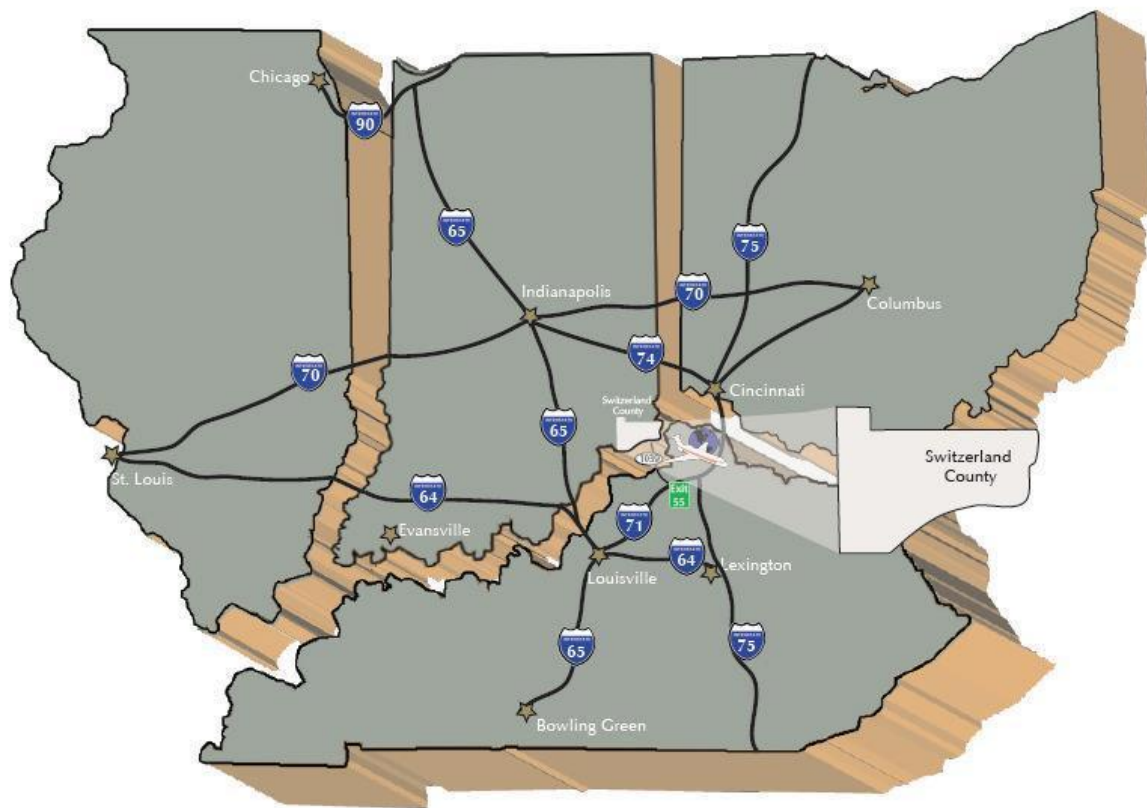


PROGRESS REPORT FOR THE SWITZERLAND COUNTY ECONOMIC DEVELOPMENT STRATEGY



December 2008

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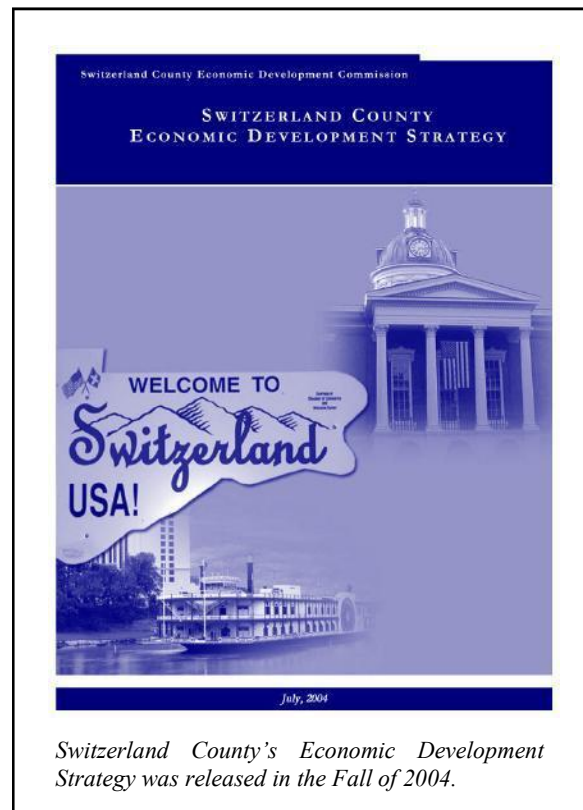
INTRODUCTION

*This document is a
progress report of
Switzerland County's
2004 Economic
Development Strategy*

This document is a progress report of Switzerland County's 2004 Economic Development Strategy. Both the development and the implementation of the strategy have been historic for the County. In 2003, a group of community leaders came together to develop the community's first economic development strategy. Their initial meeting was the beginning of a year-long process in which community leaders identified the County's greatest opportunities to bring better jobs and a better quality of life to their friends and neighbors. Since that time the community has seen a great deal of progress, both through the strategy's implementation and through development in the dynamic, growing region that surrounds Switzerland County. This progress includes making great strides in creating new infrastructure, utilizing new resources to advance the community, working with new partners with vested interests in the County's success and identifying new opportunities that could bring transformative change to the local economy. The document you are reading is written in the form of a progress report. It is written in a similar format to the 2004 Economic Development Strategy to allow for easy comparison in monitoring the community's progress.

