

7/18/2011



THE WHITE COUNTY ECONOMIC DEVELOPMENT STRATEGY

urban initiatives

The White County Economic Development Strategy

Change is Inevitable Progress Isn't

Acknowledgements

The Urban Initiatives team thanks the White County Commissioners, the Kankakee-Iroquois Regional Planning Commission, and the Office of Community and Rural Affairs of the State of Indiana for their support and consideration of The White County Economic Development Strategy.

A special note of gratitude goes to the White County Economic Development organization's board of directors: Don Koleszar, Thomas Pimmler, Casey Crabb, Steve Burton, Bernie Graser, John Heimlich, Jim Saylor, Diane Thalmann, Mayor Jason Thompson, Greg Vogel, Sr., and Larry Wiley, and the staff: Connie Neining, Executive Director and Debbie Conover, Assistant for their guidance and numerous contributions to this effort.

The Urban Initiatives team also wish to thank the many individuals, and civic, business, educational, and community leaders and organizations who contributed ideas, provided comment, insight, discussions and recommendations to this effort: Kimberly Baker, Ellen Bartlett, Kevin Bender, Greg Bossaer, Edwin Buswell, Monica Casanova, Gib Crimmins, Janet Dold, Nick Eccles, Brian Furrer, Leslie Goss, Julie Gutwein, Bruce Hanway, Sid Holderly, Buzz Horton, Chris Limcaco, Stephanie, Long, John MacOwan, Jim Mann, Shannon Mattix, Rhonda McAchren, Randy Price, Jon Schwab, Wendy Schwab, Bonnie Triplett, Mike Triplett, Gerry White, the Monon Chamber of Commerce, the Monticello Chamber of Commerce, Monticello Kiwanis Club, and IU Health White Memorial.

About the authors

The Urban Initiatives team is comprised of Brad Hurt and Jacob Hurt of Urban Initiatives, Linda Williamson of Linda Williamson Consulting, LLC, and Drew Klacik, Senior Policy Analyst, of the Center for Urban Policy and the Environment at Indiana University Purdue University Indianapolis.

Contents

Executive Summary	4
Demographic and Economic Analysis	10
General Demographic Overview	13
Economic Overview	22
The Strategy	42
Tourism	44
Big Idea: White County Artisanal Food Trail	47
Alternative Energy	49
Big Idea: White County Institute for Leadership in Alternative Energy	54
Attracting Independent Retirees	56
Attracting Next Generation Workers	59
Big Idea: White County Next Gen Alt Energy Leaders Internship Program	63
Areas of Emphasis	64
Development Opportunities	68
Wolcott Corridor	69
Monticello Business Park South	74
Downtown	77
Greenway Connectivity	81
Arts & Culture	83
Enhancing the Entrepreneurial Environment: Small Business Development	85
Business Retention / Expansion	90
Fiscal Position and Economic Development Incentives	93
Implementation	102
Case Studies	109
Attracting Next Generation Workers: Talent Spikes	110
Greenway Connectivity	113
Art as an Economic Driver	115
Entrepreneurship	118
End Notes	120
Bibliography	131

Executive Summary

An Overview

Change is inevitable – progress isn't. Understanding the difference is important and making sure that the inevitable changes result in progress is essential to White County's collective future. Change is inevitable, for example in less than 100 years transportation evolved from walking to enabling mankind to land on the moon. And while changes in transportation have resulted in progress in terms of mobility, including making Lakes Shafer and Freeman more accessible to a wider range of potential visitors, it has also made it easier for those potential visitors to drive or fly right past White County's two lakes and visit the Great Lakes or the Gulf of Mexico. It is our belief that the risks of a strategy of ignoring change and hoping it will pass you by are great and that progress can only be assured by understanding change and developing strategies to mitigate its negative impacts while maximizing its potential benefits. If done well, planning for the future and implementing those plans is the best and perhaps only means of preserving White County's treasured past.



The Process

The Urban Initiatives White County Economic Development Strategy team, comprised of Urban Initiatives, Drew Klacik of the Center for Urban Policy and the Environment and Linda Williamson of Linda Williamson Consulting, began this assignment in January 2011. Initial work focused on a demographic and economic analysis of the County and the review of multiple plans that had been completed in the last ten years to gain an initial outsider's perception of the community and its assets and challenges.

The team worked with White County leaders to form a steering committee and an advisory committee to provide local insight, review interim work products, and disseminate information during the process. The steering committee consisted of the members of the board of directors of the White County Economic Development organization and met as part of the board's monthly meetings. The advisory committee consisted of twenty key community decision makers identified by the staff of White County Economic Development. This group met three times during the development of the White County Economic Development Strategy.

Members of the Urban Initiatives team also made six public presentations in White County prior to the final report being presented to the White County Commissioners. The team presented to approximately 100 attendees at the Annual Meeting of the White County Economic

Development organization on February 25, 2011 in Monticello. A similar presentation was also given by the team to the class of Leadership White County in Burnettsville on March 9. Three additional presentations were made later in the process to the Greater Monticello Chamber of Commerce at their monthly lunch meeting on May 17, to the Monon Chamber of Commerce at its May 26 lunch meeting and to the Monticello Kiwanis club on June 20. The process concluded with a meeting to gather public input on June 30 in Monticello that was attended by more than 50 citizens.

During the course of the assignment the Urban Initiatives team also conducted 26 stakeholder interviews to gain a better understanding of the local perception of the assets, issues and challenges facing White County. Surveys were distributed at the White County Economic Development Annual Meeting, to the board of directors of White County Economic Development, and were made available electronically to the general public to gain additional insight into the assets, challenges and opportunities facing the community. Also at the beginning of the process White County Economic Development Director Connie Neiningger provided members of the team with a visual tour of White County and its key developments and assets.

The Community

One of White County's greatest assets and biggest challenges involves its history and tradition. White County, Indiana was formed in 1834 and was named for Isaac White, an officer in both the Illinois and Indiana militias, who was killed at the Battle of Tippecanoe in 1811. Monticello is the county seat and has a long history. In 1923, Norway Dam, to the north of Monticello, was completed creating Lake Shafer. Two years later, Oakdale Dam, a few miles south of the city, was built and created Lake Freeman. These two meandering lakes established Monticello as a major tourism area. In April 1974, a devastating tornado tore through Monticello destroying everything in its path, including schools, homes, and many downtown buildings, including the historic courthouse. In 2010, the City completed the Tornado Memorial Park across the street from the White County Historical Museum.



One of the key assets that differentiates White County from other Indiana counties is the number of its smaller towns that possess their own unique character. The towns of Brookston,

Chalmers, Monon, Reynolds, and Wolcott each have assets that can be developed and leveraged for further economic opportunities.

Brookston benefits from its close proximity to Lafayette / West Lafayette and Purdue University but it is more than a typical bedroom community. Brookston has a strong arts and artisanal food presence, notably with Twin Rocker Handmade paper which was established forty years ago and has been pivotal to the hand-papermaking renaissance in America, Two Cookin' Sisters and the Klein Brot Haus bakery.

Chalmers is the hub of the county's burgeoning wind energy sector. It is the home to Horizon Wind Energy's maintenance center which includes separate facilities for technicians of each wind turbine manufacturer.

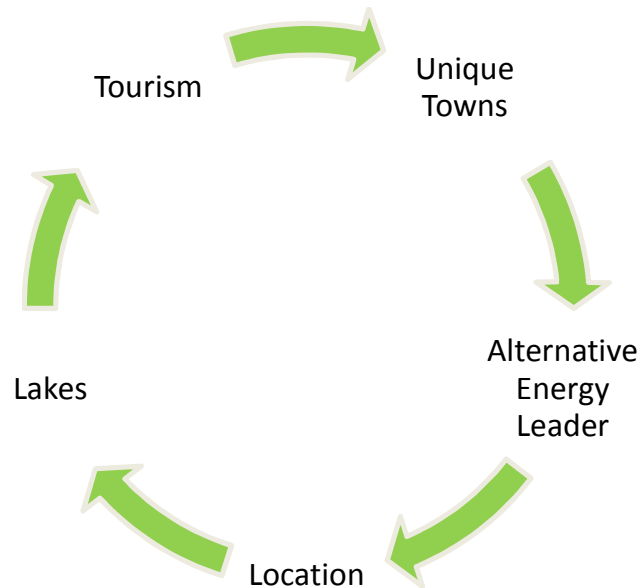


Monon has a rich history tied to the Monon Line that was created by the Chicago, Indianapolis and Louisville Railroad in 1853 and preserved today through the Monon Connection rail museum. Downtown Monon has experienced a number of historic rehabilitations to its building stock and is listed as a district on the National Register of Historic Places.

Reynolds earned the tag BioTown USA from the State of Indiana in the mid-2000's as a pilot community for renewable energy. That initial thrust has led to entrepreneurial efforts by the private sector to produce renewable energy through anaerobic digestion and treatment of the town's wastewater through algae. Reynolds has become a hotbed of renewable energy entrepreneurialism and frequently receives tourists interested in alternative energy from all over the world.

Wolcott is the closest White County town to Interstate 65 and plans are underway to maximize the town's locational advantage to the US 24 – I 65 interchange with development of the Wolcott Corridor. The Corridor is a 500+ acre planned commercial/industrial/logistics development with an 80-acre railroad transloading facility that is poised to generate new jobs and investment for White County.

White County's Assets:



Community Development

When facing a significant decision most people or companies thoroughly analyze the subject matter to achieve the best possible outcome. Community analysis is no different. Whether seeking to relocate a residence or a business, analyzing the relative strengths of a community is an important step in seeking the best possible outcome. White County, Indiana has a number of unique assets and advantages that when coupled with a strong economic development strategy will offer such an outcome to prospective residents and businesses.

White County is a leader in the rapidly expanding alternative energy sector. The depth of the alternative energy sector in White County is unparalleled in Indiana. Most visible is the proliferation of hundreds of wind turbines generating electricity, but just as important is BioTown Ag's anaerobic digester, and the Algaewheel installation at the Reynolds wastewater treatment facility. These cutting edge technologies have been introduced by entrepreneurs with plans for even bigger impact. Methane capture is generating electricity at the Liberty Landfill in Buffalo and the lakes were created when the Tippecanoe River was dammed to generate hydroelectric power decades ago.

Lakes Shafer and Freeman are also key assets that differentiate White County and have contributed mightily to the development of White County through the influx of seasonal tourists and now retirees. Tourism, largely driven by the lakes, generates nearly \$70 million of economic impact annually.

White County's location is another major asset. It's safe to say that White County is a moon in the planetary orbit of the cultural and employment core of Lafayette/West Lafayette. To be within 20 miles of a major Big Ten university, especially one as aggressive in economic development as Purdue University, offers White County a number of community development opportunities. White County is also equidistant to two major urban areas. The Indianapolis region, which is the economic engine of the state, is ninety miles to the south along Interstate 65

urban initiatives

and Northwest Indiana and Chicago, the Midwest's only global city, is the same distance to the north along the same interstate.

While there have been many planning efforts and some implementation, a number of risk factors and challenges continue to stand in the way of progress. Perhaps the most critical issue White County must confront is its declining and aging population. If not addressed, an ongoing decline in population will result in an erosion of quality of life amenities, most noticeable to the general population through diminished retail and restaurant opportunities. This could then lead to a further reduction in the population which then becomes a downward spiral. A continuing population decline combined with an aging population will result in a reduced workforce and a decline in student enrollment.

Intra-county competition is also present with many individuals and organizations focused on outdoing their neighbors as opposed to working together to advance the overall well-being of the county. This minimizes the advantages and opportunities White County possesses that could enable it to outperform many counties in the State and thus become a preferred destination for prospective residents and businesses. From an outsider's perspective, White County is no longer viewed as a collection of individual towns, but is viewed as one place or perhaps more likely as part of Lafayette/West Lafayette, or Indiana, or even the Midwest. In other words it has become indistinguishable from most other rural communities in the Midwest despite obvious advantages that would actually make it stand out.

The final major obstacle to progress appears to the team to be an aversion to costs (both monetary and social) associated with implementation of many of the planning recommendations of the last decade, that as a result, have not been acted upon by their sponsoring organizations. These organizations have invested a lot of resources planning for the future yet they have little, if anything, to show for their efforts and financial commitments.

White County's Challenges:



Conclusion

White County has a number of critical choices to make, the most important of which will determine whether the community and its citizens make progress or experience change – does the White County community want to work hard and influence its own destiny by making tough choices and investing in its collective future or will White County try to manage its decline as its population continues to age and decline in numbers?

Demographic and Economic Analysis

Demographic Snapshot of White County: Population Analysis

Indiana grew by 6.6 percent overall compared to the national growth rate of 10.0 percent. Among neighboring states, only Kentucky had a larger growth rate, 7.4 percent, since 2000. Indiana's rate topped those of Illinois, 3.3 percent, Ohio, 1.6 percent, and Michigan, -0.6 percent.

Indiana's growth over the past ten years has been fueled by two dramatic shifts – a population surge in the suburban counties that ring Indianapolis and a huge increase in the state's Hispanic population.

Two telling statistics have emerged: the eight-county Indianapolis metro area (Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, and Shelby counties) accounted for 57 percent of the state's overall 6.6 percent population increase from 2000 to 2010 and Hispanics, whose population grew 82 percent over the past decade, accounted for 43 percent of the state's population growth. The growth of the Hispanic population in White County helped limit White County's overall population loss to 2.5 percent. In short, Indiana has become more suburban and more diverse over the past ten years. (Census: State's 5 Fastest-Growing Counties were in Indy Metro Area, 2011)

Although Indiana is growing, many of its larger cities are not. Most relevant to White County, the population of Hammond decreased 2.7 percent; and Gary decreased by the largest amount in the state at – 22 percent. This lack of growth in Northwest Indiana's larger cities is likely fueling the positive growth in the balance of Lake County and also Porter and Jasper counties as residents of the region seek communities with better quality of life amenities.

Indianapolis grew 4.8 percent, and two of its neighbors, Carmel and Fishers, were the fastest-growing communities in the state. The suburban boom was driven by jobs, housing, and quality of life issues such as schools, housing options, parks and low crime rates. According to Indiana University demographers the Indianapolis area clearly has the most diversified economy in the state. It is not as focused on manufacturing as the rest of Indiana, which draws people to the region. Where these people choose to live is driven by those quality of life issues.

The five fastest growing counties in the state were all in the Indianapolis metro area. Hamilton County had the largest growth rate among Indiana's counties, increasing its population 50 percent since 2000. Next was Hendricks County (40 percent), followed by Hancock (26 percent), Boone (23 percent) and Johnson (21 percent).

The Interstate 65 corridor connecting the Indianapolis metro area to the Chicago metro area passes through seven Indiana counties, all but two of which showed population growth between 2000 and 2010. The two counties along this corridor that lost population are Clinton (-1.9 percent) which only has a small ribbon of Interstate 65 passing through it and White, which lost 2.5 percent of its population during this period. The remaining five counties in this corridor all gained population: Marion (5.0 percent), Boone (22.8 percent), Tippecanoe (16.0 percent), Jasper (11.4 percent), and Lake (2.4 percent). (U.S. Census Bureau, 2011)

Given the growth of both Jasper and Tippecanoe Counties White County needs to more actively align itself with these counties and the Interstate 65 corridor in its community development thinking and initiatives. Doing this also positions White as one county removed from both the Indianapolis metro area, which is clearly the state's economic growth engine, and the Chicago metro area which is the Midwest's one true global city. White County also needs to be

cognizant of not being sucked into the gravitational pull of the counties to its east, which largely comprise Indiana's rust belt, and are losing significant population.

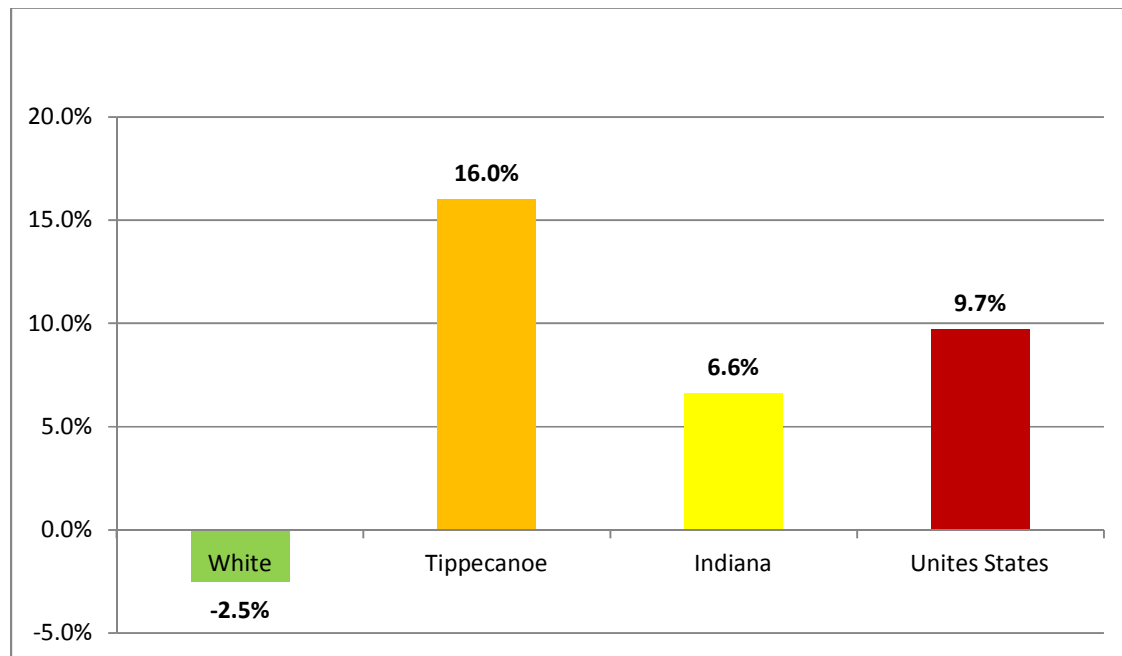
The state also saw a surge in the Hispanic population which now represents the majority minority population in 61 of Indiana's 92 counties. At the current growth rate Hispanics will surpass blacks as the state's largest minority group by 2016, if not sooner. The rise in the Hispanic population can be attributed to a number of factors, including immigration. But much of it can also be attributed to the age of the Hispanic population, which skews younger than the general population. From 2000 to 2010 White County's overall minority population grew 28.8 percent, fueled largely by 29.4 percent growth in the Hispanic population during this period.

Demographic Snapshot of White County: General Demographic Overview

Change is ongoing and unavoidable; however the choices we make have the ability to determine whether or not we make progress. In general, compared to Indiana and the Nation, White County is growing slower (in fact it lost population between 2000 and 2010) and getting older.

As displayed in Figure 1, between 2000 and 2010 the population of White County diminished by 2.5 percent while Indiana's population increased by 6.6 percent. Tippecanoe County, and most urban counties, experienced a growth rate that exceeded that of Indiana. A part of this growth rate is likely explained by the fact that the citizens of White County are doing the right thing and sending their children off to college, only to find out that when they graduate they seek to live in Tippecanoe County, the Indianapolis area, or other urban areas.

Figure 1: Growth Rate (Growing Slower)

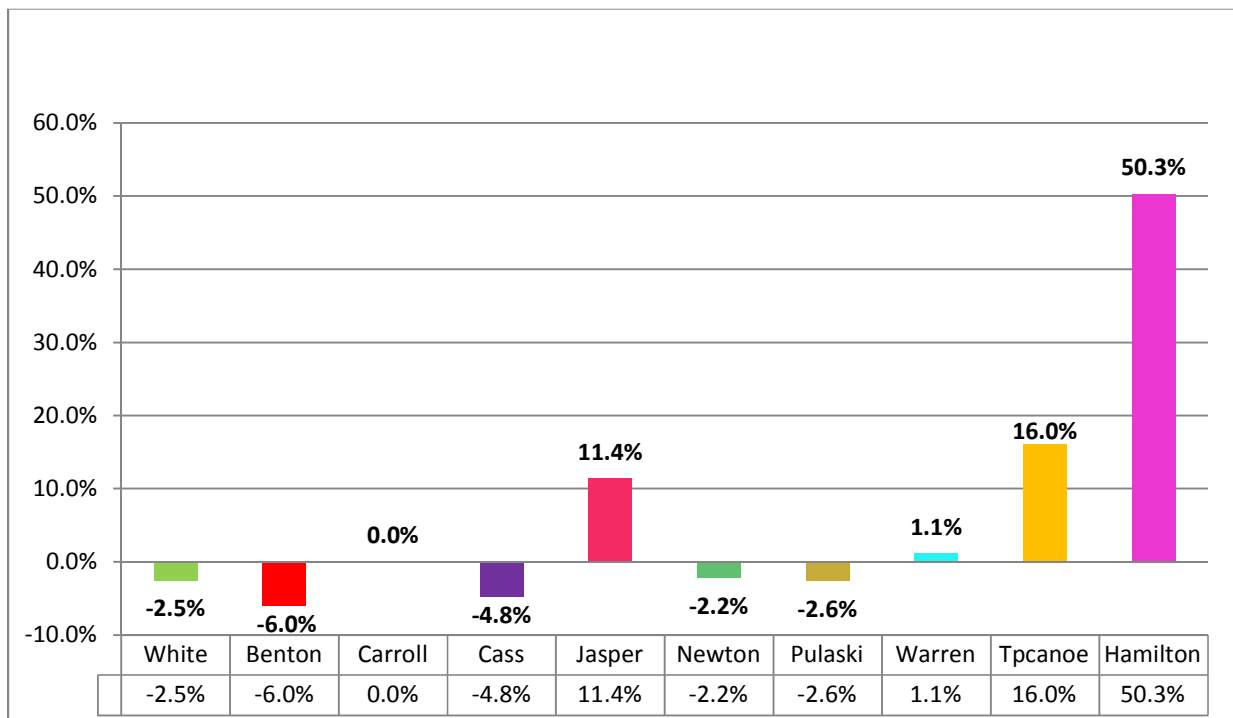


Source: US Census Bureau 2010

When compared to its rural neighbors, White county is doing reasonably well. In fact only Jasper and Warren counties experienced growth and White County's 2.5 percent decline was similar to Newton and Pulaski counties and much less severe than the decline in Benton and Cass counties.

This slow change, or actual decline, is typical of Indiana's rural counties. In contrast Indiana's urban and suburban counties experienced rapid growth, led by the over 50 percent increase in Hamilton County's population.

Figure 2: Growing Slower / In Decline – Rural / Metro

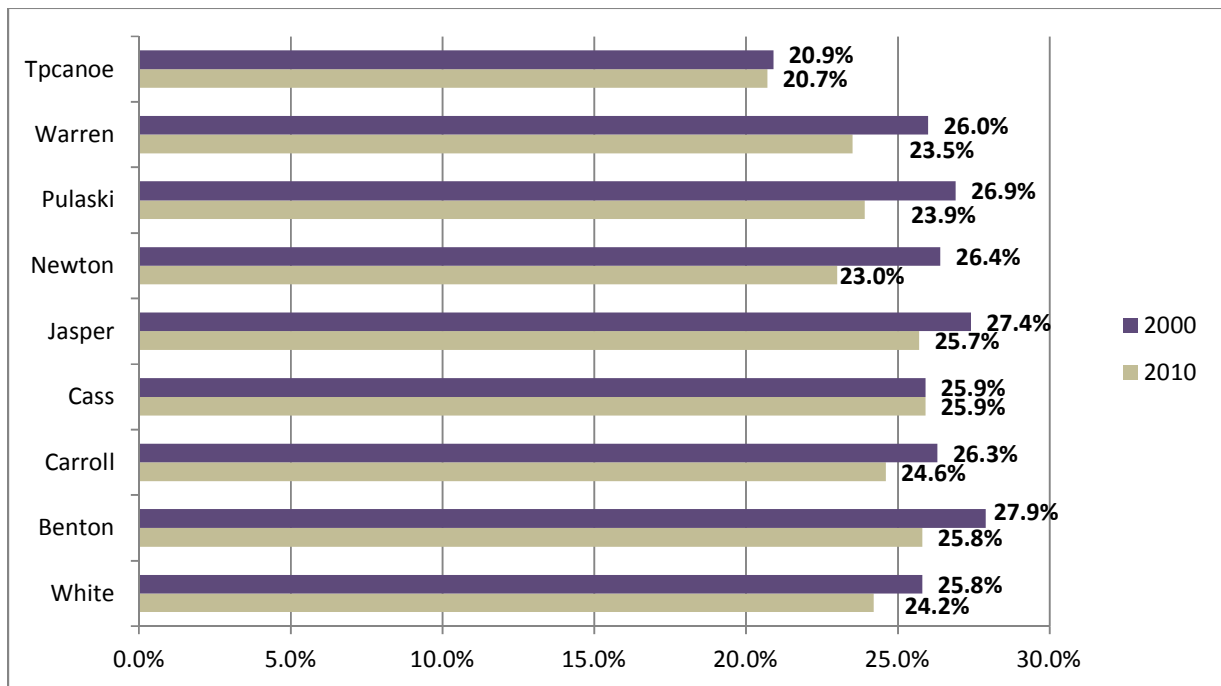


Source: US Census Bureau 2010

While in the aggregate White county has experienced a slow decline in population, an age group analysis presents a more disconcerting trend.

As shown in Figure 3, the number of young persons in White County and its neighbors is in decline. The share of the population under 18 in White county dropped to 24.2 percent in 2010 compared to 25.8 percent in 2000.

Figure 3: Percent of Population Under 18



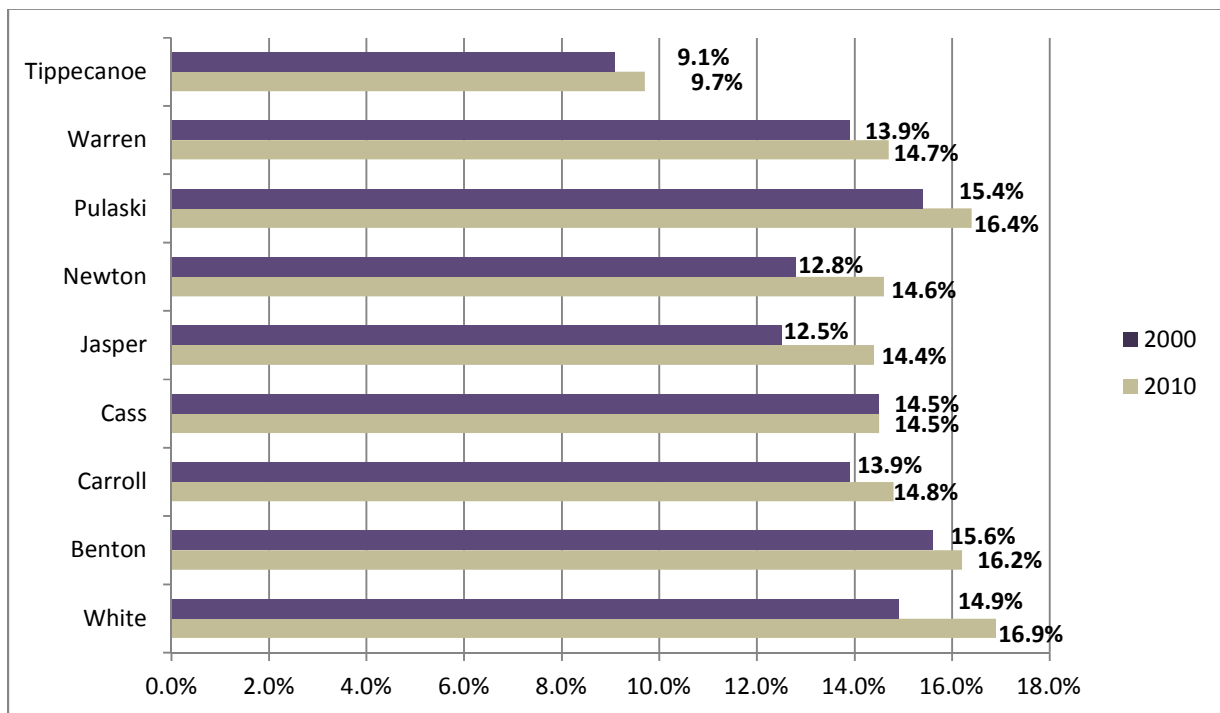
Source: US Census Bureau 2010

As shown in Figure 4, during the same period the share of the population over sixty-five in White county and other rural counties increased.

In White County the increase in those over sixty-five went from 14.9 percent in 2000 to 16.9 percent in 2010. **In effect this means that White County's loss of population is being driven by a loss of children and young adults while being offset by a growing elderly population. It also means that White County's labor force is in decline.**

Between 2000 and 2008 White County's labor force declined by 2.5 percent while its neighbors experienced a decline of 4.1 percent. While a shrinking labor force may result in a slightly lower unemployment rate it also means that firms that are looking for available workers would become increasingly less likely to find them in White County and the surrounding area.

Figure 4: Getting Older

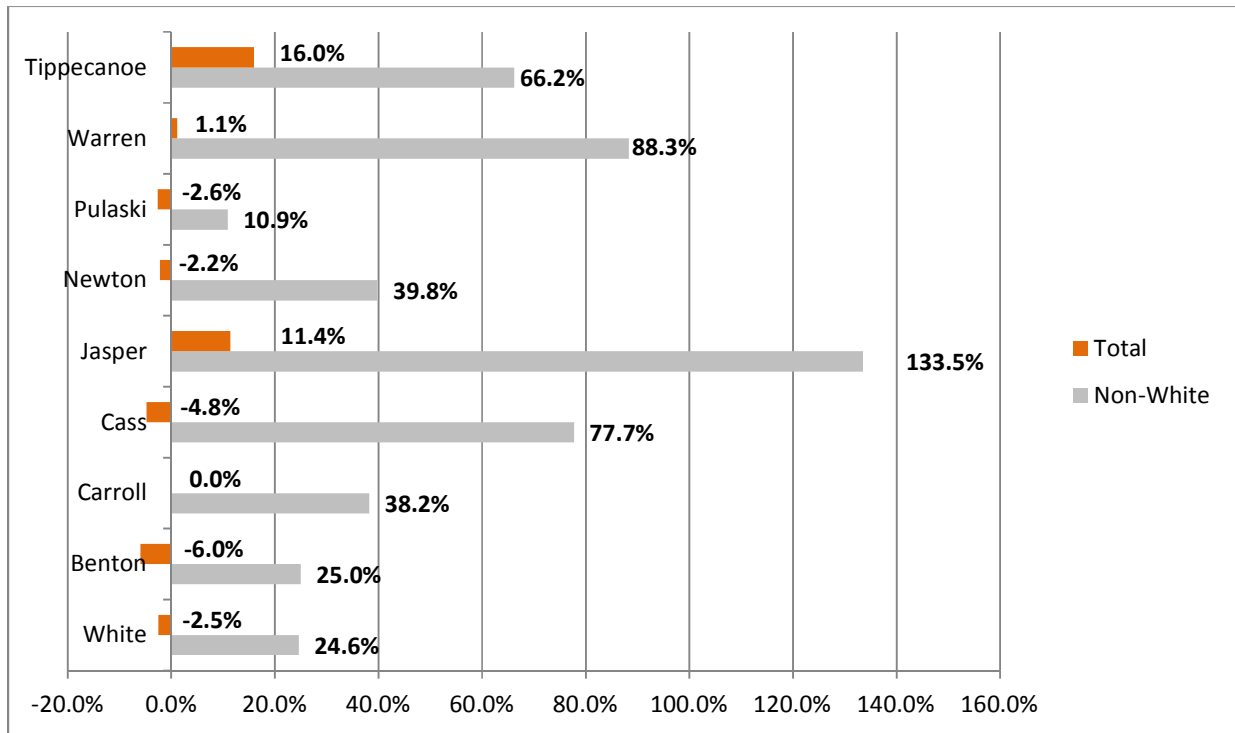


Source: US Census Bureau 2010

From another perspective, without a dramatic increase in diversity White County, and its neighbors, would have experienced a much more precipitous decline in population.

For example while White County's overall population decreased by 2.5 percent its non-white population experienced a nearly 25 percent increase (primarily Hispanic).

