



Pulaski County: Mapping A Path Forward

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I. EXECUTIVE SUMMARY

The Purpose of the Plan

Recognizing the importance of enhancing economic development efforts in Pulaski County, the Pulaski County Commissioners requested the development of a County Economic Development Action Plan which is being funded in part by a grant through the Office of Rural and Community Affairs. The leadership of Pulaski County understands that small communities that incorporate economic and broader, longer term community development goals stand to gain more than the small community that takes a piece meal approach to economic development efforts. It has been proven that successful smaller communities tend to balance short term economic development gains with longer term community development goals. According to many case studies, small communities with the most dramatic outcomes tend to be those that are the most proactive and future oriented. They tend to embrace change and assume risk without compromising the quality of life for existing residents.

As articulately stated by the USDA Rural Development Organization there are six strategies for the effective building of 21st Century rural communities:

- 1) Strategic Partners – the ol’ adage that there is strength in numbers especially holds true when a community builds strong and strategic alliances.
- 2) Capital Markets – the stimulation of local economies requires the infusion of new investment opportunities.
- 3) Regional Food Systems – Building markets for locally and regionally grown agricultural products makes great economic sense.
- 4) Regional Collaboration – Smaller, more remote communities do not have to be stand alone economic engines in an oasis, looking only from within for sustainability.
- 5) Alternative Energy – the development and use of alternative energies is good for the country and good for the environment.
- 6) Broadband and Continuous Business Creation – expanding access to high-speed broadband is one of the greatest challenges and should be one of the highest priorities.

II. PROCESS USED TO COMPLETE RESEARCH

The Ginovus Team was selected by a committee of community leaders convened by the Pulaski County Community Development Commission (PCCDC) to determine the best ways to grow the economy of Pulaski County. Once selected for the engagement, the Ginovus Team immediately began work to complete the project within the specific timeline identified for the process.

The Ginovus Team focused its efforts to conduct a detailed analysis of current economic conditions in Pulaski County, best practices and benchmarking research to determine success models employed in other areas of the United States. The Team examined the current structure of economic development and workforce development activities in the community and region, understanding the key priorities identified by public policy and elected officials, and developed action steps for implementation. The Ginovus Team focused on eight key areas as determined by PCCDC. Please find below a summary of the key areas of focus identified for the engagement.

- A. Prepare a snapshot of the Pulaski County economy.
- B. Identify similar communities and benchmark best practices in marketing and industry sector targets.
- C. Outline a sustainable economic development plan for Pulaski County.
- D. Identify the best ways to align workforce and economic development.
- E. Determine the impact of Indiana property tax reform on the business environment.
- F. Identify and evaluate potential niche clusters existing in Pulaski County and develop target market sector recommendations.
- G. Propose a real estate development strategy for Pulaski County.
- H. Identify key metrics for Pulaski County to use to evaluate the progress of economic development efforts.

The Ginovus Team began the strategic process for the project by developing a list of key community leaders to interview. The group of community representatives interviewed was comprised of people from different walks of life and included:

1. Not-for-profit organizations
2. Economic development organizations
3. Private sector business located within the county
4. Real estate developers
5. Educators
6. Elected officials
7. Members of boards and commissions, and
8. Arts and cultural organizations

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

The next step in the process was for the Ginovus Team to conduct extensive review of literature developed for other projects in Pulaski County, the region and State of Indiana.

Upon completion of the literature review process, the Ginovus Team relied on its economic and community development experience; work within the state and around the United States, to identify best practices which could be implemented successfully in Pulaski County. Benchmarking similar communities with a proven track record of innovation allowed our team to examine proven models and determine the best approach for Pulaski County. National areas of focus included Iowa, Kentucky, Minnesota, Tennessee and Wisconsin.

Next, the Ginovus Team distilled all of the information gathered during the research and analysis period into a specific set of recommendations for Pulaski County's economic development leaders to pursue should they chose to do so.

III. KEY FINDINGS FROM THE INTERVIEW PROCESS

The Ginovus Team undertook a rigorous interview process with community stakeholders within Pulaski County to establish the foundation for the strategic planning process. Over the course of two (2) days, the Ginovus Team interviewed 26 individuals representing key constituent groups impacting economic and workforce development activities in Pulaski County. During the interview process, the Ginovus Team identified several key findings.

1. The Pulaski County Community Development Commission (PCCDC) is the lead organization for economic development that works to attract new business as well as support existing business on a wide variety of issues. PCCDC serves as a liaison between business and government, providing a strong partnership in working for the good of the community.
2. Pulaski County has a long history as an agricultural community. It is important to many within the community to retain the agricultural heritage and build upon it from a modern day perspective.
3. Finding and keeping a qualified workforce can be a challenge given the aging population demographic, and the flight of the young. Creating opportunities for young people to “Come Home to Pulaski” upon college graduation is a goal as is retaining high school graduates should college not be pursued. Education is a key to future success therefore focus on graduation rates, mentoring, internships, and enhancing transferable skills are all priorities.
4. Pulaski County is home to several major employers that are entrepreneurial, “home grown” and have experienced tremendous success. These employers are long term residents and are committed to the county and to the region.
5. Pulaski County residents have a strong sense of community and are willing to serve to support the needs of the community. Many embrace the positive attributes of being a small, safe, rural community with good schools, churches and environmental assets.
6. Ample outdoor amenities exist within the County to include the Tippecanoe River State Park, ranked the 8th nicest river in North America, Jasper-Pulaski Wildlife Park, in addition to many community parks.

7. The lack of a comprehensive commercial zoning ordinance presents great risk for the county and negatively impacts economic development efforts particularly new industry/business attraction efforts.
8. Many county residents are content with the current economic and business conditions of the county and are therefore resistant to an aggressive approach to economic development attraction efforts.
9. Pulaski County does not have major interstate or highway access and should therefore focus business attraction efforts on industries that are not reliant on road infrastructure assets.
10. The aging population creates both challenges and opportunities. The challenge is the loss of a skilled labor market. The opportunity is attracting businesses that can serve this growing population as it is important to many of them to remain in and a part of the community.

IV. IN THEIR OWN WORDS: INTERVIEW COMMENTS

“The role of the CDC is to work with business and government”

“Regionalism is working together not competing against each other”

“PCCDC serves all of Pulaski County because economic development affects the whole population through jobs, standard of living and quality of life”

“We need to expand the tax base by attracting new business and industry”

“Communities and residents need to help with economic development efforts”

“The CDC is vital and needs to be recognized as providing value to the community”

“The people of Pulaski County should brag about our community, we have a great library, good schools, and excellent quality of life”

“Few people know about Pulaski County or where it is”

“Business would like to partner with the school for student internships”

“We need more diversified and smaller industries that will not drain infrastructure resources”

“The lack of adequate commercial zoning is a big road block”

“The pervasive attitude, *that’s the way we have always done it* is a challenge for many”

“We need to promote regionalism i.e. connecting with Lafayette on the Westside corridor”

“We need to focus and further develop agri-business”

“Green is big, renewable energy could be recaptured by the town”

“How are economic development projects funded?”

“We would rather have several smaller companies rather than one large company”

“We need to promote the county and keep existing businesses and help them to expand”

V. FOCUS AREAS

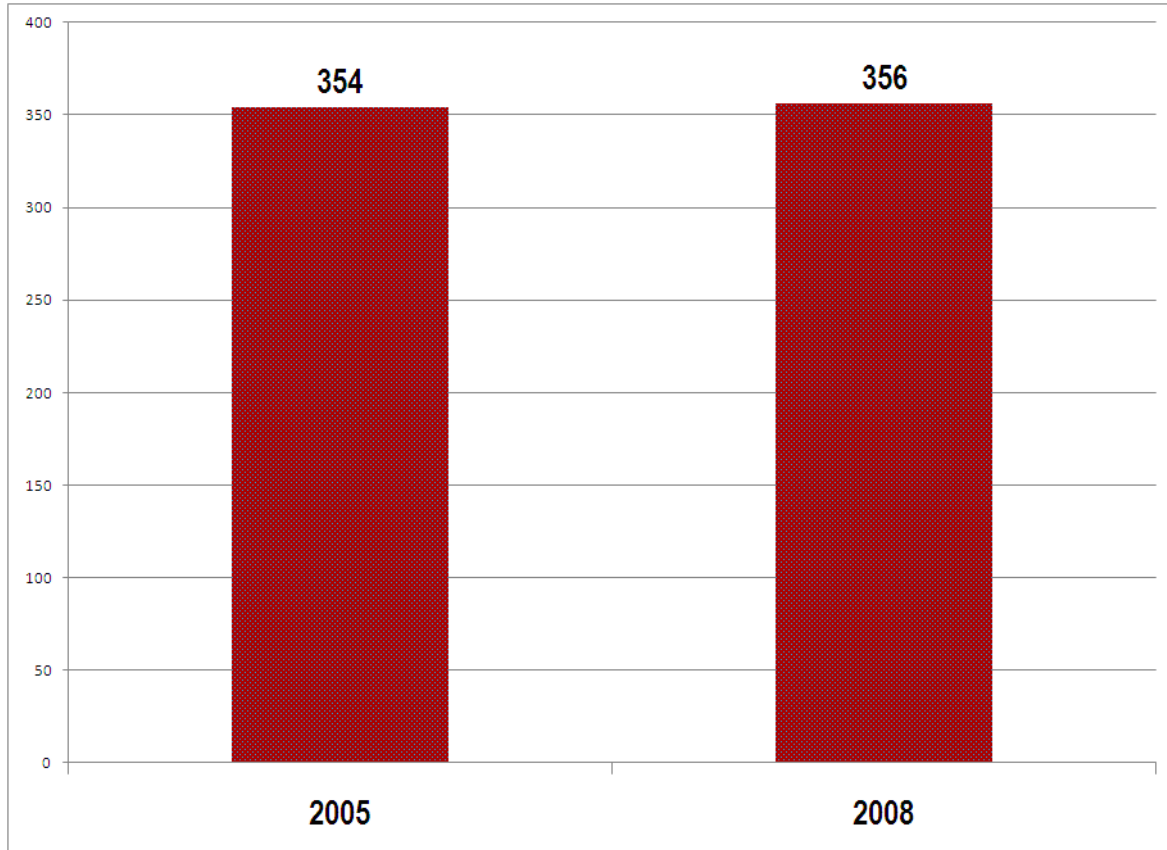
A. Economic Overview of the Pulaski County Economy 2005-2008

This economic snapshot of Pulaski County's economy covers the years 2005 to 2008. The base year of 2005 pre-dates the economic downturn and 2008 is the most recent year of available data. The snapshot looks at firms, employment, wages, and workforce. In terms of firms and employment, the overview identifies the industry sectors with the largest number of firms and employment, as well as the fastest growing industry sectors and those in decline. Additionally, the analysis recognizes that Pulaski County's economic assets interact with and are inter-dependent with the assets in surrounding counties and thus places the economic assets and challenges of Pulaski County in context with the economic assets and challenges of its neighbors. Thus, the snapshot in general terms identifies the industry sectors that comprise Pulaski County's , and its neighbors, base industries (the largest) as well as those industry sectors that provide immediate opportunities for additional growth (fast growing) and those that may require assistance (sectors in decline). Because wages are in part a function of total employment, the wage snapshot is focused on wages per job and identifies the industry sectors with the highest average wage as well as those experiencing wage increases and wage decreases. Finally, Pulaski County's workforce is an important factor in attracting and expanding new industry and the economic overview looks at the size of the workforce as well as educational attainment and unemployment.

Firms

Firms employ people, make investments, and pay taxes. Firm expansion and the starting of new firms are critical to economic progress. As shown in Figure 1, the total number of firms in Pulaski County remained remarkably constant between 2005 and 2008. The net gain of two establishments represents a 0.6 percent increase. The neighboring counties collectively experienced a 2.9% net increase in the number of establishments and only Cass County (which had one less establishment in 2008 than in 2005) experienced a slower rate of increase than Pulaski County. Of course the net change of firms masks the fact that there were likely many more establishments closing than new firms started during the period.

Figure 1: Private Firms, 2005 and 2008



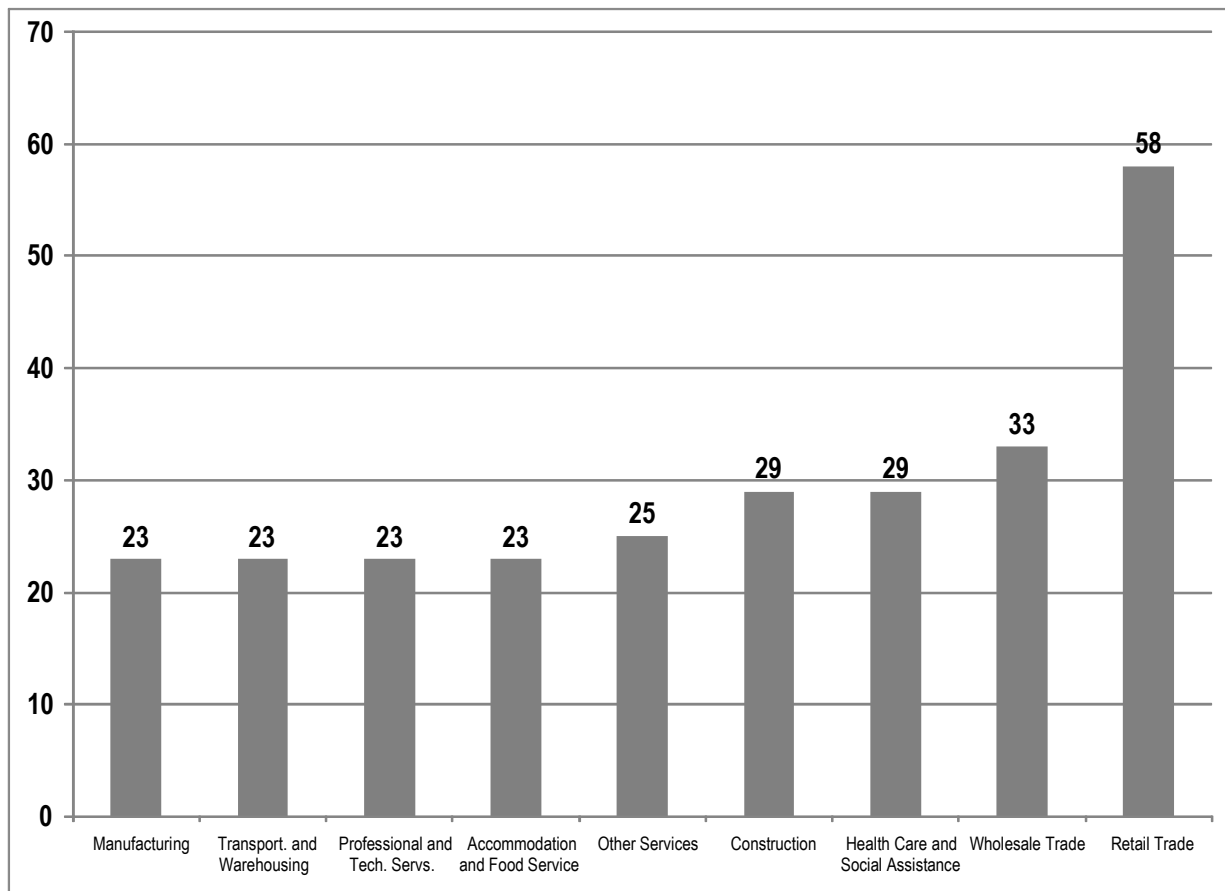
Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Greatest Number of Firms

There were nine economic sectors in Pulaski County that had 23 or more establishments in 2008. As might be expected (and as in most counties), retail trade had the most firms (58 or 17.3%). Seventy-nine percent of all Pulaski County establishments are in these nine (out of 18) sectors.