The heart of Switzerland County's Economic Development Strategy was its 31 action steps. These served as step by step guides to raise the community's economic development capacity and to prepare it to participate in the competitive world of business attraction and expansion. Contained in this report is an update on each action step, as well as a report on additional opportunities and initiatives that have arisen since the creation of the strategy. Switzerland County has used these action steps as a guide for its activities. The strategy document, as well as the vision, goals and action steps contained within it,

serves as both a map and a marker for prioritizing economic development initiatives. Many additional opportunities have been presented to the community since 2004, including grant opportunities and new infrastructure construction, as well as new and growing regional industries. Updates on new initiatives and needs are also included in this report. Implementation of the Economic Development Strategy is an ongoing process and this report serves as a snapshot of the progress made through 2008. Additional progress will continue throughout the year culminating with the release of an updated strategy.



HISTORY & PROCESS

Switzerland County leaders, hoping to leverage future resources into economic growth, created an Economic Development Commission in 2002. This Commission's first step was to gather community leaders together to create an economic development strategy for the county. The community leaders knew that for any such strategy to be successful in Switzerland County it had to be both community-driven and specific to the County.

It was first necessary to take a realistic look into the County's current economic development picture. They also investigated efforts made by neighboring and similarly situated communities. The purpose of the strategy was for the County to create an opportunity to control its own future and to build the kind of community in which all residents of Switzerland County can take pride. By developing a plan for the future that fit and complimented the community, County leaders knew they could avoid having nearby metropolitan areas determine Switzerland County's future for it.

The Economic Development Commission's first step was to create a Strategy Committee. The commission was careful to select committee members who represented a

wide area of interests throughout the County. The first Strategy Committee meeting was held on September 18, 2003 in Vevay, and Strategy Committee members were introduced to several state officials who deal with economic development issues. Additional members of the economic development community were introduced at subsequent meetings. At the first meeting, the Committee began identifying the elements of a long-range vision for Switzerland County and began to identify the County's advantages and weaknesses from an economic development perspective.

At the second meeting, held on October 16, 2003, a draft Vision Statement was developed and the Committee continued with its economic assessment of the County. The assessment included a quantitative component in the form of a printed "Factfinder," and an assessment by Committee members of the County's economic development advantages and weaknesses. The assessment also included opinions on potential opportunities and dangers that lie ahead. Once this assessment was complete, the Committee identified and prioritized the most important goals to be addressed at the

third meeting.

The Committee met again on November 20, 2003. At this meeting, specific goals were listed and prioritized. The Committee developed thirty one specific action steps to create a clear road map for its Economic Development Commission. The goals were left in draft form for the Committee to consider before the next meeting on January 15, 2004. At that meeting, the Committee gave its work a final review and identified the measures that would be used to determine the long-range success of the strategy. With the main content of the strategy approved, the Economic Development Commission was able to draft the remainder of the Strategy. The Strategy Committee gave final approval to the Strategy at their final meeting on April 28, 2004.

The new Strategy was publicly unveiled in the fall of 2004 and is still used at a guideline for the County's economic development program today.

The vision and goals articulated by the Strategy are included on the following page.

Switzerland County leaders wanted a plan for the future that fit and complemented the community.

VISION STATEMENT—GOALS

Our Vision

Switzerland County will be a community that has taken command of its own future. It will retain and attract talented people by providing a high quality of life as well as growing social and economic opportunities. The community will be renowned throughout the tri-state region for:

- Protecting a clean, safe, rural lifestyle while providing 21st century infrastructure, public, medical, and education services.
- Being a home to a top quality workforce and to businesses that not only offer high-skill jobs opportunities but are also great community citizens.

A Vision Statement is a means for the Strategy Committee to describe, in a broad sense, the type of community they would like themselves and their children to call home.

Our Goals

- Build the County's capacity for aggressive economic development initiatives.
- Retain and expand the Country's existing business base.
- Attract new businesses that provide high pay, high skill jobs to the community.
- Maintain and enhance a quality of life that will encourage young workers to remain in and return to the County.
- Form a community-driven economic development approach with buy-in from all community interests

The Strategy Committee identified five primary economic development goals.

ACTION STEPS

Switzerland County's economic development strategy was organized according to five important goals and 31 action steps.

Goal 1: **Build the County's capacity for aggressive economic development initiatives.**

This goal was listed first because it was the top priority of the County's Economic Development strategy. While other communities were spending large sums of money marketing themselves to potential businesses Switzerland County leaders knew that they needed to start by developing their product. In 2003, when the Strategy was developed, the community lacked the capacity to accommodate a new industry or even to facilitate a substantial

expansion of an existing business. In addition, the community lacked an adequate network to develop support services for new and expanding businesses and suffered from the lack of a comprehensive inventory available development sites in the community. These and other basic challenges raised "development capacity" to the number one concern in advancing the economic well being of Switzerland County. Since the unveiling of the strategy in 2004, the majority of the community's economic development efforts have evolved around expanding that capacity.

Initiative 1: *Establish and enable an economic development organization.*

This was the first task undertaken in the implementation of the new

economic development plan. Members of the Switzerland County Economic Development Commission, which oversaw the development of the economic development strategy, created The Switzerland Economic Development Corporation (SCEDC) in the Fall of 2004. The Commission conducted extensive research into the structure and funding of economic development organizations in neighboring and comparable counties. The Commission determined that a more agile organization was needed to coordinate economic development efforts among a variety of state and local organizations. The Commission also assessed staffing needs for the new Corporation and recruited a director to begin serving in May of 2005. In July of 2008, through grant funding, the

Switzerland County's first goal was to increase its economic development capacity.



