

Job Creation and Retention: Strategies that are Working in Indiana Today

March 18, 2010

Hosts:



Sponsors:





March 31, 2010

Dear Conference Participant:

The High Performance Government Network and Lanah K. Hake have provided you with this conference summary in order to add value to the Job Creation and Retention Conference by providing further information on the topics discussed. These notes are designed to capture information on the most relevant items discussed at the conference.

In addition, we have provided the contact information of all participants so you can contact others directly to learn more about their efforts.

Thank you for your participation in the Job Creation and Retention Conference. We welcome your feedback, and invite you to share it by contacting me directly at (260) 439-8372 or ryan@hpgnetwork.com.

Sincerely,

Ryan P. Chasey
President

Job Creation and Retention: Strategies that are Working in Indiana Today

- 9:00 a.m. Welcome – Kevin Brinegar, President, Indiana Chamber
Mayor Greg Ballard, City of Indianapolis
- 9:15 a.m. Panel Discussion – *Innovative Strategies to Gain and Retain Jobs*
Session Sponsored by Bonar Group
Panelists: Mayor James Fleck, Columbia City; Mayor Jonathan Weinzapfel, Evansville; Deputy Mayor Nick Weber, Indianapolis; Mayor Gregory Goodnight, Kokomo
- 10:00 a.m. Case Study—*Northeast Indiana Foundation*
Session Sponsored by Duke Energy Indiana
Mark Becker, Northeast Indiana Foundation Executive Director
NIF Champions regional economic development capacity building by providing financial support for growth-oriented initiatives.
- 10:45 a.m. Break
- 11:00 a.m. Panel Discussion – *Partnerships to Support Economic Development*
Panelists: Cam Carter, Indiana Chamber; Dr. Roland Cole, Sagamore Institute; Jay Julian, Muncie Chamber; Jim Tidd, Miami County Economic Development Authority and IEDA Representative; Nick Lawrence, One Southern Indiana
- 11:45 p.m. Break
- Noon Lunch Keynote — C. Robert Sawyer, Regional Director, Economic Development Administration, Chicago Regional Office
- 1:00 p.m. Adjourn

Job Creation and Retention: Strategies that are Working in Indiana Today

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Conference Summary

9:00 a.m. Welcome - Kevin Brinegar, President, Indiana Chamber

Indiana Chamber President Kevin Brinegar welcomed attendees to the conference, noting:

- Support for the High Performance Government Network effort to assist local government
- Need to learn from others in non-competitive atmosphere to solve critical job and retention challenges
- Goal for the conference is that participants leave with great ideas from other communities, and provide a networking opportunity

9:10 a.m. Welcome – Mayor Greg Ballard, City of Indianapolis

Mayor Ballard thanked attendees for making time to attend the conference on such an important topic. He noted that many of the attendees were mayors, the people who make things happen, particularly during difficult times like these. Mayor Ballard also shared the following:

- Highlighted the impact of the upcoming Final Four on tourism and service industries, a success that can be credited to a focus on job creation
- Indianapolis is moving in right direction but more work to do and we are committed to keep jobs and keep people in hospitality and other industries while also working to make this city more attractive
- Proud to work with the High Performance Government Network to host a conference of such importance and also referenced their partnership in 2009 for a Sustainable City Conference
- Overall goal is to make Indianapolis and the region a ‘livable area’ – critical moment during these economic times
- We know no immunity - unemployment went up , home values down but if we are each invested in improving this situation with a shared common goal, we can address these issues
- Asked that participants take ideas shared today back to communities to create a spark
- Shared examples of ideas he has borrowed, including the Mayor’s Night Out, and how much good can come from a basic ideas like this.
- Encouraged participants to steal good ideas that are working. The goal to make a great state
- Enjoy, take ideas and continue to thrive and do the best we can for our communities

9:15 a.m. Panel Discussion – Innovative Strategies to Gain and Retain Jobs

Panelists:

Mayor Greg Goodnight, Kokomo

Mayor James Fleck, Columbia City

Deputy Mayor Nick Weber, Indianapolis

Mayor Jonathan Weinzapfel, Evansville

Mayor Jonathan Weinzapfel, City of Evansville, began the discussion by highlighting the following accomplishments.

