling Devices

Biomedical/Biotechnical (Life Sciences)

Industry LQ = 1.37

Wage LQ = 1.46 (trending stable)

The life sciences/health industry in the state of Indiana is defined as biopharmaceuticals, medical devices and instruments, healthcare delivery, laboratories and payors. It now accounts for over 20% of Indiana's total state taxes and almost 10 percent of the state's employment. Researchers throughout the state are working on cutting edge life science discoveries and translating these advancements into new business opportunities as well as national recognition for the latest treatments. Upon review of cluster areas throughout the state, the ECI region has clear strengths and is continuing to "dot the Indiana life sciences map" while emerging as a leader in the industry. Also, of particular note is the area of hospital/healthcare delivery. Every county within the region has a hospital, skilled nursing care, and/or intermediate care facility, which is a unique and most assured strength.

Biomedical/Biotechnical in the Region

- Agriculture and Veterinary Science
- Drugs and Pharmaceuticals
- Health Information Technology
- Hospital/Healthcare Delivery
- Medical Devices & Equipment
- Research, Testing & Medical Labs
- Support Services
- Universities and Colleges

The industry sectors outlined above represent existing strengths within The ECI Region. Our goal is to expand that view to include emerging industries. While their LQ is not 1.2 or higher, they are clearly trending upward and represent an opportunity for the region.

Thus far, sector strengths have been analyzed within the county and region. These sectors should be highlighted and actively recruited as part of the targeted economic development strategy. Additional NAICS code analysis is recommended to more narrowly define the target market within each of the primary sectors. While looking at current strengths and assets is important, identification of future industry trends and potential target sectors is a fundamental key to moving economic development growth and sustainability forward.

EMERGING SECTORS

Renewable Energy/Clean Technologies

While no formal definition of “Clean Technology” exists, it has been described by Clean Edge, a clean-tech research firm, as a “diverse range of products, services and processes that harness renewable materials and energy sources, dramatically reduce the use of natural resources, and cut or eliminate emissions and wastes.” The thought is that clean technologies are competitive with, if not superior to, their conventional counterparts. Many also offer significant additional benefits, notably their ability to improve the lives of people in developed and undeveloped countries.

Investments in clean technology have grown considerably since coming into the spotlight around 2000. According to the United Nations Environment Program, wind, solar and biofuels companies received \$148 billion in new funding in 2007 as rising oil prices and climate change policies encouraged investment in renewable energy. \$50 billion went to wind power. Overall investment in clean-energy and energy-efficiency industries rose 60% from 2006 to 2007. By 2018 it is forecast that the three main clean technology sectors, solar photovoltaics, wind power, and biofuels will have revenues of \$325 billion.

How does this worldwide trend relate to Indiana?

The state of Indiana is progressive in the energy industry. The state’s pro-business environment, rich history of manufacturing expertise and extensive research and development capabilities are reasons why Indiana is leading the way in a variety of alternative energy fields. The state was ranked by the American Wind Energy Association as the fastest-growing state for wind energy development in the nation in 2008. Innovation wind companies such as Horizon Wind Energy, BP America, Dominion, Fairfield Manufacturing Co., ATI Casting Services and Brevini Wind USA all have chosen to do business in Indiana.

How does this worldwide trend relate to the East Central Indiana Region?

The answer may be in wind power and alternative energy component manufacturing.

Farm land sought after for wind generation is very dependent upon its wind zone classification. Some parts of the region are in a favorable wind zone; therefore, wind turbine placement should continue to be considered as a targeted industry sector within the region.

Perhaps of equal or greater consideration should be the service and production business to support wind farm component manufacturing, transportation and ongoing servicing support.

Turbines vary in size and configurations and are built from a wide range of materials. In simple terms, a wind turbine consists of a rotor that has wing shaped blades attached to a hub, a separate enclosure called a *nacelle* that houses a drive train consisting of a gearbox, connecting shafts and support bearings, the generator plus other machinery, a tower and ground mounted electrical equipment.