The 25 Other Service sector includes business that are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

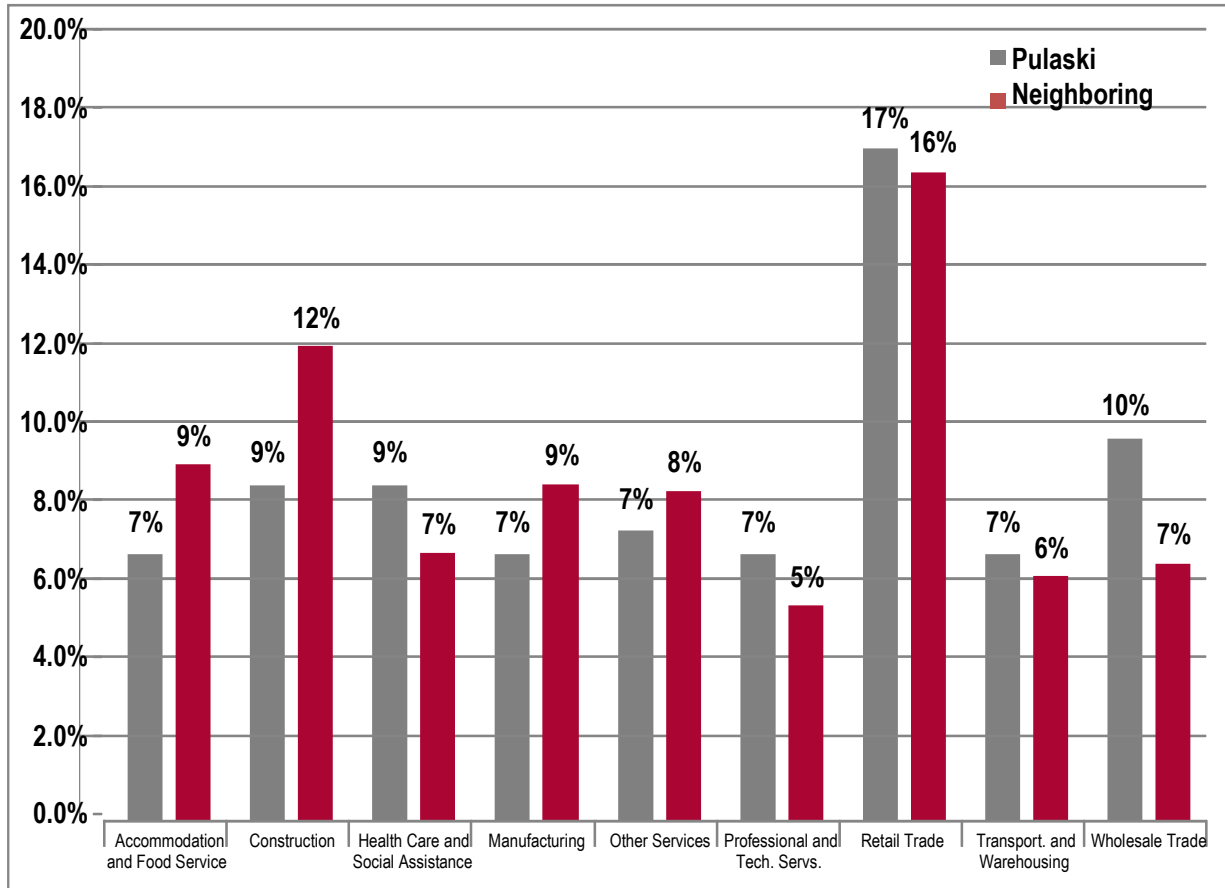
Figure 2: Greatest Number of Firms by Economic Sector Pulaski County 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

As in Pulaski County, retail trade comprises the largest number and nearly equal share of firms in the surrounding counties. The two economic sectors with the greatest difference are construction, a three percent higher share in the neighboring counties and wholesale trade a three percent higher share in Pulaski County.

Figure 3: Comparing Share of Firms 2008



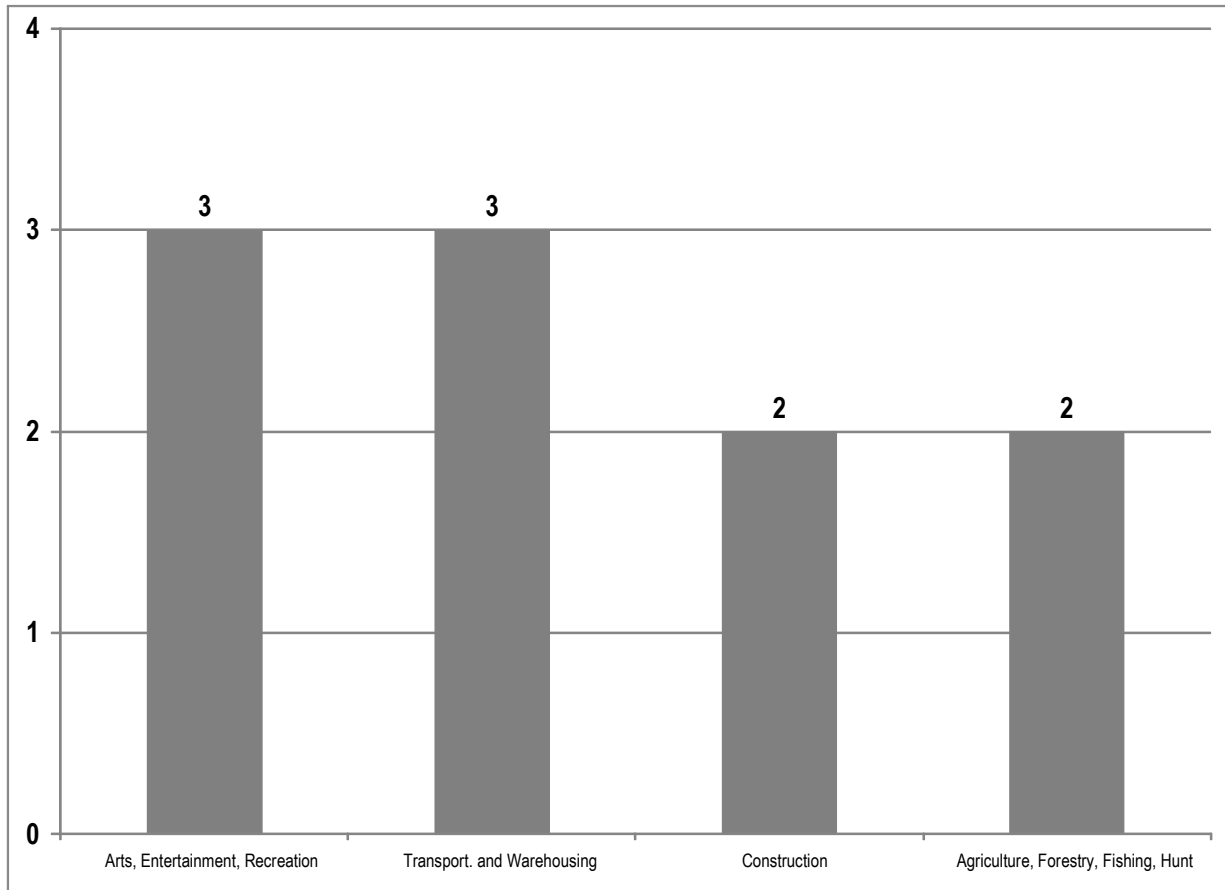
Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Greatest Increase in Number of Firms

Between 2005 and 2008, only four economic sectors in Pulaski County experienced a net increase of more than one establishment. Two sectors, Arts and Entertainment and Transportation and Warehousing experienced a net increase of 3 firms and Construction and Agriculture and Forestry experienced a two firm increase.

In the neighboring counties Retail Trade experienced the largest net increase in the number of firms (12). Only Other Services (8), Arts and Entertainment (5), and Accommodations (4) experienced a net increase of more than one firm.

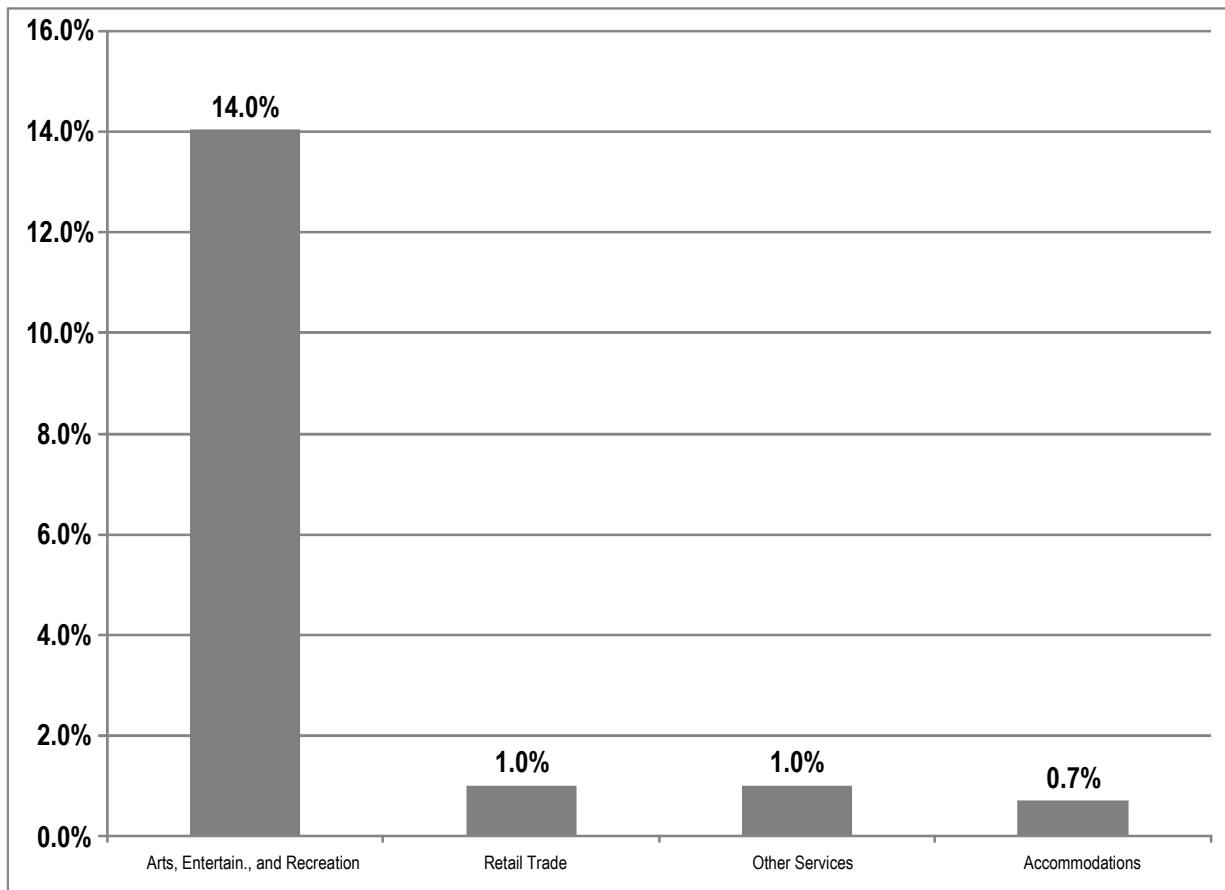
Figure 4: Greatest Net Increase in Number of Firms by Sector, Pulaski County 2005 - 2008



Rate of Increase in Number of Firms

The rate of increase can help identify smaller sectors that are rapidly increasing. In the case of Pulaski County the small number of firms results in deceptive growth rates. For example, Arts, Entertainment and Recreation increased from two to five firms (a 150 percent increase). Thus when looking at a rate of increase the analysis will consider Pulaski County and its neighbors collectively. The only economic sector which experienced an increase of more than one percent was Arts and Entertainment which grew by 14 percent.

Figure 5: Greatest Rate of Increase in Firms in Pulaski County and Neighboring Counties 2005- 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Declining Number of Firms

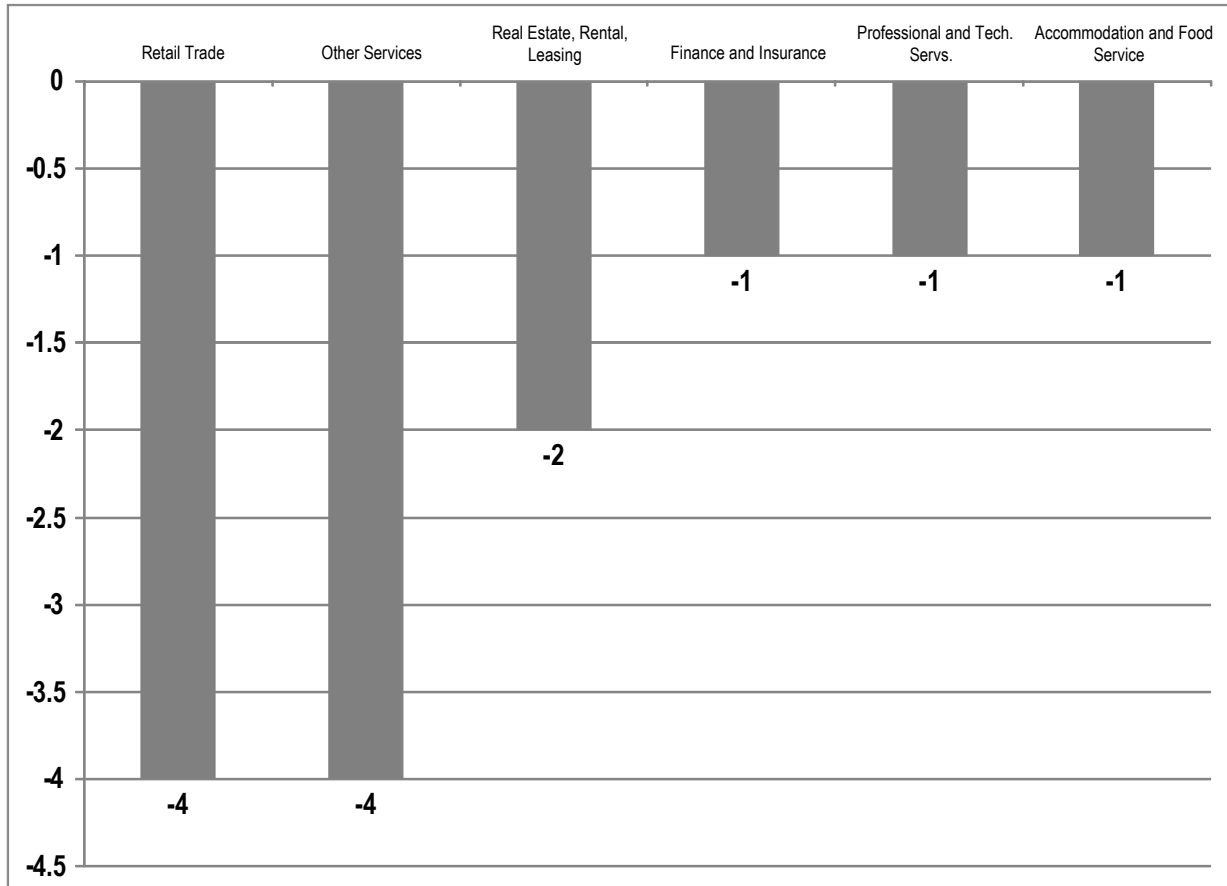
Five economic sectors experienced a net decline in the number of firms. These sectors may require particular attention to support job retention. However, given the rather small number of firms in Pulaski County, trends in the neighboring counties may provide greater insight into which sectors are most at risk for job loss. As Table 6 shows, many economic sectors in the surrounding counties have experienced a decline in the net number of jobs. While some of the net decline may be attributable to the earliest stages of the global economic decline the loss of 50 transport and warehousing jobs and other high loss sectors likely is a long-term cause for concern.

Table 6

• Transport. and Warehousing	-50
• Wholesale Trade	-25
• Real Estate, Rental, Leasing	-19
• Health Care and Social Assistance	-18
• Construction	-17
• Professional and Tech. Services	-15
• Admin. and Waste Services	-14
• Manufacturing	-12
• Finance and Insurance	-7
• Information	-4
• Agriculture, Forestry, Fishing, Hunt	-3
• Utilities	-3
• Mining	-1

Rate of Firm Loss

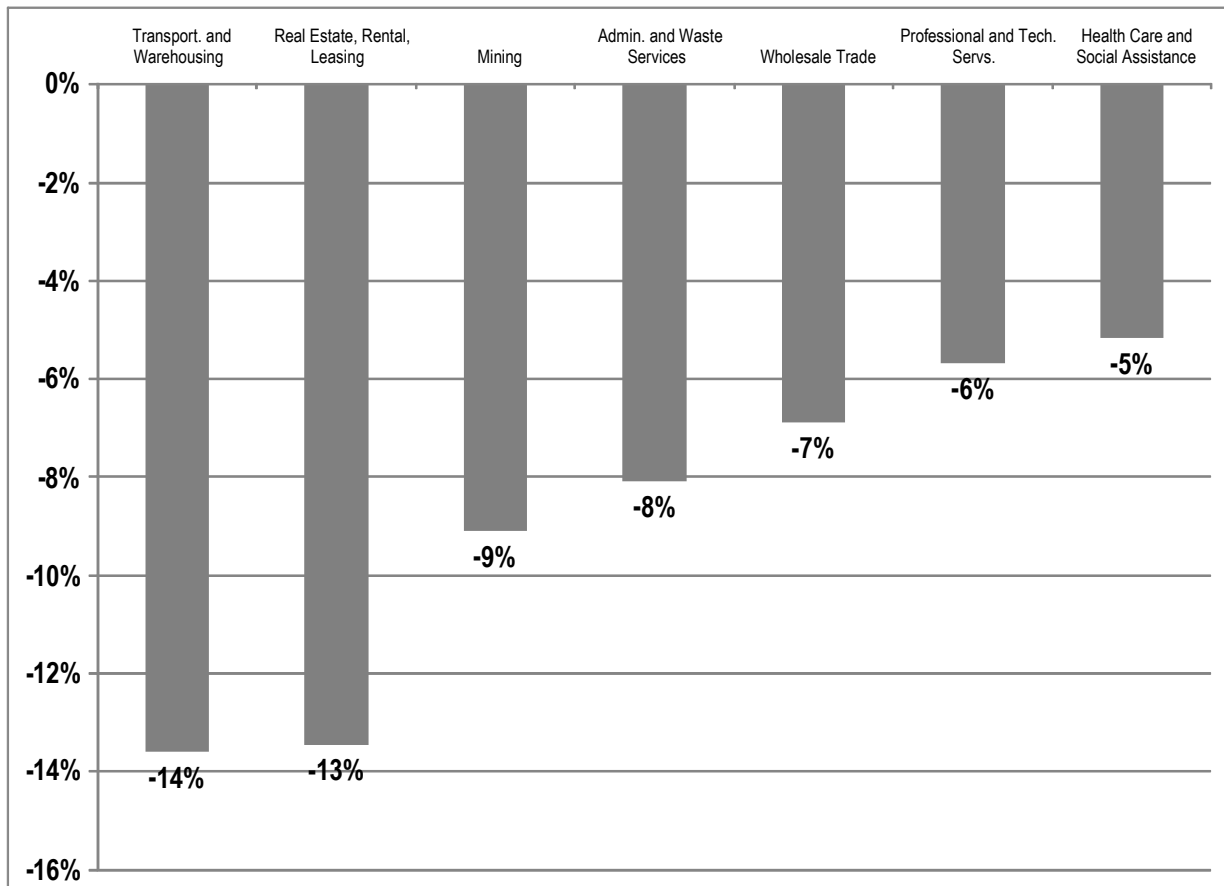
Figure 6: Greatest Decrease in Net Number of Firms in Pulaski County 2005 - 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative> at www.hoosierdata.in.gov

Transportation and Warehousing not only experienced the largest net loss of firms but also experienced the sharpest rate of decline. This suggests that the Transportation and Warehousing sector is a particularly concerning economic sector.