- Long term focus to create jobs noting they have a relatively stable economy compared to rest of state. Currently doing well with 2% below average unemployment
- Largest employer Toyota with consistent production, and financial services sector of Old National Bank is based in Evansville
- Stimulus discussion noting they have taken on the role themselves in Evansville and school corporation for example – 2008 EDSC and \$50 million renovation approved, city of Evansville new arena \$27.5 million total = \$300 million of public construction work underway and significant impact on job creation
 - 2009 largest private facility investment by Toyota \$500 million
 - Mead Johnson added manufacturing lines
 - American General and Construction
- Common thread of success is public private partnership.
- Looking forward:
 - Whirlpool moving 1100 jobs to Mexico, 200 engineers and R&D trying to be retained in Evansville. Goal is to build on Whirlpool and create collaborate design niche. Also to partner with University of Evansville
 - Partnership with Mead Johnson (i.e. make infant formula) leader in nutrition research globally. Idea is to pair them with medicine campus, create Center for Nutritional Excellence and leverage public universities and other partners to create jobs and wealth
 - Coming of I -69 is under construction to be done in 2012 will be an economic development boost to Southern Indiana.

The following questions were posed to Mayor Weinzapfel after his remarks.

- *Q: Anything you can share about the public will for public works in difficult economic times?*
- *A: Important to encourage lots of public discussion, in Evansville over 50 public meetings, created citizens advisory group, transparent process so people could weigh in. In the end, neither project requires tax increase. Ultimately have to make a decision, 52 year old arena needed to be rebuilt. No reason why Evansville can't replicate Indianapolis success so economic development follows.*
- *Q: What is the population of Evansville?*
- *A: 120,000*
- *Q: Did Mayor's Office initiate outreach or did economic development people reach out?*
- *A: All about relationships, not specifically one way but important for mayors to keep an open door to set the stage for conversations*

Nick Weber, City of Indianapolis Deputy Mayor for Workforce Development, made remarks and highlighted the following.

- Indianapolis, much like Evansville, felt economic downturn, but less severe than many areas
- Last 20 years became less manufacturing so they were slightly insulated

- \$29 million for NSP markets – housing issue
- Mayor Ballard is the driving force in job creation/retention. Historically this was based on capital investment
 - Mayor recognized ‘unique moment’ and needed to address jobs above all
 - Aligned city goals with the State and are working on complementary areas with the State which helped greatly
 - During 1st two years in office: unemployment stabilized, some upturn, 2009 more jobs created than 2008, dual focus back to assessed value and focus of how community pays for itself
 - One month ago mayor sponsored fiscal balanced funding – low interest loans, targeted infrastructure

The following questions were posed to Deputy Mayor Weber after his remarks.

- Q: *Recognizing the trending towards assessed value as goal, what are you doing differently?*
- A: *Prior infrastructure lacked central yard stick for projects coming to city (i.e. compare project A to B) so developed a ‘tool’ which included creating a matrix for tracking and measuring projects – good initial tool.*
- Q: *My city is also looking at creating jobs knowing AV is the key in the future. We are basically making offers to ‘buy jobs’ basing it on not only promise, but money willing to put into projects over future years (i.e. incentives distributed over time horizon). Sometimes companies don’t follow through with wages promised, and focus is on quality of jobs not just quantity.*
- A: *I agree.*
- Q: *Looking at economic incentive toolbox, any recommendations beyond standard tax abatement?*
- A: *A problem with toolbox is one size fits all. We started revolving loan using community block grants for this because it is a tool we had access to, now have more applications than dollars, and are finding our own solutions.*

Mayor Greg Goodnight, City of Kokomo, made remarks and highlighted the following.

- The City of Kokomo currently has 46,000 people and 15% unemployment
- One third of all jobs were manufacturing based as of 1997, primarily through Chrysler and Delphi
- Kokomo had ‘marriage with auto industry’ and now has real challenges as a result. Important to get community to understand diversification
- Mayor entered office at tough time when two key employers going bankrupt
 - Reduced city workforce from 525 city employees down to 455
 - Decided to take limited money and use for infrastructure
 - Consolidated economic development efforts and brought in representatives to focus on assets
 - Examples: Beautiful IU campus, Ivy Tech
 - Took steps in order to not use economic development funds for city operations: froze wages, shifted health care costs

- Overall successful in keeping money available for job retention/attraction (i.e. Reach Higher Kokomo initiative, downtown façade matching grant \$5K, revamp trash routes with single passes cut costs by 30% vs. user fees)
- Want to make Kokomo a place people want to live vs. people driving in (i.e. 13,600 drove into county to work in 2007)

Mayor Jim Fleck, Columbia City, made remarks and highlighted the following.