Given the region's strength in manufacturing, particularly in the areas of primary metal, fabrication, and machine and equipment manufacturing, a tailored marketing approach that includes attendance of wind trade shows, website development, and targeted direct and/or email campaigns should be strongly considered as a means of consistently promoting the attributes of the region to alternative energy equipment manufacturers.

Technology/Data Centers

A data center is a facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls (e.g. air conditioning, fire suppression) and security devices. Today, IT operations are a crucial aspect of most organizational operations.

Some say the three most important considerations when building a data center are location, location, location. To that end, upon review of the Boyd Company's published list of top data center cities in the U.S., Indianapolis, IN ranked 7th. The study compares the cost of operating a data center in 35 U.S. cities ranked by estimated annual operating costs, scaled to a data center employing 75 workers and occupying 125,000 square feet.

While Indianapolis is not within the ECI region, upon review of criteria typically analyzed by companies when choosing a data center location, the ECI region has some potential strengths which should be highlighted, along with some challenges that could be overcome with concentrated development and planning efforts.

An ideal data center location is one that offers accessibility, features that accommodate future growth and change, and protection from hazards. Following is a list of base data center location criteria:

- Zoning/Building Codes
- Site Risk Factors
- Natural Disasters
- Price of Power and Reliability
- Operating Costs
- Accessibility
- Networking Infrastructure
- Talent Pool
- Local Incentives

East Central Indiana Regional Strengths

- Zoning would not restrict data center use
- Low site risk factors
- Natural disaster risks are below the state average
- Affordable operating costs to include land price, utilities, real estate tax, and labor costs
- Economic development incentives
- Available talent pool
- Networking Infrastructure – I-light

East Central Indiana Challenges

- Network infrastructure in some areas
- Access to certain areas
- Talent pool need for emerging industry training/re-training

Overall, regional strengths outweigh weaknesses with regard to Data Center development. Because several of these weaknesses can be shored up through concentrated effort and collaboration, serious consideration should be given to targeting economic development efforts that focus on potential data center users and developers.

In addition, a new trend is emerging within the Data Center industry which is particularly interesting from a recruitment perspective. Companies are co-locating their data storage within facilities. Companies such as Indiana Data Center, Lightbound and Life Line Data Centers specialize in data center building construction, and lease space within their properties to multiple companies that have data storage needs much like a multi-tenant office building. This leased data storage choice is gaining momentum because the co-located facility can serve as a disaster recovery site and/or provide overflow capacity at a leased rate versus utilization of company capital dollars necessary to build and own a facility.

As with each of the sectors outlined above, Technology/Data Centers is a state supported economic development initiative. In fact, Indiana's Telecommunication Reform Act has led to massive investments in broadband and fiber optic networks across the state. Moreover, effective in July 2009, state law was modified to allow personal property tax exemptions on data center equipment. Prior to this time, Indiana had been at a competitive disadvantage when compared to states like Illinois and Wisconsin that have property tax exemption for sophisticated, enterprise-class IT equipment. The revised law removes significant obstacles for companies that are interested in locating a data center in Indiana. Marketing this recent change in Indiana policy is an effective tool for regions and communities interested in promoting themselves.

Regional Industry Location Quotient Trending								
Cluster	2001	2002	2003	2004	2005	2006	2007	2008
Advanced Materials	0.56	0.57	0.52	1.60	1.71	1.8	1.76	1.79
Agribusiness/Food Processing	0.63	0.71	0.66	1.26	1.37	1.40	1.46	1.37
Apparel & Textiles	2.30	2.38	2.56	2.76	2.84	2.92	2.88	2.82
Biomedical / Biotechnical (Life Sciences)	1.07	1.07	1.00	1.26	1.29	1.34	1.37	1.37
Defense & Security	1.45	1.40	1.74	1.91	1.57	1.62	2.06	1.98
Education & Knowledge Creation	0.77	0.77	0.81	1.33	1.33	1.32	1.33	1.34
Forest & Wood Products	1.72	0.82	0.77	1.13	1.09	1.10	1.07	1.04
Glass & Ceramics	0.69	0.87	0.82	2.10	1.96	2.10	1.95	2.04
Manufacturing Super Cluster	1.66	1.69	1.74	2.02	2.10	2.14	2.13	2.15
Transportation Equipment Mfg	2.17	2.20	2.38	3.06	3.31	3.18	3.38	3.38
Fabricated Metal	1.78	1.71	1.79	1.84	1.92	2.04	1.99	2.04
Primary Metal	3.15	3.26	3.23	3.51	3.70	3.84	3.88	4.10
Machine Manufacturing	2.3	2.38	2.56	2.76	2.84	2.92	2.88	2.82
Transportation & Logistics	1.07	1.07	1	1.26	1.29	1.34	1.37	1.37

