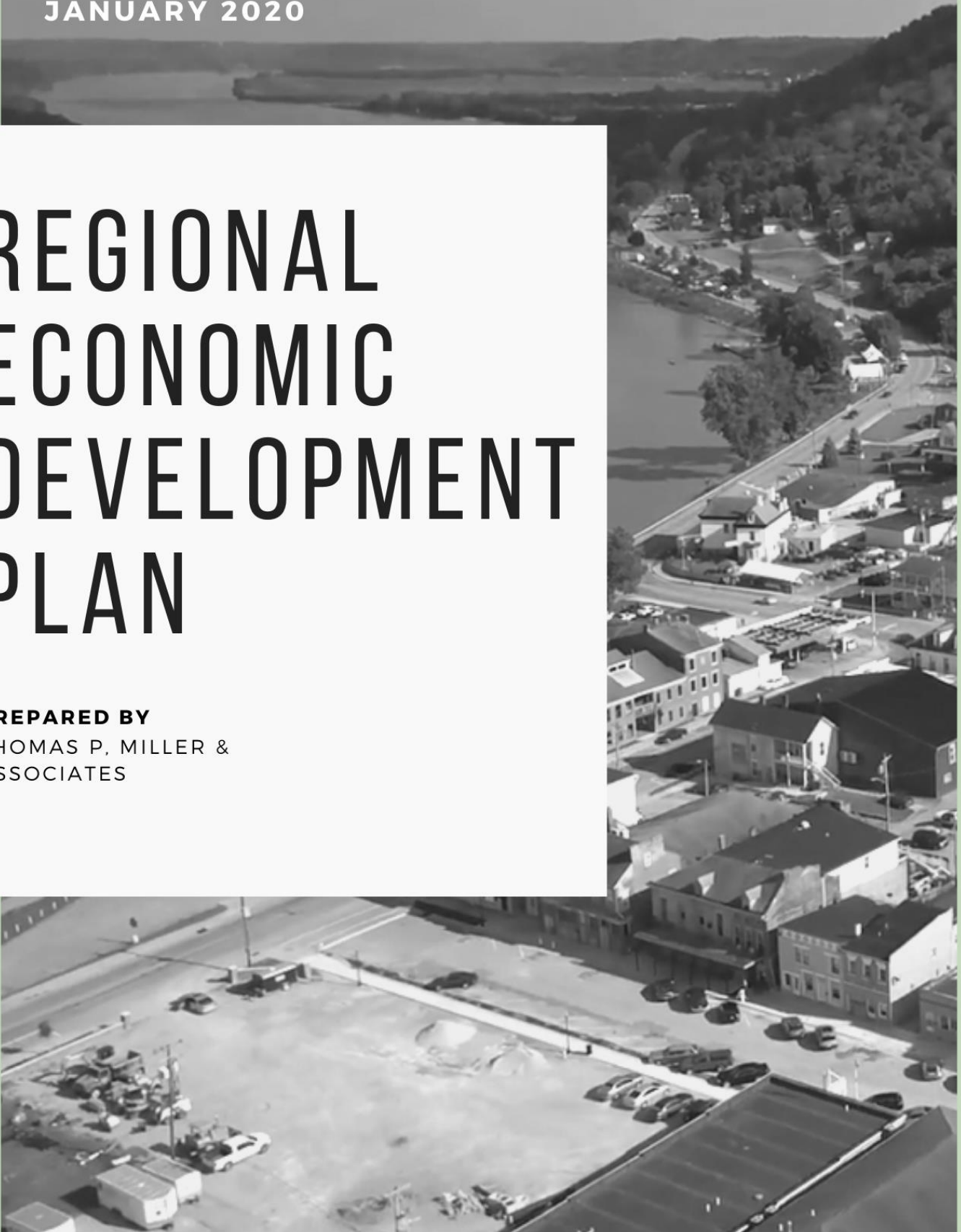


DEARBORN AND FRANKLIN COUNTIES INDIANA

JANUARY 2020

REGIONAL ECONOMIC DEVELOPMENT PLAN

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INTRODUCTION

PURPOSE OF THE PLAN

In order to spur economic growth and activity in Indiana counties that have unrealized economic development potential, the Indiana Economic Development Corporation (IEDC) wants to better understand and evaluate the challenges and opportunities of local regions, particularly rural areas without an existing regional collaboration framework, face when attracting new businesses and helping existing businesses grow. As part of this effort, IEDC has partnered with Thomas P. Miller and Associates (TPMA) to develop a pilot program to provide support in developing a joint economic development strategic plan for a selected region in Indiana. Dearborn and Franklin Counties were carefully selected as the first region with the capacity to develop partnerships and create a joint economic development strategic plan and willingness to act on the plan's findings. This plan identifies and evaluates the obstacles that must be overcome to spur new activity and highlights shared opportunities to capitalize together as a joint region.

Process

The planning process took place over a four-month period from September to December 2019 and included three key planning phases. TPMA and IEDC completed a project launch, introducing the project to Franklin and Dearborn Counties. TPMA then completed two site visits to the Region throughout the process and facilitated working sessions with community stakeholders and leaders from both counties. These visits included a project overview and presentation to community stakeholders and development of a draft plan framework review with the stakeholders. The final phase consisted of a drafted plan for stakeholder review. While this process involved stakeholders from Franklin and Dearborn Counties, it included discussions around additional partnerships in the following phases of implementation and defining the region.

COUNTY OVERVIEWS

IEDC has 13 Business Development Regions, with Dearborn and Franklin Counties as part of the Southeast region. The Southeast region includes 18 counties and borders the Ohio and Kentucky state lines. The Southeast Business Development Region is near three major markets, Cincinnati MSA, Indianapolis MSA, and Louisville MSA. The IEDC identified Region includes Dearborn, Franklin and surrounding counties including the 16 additional counties highlighted in the map to the right. The region's largest city is Columbus (Bartholomew County), with a population of 47,543 in 2018, about 7.2% of the region.¹ Bartholomew County is the largest in the region (82,040), followed by Dearborn, with about 49,568 individuals. Today, the Southeast



¹ STATS Indiana, 2019

Region makes up about 9.9% of the state’s population of about 6.6 million people.¹

Dearborn County

Dearborn County is bordered by the Ohio River to the southeast and the major interstate of I-74 in the northwest Indiana. It is the third oldest county in Indiana and thus contains some of Indiana’s earliest and most significant architecture. Dearborn is inside the Cincinnati MSA, 30 minutes from Downtown Cincinnati and 15 minutes from the Greater Cincinnati/Northern Kentucky International Airport. The County consists of 14 political townships and 7 cities and towns: Lawrenceburg, Greendale, Aurora, Dillsboro, Moores Hill, St. Leon and West Harrison. Dearborn County is home to five parks in the Dearborn County Park System², the Dearborn Trail, and multiple outdoor recreational opportunities for a variety of residents and visitors. In addition, the County is home to Perfect North Slopes, Hollywood Casino, Lawrenceburg Motor Speedway, vibrant downtowns, festivals and museums drawing visitors from around the country and region. Located on the river, the county is also home to two Ivy Tech campuses. One on the Riverfront and the second on the Lakefront Campus in Lawrenceburg —home to a recently added advanced manufacturing training laboratory.

Franklin County

Franklin County is also in the Cincinnati MSA just 40 minutes from downtown Cincinnati and about an hour from the Cincinnati airport. It offers quality of place with a quaint, yet bustling, Main Street in Brookville, as well as the German-inspired architecture of Oldenburg. The community also boasts unbelievable access to incredible outdoor recreation amenities. The County consists of six cities and 13 political townships: Brookville, Laurel, Oldenburg, Cedar Grove, New Trenton, Mount Carmel, Bath, Blooming Grove, Butler, Fairfield, Highland, Ray, Salt Creek, Springfield, Whitewater, and Metamora. Franklin County’s Brookville Lake and The Whitewater River that bring tourists into the area from around the country. Once visitors arrive, zip-lining, paddle-boarding, fishing, canoeing, hiking, and other outdoor activities are available for all ages. In addition to outdoor activities, the county has a variety of charming downtowns. All of this combines to make this a unique place to live.



² <https://www.dearborncountyparks.com/>

Population

As of 2018, Franklin County’s estimated population was 22,736 residents.³ The County’s population has been in slight decline in recent years, with a loss of an estimated -1% of its population between 2010 and 2015. Franklin County is projected to have 22,804 residents by 2050, which is -1.23% of its 2010 population reported in the census. Considering the IEDC’s Southeast Region, surrounding counties have seen similar population trends, a small loss or a stable population. The total population of Dearborn County in 2018 was 49,568. Although the county population has not increased recently, the population is forecasted to grow by 1.81% by 2050 from the 2010 population.

The population breakdown by geographic region is represented below. From 2010-2015 the region saw a slight population decline of about -0.92%. In general, the surrounding region is experiencing growth at a slower rate than Indiana, which grew by 1.99% between 2010-2015.

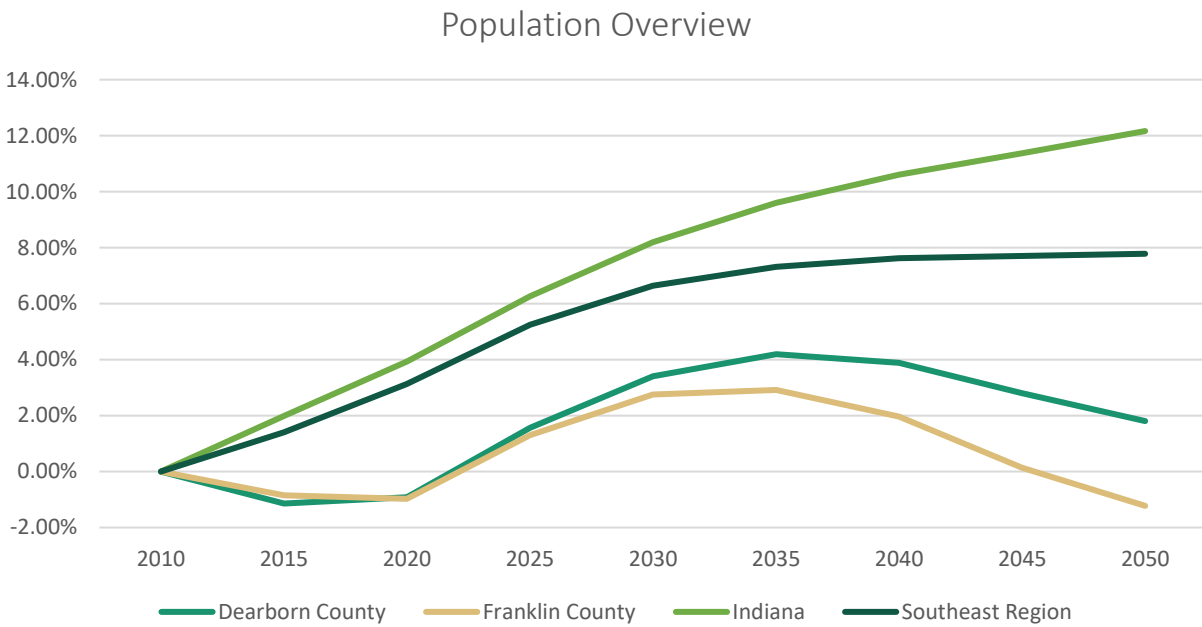


Figure 1: Population Overview, STATS Indiana

³ American Census Bureau 2019

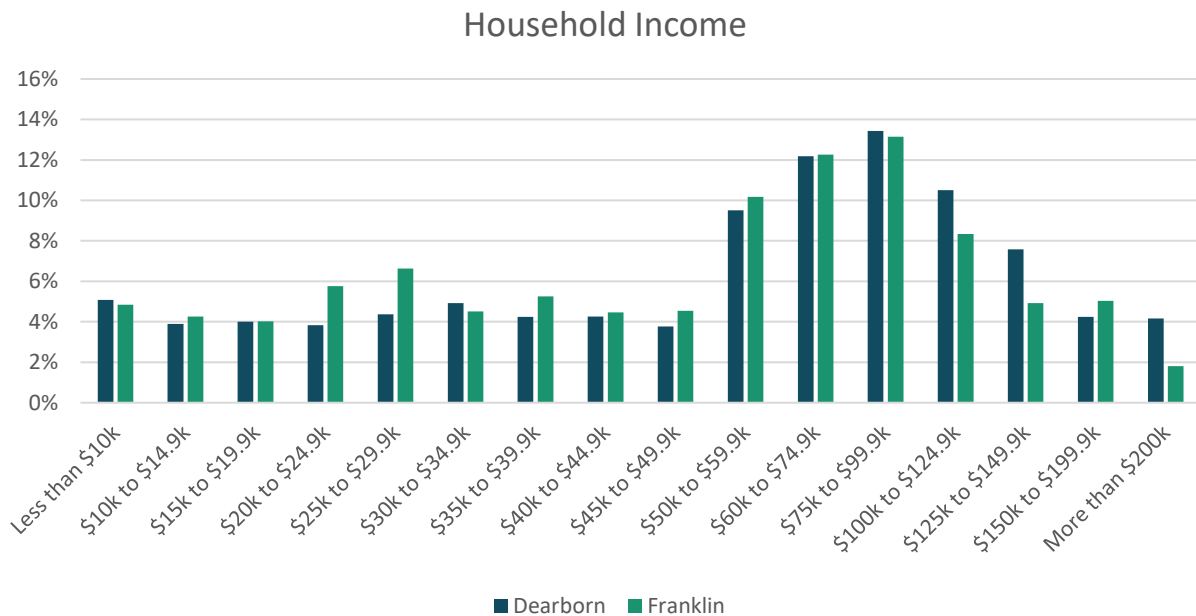
COMMUNITY DEMOGRAPHIC AND ECONOMIC TRENDS

DEMOGRAPHIC PROFILE

The following analysis provides a baseline understanding of the key assets and opportunities available to promote economic growth for the southeast Indiana region of Franklin and Dearborn Counties. The Demographic Profile details income, age, gender, and educational attainment. This information served as a foundation for the strategic planning process, which built upon the knowledge gathered through community engagement and the stakeholder’s overall vision for the future of the region.