The Switzerland County Economic Development Corporation was founded in the Fall of 2004.

Since 2004, Switzerland County has been awarded nearly one million dollars in outside grants for economic development projects.

Corporation was able to hire a second staff member. The Switzerland County 2004 Economic Development Strategy has served as a guide for the activities of the SCEDC.

Initiative 2: Identify and pursue a revenue stream for economic development.

At the time that the original strategy was formed the Switzerland County Economic Development Commission administered an Economic Development Fund that was supported annually by the Switzerland County Council. These dollars were used to facilitate the strategy process, provide matching funds for grants and to assist with specific projects as needed. Since the creation of the SCEDC, this County Economic Development Fund has remained intact and is still administered by the Commission. A list of projects funded through the Switzerland County Economic Development Fund is listed in Appendix E. Once the SCEDC was formed, it entered into a contract for services with the Switzerland County Council. This contract was to provide economic development services to the County including planning, infrastructure assessment, coordination of strategy implementation, prospect management and marketing.

In addition to the services contract with the Switzerland County Council, the SCEDC has been fortunate

to receive several grants totaling over one million dollars in total grant funding since its creation. These grants have come from state and federal government as well as local government in the non-profit sector.

Three noteworthy grants include a Community Comeback Grant awarded by the Indiana Office of Community and Rural Affairs. The purpose of this grant was to enable the County to develop a modern, professional economic development website. This website was unveiled in the spring of 2006 and is still in use today. The US Economic Development Administration awarded another planning grant for the purpose of conducting strategic planning for the County's new industrial park property. The most recent grant awarded to the community was a grant for the EcO15 initiative, awarded to the Community Foundation of Switzerland County and to the southeast Indiana region by the Lilly Endowment, Inc. This project is a bold workforce development initiative that will make the County and its surrounding communities highly competitive in providing skilled workers to regional and perspective businesses. A full listing of grants awarded to the community for economic development projects is included in Appendix E.

Initiative 3: Identify and

address immediate infrastructure limitations to economic development.

At the time of the Strategy's creation Switzerland County was suffering from a number of infrastructure limitations that made it very difficult for any industry to locate or expand in the community. Some limitations still exist but Switzerland County has made great strides in eliminating some of its most immediate obstacles.

Water Service

At the top of the list of infrastructure challenges in 2003 was water access. The Patriot Water Company, which supplied water to over 75% of the County, was suffering from major capacity limitations. A complete ban on new water hook-ups effectively froze residential, commercial, and industrial expansion in Patriot's service territory. The resolution of this challenge has been a great success story for the town of Patriot. This community of approximately 200 people underwent a \$6 million water system upgrade. This upgrade included the construction of a new water tower, the drilling of new pumps, the addition or replacement of over 25 miles of water line, the modernization of meters and many other significant changes to the entire system. With the exception of a few small isolated areas, the hook-up ban has been lifted across the entire County.

Areas of the community

targeted for industrial growth have seen capacity increases that are more than adequate to support future economic activity. The Patriot Water Company has been working closely with the SCEDC to identify areas where additional capacity may be needed. Additional substantial upgrades are planned through to 2010.

Better Roads:

The quality of state and local roads was also a critical element addressed in the strategy. One of the first actions undertaken by the newly-created Economic Development Corporation was to assess the state highway construction priorities of local elected officials and communicate these to the Indiana Department of Transportation. Creation of an updated survey and submission to state leaders is planned for early 2009. The community has also made aggressive and substantial improvements to local roads. These included the replacement of bridges in high traffic

areas and the reconstruction of roadways.

Sewer Extension:

Another high priority issue identified during the planning process was the coordination efforts of local sewer utilities. Although residential growth in the community has occurred on septic systems, industrial and commercial growth requires access to modern sewer systems. SCEDC held conversations with current sewer utilities in the County to determine their capacity, as well as their limitations, and to identify what would be needed in order to extend their services to targeted areas. Sewer upgrades have occurred since the Strategy was created in 2003. Additional expansions and modernizations are in the planning phases at this time. Included among these new developments is the creation of a new conservancy district in the Bennington and Moorefield areas. These areas are currently in the planning phases of a modern, affordable sewer system that will be

a model for other communities upon its completion. Currently, every site identified by the County as suitable for industrial development is serviced by a sewer utility.

High-Speed Internet:

The Strategy Committee recognized the importance of high-speed Internet to the development of businesses of all sizes in Switzerland County. Developing a strategy to deploy high-speed Internet to the community was among the Strategy's top infrastructure goals. The Switzerland County Economic Development Corporation has worked extensively to bring high-speed Internet access into Switzerland County.

In May of 2005 the Corporation created the Broadband Advisory Group, a group of community leaders that met to determine the current high-speed Internet coverage areas in Switzerland County, identify possible solutions for Internet deployment in unserved and underserved areas, and propose a plan to utilize all resources to make high-speed Internet available in as much of the community as possible. At the time the group was assembled, only 23% of Switzerland County residents had access to high speed internet. Shortly after the group's creation, a survey of the entire community was undertaken to assess the demand in unserved areas of the community. The response was overwhelming.

*A six million dollar
upgrade of the Patriot
Water Company has
served as a great
community success story.*



The Switzerland County Economic Development Corporation regularly communicates local infrastructure priorities to state officials.