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages and Purdue Center for Regional Development (cluster definitions)

Regional Wage Location Quotient Trending								
Cluster	2001	2002	2003	2004	2005	2006	2007	2008
Advanced Materials	0.56	0.57	0.26	0.28	0.29	0.33	0.26	0.26
Agribusiness/Food Processing	0.63	0.71	0.26	0.64	0.93	0.98	0.93	1.16
Apparel & Textiles	0.16	0.08	.02	.01	.71	.12	.05	.07
Biomedical/ Biotechnical (Life Sciences)	1.45	1.40	1.38	1.37	.32	.90	1.48	1.46
Defense & Security	0.43	0.42	0.27	0.32	0.32	0.33	0.35	0.34
Education & Knowledge Creation	0.77	0.77	0.58	0.60	0.64	0.66	0.68	0.70
Forest & Wood Products	0.72	0.82	0.95	0.88	0.95	0.87	0.90	0.96
Glass & Ceramics	0.69	0.87	0.47	0.53	0.44	0.53	0.48	0.39
Manufacturing Super cluster	1.66	1.69	2.68	2.82	2.43	2.37	2.13	1.67
Transportation Equipment Mfg	2.17	2.20	6.85	7.22	5.77	5.49	4.75	3.15
Fabricated Metal	1.78	1.71	1.64	4.68	1.70	1.80	1.81	1.72
Primary Metal	3.15	3.26	2.20	2.41	2.69	2.93	3.27	2.97
Machine Mfg			2.03	2.09	2.22	2.22	1.95	2.03
Transportation & Logistics			.59	.64	.85	.75	1.48	.75

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages and Purdue Center for Regional Development (cluster definitions)

Regional Industry and Wage Location Quotient Above 1.2	
Cluster	2008
Agribusiness/Food Processing	I= 1.37 W= 1.16
Biomedical/ Biotechnical (Life Sciences)	I= 1.37 W= 1.46
Manufacturing Super Cluster	I= 2.15 W= 1.67
Transportation Equipment Manufacturing	I= 3.38 W= 3.15
Fabricated Metal Manufacturing	I= 2.04 W= 1.72
Primary Metal	I= 4.10 W= 2.97
Machine Manufacturing	I= 2.82 W=2.03

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages and Purdue Center for Regional Development (cluster definitions)

Emerging Sectors Based Upon Steady Trend of Increasing LQ's 2005 -2008	
Cluster	2008
Education and Knowledge Creation	I = 1.34 W = .70
Renewable Energy	I= 1.07 W= 1.0
Chemicals & Chemical Based Products	I= 1.11 W= .27
Business and Financial Services	I= .71 W= .24
Transportation & Logistics	I= 1.37 W= .75

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages and Purdue Center for Regional Development (cluster definitions)