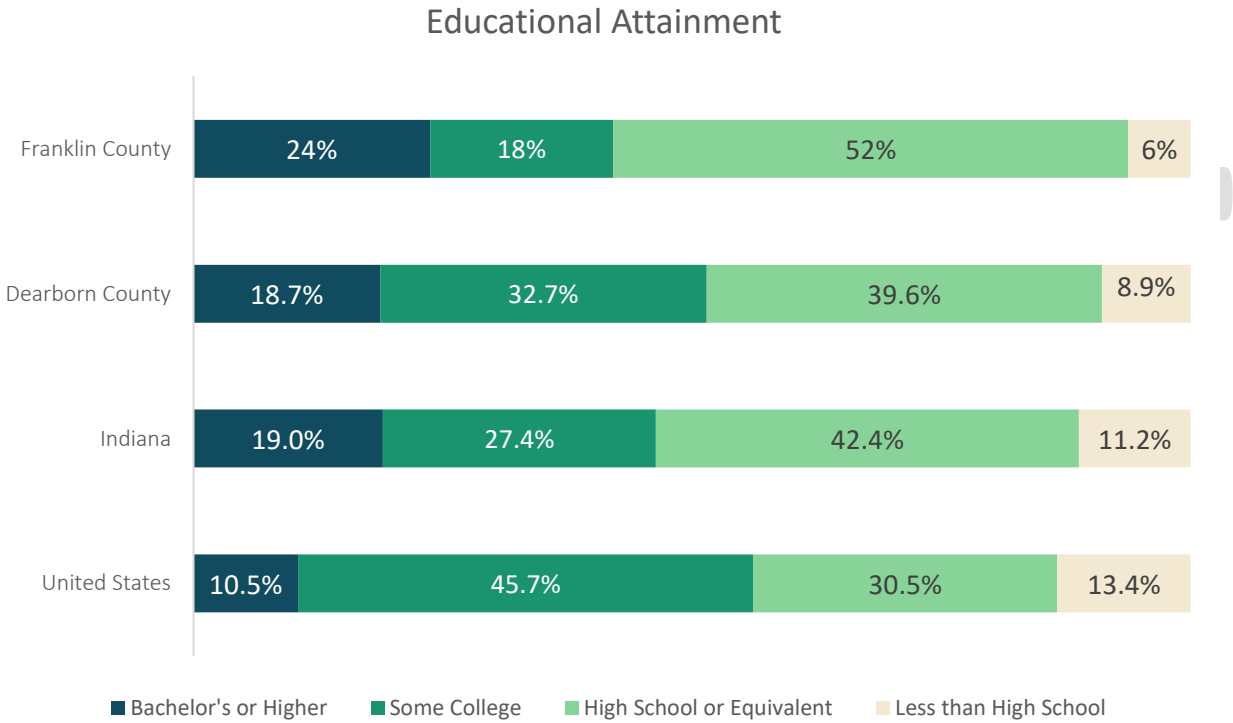
Household Income

The median household income in both Dearborn and Franklin counties is higher than Indiana’s median household income of \$54,181. Franklin County is only slightly higher than the state at \$55,588. Dearborn County has a higher median income at \$62,905. The slightly higher household income may be driven by the proximity to the Cincinnati MSA, with the ability to commute to larger hubs in the region.



Educational Attainment

Compared to the United States, Franklin and Dearborn County residents have a higher rate of bachelor’s degree attainment or higher. In addition, almost 20% (19.7%) of Franklin County has a bachelor’s degree or higher, while almost 43% have a high school diploma or equivalent. Residents in both counties have a smaller share of the population with less than a high school diploma (compared to the U.S. average), with Dearborn County having 8.9% and Franklin County having 5.2%. With a relatively educated population, the region has the potential to leverage an existing skilled population capable of meeting the demands of specialized industries that can generate economic growth⁴.

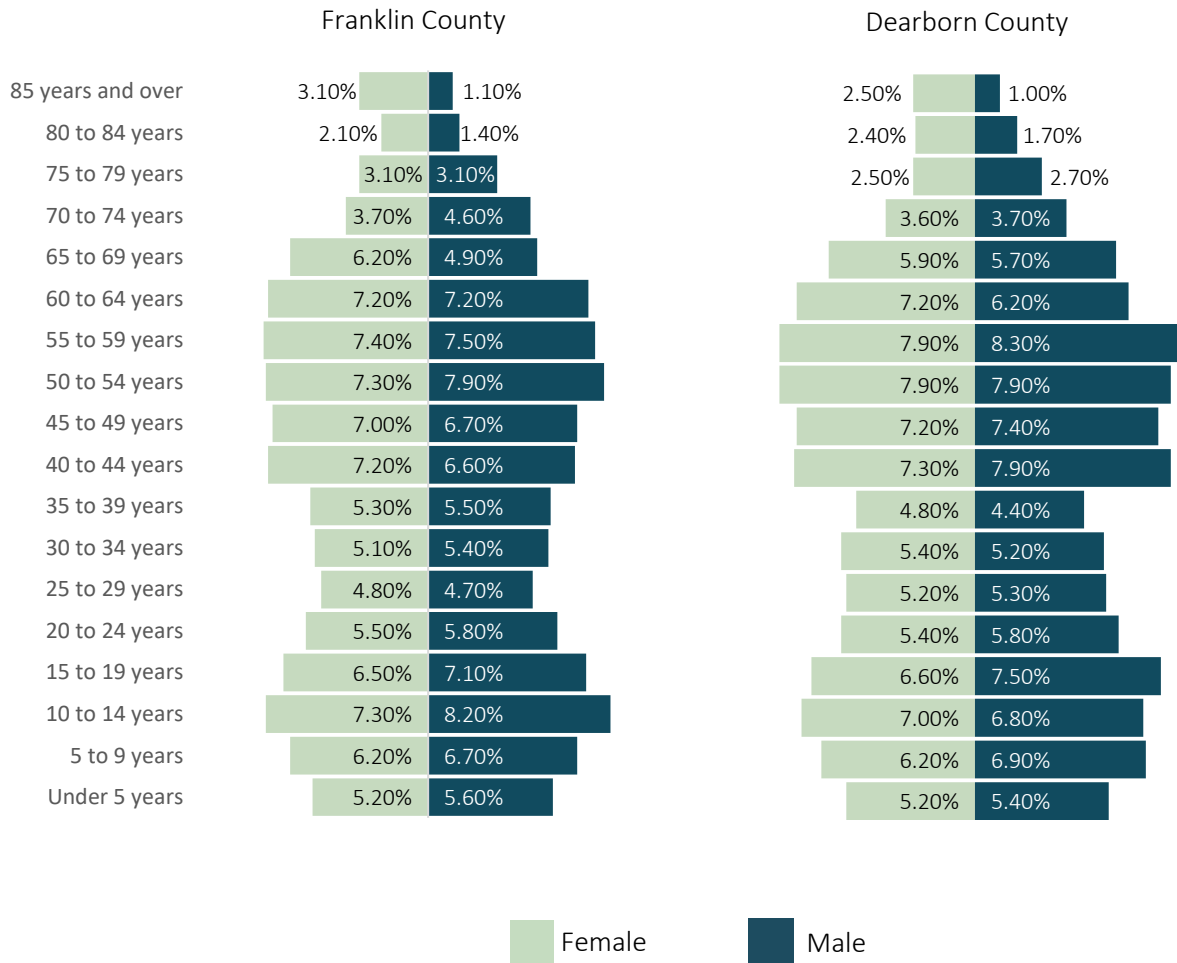


⁴ ACS 5-Year Estimates, 2013-2017, Table S1501

Population Pyramid

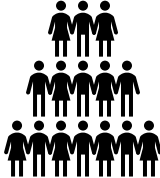


Franklin and Dearborn County’s population is older compared to the rest of Indiana and the nation. Both counties have a median age of 43, which is slightly higher than both the national median age of 37.8 and Indiana’s median age of 37.5. There are relatively few adults between the ages of 24 and 44 years old compared to the overall distribution, which may have implications in terms of the ability to meet future workforce demands for firms or businesses locating in either county. Specifically, this implies the region attracts more mid- to-later stage professionals as opposed to individuals early on in their career.

Percent Gender Population by Age Group



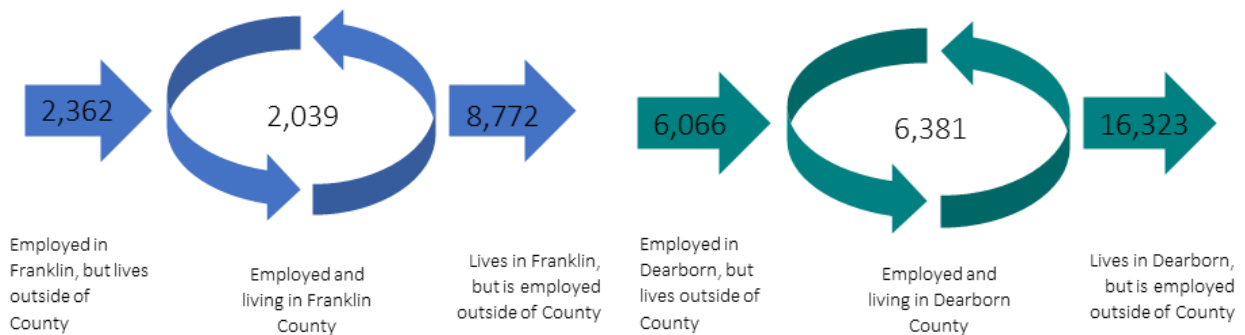
LABOR FORCE

Dearborn and Franklin counties are aligned with the state and national average unemployment rate. The national unemployment rate is 3.5% and Dearborn and Franklin counties are both 0.2% higher than the national average (Indiana Department of Workforce Development, 2019). Additionally, the average earnings in Franklin County are \$42,144 a little less than Indiana’s average annual earnings of \$59,226. Dearborn County has an annual average of \$47,818. Dearborn County’s largest employers include Hollywood Casino Lawrenceburg, Matthews Aurora Funeral Solutions, Perfect North Slopes, and highpoint Health.⁵ Additionally, Franklin County’s (including incorporated Batesville) major employers include Margaret Mary Health Main Campus, Batesville Tool and Die, and The Christ Hospital.

	 Labor Force Size	 Average Earnings	 Unemployment Rate
Franklin County	11,252	\$42,144	2.9%
Dearborn County	26,084	\$47,818	3.1%
Indiana	3,419,898	\$59,226	3.2% ⁶
National	164,940,254	\$70,815 ⁷	3.5% ⁸

Commuting Patterns

Both counties see about the same percentage of the workforce coming into the area for work from other counties as those who live and work in the area daily. However, a large portion of Franklin and Dearborn County workers commute out of the counties for work daily. For Franklin County, about 67% of county



⁵ InfoGroup, 2019

⁶ Indiana Department of Workforce Development, November 2019

⁷ Labor Force data from *EMSI 2019.4*

⁸ US Bureau of Labor Statistics, November 2019

citizens leave the county for work daily. For Dearborn, about 57% or 16,323 people live in Dearborn but are employed outside of the county.⁹

The population leaving Dearborn and Franklin County for work is 29,899 individuals. Of citizens leaving Franklin County, about 15.3% (1,464 individuals) are leaving for work in the city of Batesville in Indiana. Following Batesville, Indianapolis and Cincinnati are the next most common locations for individuals to commute to work. Dearborn County has a slightly different breakdown of where individuals are going. The top destination for work in Dearborn is Cincinnati with about 11.3% (2,304 individuals) of commuters. In addition, Lawrenceburg and Indianapolis are top destinations for residents leaving for work.

Citizens Leaving for Work (Franklin County)		
Work Location	Count	Share
Batesville city, IN	1,464	15.30%
Indianapolis city, IN	595	6.20%
Cincinnati city, OH	593	6.20%
Brookville town, IN	504	5.30%
Greensburg city, IN	299	3.10%
Harrison city, OH	238	2.50%
Connersville city, IN	213	2.20%
Sunman town, IN	165	1.70%
Oxford city, OH	152	1.60%
Richmond city, IN	138	1.40%
All Other Locations	5,208	54.40%
Total	9,569	

Citizens Leaving for Work (Dearborn County)		
Work Location	Count	Share
Cincinnati city, OH	2,304	11.30%
Lawrenceburg city, IN	1,943	9.60%
Indianapolis city, IN	751	3.70%
Batesville city, IN	715	3.50%
Greendale city, IN	666	3.30%
Harrison city, OH	647	3.20%
Aurora city, IN	405	2.00%
Florence city, KY	378	1.90%
Fairfield city, OH	271	1.30%
Francisville CDP, KY	260	1.30%
All Other Locations	11,990	59.00%
Total	20,330	

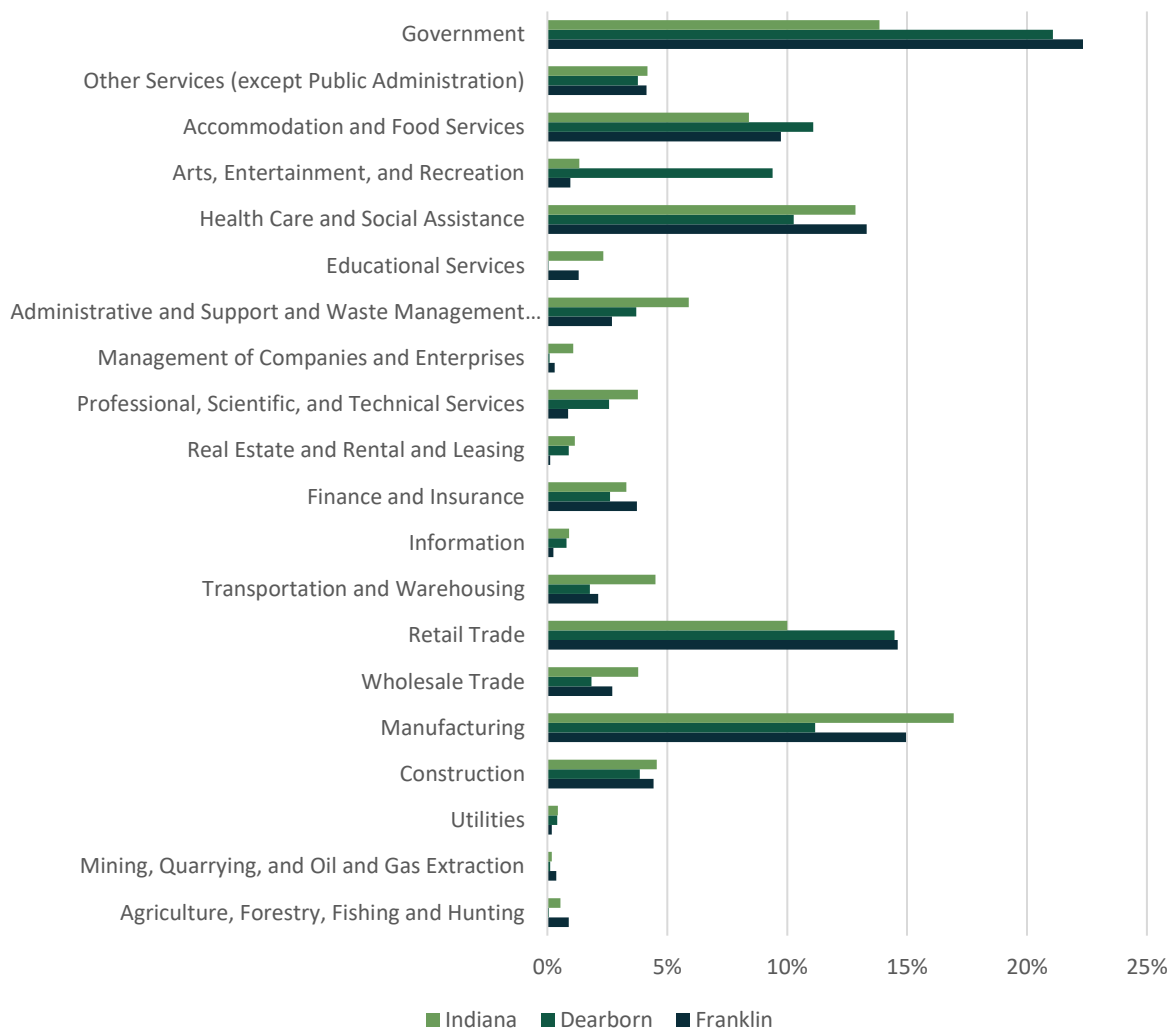
⁹ OnTheMap data taken from ACS American Community Survey data

ECONOMIC BASE ASSESSMENT

The following economic base assessment highlights the major industry strengths within the Dearborn and Franklin County regions and compares and contrasts industry trends with the larger Cincinnati metro area, where relevant. Data was gathered through a proprietary data source, Economic Modeling Specialists Inc (Emsi).