*By mid 2009, 75% of
Switzerland County
residents will have access
to high speed internet.*

This strong response only reiterated the need for more and better Internet service in Switzerland County. These results were shared with all existing Internet providers in the area. Since that time, existing providers have increased their serviced areas, and new providers have begun serving the community.

To expand Internet access, Switzerland County used a unique approached tailored specifically to the community's needs. It was not in the community's interest to create a new Internet utility that would have to be serviced and continually maintained by the County. Instead, The Switzerland County Economic Development Commission and the Broadband Advisory Group decided that the best approach would be to coordinate efforts with existing providers that provided service near targeted regions of the

County to enable them to extend their services.

In November 2007 the Switzerland County Economic Development Commission purchased equipment to bring wireless Internet into portions of Switzerland County. Two new wireless internet towers were brought online in February 2008. Wireless Internet equipment was installed on tower space provided by the Patriot Water Company in Quercus Grove and WKID FM Radio in Center Square. Wireless Internet service was provided from these two locations by Orvcomm, a wireless internet provider owned by the City of Rising Sun. To date, over 200 new users in Switzerland County have signed up for these services. The success rate in terms of the number of new customers who signed up for these services in the first six months was more than double the projected numbers. Currently the community has plans to bring high-speed Internet service to three additional locations in early 2009. This expansion is projected to extend broadband coverage to 75% of Switzerland County.

Goal 2: Retain and expand the County's existing business base.

The County's industrial base is very small, so the planning committee's first priority was to maintain the existing industrial base while building the tools needed to assist existing businesses when

they are ready to expand.

Initiative 4: Develop an ongoing mechanism for assessing needs of existing business.

Shortly after its creation, the SCEDC created a database of current businesses in the community. This list is maintained at the SCEDC offices. The long-term goal of this process is to expand the amount of information compiled on community businesses so that should the SCEDC become aware of market and productivity opportunities, it can alert businesses as appropriate. The SCEDC has also set up a regular meeting schedule for interested businesses to keep them informed of opportunities that might become available and to determine if the businesses have any needs with which the community can help. Since the gathering of the initial business database, several surveys have been conducted of county businesses covering topics including high-speed Internet and business training needs.

Initiative 5: Create an Entrepreneurs' Support Network.

SCEDC, in co-operation with the Switzerland County Tourism Board, has offered training courses on a variety of topics including NX Level small business training, website development, accounting, and a variety of other training programs



Wireless technology has made high speed internet available to more people in Switzerland County.

to assist small businesses as they grow. SCEDC continues to work with local businesses to determine if any assistance is available for their particular needs. SCEDC has worked closely with the Southeast Indiana Small Business Development Center to assist small and start up businesses.

The Corporation has also worked to develop a local inventory of small business assistance tools. Over the course of this work, it was discovered that several useful tools already exist. The SCEDC's goal is to serve as a clearinghouse for these tools and make interested small businesses aware of them. SCEDC hopes to identify what programs are needed at the local level to help start-up businesses get on their feet and to help small businesses grow. SCEDC prepared a roster of regional business advisors and routinely

offers referrals to these advisors for small businesses. Services available include market research, business planning assistance, and efficiency assistance, as well as product research and development. An Internet-based entrepreneurial assistance service will be unveiled in early 2009. This tool will help small businesses and those considering starting a business to do research and business planning on their own time schedule.

Initiative 6: Assess and enhance the County's current and future workforce.

Switzerland County has participated in a number of new and exciting workforce opportunities that have come to the Region. SCEDC played an active role in the reorganization of the Region Nine Workforce Investment Board. Since the Board's reorganization and restructuring, the Region has

participated in several workforce development initiatives. Among these was the Strategic Skills Initiative, which was begun by the Indiana Department of Workforce and Development to help employers address critical workforce shortages. As part of the Strategic Skills Initiative, the Region underwent an assessment to determine what workforce shortages it was currently facing and what training would be needed to address those shortages. The findings of this research lead to targeted funds being made available for strategic workforce training. This initiative is ongoing and will play a large role in Switzerland County's future workforce development projects.

Switzerland County has also participated in the "Dream it, Do it" initiative, a program adopted by the Region Nine Workforce Investment Board to help promote math, science, and engineering careers to interested students. This marketing campaign is targeted at junior high and high school students and is designed to show them the range of careers available in technical fields.

Finally, Switzerland County was selected to participate in the EcO15 initiative. Funded by the Lilly Endowment, Inc., this project provides funding to communities to develop education and worker training op-

Access to a skilled workforce has quickly become a top concern to prospective businesses.



SCEDC offers a wide variety of small business assistance tools including consulting and training.

Switzerland County's agri-business priorities were included in the regional and statewide agriculture economic development strategies.

portunities for their citizens. The project began in 2008 and is expected to continue through 2012. The EcO15 project is expected to bring resources to Switzerland County that will enable the community to develop a worker training system that meets the needs of workers as well as current and potential employers. Switzerland County has maintained an active role in the oversight of the project. The President of the Switzerland County Economic Development Corporation was chosen to be one of the original co-chairs of the EcO15 Steering Committee.

Initiative 7: Leverage the County's current agricultural base by providing specialized agribusiness services.

SCEDC formed an Agri-business Advisory Group in June 2005. This advisory group was created to determine what new agri-business opportunities might exist for Switzerland County's agricultural producers and also to explore new pathways to the marketplace that might enable producers of existing products to retain a greater share of production revenue in Switzerland County.