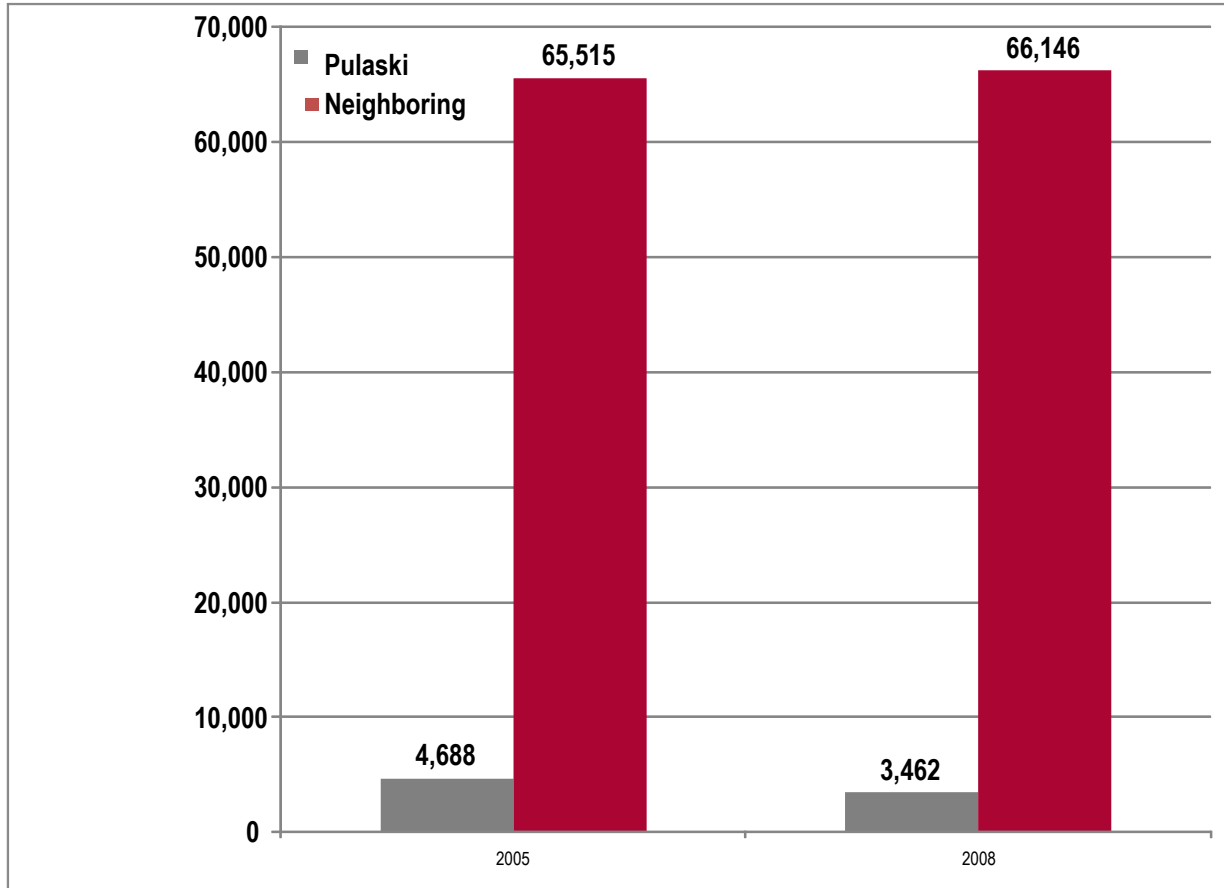
Figure 7: Greatest Rate of Decrease in Net Number of Firms in Neighboring Counties 2005 - 2008



Employment

Total employment and private employment in Pulaski County have both declined between 2005 and 2008. The key difference between total employment and private employment is that total employment includes Federal, state, and local government employment. During the study period, total employment declined by 163 jobs (-3.5 percent) while private employment declined by 110 jobs or minus 3.1 percent. Because economic development is focused on attracting private investment, the total private employment number is the more important employment measure in this economic overview. While total employment in Pulaski County declined during the study period, total private employment in the neighboring counties increased by one percent (631 net additional jobs).

Figure 8: Private Employment in Pulaski County and Neighboring Counties, 2005 - 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Largest Employment Sectors

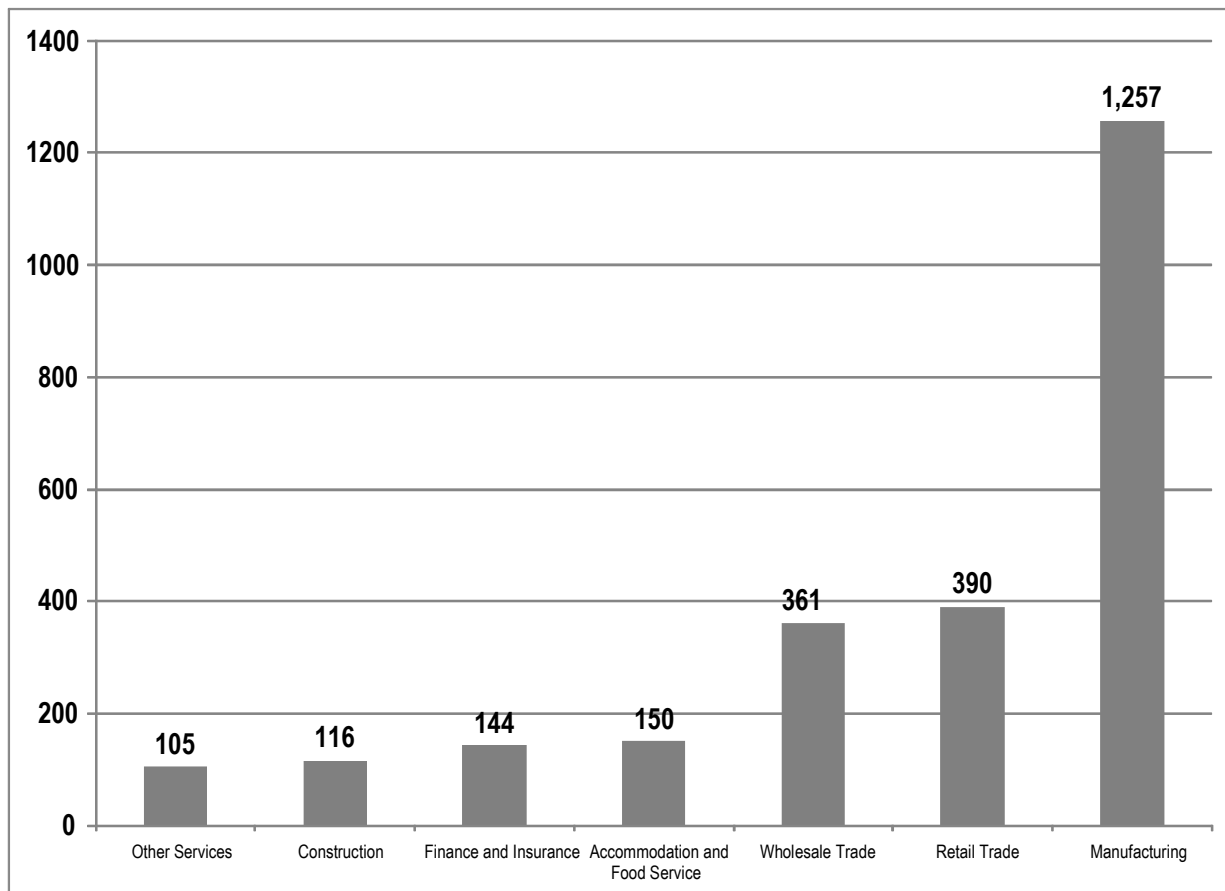
While total employment provides an overall picture of the local economy, it is also important to identify the economic sectors that are the largest employers in Pulaski County. These large employment sectors may be thought of as the economic base of the county and as such will provide opportunities to attract new jobs and retain existing jobs. Unfortunately, because of the small number of firms in many economic sectors the employment data is suppressed by the Census Bureau in order to assure the privacy of those few firms. Of those economic sectors with data, the manufacturing sector is the largest employer in Pulaski County (36 percent of total private employment). As shown in Figure 9 the other employment sectors in Pulaski County with over 100 total jobs in 2008 range from 390 jobs in the retail trade sector to 105 in other services. (The sectors with suppressed data include agriculture, mining, management of companies, administrative and waste services, education services, and health care and social services.)

The Manufacturing Sector is the largest source of employment in the surrounding counties as it is to Pulaski County. At 32.4 percent of total private jobs the manufacturing sector in the neighboring counties employs a slightly smaller share of total workers than it does in Pulaski, however both within Pulaski County and in the neighboring area the manufacturing sector is an essential part of the economy. Transport and warehousing remains an important employment sector in the surrounding counties, and thus while the number of firms in Pulaski County is diminishing this sector may provide opportunities for growth in the county.

Table 9: Largest Employment Sectors in the Neighboring counties

• Finance and Insurance	1662
• Wholesale Trade	1870
• Transport. and Warehousing	1875
• Construction	3047
• Health Care and Social Assistance	3279
• Educational Services	4287
• Accommodation and Food Service	4461
• Retail Trade	7641
• Manufacturing	17,529

Figure 10: The Largest Economic Sectors in Pulaski County 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Fastest Growing Economic Sectors

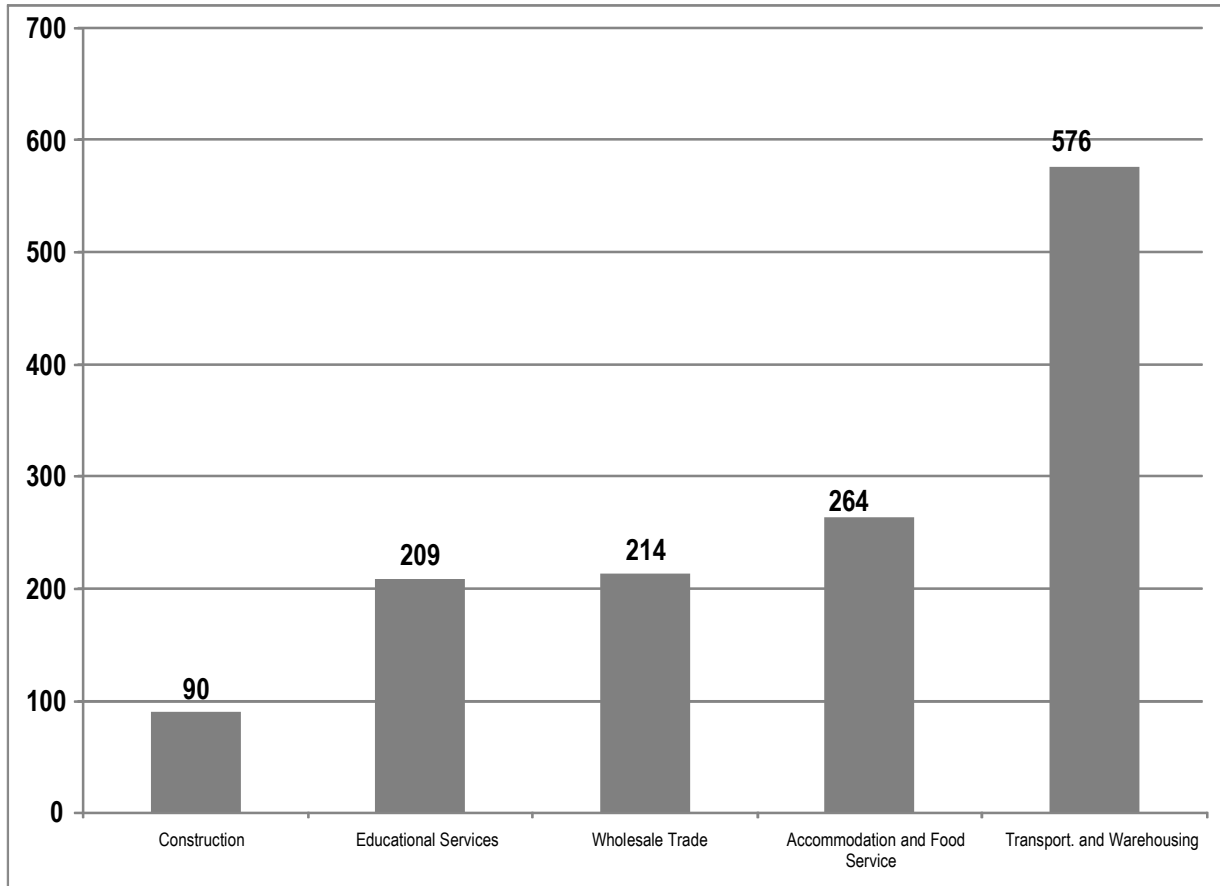
Fast growing economic sectors provide energy to the local economy and may provide opportunities for further economic growth. Growth can be measured from two perspectives, as the change in total number of jobs and as the rate of change.

There are five economic sectors that increased by 90 or more jobs between 2005 and 2008¹. Transport and Warehousing, which experienced a decline in number of firms, enjoyed the greatest gain in net jobs. This suggests either a consolidation among firms or a trend towards larger employers. The surge in employment suggests an opportunity for Pulaski County, although given the relatively low level of transport and warehousing employment in Pulaski County (95) there may be issues with connectivity that need to be addressed. As shown in Figure 11, other sectors that have experienced increased

¹ In Pulaski County and the neighboring counties with data reported in both 2005 and 2008.

employment in Pulaski County and the neighboring counties include Accommodation and Food Services, Wholesale Trade, Educational Services, and Construction. The growth in jobs in these sectors suggests the opportunity to capitalize on the regional trends.

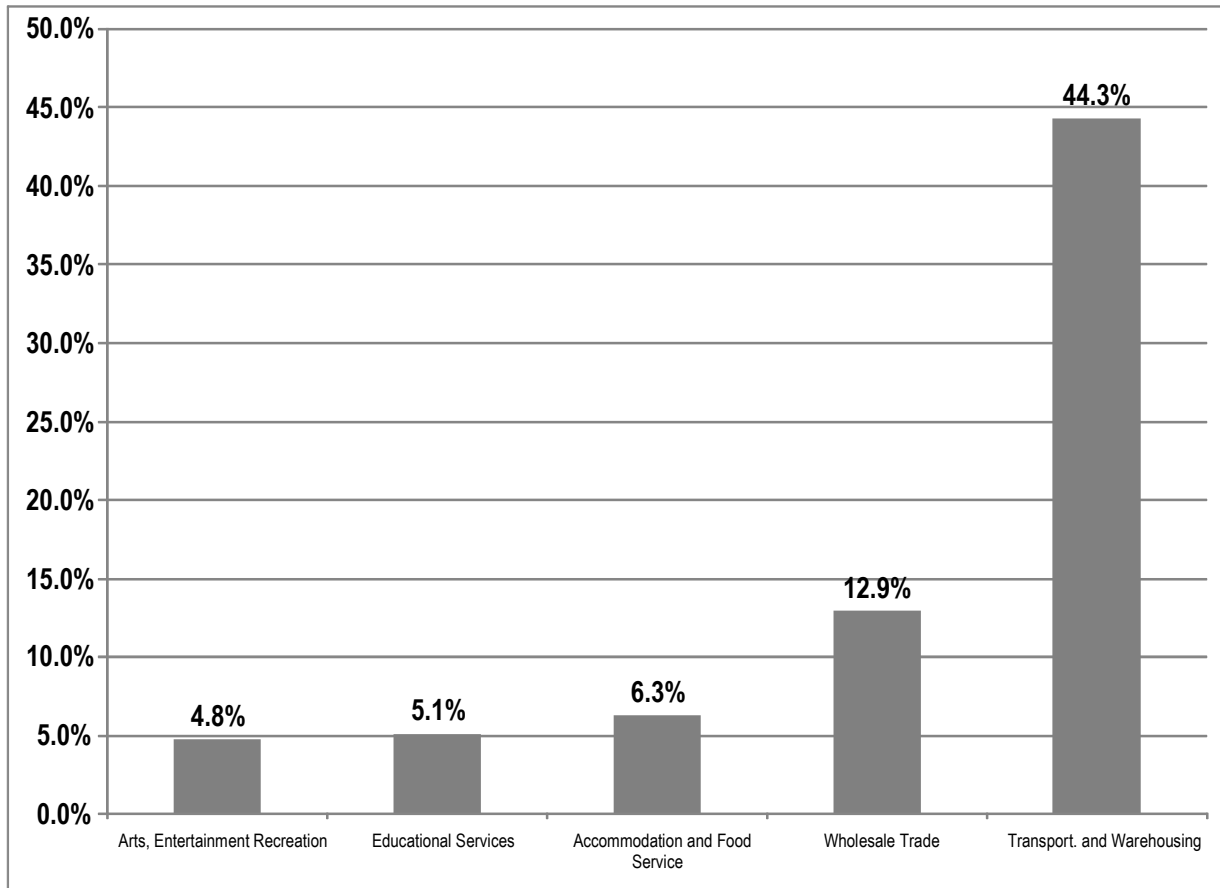
Figure 11: Fastest Growing Economic Sectors in Pulaski and Surrounding Counties (Total Jobs 2005-2008)



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative> at www.hoosierdata.in.gov

There are five economic sectors that enjoyed a rate of increase of nearly five percent or more in Pulaski County and the neighboring counties during the study period. Transport and Warehousing experienced the highest rate of increase as well as the largest absolute rate of increase, this further suggests the sector may present economic development opportunities (assuming the connectivity in Pulaski county is similar to other parts of the area). Accommodation and Food Services, Wholesale Trade, and Educational Services are other sectors that have experienced both a large net increase in total jobs as well as a rapid rate of increase and all these sectors present economic development opportunities.