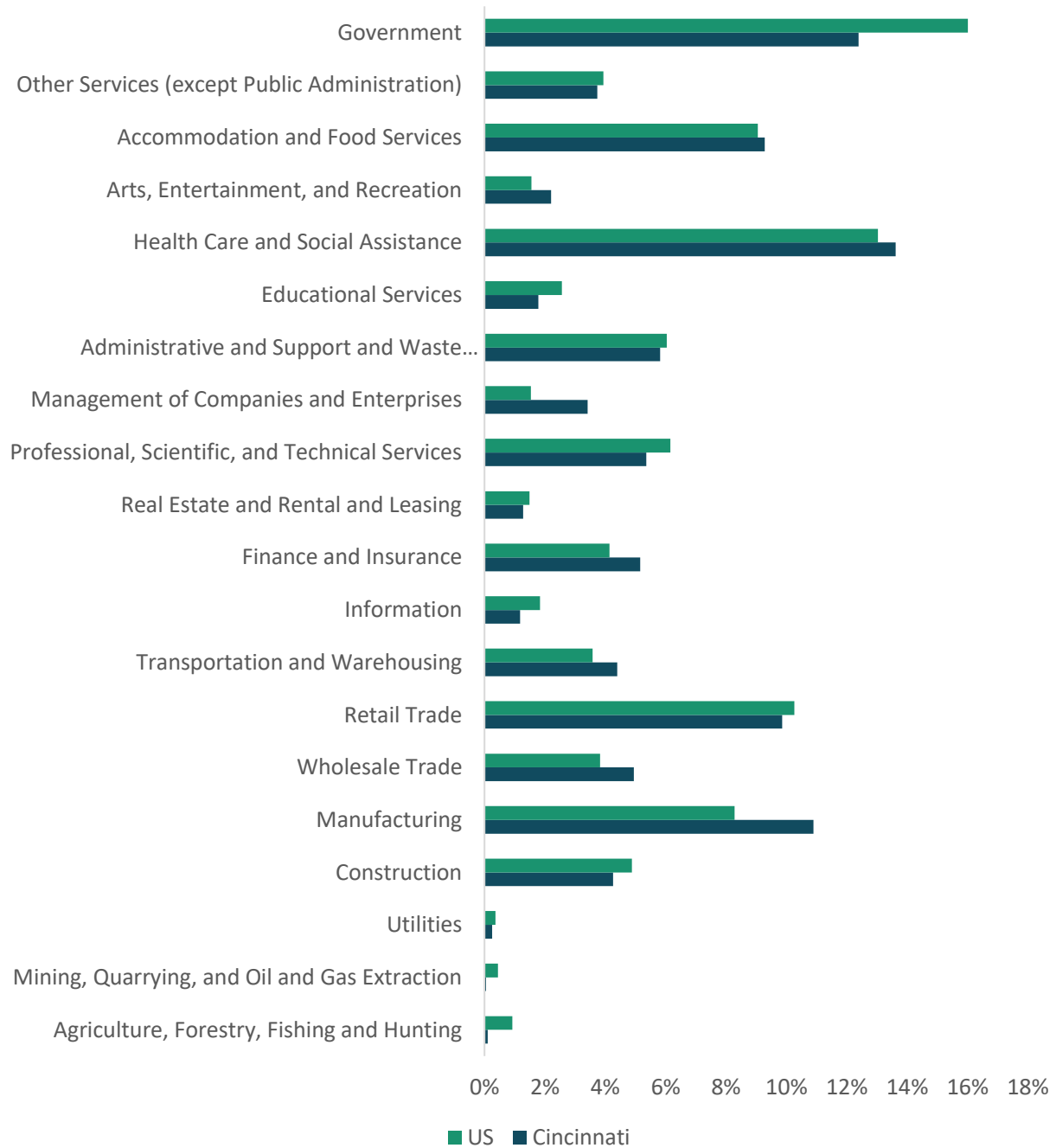
The chart below highlights the percentage of total jobs in each industry sector, comparing Dearborn and Franklin Counties to the state of Indiana. This assesses the counties' existing industry concentration. As the chart shows, Dearborn and Franklin County both have a greater percentage of jobs in Government, Retail Trade, and Accommodation and Food Services, but a lower percentage of jobs in Administrative and Support Services; Professional, Scientific, and Technical Services; Manufacturing; and others. Industries in which Dearborn and Franklin differ include Health Care and Social Assistance in which Franklin has a higher concentration. Dearborn has a higher concentration in Arts, Entertainment, and Recreation which is also a higher concentration than the state.

Percent of Total Jobs by Industry Sector



The chart below similarly compares the Cincinnati metro area to the US overall. Contrastingly to the counties, the Cincinnati metro area has a lower percentage of jobs than the US in Government and Retail Trade and a higher percentage in Finance and Insurance. Manufacturing is a strong industry sector in both the counties and the Cincinnati metro¹⁰, but still lags behind in average.

Percent of Total Jobs in Industry Sector, Metro and US



¹⁰ All industry data from Emsi 2019.4

LARGEST INDUSTRIES

The table below shows the industries with the most employment in the region including both Dearborn and Franklin counties. The top industries include Education and Hospitals operated by local government, Restaurants and Other Eating Places, and Local Government (not including education and hospitals). This highlights the overall high level of government employment in the region when compared with the US. Most of the top employment industries have grown over the last five years except for Education and Hospitals and Grocery Stores which have seen moderate decline.

The chart also provides the location quotient for these industries, which is a measurement of concentration and specialization of an industry within a region. The location quotient is a ratio of local concentration in an industry compared to national concentration in an industry. Location quotients greater than one indicate that an industry is more concentrated in each region than in the US. All the largest industries in the region have a location quotient greater than one with significant concentrations in Gambling Industries (Hollywood Casino) and Beverage Manufacturing (Pri Pak, Inc. and Seagrams).

Largest Industries in Dearborn and Franklin Counties

Description	2019 Jobs	2014 - 2019 % Change	2019 Location Quotient
Education and Hospitals (Local Government)	2,381	-4.26%	2.20
Restaurants and Other Eating Places	1,919	26.08%	1.42
Local Government, Excluding Education and Hospitals	1,169	1.12%	1.62
Gambling Industries	1,034	6.60%	69.91
General Merchandise Stores, including Warehouse Clubs and Supercenters	495	10.74%	2.01
Grocery Stores	492	-3.53%	1.46
Individual and Family Services	462	24.86%	1.43
Beverage Manufacturing	435	19.83%	12.99
Motor Vehicle Parts Manufacturing	412	6.74%	5.46
Nursing Care Facilities (Skilled Nursing Facilities)	400	12.36%	1.99

MOST SPECIALIZED INDUSTRIES

The table below provides the top ten industries in Dearborn and Franklin counties with the highest location quotient and at least ten employees. These industries include Gambling Industries and Beverage Manufacturing as mentioned before, but also Hardware Manufacturing, Glass and Glass Product Manufacturing and Vending Machine Operators (see chart below). While most of the specialized industries are in manufacturing, Gambling Industries is by far the most concentrated and employs the most people. With over 1,000 jobs and a location quotient of 69.91, this industry is over twice as concentrated as the next most concentrated industry (Hardware Manufacturing).

Industries with the Highest Location Quotient in Dearborn and Franklin Counties

Description	2019 Jobs	2014 - 2019 % Change	2019 Location Quotient
Gambling Industries	1,034	6.60%	69.91
Hardware Manufacturing	84	-10.64%	26.41
Glass and Glass Product Manufacturing	248	10.71%	22.89
Vending Machine Operators	85	193.10%	17.42
Beverage Manufacturing	435	19.83%	12.99
Psychiatric and Substance Abuse Hospitals	136	27.10%	8.66
Other Miscellaneous Manufacturing	267	-41.96%	7.31
Other Chemical Product and Preparation Manufacturing	63	34.04%	5.99
Water, Sewage and Other Systems	36	-5.26%	5.47
Motor Vehicle Parts Manufacturing	412	6.74%	5.46

CLUSTER ANALYSIS

In order to better understand how Dearborn and Franklin counties fits into the broader Cincinnati region, the following looks at the top clusters in the metro area. This initial analysis is used to identify cluster strengths in which Dearborn and Franklin counties can tap into for business attraction efforts.

Industry clusters differ from industry sectors in that they represent groups of related clusters that are generally connected through supply chains. Within the Cincinnati region, two major clusters stand out. These clusters rank the highest when analyzing the following statistics:

- Earnings per worker
- Growth
- Regional competitiveness (regional growth greater than national growth)
- Regional specialization (location quotient)
- Gross regional product (GRP)

Aerospace Vehicles and Defense: 78

NAICS	Industry	Jobs	Score
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	1,037	29
336412	Aircraft Engine and Engine Parts Manufacturing	11,379	87

336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	866	22
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Downstream Chemical Products: 60

NAICS	Industry	Jobs	Score
324191	Petroleum Lubricating Oil and Grease Manufacturing	103	28
325130	Synthetic Dye and Pigment Manufacturing	832	39
325510	Paint and Coating Manufacturing	447	26
325520	Adhesive Manufacturing	133	23
325611	Soap and Other Detergent Manufacturing	3,258	100
325612	Polish and Other Sanitation Good Manufacturing	341	25
325620	Toilet Preparation Manufacturing	1,621	30
325991	Custom Compounding of Purchased Resins	82	22
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	823	27

TARGETED INDUSTRY ANALYSIS

METHODOLOGY

The following targeted industry analysis is based on overall industry performance relative to a few key metrics:

- Industry Employment in Region (Dearborn and Franklin Counties);
- 2014-2019 Percentage Growth in Region;
- 2019-2024 Projected Percentage Growth in Region;
- Region Location Quotient;
- Region Competitive Effect;
- 2014-2019 Percentage Growth in Metro (Cincinnati Metropolitan Statistical Area);
- 2019-2024 Projected Percentage Growth in Metro;
- Metro Location Quotient;
- Metro Competitive Effect;
- Total Imported Purchases in Metro;
- Percent of Aerospace & Defense Purchases Imported; and
- Percent of Downstream Chemical Products Purchases Imported.

Rankings were averaged across industry clusters in order to get an overall score for a given cluster. The top ten clusters were reviewed and evaluated given qualitative information not included in the above analysis to provide a few key target clusters for the region.

MEDICAL DEVICES

The Medical Device cluster consists of the five industries below. This cluster ranked the highest on average primarily due to consistently average scores across the industries. Out of 993 total industries, the lowest ranked industry in this cluster was Optical Instrument and Lens Manufacturing at 277. Dental Equipment

and Supplies Manufacturing was the highest ranked at 16. Overall these industries scored well due to a high projected growth over the next five years and the high percentage of purchases being imported by the Aerospace and Defense and Downstream Chemical Products clusters.

- Dental Equipment and Supplies Manufacturing
- Surgical and Medical Instrument Manufacturing
- Surgical Appliance and Supplies Manufacturing
- Ophthalmic Goods Manufacturing
- Optical Instrument and Lens Manufacturing

AEROSPACE VEHICLES AND DEFENSE

Even though the Aerospace Vehicles and Defense cluster is a strong cluster within the Cincinnati region, the analysis shows there are areas in which to strengthen it through the associated supply chain. Of the industries in the cluster, listed below, Aircraft Engine and Engine Parts Manufacturing is by far the strongest for the Cincinnati metro with over 10,000 jobs. Within the targeted industry analysis, Aircraft Manufacturing ranked the highest, primarily due to the percentage of purchases that other Aerospace and Defense cluster imports. However, in general, aircraft manufacturers rarely relocate operations due to large capital investments. Overall, many of the industries in the cluster ranked highly, indicating there are opportunities to grow upon this asset in the Cincinnati region and connect to the supply chain in Dearborn and Franklin counties.

- Aircraft Manufacturing
- Other Aircraft Parts and Auxiliary Equipment Manufacturing
- Aircraft Engine and Engine Parts Manufacturing
- Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing
- Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing
- Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
- Guided Missile and Space Vehicle Manufacturing

INFORMATION TECHNOLOGY AND ANALYTICAL INSTRUMENTS

The Information Technology and Analytical Instruments cluster includes the manufacturing of a variety of electronic components from circuit boards and semiconductors to computers and cameras. Analytical equipment and operation related industries are also included in this cluster. Similarly, to the Medical Devices cluster, the industries in this cluster generally ranked highly due to large projected growth in the Cincinnati region and high percentage of purchase imported by the major clusters. The industries that ranked the highest in this cluster include Bare Printed Circuit Board Manufacturing; Electronic Computer Manufacturing; and Electromedical and Electrotherapeutic Apparatus Manufacturing.

- Bare Printed Circuit Board Manufacturing
- Electronic Computer Manufacturing
- Electromedical and Electrotherapeutic Apparatus Manufacturing

- Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
- Audio and Video Equipment Manufacturing
- Analytical Laboratory Instrument Manufacturing
- Computer Storage Device Manufacturing
- Blank Magnetic and Optical Recording Media Manufacturing
- Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
- Electronic Connector Manufacturing
- Semiconductor and Related Device Manufacturing
- Totalizing Fluid Meter and Counting Device Manufacturing
- Other Electronic Component Manufacturing
- Photographic and Photocopying Equipment Manufacturing
- Irradiation Apparatus Manufacturing
- Semiconductor Machinery Manufacturing
- Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing
- Computer Terminal and Other Computer Peripheral Equipment Manufacturing
- Printed Circuit Assembly (Electronic Assembly) Manufacturing
- Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables
- Software Publishers
- Other Measuring and Controlling Device Manufacturing

FOOD PROCESSING AND MANUFACTURING

The Food Process and Manufacturing cluster includes 47 different industries related to food manufacturing, including beverage production. Due to the diverse range of industries in this cluster, some industries may be more attractive than others. In particular, the industries listed below scored the highest in the analysis. The region's existing strengths in Beverage Manufacturing as well as access to water via the Brookville Reservoir, Whitewater River, the Ohio River, and their aquifers makes the region an attractive location for this industry.