IV. FOCUS AREAS

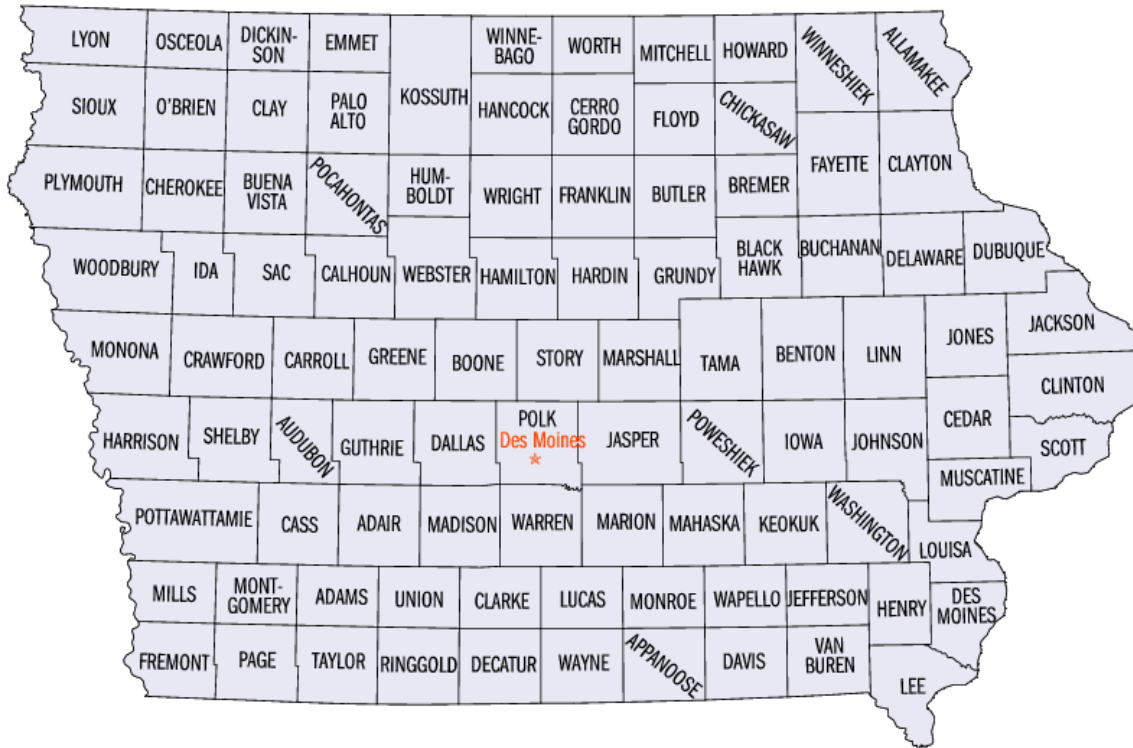
C. Community Benchmarking

A final component of our asset mapping process is community benchmarking. One of the primary objectives of asset mapping is to identify regions that are comparable to a region in terms of regional leadership, population, industry, and workforce availability. Of particular importance in the benchmarking process is the identification of industry sectors for each of the comparable markets and discovery of the underlying assets that are available to promote to those targeted industries.

Demographic Overview of the Benchmarked Regions

Region	Population (2009)	Square Miles	Households (2000)	Labor Force (2008)	Avg. Wage/Job (2009)
ECI – 9 Counties	464,372	3,285	190,142	221,767	\$30,766
Iowa – Iowa City /Cedar Rapids – 14 Counties	801,589	8,544	299,215	451,654	\$34,160
North Carolina - Piedmont Triad - 11 Counties	791,871	4,892	277,773	385,892	\$30,001
Ohio – NW Region – 11 Counties	863,916	4,860	356,598	341,488	\$20,150

Iowa Counties



Iowa: The Iowa City Area Development and Priority One of the Cedar Rapids Region is comprised of 14 counties with the major cities of Iowa City, Cedar Rapids, Coralville and Marion. The combined population of this regional area is 801,589.

Iowa City was selected as a comparable to ECI for the following reasons:

- They too have several small cities that have a strong history of manufacturing and have leveraged the presence of universities
- Strong agricultural based economy
- The economy is in transition

This region is highly focused on six (6) industry sectors given their assets which include:

Advanced Manufacturing: Strong base of Fortune 500 companies in the fields of aerospace, defense, food & beverage, health & beauty, recycling and packaging industries

Biotechnology: A tech corridor home to multiple biotech companies and the University of Iowa