Figure 12: Fastest Growing Economic Sectors in Pulaski County and Neighboring Counties (Rate of growth, 2005– 2008)

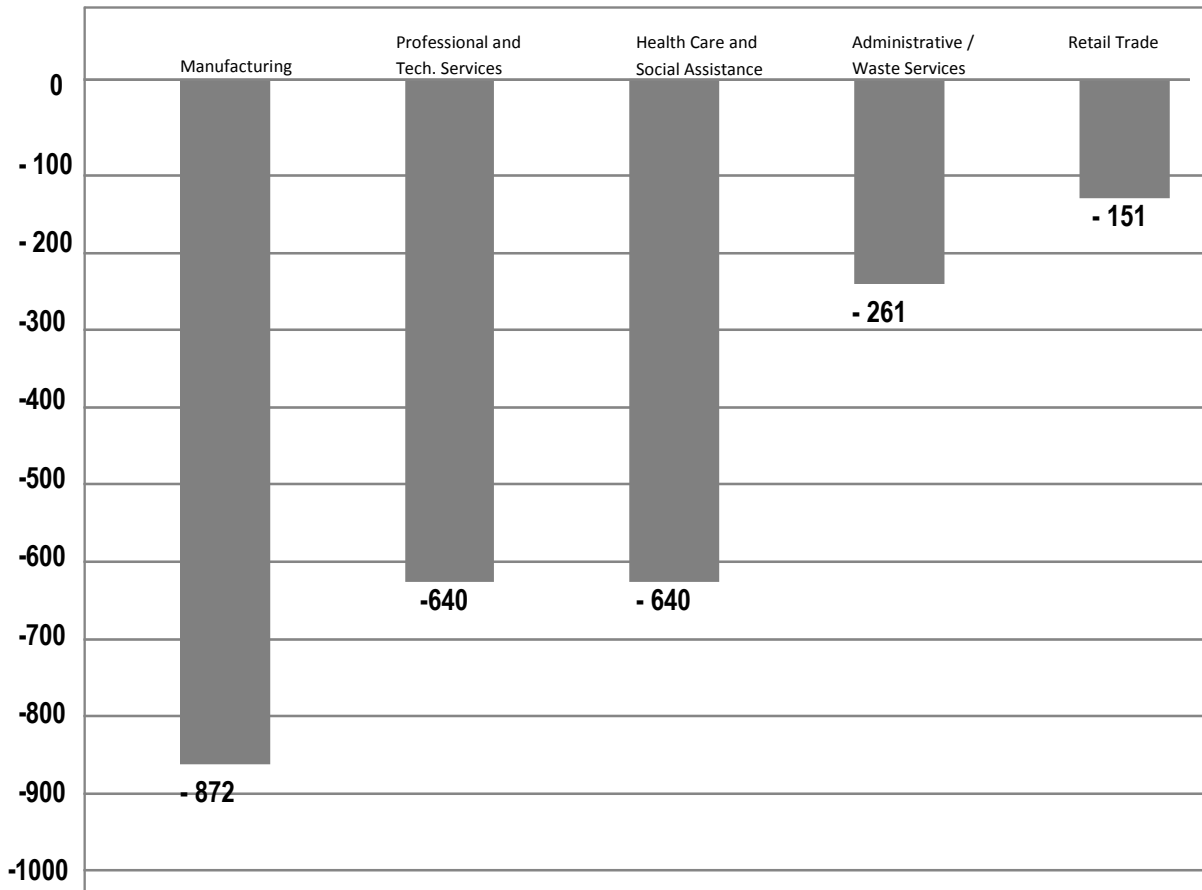


Research Source: <http://Indiana Business Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Economic Sectors in Decline

A decline in employment may occur for a variety of reasons ranging from changes in the national economy to issues at a specific firm. In either case the sectors experiencing a decline in employment may benefit from the assistance of public and non-profit economic development organizations. Particularly noteworthy is the loss of 872 jobs in the manufacturing sector, which is and has historically been the largest employer in Pulaski County and in the neighboring counties. The other economic sectors losing over 500 jobs between 2005 and 2008 were Professional and Technical Services and Health Care and Social Assistance, neither sector was a particularly large employer in Pulaski County.

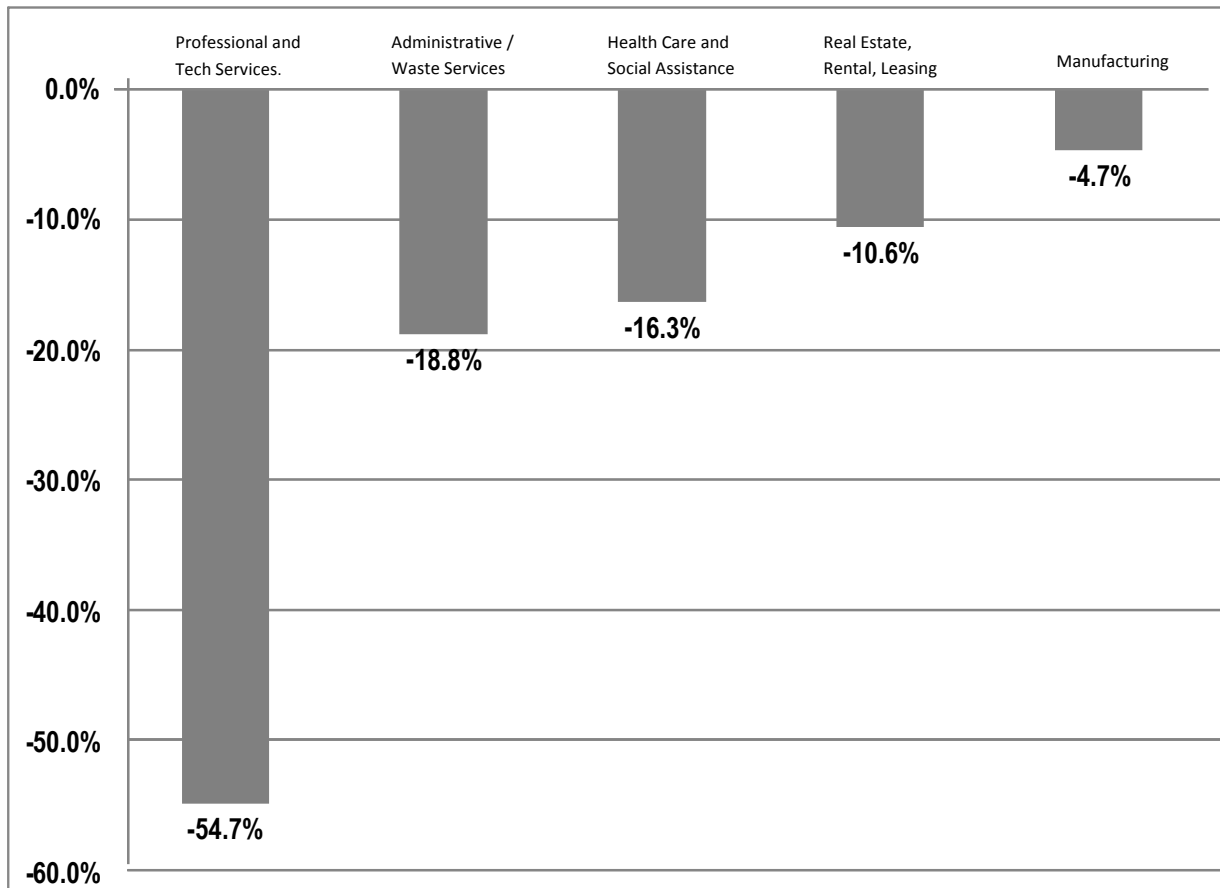
Figure 13: Economic Sector Experiencing Greatest Job Loss in Pulaski County and Neighboring Counties, 2005 - 2008



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

There are five economic sectors that experienced a decline of nearly 5 percent or more during the study period. Professional and Technical Services, a relatively small economic sector in Pulaski County, experienced a 54.7 percent decline, with most of the job loss in Jasper County. Of more concern is the decline in the manufacturing sector, as it is one of the larger economic sectors in the area. The manufacturing sector rate of loss is even more troubling as it has historically been the largest employer in Pulaski County. Furthermore the rate of decline in Pulaski County (9.4 percent) was twice that of the entire area.

Figure 14: Economic Sector Experiencing the Greatest Rate of Job Loss In Pulaski County and Neighboring Counties, 2005 - 2008



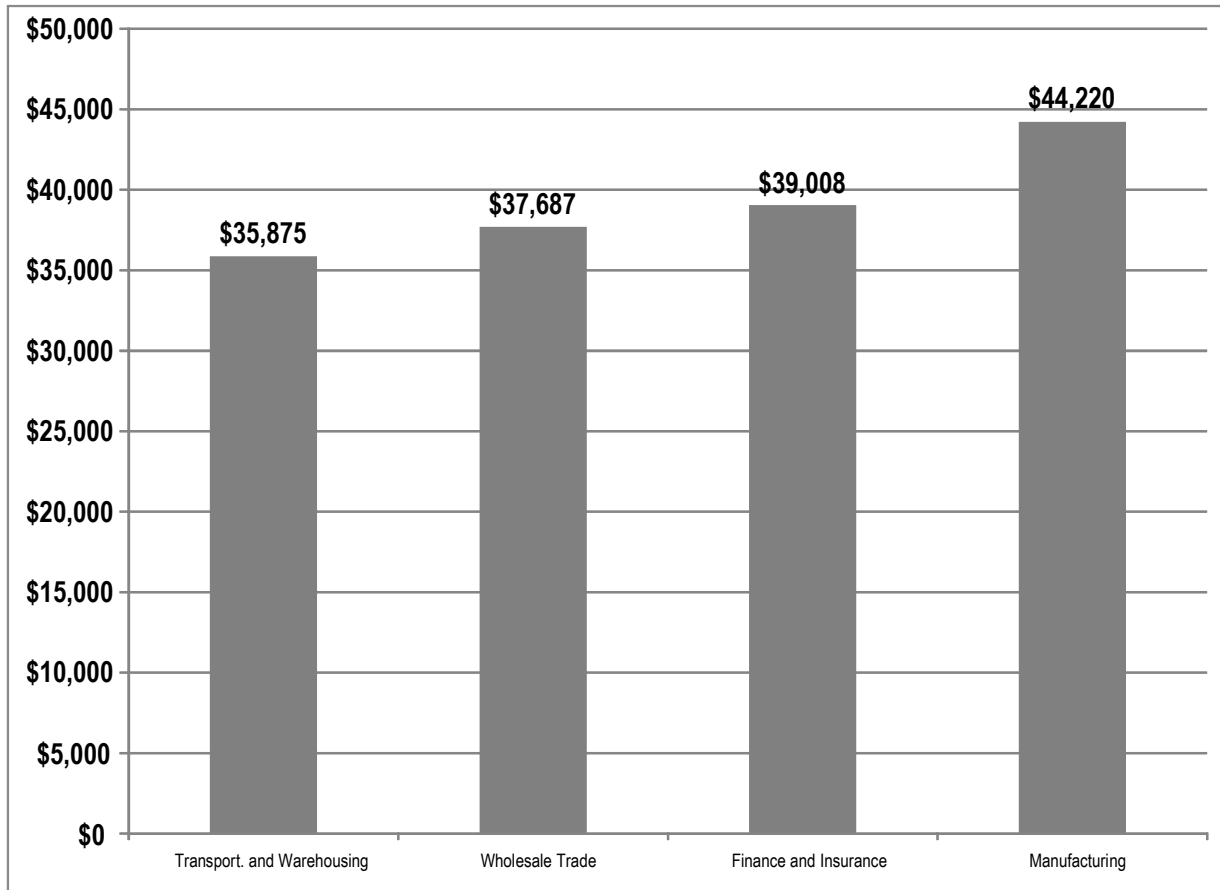
Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Wages

In 2008, the average wage for a private job in Pulaski County was \$33,445. Wages in Pulaski County trailed the average wage for all workers in Indiana (\$38,455) by \$5,010. While an analysis of total wages is in great part a function of total employment, an analysis of average wages by economic sector will focus attention on high paying economic sectors and opportunities.

In 2008 there were four economic sectors in Pulaski County that either exceeded or were nearly the same as the average wage in Indiana. As shown in Figure 15, these sectors range from the highest average wage of \$44,220 in the Manufacturing Sector which is the largest employer in the county and is experiencing a decline in both firms and employment to the Transport and Warehousing Services sector, which while slightly trailing the state's average wage is a growing employment sector in the area.

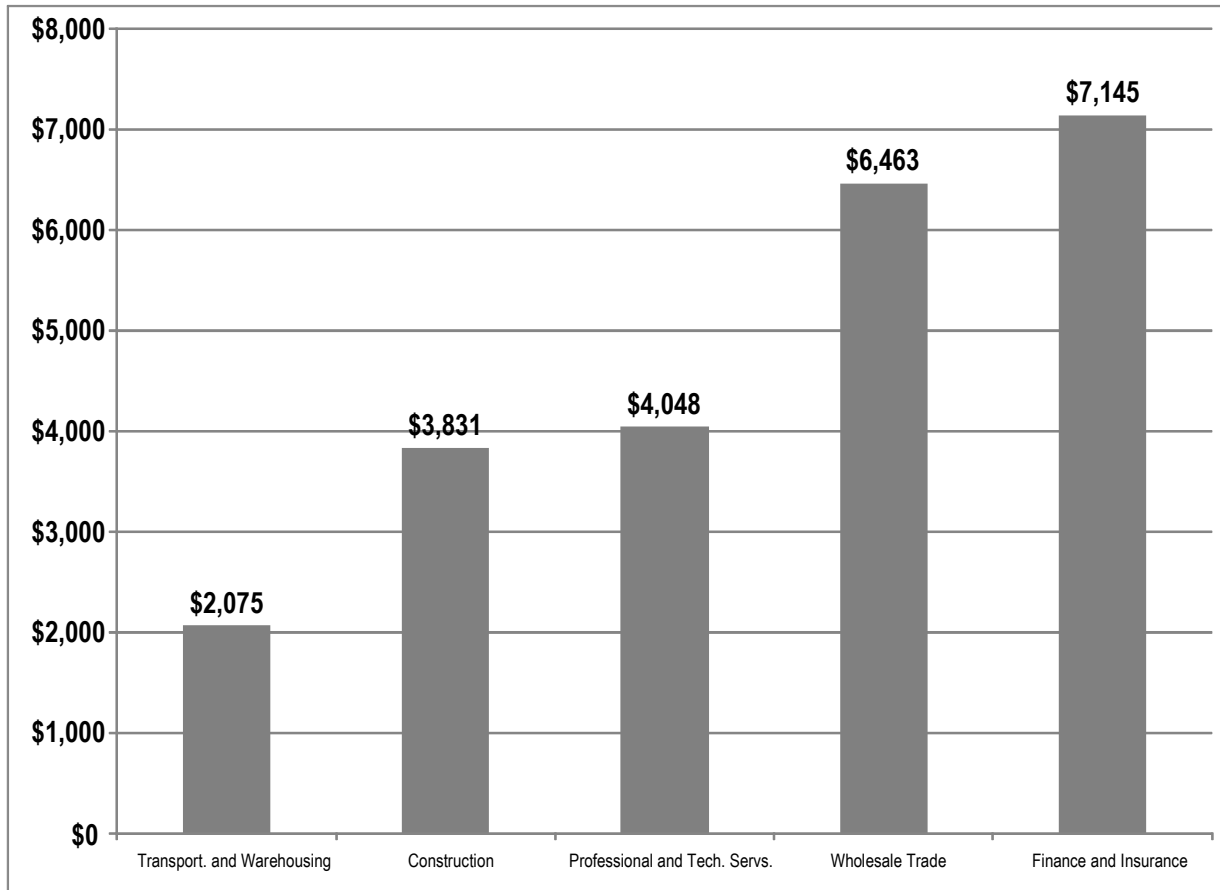
Figure 15: Economic Sectors with High Average Wages, 2006



Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

The five economic sectors that have enjoyed the greatest increase in average wages (not adjusted for inflation) in Pulaski County range from the Finance and Insurance Sector (\$7,145) to Transport and Warehousing (\$2,075). Most troubling, the Manufacturing Sector with the highest average wage in the county not only experienced a decrease in jobs but has also experienced a decrease in wages of (\$2,695). This data suggests there is great pressure on the sector to remain competitive with outside competitors.