Figure 5: Becoming More Diverse – The Change in Non-White Population

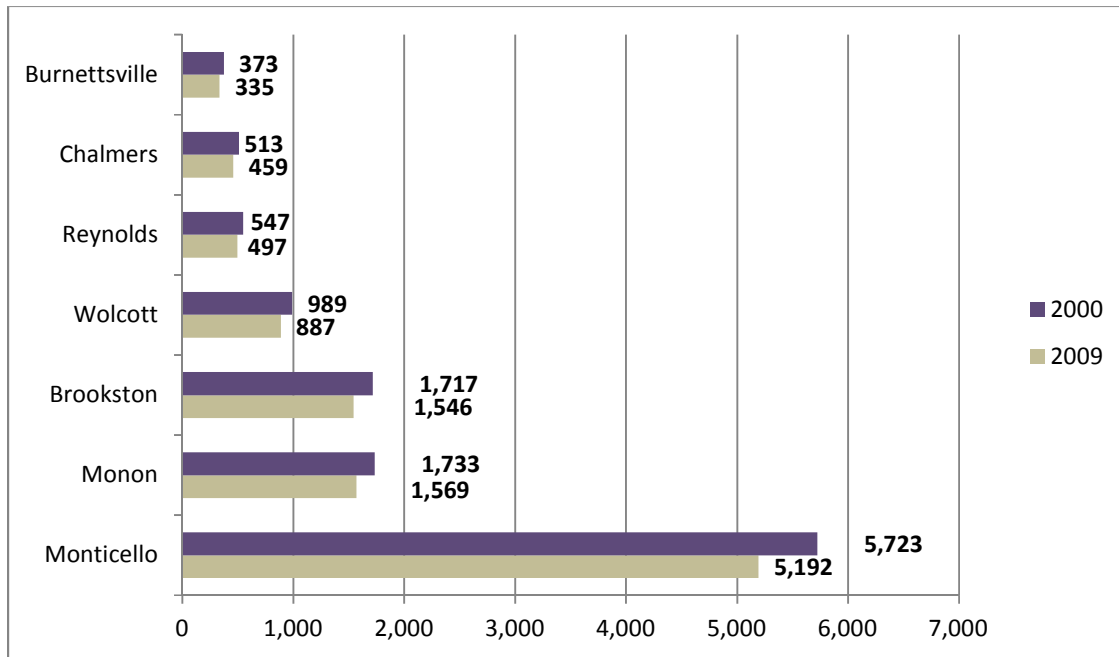


Source: US Census Bureau 2010

Looking at the cities and towns of White County, we see that none are immune to the population loss.

Monticello experienced the largest decline (nearly 600 individuals) but size did not seem to matter as all lost population.

Figure 6: Population Change 2000 – 2009



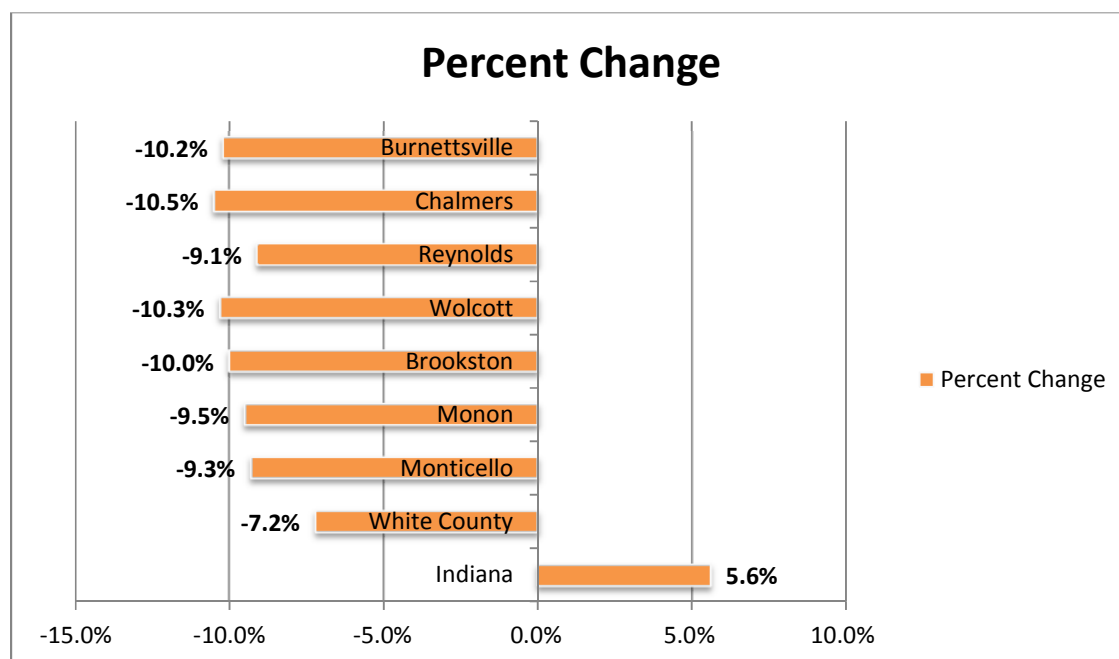
Source: US Census Bureau

In fact, as shown in Figure 7, all cities and towns with the exception of Reynolds experienced a sharper rate of decline than did Monticello.

One interesting feature when observing the rate of decline, is that while in general urban counties are growing and rural counties are experiencing population loss. In White County the unincorporated part of the county lost population at a slower rate.

This figure uses 2009 data because the 2010 data for individual cities is not yet available, which is why the numbers don't match.

Figure 7: Percent Change of Population 2000 – 2009

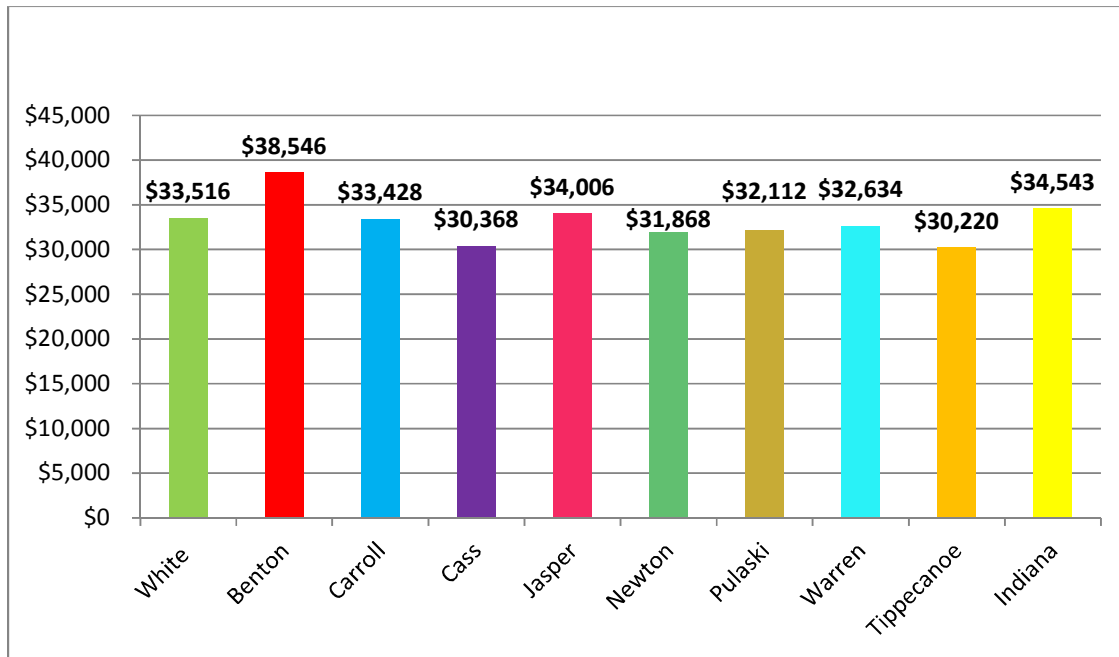


Source: US Census Bureau

Between 2005 and 2008 per capita personal income in White County increased by \$6,218 compared to a statewide increase of \$3,264.

Let's hope this trend continues because even after that progress per capita income in White County, while similar to many of its neighbors, still trails state per capita income by over \$1,000.

Figure 8: Per Capita Income: 2008

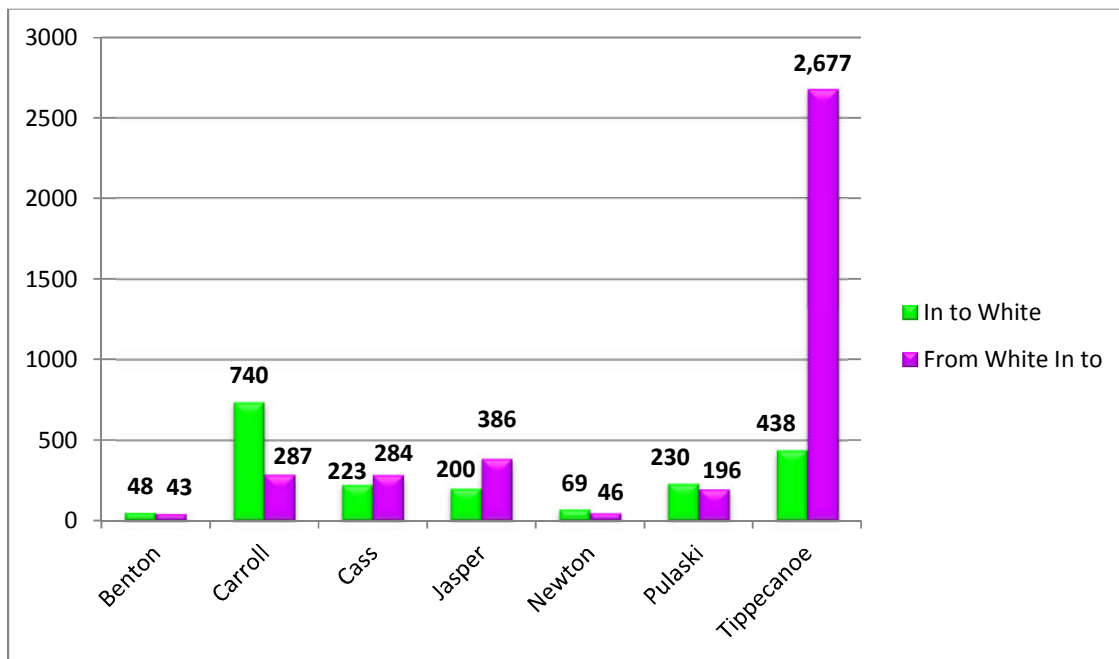


Source: Bureau of Economic Analysis

Commuting patterns show the importance of the Lafayette/West Lafayette economy to White County. Over 2,200 more White County residents commute to Tippecanoe than leave Tippecanoe to work in White County. In fact approximately, 20 percent of all White County residents who work are employed in Tippecanoe County.

While on balance White County is a net exporter of workers, when netting out Tippecanoe County it, in aggregate, imports more workers from the surrounding counties that it exports to them.

Figure 9: Commuting Patterns



Source: US Census Bureau

Overview of White County's Economy 2005 – 2008

This economic snapshot of White 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 (in absolute terms as well as rate), industry sectors and those in decline.

The analysis also recognizes that White County's economic future is intertwined with that of its rural neighbors as well as with that of Tippecanoe County's. As a result this snapshot considers the economic assets and challenges of White County's neighboring counties. Specifically, the snapshot identifies for White County, its neighbors (the region), Tippecanoe County and for additional context, where appropriate, Indiana's:

- Base industries, those with the largest number of firms and employees
- Fastest growing employment sectors, these likely provide immediate opportunity
- Sectors in decline, that may require special attention especially if they are base industries
- Industry sectors with the highest average wage, jobs that bring wealth to the county and region
- Industry sectors experiencing a decline in average wages
- Size of workforce and educational attainment, two important factors in attracting new industry as well as enhancing the competitiveness of White County's current industries

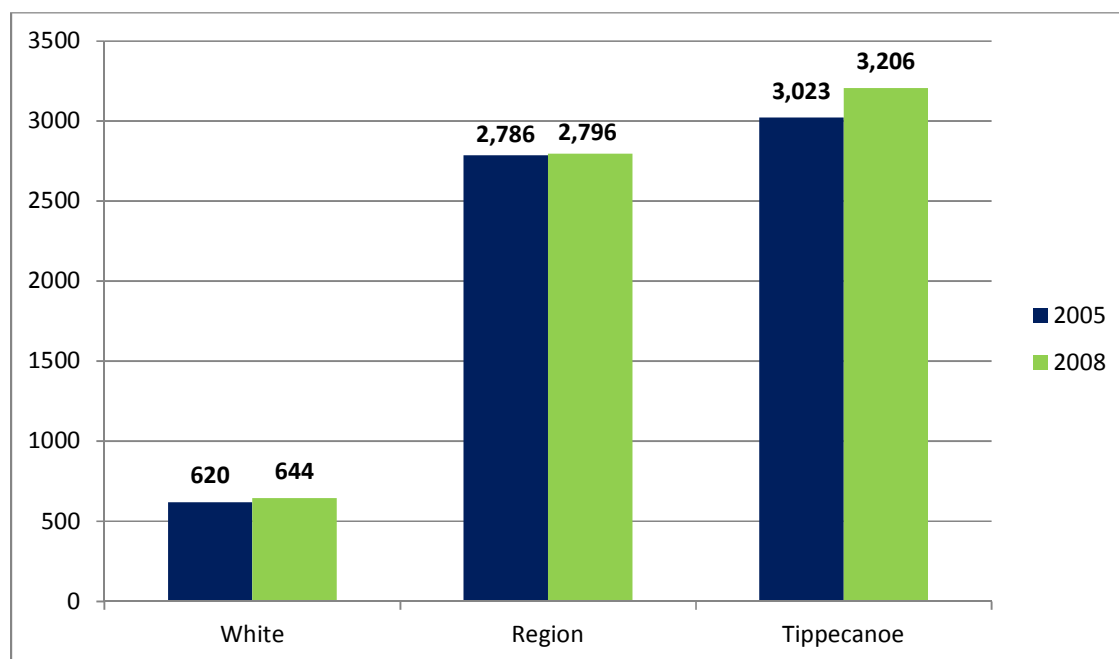
White County Economic Overview: Firms: Total Firms

Firms employ people, make investments, and pay taxes. Firm expansion and the establishment of new firms are critical to economic progress.

As shown in Figure 10, the total number of firms in White County, the region, and Tippecanoe County all experienced a slight increase between 2005 and 2008. The net gain of 24 establishments in White County represents a 3.9 percent increase, which was superior to the performance of White County's neighbors (0.4 percent). Of White County's neighbors only Newton County's performance (10.3 percent or 24 net new private firms) was superior to that of White County.

Furthermore while White County's rate of increase was similar to that of the entire state (4.3 percent) it did trail Tippecanoe County's 6.1 percent increase in the number of new firms. Of course the net change of firms masks the fact that there were likely many more establishments closing and new firms started during the period.

Figure 10: Private Firms, 2005 and 2008



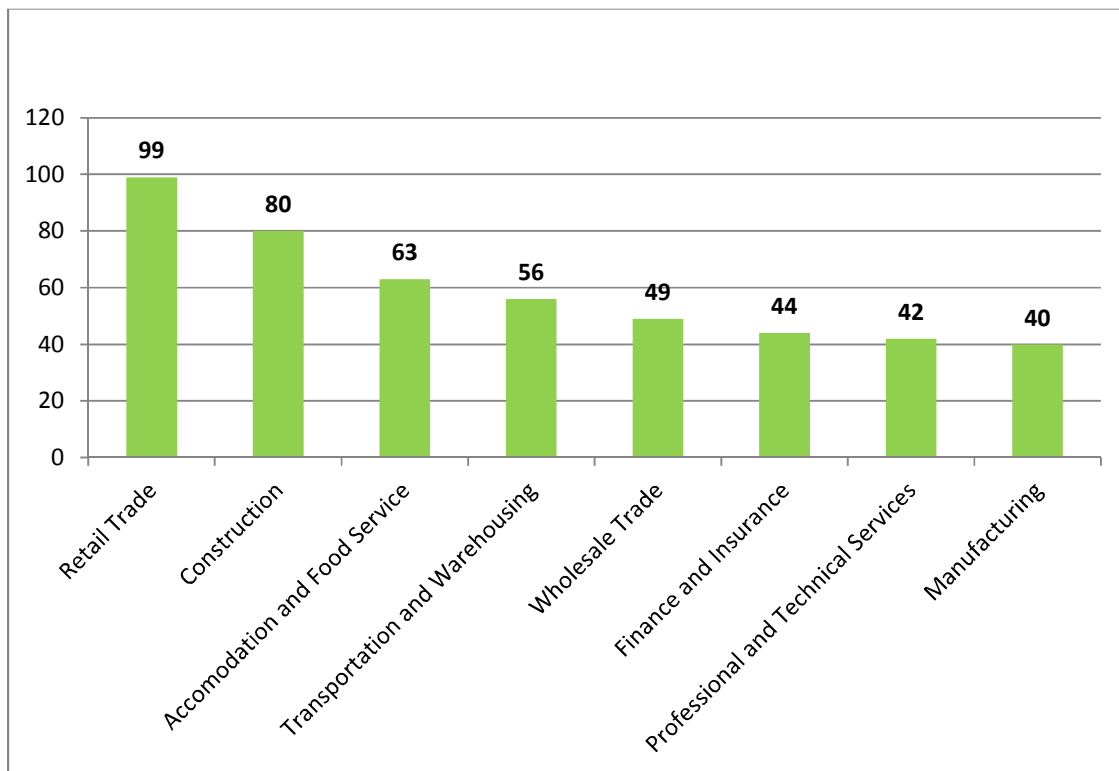
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

White County Economic Overview: Firms: Greatest Number of Firms

There were eight economic sectors in White County that had 40 or more establishments in 2008. As might be expected (and as in most counties), retail trade had the most firms (90 or 15.4 percent).

The firms in these eight economic sectors comprise seventy-three percent of all private firms in White County.

Figure 11: Greatest Number of Firms by Economic Sector White County 2008



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

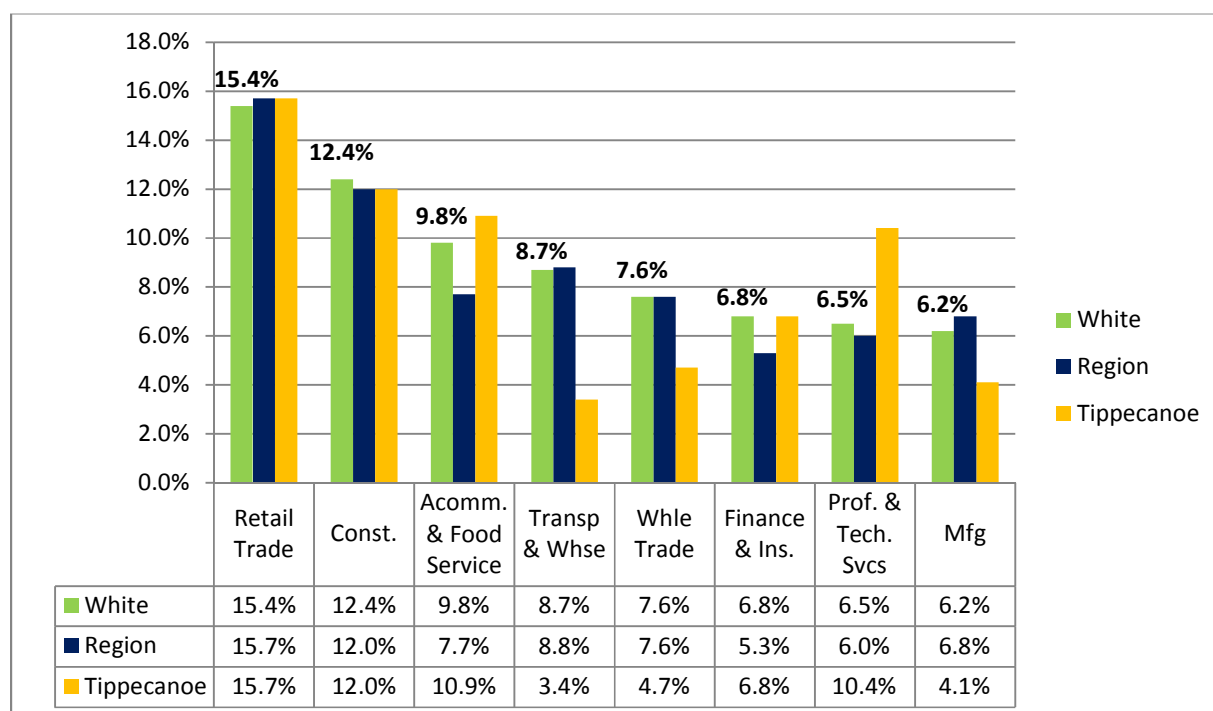
Comparing White County to its neighbors, Tippecanoe County and Indiana, retail firms were also the largest share of total firms in the region (15.7 percent), Tippecanoe County (also 15.7 percent) and in Indiana (13.5 percent).

The more urbanized Tippecanoe County has a much higher share of professional jobs than either White County or its neighbors. And while Tippecanoe County is the home of Purdue University and all the visits that that institution attracts, White County’s accommodation and food services sector is much closer to Tippecanoe (10.9 percent) than are other counties in the region (7.7 percent).

The health services sector ranks among the top eight industry sectors in both the region (7.4 percent) and Tippecanoe (8.4 percent) yet only 5.2 percent of all White County firms.

The fact that retail trade is a smaller share of all firms in White County than in the Region or Tippecanoe suggests that there may be an opportunity to expand this sector.

Figure 12: Comparing Share of Firms 2008



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

White County Economic Overview: Firms: Greatest Increase in Number of Firms

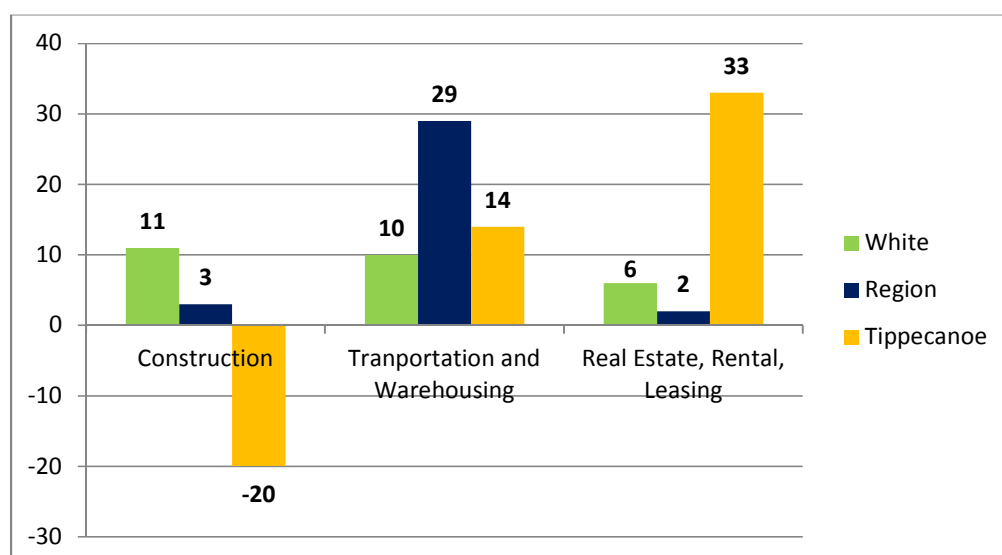
Between 2005 and 2008, White County experienced a net gain of 24 private sector establishments while the other counties in the region experienced a net gain of only ten private firms and Tippecanoe County experienced a net increase of 183 establishments. As seen in Figure 13, only three economic sectors in White County experienced a net increase of more than five establishments. Only the Transportation and Warehousing sector experienced a net increase of ten or more firms in both the region and Tippecanoe County. This sector provides the best opportunity for additional economic development.

Two economic sectors that experienced relatively large increases in the number of net firms in the region and in Tippecanoe County, but not in White County were Health Care and Accommodations. Tippecanoe County experienced a net increase of 31 Health Care establishments and the region experienced a net increase of 10 establishments while White County only experienced a net increase of two Health Care establishments. In the Accommodations sector while White County experienced a net loss of 5 establishments the region gained four net firms and Tippecanoe County experienced a net increase of 25 accommodation establishments.

The net increase of establishments in the surrounding area suggests an opportunity in White County. The quantitative evidence is supported by the recent changes at the county hospital and the expansion efforts at Indiana Beach, thus White County should consider economic development efforts in both of these sectors.

Because of their differing performances, two additional sectors of interest are Agriculture where White County experienced a net decrease of three firms while the region gained nine and conversely the manufacturing sector where the region experienced a net decrease of five while White County experienced no change.

Figure 13: Greatest Net Increase in Number of Firms by Sector, 2005 – 2008



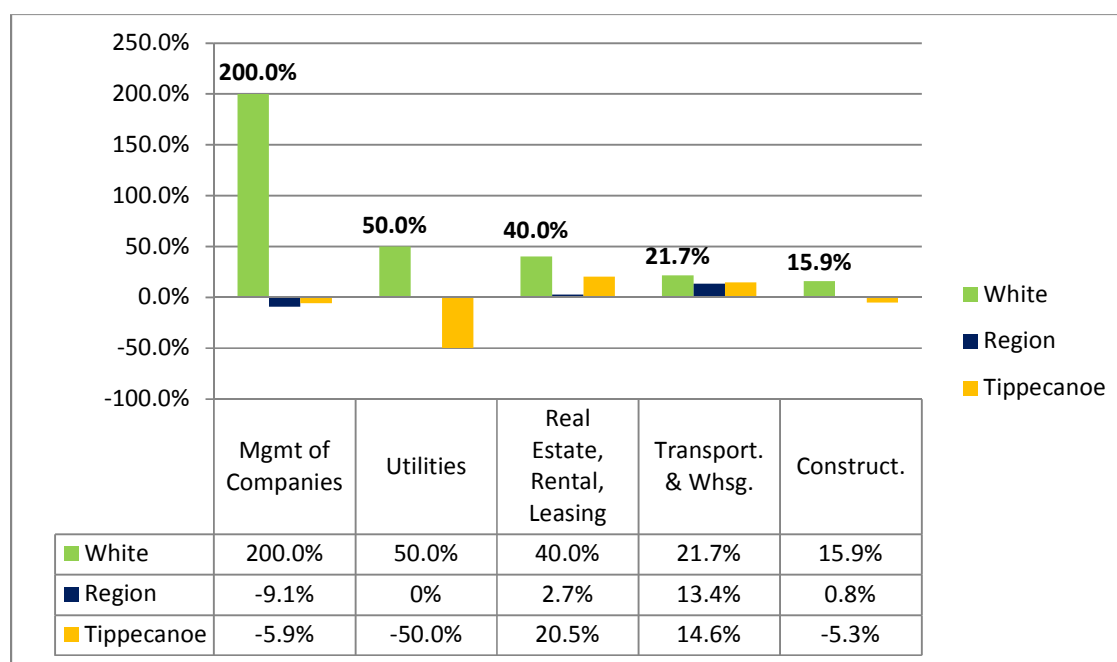
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

White County Economic Overview: Firms: Rate of Increase in Number of Firms

The rate of increase can help identify smaller sectors that are rapidly increasing. However, in some cases the small number of firms can result in deceptive growth rates. For example, the Management sector increased from one to three firms (a 200 percent increase). Of the five economic sectors in White County that experienced a net increase of over 10 percent in the total number of firms only three sectors (construction, real estate, and transportation and warehousing) had more than four establishments in 2008.

Looking at the region and Tippecanoe County, the only economic sector experiencing more than a ten percent increase in firms across all three areas was transportation (14.6 percent in Tippecanoe and 13.6 percent in the region). Two sectors that experienced a net increase of over 10 percent in Tippecanoe County and may provide opportunity for future growth in White County are the Arts (22.9 percent) and Health Care (13.7 percent increase). While the Management of Companies sector has increased in White County the decrease in both the region and Tippecanoe County suggests that White County should diligently monitor the economic competitiveness of the firms in that sector.

Figure 14: Greatest Rate of Increase in Firms in White County 2005 – 2008



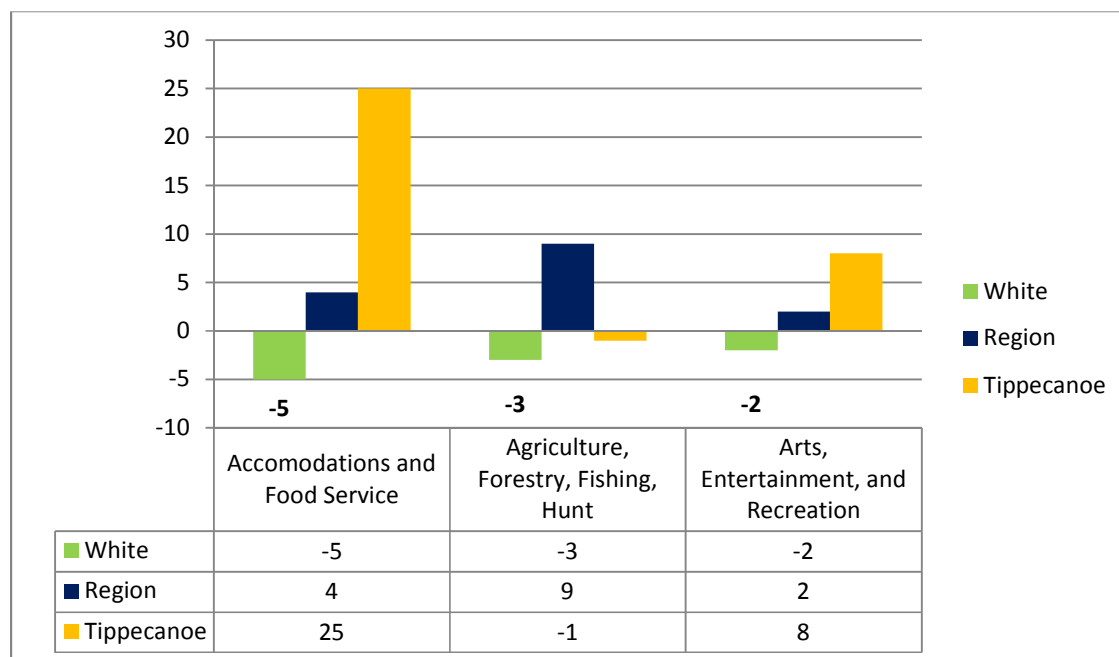
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

White County Economic Overview: Firms: Declining Number of Firms

Three economic sectors experienced a net decline in the number of firms. These sectors may require particular attention to support job retention. However, given the gain in net firms in the Accommodations and Arts sectors across the region and in Tippecanoe County, these two sectors may represent expansion opportunities rather than requiring a retention approach.

Additionally, while the number of agriculture sector firms has decreased in White County it has expanded within the region suggesting an opportunity to capture some of the economic opportunity associated with new agricultural development in the region.

Figure 15: Greatest Decrease in Net Number of Firms in White County 2005 – 2008



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

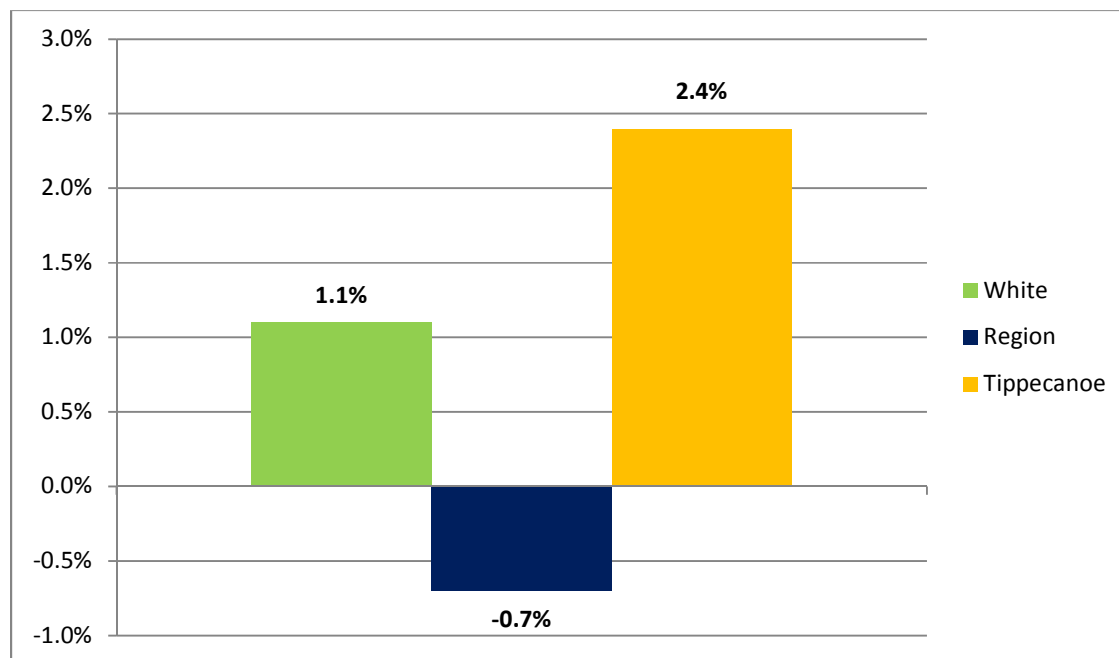
White County Economic Overview: Employment: Total Employment

Total employment and private employment in White County have both experienced a slight increase 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 in White County increased by 170 jobs (2.0 percent) while private employment increased by 74 jobs or 1.1 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 White County increased during the study period, total private employment in the neighboring counties decreased slightly (0.7 percent) or a net loss of 254 jobs. Tippecanoe County experienced a net gain of 1,362 net new jobs during the study period (2.4 percent). In 2008, there were 58,863 private sector jobs in Tippecanoe County, 36,275 private sector jobs in the surrounding counties, and 6,800 in White County.