- Columbia City's population is 8300
- Allen County very progressive/aggressive in terms of county and regional partnership to pool resources and work together to get entities to relocate to the 'area'
 - Why? Because 40% of people in outlying areas work in those places so county focus short sighted
 - This has been a fundamental change in last 6 years
- What do you do as a small community to attract business that will fit? Small communities don't want 'company town'. Small towns have just as much of level playing field.
- 3 Key Question:
 - What can we do and what are shared values to build on?
 - Adversity to change is big issue in rural areas
 - Bring people together and have the conversation on what direction
 - How to move forward? – Build Trust in Government
 - Dialogue with adversaries (i.e. county officials)
 - Setting up regular meetings to continue dialogue
 - What is our mission and our brand?
 - Clear selling message to organizations looking to relocate
 - First goal was to attract Dunkin Donuts; mission to create/attract jobs and insulate
 - Location is important, as region is a center for defense industry
 - Largest TIF district
- Mission is to continue to position self as a place where you *want* to work
 - Key principle is 'passion'
 - Work with every group in county that manufactures and make them partners via new innovation center to create new entrepreneurial opportunities – provide mentoring like Big Brothers, Big Sisters
 - Creates passion, ownership
- How do we respond to these situations?
 - Some aspect of accountability
 - Constantly have to work on ability to respond (i.e. equipping our people)
 - Columbia City faces same challenges as other communities but continues to grow, tax rates went down, level playing field

The following questions were posed to the group after Mayor Fleck's remarks.

- *Q: I haven't heard mention of education. How are you addressing education and educating workforces?*

- Mayor Goodnight: *We brought key employers to the table to talk about education and create an alliance and formed NewPath to help create a new business so they could contract out. Working with schools consolidation effort – all 5 schools had declining enrollment and will take challenge on to ensure most cost effective way.*
- Q: *With growth taking place how can we best attract organization that may otherwise not look at us? Our local government took advantage to create tax incentives and want to expand it.*
- Mayor Weinzapfel: *It is a challenge for mayors is no legal /financial pull for education, but platform/bully pulpit to focus on education*
 - *Formed Roundtable with school corporation, catholic school, education activists, business community, early childhood development,*
 - *Targeting ECE, mentoring high schoolers to go through to college (i.e. 120 kids)*
- Deputy Mayor Weber: *Focus on crime, taxes, workforce, Indianapolis 11 school districts, lackluster county graduation rate. Once a student leaves school they become workforce problem, best way to tackle issues is to focus on workforce side (i.e. working with Ivy tech, identify what companies need and incentives, bringing work force leaders to table).*

10:00 a.m. Case Study – Northeast Indiana Foundation

Mark Becker, Executive Director

The Northeast Indiana Foundation champions regional economic development capacity building by providing financial support for growth-oriented initiatives. Executive Director Mark Becker spoke about the Foundation's role in Northeast Indiana and highlighted the following.

- Important for local government to partner with community organizations
- NE Indiana is creating good jobs in the region and reinforces some of the panelist mayors comments as some similarities at difference levels
- Partnership 3-4 years old and needs to be sustained
- Responsible for marketing NE Indiana region – 10 counties
 - Not yet overcome state boundary challenge to reach into Ohio and Michigan
- NE Indiana Foundation overview – www.chooseindiana.com
 - Charitable focus on attracting jobs/investment , \$2 million initially with Dekko Foundation giving \$1 million
 - Mostly invest dollars in specific projects to enhance capacity
- The primary challenge we face as a state is declining per capita income since mid 1990's. This is akin to 'death by a thousand cuts' and we have to look at how to use scarce resources and align regionally
- Another challenge is that too often leaders looking at economic development as one area vs. broad range (i.e. skilled workforce to infrastructure to healthy natural environment)
- Have to have strong regional partnership
- NE Indiana Foundation:
 - Benchmarking best practices