In the fall of 2006 the Switzerland County agri-business advisory group was joined by a statewide effort lead by the Indiana Department of Agriculture to create county agri-business strategies for all of Indiana. Representa-

tives of the Indiana Department of Agriculture and of the agri-business advisory group met locally and at regional meetings to develop a strategy that met the needs of the people of Switzerland County and also fit into a broader regional and statewide strategy. In the spring of 2007 the Switzerland County agri-business strategy was released. The strategy was rolled into the larger Indiana agriculture economic development strategy and is attached to this document as Appendix F.

Switzerland County has participated in additional agri-business projects including the *Vision for Switzerland County* project which created local markets for home-based agri-business producers to sell their products. This project is ongoing and is explained in more detail on page 23. Other

services are currently under development for agri-business producers including website assistance and common branding.

Goal 3: Attract new businesses that provide high-pay, high-skill jobs to the community.

Initiative 8: Prepare County information to enable quick response to potential business inquiries.

SCEDC has compiled extensive data on specific sites in Switzerland County and on the community and region overall. SCEDC has searched county-wide to identify potential development sites. This analysis included ascertaining the location of available, suitable infrastructure, including quality highways, county roads and river



The Agri-business Advisory Group developed a strategy that focused on diversification and increased production.

access. It also included the availability of utilities including sewer availability, adequately sized water line, natural gas, adequate electrical capacity and high-speed Internet access. As part of this information gathering, SCEDC has successfully mapped the service territories of most utilities in the county. Currently, an effort is underway to determine the feasibility of advanced computer geographic information mapping of these utilities in a format that all utility providers could use.

SCEDC has also compiled extensive economic, demographic, and other data on the County and its surrounding region. The availability of good economic data allows those considering locating in Switzerland County to understand the community's demographic make up, commuting patterns, available supply chains, and the size of its regional workforce. It

also enables these businesses to determine the skill level of the regional workforce and acceptable commute times within the region. One challenge for Switzerland County in compiling useful economic and demographic data that it shares its workforce with both northern Kentucky and southwest Ohio. To solve this problem SCEDC has created an economic development regional analysis for "Greater Switzerland County". This analysis puts Switzerland County at the center of a fifteen-county region including counties in Indiana and Kentucky, and a 25-county super region, including counties in Indiana, Kentucky, and Ohio. Maps of these regions and regional data are included in Appendix H. Regional data snapshots such as this one provide a potential business with more accurate information on the community's workforce and demo-

graphics than data that is limited to one county.

Initiative 9: *Increase the County's appeal prospects by reducing the time needed to develop a site.*

SCEDC knew that for the County to be competitive in the challenging world of business attraction, the most fundamental place for them to start was by having and offering desirable sites available for development. While it was not necessary for these sites to be County owned, it was critically important that a business be able to acquire the land quickly, obtain the necessary permitting and zoning and know exactly what steps are needed to develop the property in compliance with local, state and federal laws.

The SCEDC quickly discovered that there has been very little industrial and commercial development in recent years in the County, and no inventory of site characteristics had been compiled. The SCEDC set out to identify where in the community suitable infrastructure was available including water, sewer, natural gas, adequate electrical infrastructure, and high-speed Internet. It was also important that sites be serviced by good highways. In addition, the SCEDC looked carefully at what made sites desirable for businesses. The SCEDC determined that the most important variable in determining the desirability of a site was the ability to

The community knew that attractive development sites would be needed to draw business and job growth.



Developing a "Greater Switzerland County Region" allowed SCEDC to present more realistic data on its available workforce and regional economy.

*In February, 2007,
Switzerland County
became one of only
twenty Indiana counties
to have a certified Shovel
Ready site.*

build on that site quickly. Fortunately, this was a challenge already identified in the county's economic development strategy and the corporation set out to have at least one site in the community *shovel ready*, (ready for a developer to come in and build in a short period of time).

At the same time that the Corporation began working to meet this challenge, the State of Indiana unveiled a new Shovel Ready Site Certification Program. Through this program, the State would review a site's characteristics and determine whether or not it met the criteria for a shovel ready site. If the site met these criteria, the state would certify it as shovel ready and list it on an inventory for shovel ready sites that the Indiana Economic Development Corporation makes available to prospective businesses. Attaining the shovel ready certification was a cooperative effort between SCEDC, the Switzerland County Economic Development Commission, the Switzerland County Redevelopment Commission, local elected officials including the County Commissioners and County Council and a variety of important utility partners.

Community leaders identified one site that already had adequate infrastructure nearby with adequate transit routes to support industrial traffic. Switzerland County submitted this site for state review, and the site was

one of the first 20 approved in Indiana. The shovel ready certification was formally awarded to Switzerland County in March 2007. The site is still under development, with the ultimate goal being that lots within the site will be ready to build within 30 days of a business's decision to locate in the community.

A critical component of reducing the time to build for a new development site was examining local state and federal permitting requirements in order to determine what could be done at the local level to make these requirements more user-friendly and to shorten the time line for approval of building permits.

SCEDC coordinated with the Switzerland County Planning Commission on a revision of the County's Comprehensive Plan. The new Comprehensive Plan has now been approved by County leaders, and an updated set of ordinances are being drafted.

One item proposed in the plan is a fast track permitting process. This process could only be initiated

by a County Economic Development authority. Upon initiation, it would enable a shortened period for building permit approval and adoption. This process could also be applied to the approval of the planned unit developments and other tools that were determined by local leaders to be of benefit to the community. The public would still have full review rights afforded to it by state law but a quicker timetable would be in place, allowing the business to move more quickly in developing its site and bringing jobs to the community.