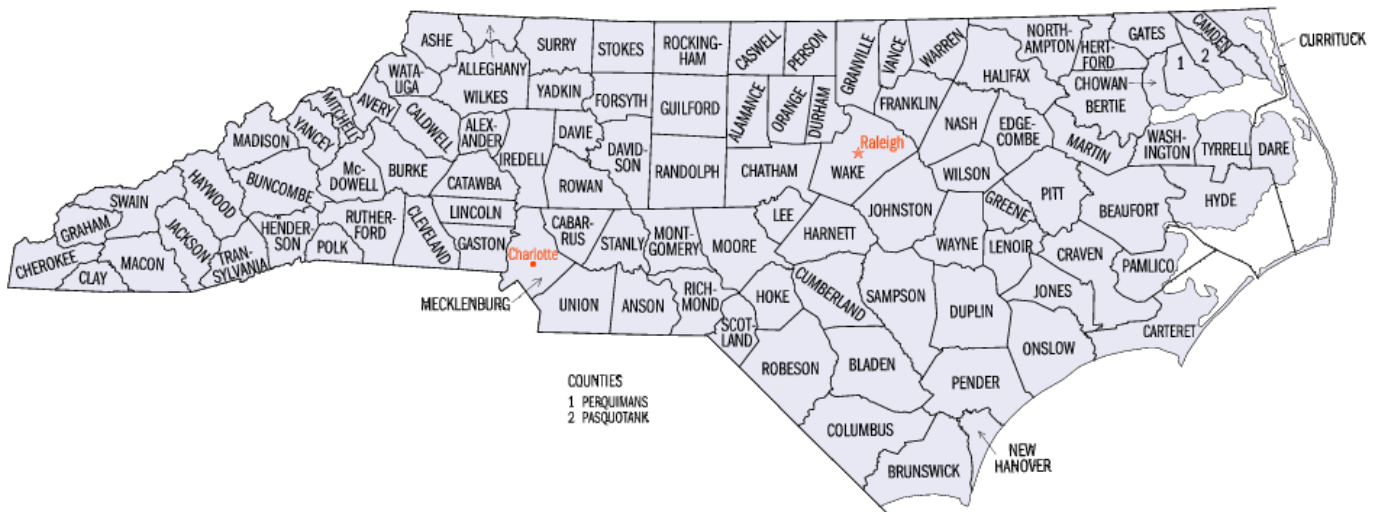
Food Processing: A high concentration of food processing companies, abundant water, affordable electricity, natural gas and reliable infrastructure

Food Ingredient/Bio-processing: One of the leading bio-processing and food ingredient centers in the United States is located within the region

Targeted Equipment & Design: Design and technology is entrenched in the Tech corridor. There is a very supportive business climate with no sales tax on computer or custom software, interstate or international telecommunications.

Renewable Energy: Home to the nation's first wind energy supply chain 173-acre campus. Additionally, Iowa ranks first and second in the nation respectively in the production of ethanol and biodiesel and second overall in wind capacity.

North Carolina Counties



North Carolina: The Piedmont Triad is made up of 11 counties with the major cities including, Greensboro, High Point and Winston-Salem. The combined population of this regional area is 791,871.

The Piedmont Triad was selected as a comparable to the ECI region for the following reasons:

- The area has a rich agricultural heritage
- Advanced manufacturing is fundamental to the state
- The economy is in transition from their traditional industries of tobacco, textiles and furniture
- There is a history of traditional industries joining advanced industries such as pharmaceuticals, semiconductors, food processing, chemicals, plastics, and transportation equipment
- There is an emerging creative enterprises and arts industry
- Attitude of strong collaboration between industry, education and creative enterprises

The region is highly focused on three (3) industry sectors given their assets which include:

Creative Sectors: Advertising, architecture, crafts, design, film, performing arts, visual arts and writing/publishing.

Health Care: North Carolina is the third largest biotech state in the country. The region has 19 hospitals, is home to EMS, home health organizations, public health departments, and hospice/behavioral health organizations.

Logistics and Distribution: With the heavy focus on advanced manufacturing, central Mid-Atlantic location and strong network of interstate highways, interest is strong and demand is high.

Ohio Counties



Ohio: The Northwest Ohio Region, Regional Growth Partnership is comprised of 11 counties and is anchored by the largest city, Toledo. The combined regional population is 863,916.