Figure 16: Private Employment Growth 2005 – 2008



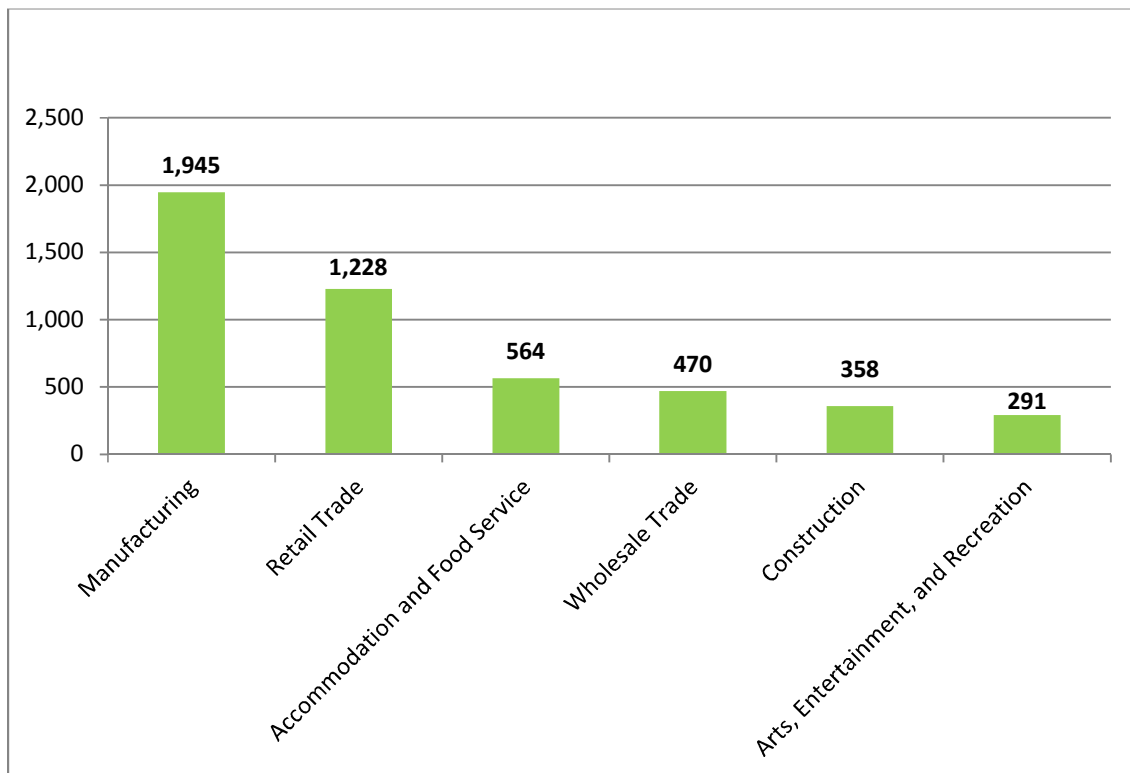
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

White County Economic Overview: Employment: 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 White 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 a few economic sectors (especially agriculture) 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 White County (28.6 percent or more than 1 in every 4 private sector jobs in the county).

As shown in Figure 17 the other employment sectors in White County, each with nearly 300 total jobs, in 2008 range from 1,228 jobs (or 18.1 percent) in the Retail Trade sector to 291 (or 4.3 percent) in Arts, Entertainment, and Recreation. Nearly half the private sector jobs in White County are in either the Manufacturing or Retail sectors (46.7 percent).

Figure 17: Largest Employment Sectors in White County 2008



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

The three largest employers in the region are identical to the three largest employers in White County. In fact, at 30.7 percent the total share of private jobs in the manufacturing sector in the region is slightly greater than the percent of manufacturing jobs in White County. Within White County and the region the manufacturing sector is an essential part of the economy.

The share of total jobs in the Retail Trade and Accommodation and Food Service sectors in White County exceed that of the region, which is likely the result of the proximity to Lakes Shafer and Freeman and suggests a competitive advantage that may be capitalized upon even further.

While employment in the Health Care and Social Assistance sector in White County is undisclosed, it is the fifth largest employer in the region, and as the population ages this suggests additional opportunity for employment growth in White County.

Table 1: Five Largest Employment Sectors in the Region

• Manufacturing	11,127
• Retail Trade	4,545
• Accommodations and Food Service	2,836
• Construction	2,415
• Health Care and Social Assistance	2,220

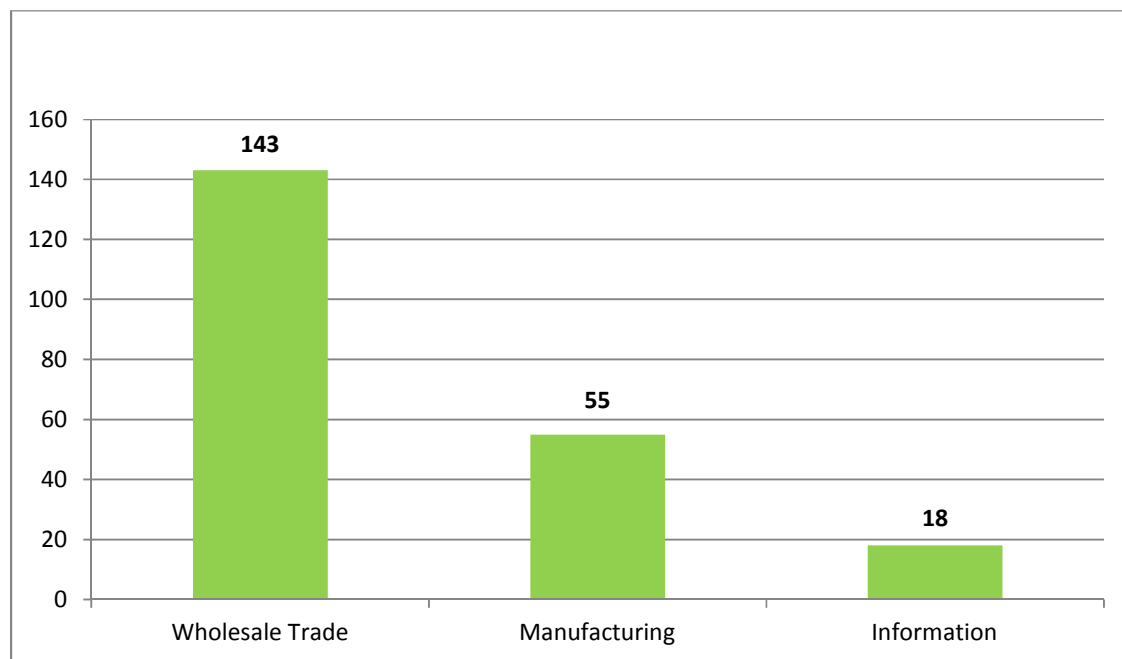
Turning to Tippecanoe County, as with White County and the region the largest employer is the manufacturing sector (14,336 jobs or 24.3 percent). Similarly, the Retail Trade sector is the second largest employer; however the third largest employment sector in Tippecanoe County is Health Care and Social Assistance (15.5 percent). This suggests that Tippecanoe County is the regional hub for health care services. Another key difference is that the professional service and administration sectors have a much higher share of employment in Tippecanoe County than they do in either White County or the region. These professional jobs typically are attracted to more urbanized areas and are not likely to be attracted in large numbers to White County.

White County Economic Overview: 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 three economic sectors in White County that increased by 10 or more jobs between 2005 and 2008, Wholesale Trade, which is also the largest employer, enjoyed the greatest gain in net jobs (143) and the Manufacturing sector (another large employer) experienced a net increase of 55 employees. The surge in these two sectors suggests the opportunity to protect and perhaps to expand employment in these sectors. However, while the Wholesale Trade sector experienced job growth within both the region and the state, the manufacturing sector experienced steep declines in employment at both the region and state level. This contrarian trend in manufacturing suggests that within Indiana and the Midwest White County may provide some competitive advantages to manufacturing firms; perhaps in the form of relatively low wages. Also experiencing an increase was the information sector which gained 18 net jobs.

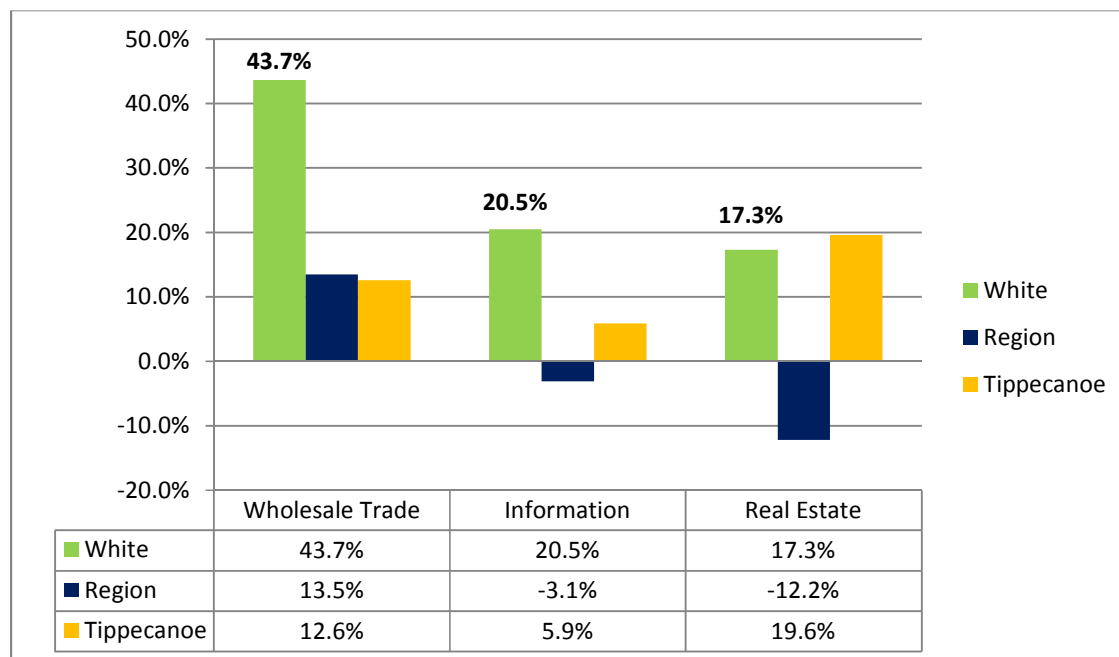
Figure 18: Fastest Growing Economic Sectors in White County: Total Jobs 2005 – 2008



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

There were three economic sectors that enjoyed a rate of increase of over ten percent in White County during the study period. Of those three sectors only the Wholesale Trade also experienced a net increase in employment in the region and Tippecanoe County. The Information sector is a relatively small employer in White County (106 jobs in 2008) yet because it is growing rapidly in the county and in Tippecanoe it suggests further examination. The Real Estate sector is also growing in Tippecanoe while declining in the region. It is likely that the net increase in jobs in the retail trade is more attributable to White County’s potential as a vacation and retirement area than any specific economic development strategy for that sector.

Figure 19: Fastest Growing Economic Sectors in White County, the region, and Tippecanoe County: Rate of Growth 2005 – 2008



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

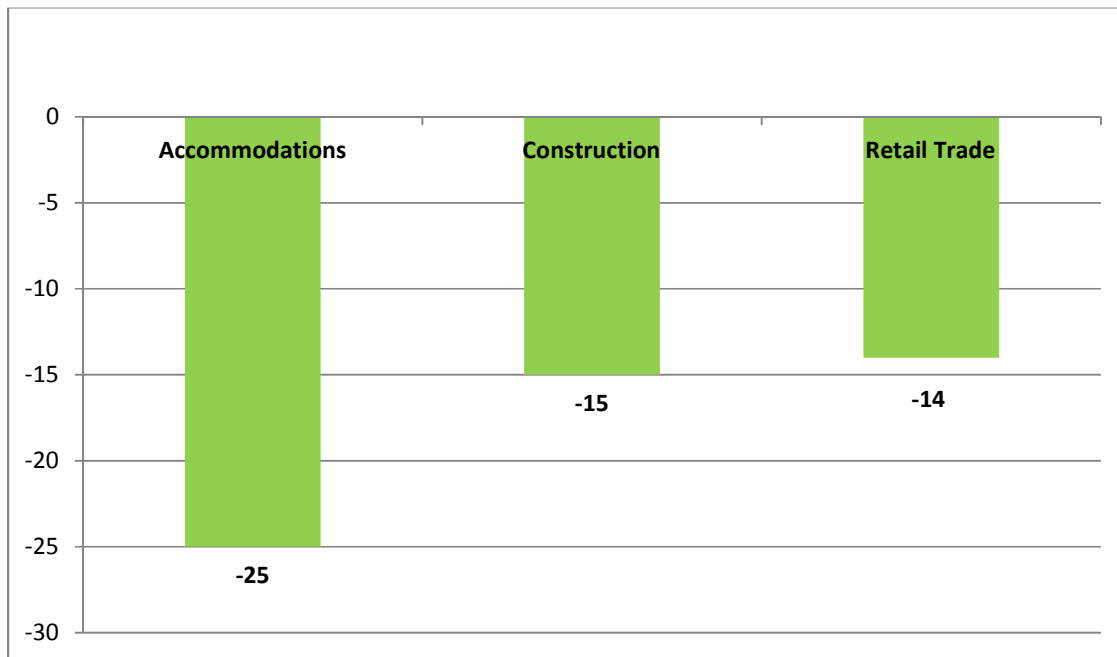
White County Economic Overview: Economic Sectors in Decline

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 nonprofit economic development organizations and may signal a need to diversify the county's economic base.

Only three sectors experienced a net loss of more than ten jobs in White County between 2005 and 2008. All three of these sectors (Accommodations, Construction, and Retail Trade) may have been experiencing the early impact of the significant recession of 2008-2010. Of these three sectors only Retail Trade (-246) experienced a net job loss in the region.

Perhaps most importantly, White County did not experience a loss in manufacturing jobs during a period where the region lost 1,007 net jobs.

Figure 20: Economic Sector Experiencing Greatest Job Loss in White County: 2005 – 2008



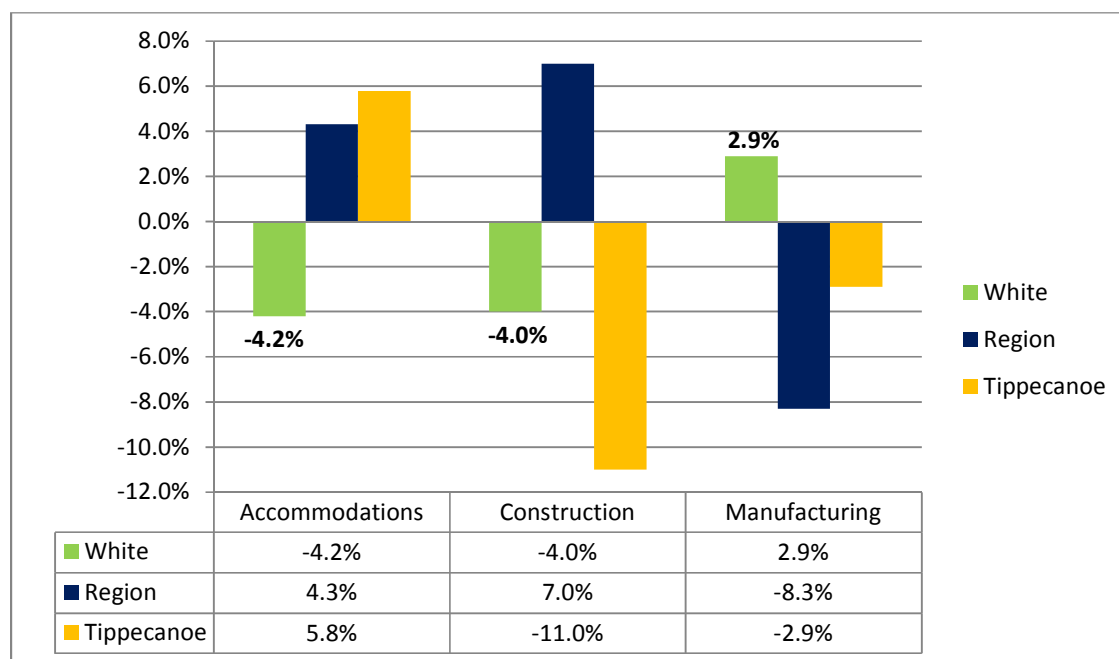
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

The only two economic sectors that experienced a decline of nearly 5 percent were Construction and Accommodations. The Construction sector experienced a much steeper decline in net employment in Tippecanoe County (11.1 percent) and is likely more a function of the general economy than of local economic development efforts.

One might also expect that Accommodations are also subject to the economy, however both the region and Tippecanoe County experienced increases in employment during the period in spite of the competitive advantages that Indiana Beach and the lakes provide. Two factors that could be driving this are the changing nature of overnight visits to Indiana Beach, for example one or two overnights instead of a week, and that Tippecanoe’s accommodation industry might be more stable as a result of Purdue University.

As previously stated, the fact that manufacturing employment remains steady in White County while suffering large declines in both the region and Tippecanoe County suggest both opportunity for expansion and the need to carefully monitor an economic sector that is suffering in the surrounding areas.

Figure 21: Economic Sector Experiencing the Greatest Rate of Job Loss: 2005 – 2008



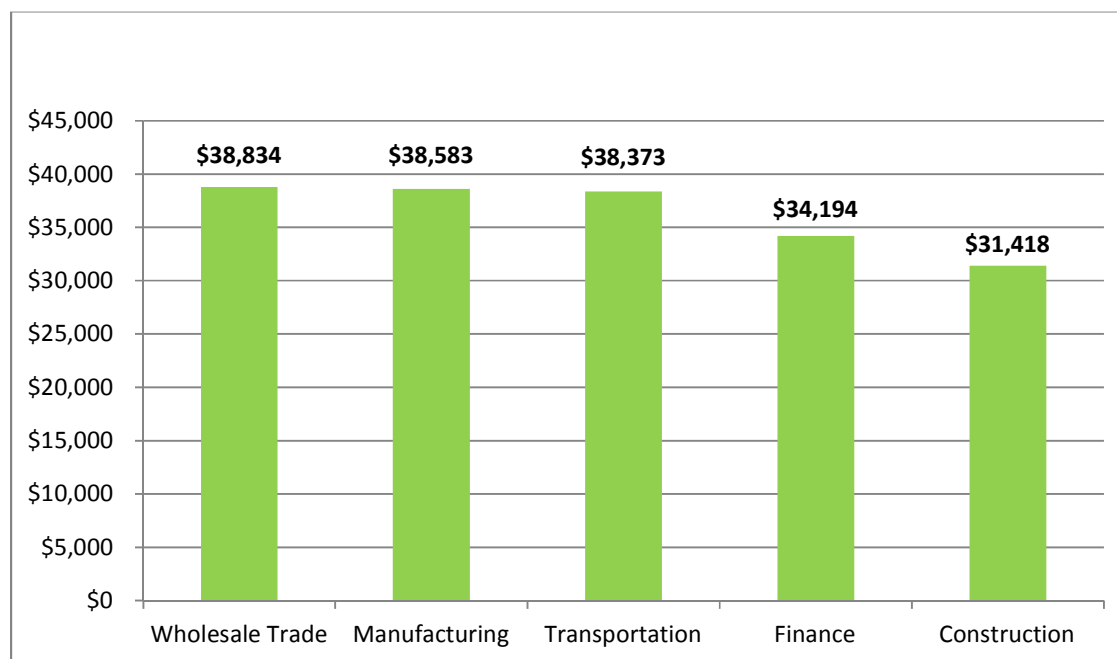
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

White County Economic Overview: Wages

In 2008, the average wage for a private job in White County was \$30,074. Wages in White County trailed the average wage for all workers in Indiana by \$8,381 yet were higher than three of the seven other counties in the region. 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 five economic sectors in White County that exceeded the average wage in the county. As shown in Figure 22, these sectors range from the highest average wage of \$38,834 in the Wholesale Trade sector, which is the fastest growing and fourth largest employer in the county, to a low of \$31,418 in the Construction sector, which experienced a decline in net employment between 2005 and 2008. The Manufacturing sector, which is the largest employer in the county, had the second highest average wage at \$38,583.

Figure 22: White County Economic Sectors with High Average Wages: 2008

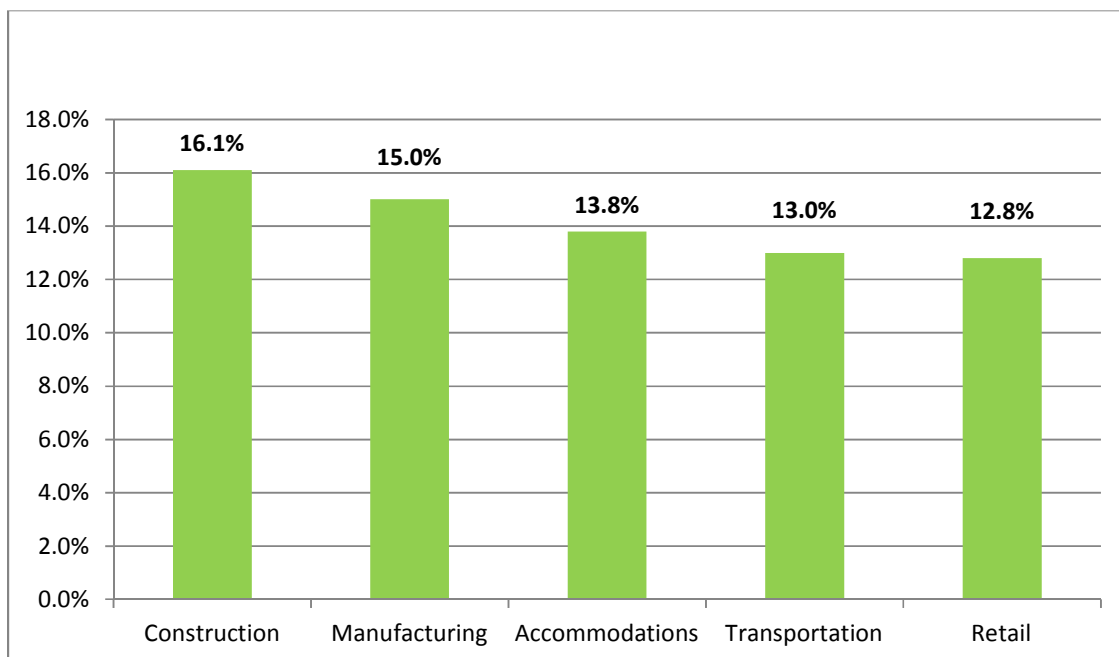


Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

Average wages in White County (not adjusted for inflation) increased by 12.4 percent. There were five economic sectors that enjoyed a higher than average increase in average wages (not adjusted for inflation) in White County.

These five sectors range from Construction (16.1 percent increase) and Manufacturing (15.0 percent increase) to the Retail Trade sector (12.8 percent). The Retail Trade sector is particularly curious in that while rapidly increasing wages suggests either successful, expanding industries or labor shortages, employment in the Retail Trade sector remained relatively constant while wages increased.

Figure 23: Most Rapid Increase in Average Wage in White County: 2003 – 2008



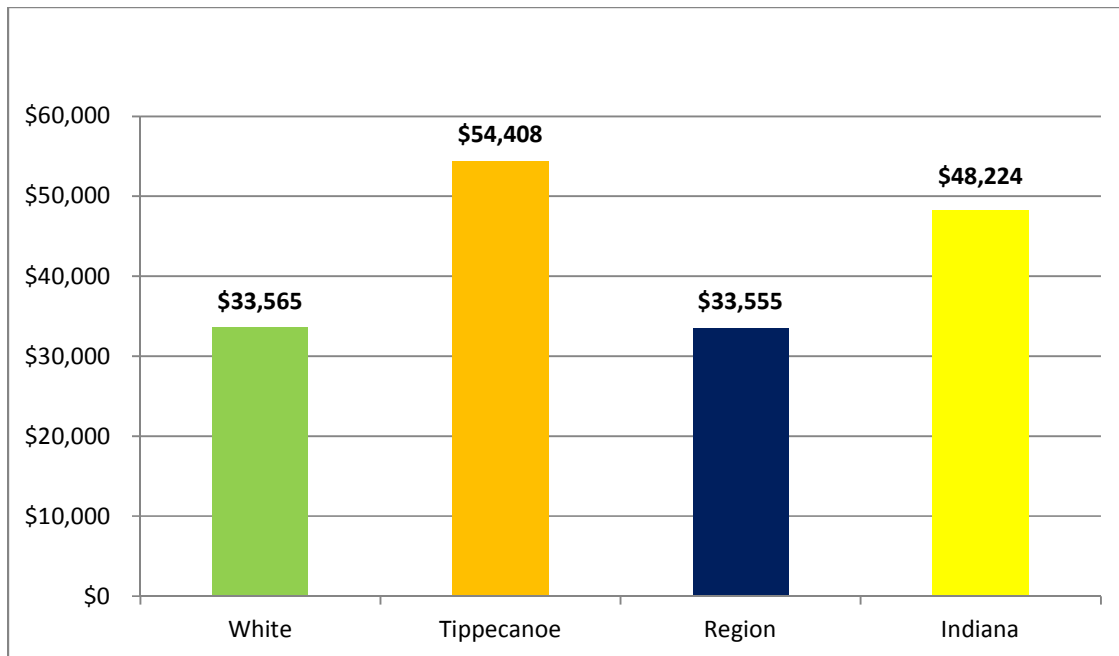
Source: Indiana Business Research Center. Indiana Workforce Development Initiative at <http://www.hoosierdata.in.gov>

While high wages are valued by employees, wage level can affect the global competitiveness of key industries such as the manufacturing sector.

As might be recalled, the Manufacturing sector is modestly growing in employment in White County while the sector experienced significant declines in employment in the region and Tippecanoe County. And while wages in White County and the region are similar, annual manufacturing wages in Tippecanoe County and Indiana are on average over \$15,000 greater than those in White County.

It is likely that part of White County's success in attracting and retaining manufacturing jobs is attributable to its location and relatively low wages and cost of living.

Figure 24: Manufacturing Wages: 2008



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

White County Economic Overview: Workforce

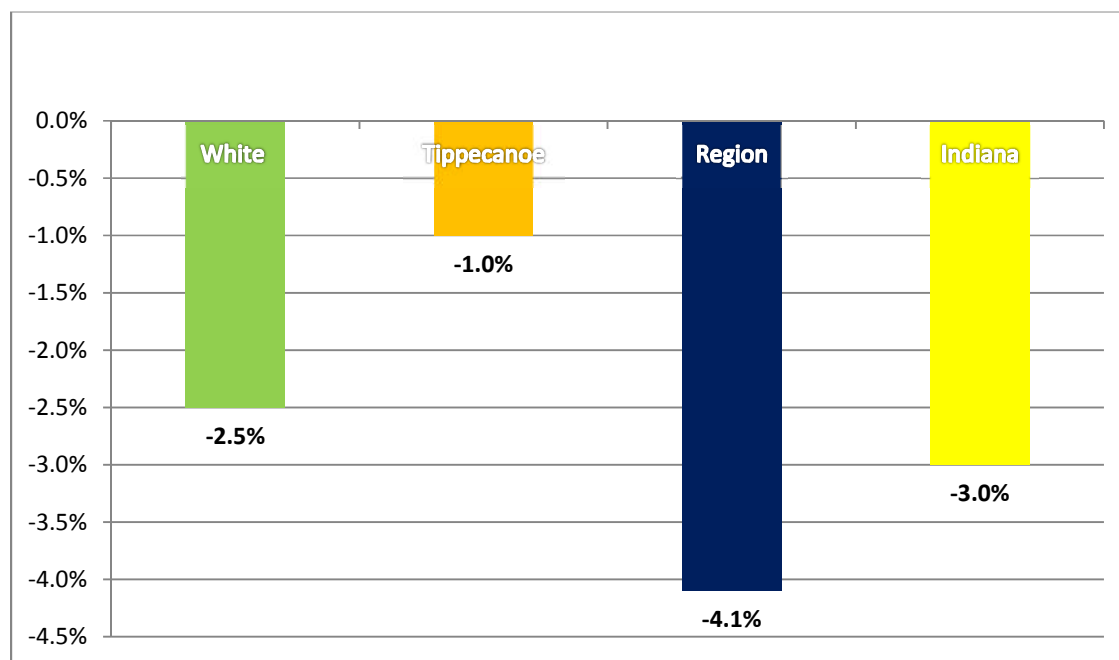
Between November 2005 and November 2010, the total labor force in White County decreased by 307 workers or 2.5 percent.

A decreasing labor force is a common issue across Indiana, with the statewide labor force decreasing by three percent during the same period. Over the same period of time the labor force in Tippecanoe County decreased by one percent.

The diminished labor force in White 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.

All counties in the region experienced a diminished labor force, and as a whole the region's labor force decreased by 4.1 percent.

Figure 25: Changes in Labor Force: 2005 – 2010



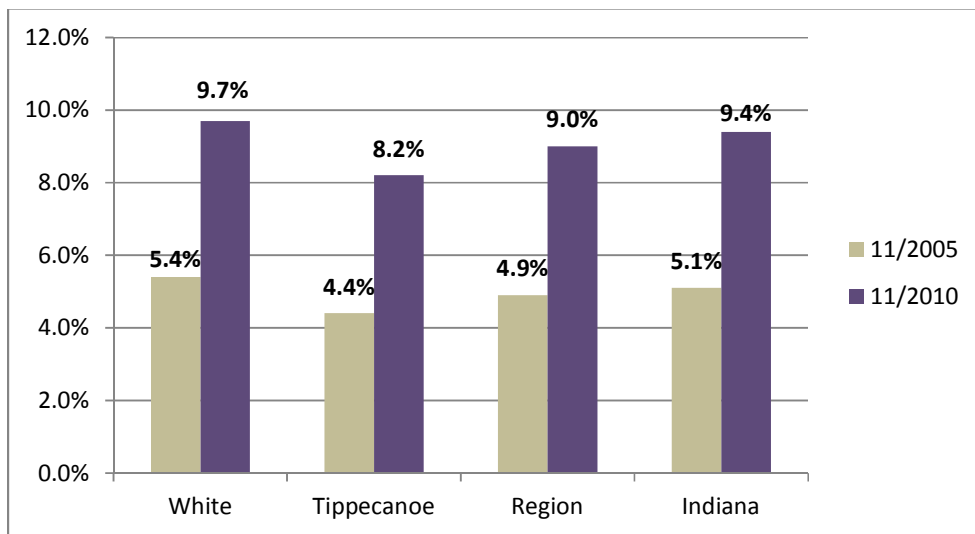
Source: STATS Indiana. <http://www.stats.indiana.edu>

The average annual unemployment rate in White County for both 2005 and 2010, was similar to that of the region, Tippecanoe County, and Indiana.

The dramatic increase in the unemployment rate is attributable to the recent recession, an event far beyond the ability of local government's reach.

Tippecanoe County's slightly lower unemployment rates are likely attributable to the stability of Purdue University and to the continuous demand for health care.

Figure 26: Unemployment Rate: 2005 – 2010



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

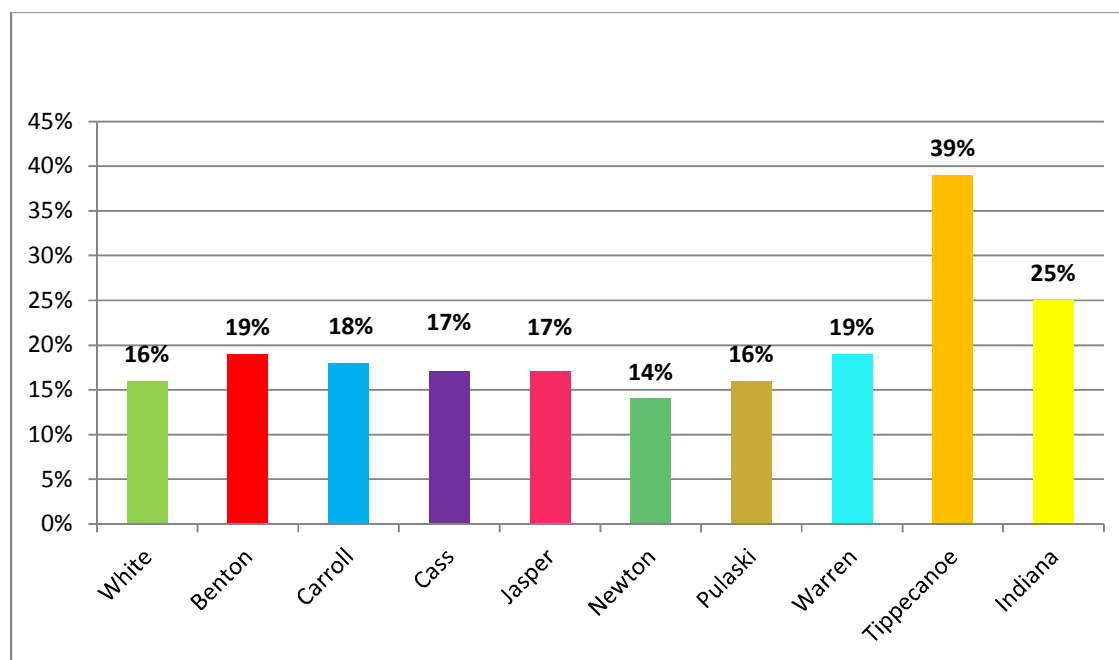
In 2000, only 16 percent of all adults over the age of 25 in White County had a college degree or greater and an additional 60 percent had achieved a high school degree, attended some college or earned an associate’s degree.