Markland Business Park

Switzerland County's Economic Development strategy also called for the community to conduct a preliminary feasibility study on an industrial park. Shortly after its creation, SCEDC discovered that a feasibility study for a business park near the Markland Bridge had been initiated eleven years earlier, in 1994.

SEDC staff carefully reviewed the original feasibility study and hired an experienced consultant to



A Shovel Ready certification by the State of Indiana means that a site qualifies for expedited permitting with state regulatory agencies to allow quick investment and expansion.

update it. The findings of the feasibility study report were presented to community leaders, and a plan for determining further action was put into place. The total project required the approval of seven local boards and commissions. All of these bodies approved their portion of the project. The property was purchased in March 2007 and is currently under development. Sites are expected to be made available in mid-2009. Changing factors in the region will make this site far more competitive than originally anticipated. A complete summary of the project and its potential implications is included on page 24 of this document.

Initiative 10: *Promote local economic develop-*

ment efforts throughout the region.

The Switzerland County Economic Development Corporation promoted the county's economic development efforts locally and throughout the region by participating in an extensive number of local and regional boards. SCEDC staff and board members participated in multiple local and regional boards including the Vevay-Switzerland County Foundation, the Switzerland County United Fund, the Region 12 Area Planning Commission, Historic Hoosier Hills Inc., the EcO15 Regional Advisory Board, the Switzerland County Kiwanis Club, the Southeast Indiana Economic Development Round Table, the Indiana Economic Development Association and the International Economic Development

Council. The SCEDC has also worked to quickly gain credibility in the economic development field. SCEDC is one of only two economic development groups in Southeast Indiana to have a certified economic developer on staff.

SCEDC has also worked aggressively to develop marketing materials for the community. Switzerland County received a Community Comeback Grant from the Indiana Department of Commerce to develop new marketing materials including a web site. SCEDC immediately went to work on this project developing a logo and templates for the newly created organization. The web site was begun shortly afterwards and the finished site was unveiled in April 2006.

Switzerland County is active in economic and workforce development initiatives at the regional and statewide level.



Switzerland County leaders began studying the feasibility of an Industrial Park near the Markland Bridge in 1994, since that time, over 1000 manufacturing jobs have located with a ten minute drive of the site.

*Switzerland County
received grant dollars to
establish a competitive
internet presence.*

The website gave Switzerland County a top quality presence on the Internet and provided it with a first line of electronic marketing. Content is routinely updated as new information is developed. Since the conclusion of the grant, additional marketing material has also been developed, including regional artwork and several design templates for print advertising.

Tourism Coordination

The Switzerland County Economic Development Corporation has coordinated many of its economic development, marketing, and other efforts with the Switzerland County Tourism Board. Cooperative projects between SCEDC and the County Tourism Board include NX Level training for entrepreneurs and small businesses. This training was completed in 2005 and taught local entrepreneurs and small businesses the basics of

owning and operating their own business. The *Vision for Switzerland County Project* is another example of a successful cooperative project between the County Tourism Board and the Economic Development Commission. More information on the *Vision* project is included in page 23. The two groups have also cooperated on other activities including combined survey efforts, other small business trainings, and bringing guest speakers to the community.

Niche Marketing

Switzerland County Economic Development leaders have been working to identify the best niche markets for Switzerland County to promote itself to potential businesses. Changes in the region have created new opportunities and warrant a more in-depth look at which niche markets would create the best opportunities for the

County. More information on changes within the region and new opportunities can be found on page 21.

Goal 4: Maintain and enhance a quality of life that will encourage a younger workforce to remain in and return to the county.

Initiative 11: *Increase County residents' access to affordable housing.*

The Switzerland County Economic Development Corporation has partnered with several different groups that have looked at different aspects of housing in Switzerland County. Housing needs were studied during the update of Switzerland County's comprehensive plan. SCEDC representatives attended these meetings and participated in the Planning Commission's process of insuring that the new



The Vision for Switzerland County Project included a county-wide signage program and façade improvements to businesses in Vevay's Main Street area.

comprehensive plan facilitated the growth of needed housing in the community. The Region 12 Area Planning Commission currently serves as Switzerland County's Community Housing Development Organization (CHODO). A Switzerland County Economic Development Corporation staff member serves as a board member on the Area 12 Regional Planning Commission Board. SCEDC has also been in conversations with private developers about bringing affordable housing to Switzerland County. Housing needs examined range from affordable starter homes and mid-level rental properties all the way up to higher quality housing. SCEDC anticipates more housing conversations as

new data about county housing dynamics and their implications becomes available.

Initiative 12: Improve arts, amenities, recreation and cultural opportunities within the County.

As the SCEDC began the task of implementing the County's economic development strategy it quickly became clear that many groups already existed that focused on specific elements of the community's arts, amenities, recreation, and cultural needs. Rather than compete with these groups, the SCEDC staff has attempted to work with them and be of assistance wherever possible. Many great strides have been made in improving the cultural entertainment

availability in the community. Noteworthy among these is Vevay Main Street, Inc. This group's work includes not only streetscape development but also entertainment opportunities including a First Friday and Second Saturday program that give members of the community the opportunity to tour the historic downtown area, visiting shops and local vendors and enjoying entertainers. Through the *Visions for Switzerland County* project and other arts and cultural enhancement programs, new opportunities have been made available for residents to view local art and to be exposed to new art forms through classes, displays, and other forums. The community has also benefited from increased

The county is well served by volunteer groups addressing a variety of "quality of life" issues.