Figure 16: Net Increase in Average Wage in Pulaski County, 2003 - 2008

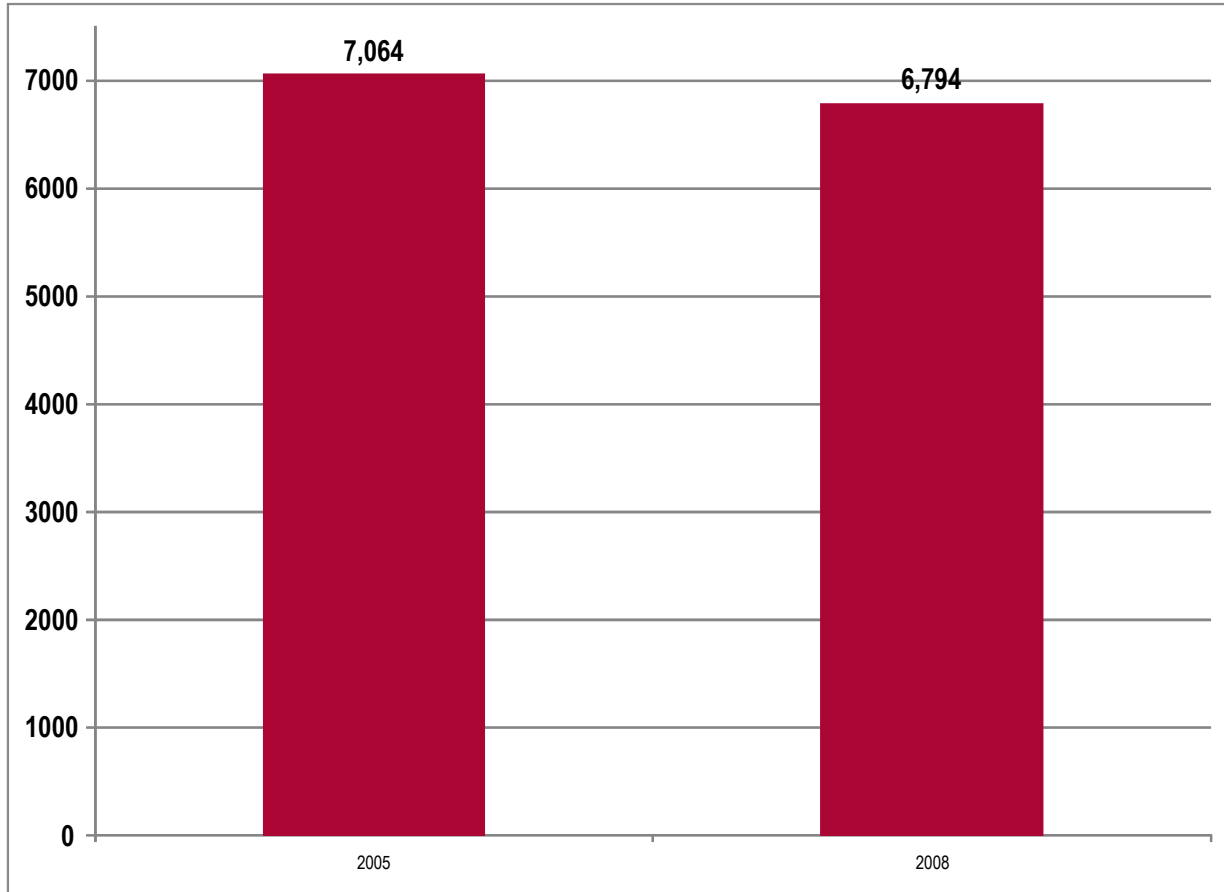


Source: <http://Indiana Business Research Center. Indiana Workforce Development Initiative at www.hoosierdata.in.gov>

Workforce

Between 2005 and 2008, the total labor force in Pulaski County decreased by 270 workers or 3.81 percent. Over the same period of time the labor force in Indiana increased by 0.9 percent. The diminished labor force in Pulaski County is similar to that of many of the state's rural counties; this decrease is attributable to both an aging population and the movement of many of the state's young college educated individuals to the state's metro areas. Of the neighboring counties, Cass, Fulton, and Starke also experienced a decline in total labor force.

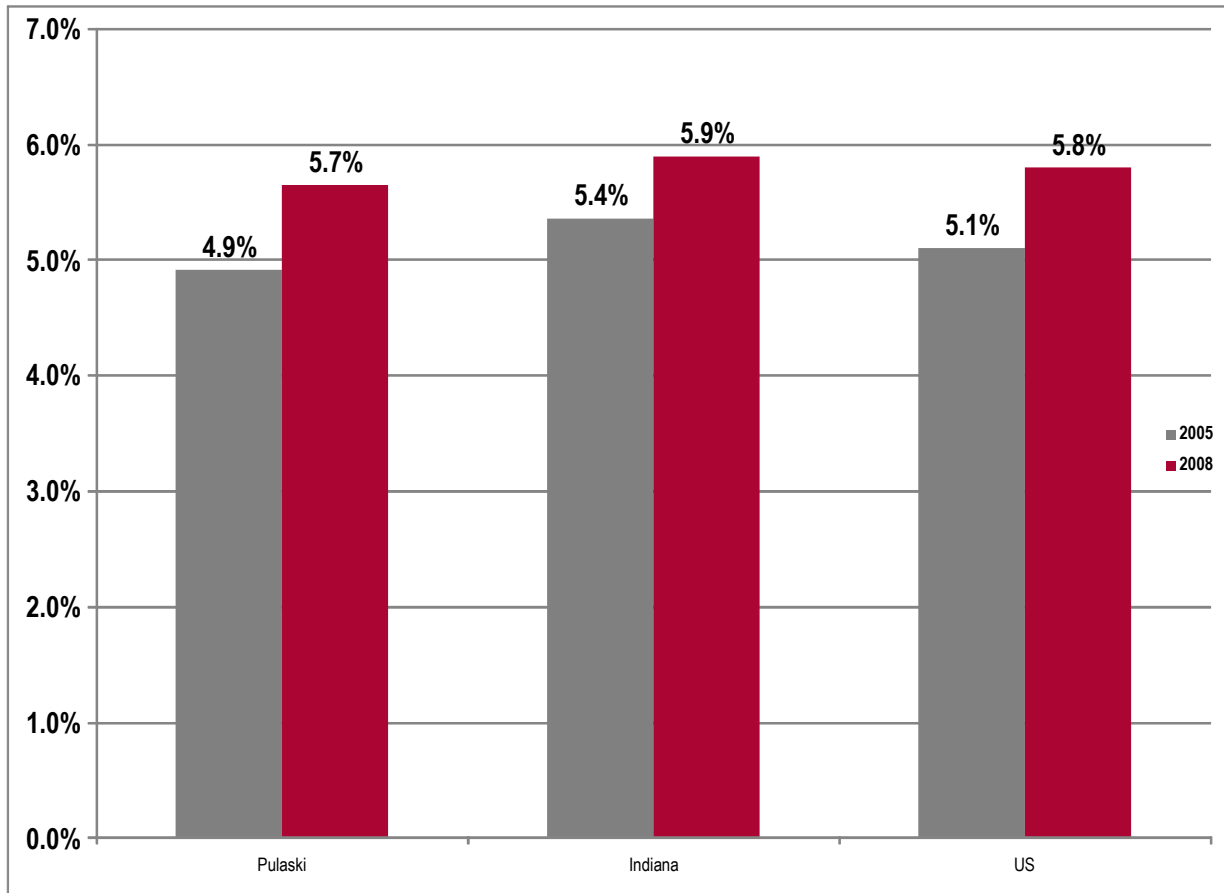
Figure 17: Total Labor Force in Pulaski County, 2005 - 2008



Source: STATS Indiana. <http://www.stats.indiana.edu>

The average annual unemployment rate in Pulaski County for both 2005 and 2008, was lower than that of both Indiana and the United States and better than the national unemployment rate. In December of 2009, the last month for which data is currently available, the unemployment rate in Pulaski County had increased to 9.6 percent (617 total unemployed). Pulaski County's unemployment remained slightly lower than either Indiana (9.8 percent) or the United States (9.7 percent).

Figure 18: Unemployment Rate in Pulaski County, Indiana, and the United States, 2005 - 2008



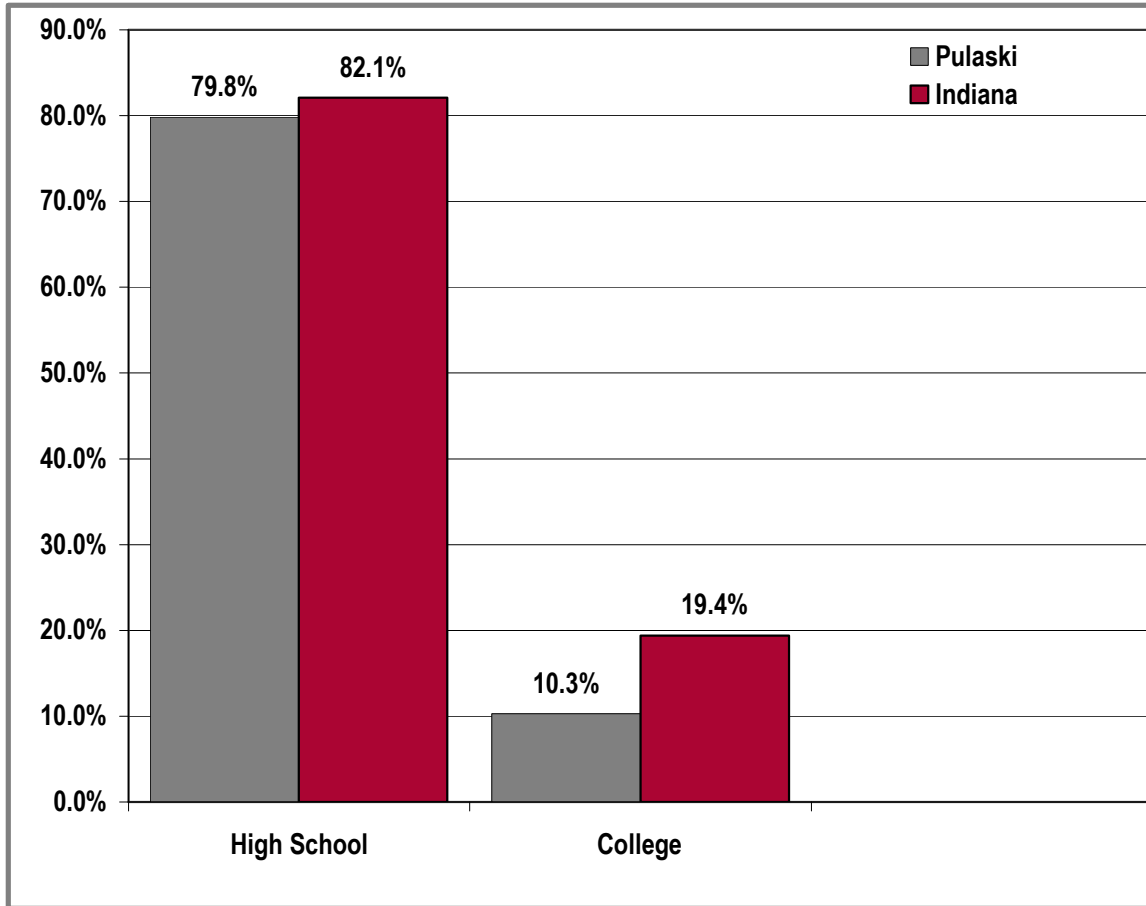
Source: STATS Indiana. <http://www.stats.indiana.edu>

While the total size of the workforce is one factor that influences the location decisions of businesses, the quality of the workforce is perhaps even more important. The most common measure of the quality of the workforce is educational attainment.

In 2000, 79.8 percent of all adults over 25 in Pulaski County had a high school education and 10.3 percent had a college degree or greater. As shown in Figure 19, educational attainment in Pulaski County trailed that of Indiana for both high school and college degrees. Particularly challenging is the 9.1 percent gap between college graduates statewide and college graduates in Pulaski County. College graduate attainment rates in the neighboring counties range from a low of 8.4 percent in Starke County to a high of 14.9 percent in Marshall. Fulton County (10.3) and White County (10.5) are similar to Pulaski. In addition to Marshall, both Cass (12.0) and Jasper (13.0) have a higher share of college graduates in the population. As in 2000, educational attainment in Pulaski County trailed that of Indiana in terms of high school and college graduates in 1990, in fact the gap between Pulaski County's and the State's share of college graduates increased from 6.7 percent to 9.1 percent. The growing education gap suggests the need for efforts to attract

and retain college graduates. These human capital attraction and retention efforts are likely to include the development and marketing of cultural and recreation amenities as well as the creation of jobs that provide intellectual interest and financial support.

Figure 19: Educational Attainment 2000



Source: STATS Indiana. <http://www.stats.indiana.edu>

V. FOCUS AREAS

B. Community Benchmarking

Benchmarking is the research for best practices that will lead an organization to superior performance in its business activity. This process will enable improvement efforts to reach new heights as it provides information about other similar organizations such as their levels of performance and the various methods they may use to achieve their goals. The practice of benchmarking allows the organization to grade itself against the others and to combine the best practices to achieve superior performance.

The purpose of this section is to identify similar geographical counties that closely match the Pulaski County area. Factors considered include population size, land mass area in square miles, number of households, and size of the labor force, current unemployment rates, and average wage per job. Several Midwestern states were considered, including Iowa, Kentucky, Minnesota, Tennessee, and Wisconsin. Each of these states shares similar geography, community profiles, and similar industry makeup. Further, counties were then identified that had similar characteristics as those of Pulaski County. The following counties were identified as potential benchmarking communities:

Identified County	Population (2009)	Square Miles	Households (2000)	Labor Force (2008)	Avg. Wage/Job
Pulaski County	13,614	433.7	5,170	6,794	\$33,167
Iowa					
Appanoose	12,698	496.3	5,779	5,985	\$27,645
Cherokee	11,409	577.2	5,378	6,450	\$30,326
Chickasaw	12,017	504.6	5,192	6,843	\$30,432
Louisa	11,245	401.9	4,519	6,408	\$30,820
Kentucky					
Butler	13,329	428.	5,059	5,519	\$28,814
Caldwell	12,870	346.9	5,431	6,726	\$29,185
Fleming	14,667	350.8	5,367	6,515	\$28,072
Morgan	14,092	381.2	4,752	4,949	\$29,409
Minnesota					
Chippewa	12,321	582.8	5,361	7,266	\$31,378

Kanabec	15,899	524.9	5,759	8,151	\$28,694
Pennington	13,842	616.5	5,525	8,704	\$32,941
Wadena	13,269	535.0	5,426	6,457	\$30,812
Tennessee					
Bledsoe	12,967	406.3	4,430	4,879	\$26,733
Cannon	13,860*	265.6	4,998	6,493	\$26,155
Grundy	14,130	360.6	5,562	5,940	\$23,325
Stewart	13,340*	458.5	4,930	5,824	\$38,708
Wisconsin					
Buffalo	13,425	684.5	5,511	8,246	\$33,902
Marquette	14,727	455.5	5,986	7,926	\$26,327

After comparison of the selected counties, the most similar county from each of the five states was chosen for further research in benchmarking information for Pulaski County. County and economic development websites were searched for best practices that could be used in the analysis. The following chart outlines the various websites that were utilized:

	Primary Selected Website	Secondary Selected Website
Appanoose, IA	www.appanoosecounty.net	www.city-data.com/county/Appanoose_County-IA.html
Cherokee, IA	www.cherokeecountyiowa.com	www.cherokeeia.com
Chickasaw, IA	www.chickasawcoia.org	
Louisa, IA	www.louisacountyiowa.org	
Butler, KY	www.butlercounty.ky.gov	
Caldwell, KY	www.caldwellcounty.ky.gov	www.clpartnership.org
Fleming, KY	www.flemingcountyky.org	
Morgan, KY	www.morgancounty.ky.gov	
Chippewa, MN	www.co.chippewa.mn.us	
Kanabec, MN	www.kanabecounty.org	www.positivelyminnesota.com
Pennington, MN	www.visitnwminnesota.com/Pennington.htm	
Wadena, MN	www.co.wadena.mn.us	
Bledsoe, TN	www.tennesseeanytime.org/local/bledsoe.html	
Cannon, TN	www.cannoncounty.net	
Grundy, TN	www.grundycountytn.net	
Stewart, TN	www.stewartcountygovernment.com	
Buffalo, WI	www.buffalocounty.com	www.wisconline.com/counties/buffalo
Marquette, WI	www.co.marquette.wi.us	www.tredc.org

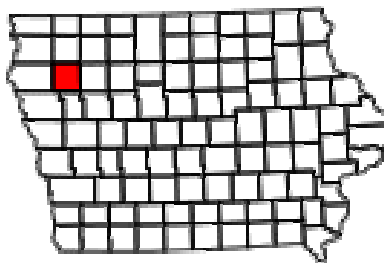
Based upon the information presented, the following peer counties were selected to use as comparisons for the Pulaski County benchmarking:

- Cherokee County, Iowa
- Caldwell County, Kentucky
- Kanabec County, Minnesota
- Grundy County, Tennessee, and
- Buffalo County, Wisconsin

For the purposes of this economic development report, Cherokee County, IA, Caldwell County, KY, and Buffalo County, WI most closely resembled the Pulaski County area and provided the best resources for which to make appropriate comparisons.