As shown in Figure 27, educational attainment in White County trailed that of most counties in the region; only Newton County had a lower share of college graduates. In 1990, 17 percent of White County’s population had earned a college degree or greater. In fact, while other counties and the state (21 percent in 1990 to 25 percent in 2000) were experiencing an increase in share of the population with a college degree between 1990 and 2000, White County experienced a one percent decrease.

The growing education gap between White County, its neighbors and the State 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 recreational amenities as well as the creation of jobs that provide intellectual interest and financial support.

Figure 27: Educational Attainment: College Degree or Greater: 2000



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

The Strategy

The Core Strategy

The four fundamental keys to this economic development plan for White County include the pillars of tourism and alternative energy coupled with a demographic emphasis on attracting independent retirees and next generation workers. When addressed in unison these four areas of emphasis provide opportunities for outcomes that are greater than the sum of the individual opportunities.

For example, a focus on tourism, including investments in creating more attractive downtowns with unique shops and restaurants (perhaps bringing an outlet of the Whyte Horse Winery to downtown Monticello) will not just appeal to tourists, thus potentially increasing tourism spending, but will also have an appeal for independent retirees.

Similarly nurturing the alternative energy sector (perhaps through the creation of an institute for the advancement of alternative energy) will not only grow the economy and tax revenue but should appeal to next generation workers who would also find the unique, authentic and attractive downtowns of White County inviting.

In the end this might also provide some benefit to the educational attainment measure and also provide new students who should contribute to both school enrollment and performance.



Core Strategy: Tourism

Tourism is an often overlooked economic development driver yet it is the fastest growing, and one of the top three, industries in 49 out of 50 states, accounting for estimated economic activity in 2004 of over \$600 billion.

A fair question to ask is as tourism has evolved has White County effectively leveraged Lakes Shafer and Freeman's visitors to maximum economic benefit for the residents of the county?

Lake Shafer and Lake Freeman have proven to be tremendous tourist destinations and economic drivers for White County for a number of years and during the course of this project we garnered significant feedback about the need to extend the tourist season. But a clear strategy to do just that has yet to materialize. The lake season is limited simply due to the northerly geographical location of the lakes. While it might be possible to extend the lake season a few weeks in reality "extending the season" is really about much more than that. It's about making the lake visitors want to come back and experience all the county has to offer by leveraging their visits to the lake with meaningful experiences away from the lakes.

White County has the assets available to leverage its existing tourists in other experiential activities. Promotion of the county's artisanal foods, alternative energy developments, and historic sites all correlate with a desire among tourists to seek out new and meaningful activities.

There is increased interest among travelers, to experience cultural, arts, historic, and heritage activities. Some 81 percent of U.S. adults who traveled in 2002 included historic/cultural sites and activities as part of their travel, an increase of 13 percent from a similar study in 1996. In contrast, about 9 percent of travelers included a visit to a theme or amusement park in that same year. ^(Borup, 2006)

Travelers visiting historic or cultural sites spent significantly more money than travelers visiting other destinations (\$623 per traveler trip versus \$457, excluding the cost of transportation), and four in ten travelers added extra time to their trip specifically to participate in a historic/cultural activity. Most travelers indicated that trips where they learn something new are more memorable.

Recent demographic data about targeted travel audience revealed that Generation X is the largest generational segment of travelers with 43%, followed by Boomers with 34%, and Millennials with 10%. According to this research Boomers seek travel that is intellectually stimulating which could make White County attractive to this demographic if it were to leverage its alternative energy preeminence. Generation X and Millennials should also find alternative energy related informational tourism appealing. Taken together these three demographic segments account for 87% of all tourists. ^(Harshbarger, 2011)

Core Strategy: Tourism: Destination Criteria

As the nature of tourism changes White County's leaders should assess its potential as a tourist destination. A good starting point is the eleven criteria that *Midwest Living* uses to rank tourist destinations.

Midwest Living Magazine recently announced its criteria for ranking tourists destinations and it offers some insight when gauging White County's tourism potential. (Harshbarger, 2011)

1. Attractions: what will bring people to the area?
2. Vibe: what's the exciting thing about the area?
3. Scenery: what's special about the place and the environment?
4. Walkability: how easy is it to get around?
5. Shopping: are there unique shops? gift shops?
6. Dining: what is the uniqueness and quality level of dining in the area?
7. Lodging: are there B&B's? motels?
8. Art Scene: what kind of creative arts are in the area?
9. Outdoor Activities: water sports? walking paths?
10. Proximity to Major Cities: how far?
11. Multi-Day Potential: what collection of activities will appeal to visitors?

A few of these criteria are strengths for the county, while some need to be improved upon. Located within a ninety-minute drive-time of two major cities is certainly a strongpoint, as are the outdoor activities afforded by the lakes. Dining and lodging, if marketed correctly, may also be considered attributes. The overall vibe, shopping and the art scene could be improved upon, but this plan offers recommendations that will help with those tasks.

Among the Top 100 tourism destinations as ranked by *Midwest Living* the top two reasons visitors chose their particular destination were water and art. The top three types of events that attracted visitors to these destinations were art events, music events and recreation. (Harshbarger, 2011)

When seeking to leverage its existing tourism share it is recommended that White County consider the following strategies:

- Promote experiences, not products.
- Develop a common tourism vision for the community.
- Craft an attractive message that sells your vision and will engage visitors.
- Create the attraction from what you have.
- Advertise in places where most tourists live.
- The community must appreciate tourists and make them welcome.

Core Strategy: Tourism: Cultural Tourism

Travel to historic and cultural sites has been termed cultural heritage tourism and defined as: “Travel based on interaction with both human-built and natural environment as a means to learn about and experience the arts, heritage, and the special character of a place.”

Mobilizing local assets to participate in cultural heritage tourism requires taking a new look at one’s own community. Successful projects transform local residents from being grudging hosts to eager advocates for their communities. Cultural heritage tourism is generally based upon multiple small-scale enterprises that come from community-based entrepreneurial spirit and that create a ripple effect within the regional economy.

While tourism is a proven way to bring outside resources into a community, its side benefits can be of equal importance. These include building a more unified identity and increasing the degree of cross-sector, cross-business collaborations. Cultural tourism tends to increase real estate values, attract investment, and bring new ideas into the community.

Cultural tourism advocates stress the value of authenticity over slick marketing strategies, but it takes both to be successful. When the attraction is genuine, people will seek it out, and those who do tend to have a higher level of respect for the place they’re visiting.

According to Partners for Livable Communities cultural heritage tourism is a unique and essential form of community development because it:

- Encourages residents to view their own condition in a positive light; to believe they have something of value to cherish and care for
- Empowers residents to craft a vision and, if properly executed, provides a vehicle that brings residents, leaders, and outside funders together in a mutual cause
- Strengthens existing social groups and support networks
- Awakens a spirit of community connections and creates networks of collaboration
- Nurtures the revival of traditional building techniques, crafts, and skills.

White County’s cultural tourism resources include:

- Lake Shafer and Lake Freeman.
- Alternative energy production.
- Monon’s railroad heritage and historic district.
- Artisanal foods.

Tourism: BIG IDEA: White County Artisanal Food Trail

The White County Artisanal Food Trail is a cutting-edge approach to community development that seeks to capitalize on the localism movement by leveraging the County's unique food producers and the multitude of tourists that visit Lakes Shafer and Freeman.

Very few food trails are known to exist. The Gourmet Greenway Food Trail initiative is currently underway in County Mayo, Ireland. The Gourmet Greenway, which has been described as inspiring, imaginative, and authentic, is being used to showcase artisan food producers in Mulranny, Newport, Westport, and Achill in Ireland. This trail stresses the experiential nature of great local foods by inspiring food producers in a destination setting. White County has all three of these same attributes that are sought by experiential foodies.

The only known food-related trail in the U.S. is the Kentucky Bourbon Trail, which was formed in 1999 by the Kentucky Distillers Association, to educate the public about the rich history and art and science of crafting Bourbon. The Bourbon industry today creates nearly 10,000 jobs while generating more than \$125 million in taxes each year and is a growing international symbol of Kentucky craftsmanship and tradition. More than 1.5 million people, from all 50 states and 25 countries, have visited the Kentucky Bourbon Trail in the last five years.

The impetus for the White County Artisanal Food Trail was a conversation with a White County entrepreneur who desires to leverage his existing business by adding a food element to the operation. The model cited by this entrepreneur was Fair Oaks Dairy. Fair Oaks, a destination food and farm venue in northwest Indiana continues to grow dramatically and attracts visitors from throughout the U.S., and integrates the dairy farm theme in all of their marketing, festivals, cow buses, adventure center and cheese factory. Fair Oaks provides a proximate attraction for collaboration on food and farm initiatives in White County.

White County artisanal food producers Two Cookin' Sisters, Klein Brot Haus Bakery, and Whyte Horse Winery should also be key components of the White County Artisanal Food Trail.

Two Cookin' Sisters is a small specialty food company based in Brookston. The Two Cookin' Sisters got their start by introducing a salsa at the Apple-Popcorn Festival in Brookston in 2001. In 2005, Two Cookin' Sisters moved their home-based operation to downtown Brookston with the opening of Two Cookin' Sisters Specialty Food Co. & Shop. They currently carry their own products as well as other Made in Indiana specialty foods, art and gifts. Two Cookin' Sisters products are currently carried in over 30 stores throughout Indiana.

Also located in downtown Brookston is the Klein Brot Haus Bakery, which specializes in pies, breads, croissants, cookies, and also offers breakfast and lunch.

Whyte Horse Winery, with a tasting room set in a renovated 1886 farmhouse, is located in Monticello. Utilizing oak barrel fermentation for its fruit-forward wines, Whyte Horse has a vision of creating a recognizable style of wine. Many of its thirteen wines are medal winners from both in and out of state competitions.

The core objective of the White County Artisanal Food Trail is to foster and support the development of the food economy in White County in a strategic way.

International research has shown that regions with a strong strategy for food are more likely to attract and retain successful food entrepreneurs. A study by the New Economic Foundation in London found that every \$14.43 spent at a local food business is worth \$36.06 for the local area compared with just \$20.20 when the same amount is spent in a supermarket.

Providing support structures for the food producers including the creation of a food producer network, the development of strategies to encourage food startups, and the coordination of financial assistance and support for the producers will all be vital elements of the strategy.

Strengthening of farmers' markets is also required. Harnessing the county's existing festivals as a mechanism to showcase local food will also be necessary.

Consumer education and marketing through the creation of a "White County Artisanal Food" brand and developing strong links with retailers, lodging establishments, and restaurants within the county will help create a pull strategy for consumers.

Strong interaction between food and the tourism sector will help strengthen White County's position as a destination. The Irish Government's Food Harvest 2020 report states: *"The emergence of Ireland's artisan food sector, supported by growing consumer demand for specialty food products and a strong entrepreneurial spirit offers the potential to enrich Ireland's tourism, while in turn tourism can be a vehicle to enhance the image of Ireland and Irish food production internationally."* The same opportunity recognized by the Irish government exists for White County with the creation of the White County Artisanal Food Trail.

Action Item: White County Artisanal Food Trail next steps.

- Develop an education strategy for the Artisanal Food Trail.
- Develop a White County Farmers Market Strategy.
- Create retail & foodservice affiliate programs.
- Create a marketing strategy for the White County Artisanal Food Trail.
- Develop a White County Artisanal Food brand.
- Develop tourism links.
- Communication of White County Artisanal Food through existing festivals.

Core Strategy: Alternative Energy

White County is the undisputed alternative energy leader in the State of Indiana. While most casual observers will notice the hundreds of wind turbines dotting the horizon the county's alternative energy sector runs much deeper.

Entrepreneurs have implemented new approaches such as electricity generation through anaerobic digestion and the utilization of algae to treat municipal wastewater. Even the county landfill successfully captures methane gas and converts it to electricity. As illustrated by these examples alternative energy has emerged as an economic resource that can be leveraged in many ways for positive economic growth for the county and its residents.

Underscoring the economic potential of alternative energy Wired Magazine recently partnered with LinkedIn to analyze its seven million US members who have switched industries during the past five years to determine which job categories saw the greatest growth. The survey revealed that the job category of Renewable Energy and the Environment experienced the greatest percentage gain in jobs from 2006-2010 with 56.8 percent growth, nearly double the next biggest category, the Internet. (Davidson, 2011)

Core Strategy: Alternative Energy: Production

The depth of alternative energy production in White County is exemplified by these producers.

The Meadow Lake Wind Farm owned and operated by Horizon Wind Energy, an EDP Renewable Company, is a multi-phase commercial wind farm located in the southwest corner of White County. The five-phase project will cover over 92,000 acres of land with the potential for additional phases.

The first four phases are complete and consist of 303 turbines with an installed capacity of 500 megawatts. This is enough electricity to power over 150,000 average Indiana homes with clean energy each year.

Algaewheel, a system that applies algae-based technology to replace the typical equipment used in a conventional wastewater treatment plant, was selected by the Town of Reynolds to support the BioTown USA concept.

The Algaewheel system, located at the Reynolds Wastewater Treatment Plant, is capable of producing algae for a variety of uses, including electricity generation, biofuels production, emissions sequestration (particularly carbon dioxide or greenhouse gas), fertilizers, and feed supplements.

The energy generated by the Algaewheel system has the potential to eliminate or significantly reduce the facility's need to purchase energy. In fact, any excess energy could be sold to the power grid to offset the cost of operations.

Bio Town Ag's Energy Center, located just north of the Town of Reynolds, utilizes the manure generated from Bio Town Ag's cattle feedlot and swine facility along with other organic products for processing in an anaerobic digester to generate methane gas. The gas is then used to power internal combustion engines to generate 3 megawatts of electricity per hour.

The electricity will be placed on the NIPSCO distribution line and consumed locally. Additionally there will be equipment to process the effluent coming from the digester, separate the solids from the liquid and filter the water. The complete process will allow for reuse of the byproducts in the livestock or farming operation or marketed as fertilizer.

White County REMC along with Wabash Valley Power and Waste Management are committed to a renewable energy source called Green Power. Green Power is environmentally friendly electricity that is generated from renewable energy sources, such as the biomass at the Liberty Landfill near Buffalo.

Biomass gas is created when materials decay in landfills. That gas is then captured and piped from vents to large generators where it is burned to create electricity. This process removes the gas from landfills, transforming it into a reliable source of energy. The EnviroWatts Liberty Landfill Gas Generation Plant, owned by Wabash Valley Power and managed by Waste Management, houses two generating plants that produce 6.9 megawatts of Green Power.

Core Strategy: Alternative Energy: Opportunities

While there are a number of communities focused on wind energy in the U.S, there are very few focused on renewable or alternative energy. There are several communities in Europe and other parts of the world focused on alternative energy and the trend will become more prevalent in the U.S in the coming years. The good news for White County is that it is in a unique position to claim leadership and ownership of alternative energy strategies in the Midwest and indeed in the U.S.

A tremendous opportunity exists for White County and White County Economic Development to emerge as *the* state leader and authority on alternative energy due to the very fragmented nature of alternative energy leadership in Indiana currently. Indiana's economic development and elected state leaders have not fully realized the economic potential that alternative energy holds. Purdue University and Ivy Tech are the only educational institutions that have demonstrated an interest in alternative energy, and Purdue's interest is recent. This lack of leadership indicates an opportunity for White County to leverage its alternative energy assets for the economic benefit of the county and its citizens.

In an effort to further the economic potential of alternative energy fourteen western Indiana counties (including White) have formed Western Indiana Sustainable Energy Resource (Wiser), a regional resource focused on sustainable energy development, conservation and economic development.

Wiser serves as the catalyst between sustainability and profitability by networking energy professionals, manufacturers, agricultural producers, entrepreneurs, venture capitalists, and local economic development organizations (LEDOs). The group has partnered with Purdue University and Ivy Tech to develop curriculum and programs to train and prepare the Indiana workforce for opportunities in sustainable energy. As the leader in alternative energy in Indiana, White County should take the necessary actions to ensure its interests are protected and represented within the WISER organization. White County's WISER efforts should be directed by White County Economic Development staff members, who have a thorough understanding of alternative energy and its standing in the state.

White County's proximity to Purdue affords the county with an opportunity to explore an alternative energy partnership to leverage the university's increased interest in the field. Purdue and its partner Performance Services of Indianapolis have planned, designed, and leased land for a \$200 million wind farm in Tippecanoe County to be generating electric power by late 2011. The farm, with generation capacity of 100 megawatts of electricity, which could power up to 25,000 homes, will encompass up to 6,000 acres about seven miles north of Lafayette, using parts of the existing Purdue agricultural and energy farms and also using wind leases acquired by Performance Services on thousands of neighboring acres.

The plan calls for at least 60 commercial turbines made by GE, and a welcome center where the public and students can learn about wind and other forms of renewable energy, such as solar and methane gas that are being explored in Purdue's Energy Park.

Purdue officials hope tens of millions of dollars a year in research grants will flow to the project. But the real excitement for Purdue is in using the development to do research on wind energy and teach students about wind turbines, large-scale wind farms and renewable energy. Ivy Tech Community College officials also see educational opportunities for its technology students to learn how to maintain and operate the expensive and complex turbines.

urban initiatives

Indiana's wind power industry, which is one of the fastest growing in the nation has sprinted from zero to about 1,000 megawatts of wind power in three years. Many states require electric utilities to use renewable energy sources, but Indiana does not. However, power companies in the state have shown an interest in buying electricity generated by wind turbines, solar arrays, biomass and other technologies.

Urban Initiatives recommends that White County Economic Development utilize its position as the state's alternative energy leader to encourage the state to adopt a Renewable Portfolio Standard (RPS), which can be a primary driver for wind development in a state. A state RPS requires utilities to source a specified percentage of electricity from renewable resources, ensuring that a certain minimum amount of renewable energy development occurs within a set time period. According to a recent report published by DOE's Lawrence Berkeley National Laboratory, nearly half of all wind power capacity installed from 2001 to 2005 can be attributed to state RPSs.

Although Indiana achieved its project development without a state RPS, a recent study shows that the state could reap huge benefits from efforts to meet a national RPS of 15% by 2020, including:

- If Indiana developed wind capacity to meet half of the state's needs for a national RPS, the additional capacity would result in \$5 million to \$10 million in additional revenue to rural landowners per year and more than \$5 billion invested in the state.
- Indiana would gain manufacturing jobs to support a growing U.S. renewable energy industry. An additional 50,000 MW of wind in the United States could require more than 8,000 manufacturing jobs in Indiana (NREL's Wind Powering America Team Helps Indiana Develop Wind Resources, 2010)

Core Strategy: Alternative Energy: Legislation

Proposed legislation was filed in the 2011 session of the Indiana General Assembly that would allow municipalities in the state to finance residential and business clean energy projects, such as solar panel or geothermal systems.

House Bill 1457 and Senate Bill 260 were filed as a way to help property owners make clean energy upgrades that otherwise would not be practical. Both bills would allow municipalities to form “clean energy improvement financing districts” to foot the bill for clean energy retrofits through a special tax levy that would be placed on the property. Forms of this legislation have been passed in at least 23 states as a way to make clean energy and energy efficiency upgrades affordable by stretching payments over 20 or more years. Currently, investments such as solar panels, due to high costs, are not practical for homeowners because many don’t live in a house long enough to earn a return on the investment. In a “clean energy improvement financing district”, however, a property owner might be inclined to make a retrofit because the cost would be inherited by a subsequent owner of the house, with the special levy remaining with the property.

House Bill 1457 did not pass out of the House and SB 260 was gutted in committee, removing its original authorization to allow municipalities to issue bonds to fund improvements and would instead allow municipalities to solicit private equity, federal grants and loans to fund these districts. Senate Bill 260 did pass out of the Senate and was assigned to the House Committee on Local Government.

Two major concerns have surfaced with this type of financing district, also known as Property Assessed Clean Energy, or PACE. One is the potential risk to taxpayers from homeowners who default. The other has been raised by lenders who are concerned that the municipality would receive a priority claim in the event a property owner defaulted on payments. The Federal Housing Finance Agency, in mid-2010, also cited difficult risk management challenges for lenders associated with these districts.

Urban Initiatives recommends that White County Economic Development closely monitor the “clean energy improvement financing district” legislation in the House Committee on Local Government and be prepared to publicly support such legislation.

With the County’s commitment to a broad spectrum of alternative energy production adding a tool such as a “clean energy improvement financing district” would greatly assist in recruiting new residents who are interested in alternative energy. These types of people generally tend to be progressive in thought and well educated, which would help increase White County’s overall educational attainment demographic which is critical to moving the community forward in an economically competitive manner.

Should the “clean energy improvement financing district” legislation fail to move beyond the House Committee on Local Government and ultimately be enacted into law White County Economic Development should encourage the County’s elected officials to explore the potential for creating their own locally funded incentive program that would produce the same end results.

Alternative Energy: BIG IDEA: White County Institute for Leadership in Alternative Energy

Urban Initiatives recommends that White County Economic Development in concert with White County's elected leaders should establish the White County Institute for Leadership in Alternative Energy to fully leverage White County's unique position as a leader in alternative energy in Indiana, the Midwest and nationally.

The Institute for Leadership in Alternative Energy would highlight White County's broad spectrum of alternative energy production methods including algae, biodigestion, methane capture and wind. Establishing the Institute for Leadership in Alternative Energy would solidify White County's standing as the alternative energy leader in the State of Indiana.

The State of Indiana has not yet fully dedicated the necessary resources to alternative energy production thereby forfeiting potential economic gains for its citizens. White County should not let the same occur for its communities. Establishing the Institute for Leadership in Alternative Energy would announce to the world that White County, Indiana is a major player in the alternative energy sector. Claiming such a position would result in increased economic opportunities for the County's citizens. These opportunities would likely include new alternative energy production businesses locating in White County, an influx of next generation workers interested in locating at "ground zero" of the alternative energy movement, and increased national and international tourists visiting White County to see the existing production methods in action. The national and international tourists have already found White County's alternative energy producers but these tourists have yet to be fully leveraged for the benefit of White County. The Institute for Leadership in Alternative Energy would change that.

It is proposed that the White County Institute for Leadership in Alternative Energy be modeled on the Executive Education program at the Harvard University Graduate School of Design. The Institute for Leadership in Alternative Energy would provide an environment for alternative energy professionals, government officials, policy makers, entrepreneurs, scholars and others from around the world to address emerging issues affecting their fields, learn new alternative energy strategies, and develop best practices.

It is recommended that the White County Institute for Leadership in Alternative Energy offer three types of programs: Alternative Energy Design Programs; Alternative Energy Development Programs; and Customized Programs.

The Alternative Energy Design Programs would encompass a wide variety of subjects including design of alternative energy systems, technologies, legislative issues, business development and leadership. The programs would run from one to five days and could be scheduled throughout the year.

The Alternative Energy Development Programs cover a diverse range of topics including the site development process of alternative energy production. These programs could range in length from two days to two weeks and would be specifically designed for developers, owners, financiers, public officials, leaders of community-based development organizations, and others.

The White County Institute for Leadership in Alternative Energy could also collaborate with organizations to develop a customized program to deliver relevant, applicable tools, and knowledge to meet a group's alternative energy learning objectives.

The White County Institute for Leadership in Alternative Energy should be located in the Town of Reynolds at North White School Corporation's former Reynolds Elementary School. This school, which is available for purchase offers an existing classroom setting, a gymnasium which could be converted to an auditorium, and possibly even the option of creating a limited number of overnight accommodations for attendees. A limited amount of renovation would be required to convert the building to Institute use. Reynolds is centrally located in the County, was formerly known as BioTown USA, is the home of BioTown Ag's anaerobic digester, and Algaewheel's algae based wastewater treatment system, as well as a partially-developed ethanol production site, all of which strengthen the case to locate the Institute in the town.

Urban Initiatives recommends that the White County Institute for Leadership in Alternative Energy use national experts in the field of alternative energy for its faculty as well as local entrepreneurs such as representatives from Bio Town Ag and Algaewheel. Additionally, White County Economic Development staff members need to have a prominent role due to their industry-recognized knowledge of the alternative energy sector and their experience with national and international alternative energy tourists.

The ultimate goals of the White County Institute for Leadership in Alternative Energy would be to establish White County's preeminence in alternative energy both statewide and nationally; leverage the Institute's presence for further economic investment in White County by the alternative energy sector; to enhance decision making in the public and private sectors with regard to alternative energy; to improve the quality and scope of alternative energy education in specific areas of knowledge and application; and to educate the public about alternative energy and its importance to our economy and communities.



Former Reynolds Elementary School, proposed location of the White County Institute for Leadership in Alternative Energy.

Core Strategy: Attracting Independent Retirees

There are several strategies that communities can employ to address population decline and the subsequent challenges that are created for local amenities including retail, restaurants, and cultural attractions.

Traditional economic development focuses on attracting industrial or commercial businesses to relocate their operations in a given area. A new business provides jobs and additional tax revenues. The new employees' consumer spending stimulates additional demand. These employees also spend at least part of their income in the community, and so the spending cycle begins again. This increasing cycle of additional spending, inducing more jobs and tax revenues, is known as the multiplier effect.

Although traditional economic development increases the number of jobs and amount of tax revenues, this often does not have direct effect on many residents. The real benefits to most people living in the community are the additional amenities (e.g. stores, restaurants, recreation opportunities) resulting from the increased spending of new employees.

Attracting retirees to a community has many of the same effects as attracting businesses. The spending of newly arrived retirees provides a multiplier effect similar to that of added employment. Retirees, especially "resourceful" ones, generally have higher incomes than do individuals newly employed in commercial or industrial businesses. Thus they can generate more tax revenue and induce more amenities.

A retired couple may have many resources including two social security checks and one or more pensions. Increasingly active retirees continue to consult, form businesses, and invest in local real estate beyond their own housing. Retirees can be a big boost to local entrepreneurship efforts, the local economy and to the development of additional amenities.

Unlike current residents, retirees moving into a community need a place to live. When they build or buy a new home in the community, they increase the property tax base. Their consumer spending, amplified by the multiplier effect, generates new jobs and additional sales tax revenues and will induce new amenities to move into the community. Some of the new amenities may be specific to the age of the retiree, but because retiree spending patterns are close to those of younger residents, retirees will also attract amenities available and relevant to all residents of the community.

Attracting retirees is a particularly appropriate type of economic development for rural communities. Because many of the younger residents of rural communities leave to find jobs in metropolitan areas, most rural communities do not have a workforce available to fill the jobs in the businesses that are the target of traditional economic development.

However, the strategy of attracting retirees has two major advantages in rural areas. First, the amenities retirees attract will provide jobs to entice new workers into the community or persuade the younger residents not to seek jobs elsewhere thereby expanding the community's workforce. Secondly, many highly skilled retirees may want to work part time. Including such individuals in the workforce increases the skill set of a rural community's workforce. This ratcheting up of a rural community's workforce will eventually provide it with the workforce necessary to induce economic development.

White County has many of the assets desired by today's active retirees including the lakes, recreation, unique and interesting downtowns, excellent healthcare facilities, and proximity to cultural amenities in Lafayette, Indianapolis and the Chicago area.

Economic growth provides the direct economic benefits of increased tax revenues and more jobs. Economic development also has the indirect benefit of increasing the amenities available in a community. It is these additional amenities that enhance the lives of most people and makes retiree recruitment attractive and viable.

Action Item: Attract Active Independent Retirees

- Identify task force or "council" to define White County assets for retiree recruitment and to build consensus around the initiative.
- Develop an inventory of existing housing properties as well as areas for potential housing development in White County.
- Develop a collaborative approach to retiree attraction and marketing initiatives with local realtors, tourism venues, area businesses, towns, and developers.
- Develop marketing initiatives in partnership with local realtors, area businesses, towns, etc.

***Core Strategy: Attracting Independent Retirees:
Communities Focused on Retiree Attraction***

There are many communities that are either currently marketing to potential retirees or are in the process of developing plans to do so. Some states such as North Carolina and Mississippi have developed a “certified retirement community” designation for those communities that have identified their assets and formed a collaborative approach to retiree recruitment.

A sampling of communities focused on retiree attraction include:

Madison, Indiana - Madison officials are known for their collaborative initiatives and are actively marketing to retirees in the Chicago area. The retiree attraction strategy was part of an earlier economic development strategy and involves several local organizations.

Brown County, Indiana – uses tourism marketing and earned media to market to potential retirees. The earned media is often sent to organizations that develop the “top ten” lists in order for Brown County to be considered and top of mind.

Mt. Sterling, Kentucky – similar in size to Monticello and White County this community, of approximately 7,000 in a county with 25,835 residents, is targeting retirees as part of its economic development initiatives. The community is proximate to airports, Lexington, and has many options for life-long learning.

Dandridge, Tennessee – one of the communities participating in “Retire Tennessee” a statewide initiative designed to attract retirees. The community markets its amenities, housing options, and low cost of living.

There are a number of resources available for communities to use as they consider the opportunity to recruit retirees including the American Association of Retirement Communities and the website for small town retirement (www.smalltownretirement.com).

Core Strategy: Attracting Next Generation Workers

The perception of the arts is typically in terms of cultural and not economic value, therefore the best argument for getting local government support of art initiatives is by showing the direct and indirect contributions to the local economy, said Chris Beacham, project manager for Regional Technology Strategies, Inc., based in Carrboro, N.C.

And because art often generates and creates cohesiveness to a community, it thereby builds upon itself by attracting a creative class of people, he said. “If you are looking to keep or gain a specific demographic, these younger, well-trained, creative types, then you really need to have a strong creative economy,” said Beacham, who is also a painter. ^(Barber, 2011)

For example in Clifton, Texas, population 3,795, the Bosque Arts Center injected economic vitality into a once-sleepy downtown. Now there are art galleries and restaurants among thriving businesses, and some evenings it is hard to find a parking space downtown. In 2009, local cultural arts tourism spending generated \$2.4 million in economic activity.

Companies taking a longer view on employee satisfaction, particularly companies that need a creative class of employees, take note of such things.

Beyond the arts and encouraging a creative environment other key attributes need to be in place to attract next generation workers. The community’s overall educational attainment levels must be improved, but just as important is the quality of the county’s educational system for next generation workers with young families. Tolerance of diverse cultures and people is also an important element in the establishment of a creative environment attractive to next generation workers. Development of physical infrastructure, such as broadband, is vitally important to next generation workers not only for increasing employment opportunities through emerging smart jobs but just as critically as a quality of life amenity.

Educational attainment measured in the economic development world as percent of the population age 25 and older holding a bachelor’s degree or higher, is lower in White County than it is in Indiana and the United States. It is recommended that White County Economic Development create a multi-tiered strategy to raise educational attainment across the board. This strategy will need to focus on folks that need to take a step up from no formal educational achievement to a GED, or from a GED to something more in addition to increasing the number of residents with at least a bachelor’s degree.

When seeking to attract degree-holding next generation workers it is important to understand community attributes that will appeal to them. The concentration of talent in close-in neighborhoods is essential to realizing the economic benefits of cities and towns. Vibrant downtowns with a critical mass of talented citizens generate the creativity and productivity that enable towns to drive community growth. According to CEOs for Cities the market for downtowns and close-in neighborhoods just keeps getting stronger. In 2000, young adults with a four-year degree were about 61% more likely to live in close-in neighborhoods than their counterparts with less education. Now, these well-educated young adults are about 94% more likely to live in these close-to-downtown neighborhoods. These neighborhoods, located within close proximity to downtown, have seen their population of college-educated 25 to 34 year olds grow by an average of 26% compared to 13% growth for other neighborhoods.

Although a relatively small county in terms of population White County is served by four school districts. Given their relative lack of size in terms of enrollment and with ongoing funding

questions at the state level these school districts are under threat. It appears the districts recognize this and have begun to collaborate on ways to pare costs and improve the student experience. It is our understanding that consolidation has been discussed but has not gained any traction. Through our interviews and research we have learned of two different approaches to improving school districts. Tri-County School Corporation, based in Wolcott, has been instrumental in the Remington-Wolcott Community Development Corporation's efforts to grow the Wolcott and Remington (Jasper County) communities, which in turn would boost enrollment. North White School Corporation, based in Monon, has taken the approach of boosting educational attainment from the bottom up and has recently begun to see student performance increase as a result of their efforts. North White recently closed elementary schools in Buffalo and Reynolds in an effort to put more resources into academics and reconfigured their school campus in Monon to accommodate the students from these schools. The district is also investing \$600,000, approximately half of its rainy day fund, in new technology to benefit its student body through distance learning, wireless connectivity, and student take-home laptops. The efforts of North White, although relatively new, have begun to show significant progress. If these efforts continue to progress North White Schools should gain a new reputation as the educational leader in White County, and if that is achieved it is recommended that White County Economic Development look at ways to replicate this model throughout the county. If these efforts prove successful the Town of Monon should also benefit and see new investment as parents will be more likely to send their children to a successful school system.

Diversity is important when attracting next generation workers, but it's also much more than that. It is also about how to integrate newcomers to a community, especially those from different ethnic backgrounds. White County has a growing Hispanic community that needs to be accommodated and made to feel welcome to contribute to the community. It will be important for both the newcomers and the long-time residents to keep some of their traditions while importing new ideas from each other. The Hispanic influx has kept White County's population from declining even more significantly than it has in recent years.