Improving access to quality affordable housing will continue to be an important priority for Switzerland County.

Community leaders have sought input and built consensus around economic development projects.

recreation and amenities becoming available throughout the region. More information on these opportunities is covered in the following pages.

Initiative 13: *Maintain contact with Switzerland County's younger population as they enter their professional lives.*

This initiative has proven to be one of the most challenging in the entire strategy. It is difficult to track the county's younger population as many of them frequently move and contact is lost. SCEDC has attempted to contact a limited number of Switzerland County High School graduates for which it had mailing information. The Corporation has also attempted to build a database of alumni of the community who currently live outside of the County. It is hoped that these efforts will be the beginning of establishing ongoing contact with those who have lived

in Switzerland County and now live elsewhere.

Goal 5: Form a community-driven economic development approach with buy-in from all community interests.

Initiative 14: *Solicit community input on economic development efforts.*

SCEDC, the Switzerland County Economic Development Commission and the Switzerland County Re-development Commission have all worked hard to gather community input on various economic development initiatives. Participation has been encouraged by making it easy to contact SCEDC through its web site, by email, by telephone or through more public means such as writing a letter to the local newspaper or attending a public meeting. These are all efforts to gather community input and the community has had a great deal of input to offer.

There is a great deal of interest and there are strong opinions on Switzerland County's economic future and all opinions have been welcome. The Corporation uses local news media outlets as its primary source in keeping the community posted on economic activity.

Much of Switzerland County's economic development activity to date has been the development of basic infrastructure. These types of projects typically involve a limited number of partners. Future projects are likely to cover a broader subject area and deal with issues that affect the community overall. These types of projects will, by their nature, be more collaborative. As new programs develop, SCEDC plans more targeted communication efforts with County residents including mailings, targeted public events and email updates.



Future economic development projects will likely involve more public events.

ADAPTING TO A CHANGING ENVIRONMENT

While Switzerland County has been aggressively implementing its economic development strategy, our community and region have been at the center of new and exciting opportunities. Below are the highlights of three major developments in the region. The following pages are summarize some exciting initiatives in which the community is involved.

Highway Improvements

The State of Kentucky opened Highway 1039 in the fall of 2006, creating a historic opportunity for Switzerland County. The \$16.9 million road connects the Markland Bridge directly to Interstate 71, placing the county five minutes away from an interstate highway. The new interstate access brings the community closer to both the Cincinnati and Louisville metropolitan regions. Via Kentucky 1039, Switzerland County is only a 35-minute drive from the Greater Cincinnati International Airport and a 50-minute drive from Louisville, Kentucky. The interstate exit is already attracting commercial investment, and the region is likely to feel the effects of the new highway access for years into the future. A reconstructed Indiana 129 has significantly improved safety and travel times across Switzerland County. The new highway substantially reduces travel times to and from most destinations north of the county.

Honda

In June of 2006, Honda announced the construction of a new automotive plant on a 1700 acre site in Greensburg Indiana. The facility is over one million square feet in size, cost over \$550 million to build and is a 50-minute drive from Switzerland County. The first vehicle line to be manufactured at the facility is the fuel efficient Civic, with the first car coming off the assembly line in early October 2008. This project will have a far-reaching impact in southeast Indiana for years to come as Honda continues to grow at the location and suppliers look to locate in the region.

Kentucky Speedway

In May 2008, Speedway Motorsports, Inc. announced plans to purchase the Kentucky Speedway, a 66,000 seat racetrack located just five minutes from Switzerland County. Shortly after the purchase, the company, which currently owns seven racetracks that host NASCAR Sprint Cup Series events, announced their intention to bring a Sprint series race to the facility. This development has generated a great deal of excitement in the region and will create new opportunities that will be explored in future economic development strategies.



New opportunities at the Kentucky Speedway have led to great excitement in the region.

*Our community has
been at the center of
many exciting changes.*

ADAPTING TO A CHANGING ENVIRONMENT

Markland Business Park

Since the completion of the 2004 Switzerland County Economic Strategy, the largest economic development project undertaken by the community has been development of the Markland Business Park. The development is the product of extensive planning and a strategic investment in the long term economic future of Switzerland County and its residents. The project's ten year development plan is based on the County's economic development priorities as established in the 2004 strategy and specifically called for in Action Step 19, "have at least one site completely serviced, 'shovel ready' and under county control so that it is immediately available." The fundamentals of the Park's development allow for maximum flexibility to keep the County's best competitive foot forward through a variety of challenging economic times.

Early Study

The original Study of the feasibility of an industrial park near the Markland Bridge was created in 1993 and released to the public in 1994. The Study strongly recommended that the community proceed with the business park project. At that time, real estate in Switzerland County was relatively inexpensive and there was no pending development to drive that price upward. Utilities, on the other hand were lacking in the community and the cost of extending or creating the needed physical infrastructure was high. County leaders agreed that the project was important at that time but the dire financial situation of the community made funding such an initiative impossible.

A Decade of Change

The decade following the initial feasibility study marked an era of rapid economic change for Switzerland County and its surrounding region. In 1996 Randall Textron, one of Switzerland County's largest manufacturers closed its doors in Vevay, Indiana. The community employment situation was made far worse in 1999 when the US Shoe Corporation ceased operations in Vevay as well. At their peak operations these two industries employed collectively over 600 people in Switzerland County. Though these numbers had dwindled substantially by the time of their closing, the community had lost its two largest manufacturers and was left with little manufacturing base.