- Need to be about stealing ideas/sharing, not reinventing the wheel
 - Happy to share studies; contact NIF for more information
- Educational Forms
 - Keep people up to speed on key issues, laws
 - This year, bringing in best people from around the country
- Knowledge Management/research support
 - Help to understand more about challenges we are facing
- Executive Pulse is a system to manage business retention service
 - NE Insider is tool for LEDOs to apply at local level, deploy regionally
- Capacity Building
 - Target industry analysis was funded by Lincoln to assess the various clusters in a region, including defense, food processing, medical devices. The goal of this approach is to attract outsiders
 - Provide matching grants to LEDO's
 - Site certification program that is aligned with state. NE Indiana has shovel ready program with more stringent oversight from local/regional entity. They have certified 6 sites in January and hope for another 6 or 7 certified sites.
 - \$20 million gift from Lilly for Talent Initiative to ensure we can meet growth needs in defense and tech industries to replace 'baby boomers' in next few years
 - An example is high tech high schools and 6 others by 2011 in order to achieve the highest concentration of high tech anywhere in country
 - NE Indiana Defense Industry Association
 - Currently in the process of repositioning NIF as Northeast Indiana Fund.
 - The 2nd phase of cluster work target analysis and strategic plans for sectors
 - Vision 20/20 to set a new vision for NE Indiana
 - Regional Summit June 23rd with up to 1000 people with touchpad technology to 'take pulse of people in room' on proposals
 - Goal is 10-12 major projects to focus on strategically
 - Part of Vision work including Brookings Institute work with other areas with success of turning decline into success – Akron, Chattanooga, Louisville
 - Success depends on strong leadership, vision/planning to know where we are going and measure if accomplished. It is critical to understand we are all in it together, place matters. There are plenty of examples of places without mountains/ocean that have learned to identify and build on assets.
 - "Be Outrageous" is the motto for the Vision process. It encourages participants to be bold and think out of the box regarding strategies to first reduce, decline, and then increase

The following questions were posed to Mark Becker.

- Q: *What is Executive Pulse?*

- *A: Executive Pulse is a web based platform. NIF bought licenses to use this tool to train LEDO's to have access to system as they make calls to companies, database with survey instrument. They can use system to track information sharing with Work One.*
- *Q: Does the NIF work like a traditional foundation where you use interest on principal to fund projects?*
- *A: No. The NIF uses all of the money it raises for projects, although we hope to someday build an endowment.*

11:00 a.m. Panel Discussion: Partnerships to Support Economic Development

Panelists:

Cam Carter, Indiana Chamber

Dr. Roland Cole, Sagamore Institute

Jay Julian, Muncie Chamber

Jim Tidd, Miami County Economic Development Authority and IEDA Representative

Nick Lawrence, One Southern Indiana

Cam Carter, VP of Federal Affairs, Indiana Chamber, made remarks and highlighted the following.

- In general, incentive and attraction model of economic development is not the deciding factor for private investors
 - Governor Mitch Daniels' approach has been to 'build the best sandbox', which is based on the premise that a business person does not want to be bothered by government intervention
 - Trying to reduce overall cost of political/government to business
 - Risk re: race to the bottom – he is most worried about us fighting each other
- We are learning about the new age of property tax caps – sure will pass in November – we will have city governments stressed to meet public service needs, so many entities will feel this
 - Hence move to public private because just not enough dollars
 - Community doesn't have political will to pay more in tax
 - One good example that just passed in this session of the state assembly is SB 382 – Illiana Expressway Project
 - Kentucky/Indiana bridges project similar
 - More and more public sector will be providing capital and
 - Incumbent on officials that tax dollars used
 - Lots of language in bill to protect citizens and use bureaucratic process to let public input re: road location, asset deployment, etc... struck by High Speed Rail – opportunities very proscribed to dense areas where car culture not embraced, discussion now in region, Federal money has to be leveraged
 - Move goods/people and foster economic development

Jay Julian, Muncie Chamber of Commerce, made remarks and highlighted the following.