In today's world broadband access is equivalent to water, gas, electric, and other utilities, it is simply a must. It is essential to the two demographic groups (seniors and next generation workers) that this strategy is targeting, as well as companies, and schools. The extent of broadband penetration within White County needs to be better understood. It took our team nearly three months of investigating to determine that White County is adequately served with broadband, although some areas of the county are better served than others. The bad news is that a site consultant won't take three months to determine if a community has adequate coverage for a prospect. They might not even take thirty minutes. On the positive side Monon Telephone Company and Pulaski-White Regional Telephone Company (PWRTC) have both recently made significant investment in this technology within the county.

A gradual emergence of a whole new category of middle-class jobs called smart jobs is underway. They're innovative and high tech, and most of them are located far from Silicon Valley or New York. They're specialized, but that doesn't mean one needs a PhD or even (in some cases) a college degree to get them or to do them well although they do require some serious training, whether on the job or in a vocational program.

Smart jobs tend to scramble the line between blue-collar and white-collar. Their titles tend toward the white (technician, specialist, analyst), but the underlying industries often tend toward the blue, toward the making of physical stuff. Smart jobs can involve factories and machines, plastics and chemicals, but operating those instruments and manipulating those materials

demands far more brains than brawn. Even though some of these jobs are nominally in old-fashioned industries, these industries are in the process of being utterly transformed.

These new, innovative middle-class jobs are cropping up all over the country, in regions where you'd never expect to find them. Dayton, Ohio, is a hot spot for radio-frequency identification technology, while Calcasieu Parish, Louisiana, has become a hub for PVC and synthetic rubber. In information technology, job growth is flourishing from Richmond, Virginia, to Provo, Utah. Once these pockets of innovation gain a foothold, they can grow; the employers subdivide and multiply.

Smart jobs tend to cluster in cities—but not always the cities you'd imagine. The same forces of urban renewal that re-launched New York and Boston and San Francisco as bastions of livability during the 1990s have now taken hold in smaller municipalities. Even former industrial cities, without a big college or university, are finding that revived downtowns can help keep their most creative young people from moving away. ^(Davidson, 2011)

Core Strategy: Attracting Next Generation Workers: Brain Drain

The State of Iowa has created the Generation Iowa Commission to combat brain drain in the state, which could serve as a model for White County in its efforts to attract and/or retain next generation workers.

The Generation Iowa Commission researches, investigates, and explores possibilities, and solutions to retain, attract and engage the Next Generation of Iowans. With an annual report submitted to the Governor and the Iowa General Assembly and partnering with young professional organizations, the Commission campaigns for solutions to help Iowa succeed, to retain and attract the Next Generation to the State. (Generation Iowa Commission, 2011)

The focus of the annual report includes career opportunities and educational needs of young adults, and the movement of the young adult population between rural areas and urban areas and between Iowa and other states. (Generation Iowa Commission, 2011)

One of the unique proposals included in the 2011 Generation Iowa Annual Report is the recommendation that appropriate state boards and commissions related to the economic development and quality of life amenities that are recipients of state funds should have at least two voting members aged 35 or younger at the time of appointment. The recommendation was modified slightly to allow one voting member under 35 on such boards and approved by the Iowa Legislature. This could serve as a model for White County governmental boards and commissions to incorporate younger members.

Attracting Next Generation Workers: BIG IDEA: White County Next Gen Alt Energy Leaders Internship Program

Urban Initiatives recommends that White County Economic Development partner with White County's elected leaders to establish the White County Next Gen Alt Energy Leaders Internship program as a mechanism to attract next generation workers to reside in the county.

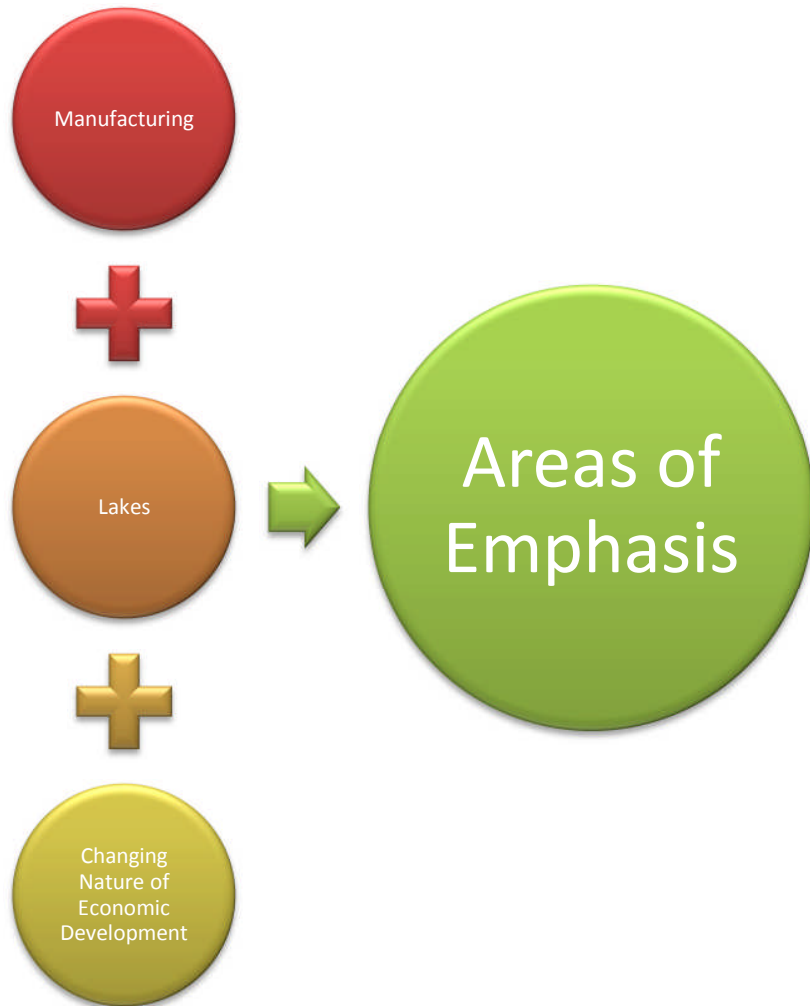
The White County Next Gen Alt Energy Leaders Internship program would maximize the county's position as Indiana's alternative energy leader by attracting undergraduate and graduate level college students seeking a career in the alternative energy field.

Urban Initiatives recommends that the White County Next Gen Alt Energy Leaders Internship program create at least ten total internships to be placed at White County's alternative energy businesses. A recommended placement would be two interns each for the anaerobic digester, algaewheel, and methane capture operations and four interns placed with White County's wind energy businesses. An additional possibility would be to place two interns with White County Economic Development to focus on alternative energy economic development issues. It is further recommended that White County Economic Development reach an agreement to place these interns with the respective businesses at no cost to the business. The cost should be borne by White County Economic Development and/or White County government as a means to begin attracting the next generation of workers that will assist in increasing the economic competitiveness of the county. It is recommended that the White County Next Gen Alt Energy Leaders Internships be paid positions and be limited, at least initially, to the time frame of mid-May to early-August. It is recommended that the planning for these internships begin immediately with the first class to be in place during summer 2012.

Urban Initiatives recommends that the White County Next Gen Alt Energy Leaders Internship program include space for, but not be limited to, students from Indiana's colleges and universities. The ultimate goal of the program should be to attract, and ultimately retain, the best alternative energy students from across the country. It is believed that the interest from the students currently exists. For example, a White County alternative energy entrepreneur conducted a tour of his White County facility in the Spring of 2011 for a group of forty seniors from the University of Illinois, and reported that by the time he had returned to his office after the tour his email and voicemail accounts were filled with requests from these students asking to work for his company and for advice on how to pursue a career in alternative energy. This is a tremendously unique opportunity that exists for White County that needs to be capitalized upon for many reasons. Very few rural communities in the State have such a captive opportunity, let alone such an opportunity in a cutting edge field.

Areas of Emphasis

In addition to the four fundamental pillars of the White County Economic Development strategy three areas of emphasis deserve attention. These are the manufacturing sector, the lakes (Shafer and Freeman) and the changing nature of economic development.



Area of Emphasis: Manufacturing

The size of the manufacturing sector suggests that efforts to nurture it remain important. However, trends suggest that White County manufacturing industries (both existing and new) are likely to be seeking low cost production and thus pressure will remain on manufacturing wages and except for unique opportunities, such as when Honda Motors chose Greensburg, Indiana for a new plant location, there appears to be little hope that wages will become more robust.

Indiana's all-important industrial base has shed 200,000 jobs in the past decade, a third of the manufacturing work force, with half the losses in the past three years and since the recession ended in summer 2009 Indiana has gained only 31,000 new jobs. About 305,200 people were left on the state's November 2010 unemployment rolls, a third of them idled industrial workers.

Various experts insist three separate strategies can create fresh Midwest industrial jobs: exporting more factory goods, diminishing imports and encouraging innovation.

Michael Harris, a manufacturing scholar who heads Indiana University-Kokomo, figures Americans, particularly in the Midwest, fail to understand the urgency facing the country. "We don't appreciate the huge tsunami out there, the huge competition we are facing from around the world," Harris said. "We don't have a global perspective."

Many analysts argue that there is no need for a trade war with China to create jobs in the United States. "The trend has been that the jobs did not go offshore," said former manufacturing executive John Layden. "They just went away. That's what manufacturers do. They get more out with fewer people."

Only if entrepreneurs lead the way can jobs for idle factory workers come back in large numbers, said Layden. "The key thing is the opportunity for semiskilled or unskilled people is essentially going to be in startup companies," Layden said. "Companies when they are small are willing to hire people. They need people. As they grow up, they can afford to automate."

But the Midwest may be unprepared for the entrepreneurial challenge. "Our future depends on innovation and the ability to innovate. But the important question no one is daring to ask" is how can the conservative Midwest spur an entrepreneurial spirit, said Harris of IU-Kokomo.

Entrepreneurial means not only starting businesses, Harris said, but also ensuring that veteran employees, trained to base decisions on data, jar their bosses with new ideas that go beyond the numbers. "Look, anyone can produce a good electrical engineer. They produce good electrical engineers in China," Harris said. "But ours need to be innovative. They constantly need to challenge and question. The mind-set (in the Midwest) is, 'Don't challenge the process too much. Don't be a threat to the organization.'" But rebels can shake loose good ideas, he said, that will build businesses and create jobs. "The time has come when we have to have those new mind-sets," Harris said. "These people willing to go against the grain are the most valuable people in any organization whether it's advanced manufacturing or managing a nonprofit. It has to be our new culture." (Evanoff, 2011)

Area of Emphasis: Lakes

Lake Shafer and Lake Freeman provide the community with opportunities not typically found in communities of this size because of the large number of tourists the lakes draw. Lake Shafer is home to one of Indiana's largest tourist attractions, Indiana Beach. In the past the lakes drew weeklong vacationers, but now the typical visitor stay is a weekend or even a daytrip. The challenge for White County is how to leverage the existing, if changing, nature of lake visitors to benefit the entire county. Suggestions that we have heard during the course of this project include: creating a free public access to Lake Shafer; keeping the guardrails on the bridges painted; and lights under the bridges for nighttime fishermen.

An "outside of the box" idea that could serve to fully leverage both Lakes Shafer and Freeman and the Tippecanoe River can be found in Providence, Rhode Island. White County leaders could develop their own version of Providence's WaterFire, a public art event that takes place on downtown's waterways and has become the catalyst for the revitalization of downtown Providence. The event involves music, performances, rituals, ceremonial bonfires, boats that, when it is staged, transforms nearly one mile of Providence's downtown.

WaterFire was conceived as a one-time event in 1994 but became an annual community ritual in 1997. That same year WaterFire Providence, a nonprofit organization, was created to carry on the public art event and to promote the creation, exhibition, and performance of other works of art by Rhode Island artists. Today, twenty-five events, or "lightings," are held each year, spring through fall. Each event attracts as many as 100,000 people to downtown Providence's public spaces. Over \$1.4 million in annual funding comes from local sponsorships, grants, and individual contributions.

WaterFire is a key element in the remarkable revitalization of downtown Providence's community spirit as well as its economic fortunes, and it has been called the crown jewel of the Providence renaissance. The event involves diverse elements of the community in a ritual that brings international recognition and tourism to a once-sleepy city. Its strategies include:

- Transform the public perception of the rivers and downtown area
- Employ indigenous skills of woodcutting, fire tending, and boating
- Engage a large number of volunteers in functionally and symbolically meaningful tasks

WaterFire is both ritual and spectacle. One hundred fire baskets, or braziers, are placed at regular intervals in waterways that wind through the center of downtown. Filled with fragrant local firewood and set ablaze at dusk, they're fed late into the night by black-garbed "fire tenders" who make their way from fire to fire in small boats. Powerful and mesmerizing music, conducted through an elaborate speaker system, seems to emanate from the flames. WaterFire music programs feature unusual music from all around the world, reflecting the diverse culture of the city.

While WaterFire has had a strong economic impact, its most important outcome is renewing the community's sense of pride. Just as Mardi Gras is associated with New Orleans and the Gateway Arch with Saint Louis, WaterFire has spearheaded Providence's emerging identity. Now internationally recognized, it draws more than one million people per year, two-thirds from outside the area. ^(Borrop, 2006)

Area of Emphasis: Changing Nature of Economic Development

The final area of emphasis is to understand that the nature of economic development has changed. No longer is economic development about chasing jobs and investment it also must be about creating quality places and attracting talent. This parallel track of economic development is linked by authentic, quality places that serve as talent magnets. Talent attracts more investment and jobs which then creates an upward spiral of economic prosperity, which will reinforce quality of place through better amenities, which will then attract more talented individuals, which attracts more investment, and on and on and on in a virtuous cycle.



Quality of life plays into the decision making process for companies that are looking beyond the hard numbers on return on investment. Factors may include the quality of local schools, the cost and availability of quality housing, crime rates, recreational opportunities, and the proximity of restaurants, retail, art galleries and museums.

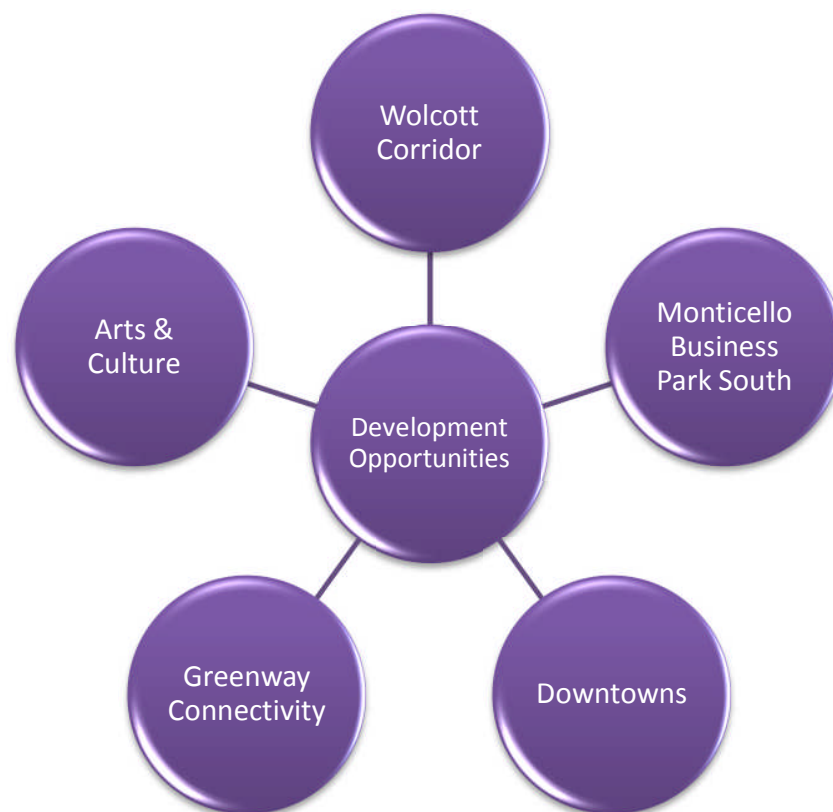
The challenge for the White County Economic Development organization, and others like it, is to build on the tools that are already in place, by broadening the organization’s horizon and creating tools that help attract talent and create unique, authentic, quality places that will facilitate the virtuous cycle of talent, place, and investment.

Mississippi, for example, is promoting quality of life through the state’s music heritage, as a tool for economic development. The state promotes itself as the “Birthplace of America’s Music” through initiatives like the B.B. King Museum and Delta Interpretive Center in Indianola, the Delta Blues Museum in Clarksdale; and the Mississippi Blues Trail with 130 sites statewide.

But the governor knows that the music represents more than culture and history – it is also an important part of Mississippi’s economy. “Music is not simply a part of our cultural heritage. Music is an important and very powerful economic engine in our state – one with a global reach,” Governor Haley Barbour said. “Music in all forms is one of our most vital exports.” (Barber, 2011)

Development Opportunities

Five primary development opportunities have been identified during this project. These are: the Wolcott Corridor along US 24 just east of Interstate 65; Monticello Business Park South; the downtowns of Monticello, Monon, Brookston, and Wolcott; the development of a greenway trail system to provide connectivity to major areas and towns within the County; and arts and culture development.



Development Opportunity: Wolcott Corridor

The Wolcott Corridor presents White County with its best option for new development in direct proximity to Interstate 65. To facilitate this development White County Economic Development has identified 535 acres for development, and has gained control through the use of options, in excess of 300 acres along U.S. 24 west of the town of Wolcott, including the TP&W Railroad which has allowed White County Economic Development to market its 85-acre transloading facility as part of the project. This stretch of highway, known as the Wolcott Corridor, has seen extensive planning in the last decade. However, actual development planning for this area has yet to occur.

In early 2011, the Economic Development Administration (EDA) awarded White County \$2.4 million to extend water and sewer utilities to 89 acres of property within the project area. The utility extension will be in place by end of year 2012 and will allow the county to begin planning for the development of a shovel ready industrial park at the site.

The project will be led by the White County Board of Commissioners and the Town of Wolcott, which will own the utilities, and these jurisdictions will direct the efforts of the White County Economic Development office.

The Wolcott Corridor project will address three of the long term goals identified in the Kankakee-Iroquois Regional Planning Commission's (KIRPC) Comprehensive Economic Development Strategy, 2010 (CEDS); namely achievement of higher levels of employment, provision of adequate community utilities, and the creation of a sufficient number of industrial sites.

Despite the positive momentum for the project some concerns remain. It appears that White County Economic Development has been identified as the lead entity for the Wolcott Corridor project by the county, yet no overall vision for the project beyond job creation and increased tax base, has been articulated. With no overall development vision in place land use has been left to chance according to existing zoning regulations for the area. The ability to finance additional utility buildout and real estate purchases has yet to be clarified, as well as the entity that will ultimately take that role. It is assumed the County will be the financial backer and conceivably act as the developer of the project. Additionally the Remington-Wolcott Community Development Corporation (RWCDC) has outlined its own plans for the Corridor area in its Remington/Wolcott Development Plan from August 2008.

Urban Initiatives recommends that White County Economic Development, as the lead entity for the Wolcott Corridor project, craft an overall development vision for the Corridor project. This vision must be one that can be easily articulated to, and understood by, the general public to gain their support. Public support will be critical to suppress the inevitable second guessing that will occur due to the nature of this type of project. Real estate development projects are typically time-consuming affairs under the best of circumstances, but they require even more patience when pioneering a market such as the Wolcott Corridor.

The I65 corridor between Chicago and Indianapolis is the fastest growing freight corridor in the United States. Due to its location and the transportation modes available the project site should attract interest from transportation and logistics companies. Given the project's locational advantage on Interstate 65, equidistant to Chicago and Indianapolis, it is logical to explore logistics uses for this site. Factoring in the presence of the TP&W Railroad transloading facility this makes even more sense. Given the preponderance of alternative energy production in the county it is recommended that the logistical needs of alternative energy component

manufacturers be pursued for this site. In addition to logistics uses it is also recommended that light manufacturing uses also be targeted, while heavier manufacturers should be encouraged to locate elsewhere in White County. Although it could be considered a key component, White County Economic Development should not let the TP&W Railroad facility drive the overall development vision of the project. In other words, if a potential user needs rail and they fit the target profile, then they should be encouraged to locate in the Corridor, but if a user doesn't fit the profile they don't need to be located in the Corridor. WCED has to be able to walk away if a user is not a fit, and will ultimately be detrimental to the overall long term development of the Corridor. Having a development vision in place allows those tough decisions to be made. The Wolcott Corridor is not about the first choice, it's about the best choice.

The end goal of the development must also be a key consideration in the overall development vision. It could be considered the "why" of the development. Job creation and increased tax base have been established as reasons why the Wolcott Corridor is important, but it needs to be deeper than that. Job creation is important, but will the county accept just any job? A wage floor should be established for each job created in the Corridor project, meaning projects won't be incentivized if the average wage of jobs created doesn't equal a certain floor or threshold. A good rule of thumb is to not incentivize any job that pays less than the White County per capita income average. This doesn't preclude businesses that pay less than that from locating in the Corridor it just means that they won't be actively sought. The real return to local government from the new jobs created is not the wages, which will filter through the community creating a multiplier effect, but rather the local income tax the new positions will generate. Since a tax increment finance (TIF) district has been established for the Wolcott Corridor the full impact to local government of increased tax base won't be felt until the TIF schedule is exhausted. Therefore, tracking the investment made by new businesses in the Corridor could serve as a meaningful measure. The most progressive approach to why the Wolcott Corridor is important from a tax basis is to grow the assessed value per capita, and growing the assessed value faster than the population actually lessens the tax burden on individuals.

Leaving the development of the Wolcott Corridor to chance by utilizing the existing zoning for the site is a risky proposition. This again illustrates the importance of developing an overall development vision and then zoning to that vision, likely through the use of an overlay district. Design standards should also be part of the overlay. Requesting higher quality building materials, for example tilt-up or precast concrete as opposed to metal buildings, will pay off in the long run by attracting a higher quality tenant and thereby maximizing the investment in the Corridor. Landscape and street design should also be addressed. The current zoning of the site leaves too much to chance by allowing uses that are not compatible with this type of project or investment. As the lead entity for the development of the Wolcott Corridor White County Economic Development must determine the highest and best development for this area. Currently the area is zoned I-2 Heavy Industrial District. According to the White County Zoning Ordinance I-2 zoning is "to provide adequate land for more intense industrial uses. This includes: the basic processing and manufacturing of materials or products predominately from extracted or raw materials; or are engaged in the storage or manufacturing processes using flammable or explosive material, or storage or manufacturing processes that potentially involve hazardous or commonly recognized offensive conditions." Permitted uses in I-2 include: Convenience Stores; Heavy Construction Contractors; Distribution Centers; Grain Elevators; Fireworks Sales; Incinerators; Heavy and Light Manufacturing; Railroad Facilities; Sawmills; Warehouses; and Welding Shops. The permitted uses demonstrates the need to reconsider the zoning classification of the Wolcott Corridor or at the very least to adopt an Overlay Zone for the area to ensure a range of the uses that help achieve the desired outcome of development for the Corridor.

While White County Economic Development has assumed the lead role in terms of project management, it remains to be seen who will assume that role in terms of financing the project. It is assumed that the County itself will take this role given its ability to finance the project through its sources, such as the landfill tipping fund and the wind turbine fund. It is also possible to have the County's Redevelopment Commission (RDC) take this role, given their ability to issue bonds, as well as the powers a redevelopment commission has in regard to development activities. The Wolcott Corridor TIF will likely be used to address certain financial needs of the project but other concerns exist. Although the EDA grant of \$2.4 million will extend utilities to allow for 89 acres of the project to become development-ready, what about the remainder of the acreage. What is the anticipated cost to extend utilities through the remainder of the site? Given the structure and cost of the real estate purchase options it is assumed that White County Economic Development is simply acting as a facilitator by "controlling" the property through these options until the end user (business) materializes, who will actually be the purchaser. It is understood that White County Economic Development has a five-year option term with a three-year extension for the land it has optioned thereby effectively controlling the property for eight years total. Still to be clarified is the beginning and end dates of the option period and what the strategy is to control the property if, at the end of eight years, development has not occurred. If the overall vision for the Wolcott Corridor is logistics it is safe to assume that big box distribution facilities will be built which require large amounts of land, but despite their needs that still presents a pretty aggressive absorption schedule for 300 – 500 acres of ground if the first utilities will not be accessible until the end of 2012. If the county would need to take down via purchase the approximately 300 acres under option at the current option price it will cost nearly \$6,000,000. Given these potential development costs it is understandable if officials have had discussions with private developers about transitioning the development activities to the private sector. This again underscores the need for an overall development vision. With such a vision the County would at least have something to guide the private developers and maintain some semblance of control. Without such a vision the County would be at the mercy of the private developers who will not act solely in the best interest of the community.

Finally, it is recommended that White County Economic Development, in its role as project manager for the Wolcott Corridor, work with the Remington-Wolcott Community Development Corporation to understand its desires for the section of US 24 that encompasses the Wolcott Corridor. The RWCDC, as outlined in its Remington/Wolcott Development Plan of August 2008, has adopted ambitious and modern land use plans not typically found in Indiana, let alone in communities of this size. The organization should be commended for this. The area of greatest concern to the Wolcott Corridor project is RWCDC's desire to reconfigure this stretch of US 24 as a parkway with planted medians and landscape treatments. This is commendable but could be problematic for the development strategy of the Corridor. This again, speaks for the need of an overall development vision for the project. If the end vision is for a research park then the parkway concept for US 24 is ideal, but the likelihood of the Corridor becoming a research park is practically nonexistent. Urban Initiatives recommends that White County Economic Development craft its overall vision for the Wolcott Corridor and then meet with RWCDC and engage them in the strategy by utilizing their enthusiasm for both communities to the benefit of all involved.

Development Opportunity: Wolcott Corridor: Potential Development Strategy

The Obama administration has prioritized expansion of renewable energy as a way to reduce greenhouse gas emissions and revitalize the economy. Central to this strategy is investment in wind energy. Although there is debate about the economic impact of wind energy investment and the extent to which the U.S. industry will benefit from the growth in wind turbine installations Urban Initiatives recommends that White County Economic Development focus on original equipment manufacturers of wind turbine components as potential tenants for the Wolcott Corridor. Such a strategy leverages White County's standing in the alternative energy field, particularly wind, while maximizing the locational advantages of the Wolcott Corridor for logistical distribution of components to the areas of the country where development of wind energy installations is occurring.

Global wind turbine installations increased from 11,531 megawatts (MW) per year in 2005 to 37,466 MW per year in 2009, and cumulative installed capacity reached 157,899 MW at the end of 2009. The United States was the largest wind turbine market in the world in terms of annual wind turbine installations from 2005 to 2008. In 2009, China surpassed the U.S. in annual installations. Total U.S. cumulative wind installations surpassed 35,000 MW by the end of 2009.

The traditionally large size of the European market is one of the key reasons for the strong position of Europe-based original equipment manufacturers (OEMs) in the wind turbine manufacturing industry. OEMs are companies that manufacture wind turbines and sell the turbines under their name (e.g., Acciona, Clipper, GE, Siemens, and Vestas). Most OEMs assemble the nacelle in house, while blades, towers, and other components are produced either by the OEM or to the OEM's specifications by a supplier. Vestas (based in Denmark) and Enercon (Germany) supplied wind turbines to the largest number of markets. U.S.-based General Electric (GE) was the world's second largest supplier in 2009, primarily due to its strong presence in the U.S. market (an estimated 84 percent of turbines supplied by GE were to the U.S. market). Additionally many Chinese OEMs are actively seeking to enter foreign markets.

In 2005 GE was the only OEM with production in the United States, but by 2009 there were nine OEMs producing nacelles, blades, and/or towers in the United States, with six more OEMs planning to open their first U.S. plant. The United States is likely to continue to be one of the largest global markets in the next few years and many OEMs want to be well positioned in this market.

U.S.-based OEMs, which accounted for 46 percent of U.S. wind turbine installations in 2009, have a significant domestic presence in nacelle production. U.S.-based OEMs generally do not produce blades or towers in-house. There are currently seven foreign OEMs with a combined ten operational plants producing blades, nacelles, and towers. Five additional foreign-based OEMs are planning to manufacture in the United States and a total of eight more plants are planned by foreign-based OEMs. OEMs are localizing production in the United States in order to take advantage of the growing market, reduce transportation costs, minimize the risks associated with currency fluctuations, ease logistical challenges associated with exporting large nacelles and components, and avoid import duties. The companies investing in U.S. production include both companies with limited U.S. market presence and companies with a large presence in the U.S. market, like Siemens and Vestas (which accounted for a combined 27 percent of the U.S. market in 2009). Including OEMs, only one new U.S. manufacturing plant was announced in 2009.

The number of tower plants in the United States increased from six in 2004 to 20 in 2009. A number of additional investments in tower manufacturing facilities are planned, with over \$70 million of the American Reinvestment and Recovery Act (ARRA) Advanced Energy Manufacturing Tax Credit (MTC) funds awarded to companies to manufacture towers. Most tower manufacturers in the United States are U.S.-based companies. Only one OEM, Vestas, currently has a tower manufacturing facility in the United States. OEMs tend to produce a lower percentage of wind turbine towers in-house than blades.

Imports peaked as a share of the market in 2006 and domestic production significantly increased after 2006, capturing a greater share of the growing U.S. market. Market size can be estimated by multiplying the number of MWs supplied by each OEM by the average price per MW of wind turbines for that OEM. This method shows that the U.S. wind turbine market size grew from \$2.7 billion in 2005 to nearly \$12.5 billion in 2009. Imports grew from \$1.0 billion in 2005 to nearly \$4.5 billion in 2009, but the percentage of market share for imports actually decreased during this period.

Employment in the wind industry, including manufacturing, construction, and service sector jobs, rapidly increased through late 2008, with total employment increasing from about 50,000 in 2007 to about 85,000 in 2008. About 20,000 of the 85,000 jobs were in manufacturing. In 2009, employment in the manufacturing sector declined by 1,500-2,000 jobs, as a result of the financial crisis and recession, though overall employment in the industry stayed at about 85,000 due to an increase in employment in construction and maintenance. The average hourly wage of employees in wind industry manufacturing plants is generally between \$13 and \$20. Sixty-one percent of wind manufacturing plants pay above the national average wage for production occupations and 78 percent pay above the national median wage. In addition, 61 percent pay above the average wage of all production workers, regardless of industry in their state.

The value of U.S. wind-powered generating set exports increased from \$3.6 million in 2005 to \$117.0 million in 2009 due to rising exports to Canada, Mexico, and South America. Overall, exports have been limited over the last five years due to the lack of U.S. production capacity, high demand within the U.S. market, and the fact that the largest U.S. producer, GE, has plants in many of the key foreign markets. Recent growth in U.S. production capacity and markets in Canada, Mexico, and South America indicate that there is the potential for further U.S. exports, but these exports might be limited by tariff and nontariff trade barriers and continued demand within the U.S. market. Some foreign OEMs and blade manufacturers have established manufacturing plants in the United States with the intention of serving both the U.S. market and other markets in the Americas.

However, tariff and nontariff barriers, increasing local production in Brazil and Canada, and the resumption of the growth of the U.S. market may limit U.S. exports.

U.S. production of wind turbines increased significantly from 2005 to 2008 and is likely to increase further as new production facilities come online in the next two years. Despite the appearance that imports now dominate the market, the opposite seems to be the case. Imports peaked at 64 percent of the market in 2006, and though imports increased in value terms through 2008, they declined to 34 percent of the market in 2008 and 32 percent in 2009. There has been significant expansion in blade and tower manufacturing and if planned manufacturing plants come online in the next few years, U.S. production capacity will continue to expand. ^(David, 2010)

Development Opportunity: Monticello Business Park South

The City of Monticello has identified approximately 110 acres in the South 6th Street area as the Monticello Business Park South to generate economic growth. This area of the City has seen significant economic investment in the last few years with the opening of the new IU Health White County Memorial Hospital and related infrastructure improvements.

The City has a general understanding of how it would like to see the Monticello Business Park South develop but there are still some issues relating to its development that need to be addressed. The primary issue is site control. While the City is advocating for the development of this area as a business park the identified site is controlled by three landowners. The City has essentially three avenues to control the site. The easiest would be an outright purchase of the approximately 110 acres in the designated area, however this would likely prove costly and potentially handcuff the City financially in the future. The next logical step would be to secure real estate purchase options from the landowners. This would require some financial commitment but not nearly as much as an outright purchase. By taking this approach the City would be acting as a “holding agent” until an end user materializes to actually purchase the needed property. The final option would be to draft a project agreement with the landowners whereby they would give the City the right to pursue the development while actually retaining ownership of their property. With this approach the City would effectively serve as a marketing agent for the project. The purchase option or project agreement route appears to be the most financial palatable approach. Two of the three land owners in the area control approximately 47 acres which include two of the three main entry points to the site. These landowners are reportedly seeking \$3 - \$3.5 million for their property. The Monticello Redevelopment Commission has \$1.5 million in TIF revenues available but those funds have been earmarked for the 9th Street project that would provide improved connectivity for the site by linking US 24 and Ohio Street. The site is served by utilities, including fiber from PWRTC, but those utilities will need to be extended throughout the site. Understanding the potential development costs illustrates the need to obtain site control through cost effective means while preserving maximum flexibility for the City. Attracting a developer for the project could also be explored, however given the unproven nature of the market the City would likely have to incentivize a private developer to take on the project. Another approach would be to retain a fee-based developer, but both of these approaches will require additional financial resources. Most likely the City will serve as its own developer, possibly through its redevelopment commission. The City as developer affords the maximum development flexibility and control.