Cherokee County, Iowa

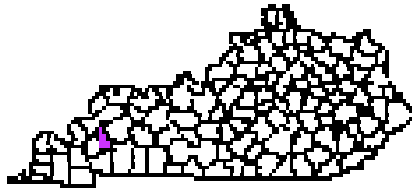
Cherokee County is one of the strongest agricultural and industrial regions in Northwest Iowa. Cherokee is the county seat and is also home to other business-friendly communities of Aurelia, Cleghorn, Larrabee, Marcus, Meriden, Quimby, and Washta. The county was one of 49 divided from Indian Treaty lands in the mid-1850's, though the history of the area dates back as far as 1200 A.D., the business community currently is home to many manufacturing, biomedical, insurance and financial services, as well as many service sector businesses. The Cherokee Area Economic Development serves as the gateway for the area's economic activity.



Caldwell County, Kentucky

Founded in 1809, Caldwell County has a population of 13,500 and landmass totaling 348 square miles. The county is comprised of Princeton (county seat), Fredonia, Farmersville, Crider, Eddy Creek, and Cobb – small towns with rural roots. The county is situated in the western region of the state, nearly equidistance between Paducah and Bowling Green. The

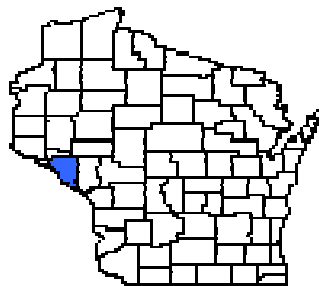
county partners with its neighboring county of Lyons to most effectively utilize economic development resources through the Caldwell-Lyons Partnership. The primary business sectors located within this partnership include manufacturing, trade, transportation, utilities, and services and public administration.



Buffalo County, Wisconsin

Buffalo County is located within the unglaciated, Driftless Area of Western Wisconsin. Pepin and Eau Claire Counties form the northern border of the county, while Trempealeau County forms the eastern border. Three rivers also border the county; the Chippewa on the west, the Mississippi on the south and east and the Trempealeau on the lower eastern border. All of Buffalo County drains into the Mississippi River. The county was founded in 1853.

The land area of the county is 712 square miles, or 448,364 acres. There are 17 civil townships; Alma is the county seat. With a total population of 13,975, density is between 19 and 20 people per square mile, about the same as the mid-80's. Transportation and warehousing, farming and related business, construction, health care and social assistance, manufacturing, government services, and retail trade comprise the bulk of employers in the county. The Mississippi River Regional Planning Commission serves as the economic development arm of the area.



Highlights of Selected Counties as Benchmark Comparisons

To whom/what are they marketing?

- Cherokee County, IA: food and agricultural industries; cold storage and distribution; construction; senior health care; alternative energy; access to various forms of transportation; sites, buildings, and localities on the website; community is located in an Enterprise Zone and makes frequent use of TIF districts.
- Caldwell County, KY: manufacturing and distribution centers; information services; financial services;
- Buffalo County, WI: agricultural (dairy) products; long-distance freight trucking; senior and disabled care services; animal food processing/manufacturing.

What industry sectors are they pursuing?

- Cherokee County, IA: wind energy; alternative energies; agricultural related industries; county also offers customized incentives for any type of industry expressing interest in locating in the county.
- Caldwell County, KY: manufacturing; millwork industries; mining and limestone processing; trade, transportation, and utilities.
- Buffalo County, WI: agricultural; transportation and warehousing; farming and farm related machinery/equipment manufacturers; health care and social services; construction

What are the assets of the county/region?

- Cherokee County, IA: strongest agricultural and industrial region in Northwest Iowa; transportation hub; strong offering in housing, healthcare, and education.
- Caldwell County, KY: competitively priced land; a pro-business spirit; lowest cost utilities in the nation; twelve universities and colleges and ten technical schools within a sixty mile radius; located centrally in the United States; low corporate tax rates.
- Buffalo County, WI: benefactor of the Mississippi River Regional planning commission and the strategic plan for 2007 – 2012; excellent educational systems with graduation rate over 82% and college level degree attainment of 22.4%.

What best practices could be extracted from each of the selected counties?

- Cherokee County, IA: very detailed, attractive, and user-friendly website; “Living Here” link touts the area attractions, cultural opportunities, church and service organizations, and local history (ideal for a location looking to highlight tourism and/or quality of life). Local and state communities are also partnering together in an entrepreneurial contest to foster new business ideas (see www.MyEntre.net or www.DreamBigGrowHere.com for further information).
- Caldwell County, KY: available sites and buildings are located on the website; links are also highlighted with access to local and state incentives and training opportunities;
- Buffalo County, WI: current information and statistical analyses located at website; regional opportunities in conjunction with surrounding economic development organizations.

V. FOCUS AREAS

C. Sustainability

What is sustainable economic development and why is it important for Pulaski County? The International Institute for Sustainable Development (IISD) is a leading international advocate for the promotion of sustainable development. It states: "Sustainable development means different things to different people, but the most frequently quoted definition is from the report *Our Common Future*:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Other definitions of sustainable development include:

"Improving the quality of human life while living within the carrying capacity of supporting ecosystems."

"...To equitably meet developmental and environmental needs of present and future generations."

"A model form of economic development....Development of the physical community, the social environment, and the economy which meets the needs of the present without compromising the ability of future generations to meet their own needs."

No matter what definition is preferred, it is clear that sustainable development is focused on meeting the economic and social needs of populations without compromising the environment.

In Pulaski County, sustainable development means ensuring a diverse economy that is vibrant enough to meet the economic needs of its residents while protecting the environmental and quality of life factors that are so engrained within the community. This means the economy of Pulaski County needs to provide economic growth to meet the employment and social needs of its population. In order to accomplish this, government officials, economic development organizations, business leaders and residents need to leverage the human and natural resources of the county and region, make a commitment to invest capital and continue diligent efforts to attract and retain businesses that can provide employment and fulfill the sustainable goals of the county.

The human skill set of Pulaski County is diverse. A key component of this is the well-trained work-force working within the manufacturing and professional and technical industry sectors. Unfortunately, competition and rising costs have hindered growth of these sectors. Leveraging the abilities of the work force in other industries requiring similar skills is one path that needs to be further developed. Sustainable development will require increased diversification and the participation of a broad range of industries and sectors.

V. FOCUS AREAS

D. Alignment of Workforce with Economic Development Initiatives

Pulaski County has a unique opportunity to better coordinate workforce and economic development initiatives within the community and the surrounding region. In most communities, these activities and/or organizations operate in a vacuum with little to no coordination. This may lead to squandered resources, diluted results, and missed opportunities. As the current economic conditions plaguing the country continues to show minimal improvement, it will become more and more important for local communities to align its educational, economic development, and workforce training organizations. An effective alignment will better serve the community both in the immediate future and in the long run, especially as the economic outlook remains unstable. Increasing educational levels, whether through secondary educational outlets or through specific industry related training courses, helps to back up the facts that these efforts result in greater economic prosperity for Americans. Census data reveal that increases in potential earning for those who complete some postsecondary education over those who have only a high school diploma or equivalent range from \$9,000 for an associate degree to \$20,000 for a bachelor's degree. ²

The Pulaski County area has at its disposal numerous resources and partners, including the Ivy Tech Community College system, Purdue Extension Programs, Ancilla College, two strategically located elementary and secondary education systems, as well as the Pulaski County Community Development Commission, the Chamber of Commerce, and the Pulaski County Community Foundation. Numerous well-established industries also add to the mix of valuable resources. The question arises as to whether the county is able to take full advantage of these resources so that workforce and economic development is achieved to the benefit of all involved, namely the residents of the county.

Many studies have been conducted in regards to the alignment of workforce and economic development strategies. The overwhelming conclusion is that there is no single right answer as to what is the ideal solution. Much depends upon the community, the region, and the key players involved. There is a growing interest in alignment all throughout the country. Many

² Dennis Jones, *Linking Education with Economic and Workforce Development* (Minneapolis : Education Commission of the States Steering Committee Meeting, April 22, 2009).

factors have contributed to this growing interest, including increasingly scarce resources, intensifying competition for attraction and retention projects, and the status-quo's sub-optimal performance.³ The successful alignment as it best fits the community or region are best designed to be able to jointly allocate resources to grow the local economy using as many resources as are available.

Engaging all of the key stakeholders is a critical component in the alignment efforts. It is important to remember that not all stakeholders will be eager to make such drastic shifts in thinking, as many may be protective of their own resources. Proponents and those charged with implementing the desired structural changes need to be prepared to appeal to a wide range of stakeholders. It is most helpful to build on past relationships and early successes when driving such change. The creation of a new and better solution center could also be a driving force for successful alignment of workforce and economic development components.⁴ It is also important to note that simply moving programs and functions from one organization to another does not necessarily produce an aligned system or result in more effective services for employers and workers.

In considering whether the Pulaski County area should examine the benefits of aligning these objectives, the following desired outcomes should be considered:

- Improved problem solving from holistic thinking
- Consistency and alignment
- Greater resources under one roof
- Greater accountability
- Potential to institutionalize desired changes⁵

Five characteristics of a "best-in-class" workforce system that should be part of this vision include: 1) the system is **adult**-focused, addressing the needs of the 7,616 Pulaski County

³ NCEE Under One Roof: New Governance Structures for Aligning Local Economic and Workforce Development

⁴ *ibid*

⁵ *ibid*

residents⁶ with no post-secondary education; 2) systems and programs are **aligned** to operate smoothly for employers and students/workers; 3) high quality workforce resources are **accessible** throughout the region to all types of adult learners; 4) state programs and funding make education and training **affordable** for employees and businesses; and 5) the system is **accountable**, with performance targets measuring benefits for employers and workers.⁷

Using State Resources Strategically

- Encourage the existing local structure to work in new ways
- Require and fund regional planning and partnership development
- Assign dedicated staff to provide technical assistance
- Require a local contribution
- Have an impact with relatively modest amounts of funding
- Take advantage of immediate opportunities to redirect funding⁸

It is no surprise that business as it has been known is no longer the norm. Many industries, especially those in the manufacturing sector, have experienced major shifts in the way business is conducted. As the numbers of jobs are reduced because of technical changes, outsourcing, or less demand, many workers are discovering that their once-secure job may no longer exist. The community must be able to respond to this shift in assisting the seasoned worker in learning new skill sets that meet the demand of the new types of business. Pulaski County is no exception to this trend. Many adults affected by these changes do not possess a postsecondary credential. As of 2005, there were over 138 million adults age 18 – 64 in the United States. Of those, 42 million were candidates for postsecondary education, but many were not adequately prepared. Many adults now require English language training. Others with only high school diplomas require remedial and developmental education and still others may need to acquire a GED before even being able

⁶ Retrieved from www.stats.indiana.edu and is based on year 2000 data. Residents age 25+ totaled 9,038 and only 1,422 had record of any post-high school degrees. A portion of this number did attend college but did not complete a degree program. 20.3% of this group did not complete high school.

⁷ Aligning Workforce Development and Economic Development in Ohio, Community Research Partners, January 31, 2007

⁸ *ibid*

to enroll in postsecondary credential opportunities. Each of these populations requires a unique set of interventions that will enable them to earn credentialed outcomes and to be employed in livable-wage jobs.⁹ It is important to take a comprehensive look at the definition of alignment that includes the residents of Pulaski County and the surrounding region from traditional high school students to the worker who needs new training after spending decades in the workforce.

This report already addressed the issues of increasing and decreasing industry sectors. Efforts in workforce alignment should be focused on re-training and/or re-tooling the manufacturing sector jobs to meet the demands of the existing niche markets and the emerging industries of the future. Many resources are available to the leadership of Pulaski County to meet this need. At its disposal are the services of Ancilla College, Purdue Extension Programs, Purdue Technical Assistance Program (TAP) and the Manufacturing Extension Program (MEP), customized training options through Ivy Tech Community College and the Indiana Department of Workforce Development. Conversely, attention needs to be focused on the development of industry niche clusters and the related training associated to bring the Pulaski County workforce in line with its clusters and emerging technologies. As alternative energy becomes increasingly more important, and with the rich history and tradition of manufacturing that the region boasts, the skills sets of its workforce may readily be transferable with minimal costs associated with training.

In summary, the following items should be part of the strategic mindset in aligning workforce and economic development for the future success of Pulaski County and the surrounding region:

1. Alignment integrates education, workforce development and economic development policy.
2. Alignment is regional.
3. Alignment positions education as the arbiter of student supply and workforce demand.
4. Alignment requires a P-20 approach.¹⁰

⁹ Revving the Education Engine: Effectively Aligning Education, Workforce, and Economic Development Policy; Knowledge Works Foundation, 2009.

¹⁰ *ibid*

As a result, the Key Strategies for Alignment include these components:

1. Identify, Assess, and Certify the skills and competencies in the workforce
2. Align education and workforce data systems
3. Develop customized instructional models
4. Move from strategies to realignment

V. FOCUS AREAS

E. The Potential Impacts of Property Tax Reform on Economic Development Practice

INTRODUCTION

In March 2008, a significant property tax reform and relief effort (HEA1001) became law in Indiana. Many of the changes will most directly affect homeowners (including temporary homestead credits and permanently increased homestead deductions). Others, including state funding of some services previously paid for with local property tax (for example school corporation tuition support, special education and preschools services, county welfare, and juvenile incarceration), will reduce local property tax levies and transfer the burden of paying for those services in part to sales tax (increased from 6 percent to 7 percent) and may indirectly have both positive and negative ramifications for Pulaski County's local economic development efforts. Finally, the capping of business and personal property tax liability at 3 percent of taxable value and changes in assessment practices will most directly and dramatically affect economic development efforts.

The reaction of the business community as well as the citizens of Indiana toward these changes have generally been very positive, and we expect that many changes will enable local economic development professionals to more effectively compete for private investment, jobs, and wages. Statewide, property taxes are expected to drop by about one-third.¹¹ However, a few changes must be cautiously monitored as they have the potential to create new challenges for economic development practitioners.

Overview of Impacts

The **positive impacts** of property tax reform on economic development practice include:

- Property tax caps should result in increased predictability and consistency of tax bills for business owners.
- More consistent and accurate assessment of property will increase perceptions of both fairness and reliability for business owners (and home owners as well).
- The shift from property tax to sales tax for funding of some services will reduce the tax burden of property tax intensive business.
- Lower property taxes should result in higher residential property values which may positively affect perceptions of the area.
- In the long term, those jurisdictions with the most diverse tax base (single family residential, multi-family residential, commercial and industrial) should have access to a higher share of property tax per capita, which, if spent wisely, should either result in more and better services or similar services at a lower burden

¹¹ DeBoer, Larry. Purdue Agricultural Economics Report. May 2008 p.4.

Pulaski County should be **cautious of the following potential impacts:**

- If property tax revenues decline significantly some local government services and local school funding could be reduced or eliminated; or local income taxes and or user fees may be increased.
- An increased reliance on local income tax may result in increased competition within the region for development and include high income residential investment as well as retail development.

POSITIVE IMPACTS

Increased Predictability and Consistency

Evidence suggests that timely and consistent local government behavior (particularly in regards to taxes) can be a powerful factor in aiding state and local economic development efforts. Specifically, when planning long-term investments, firms desire the ability to anticipate tax burdens, as well as the permitting, zoning and other practices of local government. Many experts suggest that firms so dislike the unpredictable nature of property taxes in Indiana that a cap on property taxes for businesses in Indiana will have a positive impact even if it were to result in a higher tax burden.

More Uniform and Accurate Assessment Practices

While recent changes to assessment practices were not part of the property tax reform bill, these changes will contribute to a reformed property tax environment. Assessment changes include an 88% reduction in the number of assessors, increased requirements for assessor certification which will mean more equity, uniformity and fairness, and stronger state oversight with the Department of Local Government Finance. One positive impact of the change in the assessment practice is that businesses will be able to anticipate the assessed value of their property rather than face the uncertainty that each reassessment used to bring. A secondary benefit may include the saving of the value of the time spent by local businesses contesting their assessment.

As more counties move to a countywide assessment system, local businesses will become more assured that their facility will be assessed in the same manner regardless of where it is located within a single county. Furthermore, as assessment practices become more professional, businesses will realize that the assessed value of their facility is likely to be very similar regardless of the county in which it is located. Previously, counties that accurately assessed properties were unfairly disadvantaged relative to counties where underassessment was common.

The Shift Away From Property Tax

As the state assumes the funding of services that were previously locally funded by property taxes, property taxes as a share of total taxes should diminish. The Legislative Services

Agency predicts a drop of approximately 33 percent as a share of total taxes.¹² The result would be that businesses that are property tax intensive (a high share of total taxes as property taxes), such as many manufacturing firms, would see their tax burden reduced, which may increase Indiana's ability to attract and retain these businesses.

Increased Home Values

The reduction of property taxes for single family homes is expected to eventually result in a related increase in the value of single family homes (assuming the quality of local government services remains constant).

Diverse Tax Base

It is anticipated that the taxing jurisdictions with the most diverse tax bases are better positioned in the long-run to adapt to the new property tax caps. In simple terms, a suburban community with primarily single family homes, and little commercial and industrial or even rental properties will be able to collect less property tax per capita (as a result of most properties being capped at one percent) than would a more diverse community.