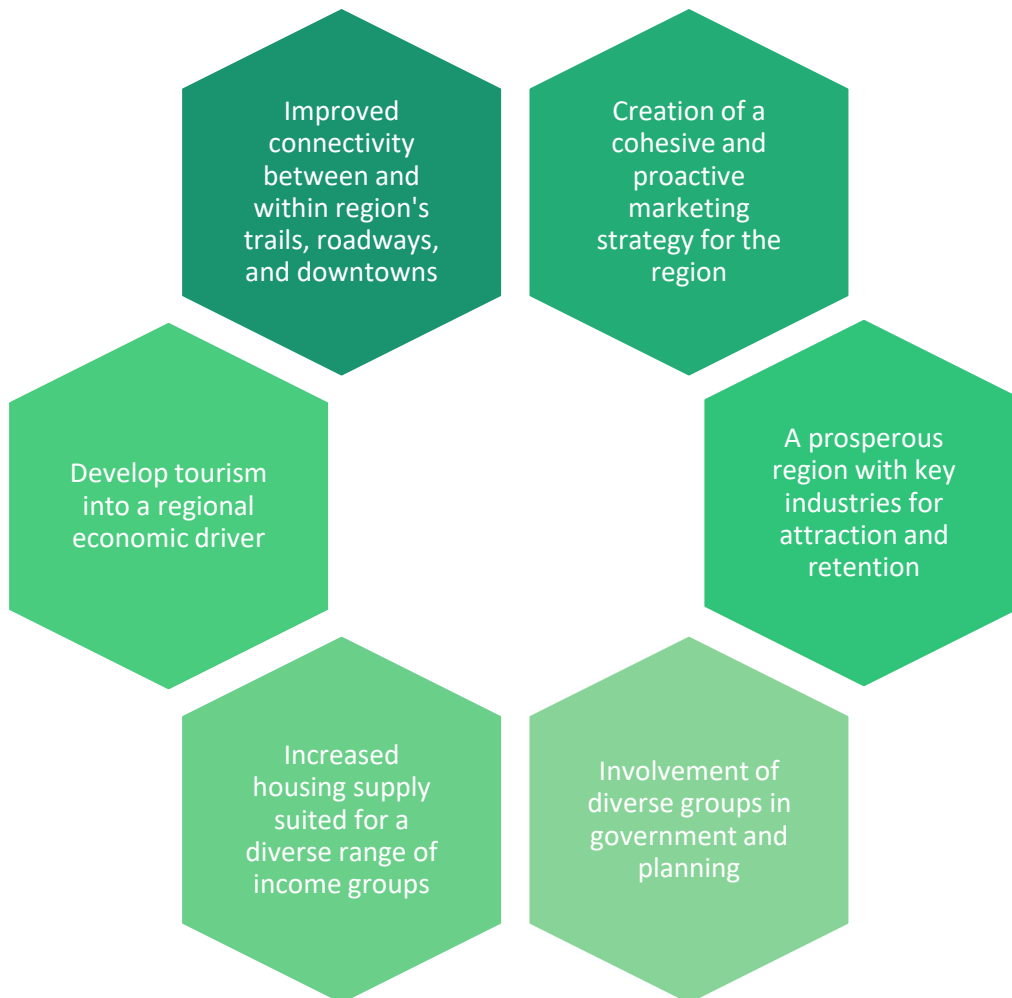
- Distilleries
- Cheese Manufacturing
- Dog and Cat Food Manufacturing
- Coffee and Tea Manufacturing
- Glass Container Manufacturing
- Spice and Extract Manufacturing
- Flavoring Syrup and Concentrate Manufacturing
- Wineries
- Wet Corn Milling
- Frozen Fruit, Juice, and Vegetable Manufacturing

COMMUNITY ENGAGEMENT

SUMMARY

As part of the planning process, perspectives from stakeholders were gathered through two key stakeholder meetings. The first stakeholder meeting gathered 18 representatives from Franklin and Dearborn counties to introduce the project, its purpose, and gather baseline information on each county’s role in the region. Participants represented county developers, health professionals, economic developers, elected officials, and community leaders. The complete list of participants in meetings are in appendix. To gather insight, the TPMA team facilitated county-centric discussions in small groups. Next, the groups divided into mixed-county groups to discuss their vision for the region, create a descriptive Word Cloud, and a SWOT analysis associated with their collective vision for the region’s future. The second stakeholder meeting included activities for participants to prioritize goals and develop likely action items, responsible parties, resources, and potential projects for the final plan.

Key components of the vision for the region that emerged during the first engagement included:



MY COMMUNITY

The “My Community” activity allowed for stakeholders to highlight opportunities for their respective counties. Stakeholders were divided by county and asked to discuss key assets and opportunities to tell the story of their community and its challenges. From the exercise, the stakeholder group discovered each county experiences similar barriers to growth. In addition, the participants discovered parallel opportunities for growth and shared characteristics that define them as a region. In conclusion, the “My Community” activity set the stage for a regional conversation on next steps for bringing county assets together to build capacity. The following summarizes the key themes and information that were uncovered from each group.

Dearborn County

Dearborn County participants focused on major assets such as existing tourism. Specific assets included community events, indoor, and outdoor recreational activities. The Fall Festival of Lawrenceburg is an annual festival featuring local and national talent, foods, and family friendly activities and was listed as a key event that draws individuals into the area. The arts tourism scene, led by the Dearborn Highlands Arts Council, was also described as an enriching and diverse activity for visitors and locals alike. Perfect North Slopes, located in the east central part of the county, is a well-known asset to the community as well. The participants found consensus around this list of tourism assets and discussed the desire to increase the length of visits from one day to overnight.

Participants also discussed the proximity to major transportation outlets including I-74, Indiana State Road 1, US-52, and connecting Ohio highways. Proximity to Ohio and growing northern Kentucky, was identified as an asset. However, the perception of the commute’s length by non-county residents was highlighted as a challenge to overcome. The Dearborn County participants also discussed the county’s physical appearance as an asset. Specifically, the county’s rolling hills, and Hidden Valley Lake provide visual appeal and the group agreed that marketing could increase visitor awareness of these recreational assets. In addition, the historic city and downtown charm of each community within the county were described by the group as “ripe for relocation and expansion.”

The group participants felt that while proximity to major transportation is an asset, the infrastructure upkeep of the major roadways is an opportunity. With aging infrastructure, Dearborn County feels like two counties in a county. Specifically, the group discussed the northeastern part of the county as a higher wage, commuting, and growing community while the southwest part of the county is experiencing low wages and industry growth. Along with the theme of connectivity and improved parks planning, the discussion of trail connectivity throughout the county was a suggested opportunity for Dearborn. Group participants also felt the investment in redeveloping downtowns is being hindered by decreasing budgets on the attraction and retention of businesses.

Franklin County

Franklin County participants highlighted natural resources, people, and development as assets to the county. Brookville Lake, the county’s most visited tourist spot, brings visitors throughout the summer season. When visitors arrive, Oldenburg, Metamora, and Brookville were discussed as charming downtown locations for family-friendly activities. Additionally, the county’s trail system is growing and access to Brookville Town Park, Whitewater River Canal, and Lake Trails were considered a positive addition to the county.

The Franklin County group sees recent quality of place projects as a positive enhancement to the tourist attraction. For example, Valley House Flats and a new hotel will be completed within the year, encouraging new residents and visitors to stay in the heart of downtown. Group participants felt the Aquatics Center, with an anticipated finish date of 2021, was another development opportunity that sets Franklin County apart. Aside from recent development and natural resources, the residents within the county offer talent and work ethic that county group participants feel one cannot find anywhere else.

With an improving educational system, the talent is strong, and the county, along with Dearborn County (I-74 Corridor Group), recently applied to become a 21st Century Talent County. The 21st Century Talent designation would show the commitment of the county to using a systems approach to attract, develop, and connect Hoosier talent. The group discussed this as an asset, as participants are already seeing an increase of partnerships with local colleges, adult education programs, and a new SAT site for students.

The group felt that infrastructure is the biggest challenge for the county. Specifically, broadband is not strong and is “spotty” throughout the county. Another infrastructure challenge discussed was lacking utility options to develop sites including water, electric, gas, and sewer. Specifically, residents felt water and natural gas access need to be addressed due to lack of consistency for access at home and for industrial growth, particularly around SR-1. Another major infrastructure issue was the “isolation” effect felt by the county’s individual communities. Although there is access to I-74, it is not direct. In addition, the group felt there are a lack of transportation options other than the I-74 corridor, due to US-52’s frequent road closures and dependability issues.

Another major opportunity or need for the county was access to healthcare and childcare. The county group could not recall easily accessible physical and mental health offices within the county, leading to an overall wellness concern and opportunity for growth in healthcare offices. Additionally, the stretch from Laurel to Brookville was described as a “daycare desert” for lower-income individuals, showing the need for expansion in childcare.

REGIONAL VISION

The 18 attendees participated in a Regional Vision exercise to create a Word Cloud describing the region. Participants were asked to submit words that describe how they see Franklin and Dearborn counties coming together as a region. Stakeholders were divided into four groups and brainstormed words together. The words were submitted to PollEverywhere, an online real-time poll system, to be displayed into a cohesive Word Cloud displayed on the main screen. Once all words were submitted, the Word Cloud was displayed for the group and is located below.



After participants had a chance to review the provided words, the group discussed the surprising, encouraging, and challenging words used to describe the region. The group discussed the assets of both county and the overlapping opportunities to discover a vision for the region. In relation to overlapping concern, infrastructure was submitted most frequently as an area to focus economic development efforts. Specifically, when related to cooperation and funding opportunities the group saw “hand drawn lines” as potential challenges to perceived business accessibility and the stakeholders expressed concern with current local zoning laws. The suggested resolution to overcome this was to focus on increased regional thinking through stakeholder engagement and shared planning activities that foster regional cooperation.

Other commonly submitted words were prosperity and potential. The region would like to be prosperous, collaborating to capture its potential. To bring prosperity, respondents suggested moving into new industries, such as hemp and timber, just as ideas. The regional vision included Marketing as well, which was described by the group as marketing of the community and its assets to develop interest in becoming a play to live, work, and play for all. The word ‘Diverse’ was another main topic of conversation. The region discussed the need to be a welcoming community. With this desire, the discussion led to a conversation around race and culture, inviting the opportunity to develop the population. Another challenge discussed was the wellbeing and healthcare of the region. The community visualized addressing substance abuse and developing a comprehensive healthcare focus to bring hope to the region. In addition, the group discussed including surrounding communities such as Ripley County and the City of Batesville to more formally develop the region. Overall, the regional stakeholders developed a positive vision for the future and recognized a need for a Working Committee or Regional Authority to break down silos.

SWOT ANALYSIS

STRENGTHS



- Natural assets currently draw visitors to the region.
- Easily accessible to major roadways i.e. I-74, US-52, I-275
- The region has a strong sense of community and work ethic.
- Proximity to deep water

WEAKNESSES



- Regional aversion to change.
- Aging infrastructure in need of investment.
- Shortage of skilled labor.
- Shrinking tax base due to declining population.

THREATS



- Counties, Cities, Towns, and organizations not collaborating for funding opportunities.
- Current educational programming does not align with workforce needs and challenges.
- US-50 Congestion

OPPORTUNITIES



- Roadways that connect the region to nearby metropolitan areas.
- Existing agricultural base that can support the production of diverse agricultural products.
- Trails that can be easily connected.
- I-74, I-275, SR-1, US-50 and US-52 Corridors.

At the first stakeholder engagement session, the participants completed a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment of the region. The TPMA team synthesized key components brought up in the stakeholder engagement and aligned the information with quantitative data from the background report. The key themes were combined into a final assessment that clearly identifies the areas within both counties that are used as a base for the resulting goals and strategies.

The region's key strengths include roadway access, a strong local identity, and proximity to the regional airport and water access areas. The group discussed their love for the community's rolling hills and opportunities for outdoor exploration. These natural resources draw tourism and allow for a good quality of place. Additionally, the local communities have historically significant downtowns, each with a unique character. Although every town has its character, the region overall feels a strong sense of community and has developed a strong work ethic within the workforce.

When the stakeholders discussed weaknesses within the region, key themes of aging infrastructure, skilled labor shortage, and community resistance to change emerged. The discussion of aging infrastructure revolved around housing, roadways, sewer, natural gas, and water. Dearborn and Franklin County both need updates to infrastructure in order to support the current and future populations. In addition, the community has momentum behind change, but a weakness for the community is the "naysayer" groups that are often averse to change.