The overall development vision for this project has been laid out in the City’s Comprehensive Plan which was recently completed. Urban Initiatives suggests that the City follow the Comp Plan’s recommended development strategy of medical services while also targeting life sciences industries. Building off the synergy created with the opening of the new IU Health White County Memorial Hospital is a sound strategy. The Mayor has reached out to medical labs as potential tenants in the business park. With White County Memorial’s recent affiliation with IU Health, preliminary discussions have taken place regarding the viability of locating regional specialized medical facilities in the park. As the anchor in the Monticello Business Park South, the hospital is a major source of employment, with over 260 employees and an annual payroll of nearly \$15 million, and purchaser of goods and services.

There are often other ancillary healthcare businesses that locate proximate to hospitals including physicians and other practitioners, medical specialists, and supportive services such as physical therapy, testing labs and medical supply companies. The hospital is a valuable

amenity that will have a dramatic impact on the land values in the area as well as future business development in the area.

Over the last decade Indiana has formed a strong set of life sciences cluster industries, anchored by drugs and pharmaceuticals; medical devices and equipment; and agricultural feedstock and chemicals. A fourth segment – research testing and medical laboratories – is showing emerging potential.

More than 50,000 workers across 825 establishments were found in the primary life sciences industries in Indiana in 2009. Medical devices and equipment stands as the largest sector followed by drugs and pharmaceuticals. (Walter H. Plosila, 2011)

Indiana's more than 50,000 life sciences jobs give rise to another 105,000 jobs, for a total of 155,000 jobs, with an overall economic impact of \$44 billion on the Indiana economy. The life sciences have an overall multiplier effect on Indiana's economy of 2.7 indirect jobs for every direct job created in the life sciences industry. (Walter H. Plosila, 2011)

Indiana life sciences workers, on average, are paid more than twice the average private sector job in the state, nearly \$81,000 compared to \$38,100. Each industry segment of Indiana's life sciences sector pays considerably above the state's private wages, with drugs and pharmaceuticals (\$114,066) and agricultural feedstock and chemicals (\$85,695) paying the best average wages. Medical devices and equipment (\$59,706) and research, testing and medical laboratories (\$59,483) average salaries are lower but still significantly higher (56%) than average private sector wages. (Walter H. Plosila, 2011)

Although the Lafayette/Bloomington/Indianapolis area is the single largest location in the state for life sciences activity, **White County and Monticello have the opportunity to leverage White County Memorial's affiliation with IU Health and its location in the Monticello Business Park South with the community's proximity to the Lafayette MSA for potential life sciences business attraction.**

The Lafayette MSA ranks 13th in the agricultural feedstock and chemicals subsector for all U.S. small MSAs (total private employment less than 75,000) and ranks tenth in drugs and pharmaceuticals employment concentration. Lafayette is almost two and a half times more specialized in life sciences employment than the rest of the U.S. (Walter H. Plosila, 2011)

To capitalize on Indiana's life sciences strengths and to position the community for life sciences growth White County Economic Development and the City of Monticello will need to address the imbalance in degreeed versus high school-only education in the life sciences industries of the future. **The community's leaders will also need to lead the charge in forging new and stronger strategic partnerships with the Indiana life sciences industry, IU Health White County Memorial, and key colleges and universities to form comprehensive discovery-to-product-development approaches and mechanisms to include White County and Monticello.**

Urban Initiatives recommends that an overlay district to facilitate development of a medical services focus in the Monticello Business Park South be explored. Design standards for building materials and landscape and streetscape treatment should also be part of the overlay. This will enable the City to achieve maximum economic impact of the development.

The Monticello Business Park South is in position to pursue a Shovel Ready site development designation from the State of Indiana in 2011. The White County Economic Development organization has agreed to provide logistical support to the City in pursuit of this designation.

Action Item: Monticello Business Park South

- Complete and submit to the Indiana Economic Development Corporation application for the "Shovel Ready Site" designation.
- Establish a functional and attractive setting for future development including streetscape and public amenities.
- Develop a marketing plan for the 100 plus acres that targets uses compatible with the hospital including clinical trial firms, medical product development, professional services offices, hospital suppliers, and commercial and retail development.

Development Opportunity: Downtown

Downtown development is critical to the core strategy elements of alternative energy, tourism and particularly so for attracting independent retirees and next generation workers. Strong fabric remains in most of the county's downtowns but they each need to be enhanced to some degree. Streetscape improvements are important to improve the infrastructure and aesthetic appeal of the public space downtown, but downtown development should be about more than streetscapes. Opportunity exists to create programming that will address street level vacancies, business attraction, building design and upper floor residential redevelopment that will add vibrancy to the downtowns of White County.

A commitment to downtown development and revitalization should be established for Monticello, Brookston, Wolcott, and Monon. These four communities possess the most remaining downtown fabric with which to work.

Downtown revitalization is an ongoing process that has no true end date, instead it is a process that transitions through various stages at different times. It is a process that takes time, thus requiring patience on the part of a community's citizens, when instant results are desired. It is therefore critical to identify and undertake projects that will build momentum and enthusiasm for both the revitalization efforts participants and the public in general. The process requires a champion that will keep the efforts moving forward all the while understanding the end goal. The role of downtown champion can be filled by an individual, an entity, or a combination thereof. Typically, this role is filled by an economic downtown organization, chamber of commerce, dedicated downtown organization such as a main street program, city or town government or community foundation. Following an established downtown revitalization program, such as the main street approach, is often very beneficial.

The importance of a thriving downtown becomes more apparent every day. Downtown is often the identifying image residents and visitors alike hold of a community. **A unique and authentic downtown also attracts new residents and talented workers that help improve the economic prospects of a community.**

As society turns its attention to sustainability and energy independence the importance of an intact, thriving, living downtown also becomes more pronounced. This renewed understanding of the importance of downtowns has also brought about an increase in downtown revitalization resources. National resources such as the National Trust for Historic Preservation's National Main Street Center (www.mainstreet.org) and the International Downtown Association (www.ida-downtown.org) host annual conferences and multiple workshops throughout the year, which are available to downtown development practitioners and organizations at any stage. Indiana specific resources such as Indiana Main Street (www.in.gov/ocra), which hosts workshops focused on the Main Street Approach, and the Indiana Downtown Association (www.indianadowntown.org) which hosts the Indiana Downtown Summit offer a more affordable, localized educational option to Indiana's downtown development practitioners and communities.

Many communities jump straight to streetscape improvement projects because they offer the most visible evidence of reinvestment downtown when beginning the process of downtown revitalization. Streetscape projects are also one of the most expensive projects to undertake, and oftentimes unnecessary and unable to produce the expected boost from such a large financial investment. Urban Initiatives recommends that Monticello, Brookston, Monon, and Wolcott thoroughly study and inventory the condition their streetscape infrastructure, such as

curbs, sidewalks, street furniture (benches, trash receptacles, planters, light and traffic signal poles, street name signs and general signage) before committing to a streetscape project. When new streetscape is necessary determine the image to be portrayed which will help determine the cost of the infrastructure. Simple concrete sidewalks will cost less than those that are all brick or that include brick pavers. A general rule of thumb when considering a streetscape project is to anticipate a cost of \$100,000 per block face (i.e.: one side of the street for one block) which will include street furniture and landscaping.

Rather than starting with a streetscape project communities are better served with identifying a downtown revitalization program to guide their efforts in beginning the process. The resources mentioned earlier all provide good information to help communities during their revitalization. The best approach to begin a revitalization effort is to establish a Main Street program. The Main Street 4-Point approach has been proven effective for nearly 30 years and relies on broad community involvement through the use of volunteers. The most effective Main Street programs also employ a paid staff person to handle day-to-day responsibilities of downtown revitalization and to help direct the volunteers that serve on main street's committees. Urban Initiatives recommends that Monticello, since it is the county seat, establish its own main street program; and that Brookston, Wolcott and Monon establish a White County Main Street program. Such a countywide program would allow a pooling of volunteer and financial resources while still devoting necessary attention to each of the downtowns involved in the program. Urban Initiatives recommends that Monticello, Brookston, Wolcott, and Monon initiate discussion with the Indiana Office of Community and Rural Affairs Community Liaison for White County to begin the process of establishing a Monticello Main Street program and a White County Main Street program with Indiana Main Street.

Soon after identifying the downtown revitalization program that fits each community the best, it is important to undertake benchmarking analysis of downtown's key attributes. A baseline should be established measuring total building square footage, first floor square footage, upper floor square footage, business inventory and classification, vacancy (both first floor and upper floor), redevelopment opportunities for existing buildings and vacant parcels of land, and available parking. Establishing such a baseline allows a downtown program to track its progress and successes over regular intervals of time, which will be necessary to keep supporters and citizens engaged and informed. It will also be beneficial and necessary to the efforts to attract new investment downtown, which also needs to be tracked. Urban Initiatives has performed these services for other Indiana communities and recommends the use of an experienced practitioner when establishing these baselines and inventories.

Upon completing the steps outlined earlier a downtown revitalization program should begin to establish other programs and initiatives that will encourage downtown development. As mentioned earlier streetscape, which communicates an important message about the value placed on downtown, is best addressed in a thorough manner. If a source of funds can be identified a façade grant and loan program is a proven method to spark redevelopment. It is important to establish guidelines when creating a façade grant and loan program. This can be accomplished through a review panel, such as a Historic Preservation Commission. Establishing maximum amounts, such as \$10,000 each, for grants and loans also encourages significant façade renovations versus just painting a building.

Establishing a Historic Preservation Commission, if none exists, can also be an effective complement to a downtown revitalization program. A Commission will help ensure that a downtown remains unique and authentic. Indiana Landmarks offers affordable technical assistance to local Historic Preservation Commissions through its Circuit Rider program. Urban

Initiatives recommends that Monticello, Brookston, Wolcott, and Monon implement a façade grant and loan program and historic preservation commissions (if none exist) when feasible. Partnering with Indiana Landmarks on a White County Circuit Rider would provide a cost effective means of gaining technical assistance.

Conversion of underutilized upper floor space in downtown buildings offers two benefits. First, it animates downtown's street life at off-hours which increases vibrancy and secondly it makes building rehabilitation more affordable by increasing the revenue streams beyond street level space. In many Indiana downtowns it will be easier to lease renovated upper floor residential space to more stable tenants than it will be to find users of street level retail or office space. Therefore encouraging upper floor residential rehabilitation can buy more time for a building owner to attract an appropriate street level business user. Creating a critical mass of downtown dwellers will actually increase the attractiveness of downtown for potential businesses. Very few cities and towns in Indiana have successfully created upper floor residential rehabilitation funding programs. Terre Haute tried about ten years ago, to mixed success, however there have been successful conversions of upper floor space in many Indiana downtowns driven by market forces, such as in Crawfordsville.

Upon completion of business inventory benchmarking White County's nascent downtown revitalization programs will need to determine their desired downtown business mix. It is likely that the community will desire new businesses that do not currently call downtown home. In order to attract such operations incentives, such as rent assistance or tenant buildout allowances, will likely be required. Urban Initiatives recommends that Monticello, Brookston, Wolcott and Monon explore the potential to establish such incentives.

Action Item: Downtown development in White County.

- Establish a Main Street program for downtown Monticello.
- Establish a White County Main Street program for the downtowns of Brookston, Wolcott, and Monon.
- Determine the need for a Historic Preservation Commission for Monticello, Brookston, Wolcott, and Monon. If need exists, establish a Commission and seek to partner with Indiana Landmarks for a White County Circuit Rider to provide technical assistance to Preservation Commissions.
- Undertake baseline surveying of downtowns to establish a mechanism to track future successes and investment.
- Survey the condition of downtown infrastructure to determine if a streetscape improvement program is necessary.
- Identify funding sources to create development incentives such as, a facade grant and loan program, upper floor residential rehabilitation fund, and street level business assistance funds.
- Select a downtown revitalization consultant to assist with programming, inventory surveys, and incentive development.

Development Opportunity: Downtown: Tourism Development

The towns of Brookston, Monon, Monticello and Wolcott all have interesting and distinct activities for the visitor as well as for the local residents. All of the communities currently benefit to some degree from the visitors to Monticello and Indiana Beach. Each of the communities has opportunities to enhance their sense of place and to more fully develop their assets for the benefit of existing businesses and citizens as well as the attraction of the same. There are ideas to consider and lessons to be learned from several communities in Indiana as well as the rest of the country – some of them are listed below.

In Indiana, there are a number of small towns that have focused on their strengths in order to attract visitors and their dollars. These towns include:

Corydon – the first capital of Indiana has enhanced the area surrounding the first buildings and in the process developed a very charming, historic town square with restaurants, shops and professional offices. Corydon has a very walkable downtown with lush and well cared for plants and flowers.

Madison – is a scenic Ohio River town with the added benefit of a very popular Clifty Falls State Park. The community has redeveloped the historic structures along the river and created walking/biking trails as well as a steady list of events and festivals to highlight the area. The community is known for its arts and signature events as well as for its restaurants.

Nashville – historically an artist colony in the hills of Brown County, the town of Nashville has long been a shopping destination for tourists. More recently, town officials have been working to develop more trails for biking as well as opportunities for kayaking on area lakes and creeks. Nashville officials have worked together to identify projects to enhance the community as well as the visitors experience - including parking and public restrooms.

Metamora - in eastern Indiana is a well-known destination for antique aficionados and for lighting displays at the holidays. The very small community has used grants and financing tools to invest in local infrastructure.

Zionsville – a more urban area northwest of Indianapolis is known for unique shopping and dining opportunities in a quaint setting. Zionsville has used planning and zoning regulations to restrict growth and to define the desired development and redevelopment in the community.

Development Opportunity: Greenway Connectivity

Greenway. 1. A linear open space established along either a natural corridor, such as a riverfront, stream valley, or ridgeline, or overland along a railroad right-of-way converted to recreational use, a canal, a scenic road, or other route. 2. Any natural or landscaped course for pedestrian or bicycle passage. 3. An open-space connector linking parks, nature reserves, cultural features, or historic sites with each other and with populated areas. 4. Locally, certain strip or linear parks designated as a parkway or greenbelt.

-- *Greenways for America*, Charles E. Little

Common themes in the greenway movement are green space, connections, non-motorized transportation, linear trails, ecology, and sustainable development. Greenways are typically defined as linear parks, corridors of natural or open space:

- o following land or water features such as streams, rivers, canals, utility corridors, ridgelines, or rail lines and
- o managed for conservation, recreation, and/or alternative transportation and
- o including trails for pedestrians, bicyclists, and other trail users.

The benefits of greenways are well documented and include:

- | | |
|-------------------------------------|--|
| Transportation: | Greenway trails provide corridors for moving from one location to another without an automobile. |
| Economic Opportunities: | Greenways strengthen the local economy by increasing property values, enticing businesses concerned with quality of life for employees, stimulating community revitalization, and creating jobs related to recreation and tourism. |
| Health and Recreation: | Greenways encourage “active living by design” which can help improve citizens’ health, as well as providing a location close to home to enjoy the outdoors. Good health among citizens translates into an economic benefit for businesses. |
| Cultural and Educational Amenities: | Greenways provide a facility for events, such as walks and parades, and an avenue for groups to join forces for service projects. They can also connect area schools, thereby providing significant opportunities to increase environmental education along greenways. |
| Preservation of Natural Resources: | Greenways preserve existing natural resources and enhance the environment through expansion of tree canopy, protection of riparian buffers that reduce stormwater runoff, and provision of continuous habitat for plants, birds, and animals. |

Greenway design guidelines have been established that recognize that different users require different surfaces and that different environments call for different levels of development. Design guidelines typically categorize greenways into Classes A; B; and C. (Update to the Roanoke Valley Conceptual Greenway Plan, 2007)

Class A: the most developed greenways include a hard surfaced trail to accommodate a range of activities and high levels of use. These greenways are highly suitable for urban environments where wheeled modes of travel such as strollers, wheelchairs, skateboards, and roller blades are common. High use and urban sights and amenities are expected, but users also are able to enjoy a park-like environment or natural area. Trails are paved with either asphalt or concrete. Traffic control devices such as lane markings and bicycle speed limits are acceptable. Facilities are handicapped-accessible.

Class B: these greenways are built in areas where moderate use is expected and a more natural environment is available. Trails could be hard surfaced, but often the surface is “cinders” similar to a rail-trail, with compacted aggregate stone or wood chips. Narrower trail widths are acceptable in some cases, and users are expected to use courtesy when passing others. These surfaces do not accommodate as many wheeled uses but offer a softer surface for walking and running and a more relaxed environment.

Class C: this category is natural surfaced trails. These offer a rural or wooded environment and opportunities for long distance walking, hiking, mountain biking, and possibly horseback riding where approved. Trail widths are narrower, and trails may have steeper grades and more challenging terrain.

Trail development in Indiana has traditionally been paid for through a combination of federal and state funds, with local matching dollars coming from public and private sources. Efforts are also underway to develop partnerships with utility suppliers that would pay to install lines under the surface of the trails being developed in certain areas of the state, and to identify other philanthropies interested in investing in trail development. The amount of money available to help fund local trail projects has doubled under the innovative Hoosiers on the Move trails plan. As a result of this program dedicated bicycle and pedestrian facilities have grown by more than fifty percent in the past four years. More than \$12 million in state and federal funds are invested each year in trails and multi-use paths, building roughly 215 miles since 2005.

In March 2011, the Indiana Department of Transportation announced it is seeking competitive applications for \$20 million in federal Transportation Enhancement (TE) funding that is frequently applied to bicycle and pedestrian projects.

Development Opportunity: Arts & Culture

The Shafer Freeman Arts Corridor, organized under the Greater Monticello Chamber of Commerce and Visitors Bureau, sponsors activities promoting artistic venues. Under the auspices of the Tippecanoe Arts Federation, the art group promotes and encourages local and regional art events and programs. Placing a greater importance upon the Shafer Freeman Arts Corridor and art in general in White County will serve its residents well, potentially extend the tourist season, increase tourist engagement and assist in the attraction of the targeted demographic groups of next generation workers and independent retirees.

Older urban neighborhoods and smaller communities have a great deal in common when it comes to suffering disinvestment and population loss. Disinvestment, poisoned industrial sites, a deteriorating tax base, and crumbling infrastructure plague once-thriving areas whose economies were based around agriculture, manufacturing, and mining. Population shifts and the dispersal of investment in infrastructure, housing, and jobs have resulted. For too long, creative enterprises have been overlooked by economic developers and public services that have consistently cast their nets for the big fish, rather than the more abundant – and ultimately more self-sustaining – schools of small fish. Communities can increase their competitiveness and reach growing numbers of people who are searching for authenticity and meaning in what they own.

Local entrepreneurs and microenterprises are vastly underappreciated as revenue and job generators. Where they cluster, they can become a major economic force. One of the ways these microenterprises have been clustered and nurtured is through development of artist live/work spaces. Typically these are conceived in tandem with the reuse of historic, commercial, or industrial structures. The artists themselves, living and working in the community, stimulate development of more active street-level environments.

Some cities looking for a silver bullet have been convinced to underwrite bond issues to finance construction of major arts facilities, but evidence suggests there is *far greater impact* from the mix of less glamorous small galleries, theaters, artist studios, and live/work spaces for artists and their families. (Borup, 2006)

A possible strategy for White County to follow is Peekskill, New York, which sits on the Hudson River. Peekskill created an Artist Loft Program and designated an Artists District to revitalize its downtown by developing live/work spaces on the upper floors of historic commercial buildings and by promoting arts-related retail business on the street level. A similar approach could be beneficial for downtown Monticello and assist with the attraction of independent retirees. More information about Peekskill's Artist Loft Program can be found in the Case Studies section at the end of this report.

One of the most successful art as talent attraction programs is in Paducah, Kentucky. The City of Paducah, Kentucky with a population of just over 26,000 sits at the junction of the Tennessee and Ohio rivers, halfway between Saint Louis and Nashville. The city together with locally owned Paducah Bank launched its Artists Relocation Program in August 2000 by advertising nationally for artists to relocate, purchase, and renovate homes in the distressed Lowertown neighborhood. Lowertown, directly adjacent to the downtown, is Paducah's oldest residential neighborhood. The effort resulted in an astounding revival.

The Artist Relocation Program was conceived to transform a down-and-out residential area into an up-and-coming community of artists, galleries, and other businesses and to become a self-

sufficient creative neighborhood designed by and for artists. The audacious suggestion was made that just as the presence of artists had helped transform New York City's SoHo, TriBeCa, and Chelsea neighborhoods, they could revitalize Lowertown, restore neglected buildings, add cultural diversity, bring new life and business, and increase the town's tax base.

The program's strategy of combining investment by artists, the city, and private lenders focuses on expanding ownership in live/work spaces and motivating creative new residents to take an active role in their neighborhood. The effort is built around the availability of low-cost real estate as well as vacant lots available to artists who agree to a building plan and loan package. Key strategies include:

- An aggressive package of financial incentives for artists
- Promotion of the walkable downtown and the adjacent arts/historic district
- City investment of more than \$2 million in infrastructure and streetscaping in Lowertown and major upgrades to a downtown cinema
- Combination and coordination of development of galleries, coffee shops, restaurants, visitor accommodations, and other services for the growing central district population and for visitors and tourists

Artists are actively recruited through national advertising, follow-up calls, and visits. Low interest rates on real estate loans are available with discounts on closing costs as much as 100 percent. Loans are often approved at up to 300 percent of the appraised property value to finance renovations. The city pays up to \$2,500 for architectural services or other professional fees in the renovation or building process.

Artists acquiring historic properties are eligible for a preservation tax credit of up to 20 percent for rehabilitation of historic structures. Federal Enterprise Zone incentives are also available, making all renovation materials tax free. The program offers artists free web pages and joint marketing and promotion by the city. Perhaps as important for the artists is that they are warmly welcomed and quickly made to feel like contributing members of an active and engaged community.

Local visits and tourism traffic are generated through a mix of citywide events, other special events, advertising of artists, and regular gallery walks. ^(Borup, 2006)

Action Item: Arts & Culture development in White County.

- Renege the Shafer Freeman Arts Corridor to assist in the development of the arts.
- Determine the feasibility of creating an artist relocation program modeled after the Lowertown neighborhood in Paducah, Kentucky.
- Identify opportunities to create a White County Artist Loft Program by redeveloping underutilized buildings in the downtowns of Monticello, Brookston, Wolcott, and Monon into live/work spaces with arts-related retail businesses on the street level.
- Develop a White County Arts Trail by designating the downtowns of Monticello, Brookston, Wolcott, and Monon as Arts Districts.
- Develop a chaNorth-type artist-in-residency program at either Lake Shafer or Freeman based on the Chashama arts model detailed in the Case Studies section of the White County Economic Development Strategy.

Enhancing the Entrepreneurial Environment: Small Business Development

Small Business Development – Enhancing the Entrepreneurial Environment

Cultivating a culture of entrepreneurship and growing local entrepreneurs is seen as an essential element to improving and growing a local and regional economy. The development of an infrastructure of lifelong learning through education and networks is a high priority for most rural areas including White County.

Entrepreneurs are usually defined as people who create and grow enterprises and entrepreneurship is the process through which they do so. While different types of entrepreneurs need different resources, all require an entrepreneur-friendly environment to start up and grow. Public and private policies and practices that foster and support entrepreneurship form the critical infrastructure that is crucial to this type of environment. The conditions that enable entrepreneurs to grow include proper legal, regulatory, financial and human capital assets; and networks to connect the assets and the entrepreneurs

An entrepreneurial environment is one that invests in, and nurtures, its human capital assets, as they are the source of entrepreneurs and the engines of entrepreneurial firms.

Many communities focus on the attraction of talent as the cornerstone of their entrepreneurial efforts. Talent is essential to building an entrepreneurial ecosystem because it offers a pool of potential entrepreneurs, the human capital to provide skills to entrepreneurial companies, and a source for ideas and innovations that provides the foundation of an entrepreneurial climate.

Initiatives that communities have identified as important in helping them attract talent include:

- Providing a welcoming environment for all kinds of people (different racial, ethnic, religious, social and national backgrounds)
- Integrating entrepreneurship training into pre- and post-secondary education systems
- Creating strong elementary and secondary schools, especially (but not limited to) STEM (science, technology, engineering, and math) disciplines
- Using post-secondary assets to attract and retain students
- Recruiting skilled workers and building local amenities to attract and retain talent
- Building networks to embed talent in the social, economic and political life of the community.

Action Item: Be a catalyst to enhance the policies and the practices that foster and support entrepreneurship.

- Initiate a White County "Economic Gardening" plan
- Initiate regular office hours for counselors from the regional Small Business Development Center
- Host bi-monthly networking event for entrepreneurs from all business sectors with a featured speaker to do a brief five minute "stand up" on how they've grown their business, helpful resources, etc. Also feature resources such as Ivy Tech, Purdue, SBDC, etc.
- Partner with local communities or Chambers of Commerce to offer "how to start a business or how to write a business plan" seminars
- Develop marketing information about entrepreneurship in the schools (Frontier example) and about the success of WIRED and the new STEM programs
- Determine if there is an opportunity for a "young professionals" group in White County (or in the region)

Economic Gardening is an innovative entrepreneur-centered economic growth strategy that offers balance to the traditional economic practice of business recruitment. The term and the initiative were developed in the City of Littleton, Colorado and have emerged as a prototype for communities looking to generate sustainable economic growth. The three basic elements of gardening are:

1. Providing critical information needed by businesses to survive and thrive.
2. Developing and cultivating an infrastructure that goes beyond basic physical infrastructure and includes quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
3. Develop connections between businesses and the people and organizations that can help take them to the next level – business associations, universities, roundtable groups, service providers and more.

Similar to economic gardening the buy local movement started as an independent business initiative in Boulder, Colorado in 1998 and has grown to 140 cities nationwide. For the fourth year in a row, a national Independent Business Survey taken over an eight-day period in January 2011 found that independent businesses in places with a “buy local” initiative reported an average gain in revenue of 5.6%, compared to 2.1% for those elsewhere. The survey looked at 2,768 businesses in all 50 states, including retailers, service providers, restaurants and others.

The buy local initiative’s biggest impact is in how it builds a community’s health and economy through what is known as “the local multiplier effect,” which looks at the frequency that money circulates at the local level before it gets spent on an import from somewhere else. If you increase local spending from 50% to 80%, you more than double the economic return. Research has shown that for every \$1 spent at a local business, 45 cents is reinvested locally. For every \$1 spent at a corporate chain, only 15 cents is reinvested locally. The culture of buying locally creates a ripple effect that in turn builds upon and sustains community economies.

The Business Alliance for Local Living Economies (BALLE) is a network of independent businesses comprised of over 80 community networks in 30 U.S. states, including Local First

Indiana based in Bloomington. BALLE believes that in the power of bottom-up, networked change, and in the age of the internet and social networking and the emergence of “glocalism” as a new form of social consciousness, that communities have never before possessed as much power to determine their futures as they do today. (About Us: BALLE, 2011)

When needs are met locally by locally owned businesses, people have greater control over their lives, money is recycled in the community rather than leaking out, jobs are more secure, and economies are more stable all of which strengthens the foundation of community.

Local independent businesses are by far the majority of all businesses, provide most jobs, create nearly all new jobs, and are the source of most innovation. A good starting point is the following question:

What do local people and businesses regularly buy that is or could be supplied locally by independent businesses?

Urban Initiatives recommends that White County Economic Development begin development of a Local First White County program focused initially on food and retail. These areas of focus will serve local White County residents as well as drawing interest from tourists visiting the lakes. Such a program will also be beneficial in attracting independent retirees and next generation workers by strengthening the White County authentic experience, which is valued by these targeted groups.

Food is a logical place to start, simply because everyone needs and cares about food, is freshest and most wholesome when local, and builds upon the county's agriculture strengths. A local food system is made up of many elements, including an area's farmers, and food producers, as well as the restaurants, retailers, and institutions that sell and serve food. It also includes the end consumer of those products because local food is produced for local consumption. Many BALLE networks are working to strengthen their local food systems, with programs connecting local farmers with local chefs and local residents, community-supported agriculture, food business incubators, and other innovations. (A Local Living Economy, 2011)

Action Item: Establish a Local First White County Food Network:

- Develop producer/buyer directories
- Create a community-supported agriculture (CSA) program
- Marketing campaigns, such as "Certified Sustainable" or "Grown in White County" labels
- "Taste of White County" festivals and farm tours
- "Chefs' collaborative" - connections between farmers and restaurants
- Farmers markets or grocery stores supplied with only locally produced products

While retail is only about seven percent of the U.S. economy, a healthy independent retail sector has an undeniably large impact on a community's unique sense of place. Local-owner merchants provide incredible retail diversity and local charm, two reasons people want to live and shop in a particular location. More independent retail would likely entice lake tourists to explore White County further. As an added benefit it has been shown that locally owned businesses reinvest in the local economy at a much greater rate than chain and internet retailers.

Local First Grand Rapids commissioned a study on the impact of local business on the West Michigan economy in September 2008 that revealed impressive impacts. A ten percent shift in market share from chains to locals across the retail landscape assumes that an extra \$840 million was shifted from national chains to locally owned businesses.

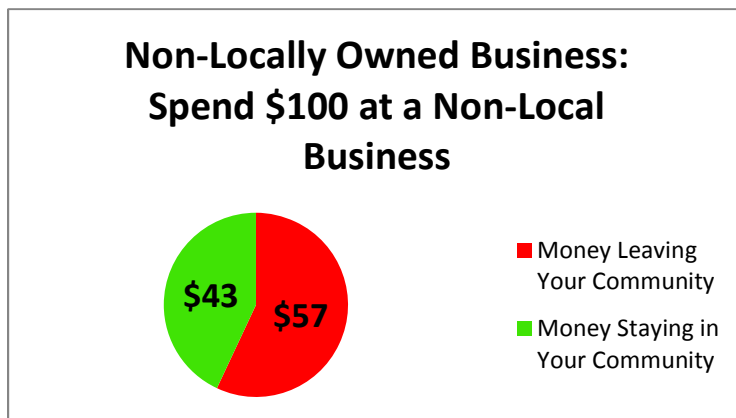
As a result an additional 1600 jobs could be created in Kent County, Michigan with wages of \$53 million being added to local payrolls if such a swing in purchasing behavior could be achieved. The 1600 additional jobs created would have been enough to increase employment by one-half of one percent in 2007. Output for the county could be increased by \$137 million as well and this benefit would be spread among many industries, not just the retail sector. (Local Works! Examining the Impact of Local Business on the West Michigan Economy, 2008)

The magnitude of these impacts is such that, under ordinary circumstances, economic development organizations and public agencies would rally to the cause, actively recruiting and

incentivizing any firm promising such an impact. As it happens, consumers themselves create these impacts with only a modest shift in their habits and behavior.

Action Item: Establish a Local First White County Independent Retail Network

- Create Think Local First programs
- Develop coupon books and buying cards
- Develop business directory maps



Business Retention / Expansion

Business Retention / Expansion

The goals of a business retention and expansion program are to support a healthy local economy and to improve the business climate. Studies show that nearly 80% of all new jobs are created by existing firms rather than by attracting new businesses to communities. Furthermore, business attraction efforts are less likely to be successful if existing businesses are not happy with the local business climate. Existing businesses are also the best resources for new business attraction with suppliers, customers and partners.

In order to provide services and programs for existing businesses in the community, it is important for White County Economic Development (WCED) to have current knowledge of the businesses. This knowledge is gained from a regular business visitation program that helps to identify the concerns and any barriers to growth or survival of existing businesses.

In the short term a regular business visitation program identifies and determines opportunities to provide community support and solve immediate business concerns. In the long-term, a regular business visitation program can increase the competitiveness of local establishments and establish and implement a strategic action plan for economic development.

In order to have current knowledge of existing business challenges and opportunities, most economic development professionals conduct annual or semi-annual business interviews. Information gained from interviews for example may include indicators of concern including declining sales, upcoming end to leases or a lack of exports. The business interviews can also:

- Identify issues that impede business growth
- Assist existing businesses with resolving issues
- Express appreciation
- Facilitate business access to state and federal programs designed to improve competitiveness
- Assist with development of long-term strategic plans for the existing business initiative

By evaluating and addressing the broader needs and concerns of local businesses, WCED can assist businesses in becoming more competitive and allowing them to stay and grow in the community.

Additionally White County, as a part of the recent WIRED initiative, has access to surveys and materials from Executive Pulse for use in business visits.

Action Item: Complete survey of White County existing businesses by 12/31/11.