IMPACTS TO BE CAUTIOUSLY MONITORED

As Property Tax Revenues Decline Other Revenue Sources May Increase

A one-third drop in the amount of property tax revenue collected will result in many taxing jurisdictions resorting to a combination of more efficient delivery of services, a reduction of non-essential services, and an increased dependence on non-property taxes, user fees, and Payment in Lieu of Taxes (PILOT's). Pulaski County should closely monitor these changes and their impact on the economic climate. For example, when other states have imposed property tax limitations there is frequently an increased reliance on user fees. While user fees are typically limited to the cost of the service provided, it is reasonable to expect that jurisdictions would seek to maximize the fee. Specific fees can affect individual businesses differently (e.g., a company that uses high volumes of water might find a high water/sewer fee to be a disincentive). Similarly, a county option income tax rate that is significantly higher than surrounding counties may influence the location decisions of the region's wealthier residents, and the location of those wealthy residents will affect the location decisions of many service and retail businesses (which would affect local option sales tax revenue if they become available).

While much of the focus will be on decreased property taxes and shifts in tax burden, Pulaski County should also pay attention to changes in service delivery. Many economic development analysts suggest that businesses do not seek the lowest cost rather they seek

¹² Legislative Service Agency. Estimated Impact on Net Property Tax HB1001.CC08 Update March 13, 2008.

the most advantageous intersection of cost and quality of services. Pulaski County will need to monitor changes in the level and types of services provided by local government and seek to assure that local businesses remain confident that the quality of services remains adequate and does not negatively impact local economic development efforts.

Increased Intra-regional Competition for Development

Local governments have long competed within and among regions for commercial and industrial development, both to generate jobs and increase the property tax base. With the property tax reform, the competition may become more intense as communities facing capped property tax revenues will only be able to increase their property tax revenue by attracting additional tax paying property (rather than increasing rates). Suburban/rural communities may decide to increase the amount of land zoned for commercial and industrial use and increase the share of residentially zoned land dedicated to upscale housing. Firms seeking to locate in the region may respond to this increased desire for new investment by pitting one community against another.

If local option income taxes become a larger share of local governmental revenue, communities will likely increase their efforts to attract and retain high income residents. Pulaski County could consider using tax abatement and other traditional incentives to attract high income households. The competition among communities may result in better schools and local services at lower costs; however it could also be that many of these actions result in households with more modest incomes being excluded from many suburban communities.

V. FOCUS AREAS

F. County Niche Clusters

Pulaski County is recognized as having strengths in several industry sectors: generally speaking, agribusiness and manufacturing specifically primary metal and transportation equipment manufacturing. Significant financial and human capital resources have been utilized to identify assets in these primary targeted sectors, and it should therefore be the mission of the county economic development efforts to partner with organizations to promote these assets throughout the Midwest Region and United States to encourage further economic growth in Pulaski County. A key step has already been taken by joining the regional economic development alliance operating under the umbrella of MidWest Indiana Economic Development.

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

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

A first step in identifying the potential for industry clusters is review of industry establishments by North American Industrial Classification Codes (NAICS) to derive a Location Quotient. A Location Quotient (LQ) greater than 1 means that the area (County) either has more services or product than is needed and is therefore exporting goods and/or services. A Location Quotient of less than 1 is an indicator that not enough services and/or products are available. Clusters which score less than 1 on their Location Quotient may not be worth further commitment of resources at this time. For the purposes of this report, we have analyzed industries with a LQ of 1.2 and above within Pulaski County in addition to the counties a part of the MidWest Indiana Economic Development regional group and those counties directly contiguous to Pulaski County but not connected with the regional economic development organization.

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

Upon review of LQ trends between the time period 2001 and 2008 there are four (4) industry sectors within Pulaski County that have LQ's above 1.2.

- Agribusiness, Food Processing & Technology (6.51)
- Transportation & Logistics (2.24)
- Manufacturing Super Cluster – made up of sub clusters (2.01)
 - Primary Metal Manufacturing (4.24)
 - Fabricated Metal Manufacturing (2.09)
 - Machinery Manufacturing (2.51)
 - Transportation Equipment Manufacturing (3.29)
- Mining (2.12)

When wage level LQ's are overlaid with the industry sector LQ's, the analysis provides clear insight into the existing strength of the manufacturing sector given its 3.11 wage LQ being the highest among the four primary industry sectors. This strength should be capitalized upon and effectively marketed locally, regionally and nationally.

Agribusiness

Industry LQ = 6.51 Wage LQ = 5.2

Agriculture in Indiana is a large and diverse industry with 63,000 farms containing 15.4 million acres of farmland. Agriculture plays a vital role in the economic stability of Indiana. In 2005, Indiana ranked 14th in the U.S. in cash receipts from the sale of all commodities. Pulaski County is a large contributor to the agricultural success of the state with an average farm size of 425 acres resulting in agricultural products sold per year of \$66,024,600.

Agribusiness in Pulaski County

- Hybrid Seeds – Indiana Small Plots, LLC
- Grain Storage – Kokomo Grain Co., Inc.
- Seed Production – Remington Seeds,
- Fertilizer Manufacturing - Crop Fertility Specialists
- Farms – multiple privately held
- Farm Equipment – North Central Agri Power, Inc., Gilsinger Implement
- Apiculture – Apple Blossom Honey Farm

Transportation and Distribution/Logistics

Industry LQ = 2.24 Wage LQ = .49

Indiana's transportation and logistics industry is a driving force in the state's economy and offers a competitive advantage to manufacturers and distributors. Known as the "Crossroads of America," Indiana is located within a days drive of 80% of the U.S. population, making it one of North America's leading logistics hubs. While Pulaski County is geographically located equidistance from Chicago and Indianapolis, and is within 60 miles of Lafayette and South Bend, the county lacks close proximity to an interstate or a major four-lane highway which creates challenges in attracting companies that rely heavily on distribution needs. Interestingly, as noted in an earlier section of the report, of the four sectors that experienced positive growth between 2005 and 2008, Transportation and Warehousing increased by a net three firms. This illustrates that although Pulaski County likely will not be a targeted location by warehousing and distribution firms, other companies that may not have strong distribution needs are receptive to a more rural environment particularly if the positive benefits of a more rural lifestyle outweigh the transportation deficits.

Transportation/Distribution in Pulaski County

- Automotive - Rife Heavy Duty Truck Parts, Inc.
- Beverage - Tippecanoe Beverages

Manufacturing

Industry LQ = 2.01 Wage LQ = 3.11

Indiana is a proven leader in manufacturing. More than 11,000 Indiana manufacturing plants employ more than 700,000 workers, making manufacturing a key sector in the states' economy. Pulaski County has a long history within the manufacturing industry. Worker productivity rates are high, and the cost of doing business is relatively low, particularly when comparing workers' compensation and unemployment insurance rates. This makes the county an attractive place to do business which needs to be effectively marketed and communicated to the public outside of Pulaski County.

Manufacturing in Pulaski County

- Automotive, Mobility Products – Braun Corporation
- Waste Handling Equipment – Galbreath/WasteQuip, GalFab, Link Environmental
- Plastics – FRATCO
- Steel – JSI Steel Distribution & Fabrication
- Metal Fabrication/Machine Tool – R & S Welding & Fabricating /Plymouth Tube
- Precast Concrete – S & S Pre-cast
- Filtration Products – Krystil Klear, Clear Decision Filtration

Mining

Industry LQ = 2.12

Wage LQ = N/A

Indiana Limestone is very uniform in texture and grade which has helped it gain worldwide acceptance as a premier dimension stone. Known as freestone, which means it exhibits no preferential direction of splitting, Indiana Limestone can be cut and carved in an almost limitless variety of shapes and sizes to meet the demands of the most demanding architectural challenges. Nearly 2.7 million cubic feet of Indiana Limestone is quarried each year which generates approximately \$26 million of annual revenue to the state. Known structures clad with Indiana Limestone include the Empire State Building in New York City and the U.S. Holocaust Memorial and Museum in Washington, D.C. Pulaski County contributes to the states' success in limestone quarrying. In 2005 Vulcan Materials Company (VMC) purchased aggregate facilities from the Critser Companies and Northern Indiana Materials Corporation. VMC is the nation's largest producer of construction aggregates, a major producer of other construction materials including asphalt and ready-mix concrete, and a leading producer of cement in Florida. The company employs 9,000+ people nationwide. While there was no public information relating to wage LQ within the mining industry within Pulaski County, the reported state average wage level is \$58,240 well above the state average wage level of \$38,400. Given the national scope of VMC and the formation of Vulcan's Midwest Division which is headquartered in Chicago, business retention and expansion efforts should be on-going with this national company located within the Town of Francesville.

The industry sectors outlined above represent existing strengths within Pulaski County. Now our goal is to expand the view to the MidWest Indiana Economic Development region that includes Benton, Carroll, Cass, Fountain, Montgomery, Pulaski, Tippecanoe, Warren and White counties and the Kanakakee-Iroquois Regional Planning Commission (IRPC) counties that include Benton, Carroll, Jasper, Newton, Starke, Warren and White. This expanded view is critical given the importance of tapping into regional assets.

MidWest Indiana Economic Development region Location Quotients above 1.2

Advanced Materials – 1.71

Biomedical/Biotechnical – 1.58

Chemicals and Chemical Based Products – 1.44

Glass & Ceramics – 1.74

KIRPC Location Quotient's above 1.2

Advanced Materials – 1.42

Agribusiness, Food Processing & Technology – 5.49

Biomedical/Biotechnical (Life Sciences) – 1.52

Chemicals and Chemical Based Products – 1.77

Education and Knowledge Creation – 1.25
Fabricated Metal Manufacturing – 2.00
Glass and Ceramics – 1.87
Machinery Manufacturing – 2.23
Manufacturing Supercluster – 1.69
Mining – 2.48
Transportation and Logistics – 2.95

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

EMERGING SECTORS

Clean Technologies

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

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

How does this worldwide trend relate to Indiana?

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

Manufacturing Co., ATI Casting Services and Brevini Wind USA all have all chosen to do business in Indiana.

How does this worldwide trend relate to the Midwest Region and more specifically Pulaski County?

The answer may be in wind power.

Neighboring Benton County is home to the largest wind farm east of the Mississippi River. The project, built in two phases, has a total of 355 turbines with total capacity of 600MW of electricity which is being sold to Dominion Energy in addition to Indiana Michigan Power and Appalachian Power, both subsidiaries of AEP. The project benefits include employment of approximately 350 workers to construct the wind turbines and long term project employment of 20 workers who will monitor and maintain the site. Project operators will contract with various service providers in the region to support operations.

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

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

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

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

Technology/Data Centers

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

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

While Pulaski County is not Indianapolis, upon review of criteria typically analyzed by companies when choosing a data center location, Pulaski County has some potential strengths – along with some challenges that could be overcome with concentrated development and planning efforts.

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

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

Pulaski County Strengths

Current zoning would not restrict data center use

Low county site risk factors

Natural disaster risks are below the state average

Affordable operating costs to include land price, utilities, real estate tax, and labor costs

Local incentives

Pulaski County Challenges

Lack of county wide zoning

Network Infrastructure

Accessibility

Talent Pool

Local strengths outweigh weaknesses with regard to Data Center development in Pulaski County. Because several of these weaknesses can be shored up through concentrated effort and collaboration, serious consideration should be given to targeting economic development efforts towards potential data center users and developers.

A new trend is emerging within the Data Center industry which is particularly interesting from a recruitment perspective. Companies are co-locating their data storage within

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

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

V. FOCUS AREAS

G. Real Estate Development Strategy

For business attraction efforts to prosper it is critical to have available viable real options to market to prospective new business and to help retain and expand existing business within the community. A proactive approach to building and occupying a commercial/industrial business park can pay major dividends in terms of maintaining a diverse array of living wage jobs within a community.

One of the keys of successful business park development in a smaller rural community is the concept of inclusiveness in the planning and visioning process. This is important because it creates the perception of an inclusive and open-door process which can minimize opposition to development efforts due to a lack of understanding of the larger vision.

Existing Pulaski County Development Opportunities

Winamac Industrial Park

Today Winamac Industrial Park is one of the county's best options for attracting new business investment given its availability of parcels ranging in size from 1 to 40 acres, proximity of utilities, base road infrastructure, land ownership and the Shovel Ready Site Designation. The challenge with the industrial park is that it does not have a solid identity to help market to prospective users within the targeted industry sectors. It would be the Ginovus team recommendation to create a business park identity and to use the identity in creation of marketing materials and park signage to promote the message that "we are open for business".

Francesville Industrial Park

While listed on the counties' website as an available development option with 3 to 151 acres, the site is not readily available due to property ownership, site infrastructure and zoning. This significantly limits its development possibilities as prospects are most likely to concentrate their location efforts on sites that are infrastructure ready because potential users know that "ready sites" will reduce the project development time line as well as lower overall project development costs. This being said, from a business attraction standpoint the west-side of Pulaski County holds tremendous opportunity given its proximity to attributes considered favorable for business attraction such as:

- Proximity to highways – U.S. 421

- Rail Access – CSX

- Real Estate – Large Tracts

Emerging Target Sectors – Wind Energy Benton County

Labor Pool – Pulaski, White, Jasper, Tippecanoe, Benton

Educational Institutions – St. Joseph’s College, Purdue University, Ivy Tech

Quality of Life – State Fish & Wildlife Area, Lake Shafer , Tippecanoe River

The county should consider acquiring land for development of a planned business park along the west corridor of the county. Special consideration should be given to development of an agricultural technology park – “Ag Tech Park”. Dedicated parks are a growing trend particularly in agricultural rich states/communities. A well known park is the Cornell Agricultural and Food Technology Park located in Geneva, NY. This is a 72-acre campus adjacent to Cornell University Agricultural Experiment Station. The park has been designed to foster innovation in technologies that can propel agriculture, food science, and bio-based industries. Tenant specialties within the park include:

Beverage Technology

Tree Fruit

Crop and Turf Protection

Vegetables

Plant Germplasm Technology

Precision Agriculture

Food Quality, Health, Safety

Seed Technology

Transgenic Technology

Wine and Viticulture

The Cornell Agriculture & Food Technology Park has an incredible asset in Cornell University as its neighbor which fosters scientific collaboration. While Pulaski does not have the exact same opportunity, its proximity to Purdue University may create some unique collaborative possibilities.

There are other examples, closer to home, of communities pursuing development of an Ag Tech Park, some to help offset the loss of manufacturing jobs. In 2007 Tipton County residents created a park through the donation of 35 acres of land by Adler Seeds and the Kelley Farm along U.S. 31. The park is known today as Prairie Acres Agricultural Technology Park. The goal of the park is to bring new age agricultural employers to the traditional farm base and to create 300 new jobs by year-end 2016.

Rather than focus exclusively on Agriculture given the size of Pulaski County and the Midwest region, a more sound concept may be to combine agriculture with renewable

energy to create a “Pulaski County, Center for Agricultural-Renewable Energy park (PC-CARE)” centered with a 4-H educational center.

For all economic development projects zoning is an important aspect. Zoning is a device of land use planning with the primary purpose being to segregate uses that are thought to be incompatible. In practice zoning is used to prevent new development from interfering with existing residents or businesses and to preserve the “character” of the community. Because the character of the community is important to the residents of Pulaski County, it is anticipated that favorable support of zoning laws would be received from community stakeholders. While some might consider zoning as an intrusion of property rights, it is critically important to view zoning as an economic development tool. It is a recruitment tool because prospective companies will understand the rules and timelines associated for development approvals in advance of making their location decision. An additional benefit of a comprehensive zoning plan is that companies will view it as a protection of their real estate investments.

Downtown Development/Re-development

Many rural downtown communities have been in a period of decline in large part due to population flight and increasingly challenging economic times. Research shows that a healthy and vibrant downtown boosts the economic health and quality of life in a community. Specifically it helps create jobs, incubate small businesses, protects property values and increases the communities options for goods and services. A healthy downtown can be a symbol of community pride and history.

While crafting a downtown revitalization plan is outside of the scope of this writing, sound downtown revitalization efforts should be considered and appropriately deployed keeping the following concepts in mind:

- Building a multi-functional downtown that will attract a wide range of individuals is important.
- Creation of partnerships to assist with revitalization efforts to include local government, Chamber of Commerce, private sector business, and civic organizations.
- Focus on attracting commercial businesses.
- Maintain/develop genuine public spaces that will be inviting.
- Be flexible in terms of goals and adaptation of strategies to meet local needs. Conduct market research to determine local downtown demand.
- Secure multiple sources of funding to support revitalization efforts.
- Develop unique qualities of the downtown area, pedestrian walkways, attractive lights, benches and or flowers in order to draw people.

Tools for Funding Economic Development Projects

There are a variety of tools available to help fund economic development projects and their utilization is dependent upon the type and scope of the project and community strategies and philosophies with respect to economic development project financing.

Tax Increment Financing (TIF) – Goal is to leverage public improvements throughout the county to serve as a catalyst for private investment and address infrastructure challenges. In general TIF provides for the temporary allocation to redevelopment districts of increased tax proceeds in an allocation area generated by an increase in assessed value. Some pro's to TIF financing are that it is highly flexible and it shifts the risk of development from taxpayers to bondholders.

General Obligation Municipal Bonds – referred to as GO Bonds are bonds backed by the taxing power of a municipality. The issuer raises taxes and sets the money aside to payback principal and interest to the municipal bondholders. Taxes used for GO Bonds include, property, income, sales and others.