- The Muncie Chamber has a unique structure
- The City of Muncie's population is 64,000
- Usually the structure for a city with this population size is a city economic development agency, and local Chamber of Commerce acting independently
- As money gets tighter it becomes increasingly important for entities to share
- All economic development through the City of Muncie answers to the redevelopment commission in Delaware County and vice versa
 - What are the benefits of this structure?
 - Eliminates overlap of 2 or 3 agencies
 - One stop shopping
 - Clearinghouse of information
 - Stretches municipal dollars further by collectively housing city and county economic development together
 - 5 year vision plan: currently being created and structure has proven to be successful and actually achieved 106% of employment goals (attraction efforts)
 - In part of state that has lost jobs so will focus on retention with Mayor of Muncie, Commissioners,
 - Take Mayor to meetings with retention businesses which lets them know working together
 - We believe the collection of municipal, county and private employees in one place is best way to use shrinking revenues

The following question was posed to Jay Julian.

- Q: *Are there other cities in your county that are involved?*
- A: *Besides Muncie there are two towns in Delaware County. One has its own chamber, the Yorktown Chamber of Commerce. The Muncie and Yorktown Chambers are members of the others organization and work together closely.*

Nick Lawrence, One Southern Indiana, made remarks and highlighted the following.

- One Southern Indiana has a unique set up. It is 90% funded from private sector.
- One Southern Indiana has encouraged strengthening relationship with education entities such as Ivy Tech in order to focus on business needs to help them grow regardless of specific county
- Organization has strong relationship with municipalities/mayors, and regularly takes mayors on retention and expansion visits
- Strive to be clearinghouse for economic development in the area
- Believe that private partnerships key to their success
- Organization established in 2006 and have had 50 economic development expansion/retention projects since then, the majority of which have been successful
 - Combined chamber of commerce and economic development corporation
- Have heavily utilized three urban enterprise zones

The following questions were posed to Nick Lawrence.

- Q: *What 3 questions do you ask businesses when you go out?*
- A: *We have found if we ask the following 3 questions when we meet with a business owner, a 15 minute interview turns into hour meeting:*
 - *How is business going?*
 - *Do you have any obstacles to growth?*
 - *Are you doing an expansion?*
- Q: *Have you had any issues with 2 county issue jealousies or does it melt away?*
- A: *We signed regionalism agreements so we are not incentivizing. We also signed release letters to transfer business from 1 mayor to another, so they understand they are regional residents. Thus far jealousy has not been an issue.*

Jim Tidd, Miami County Economic Development Authority and IEDA Representative, made remarks and highlighted the following.

- Rural community population of 30,000 in Miami county and 13,000 in Peru
- County entity that does county wide economic development and redevelopment commission
 - Try to consolidate efforts as one stop shop
 - Already own most of property we market and sell
- Some of local partnerships underway because of his role as IEDC N. Central Indiana Chair
- Unique relationship with school corporations (one has gone to 'academy based' approach) kids start freshman year and stay through graduating
 - Aligned targeted industries with these academies
- The 60 members on education and economic development committee routinely talk to school kids about staying in school
- Hold a CEO Roundtable
- Use Executive Pulse program referenced by Mark Becker. Have been using for 6 years. Was purchased as a region in order to collaborate and review data as a region
 - Looks at company lifecycle of product, age of equipment, building, community assessment at local and regional levels in aggregate form
 - Would like to expand to include core competencies question: what core competencies do companies use/need?
 - Innovations Link: partnership with Purdue University, program to take core competency data and match up through automated program and see compatibility with a new system. An auto search is available free to all LEDO's
- Regional Strategy
 - Targeted industry
 - Work with stakeholders
 - Market together regionally
 - Applying together to form an economic development district
- State Level

- A program through Conexus, provides a portal where companies can search for work within large companies that may be looking for outsourcing work, such as advertising or partnering.
 - Goal is to connect existing entities.

The following question was posed to Jim Tidd.

- Q: *Where can I learn more information on the Conexus portal?*
- A: *www.conexus.com*

Dr. Rollie Cole, Director of Technology Policy, Sagamore Research Institute, made remarks and highlighted the following.