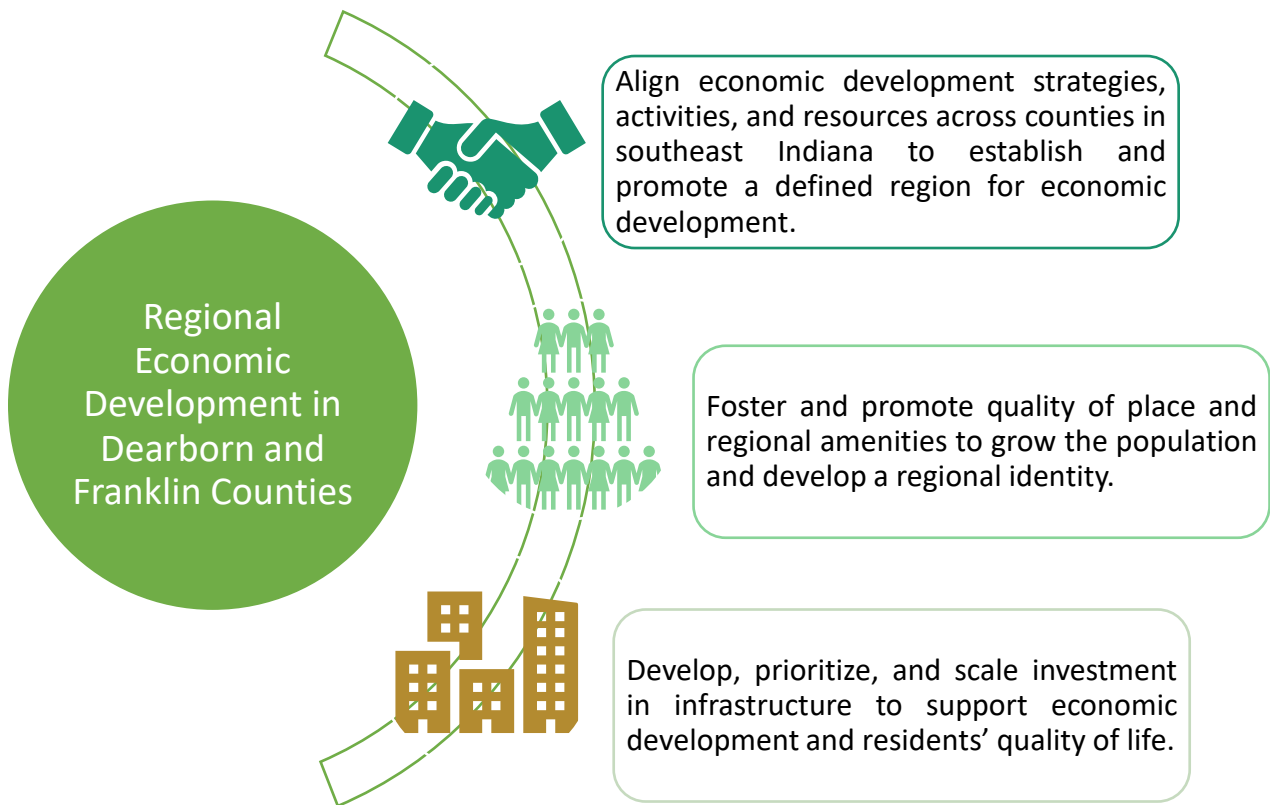
Primary opportunities for Dearborn and Franklin counties include new and improved roadways, addressing the lack of marketing, and improved access to educational opportunities in the region. The central location of the region is near the Cincinnati, OH MSA, Bloomington, Columbus and Indianapolis, IN which contributes to tourism potential. Bringing Visitors Bureau's to the table to discuss marketing and cohesive strategies will be an essential part of this process. A regional approach opens doors to new opportunities within and around the region for investment and growth through co-investment, planning, leadership, and connectivity. Additional marketing efforts can be made to leverage existing assets and an established tourism industry. The participants in the SWOT activity also see agriculture as an opportunity for growth.

Declining population, inadequate infrastructure, and the current condition of roadways are threats to the region's development efforts. Population decline threatens the ability to meet workforce demands and detracts from the overall tax base. In addition to population challenges, an aging water system puts pressure on the ability to meet potential demand from any new residential or commercial expansion. One issue that was reiterated by stakeholders from both counties was their commitment to developing local capacity and cooperation across county-lines and state agency boundaries. A specific example included the increased participation between county level tourism agencies to promote regional tourism's role in economic development to expand on existing efforts that follow state-defined initiatives.

Considering leadership and engagement to set the development agenda was also a key point from the region's threats. Specifically, failure to educate and advocate for development changes could lead to losing talent or frustration for those involved in making change. Another threat to the region is allowing others to "tell their story" as opposed to the region marketing itself.

GOALS

Based on the quantitative data analysis, stakeholder engagement, and relevant planning documents three (3) overarching goals were identified. These goals are intended to respond in general to the current state and future direction of both Dearborn and Franklin counties as part of a larger region. Each goal is supported by a set of nine focus areas that are intended to respond to characteristics, opportunities, and challenges unique to the counties. In addition, based on the SWOT analysis, existing planning initiatives and resources a Year-1 Work Plan was created that includes specific activities for the region to self-identify and establish a path forward.



GOAL #1:

Align economic development strategies, activities, and resources across counties in southeast Indiana to establish and promote a defined region for economic development.

Current efforts in Dearborn, Franklin, and the surrounding counties are at odds in terms of shared vision for the region and resource development. A regional approach to economic development will ensure the region is well positioned to overcome existing challenges. Regional challenges include stagnant or declining population, aging infrastructure, lack of planning, funding, and an existing labor shortage. To promote the region, this goal focuses on various methods to further establish a coalition of the counties surrounding Dearborn and Franklin to identify, support, and fund economic development activities. This goal intends to sustain the momentum needed to encourage a regional identity within both counties and beyond. The

second function is to identify key resource development strategies and organizational changes to support the implementation of regional strategies.

Franklin and Dearborn counties are home to several agencies, organizations, and individuals that focus on the multiple aspects of economic development. At the present, there are gaps between these efforts both within and across counties. During the first stakeholder engagement, groups identified the unique assets, challenges, and vision for their counties. The discussion highlighted the potential value to shifting toward a larger geographic boundary as a cohesive region. Current efforts in Dearborn, Franklin and the surrounding counties do not reflect this potential.

The gaps inherent in the currently defined region and missed opportunity to achieve economies of scale impacts each county's ability to secure the appropriate funds and support for large-scale projects and efforts. This goal recommends that Dearborn and Franklin counties work together to lead the region toward a more cohesive and shared vision that results in better resource alignment and larger impact of planning activities.

GOAL #2:

Foster and promote quality of place and regional amenities to grow the population and develop a regional identity.



The region's proximity to large cities means Dearborn and Franklin counties can draw on multiple nearby markets for tourists. This geographic advantage is enhanced by natural landscapes that set the region apart from large portions of the state. The natural landscapes offer family friendly activities and have been at the heart of the tourism industry for decades. To continue to foster and promote the quality of place and regional amenities, the community should focus on identifying where additional support and concerted efforts are needed to develop a regional identity.

The region should focus on the existing tourism industry to promote arts and entertainment that is unique to the region, creating a longer-lasting stay for visitors. In addition to attracting visitors, a key component of this goal is to grow the population through the marketing of Franklin and Dearborn County's education opportunities, community events, local arts scene, and the regional assets that would draw a family in to the area. Key components of this goal include marketing, producing materials to entice visitors, enhancing the trails system, and collaborating these efforts between counties.

GOAL #3:

Develop, prioritize, and scale investment in infrastructure to support economic development and residents' quality of life.



Despite geographic proximity to the nearby Cincinnati metropolitan area and Indianapolis, Franklin and Dearborn counties face connectivity challenges. These issues are the result of both mindset and opinion as well as lacking road infrastructure. In addition to needed improvements, congestion along the US-50 corridor adds to potential challenges in attracting additional residents or industry to the counties. Potential opportunities include the I-74, US-50/US-52, SR-1, and SR 101 to I-74 expansion.






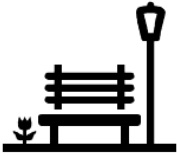



As the region focuses on development, infrastructural issues will need to be addressed. New homes and businesses will bring additional infrastructure needs to the region. Specifically, portions of Franklin and

Dearborn county’s roads currently require updates and repairs. The counties can co-invest in infrastructure and planning as a regional vision is established. In addition, major roadways such as US-52 and I-74 cause dependability issues. Efforts can focus on areas where additional residential and commercial growth is expected, but the region must consistently and strategically sell this vision through coordinated attraction and retention strategies for talent, development, and quality of life.

The region’s individual communities offer unique cultural downtowns for both residents and visitors. However, like most aging communities, Franklin and Dearborn counties are in much need of modern infrastructure investments. Along with roadways, a focus on high speed internet access, sewer, water, and workforce housing are vital to support economic development of the region. Efforts to attract additional residents to the region should include these improvements to support additional residential growth and quality of life.

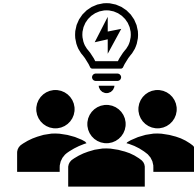
FOCUS AREAS

The following focus areas were identified as topics around which regional planning could most positively impact the three (3) identified common goals. While some of these focus areas may only address a single goal, some may impact multiple goals. These nine focus areas were identified as a result of engagement with the stakeholders at the Strategic Planning Session #2 and are indented to represent a comprehensive view to grow the region’s economy and quality of place.

Regionalism	 <p><i>Capacity</i></p>	 <p><i>Marketing</i></p>	 <p><i>Business Attraction</i></p>
Quality of Life	 <p><i>Housing</i></p>	 <p><i>Trails</i></p>	 <p><i>Amenities</i></p>
Infrastructure	 <p><i>Broadband</i></p>	 <p><i>Transportation</i></p>	 <p><i>Sewer and Water</i></p>

Focus Area 1: Regional Capacity

Regional capacity can help spur economic growth by identifying the funding and talent needed to accomplish the region's goals. A cohesive economic strategy can develop urgency in planning if the vision is reflective to the needs of Franklin and Dearborn. A good capital planning and budgeting process will direct the region to make smart investments leading into the future. Indiana has a variety of programs to support and foster regional collaboration in non-metropolitan areas. In order to be competitive for state-level funding, the region needs to focus on an inventory of the region's past investments and current needs as well as visualize what the region could be and identify projects that support the regional vision.



One program that could offer support for this effort is the Office of Community and Regional Affairs (OCRA) Stellar Communities program. The Stellar Communities program would provide support for the creation and implementation of projects that will highlight the key quality of place and infrastructure projects in need of investment. While providing a roadmap for investment in the region, this effort could also attract funds to the designated projects identified in the Regional Development Plan (RDP).

Another mechanism for building capacity in the region could be the establishment of a Regional Development Authority (RDA). An RDA would allow pooling of funds from local entities in order to invest in regionally focused projects. This could also allow the region to apply for project funds from the Regional Cities Initiative through the IEDC. The creation of a Regional Development Authority (RDA) could serve a pivotal role in funding centralized regional planning efforts, overseeing the shared investment of secured resources, and ensuring that progress is made across all counties within its boundaries.

Key Activities

1. Build upon the local leadership gathered for this planning effort, identifying additional stakeholders needed in order to build a cohesive regional definition and identity. This should include local elected leadership.
2. Identify additional partnerships in the region and surrounding counties.
3. Align county-wide strategic plans and ensure vision alignment with regional strategic plan.
4. Form a working group and engage local and regional government officials to ensure a cohesive leadership group when moving forward with applications for state and federal funding.
5. Evaluate capacity to complete the Stellar Communities process for 2020. This process can be completed in tandem with other suggested steps to build capacity as a region and could be an opportunity for funding and state-level support.

Focus Area 2: Marketing

A regional approach to marketing will build off the alignment of resources across counties. The objective is to tell a compelling story through a unified brand, collateral, and authentic narrative. This marketing effort can combine a variety of topics including tourism, economic development, talent attraction, or individual residents. Developing a brand creates a sense of personal ownership to prospective businesses and talent. Specifically, developing a cohesive strategy will require Franklin and Dearborn to continue to leverage assets and avoid competing for limited resources.



Building upon a regional focus on developing local amenities and quality of place initiatives, a unified brand and marketing strategy that promotes these successes can help spur additional positive momentum.

Key Activities

1. Identify partnerships and leaders to build a coalition for marketing the region.
2. Inventory existing marketing and branding tools utilized in each county, including the organizations currently focused on marketing the region in a variety of aspects.
3. Inventory assets in the region to identify what needs to be clearly marketed as a driver for individuals to live, work, or play.
4. Ensure a unified messaging across future and existing marketing efforts.
5. Determine additional organizational needs, capacity, or resources to support a centralized effort.

Focus Area 3: Business Attraction

While Dearborn and Franklin County have a large concentration of employment in service industries, such as Education, Government, Restaurants, and Gambling Industries, there is a significant manufacturing industry that can build a solid foundation for attracting related businesses and industries along the supply chain. A regional effort can help leverage Cincinnati assets and look to diversify the region away from a reliance on local government and service industries. In particular, the region has a high location quotient (a measure of industry concentration) in Hardware Manufacturing, Glass and Glass Product Manufacturing, and Beverage Manufacturing.



A targeted industry analysis examined industry clusters that could be attracted to the region based on existing strengths and broader supply chains in the Cincinnati metro area. The following clusters could be potential targets:

- Medical Devices
- Aerospace Vehicles and Defense
- Information Technology and Analytical Instruments
- Food Processing and Manufacturing

A regional strategy for business attraction would help leverage resources across the counties to develop a systemized approach to targeting businesses. Additionally, it would help eliminate competition between counties and provide a centralized marketing message for the benefits of doing business in the Franklin and Dearborn County region.

Key Activities

1. Analyze and confirm the targeted industries for the region.
2. Identify development sites, appropriate targeted industry and use, and any infrastructure needs.
3. Develop a cohesive messaging strategy for the region for each targeted industry.
4. Work regionally to develop consistent incentive policies and practices.
5. Determine organizational capacity needs, including the creation of a regional economic development organization.

Focus Area 4: Housing

To support additional population growth, the region will need to focus efforts on building and maintaining diverse housing. As the population in both Dearborn and Franklin Counties have seen mild decline, a focus on reversing this trend is vital to maintaining economic growth and quality services for existing residents in the region. Developing a diverse housing stock is vital to attracting additional residents.



The recent Dearborn County Housing Study (2019) suggested an investment in walkable neighborhoods could help attract future homebuyers. Allowing increased density in targeted areas of the County could help spur developers to build condos and townhomes. Additionally, a focus on historic preservation, restoration, and rehabilitation was recommended to improve current aging inventory.

Key Activities

1. Build on Dearborn County Housing Study completed in 2019 to conduct analysis of existing housing stock across the region, determining supply and demand for market rate and affordable housing of different types.
2. Identify targeted areas for development and potential projects.
3. Evaluate needed infrastructure or entitlement issues.
4. Determine key policy recommendations or incentives needed to spur development.
5. Engage prospective developers and identify needed gap financing.

Focus Area 5: Trails

The region's current trails system is growing and is currently attracting visitors. Dearborn Trail offers a multi-use hike, bike, walk, and skate trail through the communities of Lawrenceburg, and Aurora with plans to link to Greendale. The scenic routes along the Ohio River are a popular destination with picturesque views of the river and surrounding downtown districts. Franklin has almost 40 miles of popular trails, including Whitewater Trail and Mounds State Recreation Area, and Brookville Lake. The Whitewater Canal Trail recently opened a new section starting in Metamora and is seeing additional demand to widen and lengthen the trail.



Easily accessible trails are a strong economic driver and a key quality of life asset for residents, but the existing system has gaps and is not connected across counties. This focus area is on the creation of a cohesive plan for Franklin and Dearborn to expand trails and market as a system across counties. The trails currently travel through other regional assets (such as near Brookville Lake) are easily accessible to highways along the Ohio River, and can be marketed as a connection between the various attractions.

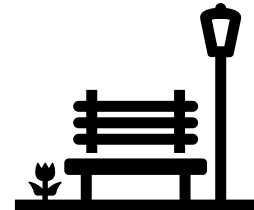
Key Activities

1. Building on the efforts of Dearborn County's current trails team, create a working group to begin the process of developing a Regional Trails Master Plan.
2. Align efforts with the Indiana State Trails Plan and initiatives led by the Indiana Greenways Foundation.

3. Build on the region’s current assets, including the Brookville Lake, the trails along the Oho River in Dearborn County, and Franklin County’s Whitewater Canal Trail.
4. Promote all types of trails, whether they are for bikers, walkers, horseback riders, ATVs or paddling canoes and kayaks down the waterways.