- Establish task force of WCED Board Members to assist with annual survey of existing businesses in White County.
- Develop list of businesses to be surveyed and review survey instrument with task force members.
- Select companies for each member to interview.
- Develop a letter of introduction and reason for survey.
- Ensure confidentiality of responses.
- Schedule company interviews. (WCED staff to participate as available)
- Compile responses - use available services from Purdue, IU or Ball State for compilation and interpretation assistance.
- Host meeting for presentation of results to all participants.
- Repeat annually.

The tabulated results from the surveys will provide the necessary information to address concerns through specific follow up with companies. The information can also lead to the development of programs to address broader concerns such as:

- Help companies develop specific skills and improve productivity
- Increase connectivity by bringing companies together and build social capital by fostering inter-firm collaboration
- Develop quality of place by building widespread support for infrastructure improvements and incentives.

In addition, the information may include indicators of concern including declining sales, upcoming end to leases or lack of exports. With the most current information, WCED can identify resources to assist companies with resolving these issues and challenges. White County Economic Development will also have the opportunity to:

- Identify issues that impede business growth
- Express appreciation
- Facilitate business access to state and federal programs designed to improve competitiveness
- Develop long-term strategic plans for the existing business initiative.

Action Item: Develop and implement advanced business retention and expansion programs that include all business sectors in White County.

- Establish annual employer recognition event hosted by WCED (Note: this could be combined with the annual report of survey findings and trends). Host first event in spring 2012.
- Establish a business CEO council and include representatives from agriculture, manufacturing, Indiana Beach, etc. Suggest quarterly meetings with time for updates from participants as well as discussion of issue or opportunity.
- Establish a Human Resource Council or identify an existing council in the region. Market the opportunity to participate to employers and education providers.
- Increase communications and build relationships. Establish WCED as the facilitator/connector/hub for business development. Develop monthly electronic newsletter focused on business issues and opportunities. Use same list to share information of immediate interest - company announcements, infrastructure initiatives, funding availability, etc.
- Connect firms locally and globally (clusters) - make sure that all firms are aware of opportunities through Conexus, Indiana Health Industry Forum, Purdue, Ivy Tech, WISER, ASQ Chapters, etc.

Fiscal Position and Economic Development Incentives

Fiscal Position and Economic Development Incentives

While the use of incentives such as tax abatement and tax increment financing (TIF) are most frequently thought of as the tools of economic development practitioners, a more inclusive economic development analysis should also consider the relative fiscal position of the community. From the fiscal perspective a key question is, if we should choose to pursue new investments in an effort to grow our economy and increase the quality of life, do we have the resources to do this and if so, will our additional effort result in an over-burdensome tax effort relative to our competitor counties. This more inclusive and comparative perspective is especially important as economic development strategy evolves from one solely focused on incentives and on the attraction of private investment and the addition of jobs to one that includes quality of life issues that may require investment in amenities that affect the attraction and retention of the individuals and households that make up the workforce as well as jobs and companies.

As a result this analysis includes a comparative analysis of White County's fiscal position relative to its local competitor counties as well as its relative use of incentives such as TIF and tax abatement. The comparative fiscal analysis will consider a broad range of spending and tax base measures including appropriations (county per capita and county as a share of total appropriations within the county) property tax measures (gross and net assessed value, personal property as a share of total AV, and TIF and tax abatement as a share of gross AV). The comparative counties included in this analysis are: Benton, Carroll, Cass, Jasper, Newton, Pulaski, and Warren.

Fiscal Position

While some take a “the less government spending the better” approach, others view the spending of government as determining the amount of investment it makes in the future of its citizens and businesses. By looking at a few key fiscal measures such as total appropriations and property tax levy, in comparison with other counties in the White County region one can begin to determine how White County's tax burden or investment levels compare to its neighbors. This comparative approach should help inform White County decision makers about their policy options ranging from potentially lowering the tax burden and restricting spending to determining that it at least has the option to consider making additional investments without harming its tax position relative to its neighbors.

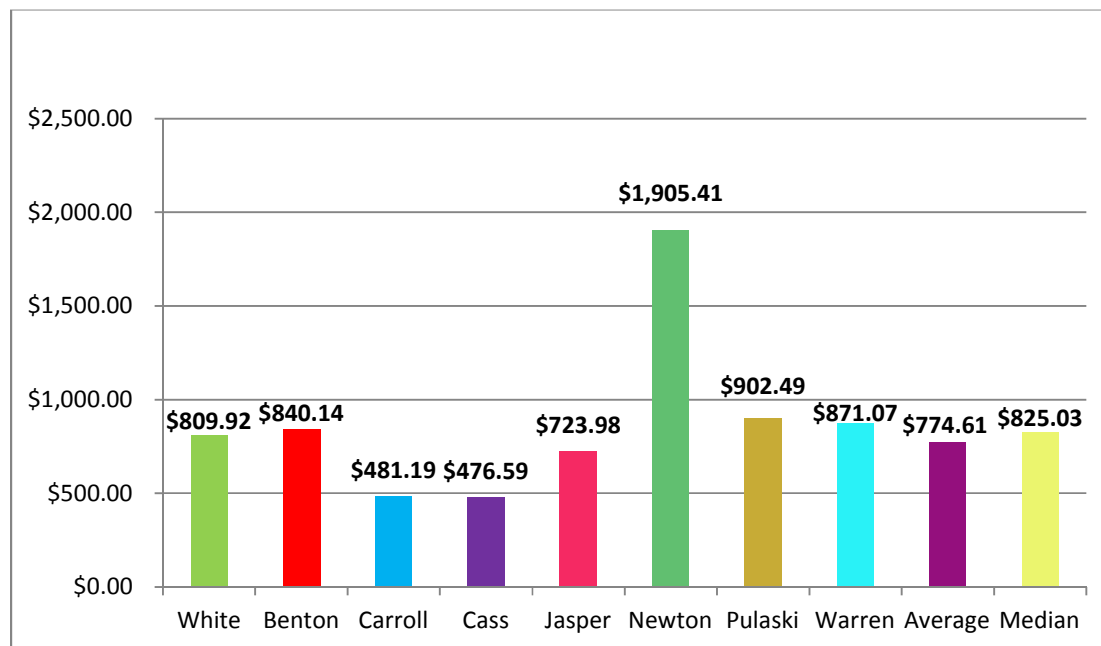
In general the analysis found White County's tax burden and investment efforts to be very close to the mean and median efforts of its neighbors. Viewed from this perspective, White County has the opportunity to consider all three basic tax and spending options (no change, lower taxes and decrease spending, or raise taxes and increase investments).

Appropriations

Appropriations do not always equal real expenditures, however they do serve as a reasonable proxy for spending and spending might serve as a reasonable proxy for the amount of programmatic and infrastructure investment the county is making in its future. When viewed from tax burden perspective a low tax burden might be viewed favorably, but when judged from the investment perspective excessively low appropriations might signal that government is failing to make all the investments necessary to assure an economically successful future.

White County's per capita appropriation in 2009 (as determined by 2010 population data) was \$810. This is slightly above the \$775 per capita expenditure made by other counties in the region and slightly below the median per capita expenditure of \$825. This suggests, assuming equal efficiency across all the region's county governments that White County provides its citizens and businesses with a typical level of goods and services within the region.

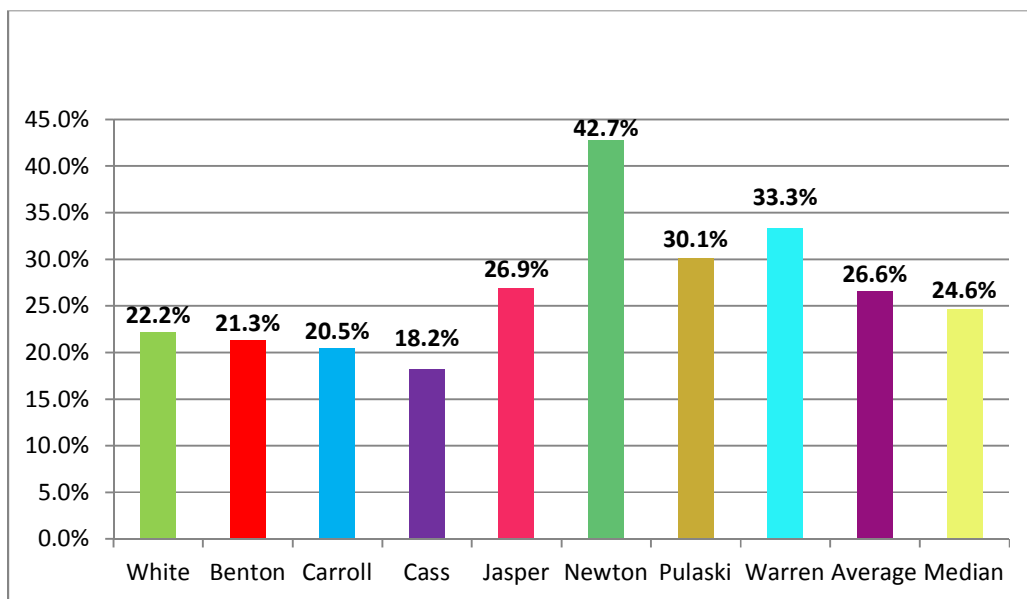
Figure 28: Per Capita Appropriations: 2009



White County's appropriations comprise 22.2 percent of total appropriations in the county. This results in White County's share of total county appropriations being lower than both the average and median county share of total appropriations.

While there are a variety of factors that can affect White County's share of total appropriations (such as the number of civil cities and townships in the county) **a lower than average or median share of appropriations may suggest that White County is investing (or taxing) less aggressively in relation to other units in the County and many of its neighboring counties in the region.**

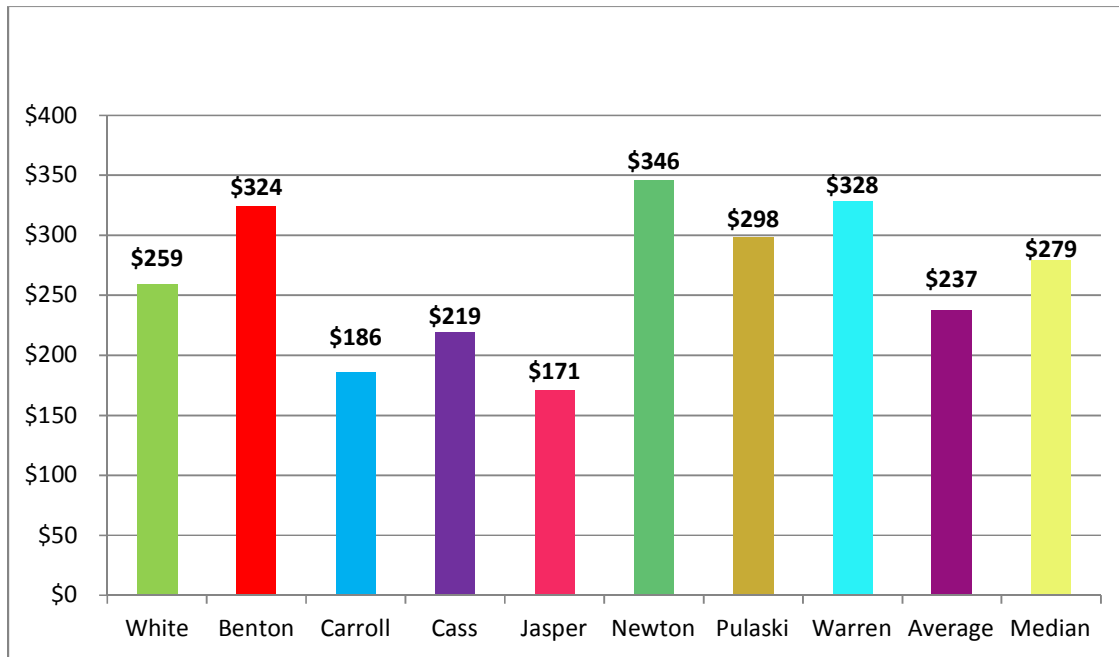
Figure 29: Share of Total Appropriations: 2009



Property tax has traditionally been the largest source of revenue for local governments and recent history in the state suggests that property taxes are particularly unpopular.

In 2009 White County's per capita property tax levy was \$259; this was \$22 more than the regional levy per capita and \$20 less than the median.

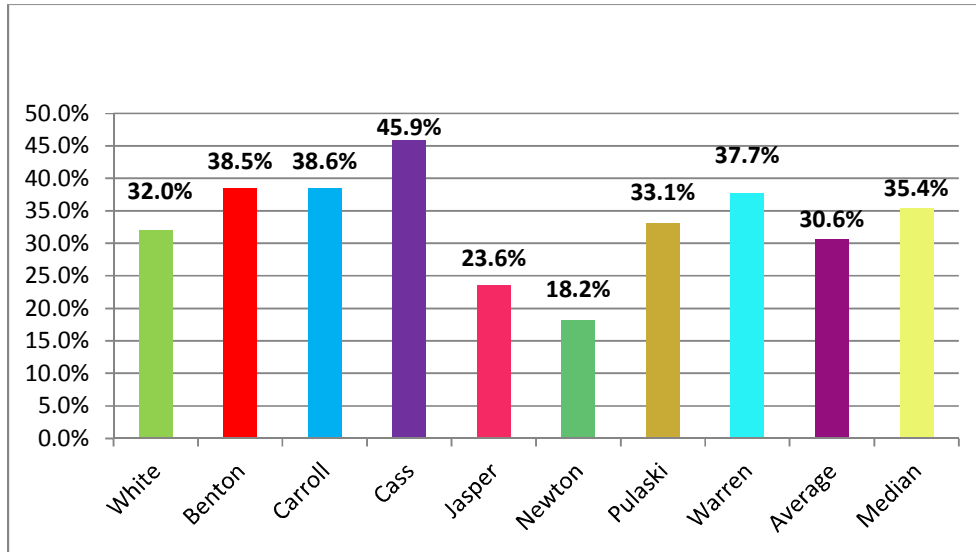
Figure 30: Per Capita Property Tax Levy: 2009



In 2009, White County's property tax levy comprised 32 percent of total appropriations by the county taxing unit.

Once again White County is relatively similar to its neighboring counties, slightly above the average share of 30.6 percent and slightly below the median of 35.4 percent.

Figure 31: Tax Levy as a Share of Total Appropriations: 2009

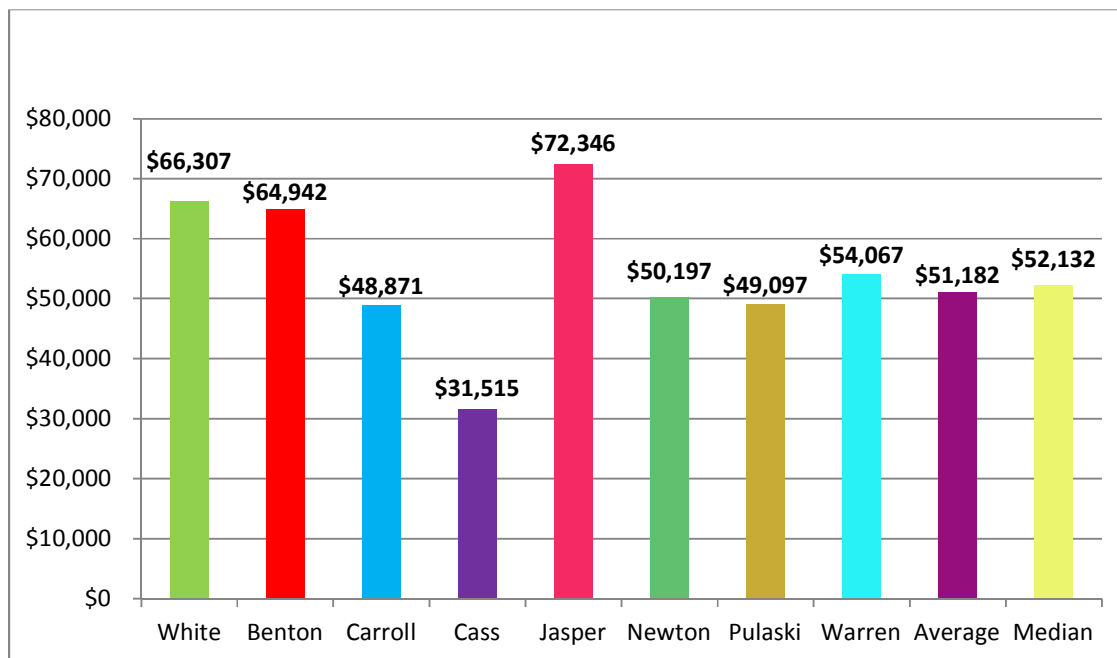


Property Tax Base

From an overly simplified perspective, economic development practitioners may be thought of as farmers whose job it is to grow the tax base (while creating jobs). The following overview of gross and net assessed value in White County is intended to help guide the County’s future economic development policy and perhaps even begin to serve as a means of tracking the performance of those who seek to grow assessed value. **The following analysis suggests that White County does a better than average job of growing assessed value and that it does so while relying less on incentive programs such as tax abatement and TIF than does its neighbors.** As with the fiscal analyses this suggests that White County enjoys the ability to consider a wide range of economic development policy options.

White County enjoys the third highest level of gross AV per capita of all counties within the region. The County’s \$92,005 of AV per capita trails only Benton and Jasper counties and exceeds the other counties by approximately \$20,000 or more per capita. More importantly, after tax abatement, tax increment financing and all other exemptions (including homeowners) are considered White County’s net AV of \$66,307 per capita is superior to all counties except Jasper. This high net AV suggests that if all counties employed the same tax rate White County would raise, on average over \$150 more per capita per one percent of tax rate than its neighbors. **The growing of net AV is the most effective way to increase the County’s ability to invest in its future without increasing tax rates** and White County enjoys the second best net AV per capita position in the region.

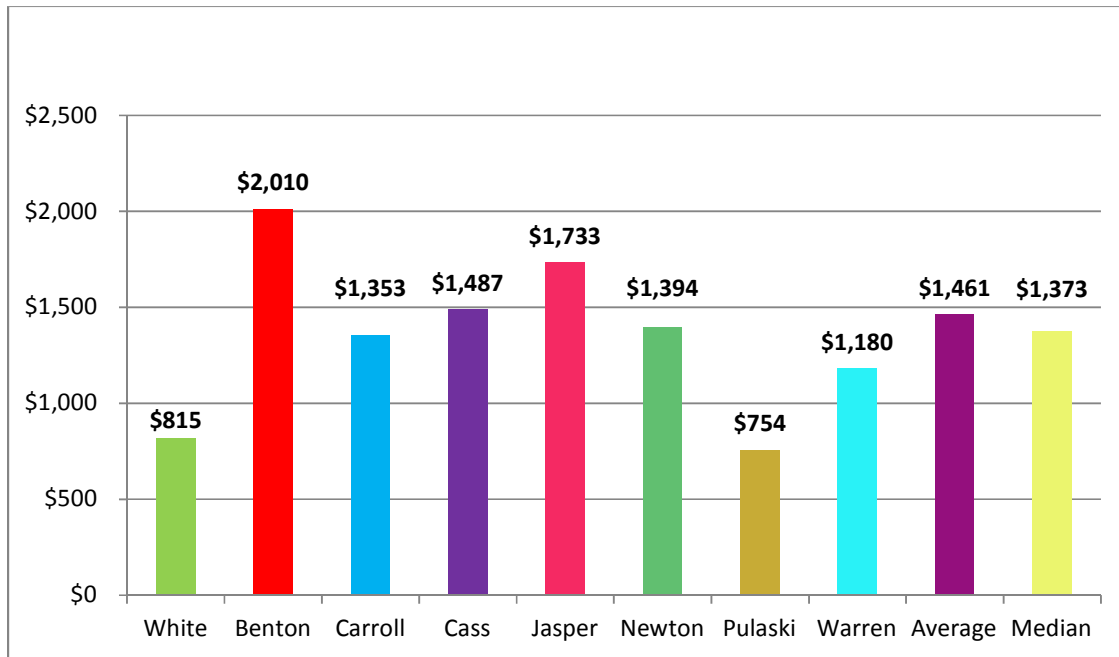
Figure 32: Net Assessed Value (AV) per Capita



The three primary tax reduction incentive programs, real and personal property tax abatement, and TIF result in \$815 per capita of the \$25,698 total exemptions per capita.

As seen in Figure 33, only Pulaski County has a lower per capita use of tax abatement and TIF than does White County.

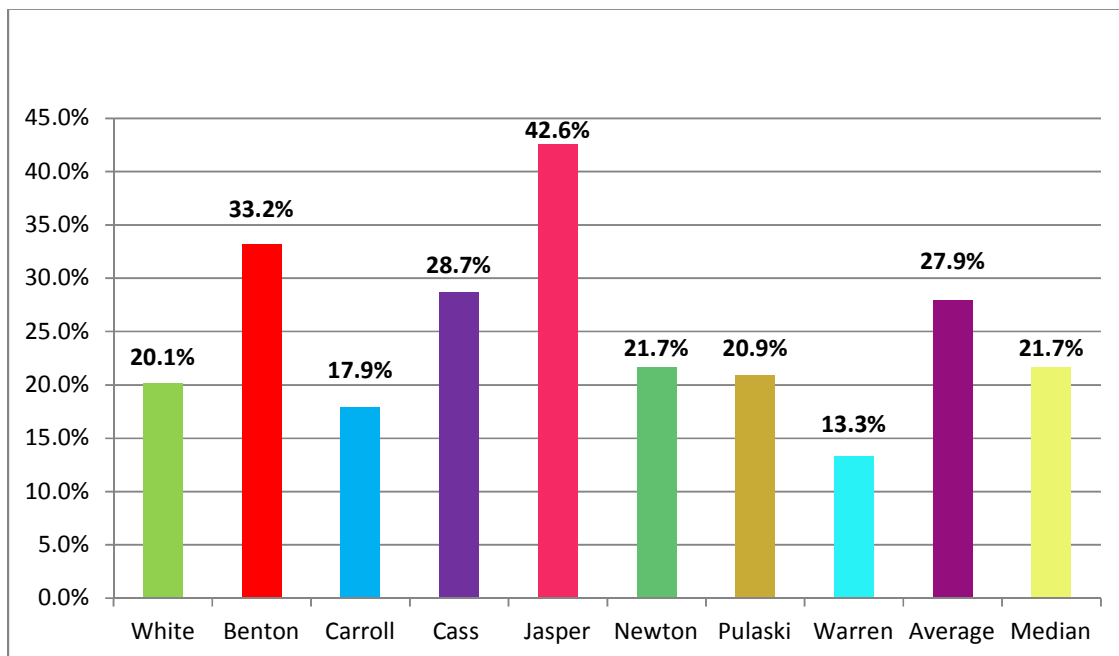
Figure 33: TIF and Tax Abatement Per Capita



Finally, as White County strives to grow its economy and invest in its future it might consider tracking the relationship between personal property and real property. Using personal property as a proxy for business investment, **the goal of the economic development farmers should be to grow personal property at a faster rate than real property.** If this occurs then the county and other taxing units should be able to keep up with any increased demand for service that might arise from population increases.

As seen in Figure 34, White County has a ratio below both the median and mean share of personal property. This is likely in part attributable to the presence of Lakes Shafer and Freeman and their ability to attract more substantial residential investment. The key point with this indicator is not to compare among competitor counties but rather to use it as a benchmark to track economic development outcomes.

Figure 34: Ratio of Personal to Real Property



Implementation

White County has been served by leaders who have been good financial stewards of the county's resources. As such the county is better positioned than most to make investments and implement strategies that could yield significant economic return. These resources should be leveraged and invested in a fair manner that looks beyond who has them and instead focuses on the potential positive economic impact they can provide.

White County, and its leaders have a number of tough choices to make, the most important of which will affect everything else that happens in the county – does the White County community want to work hard and influence its own destiny by making tough choices and investing in its future or will White County try to manage its decline as its population continues to age and decline in numbers?

Urban Initiatives recommends the following implementation steps that will enable White County to begin investing in its future and shaping its economic destiny by focusing on the core economic development areas of tourism, alternative energy, and attracting independent retirees and next generation workers.

Tourism

Implementation Step: WCED will act as a convener and catalyst to foster collaboration and coordination of tourism initiatives in White County and will work in support of the following suggested initiatives:

- Host (or partner in hosting) summit of local tourism entity representatives (identify leadership for collaboration moving forward)
- Develop a common tourism vision for the community
- Craft an attractive message that sells your vision and will engage visitors
 - Create the attraction from what you have
 - Promote Experiences
 - Advertise in places where most tourists live
- Engage the community in tourist and tourism appreciation and make the tourists feel welcome

Immediate Implementation: WCED will lead the development, with assistance from the “Tourism Collaborative,” of the White County Artisanal Food Trail - experiential nature of great local foods

- **Foster and support the development of the food economy**
 - **Create food producer network**
 - **Encourage food start-ups**
 - **Coordination of financial assistance and support for the producers**
 - **Create retail and foodservice affiliate programs**
- **Create a marketing strategy for White County artisanal food trail**
 - **Develop a White County Artisanal Food brand**
 - **Develop an education strategy for the artisanal food trail**
 - **Communication of White County artisanal food through existing festivals**
- **Foster strong interaction between food and tourism sectors**

- **Develop tourism links**
- **Collaborate with Fair Oaks**
- **Develop a White County farmers' market strategy**

Alternative Energy

Implementation Step: WCED will provide leadership to develop programs and partnerships to further establish White County's preeminence in alternative energy.

- Identify target marketing opportunities for business attraction through retention and expansion activities with existing alternative energy companies.
- Enhance focused marketing efforts through the web, personal visits, and direct mail.
- Promote training for agribusiness and alternative energy opportunities in local schools as well as in partnership with Ivy Tech, Purdue and others.
- Monitor and support legislation for clean energy improvement district and/or investigate creating a locally funded incentive program
- Seek to establish the White County Institute for Leadership in Alternative Energy.

Immediate Implementation: WCED will lead the development of **The White County Institute for Leadership in Alternative Energy**

- **Address emerging issues**
- **Learn alternative energy strategies**
- **Develop best practices**
- **Three programs –**
 - **Alternative energy design**
 - **Alternative energy development**
 - **Customized**
- **Use national experts and local entrepreneurs**
- **Goals –**
 - **establish White County's preeminence in alternative energy**
 - **leverage institute's presence for further economic investment**
 - **enhance decision making in the public and private sector**
 - **improve quality and scope of alternative energy education**
 - **educate the public about alternative energy and its importance**

Note that the Institute could begin as a one or two day seminar in White County to showcase the current initiatives as well as the opportunities for investment and workforce development.

Attracting Independent Retirees

Implementation Step: WCED will act as convener and catalyst to bring stakeholders together in order to initiate discussions, identify opportunities, and determine leadership of efforts to attract independent retirees to White County.

- Identify task force or council to define White County assets for retiree recruitment and to build consensus around the initiative.
- Develop an inventory of existing housing properties and areas for potential housing development.
- Develop collaborative marketing initiatives focused on retiree attraction in partnership with local realtors, businesses and towns.

Attracting Next Generation Workers

Implementation Step: WCED will provide leadership and coordination of partner organizations in the development of programs and opportunities to attract next generation workers to White County.

- Development of Talent infrastructure:
 - Support and enhance efforts to raise educational attainment across the board.
 - Consider the Generation Iowa model that worked with young professionals' organizations to involve those less than 35 years old on boards and commissions.
- Development of Diversity infrastructure:
 - Celebrate diversity and create an environment of inclusion that is supportive of new ideas and cultures and includes social networks to embed talent in the social, economic, and political life of the community.
 - Develop pathways to integrate newcomers into the community.
- Development of Physical infrastructure:
 - Identify, map and market the availability of broadband throughout White County.
 - Develop recreational trails and outdoor experiences.

Immediate Implementation: WCED will lead the development of the [White County Next Generation Alternative Energy Leaders Internship Program](#)

Goal: Begin attracting Next Generation Workers by utilizing internships to attract the best undergraduate and graduate level college students seeking a career in the alternative energy field.

- Develop and secure commitments for internship opportunities from WCED, the wind energy companies, algawheel, anaerobic digester, and methane capture operations.
- Identify resources from White County or WCED to provide paid internship opportunities with the alternative energy companies and economic development.

Urban Initiatives also recommends that White County Economic Development and the county's elected leaders utilize the action steps listed for the following economic development opportunities to maximize the community's likelihood for future economic success.

Wolcott Corridor

- Comprehensive Economic Development Strategy (CEDS) Goal: achievement of higher levels of employment, provision of adequate community utilities, and creation of a sufficient number of industrial sites.
- Craft vision for Wolcott Corridor
- Review possible uses on zoning designation and develop an overlay district with guidelines for future development
- See Shovel Ready designation in early 2012

Monticello Business Park

- Complete and submit to Indiana Economic Development Corporation application for Shovel Ready designation in 2011
- Determine best choice for site control – purchase, options or landowner agreement.
- Identify site development costs.
- Establish a functional and attractive setting for future development including streetscape and public amenities through an overlay district with design standards to facilitate development
- Develop a marketing plan for the 100 plus acres that targets uses compatible with the hospital including clinical trial firms, medical product development, professional services offices, hospital suppliers and commercial and retail development.

Downtown Development

- Establish a Main Street Program for downtown Monticello.
- Establish a White County Main Street Program for the downtowns of Brookston, Wolcott and Monon.
- Determine the need for a Historic Preservation Commission for Monon, Brookston, Wolcott, and Monticello
- Undertake baseline surveying of downtowns to establish mechanism to track future successes and investment
- Survey the condition of downtown infrastructure to determine if a streetscape program is necessary
- Identify funding sources to create development incentives such as façade grant and loan program, upper floor residential rehabilitation fund, and street level business assistance funds.
- Select a downtown revitalization consultant to assist with programming, inventory surveys and incentive development.

Arts & Culture

- Reenergize the Shafer Freeman Arts Corridor to assist in the development of the arts.
- Determine the feasibility of creating an artist relocation program
- Identify opportunities to create a White County artist loft program by redeveloping underutilized buildings in Monticello, Brookston, Wolcott and Monon
- Develop a White County Arts Trail by designating the downtowns of Monticello, Brookston, Wolcott and Monon as arts districts.

Enhancing the Entrepreneurial Environment

- Be a catalyst to enhance the policies and practices that foster and support entrepreneurship
- Initiate a White County Economic Gardening Plan
- Collaborate with SBDC and establish regular office hours for counselors in White County
- Host bi-monthly networking events for entrepreneurs from all business sectors
- Partner with local communities, Chambers of Commerce, and/or Ivy Tech to offer entrepreneur seminars
- Develop marketing information about entrepreneurship initiatives within the schools

Business Retention and Expansion (BRE)

- WCED will complete a survey (or update any current surveys) of existing businesses in White County by December 31, 2011.
 - Establish task force of WCED Board Members to assist with annual survey of existing businesses in White County.
 - Develop list of businesses to be surveyed.
 - Review survey instrument with task force members and select companies for each member to interview.
 - Develop a letter of introduction and reason for survey.
 - Ensure confidentiality of responses.
 - Schedule company interviews. (WCED staff to participate as available)
 - Compile responses - use available services from Purdue, IU or Ball State for compilation and interpretation assistance.
 - Host meeting for presentation of results to all participants.
 - Repeat annually.
 - Determine if opportunity exists for a young professionals group in White County.

Develop White County Local Food and Retail Programs

- Create think local first programs
- Develop marketing to support local products
 - Develop business directory maps
- Establish a Local First White County Food Network
 - Create a community supported agriculture program
 - Increase, enhance, and communicate broadly (about) Farmers' Markets

urban initiatives

The White County Economic Development Strategy

- Develop producer/buyer directories
- Establish Local First White County Independent Retail Network
 - Develop producer/buyer directories
 - Develop coupon books and buying cards

Case Studies

Case Study: Attracting Next Generation Workers: Talent Spikes

Far from withering in the age of instant global information flows, cities have only become more important; says Harvard economist Edward Glaeser in his book, "Triumph of the City." That's because humans communicate best when they are physically brought together. Cities magnify people's strengths, Glaeser argues, because ideas spread more easily in dense environments. If you want to compete in a global marketplace it really helps to be near a downtown. Companies that are near the geographic center of their industry are more productive. Year by year, workers in cities see their wages grow faster than workers outside of cities because their skills grow faster. ^(Brooks, 2011)

The importance of cities reinforces a paradox at work in the world today. The flatter the world gets, and the faster communication gets, the more location matters. The proof: "talent spikes" are expanding at a faster rate than ever before. Spikes are geographic concentrations of economic activity, innovation, and talent, often with a growing "long tail" of specialization. ^(Brown, 2011)

In the U.S., knowledge workers today are also concentrating in spikes. According to Richard Florida, the top 10 "creative" cities for these workers have outpaced the bottom 10 in terms of population growth since 1990. The growth gap between the two types of cities has reached 25 percent, according to the 2010 Shift Index of the Deloitte Center for the Edge. In a world of intensifying competition, people are seeking out "spiky" environments where they can get better faster. Talent spikes offer a wealth of resources that help ambitious and passionate employees quickly find employers more willing than the previous one to develop their talents. ^(Brown, 2011)

When you clump together different sorts of skilled people and force them to rub against one another, they create friction and instability, which leads to tension and creativity, which leads to small business growth. As Edward Glaeser notes, cities that rely on big businesses wither. Those that incubate small ones grow. ^(Brooks, 2011)

The cities that have thrived over the past few decades tend to have high median temperatures in January. But even cold cities like Chicago can thrive if they attract college grads. As the number of college graduates in a metropolitan area increases by 10 percent, individuals' earnings increase by 7.7. This applies even to the high school grads in the city because their productivity rises, too. ^(Brooks, 2011)

In order to increase its talent dividend White County must do two things. First, it must align itself with a spiky talent environment. Chicago, which is the spikiest talent environment in the region, would be the logical anchor, although Indianapolis could also fill that role. Secondly, the county must increase the number of its citizens with at least a college degree. Increasing educational attainment rates is a strategy that is a sure winner.