- Economic Development is not always what you assume it is
 - 99% of businesses will be small and comprise 2/3 net employment
- Dunkin Donuts is an example of a little company that grew, but this type of company only makes up 2% of companies
- Smaller companies make up the majority and can be classified as are ‘saplings/groundcover’
 - Saplings are the type of companies you want in your community because of the growth potential
 - Roughly 30% of all firms gone 1st year
 - Groundcover are usually consultancies and similar businesses, but 10% are self employed
- It takes a healthy mixture of these types of companies in order to build a thriving regional economy
 - Toolbox largely irrelevant
 - Have to partner with private lenders
 - Form venture groups of angel investors
 - Livability of a community is critical for small businesses
 - People start a firm someplace because they want to live there, not just due to cold, hard business basics
 - Parks, schools, music activities
 - Some 50 communities in Indiana will have fiber optic to home by end of this year. This is a major selling point to business and communities need to recognize this and showcase it
 - Example of metal shelving firm that put catalogue on web and now getting orders from all over world
 - Little guy needs this resource to build business
 - Work with suppliers to bring to community

The following question was posed to Dr. Cole.

- Q: *Is there any particular place doing small business very well, communities you could use as example?*
- A: *World class worker with sapling type firms is tech operation out of Purdue*
 - *World class example*

- *Also incubators with Indiana University, Purdue, Flagship Enterprise Center, Muncie*
- *Saplings might be worth physical incubator*
- *Groundcover firms need it to be 'easy' to open (restaurants, consultants, etc)*

Noon Lunch Keynote: C. Robert Sawyer, Regional Director, Economic Development Administration, Chicago Regional Office

Robert Sawyer directs the Economic Development Administration's Chicago Regional Office, which serves Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Before joining EDA, Mr. Sawyer worked as a management consultant and corporate executive, and served as a commissioned officer in the US Navy. He holds degrees from Brown and Stanford Universities and has been a member of the Federal Senior Executive Service since 1996.

Mr. Sawyer's keynote remarks included the following highlights.

- What should be long term economic development goals for communities?
 - Long term growth
 - Substantial export component
 - Above average wages/salaries
 - Strong regional advantages/assets
- In order to succeed, communities must pursue:
 - Entrepreneurial ecosystem – factories producing with world best technology
 - Find them, nurture them and find places for them to do business and finance them
 - Communities growing their own – plant a sapling and be a big tree
 - Midwest not known for entrepreneurs, but that is a mistake
 - Example is Dayton, Ohio, used to be a hotbed of innovation
 - During the first half of the 20th century, Dayton had the highest rate of patents
 - Currently, Dayton is suffering. They recently lost their last Fortune 500 company. In 2008, the last auto assembly plant closed and laid off people.
 - What happened? They cut back, got complacent and lost
 - Closed plants, but city lacked means to adapt from metal economy to 21st century
 - Recently the tide has been turning. NE Ohio is again nurturing entrepreneurs in insurance and medical technology thanks to Jumpstart, which was founded 6 yrs ago
 - Headed by serial entrepreneur came back home and started it
 - Tries to get entrepreneurs venture capital
 - Is self employment a viable strategy for people being laid off?
 - More people laid off are starting businesses – self employment vs. reemployment

- Jumpstart example, not all 40 got venture capital
 - If you scratch surface, you find the entrepreneurs
 - Find them, nurture them, give them place to do business
- Business incubators create jobs that cost taxpayer between \$160-\$200
 - Best way to describe is ‘being able to buy slice of cheese vs. pound of cheese. Businesses get services they need and proximity to other entrepreneurs
 - Great incubator in Anderson: Incubator flagship center
 - Another \$2.7 million from recovery act
 - Accelerator? 80K square feet
- Technology – challenge is getting intellectual property into products
 - Example: Duluth , MN
 - Company started in 1984 by brothers making kit aircraft
 - By 2002 their aircraft had largest share in world market
 - Why? Best in world because such advance technology that Boeing sends their people to Anderson to learn.
 - Duluth now known as hub of aviation technology
- Workforce with cutting edge
 - Firms go where they can get their work done
 - Training
 - Retraining
 - Attraction
- Local leadership enlightened and far sighted
 - Leadership must be enlightened and far sighted
 - Leadership can come from business, elected officials, and schools
- Importance of learning from other places.
 - Example: Wilmington, Ohio became poster city for recession.
 - Beautiful town founded by Quakers
 - Home of major air base that closed in 1980
 - City became center for overnight distribution and DHL based there, employing 8000 people
 - DHL closed the operation, and the whole town was unemployed
 - Now people are fighting back and it is inspirational
- What wins in this environment: Entrepreneurial, innovation, technology, local leaders
 - Must have more than a sound infrastructure
 - Must have entrepreneurs, manufacturers

1:00 p.m. Adjourn