Focus Area 6: Amenities

Franklin and Dearborn Counties possess a mix of rural and small-town amenities near a major metropolitan area. This mix of natural amenities, accessibility to the Cincinnati market, and strong identities of existing communities means that both counties can deliver high-quality living for a broad range of lifestyles. This focus area will require two separate approaches to maximize the outcomes of enhancing amenities in both counties and the broader region. The first approach is to market existing amenities, followed by engagement to identify and develop new amenities.



The design of the region’s public spaces, centers of concentrated population, and accessibility should be considered when identifying locations of gathering places. This focus should involve extensive engagement with the community and will call upon the community’s assets of art, culture, and individuals to follow through.

Collectively, this effort should encourage a place of well-being as individuals consider the region as a place to live, work, or play. Some efforts should focus on creating more awareness about existing amenities, while others may seek to develop new amenities to compete for businesses and talent. The presence of amenities enhances overall efforts to retain and attract residents, support housing development, and assert the region’s identity as a high-quality community.

The region hosts many local events and should consider opportunities to cross-market events and create new ones that engage the region at a larger level. In hopes of encouraging young individuals to call the region home, this area also focuses on creating gathering spaces with strong Wi-Fi, collaborative spaces, and up-to-date technology. The creation of co-working offices can also be used as a tool in historic area redevelopment.

Key Activities

1. Establish and identify sub-regions to focus asset mapping and target outreach efforts.
2. Develop procedure to solicit public input on desired amenities. Some approaches include surveying, focus groups, and public outreach.
3. Consolidate public input and develop potential partners and timelines for execution.
4. Identify resources, needs, and gaps to implement specific projects within focus area.
5. Expand marketing of new and existing amenities to increase awareness and level of use.

Focus Area 7: Broadband

Broadband access is essential to support a 21st century economy and is increasingly a point of focus for economic development for communities across the United States. The advancement of economic development in the entire region requires the deployment of broadband systems that meet the growing connectivity needs of households and businesses in a modern economy.



Broadband was listed as a priority in the Dearborn and Franklin County Strategic Plans from 2018 and 2015 respectively. Extending and enhancing services to the region is listed as an essential step to growing the population and ensuring digital inclusion in the 21st century global economy. In order to meet the Federal Communications Commission (FCC) minimum standard of 25 Mbps download and 3 Mbps upload speeds, the region will need to engage the public, document resources and gaps, and formulate a deployment and adoption plan.

To continue this process, promote and strengthen networking through the formation of partnerships between public and private entities with their broadband providers. Currently, the Southeastern Indiana Regional Planning Commission is doing work toward rural broadband expansion, which will be a good springboard for partnership development. The Southeastern Area Regional Plan will be a springboard for development. In addition, develop a map of the region to display locations that are a high focus, signifying the need for funding as it becomes available.

Key Activities

1. Evaluate accuracy of national broadband coverage estimates with recent local broadband studies and local knowledge.
2. Develop a map of the entire region to prioritize key areas with high concentration of unserved individuals, businesses, or upcoming infrastructure projects.
3. Identify technologies best suited to target areas for broadband expansion to estimate total cost of implementation, engage impacted or responsible parties, and gauge financial requirements.
4. Establish responsible parties for implementation and management of system upkeep and internet provision.
5. Secure funding and implement financial models required to capitalize expansion of broadband systems.

Focus Area 8: Transportation

The location of Dearborn and Franklin Counties near the I-74 corridor to Cincinnati provides an important asset in attracting businesses and people. However, additional connectivity along national and state highways in the region would help enhance and grow this asset. The US-52 corridor runs parallel to I-74 to the north from Indianapolis through Brookville in Franklin County and connecting to I-74 in Dearborn County. State Road 1 connects near US-52 and Cedar Grove in Franklin County to Greendale in Dearborn County. Improvements to these corridors would ensure better transportation access within the counties forming needed regional connections for residents and workers in the counties.



Key Activities

1. Evaluate status of transportation priorities outlined in the 2015 Southeastern Regional Comprehensive Economic Development Strategy (Southeastern Indiana Regional Planning Commission staff).
2. Conduct updated or additional analysis on high volume traffic routes to identify new and/or changed priorities.
3. Complete local and county Comprehensive Plans with clear transportation priorities.
4. Develop regional transportation infrastructure working group and liaise with appropriate state and regional partners.
5. Begin process with completion of the proposed SR 101 expansion from Markland Dam to I-74 as well as the connection from Vevay (Switzerland County) to US 5 (Dearborn County).

Focus Area 9: Sewer and Water

The counties should work individually and then collectively to understand where sewer and water service will or will not serve existing and future development areas within each county. It is important to determine where development areas are not or will not adequately serve future industrial, commercial, and residential development. A joint sewer and water task force should be supported by each county to prepare a regional master sewer and water plan that best serves existing needs and future economic development needs as well. Many existing and future development areas straddle the I-74 Corridor with future benefits to each county.



The best solutions for sewer and water service to these areas will likely come from both counties as a regional solution depending on the specific development area along I-74 Corridor. The Regional Sewer and Water Task Force should review these development areas along the I-74 Corridor to prepare recommendations on how best to serve these areas with adequate service today and into the future. Recommendations of the Regional Sewer and Water Task Force should be shared with each county administration, City of Batesville, and other local units of governments and local utilities who may play a role in the long-term solutions to these development areas along the I-74 Corridor.

Key Activities

1. Identify water treatment centers and existing sewer lines across region into a consolidated map of water infrastructure.
2. Utilize map to identify areas where existing systems are under or over capacity and assess potential for regional water system expansion. Areas that also coincide with planned development should be prioritized first.
3. Conduct environment and feasibility analysis to document major obstacles to development.
4. Create budgets for expansion and maintenance and identify likely finance models and funding sources to support implementation.

YEAR 1 WORK PLAN

With a vision, goals, and focus areas identified for the currently defined region, the next steps to activating progress on this plan are listed below. The region's success lies in the actions taken today to maintain current assets while increasing investment in the quality of life in its communities. Current hurdles to success include infrastructure, regional aversion to change, and a slowly declining population. The recommendations for a Year 1 Work Plan highlight the necessary partnerships and resources needed to build a cohesive leadership team and organize a structure around community engagement. It will be important to engage not only additional and elected leadership but also residents in the early stages of regional development in order to be sure collaboration and cohesion between the counties is maximized. Resident involvement will challenge ideas and progress on provided goals.

The Year 1 Work Plan outlined below builds on the current momentum to encourage sustainable partnerships and capacity building. Below are four phases to moving the region forward in an innovative and proactive way. Key assumptions when creating the Year 1 Work Plan include:

1. The Work Plan will be led by Dearborn and Franklin County leadership to start, with additional key players joining when the region is more clearly defined.
2. Additional support and leadership will buy into the vision and established goals of this regional plan to serve as a basis for future development.
3. The community will buy into the vision and established goals of this regional plan to serve as a basis for engagement and cohesive project planning.
4. Finalized working groups will establish responsible parties and delegation of tasks related to goals.

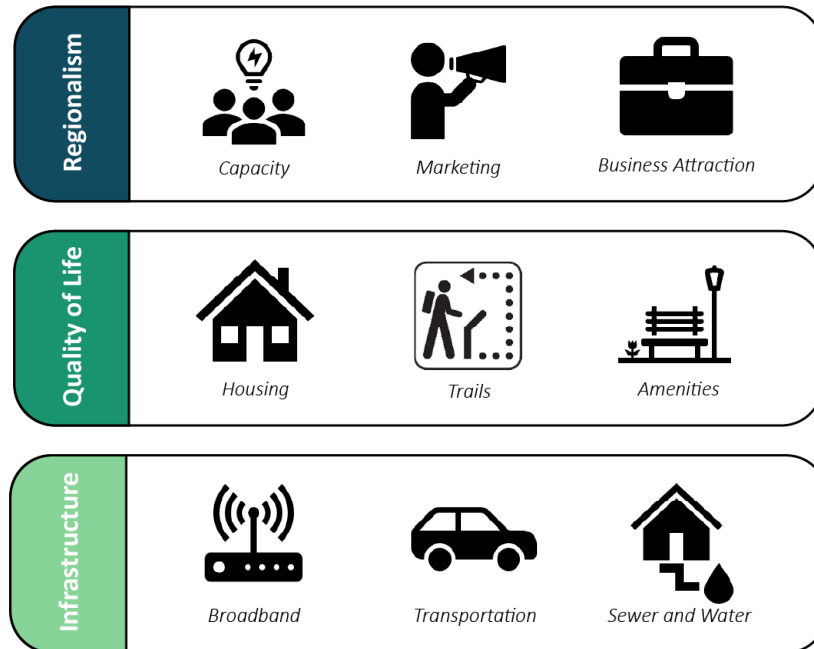
DEFINE THE REGION

Throughout the process of this initial IEDC Pilot Program, Franklin and Dearborn County leadership have made it clear that more voices need to be at the table. As working groups develop around the Focus Areas outlined in this plan, identifying additional leadership and communities that would strengthen the regional partnership will help more clearly define the region and ensure execution of the plan.

Action Step	Timeline
Initiate conversations with Local Governmental Leadership to evaluate support and level of interested engagement in regional efforts and development.	Jan-Feb
Hold regular community forums to share relevant information and opportunities to stay engaged in regional processes.	Jan
Identify benefits and barriers to completing the Stellar LOI.	Jan-Feb
Establish a platform for external communications including online presence, social media, and outreach opportunities for community events.	Feb-March
Develop a regular internal communications schedule and platform to ensure all parties of the region are up to date on initiatives and Working Group related projects.	Jan-March

ESTABLISH WORKING GROUPS

The nine identified Focus Areas for the region provide a comprehensive approach to economic development at a regional level. In any given Focus Area, it is necessary to empower a team that is specialized and interested in the Focus Area and its viability. Identifying leadership, working groups, and the necessary resources to sustain the working groups can help meet goals at a quicker and more sustainable rate. In addition, the groups can work cohesively to carry out the vision of the region with a wide range of community input and voice. The following working groups are recommended to achieve Focus Area goals and visions within the region:



Action Step	Timeline
Identify appropriate leadership that will commit to a specific Working Group or the regional efforts as a whole	Jan-March
Open the Working Group Committees to the public for those interested in participation at a higher level on project development to carry out the vision.	Jan-June
Complete an asset map of organizations from all sectors and across the region to identify the appropriate partnerships for success and sustainability.	Feb-March
Create a regular meeting schedule for Working Groups to meet individually and for the Working Group leadership to come together and report out progress.	Jan-December
Establish a communication strategy for each Working Group and a Working Group Leader	Jan-April
Identify projects related to each Focus Area in alignment with the region’s vision that are unique and will build on the region’s assets.	Jan-May

DEVELOP PROJECTS

The objective outcome for each working group within the first year should be to further vet and develop action plans to implement each project identified in previous steps. Each of the three working groups will be tasked with ensuring that proposed projects further the overall region’s economic development, are feasible, and will garner public support. As each project is identified, the appropriate public officials, local stakeholders, and responsible parties should be involved during the planning phase. From this step, the working group will incorporate feedback to modify the project, if necessary, and initiate the planning and implementation phase. Through this process, a full budget and any design and technical documents will be developed. These will enable the working group to justify the project and develop both public and financial support to implement. In addition, these key pieces of information will enable the working group to compete for outside funding where needed to realize each project.

Action Step	Timeline
Develop budgets for identified projects to begin gathering information on where to go for funding.	March-July
Identify renderings, drawings, and the necessary partners for project development. Use this ‘project catalog’ for when funding becomes available that fits the project’s criteria.	March-August
Engage community on most important projects to fund in order of importance.	June-September

IDENTIFY FUNDING OPPORTUNITIES

As the Working Groups and leadership organize around project development and implementation, funding to move forward with the regional vision will need to be identified. Given the increased competitiveness within development, regionalism has recently been encouraged by the state and may increase the opportunity for funding. Specifically, the Stellar Communities Program is an opportunity to maximize the newly developed regional partnership and receive funding for project implementation and planning. This Work Plan is designed to align with the timeline required by the Stellar Communities Program. In addition, the region may want to focus on merging local funds to implement the regional vision.

Action Step	Timeline
Review the Stellar Communities Program as an opportunity for funding to be completed in 2020.	Jan-Feb (if pursued process will go through December)
Identify funds at the local level budget to put toward projects.	February
Engage partners on their funding availability to identify a variety of funding sources for projects.	March-April
Complete a funding scan for additional opportunities and grants.	May

APPENDICES

APPENDIX A: LITERATURE REVIEW DEARBORN COUNTY

Dearborn County Data Snapshot 2018

The Data Snapshot includes an overview of economic, demographic and labor market data for Dearborn County.

Dearborn County's population has shifted dramatically since the 1970s, most notably in the population's age distribution. The population at or reaching retirement age has become the largest share of the County's population since 2000. That shift may have important implications regarding the need for health care, housing, transportation options, and more. In addition, Dearborn County has also experienced growth in its ethnic diversity over the last 16 years. About 1.3 percent of Dearborn County's residents is now of Hispanic origin, double the 0.6 percent level in 2000. Nearly 40 percent of the adults in the county had only a high school education in 2016 with an additional 9 percent of adults with less than a high school education.

Dearborn County experienced a growth in both the number of firms and jobs between 2000 and 2016, driven by a large proportion of the growth attributed to startups and small businesses. The Snapshot outlines a significant loss of jobs in Arts, Entertainment, and Recreation that may correlate to a loss of tourism revenues to the County. Overall, the real median household income decreased by \$6,575 in the 16-year time period. On the other hand, the report shows real per capita income increased by \$2,071 from 2000 to 2008, with further increase of \$2,507 by 2016. The report identifies this data to show that there is a segment of the population that is becoming wealthier while another segment is losing ground and becoming poorer.

The Snapshot identifies nearly 72 percent of residents from Dearborn County are working outside of the County. Additional questions posed in this document include reason for outflow of labor and relationship to neighboring counties. The census tract level data from FCC (Federal Communications Commission) indicate that all areas of Dearborn County, other than one census tract in the east, has some population with no connectivity. One tract located to the Northwest has 26 percent of residents without connection to 25/3 broadband (25 Mbps download and 3 Mbps upload).

Housing Study 2019

The Housing Study analyzes current and future housing plans for Dearborn County. The Study provides an overview of existing housing issues and concerns by professionals with local housing experience:

- Construction costs are limiting the number of new homes that can be built;
- Access to sanitary sewer in some unincorporated areas limited new housing growth;
- Understanding of the economic benefits of new housing development;
- Revision of home building requirements in unincorporated areas to improve housing economics;
- Improvement of walkable neighborhoods to attract future homebuyers; and
- Historic preservation restoration and rehabilitation could improve current aging inventory.