The Northwest Ohio region was selected as a comparable to ECI region for the following reasons:

- Strong manufacturing base in glass, primary metals and fabricated metal products

- History of automobile assembly and production parts
- Agricultural base fostered by farming communities that harvest corn, wheat, soybeans, tomatoes and pickles.

Interestingly, whereas most regional promotional literature and website information outlines specific targeted industries, the Northwest Ohio region does not actively promote targeted sectors, which sends a 'welcome' message to all types of businesses. In supplemental materials, however, Ohio highlights the competitive advantages of several areas, namely:

Back Office Telemarketing Centers: Because Ohio is home to one of the largest concentrations of colleges, universities and technical schools in the nation, the state provides an excellent part-time and full-time (student) workforce. There is a concentration of customer service centers in the Toledo, Holland and Maumee markets employing approximately 1,500 people.

Support for Entrepreneurs: A regional program known as Rocket Venture partners with entrepreneurs whose innovated ideas have potential in the market place. This is the region's first pre-seed funding source for technology based businesses. The group offers free management expertise, business development advice and technical assistance.

A second program in the region known as Launch is a virtual business incubation program for entrepreneurs. The Launch program works to accelerate technology commercialization by preparing high-tech start-up companies for funding, including sales revenue, grants, loans and investment.

V. ACKNOWLEDGEMENTS

A Special Thank You to the Following Organizations:

Energize-ECI

Indiana Michigan Power, a unit of American Electric Power

Eastern Indiana Regional Workforce Board

Blackford County Economic Development

Muncie-Delaware County, Indiana Economic Development Alliance

Economic Development Corporation, Connersville, Indiana

Grant County Economic Growth Council

New Castle-Henry County Economic Development Corporation

Jay County Development Corporation

Anderson/Madison County Corporation of Economic Development

Randolph County Economic Development Corporation

Rush County Economic and Community Development Corporation

VI. THE GINOVUS TEAM

Ginovus is a national economic development advisory services firm headquartered in Indianapolis. With more than five decades of combined experience in economic development, Ginovus is a leading provider of national site selection, community comparative analysis and economic development incentive procurement and management services to organizations throughout North America.

As an independently incorporated and operated firm, Ginovus provides the unfiltered and unbiased information and analysis organizations need to maximize the results of their project. We believe in developing long-term relationships with our clients and deploy the tools and technology necessary to efficiently serve their needs today and into the future.

For more information, contact Larry Gigerich at 317.819.0890 or visit the Ginovus website at www.Ginovus.com.

Center for Urban Policy and the Environment is a nonpartisan research organization in the School of Public and Environmental Affairs at Indiana University – Purdue University Indianapolis and the IU Public Policy Institute. The Center, founded in 1992, is one of the largest of its kind in the country. Faculty and staff with expertise in program evaluation, policy analysis, planning, and facilitation, work with governmental agencies, nonprofit organizations, and private businesses on a wide variety of policy issues.

For more information, contact Drew Klacik at 317-261-3000 or visit the Center’s website at www.urbancenter.iupui.edu.

VII. DATA SOURCES

A Practitioners Guide to Economic Development, Tools for Regional Competiveness

Ball Memorial Hospital

Bureau of Economic Analysis

Bureau of Labor Statistics

Community Websites

Duke Energy

Energize ECI

Indiana Business Research Center

Indiana Chamber of Commerce

Indiana Department of Transportation

Indiana Economic Development Corporation

Indiana Michigan Power

Iowa City Area Development

Ivy Tech Community College

Moody's Economy

National Assessment of Education Progress

Ohio Regional Growth Partnership

Piedmont Triad Partnership

State Department of Education

Stats America

Stats Indiana

U.S. Census American Fact Finder Summary

U.S. Department of Commerce, Economic Development Administration, A Practitioner's Guide

U.S. Department of Labor, Employment and Training Administration

United States Department of Agriculture, Rural Development – Strategies for Economic Development

Unlocking Rural Competitiveness, the Role of Regional Clusters

Vectren