Every one percentage point increase in college attainment is associated with an increase of \$763 in per capita income. ^(Colletta, 2011) **The impact for White County of increasing the percentage of its population age 25 and over and with a bachelor's degree from its current rate of 12.7 percent to 13.7 percent would generate an aggregate total annual increase in personal income for the residents of the county of \$18,802,609. Raising the county's educational attainment to the State's rate of 22.5 percent would result in an annual increase in personal income of \$184,265,568. Achieving the national rate of population age 25 and over with a college degree of 27.9 percent would result in an annual increase in personal income of \$285,799,657.**

To fully grasp the significance of this consider: a simple one percent increase of educational attainment represents two percent of White County's 2008 (the most recent year available) per capita personal income of \$33,516. The impact becomes really staggering when educational attainment reaches the state rate (which ranks 44th nationally). **At the state rate the increase in per capita personal income represents 22 percent of White County's 2008 income measure.** Achieving the national educational attainment rate represents a stunning 35 percent of White County's 2008 per capita personal income.

The new sort of competition is all about charisma. It's about gathering talent in one spot (in the information economy, geography matters more than ever because people are most creative when they collaborate face to face.) This concentration of talent then attracts more talent, which creates more collaboration, which multiplies everybody's skills, which attracts more talent and so on. (Brooks, 2011)

The depth of alternative energy formats in White County provides an opportunity for the congregation of talent. This is already happening to a degree with the Horizon facility in Chalmers. The depth of the county's wind farms has led to a concentration of talent driven by the developer of the wind farms. Collaboration also led to the creation of the BioTown USA concept in Reynolds that has been driven by talented individuals who understand the opportunity created by the concept.

Alternative energy production in White County also affords the community the opportunity to create a small-scale talent spike centered on alternative energy. In order to maximize this opportunity the community needs to understand how companies evolve through three stages of talent spike development.

In stage one company's seek to find what else is out there. Major companies tend to want evidence that a location offers significant economic value before they make significant investments. Mature companies must adopt a more active role in shaping these promising locations. By mobilizing their global resources, big companies can often serve as significant catalysts for the evolution of talent spikes. (Brown, 2011)

In stage two companies explore the acceleration of talent development. Mature companies tend to have a strong bias in favor of establishing their own "captive" facilities, which is a static view. Another more dynamic option would be to build a network of relationships within a community. Employees will learn more from working with a firm connected to the major players and learning from that diversity of experience. Capturing that talent and insulating them in a big organization actually makes it harder to connect with the third parties that can accelerate everyone's learning. (Brown, 2011)

In stage three companies become interested in weaving talent spikes together. Most companies have a siloed view of talent spikes. They see open innovation and participation as separate initiatives. Significant opportunities can come from effectively orchestrating activities across a growing number of diverse spikes. (Brown, 2011)

Adopting a dynamic rather than a static view will enable a fuller realization of the economic potential that is created by a proliferation of talent spikes.

The nation with the most diverse creative hot spots will dominate this century. Entrepreneurs, corporate executives, line workers, and store managers handle the substance of the economy.

Then what is the role of government? Government tries to nurture settings where brilliance can happen. ^(Brown, 2011)

First, government establishes an overall climate, with competitive tax rates and predictable regulations and fiscal balance. **Tax rates don't have to be rock bottom. Companies will pay more if there are other amenities to compensate.** But everything should be structured to nurture new business formation. Then government actively concentrates talent. Finally, the government has to work aggressively to reduce the human capital inequalities that open up in an innovation economy. That means early and constant interventions so everybody has a chance to participate. ^(Brown, 2011)

Case Study: Indianapolis Cultural Trail, Indianapolis

The Indianapolis Cultural Trail: A Legacy of Gene & Marilyn Glick is a world-class urban bike and pedestrian path that connects the neighborhoods, Cultural Districts and entertainment amenities, and serves as the downtown hub for the entire central Indiana greenway system.

Construction of the Indianapolis Cultural Trail will be done in seven corridor stages over five years, beginning in 2007. The construction budget for the project is \$55 million, with \$20.5 million received from the U.S. Department of Transportation.

The Cultural Trail has been made possible by a large public and private collaboration led by the Central Indiana Community Foundation (CICF), the City of Indianapolis, and several major not-for-profit organizations devoted to building a better city. The project is a special undertaking that will give generations of Indianapolis residents a stronger sense of ownership and pride in their city.

Along the 8 mile path, Cultural Trail users will pass by and pass through the many cultural destinations that make Indianapolis a recognized leader in the arts community. Currently \$2 million, over 4% of the construction budget, has been allocated to public art, a major design component of the Cultural Trail.

“There’s really nothing like this in the world. This is an astonishing and amazing vision that will transform Indianapolis.”

-- Andy Wiley-Schwartz, vice president, Project for Public Spaces (PPS), a New York-based international not-for-profit dedicated to creating and sustaining public spaces that build communities, conducted a best-practices study of cities around the world with urban bike lanes and pedestrian paths.

Case Study: Indianapolis Greenway System, Indianapolis

The Indianapolis Greenways System, when fully constructed will span 175 miles including 150 miles of 8 – 12 foot-wide paved or limestone trails. They will link more than 125 destinations. The current plan follows one river, twelve streams, three historic rail corridors, and the Central Canal. Currently, an estimated two million users access the Indianapolis greenway trails annually.

The City of Indianapolis, Marion County, and The Greenways Foundation, Inc. currently comprise the organizational structure of Indianapolis Greenways.

Indy Parks implements strategies that provide the necessary resources to establish programs to acquire land for Greenway connections and parks using land trust or other strategies to preserve corridor open space for resource conservation.

According to the 2004 Park, Recreation and Open Space Plan, one of the outcomes of this plan was the establishment of a new greenway development standard or .15 miles of greenways per 1,000 people.

According to the 2002 Indianapolis Greenway Master Plan, local greenway efforts have brought in nearly \$18 million of funding for greenway projects above and beyond the local tax dollars. The most important funding source for Indy Parks Greenway projects since 1993 has been federal transportation enhancement funds, available under the ISTEA statute and its successor the TEA-21 (Transportation Equity Act for the 21st Century).

Case Study: Art as an Economic Driver: Chashama

Chashama, a New York arts organization founded in 1995, helps artists and curators to find underused spaces to house temporary exhibitions, performance spaces, and studios. Based on the idea that empty property does not always serve the interests of landlords and developers, some have been willing to donate their spaces on a short-term basis. And through these direct space donations and many public and private grants, Chashama is able to offer spaces to artists at subsidized rent rates or for free. (About: chashama, 2011)

This socialism of the arts helps sustain a diverse, dynamic and provocative cultural environment and supports communities by transforming temporarily vacant properties into spaces where artists can flourish. By recycling and repurposing buildings in transition, Chashama invests in neighborhoods, fosters local talent, and sustains a vast range of creativity, commerce, and culture.

Over the years, Chashama has converted over 50 locations throughout New York City; provided an inspired retreat for over 120 artists through chaNorth; nurtured the creativity of over 500 young people; and given 10,000 artists access to discounted workspace that has enabled the presentation of over 2,500 public events, reaching nearly 500,000 viewers. (21st Century Pastoral: The Blithedale Romance at Chashama 42nd Street Gallery, 2011)

Chashama focuses on these signature programs: windows, gallery, studio, residency, and youth. By transforming storefront windows of unoccupied buildings into sidewalk galleries, Chashama presents performances, interactive installations and traditional visual art displays to the pedestrians of New York City. Exhibition venues run the gamut from old industrial spaces to the more typical “white box”, and are programmed based upon the constraints of the venues, the character of the neighborhoods, and the artist’s proposal. Studio space is provided at discounted rates to qualified candidates. These studios are housed in large, renovated spaces that allow artists the freedom to develop their skills, while participating in a community-type atmosphere of support, critique and inspiration. Chashama provides over 30 artists each summer a unique 4-week long residency at its farmhouse in Pine Plains, NY. ChaNorth residents are encouraged to explore and expand upon their oeuvre by nurturing their creative approach while working on an organic farm and cooking and sharing meals with one another. Chashama supports youth outreach activities by providing programs with safe, free space to teach, mentor and transform young lives.

Started in 2005, chaNorth is Chashama’s artist residency program located on a 5-acre estate. It combines live-in studios with private workspaces, shared gallery areas, a communal kitchen, and organic “internship” with McEnroe Farms, fresh foods, family-style dinners and a serene setting.

To capitalize on the lakes tourists and to appeal to targeted demographic groups such as independent retirees and next generation workers White County could develop a chaNorth type artist-in-residency program at either Lake Shafer or Freeman. Vacant storefronts in downtown Monticello could be utilized to showcase the “chaLake artist-in-residency” works. The feasibility of developing a White County “arts trail” connecting the county towns could also be explored.

Case Study: Lanesboro Art Council, and the Town of Lanesboro, Minnesota

Lanesboro, population 788, is an hour southeast of Rochester (home of the Mayo Clinic) and over two hours south of Minneapolis-Saint Paul. The town's population peaked at around 1,500 in the 1910's and reached a low of 600 after World War II.

Lanesboro Art Council is a nonprofit membership organization founded in 1981 to sponsor Art in the Park and other music and arts events. It owns the St. Mane Theater, which has housed the Commonweal Theater Company since 1989.

Lanesboro has a compact and well-defined downtown, much of which has been designated a National Historic District, and there is an active Heritage Preservation Commission. A comprehensive city plan adopted in 1998, calls for "The City of Lanesboro to be a place that should be a walking and bike friendly town."

The town's leaders devised a strategy to build upon the town's historic charm and natural beauty and its small town feeling and its revival was set off by the transformation of the abandoned rail line to a bicycling and walking trail in the 1980's.

The opening of the first bed-and-breakfast, which boasted a five-star chef, was followed by another bed-and-breakfast in a Victorian house with a restaurant serving French cuisine. The Lanesboro Art Council bought the St. Mane, and old theater space on the virtually abandoned main street, for \$5,000 in the 1980's. The council convinced a native of the community who had gone to graduate school in Denver to return and start a theater company. This company, the nonprofit, professional Commonweal Theatre Company, describes itself as a collective of artists and administrators who value community, diversity, learning, and artistic integrity. Commonweal began in 1989 with an eleven-week summer season and by 2004 it operated an eleven-month season with a full-time staff and eight hundred subscribers – more than the entire population of the town. One-third of the audience is local, one-third from within a sixty-mile radius, and the final third from cities two and three hours away.

Cornucopia Art Center, a nonprofit, opened in 1994 on the town's main street and offers exhibits and gallery sales of some of the area's best known artists. Its National Artist in Residence Program brings four to six artists to Lanesboro annually to make new work and engage the community in the creative process.

By 2000, Lanesboro leaders had arrived at a strategy and "brand identity" for their community, realizing it was the aesthetics of the natural environment coupled with hospitality and panoply of arts activities that would be ingredients for success. In 2004, Lanesboro was home to seven five-star chefs, making it as much a destination for culinary arts as the theater and visual arts. In addition, the historic downtown had never been disturbed or updated, which allowed gradual and careful restoration to maintain its nineteenth-century charm.

Lanesboro leaders, aware of the town's assets, became sophisticated in leveraging them, supporting a music festival, summer concerts, a farmers market, and an art-in-the-park program. They brought high-speed internet access to town and began advertising for visual and performing artists, musicians, writers, and other self-employed creative people who would enjoy living and working in a beautiful small town.

Case Study: Artist Loft Program and Arts District, Peekskill, New York

A historic Hudson River city of 20,000, Peekskill, New York sits just forty-five miles north of New York City. Peekskill's Department of Planning and Development manages the city's Artist Loft Program and the city-designated Artists District, which was created to revitalize the failing central business district by developing live/work spaces on the upper floors of historic commercial buildings and by promoting arts-related retail business on the street level.

The city's goals are to revitalize its downtown economy and historic building stock and to uplift community spirit. **Its efforts center on attracting artists to live and work in vacant historic downtown commercial buildings and supporting light retail, galleries, and other amenities. These developments in turn, attract shoppers and tourists, which restore pedestrian street life, and protect and restore historic architectures.** Peekskill also attracts, develops, and supports nonprofit arts centers, educational programs, and creative industries. Strategies include:

- Create a welcoming and supportive environment for artists and support the Peekskill Artists Council
- Designate and maintain both historic and artists districts
- Provide building owners with tax incentives, grants, and loans to renovate buildings that can be used as live/work spaces by artists
- Provide space and incentives to relocate strategic educational programs and related creative-sector businesses
- Connect cultural and historic assets with the scenic riverfront to promote tourism

Building on the existence of the Paramount Center of the Arts, the city created the Artists District. The vintage 1930s Paramount, a one-thousand-seat movie palace, was renovated as an arts center in 1996. The Paramount Center of the Arts now houses live performances, arts-in-education programs, films, and visual arts and serves more the 50,000 people annually.

Using a variety of available funding, Peekskill created an affordable cooperative loft project that opened in 2002, providing twenty-eight live/work spaces. By 2004, the Peekskill Business Improvement District boasted more than one hundred artists maintaining studio or live/work spaces in the storefronts, lofts, and studio buildings that are scattered throughout Peekskill's downtown. Westchester Community College located a branch campus in the Artists District and now offers full academic programs.

Retail stores have returned to downtown Peekskill. Restaurants stay open evenings. The local weekly and daily newspapers have expanded in size and circulation. Summer 2004 saw the opening of the Hudson Valley Center for Contemporary Art in a 12,500-square foot former home-improvement store on Main Street. It houses the founders' private collections and is the launch point for arts education, programs fostering emerging artists, an artist-in-residence program, and a lecture series.

Case Study: Entrepreneurship: Fairfield, Iowa

Fairfield, the county seat of Jefferson County, Iowa (2010 population: 16,843), cast from the agricultural mold of so many communities in the heartland, has committed to innovation and is now home to major employers in biotech, financial services, IT and advanced manufacturing. Its landscape is dotted with entrepreneurial success stories, \$10 million arts and convention center, and more restaurants per capita than San Francisco. Recent infrastructure investments position Fairfield as one of the only communities in the nation with widespread super-high speed 100 megabits per second internet fiber. ^(Fairfield, Iowa)

Fairfield's economic success, with \$275 million in venture capital investment having leveraged more than 2,000 jobs, has resulted in a county per capita income level moving from 50th in the state of Iowa to 18th in less than 20 years. Jefferson County's per capita personal income in 2008 was \$35,894.

Surrounded by farmland which produces corn, soybeans, hogs, dairy and other agriculture Fairfield is located 50 miles west of the Mississippi River on the Heartland Highway (U.S. Highway 34), a four-lane highway running east-west through town. Iowa Highway 1 runs north-south through town.

The Fairfield Arts & Convention Center, located in the heart of downtown across from the Jefferson County Courthouse, is the home to the Stephen Sondheim Center for the Performing Arts, a 524-seat proscenium theater with a 40+ person orchestra pit. These venues have solidified Fairfield's standing as an artistic community that lends itself to the creative class and economy.

Fairfield, with a population of close to 10,000 and a median age of 42, has become one of America's most recognized rural boomtowns by building an economy based on agriculture, manufacturing, entrepreneurship, and sustainability and its commitment to the arts, sustainable living, and an entrepreneurial spirit. The community has also become a leader in rural development and philanthropy through its support of start-up and existing businesses while developing local cultural assets. ^(Fairfield, Iowa Community Quick Reference, 2010)

In 2003, a report by the National Center for Small Communities selected Fairfield as a recipient of The Grassroots Rural Entrepreneurship Award, saying that the city has become recognized as one of the nation's most entrepreneurial small towns. In 2008, the town was the home of 40 software development and telecom companies. According to a 2009 report from the University of Iowa's Community Vitality Center, Fairfield has had more than \$250 million invested in companies since 1990. These companies have included various financial services as well as marketing, software development, and telecom businesses. ^(Fairfield Economic Development Association)

Fairfield's grassroots efforts to create a sustainable community have focused on reducing energy and protecting resources. Fairfield's mayor, Ed Malloy, was named by msn.com to a nationwide list of 15 "green mayors". The mayor describes the city's agenda for sustainability as aggressive, and includes a Green Strategic Plan covering everything from conservation, local farms, local food, alternative transportation, and bike paths and trails with the hope that Fairfield will become a model community and a "virtual template" for small cities interested in creating a sustainable city environment. The city also hosts an annual Eco-Fair and has more solar energy homes and green buildings than any other Iowa town.

Fairfield has capitalized on its highly educated talent pool and knowledge-based economy to create a model of prosperity as one of the first hybrid rural communities to grow up and leverage the internet, entrepreneurship and sustainability to attract people from across the country and the world. The county's rate of adults age 25+ with at least a bachelor's degree was 31.2% in 2009, while Fairfield's rate was 39.6%. The community's higher education needs are serviced by Indian Hills Community College and since 1971, the Maharishi University of Management, founded by the Maharishi Mahesh Yogi. Maharishi University of Management is a distinguished and accredited private university with over 900 students from nearly 60 nations, which sits on the 272-acre former Parsons College (founded in 1875) campus. The University offers bachelor, master, and doctoral degrees in programs including Creative Arts, Sustainable Living, Computer Science, Management, Education, Literature, Mathematical Sciences, and the Science of Consciousness.

The City of Fairfield offers the typical assortment of financial incentives for economic development purposes as well as some, such as the Fairfield Cultural District, which are more unique. Fairfield is one of only about 90 cities in the United States that have implemented a Cultural District, and has positioned the arts and culture as a key element in its revitalization efforts to enhance quality of life. Certain types of tax credits, exemptions and other funding possibilities are offered to building owners within the cultural district.

End Notes

NOTICE OF PUBLIC HEARING

White County will hold a public hearing on June 30, 2011, beginning at 6:00 p.m. Local Time at the White County Memorial Hospital, Hibner Conference Room, 720 S. 6th Street, Monticello, Indiana, to provide interested citizens an opportunity to express their views on the recently completed White County Economic Development Strategic Study. The White County Economic Development Strategic Study was paid for using Federal Community Development Block Grant Funds from the Indiana Office of Community and Rural Affairs. Representatives from Urban Initiatives will present their findings and recommendations at the hearing. Every effort will be made to allow persons to voice their opinions at the public hearing. Persons with disabilities or non-English speaking persons who wish to attend the public hearing and need assistance should contact Jill Guingrich, Auditor, 110 N. Main St., Monticello, Indiana, 47960 or call 574-583-5761, not later than June 23, 2011. Every effort will be made to make reasonable accommodations for these persons. For additional information concerning the public hearing or the White County Economic Development Strategic Study, please contact: Kimberly Baker, Grant Administrator, Kankakee-Iroquois Regional Planning Commission, at 219-253-6658.

White County Economic Development Organization, Inc. Board of Directors Survey

Please share your opinions – no need to share your identity – Thank You!

1. How important are the following economic goals for the WCEDO, with 10 being most important?

- | | |
|--|-------|
| a. Creating jobs | 9.0 * |
| b. Maximizing growth | 5.8 |
| c. Building the tax base to pay for public services | 5.4 |
| d. Building the quality of life through economic means | 6.0 |
| e. Developing the climate for quality economic development | 8.6 * |
| f. Creating a positive vision for economic development | 8.4 * |

2. How do you evaluate the WCEDO's organization effectiveness over the past year with 10 being the highest level of effectiveness?

- | | |
|--|-------|
| a. Keeping the Board informed | 4.6 |
| b. Involving Board members who want to be involved | 4.2 |
| c. Having the right strategy | 3.8 |
| d. Staying on task | 3.6 |
| e. Adapting to new circumstances | 5.2 |
| f. Communicating well with local elected officials | 3.5 |
| g. Communicating well with the public | 4.4 |
| h. Working well with regional partners | 7.6 * |
| i. Having sufficient resources | 5.8 * |
| j. Having sufficient staff resources | 5.4 * |

3. How do you rate the degree of importance of the following to the future White County economy with 10 being critically important and 0 being unimportant?

- | | |
|---|-------|
| a. Attracting new manufacturers | 9.0 * |
| b. Retaining the major employers | 9.2 * |
| c. Growing the regional relationships | 5.8 |
| d. Developing area alternative energy companies | 6.2 |
| e. Assisting/growing the agriculture sector | 5.4 |
| f. Attracting key employees | 6.6 |
| g. Downtown development | 4.8 |
| h. Cultural and recreational tourism | 6.2 |
| i. Developing plans for future infrastructure | 8.0 * |

4. There are many possible economic development programs and opportunities, yet there is also a desire to maintain WCEDO focus. Please list the importance that the WCEDO should give to each of the following areas in rank order, starting with 1 (most important)

- | | |
|---------------------------------|---------|
| a. Attracting new manufacturers | 4.0 (4) |
|---------------------------------|---------|

b. Retaining the major employers	3.0 (1)
c. Growing the regional relationships	7.4
d. Developing area alternative energy companies	6.6
e. Workforce development	3.2 (2)
f. Industrial/business park development	3.6 (3)
g. Cultural and recreational tourism	6.4
h. Developing plans for future infrastructure	4.4 (5)
i. Downtown development	7.2
j. Entrepreneurial development	6.6
k. Other (please list)	_____

5. How do you evaluate the WCEDO's program effectiveness over the last three years, with 10 being the highest level of effectiveness?

a. Attracting new manufacturers	5.6
b. Retaining the major employers	6.2 *
c. Diversifying the local economy	4.6
d. Working with regional allies	6.6 *
e. Developing entrepreneur services/programs	6.0
f. Developing area alternative energy companies	7.0 *
g. Workforce development	5.8
h. Industrial/business park development	6.4 *
i. Cultural and recreational tourism	4.2
j. Developing Leadership programs	7.4 *
k. Improving the local quality of life	6.0
l. Developing plans for future infrastructure	6.0
m. Other (please list)	_____

6. Please indicate your level of agreement or disagreement with the following statements, with 10 being very strong agreement and 0 being very strong disagreement (5 is neutral)

a. We must develop more shovel ready sites for business and industry	7.2 *
b. The public understands WCEDO's general purpose	3.8
c. We should partner more with Purdue and other regional economic development organizations	7.0 *
d. WCEDO should play a strong role in supporting tourism in White County	4.2
e. WCEDO should provide leadership for education initiatives	6.2
f. WCEDO should increase private funding to the organization	6.8 *
g. The Executive Director of the WCEDO should be an employee of the WCEDO	6.0
h. WCEDO should play a strong role in supporting entrepreneurship	5.6
i. WCEDO should play a strong role in supporting downtown development	3.6
j. The WCEDO should contract with White County, Monticello, and other communities within the County to provide economic development services	7.2 *

7. What are the two most critical ways to improve WCEDO organizational effectiveness?

- a. Focus (mentioned twice)
- b. Board Involvement
- c. Community Involvement
- d. Identify Priorities
- e. Director employed by Board – still representing all communities

Become more public/private organization vs. a public

White County Economic Development Community Survey

Please share your opinions – no need to share your identity – Thank You!

8. What are the 3 biggest challenges impacting the economic prosperity of White County?

- a. Lack of Manufacturing Jobs
- b. Skilled Workforce
- c. Improve Public Schools

see end of document for more challenges that were identified

9. In your opinion, the current business climate in White County is:

 12 improving 14 stable 4 declining

10. In your opinion, what are the main advantages to firms doing business in White County?

- a. Location
- b. Close to Lafayette
- c. Close to Interstate Highway/I-65
- d. Ivy Tech
- e. Small/friendly
- f. Midwest Values
- g. Diversity
- h. Recreation
- i. No Congestion
- j. Loyal Customers
- k. Quality of workforce

11. In your opinion, what are the main disadvantages to firms doing business in White County?

- a. Lack of skilled workforce
- b. Lack of buildings and shovel ready sites
- c. Not on interstate
- d. Distance to airport
- e. Loss of population
- f. Need proactive government
- g. Fewer customers

12. Are the skill and education levels of the local labor force sufficient to meet the demands of existing and future industry and businesses? 4 yes 13 no 8 not sure

13. Are the education and training offerings of the local school systems meeting the needs of local businesses? 5 yes 15 no 7 not sure

14. Does the existing public infrastructure (water, sewer, drainage, roadways, solid waste, etc.) meet existing and future business and industry needs? __10__yes __10__no _7_not sure

15. What obstacles, if any, exist for local entrepreneurs?

- f. Affordable Space
- g. Funding/Financing
- h. Challenging to find information (fragmented) and coaching
- i. Awareness
- j. Retaining Youth
- k. Small Community
- l. Economics
- m. No risk mentality
- n. Loyal Workers
- o. Zoning/Permits
- p. Tax issues

16. Rate the degree of importance of the following to the future of the White County economy, with 10 being critically important and 0 being unimportant.

- a. Attracting new manufacturers** __8.6__
- b. Attracting technology companies __8.3__
- c. Attracting alternative energy companies __7.8__
- d. Attracting life science companies __6.4__
- e. Attracting food processing/value added agriculture __7.3__
- f. Attracting distribution/logistics companies __6.4__
- g. Retaining the present manufacturing base** __9.7__
- h. Diversifying the economy __8.4__
- i. Assisting/growing the agriculture sector __7.2__
- j. Building the tax base to pay for public services _7.4__
- k. Attracting key employees __8.4__
- l. Stimulating local entrepreneurship __8.1__
- m. Workforce development** __8.5__
- n. Improving K-12 education** __8.5__
- o. Building partnerships with higher education institutions __8.2__
- p. Building the quality of life through economic means _7.9__
- q. Business and industrial park development __7.6__
- r. Investing in public infrastructure improvements __7.0__
- s. Deployment of fiber optics throughout the county __8.1__
- t. Development of the Midwest Indiana region __7.1__

17. What are the two most critical aspects to address in the 2011 – 2015 White County Economic Development Strategy?

- a. Attract new companies/manufacturing jobs
- b. Focused tourism plan
- c. Retain and support existing business
- d. Education
- e. Shovel ready sites
- f. Improve infrastructure
- g. “can do attitude”
- h. Improve schools/train workforce
- i. Attract business to Wolcott
- j. New Business growth
- k. Fiber optics
- l. Job creation
- m. Focus
- n. Direction & commitment
- o. Higher pay
- p. Expand tax base

Additional answers for #1 – Challenges

- | | |
|---------------------------------|---|
| Concerns about Indiana Beach | Lack of cooperation |
| US Economy | Declining population |
| Generational comfort | EDC funding |
| Retrain unemployed | Community Involvement |
| Home sales | Adversity to change |
| Higher pay in Lafayette | Places to Shop |
| Infrastructure | Declining downtown |
| Keep young families | Good paying jobs |
| Recession | Aging population |
| Better roads for freight travel | Lack of kid friendly entertainment/arts |

INTERVIEW QUESTIONNAIRE

White County Economic Development Strategy

Name and Position of Individual _____
Location of Interview _____
Date of Interview _____
Time of Interview _____
Additional Participants _____

QUESTIONS:

1. Please outline your connection to White County.
2. Please outline your viewpoint of the current state/image of White County.
3. Please describe the image you would like to see for White County.
4. In what ways could White County be improved through economic development?
5. Please describe your understanding of the following and should they be an area of focus:
 - A. Alternative Energy:
 - B. Advanced Manufacturing / Logistics:
 - C. Agricultural Tourism / Business:
 - D. Lakes / Tourism:
6. What are the most prominent problems affecting the economic prosperity of White County?
7. What, if any, concerns do you have about the current mix of business and industry in White County or about the local economy?

8. Are the skill and education levels of the local labor force sufficient to meet the demands of existing and future industry and businesses?
9. Are the education and training offerings in the local school systems meeting the needs of local businesses?
10. Does the existing public infrastructure (water, sewer, roadways, solid waste, etc.) meet existing and future industry needs?
11. What are the fastest growing business types in the area? Why have they experienced growth?
12. What obstacles, if any, exist for local entrepreneurs?
13. What are the current White County problems you experience that require resolution?
14. What 10 things do you NOT want to change about White County?
15. Please identify any other key stakeholders that should be included in our interview process.
16. Please provide any other comments, concerns, and/or advice you may have.

For Immediate Release

Contact: Connie Neininger, Director
White County Economic Development

Phone: (574) 583-6557

Email: ledo@whitecountyindiana.us

White County Comprehensive Economic Development Planning Study Update

The White County Economic Development Planning Study Advisory Committee will meet on Thursday, March 31, 2011 to review and discuss planning activity and initial recommendations. The consultant team from Urban Initiatives is conducting the planning study with oversight from White County Economic Development and a community Advisory Committee.

The comprehensive economic development planning process includes review of current plans, stakeholder interviews, community benchmarking, analysis of target industry, workforce development and economic development initiatives, and identification of suggested financing, incentives and performance measurements.

On February 25, 2011, Drew Klacik, Senior Policy Analyst at the IUPUI Center for Urban Policy and the Environment presented the latest data from the 2010 census at the White County Economic Development Annual Meeting. The presentation was titled “Change Is Inevitable/Progress Is Not”. Drew asked the meeting attendees to identify things in White County that they don’t want to see changed and also to identify things that the community wants to do better. The presentation is available from the White County Economic Development office.

Jacob Hurt and Linda Williamson from Urban Initiatives have been conducting stakeholder interviews throughout White County over the past month. They are formulating a questionnaire to use for additional public input and it will be available on the White County Economic Development website (www.whitecountyin.org) April 4 – April 25, 2011.

Please contact the White County Economic Development office at (544) 583-6557 or by email: ledo@whitecountyindiana.us if you have questions or if you would like additional information about the White County Comprehensive Economic Development Planning Study.

Bibliography

Bibliography

- (2007). *Update to the Roanoke Valley Conceptual Greenway Plan*. Roanoke, VA.
- (2008). *Local Works! Examining the Impact of Local Business on the West Michigan Economy*. Grand Rapids: Local First.
- (2010). *Fairfield, Iowa Community Quick Reference*. Fairfield.
- (2010). *NREL's Wind Powering America Team Helps Indiana Develop Wind Resources*. NREL.
- (2011). Retrieved 2011, from U.S. Census Bureau.
- 21st Century Pastoral: The Blithedale Romance at Chashama 42nd Street Gallery*. (2011, February). Retrieved from Urban Omnibus: <http://urbanomnibus.org>
- A Local Living Economy*. (2011). Retrieved June 27, 2011, from Business Alliance for Local Living Economies: <http://www.livingeconomies.org>
- About Us: BALLE*. (2011, June 27). Retrieved from Business Alliance for Local Living Economies: <http://www.livingeconomies.org>
- About: chashama*. (2011). Retrieved February 2011, from chashama website: <http://www.chashama.org>
- Census: State's 5 Fastest-Growing Counties were in Indy Metro Area. (2011, February 11). *The Indianapolis Star*.
- Generation Iowa Commission*. (2011). Retrieved June 16, 2011, from Iowa Economic Development: <http://www.iowalifechanging.com/generation/>
- Barber, D. (2011, June 12). *How the Governor Got His Groove On*. Retrieved June 13, 2011, from Barberbiz: <http://deanbarber.wordpress.com>
- Borup, T. (2006). How to Transform Communities Using Local Assets, Arts, and Culture. In *The Creative Community Builders Handbook*. Partners for Livable Communities.
- Brooks, D. (2011, February 7). The Splendor of Cities. *The New York Times*.
- Brown, J. H. (2011, February 7). *Talent Spikes: the three stages of talent-spike development*. Retrieved from The Economist Blog.
- Colletta, C. (2011, January 31). *CEOs for Cities Announces the Talent Dividend Prize*. CEOs for Cities.
- David, A. (2010). *Impact of Wind Energy Installations on Domestic Manufacturing and Trade*. Washington, DC: Office of Industries, U.S. International Trade Commission.
- Davidson, A. (2011, June). The Economic Rebound: It Isn't What You Think. *Wired*.
- Evanoff, T. (2011, January 9). Reshaping a Work Force. *The Indianapolis Star*.
- Fairfield Economic Development Association. (n.d.). Fairfield, Iowa, United States of America.
- Fairfield, Iowa*. (n.d.). Retrieved 2011, from Wikipedia: <http://www.wikipedia.com>
- Harshbarger, B. (2011). Small Town Tourism: Building the Dreams. *Economic Development Conference by the Illinois Institute of Rural Affairs*. Peoria, IL.
- Smith, B. C. (2011, March 9). Purdue plans \$200 million wind farm. *The Indianapolis Star*.
- Walter H. Plosila, P. (2011). *Indiana's Life Sciences Industry: 2002-2010*. Indianapolis: BioCrossroads.

urban initiatives

renewal • redevelopment • revitalization

107 South Washington Street ~ Crawfordsville, IN 47933

t: 765.361.1554 ~ c: 765.376.4373

www.gourbaninitiatives.com