State Economic Development Assistance – in recognition of the many pressing needs that require outside financing assistance the Indiana Office of Community and Rural Affairs (OCRA) has been established to work with local, state and national partners to provide resources and technical assistance to aid rural communities in shaping their visions for economic development. Through OCRA, Indiana requests federal funds to help rural communities with a variety of projects. One such grant is the Community Focus Fund (CCF) which is a program available to encourage communities with eligible populations to focus on long-term community development. Eligible CCF projects include but are not limited to:

- Water projects
- Sewer projects
- Storm drainage
- Infrastructure
- Senior centers
- Daycare centers
- Community centers
- Downtown revitalization
- Historic preservation
- Healthcare centers
- Special needs buildings

Those communities that tap into utilization of state and federal resources for funding opportunities hold a competitive advantage over their competitors that don't. Pulaski

County is fortunate to be involved with the voluntary partnership of KIRPC along with neighboring counties Benton, Carroll, Jasper, Newton, Pulaski, Starke, Warren and White Counties as they offer assistance and have had great success with economic development grant writing and grant administration.

V. FOCUS AREAS

H. Pulaski County Performance Measurements

The purpose of developing performance measurements (metrics) is to enable PCCDC to fully convey their effort and contributions to growing the Pulaski County economy to its board members and financial supporters. Additionally, the metric should provide PCCDC staff and community stakeholders with on-going measures of the key components that affect economic development outcomes, as well as the economic health of Pulaski County. The metrics are designed to enable PCCDC to clearly communicate its work and the results attributable to its work. The metrics that focus on key features which affect PCCDC ability to attract new investment to Pulaski County and retain existing companies will be known as the economic environment. The county-wide measures of change will be labeled as outcomes.

The majority of the metrics to be used to describe PCCDCs efforts and impacts were recommended during the key stakeholder interviews; a few additional metrics were added by the Ginovus Team. Much effort was made to focus on key indicators with the intent that focus on a few critical factors, rather than a broad set of measures, would allow PCCDC to clearly and concisely communicate their work and stay focused on the elements of the economic environment and outcomes that are most important to the community.

EFFORT METRICS

The effort metrics are intended to help PCCDC communicate their efforts as they endeavor to drive Pulaski County's economy forward. The effort metrics represent work that is totally within the control of the PCCDC. Examples of effort metrics are the number of trade shows attended and the number of calls placed to existing businesses. The effort metrics must be tracked by PCCDC. The recommended effort metrics are:

- Number of calls to existing businesses
- Number of trade meetings attended
- Number of working prospects
- Number of formal proposals generated
- Number of hits on PCCDC's website
- Number of events hosted and/or sponsored, and
- Number of business closing alerts communicated

RESULT METRICS

Result metrics should enable PCCDC to measure and communicate the results of its effort. While many of the results will be positive (e.g. projects closed successfully and new jobs attributable to PCCDC), unsuccessful outcomes should also be tracked. For example, it is unreasonable to believe that all projects PCCDC works on will eventually choose Pulaski County. Knowing how much effort is expended on unsuccessful projects is important; tracking why the projects were unsuccessful is even more important and can be extremely beneficial to PCCDC in helping to refine its strategic efforts.

This suggests that PCCDC define the key steps or phases of a typical project. Once the phases are identified, a computer-based tracking system should be developed and used for all projects that progress beyond the initial contact stage. Once implemented, this tracking system will enable PCCDC to clearly communicate workload by phase and identify any trends that develop regarding unsuccessful projects. These breaking points would then identify areas of weakness within the economic environment that may need to be addressed. The recommended result metrics are:

- Number of projects successfully closed
- Number of projects closed that committed elsewhere
- Number of new jobs claimed
- Number of retained jobs claimed
- Amount of new investment (new firms/existing firms)
- Amount of wages claimed (new jobs)
- Amount of wages claimed (retained jobs)
- Amount of training dollars leveraged

ECONOMIC ENVIRONMENT METRICS

The economic environment metrics are intended to help PCCDC track the factors which shape the local economy and either create or inhibit Pulaski County's attractiveness to investment. While PCCDC has little direct control over these metrics, tracking the change in housing prices, crime rate, vacant buildings (retail, commercial, and industrial) and other factors that contribute to the desirability of the community is important from both a recruiting and a strategic perspective. Of particular importance are measures of the quality of the workforce, including the traditional measure of educational attainment (high school,

associates, bachelors, and master's degree). The recommended economic environment metrics are:

- Rate of change in housing prices
- Crime rate
- Percent of population at each educational attainment level
- Number of vacant and abandoned buildings
- Vacancy rates of office and industrial property
- Number of businesses incorporated
- Number of non-residential building permits issued, and
- Number of patents issued

OUTCOME METRICS

Outcome metrics seek to measure the big economic picture and focus on the environmental change PCCDC seeks to contribute to Pulaski County. As with the economic environment measures, the outcomes are influenced by many factors, and changes in these metrics (whether positive or negative) must not be attributed solely to PCCDC's performance. One outcome measure is total employment; one impact on total employment is PCCDC's effectiveness in attracting new investment. In a particular year, PCCDC could directly participate in efforts that attract and retain several jobs; however, in a slowing or retracting economy (such as the current situation), these new and retained jobs may not be enough to offset losses attributable to factors such as declining consumer confidence.

In addition to focusing on total jobs, the metrics will also focus on total jobs in the targeted industry clusters. In addition to employment, the outcome metrics will address wages, including total wages, wages and wages per job as well as the same measures by targeted sector. Due to the fact that one expected outcome of economic development is building the tax base, an outcome measure looking at the amount of taxable assessed value relative to exempt assessed value is important, as is a measure of the ratio of residential to non-residential assessed value. The latter measure helps with understanding the growth of business relative to residential growth within the community. Increasing per capita income is a declared goal of local, regional and state economic development agencies and is an important indicator of economic progress. A final outcome measure should focus on the workforce. Of particular importance is the total number of individuals in the workforce, as well as the number unemployed.

Many of the outcome measures can be better understood in context. As a result, the Ginovus Team recommends that the employment, wage, and workforce outcome measures be tracked and compared to a small list of competitive cities (e.g. Caldwell, Cherokee, Kanabec, Grundy, and Buffalo). This comparative perspective will enable policy makers in Pulaski County to better understand the state of the local economy in both good and bad conditions by comparing change here relative to change in similar communities. The recommended outcome metrics are:

- Total number of jobs
- Total number of jobs in targeted industry clusters
- Total wages
- Wages per job
- Total wages in targeted industry sector
- Wages per job in targeted industry sector

- Taxable assessed value and total assessed value
- Change in taxable assessed value over time
- Per capita income
- Size of total workforce
- Size of unemployed workforce
- Unemployment rate
- Local income tax collection, and
- Local sales tax collection

VI. KEY ACTION STEPS

The Ginovus Team developed key action steps for each recommendation within the Pulaski County Development Action Plan. The recommendations are organized in the following subject matter areas:

1. Marketing/Branding Business Development
2. Workforce Development
3. Targeted Industry Clusters
4. Real Estate Development Strategy
5. Performance Measurements (Metrics)
6. Entrepreneurial Development

Marketing/Branding/Business Development

- I. Host an annual workforce and economic development summit to discuss key issues impacting business in the community, best practices used in different targeted industry sectors, and ways the county can help support the business community. The summit will include an annual report of the economic development related performance metrics selected for the community. The objective of this recommendation is to meet with business and community leaders to discuss, as a group, key workforce and economic development issues impacting the community.
 - A. CDC selects a date in 2011 to host the fall Pulaski County Economic Summit.
Complete by November 30, 2010
 - B. CDC finalizes an agenda, selects a location and determines speakers and participants for the summit.
Complete by January 30, 2011
 - C. CDC secures corporate **sponsorship for the summit.**
Complete by March 31, 2011
 - D. CDC hosts workforce and economic development summit
Complete by October 31, 2011

II. Launch an aggressive initiative for the CDC and economic development marketing efforts that describes the mission of the organization and differentiates it from other economic and workforce development related organizations. Communicate a clear message that highlights the work of the CDC and its commitment to assist businesses throughout Pulaski County. The objective of this recommendation is to clearly define the key role the CDC plays in advancing key workforce and economic development issues.

- A. The community economic development leadership team meets to re-confirm the mission of the CDC and discuss potential new approaches to workforce and economic development efforts.

Complete by January 31, 2011

- B. CDC develops marketing materials to use in fulfilling its economic and workforce development mission.

Complete by April 30, 2011

- C. CDC sends a letter and collateral materials to existing companies in targeted industry clusters, community stakeholders, and community development partners regarding new marketing efforts.

Complete by May 31, 2011

III. Partner with the MidWest Indiana Economic Development to ensure that Pulaski County is woven into the branding and marketing messages. The objective of this recommendation is to share key information with the MidWest Regional Group to ensure that the Pulaski community assets are understood and communicated throughout the Midwest.

- A. CDC members meet with the MidWest Indiana Economic Development group on a quarterly basis to update one another on activities, opportunities and messaging.

Complete by January 31, on-going quarterly

- B. CDC crafts a coherent message summarizing the key assets and opportunities offered by Pulaski County and communicates them to the regional economic development groups.

Complete by February, 28, 2011

- C. CDC reviews regional and national events, trips and conferences and chooses to participate in those that complement the targeted industry sectors identified for the county and region.

Complete by March 31, 2011

Workforce Development

I. Partner with Ivy Tech and other educational providers to understand what industry recognized certifications exist within key targeted industry sector employment and existing business positions. If no certifications exist, the CDC will partner with the educational providers to develop them. The objective of this recommendation is to improve the skill sets of prospective employees in order to increase the competitiveness of businesses located in Pulaski County and attract new businesses interested in hiring a skilled workforce.

A. CDC, Workforce I, Ivy Tech and other educational providers meet to discuss industry recognized certifications of existing business and targeted industry sectors for the region and county.

Complete by February 28, 2011

B. CDC, Workforce I, Ivy Tech and educational providers complete research and analysis of industry recognized certifications launched in other communities and states to support existing businesses and targeted industry sectors.

Complete by April, 30, 2011

C. CDC, Workforce I, Ivy Tech and educational providers design a plan to launch industry recognized certification programs for existing business and targeted industry sectors.

Complete by May 31, 2011

D. CDC, Workforce I, Ivy Tech and educational providers launch industry recognized certification programs for existing business and targeted industry sectors.

Complete by July 31, 2011

II. Launch a collaborative training program with Ivy Tech and other educational providers to encourage existing businesses and companies in targeted industry sectors to develop basic and transferable skills of employees. The objective of this recommendation is to improve the skill sets of employees in businesses located within Pulaski County, help make companies more competitive and increase business recruitment efforts.

A. CDC, Ivy Tech and other education providers meet to determine how to provide matching funds for collaborative training programs.

Complete by May 31, 2011

- B. CDC, Ivy Tech and other educational providers and company representatives from existing and targeted industry sectors meet to discuss critical training needs for Pulaski county.

Complete by June 30, 2011

- C. CDC, Ivy Tech and other educational providers, along with company representatives, finalize the design and the application process for the collaborative training program, focusing on what will provide the most benefit.

Complete by September 30, 2011

- D. CDC, Ivy Tech and other educational providers launch collaborative training program and accept applications for matching funds.

Complete by January 31, 2012

- III.** Collaborate with state resources (Conexus) and existing business to launch awareness and intern programs targeting high school students to promote career opportunities in manufacturing and other targeted industry sectors. It is critical to work closely with the K-12 schools in Pulaski County and to leverage the "Dream It, Do It" program. The objective of this recommendation is to effectively communicate the opportunities for career possibilities particularly within the manufacturing field, which is a strength in Pulaski County.

- A. CDC and Conexus meet to discuss awareness and intern programming.

Complete by March 31, 2011

- B. CDC and Conexus complete research and analysis of awareness and practices.

Complete by June 30, 2011

- C. CDC and Conexus design a plan to launch awareness and intern programs in Pulaski County.

Complete by August 31, 2011

- D. CDC and Conexus launch awareness and intern programs in Pulaski County.

Complete by January 31, 2012

Targeted Industry Sectors

- I. Define targeted industry sectors including potential niche clusters as a means of identifying Pulaski County within the region and differentiating it from other communities. The objective of this recommendation is to leverage existing industry assets to grow the local economy.
 - A. Manufacturing
 1. Transportation Equipment
 2. Waste Handling Equipment
 3. Metal Fabrication/Machine Tool
 4. Alternative Energy Component
 - B. Agriculture/Agri-business
 1. Feed Manufacturing and Sales
 2. Agricultural Education
 3. Farm Management
 4. Agricultural Finance
 5. Food Technology
 6. Apiculture
 - C. Logistics
 1. Agricultural - Food
 2. Trucking
 3. Alternative/Clean Energy
 - D. Clean Technology
 1. Wind
 2. Solar
 2. Methane
 3. Agri-Business Energy Efficiency
 - E. Information Technology
 1. Data Center/Storage

2. Business Services
 4. Financial Services
- F. Tourism
1. Agricultural
 2. Natural Resources
 3. Hospitality
 4. Culinary
- G. CDC in conjunction with outside consultation, review quantitative information analysis which will aid in effectively demonstrating county and regional strengths to targeted industry sectors.
- Complete by May 11, 2011*
- H. CDC in conjunction with others, perform Industry and Location Quotient Analysis to identify trending of business sector and corresponding wage levels.
- Complete by June 30, 2011*
- I. CDC in conjunction with others, conduct an asset mapping analysis so that county and regional assets are understood and can be effectively leveraged to support integrated workforce and economic development initiatives.
- Complete by July 30, 2011*

Real Estate Development

- I. Create a brand identity for Winamac Industrial Park. The objective of this recommendation is to have real estate options readily available to propose to prospective users within targeted industry sectors.
 - A. CDC, along with Winamac and county planning officials complete an analysis of the current land use, planning and physical infrastructure serving the park to create an inventory of the assets.

Complete by January 31, 2011

- B. CDC, Winamac and county planning officials develop a budget to create a marketing strategy and materials to effectively promote what is currently known as Winamac Industrial Park.

Complete by March 31, 2011

- C. CDC, Winamac and county planning officials deploy a comprehensive marketing strategy to regional markets and targeted industry sectors.

Complete by May 31, 2011

II. Develop the Pulaski County Center for Agricultural-Renewable Energy (PC-CARE) along the west corridor of the county, taking advantage of HWY 421 and the CSX rail line. New park development will help build the economic tax base, provide job creation opportunities, and present a viable real estate option to prospective users.

- A. Westside Development Corporation (WDC) and county planning officials complete an analysis of current land use planning and physical infrastructure serving the area to determine the costs associated with the development of a new Ag-TECH park.

Complete by June 30, 2011

- B. WDC and county planning officials conduct meetings with community residents to secure input regarding development of a new Ag-TECH park.

Complete by September 30, 2011

- C. WDC and county planning officials work with current property owners to secure control of the property for the development of the new Ag-TECH park.

Complete by February 28, 2012

- D. WDC and county planning officials work with real estate developer (s) on the marketing and launch of the new park.

Complete by June 30, 2012

- E. Pulaski County builds physical infrastructure to service the new Ag-Tech Park.

Complete by May 31, 2013

- F. Developer(s) secure the first tenant in the new Ag-Tech Park.

Complete by March 31, 2014

III. Develop an assisted living community within the county. The objective of this recommendation is to provide an updated living environment for the aging population of Pulaski and surrounding counties and increase the economic tax base.

- A. CDC and county planning officials request proposals from local and outside providers for development of an assisted living residential community.

Complete by June 30, 2011

- B. CDC and county planning officials identify/interview and select assisted living community developer/operator (s).

Complete by August 31, 2011

- C. CDC and county planning officials work with selected developer to determine optimal building location.

Complete by September 30, 2011

- D. CDC works with assisted living community to effectively market community to potential occupants.

Complete by July 31, 2012

Metrics

I. Select metrics based upon the key underpinnings and outcomes of economic development. The objective of this recommendation is to ensure that the CDC and those in the community responsible for economic development efforts are being evaluated based upon pre-determined and appropriate criteria.

A. Effort Metrics

1. Existing business calls
2. Networking connection/trade meetings attended
3. Working prospects
4. Formal proposals
5. Web hits, and
6. Events hosted/sponsored

B. Results Metrics

1. Projects closed successfully

2. Projects committed elsewhere
3. New jobs created
4. Retained jobs
5. New investment
6. Wages claimed (new and existing) and
7. Training dollars leveraged

C. Economic Environment Metrics

1. Change in housing prices
2. Crime Rate
3. Education attainment
4. Vacant and abandoned buildings
5. Commercial real estate vacancy rates
6. Building permits
7. Number of patents issued

D. Outcome Metrics

1. Total jobs
2. Jobs in targeted industry clusters
3. Total wages
4. Wages per job
5. Total wages in targeted industry sectors
6. Wages per job in targeted industry sector
7. Taxable assessed value and total assessed value
8. Per capita income
9. Total workforce
10. Unemployed workforce

11. Unemployment rate
12. Local income tax collections and
13. Local sales tax collection

Entrepreneurial Development

- I.** CDC continues to work to identify resources within the community to assist aspiring individuals with entrepreneurial efforts. Resources may include educational partners, existing business owners and retirees living within the community and Small Business Development Centers. The objective of this recommendation is to build upon the strong entrepreneurial history within the community, provide reasons for college graduates to return to Pulaski County and provide inspiration to those in the K-12 educational system.

Ongoing year-round

ACKNOWLEDGEMENTS

A Special Thank You to the Following Organizations:

Pulaski County Board of Commissioners

Pulaski County Council

Pulaski County Community Development Commission

Pulaski County Chamber of Commerce

Pulaski County Community Foundation

Workforce I Development

Midwest Indiana Economic Development

Kankakee-Iroquois Regional Planning Commission

Indiana Office of Community and Rural Affairs

THE GINOVUS TEAM

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

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

For more information, contact Leslie Wagner at 317.819.4412 or visit the Ginovus website at www.Ginovus.com.

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

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