Based on the market demand, desired market profiles, and existing inventory conditions, the consultant and the Dearborn County Housing Task Force recommended the development of the following programs to spur development and alleviate barriers to new housing: infill housing demolition, first-time homebuyer

program, and good landlord program. In general, it is only financially feasible for homes that exceed \$200,000 to be built profitably under current market conditions. This limits affordability of housing as only homes well over \$200,000 can be built, which limits the number of households who can afford these relatively higher priced homes and leaves families who cannot afford this price struggling to find housing in Dearborn County. Specifically, areas for new housing were identified as Greendale, Lawrenceburg, and Aurora.

One Dearborn County Economic Development Action Plan 2018

This Plan outlines strategies to attract Foreign Direct Investment, embrace cultural change, plan for the technology of the future, and identify a unique advantage in industry and business attraction. Additionally, the plan identifies a need to work together as a Region to span political boundaries and reduce costs. This report uses existing community plans to identify shared opportunities and challenges. These key items were prioritized, and an action plan was developed around those with the most potential to favorably impact all communities across Dearborn County. Specific topic areas include:

Housing

This plan suggests the creation of a Housing Task Force that meets regularly to guide and manage the implementation of the objectives outlined. The task force will track progress and modify action items as necessary to accomplish the goals. The assembled team will include housing industry professionals, utilities, planning experts, community representatives and others pertinent to the work.

Trail Connectivity

Dearborn County desires to expand the multi-use trail network to connect neighborhoods to local attractions, interconnect Dearborn County communities and to make regional connections. The priority will be to finish the Dearborn Trail, which will serve as the backbone of the trail system. The Trail Connectivity Task Force will meet regularly to guide and manage the implementation of the objectives outlined. They will track progress and modify action items as necessary to accomplish the goals. It is recognized that the master, county-wide trails, and regional/state trails plans should be integrated with local priority trails. The assembled task force team will include trail users, community representatives, planning experts, public partners and others pertinent to the work.

Downtown Redevelopment

The Plan identifies town centers and riverfront districts as the core of Dearborn's communities. Leadership hopes to encourage investment and redevelopment within these districts to enhance their role as live/work/play destinations for locals and visitors alike.

Tourism and Culture

Dearborn County is known for its natural setting along with its mixture of art, cultural and recreation attractions. The Regional Plan will build on these assets by reinvesting in regional attractions. At the same time, they will encourage the creation of new complementary facilities.

Business Retention & Attraction

The Dearborn County region is primarily known for being a great place to live and play. Increasingly, they want to be known as a great place to start and operate a business. To accomplish this, the Plan hopes to foster a culture of entrepreneurship and innovation that can take advantage of the talent the community is seeking to attract. The leadership will also continue to invest in economic development opportunities

that take advantage of the existing local assets such as the proximity to rivers, interstate access and location in the Greater Cincinnati market.

Workforce Development

The Plan recognizes that having a ready and educated workforce is critical to attracting economic investment. A focus to support workforce development through outstanding public schools, vocational training and providing higher education opportunities will lead to changes in the community.

U.S. 50 & Transportation

US Highway 50 plays many critical roles in Dearborn County's economy including welcoming visitors, establishing community identity, commuting residents to work, as a commercial freight corridor and for industrial opportunities. The Region will demonstrate a sense of urgency in developing long-term solutions to US Highway 50 traffic congestion that is hindering economic growth.

Infrastructure

The Dearborn County region will encourage investment in the infrastructure needed to support the community's housing, trail, downtown, community attraction, economic development, workforce development and transportation goals. These investments include drinking water, sanitary sewer, stormwater, broadband and telecommunications infrastructure.

Greendale County Comprehensive Plan Update 2013

The Plan update establishes a framework and the associated strategies and policies to guide future growth and outline the community vision over the next five to ten years. The goals for the Comprehensive Plan Update keys into the main issues identified through the SWOT process. Specific goals revolve around the topics of

- Neighborhood Revitalization;
- Growth Management;
- Recreation & Tourism;
- Downtown;
- Transportation;
- Communications;
- Community Services; and
- Identity.

2012 Economic Impact of Tourism in Dearborn County, Indiana

The Impact of Tourism in Dearborn County was summarized in the 2012 Impact study. The study shows visitors spent \$9.7 million on lodging, \$23.5 million on food & beverages, \$12.6 million on shopping, and \$47.9 million on entertainment and recreation. In addition, the tourism sales per capita were \$2,54.45 for the County. Approximately 16% of all jobs in Dearborn County are supported by tourism to the region. In addition to the hotel and restaurant industry, tourism directly supports jobs in professional and business services, health and social services, real estate, finance, and insurance.

APPENDIX B: LITERATURE REVIEW FRANKLIN COUNTY

Franklin County, Indiana Strategic Economic Development Plan 2015

This report provides an overview of the 2015 Development plan, completed in partnership with The Kinnett Consulting Group. The team completed a SWOT analysis to determine the current status, future needs, and direction of the community. To achieve a comprehensive view, interviews on five topics were completed: the community of Franklin County, Utilities, Workforce/Education, Sites, and Quality of Life.

County strengths include physical terrain, resources, community, and resources. Weaknesses include transportation, geographic location, broadband, and infrastructure. The County recognized an opportunity for comprehensive regional marketing, development partners, and overall growth. Key, threats to this growth include lack of funding at the local and federal levels.

Three target industries were identified for Franklin County as viable options to grow the economy which include Tourism, Service, and Manufacturing industries. The Plan recommends enhancing the Economic Development Commission to be a formal group with an Advisory Board to give input on at least a quarterly basis. The recommendations also focus on specific projects, including:

- Extending Utilities to existing TIF Districts, specifically Golden Road Industrial Area;
- Engage DNR about development possibilities, work with County officials to coordinate, and Resort Developers to develop year-round resort on Brookville Lake;
- Construct a Zip Line across Brookville Lake to draw tourists from North America;
- A develop amphitheater site overlooking the lake to be a venue for performing arts;
- work with the current property holders in Metamora to consolidate the core properties and create a Living History site like Connor Prairie (previously owned by Earlham College) to present what life was like back in the early to mid-1800's in this part of Indiana;
- Develop Community Center is a community space for community-based activities, and specifically to include athletic activities for youth such as an indoor pool and gym; and
- Airport/Rail Development designed to further leverage the Rail system in Franklin County and enhance growth along the current rail corridor between Dearborn County and Brookville.

Franklin County Annual Plan of Work 2018

The 2018 work plan includes action items that are completed, are in process to complete, and have not seen substantial progress since the 2015 EDSP. Actions items with progress include:

- Investigate the potential impact of a 4th Ports of Indiana facility located in Southeastern Indiana;
- Support and review applications for INDOT's Community Crossings grant program;
- Support the Town of Brookville's efforts to fund an aquatics initiative in the community;
- Support the owner of the former Batesville Aviation Services property in the attraction of a new tenant, owner or operator;
- Work with elected officials and community organizations to maintain Franklin County's SDBC business advisor presence beyond 2018;
- Oversee the completion of a hotel feasibility study for the Brookville area by an independent consultant;
- Actively pursue hotel relationships and market the completed hotel feasibility study to potential franchises;

- Work with regional economic development partners to investigate possibilities for a regional college campus in Southeast Indiana; and
- Engage EDC members and community leaders in discussions about the ongoing operations and framework of the Franklin County Economic Development program.

Brookville Comprehensive Plan 2015

The Brookville Comprehensive Plan was initiated by the Town of Brookville in the spring of 2014 and lasted approximately one year. The intent was to develop strategies to build infrastructure that fosters growing business activities, to promote residential growth, and to improve entertainment options. Four elements reinforce Brookville’s vision and serve as the plan’s overall goals:

- Grow: Land Use Strategies & Economic Development;
- Move: Transportation and Mobility;
- Live: Community and Culture; and
- Serve: Public Facilities and Programming.

The Plan emphasizes the need for continued investment into the public spaces in and around Brookville as a focus of future capital improvements. Existing public spaces, such as the Brookville Town Park, Courthouse Square, Riverfront Trail, and the adjacent Brookville Reservoir, Tailwater Area, all serve as destinations and community landmarks for residents and visitors alike. New spaces to facilitate a permanent home for the local farmers market as well as seasonal activities should be developed over time. This plan also recommends that a downtown trail loop be included as part of the community’s comprehensive Trail & Greenway System Master Plan that connects the two forks of the Whitewater River and serve as the backbone of arts and culture, recreation, and historic district connectivity. This trail route will also link together many of the various historic sites and buildings throughout the Town, raising public awareness and accessibility to these treasured properties.

Oldenburg Comprehensive DRAFT Plan 2018-2019

Public input formed the foundation for the goals and ideas found in this document. Many of Oldenburg’s residents and visitors volunteered time to participate in a variety of planning activities including stakeholder interviews, a public survey, and a public workshop. stated that they value Oldenburg’s small and friendly town characteristics. The Oldenburg community expressed a strong desire to stay small and remain true to its history, heritage, and charm. Oldenburg will stay a quaint community that welcomes new residents and visitors to experience all that the town has to offer. The goals in each chapter are intended to be achieved within the next 1-10 years. These goals were created based on public input as well as information gathered from the steering committee.

Specifically, Oldenburg identified its anchor institutions:

- Sisters of St. Francis;
- Holy Family Church; and
- Oldenburg Academy.

Based on feedback, survey results, and stakeholder meetings, residents and visitors are interested in:

- Maintenance of the current size of the community;
- Land uses consistency with existing uses for the foreseeable future;

Development in town to take the form of infill.

The plan suggests the formation of a placemaking task force to help identify more opportunities to combine town resources with outside funding sources to develop larger, higher impact capital placemaking projects for the town. This combination of activities could also blend with other committee activities to help ensure any new improvements are well rounded and accomplish various town goals such as historic character and environmental sustainability. The recommendation for downtown is to explore options for community spaces such as a welcome center or a makerspace in downtown.

This plan is still being completed and is set to be finalized in August 2019.

APPENDIX C: LITERATURE REVIEW OF REGION

Comprehensive Economic Development Strategy 2015

The Southeastern Indiana Regional Planning Commission staff collected relevant data to provide a foundation for identifying and addressing regional issues for this plan. The Economic Development District for this plan includes Decatur, Jennings, Jefferson, Ripley, Ohio, Switzerland, Dearborn, and Franklin Counties. Growth centers for development were identified through the region and included the eastern corridor of US-50, running through Dearborn County and the I-74 corridor through Dearborn and Franklin Counties. Additionally, the population projections for the region show a slight, but steady increase in population for every county in the region, except Ohio County. The plan's cluster analysis identified specific emerging industries:

- Apparel & Textiles
- Biomedical
- Energy
- Information Technology & Telecommunications
- Manufacturing Sub-cluster (Electrical Equipment, Appliance, & Component Manufacturing).

The plan recognizes the region's dependence on three urban areas of Cincinnati, Indianapolis, and Louisville, but also identified the location as an asset, providing the region with an urban market to tap into. Built on the SWOT analysis, the plan identifies the regional vision as "Southeastern Indiana planning partners aspire to work together to build an environment in the region that contains:

- A strong foundation from which investment, both inside and outside of the region may be attracted.
- A competent workforce.
- Diversity of small and large businesses.
- A network and resources to support the entrepreneurial philosophy.
- A diverse and sustainable energy supply.
- Robust technology transfer for business- innovation, effective finance and governance.
- Educated and efficient local elected officials and community leaders.

The region's plan to achieve these goals includes collaboration across sectors. Additionally, inventorying the region's current training and education opportunities to see gaps in the region. The plan suggests developing a discussion around issues that prevent employees from staying at a job within the region. Additionally, priority transportation projects for the region include US-50 upgraded to 4-lanes and a US-50 bridge replacement in Lawrenceburg.

The region identified goals within subject areas of Economic Development, Community Development, Information and Communication, and Organizational Quality. The economic development goals included:

1. Identify existing economic clusters to determine target industries for attraction.
2. Assist LEDOs in skilled job training for labor force.
3. Create and retain jobs.

The Community Development-related goals relate to the physical health of the community, referring to HIV, substance abuse, and quality of living.

APPENDIX D: TARGET INDUSTRY ANALYSIS INDUSTRY DATA

Cluster TIA Rankings

Cluster	TIA Ranking
Medical Devices	0.374
Leather and Related Products	0.374
Aerospace Vehicles and Defense	0.372
Coal Mining	0.367
Information Technology and Analytical Instruments	0.360
Livestock Processing	0.359
Water Transportation	0.357
Vulcanized and Fired Materials	0.350
Metal Mining	0.350
Oil and Gas Production and Transportation	0.349
Nonmetal Mining	0.345
Automotive	0.343
Production Technology and Heavy Machinery	0.342
Upstream Chemical Products	0.341
Electric Power Generation and Transmission	0.341
Furniture	0.340
Plastics	0.340
Lighting and Electrical Equipment	0.337
Upstream Metal Manufacturing	0.336
Music and Sound Recording	0.335
Downstream Metal Products	0.335
Food Processing and Manufacturing	0.334
Communications Equipment and Services	0.333
Forestry	0.332
Biopharmaceuticals	0.331
Downstream Chemical Products	0.330
Trailers, Motor Homes, and Appliances	0.329
Tobacco	0.324
Hospitality and Tourism	0.324
Recreational and Small Electric Goods	0.318
Local Hospitality Establishments	0.318
Metalworking Technology	0.317
Jewelry and Precious Metals	0.317
Construction Products and Services	0.317
Apparel	0.317
Performing Arts	0.314
Paper and Packaging	0.314
Local Retailing of Clothing and General Merchandise	0.313

Cluster	TIA Ranking
Wood Products	0.311
Agricultural Inputs and Services	0.309
Printing Services	0.306
Insurance Services	0.305
Video Production and Distribution	0.302
Financial Services	0.301
Local Food and Beverage Processing and Distribution	0.299
Transportation and Logistics	0.299
Textile Manufacturing	0.299
Local Personal Services (Non-Medical)	0.298
Distribution and Electronic Commerce	0.295
Local Health Services	0.292
Local Motor Vehicle Products and Services	0.292
Local Household Goods and Services	0.291
Environmental Services	0.286
Fishing and Fishing Products	0.285
Local Logistical Services	0.285
Local Community and Civic Organizations	0.285
Footwear	0.283
Education and Knowledge Creation	0.281
Business Services	0.281
Local Education and Training	0.278
Local Real Estate, Construction, and Development	0.277
Marketing, Design, and Publishing	0.274
Local Industrial Products and Services	0.273
Local Financial Services	0.271
Local Utilities	0.271
Local Commercial Services	0.271
Local Entertainment and Media	0.269

Aerospace Vehicles and Defense

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Aircraft Manufacturing	0	0.0%	0.0%	0.00	0.00	725.6%	43.2%	0.01	11.81	\$359,314,820	99.8%	99.8%
Aircraft Engine and Engine Parts Manufacturing	0	0.0%	0.0%	0.00	0.00	20.2%	2.8%	18.33	635.83	\$1,149,858	0.0%	0.4%
Guided Missile and Space Vehicle Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$88,750,819	100.0%	28.7%
Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$10,488,742	100.0%	100.0%
Other Aircraft Parts and Auxiliary Equipment Manufacturing	0	0.0%	0.0%	0.00	0.00	4.5%	23.6%	1.08	154.58	\$195,728,009	87.2%	92.6%
Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$5,649,097	100.0%	100.0%
Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	0	0.0%	0.0%	0.00	0.00	36.5%	17.4%	1.12	448.33	\$312,855,956	78.5%	83.1%

Food Processing and Manufacturing

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Distilleries	322	72.5%	11.9%	157.32	17.11	66.9%	9.2%	3.63	-3.97	\$67,446,075	83.6%	91.3%
All Other Miscellaneous Food Manufacturing	0	0.0%	0.0%	0.00	0.00	-2.4%	5.2%	0.62	-33.41	\$81,897,461	26.3%	91.8%
Beet Sugar Manufacturing	0	0.0%	0.0%	0.00	0.00	-100.0%	0.0%	0.00	-31.76	\$21,945,960	2.8%	39.4%
Bottled Water Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$50,025,101	16.7%	96.4%
Breakfast Cereal Manufacturing	0	0.0%	0.0%	0.00	0.00	2.4%	2.3%	2.28	21.04	\$18,752,588	16.7%	96.4%
Breweries	19	476.2%	22.6%	1.84	14.82	82.9%	17.2%	2.38	-230.84	\$65,353,797	16.7%	3.9%
Cane Sugar Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$26,314,030	98.1%	97.8%
Cheese Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	58.9%	0.02	11.68	\$221,785,232	100.0%	96.6%
Chocolate and Confectionery Manufacturing from Cacao Beans	0	0.0%	0.0%	0.00	0.00	1357.8%	21.2%	0.07	5.64	\$31,091,049	100.0%	14.2%
Coffee and Tea Manufacturing	0	0.0%	0.0%	0.00	0.00	149.0%	41.9%	0.67	96.71	\$78,304,295	100.0%	84.5%
Confectionery Manufacturing from Purchased Chocolate	4	442.0%	12.5%	0.91	3.48	9.4%	-12.9%	0.26	-6.68	\$75,295,764	100.0%	89.9%
Cookie and Cracker Manufacturing	0	0.0%	0.0%	0.00	0.00	1.8%	-1.1%	3.12	-76.32	\$28,310,585	44.0%	7.3%
Creamery Butter Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$10,915,821	61.4%	100.0%

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Dog and Cat Food Manufacturing	0	0.0%	0.0%	0.00	0.00	346.6%	37.0%	0.40	84.25	\$152,770,520	94.6%	95.9%
Dried and Dehydrated Food Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$27,861,902	24.1%	100.0%
Dry Pasta, Dough, and Flour Mixes Manufacturing from Purchased Flour	2	0.0%	60.3%	0.62	2.67	-12.4%	-16.9%	1.04	-52.54	\$35,928,320	24.1%	41.5%
Dry, Condensed, and Evaporated Dairy Product Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$147,677,153	24.1%	99.5%
Fats and Oils Refining and Blending	0	0.0%	0.0%	0.00	0.00	-16.9%	10.1%	3.39	-43.38	\$73,105,273	100.0%	24.7%
Federal Government, Civilian, Excluding Postal Service	46	6.7%	6.2%	0.16	3.81	-7.8%	-6.0%	0.63	-2003.69	\$23,943,867,241	100.0%	24.7%
Federal Government, Military	211	-7.7%	-3.6%	0.88	-17.50	0.3%	0.7%	0.44	258.71	\$2,776,045,554	100.0%	24.7%
Flavoring Syrup and Concentrate Manufacturing	0	0.0%	0.0%	0.00	0.00	22.9%	10.1%	16.75	352.48	\$7,072,087	2.1%	4.0%
Flour Milling	15	0.0%	54.3%	9.17	23.82	-43.8%	54.3%	0.16	-4.38	\$130,411,049	0.0%	99.5%
Fluid Milk Manufacturing	0	0.0%	0.0%	0.00	0.00	-38.6%	-21.4%	0.21	-73.13	\$202,194,374	81.7%	80.3%

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Frozen Cakes, Pies, and Other Pastries Manufacturing	0	0.0%	0.0%	0.00	0.00	-100.0%	0.0%	0.00	-0.30	\$14,478,577	29.0%	100.0%
Frozen Fruit, Juice, and Vegetable Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$70,448,179	100.0%	99.1%
Frozen Specialty Food Manufacturing	0	0.0%	0.0%	0.00	0.00	-22.2%	-20.9%	1.47	-358.96	\$103,501,054	83.3%	84.2%
Fruit and Vegetable Canning	6	0.0%	62.6%	0.89	10.60	24.9%	-1.1%	1.50	152.01	\$75,083,513	83.3%	30.4%
Glass Container Manufacturing	248	10.6%	-3.3%	146.01	54.63	3.9%	-3.3%	2.56	42.55	\$27,214,345	66.6%	72.1%
Grain and Field Bean Merchant Wholesalers	38	86.2%	19.2%	6.76	27.73	-10.0%	0.4%	0.26	4.55	\$83,604,513	95.4%	72.3%
Ice Cream and Frozen Dessert Manufacturing	0	0.0%	0.0%	0.00	0.00	7.3%	-0.7%	4.87	-16.84	\$13,527,115	84.5%	13.6%
Ice Manufacturing	0	0.0%	0.0%	0.00	0.00	21.8%	9.9%	5.06	53.53	\$4,637,125	84.5%	5.8%
Malt Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$13,107,228	100.0%	42.5%
Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	0	0.0%	0.0%	0.00	0.00	-82.3%	-65.2%	0.44	-445.32	\$39,753,792	87.1%	43.8%
Nonchocolate Confectionery Manufacturing	0	-100.0%	0.0%	0.00	-51.59	71.5%	26.1%	2.46	209.79	\$41,507,341	8.2%	34.2%

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Other Animal Food Manufacturing	17	634.8%	19.9%	3.92	18.02	-14.2%	-6.4%	0.90	-91.49	\$116,998,456	78.9%	78.5%
Other Snack Food Manufacturing	0	0.0%	0.0%	0.00	0.00	-98.6%	-9.5%	0.00	-42.71	\$150,572,928	2.3%	98.4%
Perishable Prepared Food Manufacturing	0	0.0%	0.0%	0.00	0.00	43.4%	19.1%	3.09	150.60	\$41,515,158	12.0%	18.2%
Rice Milling	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$37,017,380	50.0%	43.2%
Roasted Nuts and Peanut Butter Manufacturing	0	0.0%	0.0%	0.00	0.00	344.8%	57.1%	0.20	30.28	\$35,934,689	50.0%	12.5%
Soft Drink Manufacturing	90	-47.3%	-49.7%	9.10	-136.78	-12.4%	-17.7%	1.99	-440.88	\$100,494,071	2.6%	12.9%
Software and Other Pre-recorded Compact Disc, Tape, and Record Reproducing	0	0.0%	0.0%	0.00	0.00	-13.2%	-1.3%	0.25	6.01	\$11,600,185	100.0%	12.9%
Soybean and Other Oilseed Processing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$394,831,349	0.0%	100.0%
Specialty Canning	0	0.0%	0.0%	0.00	0.00	67.1%	32.4%	8.60	448.00	\$4,994,470	28.6%	2.1%
Spice and Extract Manufacturing	0	0.0%	0.0%	0.00	0.00	154.1%	25.3%	8.00	1103.76	\$44,038,079	24.1%	54.5%
Tortilla Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$40,086,501	36.1%	100.0%

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Wet Corn Milling	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$143,499,757	100.0%	100.0%
Wineries	5	219.9%	-53.6%	0.60	0.09	366.7%	39.7%	0.24	126.89	\$124,343,978	83.3%	77.3%

Information Technology and Analytical Instruments

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5-yr growth	MSA Proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Bare Printed Circuit Board Manufacturing	0	0.0%	0.0%	0.00	0.00	3557.2%	20.4%	0.09	20.61	\$27,221,039	94.5%	97.3%
Analytical Laboratory Instrument Manufacturing	0	0.0%	0.0%	0.00	0.00	132.2%	30.0%	1.33	288.61	\$53,483,680	73.7%	78.8%
Audio and Video Equipment Manufacturing	0	0.0%	0.0%	0.00	0.00	-63.4%	18.1%	0.44	-97.73	\$8,925,093	88.0%	100.0%
Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use	0	0.0%	0.0%	0.00	0.00	224.2%	22.3%	2.20	240.20	\$8,539,051	62.5%	100.0%
Blank Magnetic and Optical Recording Media Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$7,511,727	100.0%	99.5%
Capacitor, Resistor, Coil, Transformer, and	0	0.0%	0.0%	0.00	0.00	-42.8%	-12.8%	0.99	-92.03	\$11,903,747	88.7%	70.4%

Other Inductor Manufacturing												
Computer Storage Device Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$36,168,032	100.0%	100.0%
Computer Terminal and Other Computer Peripheral Equipment Manufacturing	0	0.0%	0.0%	0.00	0.00	-86.4%	-45.5%	0.01	-12.37	\$57,395,971	98.1%	98.4%
Electromedical and Electrotherapeutic Apparatus Manufacturing	0	0.0%	0.0%	0.00	0.00	991.0%	21.8%	0.01	3.85	\$202,911,393	98.7%	97.3%
Electronic Computer Manufacturing	0	0.0%	0.0%	0.00	0.00	-5.5%	39.4%	0.03	3.96	\$143,758,701	99.5%	99.3%
Electronic Connector Manufacturing	0	0.0%	0.0%	0.00	0.00	-100.0%	0.0%	0.00	-34.55	\$22,797,236	100.0%	99.1%
Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	0	0.0%	0.0%	0.00	0.00	108.9%	18.5%	0.20	39.17	\$38,002,680	96.2%	78.6%
Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0	0.0%	0.0%	0.00	0.00	-22.2%	-9.7%	0.78	-142.02	\$32,153,909	77.0%	67.4%

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Irradiation Apparatus Manufacturing	0	0.0%	0.0%	0.00	0.00	-71.1%	-22.9%	0.09	-30.46	\$35,788,637	97.4%	100.0%
Other Electronic Component Manufacturing	3	-56.5%	-81.3%	0.39	-5.84	-48.4%	23.5%	0.36	-87.45	\$62,467,906	96.3%	92.9%
Other Measuring and Controlling Device Manufacturing	0	0.0%	0.0%	0.00	0.00	18.2%	6.4%	1.39	62.02	\$48,193,427	58.9%	24.3%
Photographic and Photocopying Equipment Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	0.0%	0.00	0.00	\$10,039,949	92.8%	98.5%
Printed Circuit Assembly (Electronic Assembly) Manufacturing	0	0.0%	0.0%	0.00	0.00	-88.8%	-46.9%	0.08	-323.15	\$148,422,201	97.2%	97.9%
Semiconductor and Related Device Manufacturing	0	0.0%	0.0%	0.00	0.00	205.7%	-5.4%	0.19	160.07	\$333,988,205	97.1%	96.2%
Semiconductor Machinery Manufacturing	0	0.0%	0.0%	0.00	0.00	55.8%	0.8%	0.56	2.96	\$28,146,537	76.6%	87.9%
Software Publishers	2	0.0%	66.1%	0.05	3.59	24.9%	4.6%	0.66	-380.72	\$706,123,412	49.9%	42.7%
Totalizing Fluid Meter and Counting Device Manufacturing	0	0.0%	0.0%	0.00	0.00	-100.0%	0.0%	0.00	-46.83	\$32,530,373	99.4%	97.8%

Medical Devices

Description	Region Emp	Region 5yr Growth	Region 5yr Proj. Growth	Region LQ	Region Comp. Effect	MSA 5-yr growth	MSA proj. growth	Region LQ	Region Comp Eff	Total Imports	Region A&D Percent Imported	Region Downstream Percent Imported
Dental Equipment and Supplies Manufacturing	0	0.0%	0.0%	0.00	0.00	0.0%	62.9%	0.02	4.34	\$21,183,189	100.0%	96.3%
Ophthalmic Goods Manufacturing	0	0.0%	0.0%	0.00	0.00	-17.8%	23.6%	0.58	9.51	\$42,196,312	83.3%	85.4%
Optical Instrument and Lens Manufacturing	0	0.0%	0.0%	0.00	0.00	275.7%	-16.9%	0.41	32.88	\$12,861,789	82.2%	85.9%
Surgical and Medical Instrument Manufacturing	0	0.0%	0.0%	0.00	0.00	-22.9%	23.6%	0.32	-80.67	\$186,318,070	96.8%	77.6%
Surgical Appliance and Supplies Manufacturing	14	91.1%	33.2%	1.08	10.81	8.3%	6.4%	0.61	40.03	\$178,719,378	92.8%	82.1%

APPENDIX E: EXAMPLE FUNDING SOURCES

The following list includes primarily state level funding sources that have programs and loans that specifically target focus areas within each of the three goals. As working groups identify projects the funding sources can be identified at the local, state and federal levels. This list is not intended to provide an exhaustive list but serve as examples as some likely funding sources that would match the region's goals.

Regionalism | Capacity, Marketing, Business Attraction

Quality of Life | Trails, Housing, Amenities

Infrastructure | Broadband, Water/Sewer, Transportation

Funding Source	Funding Opportunity	Description	Applicable Goal
Indiana Department of Natural Resources	Next Level Trails	Next Level Trails (NLT) is designed to incentivize collaborative efforts to accelerate trail connections locally and regionally.	Quality of Life
Indiana Department of Transportation (INDOT)	Various Programs	Includes local fund projects for trails, hazard mitigation, and congestion that are suited for local governments.	Infrastructure
Indiana Economic Development Corporation (IEDC)	Regional Cities Initiative	The Indiana Regional Cities Initiative is helping communities across Indiana come together to transform their regions into nationally recognized destinations to live, work and play.	Regionalism, Quality of Life, Infrastructure
Indiana Finance Authority	Various Programs	State revolving funds for wastewater, drinking water, and brownfield redevelopment.	Infrastructure
Indiana Housing and Community Development Authority		Housing	Quality of Life
Indiana Housing and Community Development Authority	CreatINg Places	Through crowdfunding matches, this program aims to help generate public involvement in	Quality of Life, Infrastructure

		projects to improve quality of life and place.	
Office of Community and Rural Affairs (OCRA)	Stellar Communities Program	The Stellar Communities Program provides resources for transformative quality of place, community and regional improvements by fostering regionalism.	Regionalism, Quality of Life, Infrastructure
Office of Community and Rural Affairs (OCRA)	Next Level Connections	The Next Level Connections (NLC) Broadband Grant Program is designed to encourage access to reliable and affordable broadband.	Quality of Life, Infrastructure