The changing climate did not bring all bad news, though. North American Stainless opened a facility in 1996 in Ghent, Kentucky, less than two miles from Switzerland County and the proposed business park site. This facility employed over a 1000 workers and brought quality manufacturing jobs into the region. The opening was followed by the announcement of another steel facility, Gallatin Steel, which began operations in 1995 and employs approximately 450 workers. Several additional manufacturers have located since that time along the Highway 42 corridor in Northern Kentucky.

The best news for Switzerland County was yet to come. In 2000 Pinnacle Gaming was awarded a license to operate a casino in Switzerland County. The Belterra Casino project broke ground in 2000 and was opened in 2001. It was an immediate success drawing vast business from Indiana, Ohio and Kentucky. In 2003, the Casino began construction of a second hotel tower adding over 300 rooms and making Belterra the second largest hotel in the State of Indiana. The project continues to be a great success even in challenging economic development times.

The location of the Belterra Casino was important to Switzerland County and the Markland Business Park project, not only because it left the County with resources to apply to the development of a diversified industrial base but also because infrastructure that the community created to support the Casino's operations was adequate to support industrial applications as well. The site of the Casino was within 2 miles of the planned industrial park site. In July of 2005 the

The ten-year Markland Business Park Project began in March 2007.

ADAPTING TO A CHANGING ENVIRONMENT

newly created Switzerland County Economic Development Corporation began to assess the availability of industrial sites in the community. Once a need was identified and options were explored the SCEDC reviewed the 1994 feasibility study and commissioned an update. The new feasibility study also firmly recommended that the project be pursued. It determined that the subject site was still the best place for an industrial development in Switzerland County, but it did identify several changes that would make it a different type of development project. With new water, sewer, natural gas, electrical and advance telecommunications infrastructure very near the site, the development cost would be substantially decreased. However, the site's location was much more attractive than it was 10 years before. It was now near the County's largest tourist draw and land prices were going to be substantially higher for the project as a result.

A new highway project had also begun in the region that would substantially increase the appeal of the site. In September 2004, The State of Kentucky began construction of KY 1039. This \$16.8 million project linked the Markland Bridge directly to Interstate 71. While substantially reducing drive times to the Cincinnati, Louisville, and Lexington areas, the completed road also created a commercial and industrial shipping route into Switzerland County and into the proposed business park.

Moving the Project Forward

The SCEDC moved quickly to secure the property and evaluate to project for county leaders. The evaluation and approval process involved multiple public hearings and meetings. The proposed project was a ten-year assessment, development, and marketing endeavor to bring business investment and jobs into the community. Final approval to purchase the property and implement the development plan was given in October 2006. The purchase was completed in March 2007. At that same time, the site was certified as *shovel ready* by the Indiana Economic Development Corporation. The completion of the project required the approval and cooperation of over a dozen state and regional organizations.

The purchase and shovel ready certification marked the beginning of an eighteen month pre-development phase of the project. County leaders knew that, in order to present a more attractive site to prospective employers, the community would need to do as much pre-construction planning and permitting as possible before marketing the site. SCEDC's goal was to offer a site where construction could begin quickly and with very little uncertainty about development timelines and costs. The planning phase of the project involved more than just site work. SCEDC representatives visited industrial parks throughout the Midwest to identify what facility designs have been successful in other areas. They also interviewed site location consultants and industrial real estate specialists to determine what park designs might be appealing to prospective businesses.

Site development planning for the project has included coordination with the utilities that are expected to service the park and identification of what upgrades will be needed for utility systems in the area as well as utility easements that were needed inside the park. Approval of the overall site development plan was needed from several state agencies including approval of the facility's roadway and drainage plans.

Construction began on the Markland Business Park in November 2008 and is expected to continue through 2009. When completed, the facility will offer 21st century industrial infrastructure in a competitive location. Sites will be available in mid-2009. Even in the early development phases, the site has done much to raise the profile of Switzerland County as a great place to locate a business. This new exposure has included coverage in national industrial site selection magazines and coverage in regional business news outlets.

*All pre-construction
planning and
permitting will be
completed before the site
is marketed.*

ADAPTING TO A CHANGING ENVIRONMENT

EcO15 Initiative



Economic Opportunities 2015. Connecting the residents of South East Indiana to economic opportunity through education by 2015.

The EcO15 initiative is an exciting workforce and educational development project sponsored by the Lilly Endowment, Inc. The project seeks to create a world-class advance manufacturing workforce in Southeast Indiana by building a basic worker training infrastructure enabling companies to customize training to meet their needs and will raise the basic level of education and workforce training in the region. The hub of the project will be an advance manufacturing center located in Columbus, Indiana. Each of the nine other counties in Southeast Indiana (Switzerland, Decatur, Ripley, Ohio, Jefferson, Jackson, Jennings, Dearborn and Franklin Counties) will operate as nodes on the system with local worker training facilities. The grant is administered through the Community Foundation of Bartholomew County and the Community Education Coalition Inc. of Columbus. In Switzerland County, the funds were granted to the Switzerland County Community Foundation and the project is being administered by the Switzerland County Economic Development Corporation.

The EcO15 initiative has three main goals:

- To move residents up one level in their education, training and/or job placement;
- To coordinate and align a regional learning system and
- To be a catalyst for regional leadership.

These goals will be met by working towards achieving 7 objectives:

1. Create an advanced manufacturing network of excellence;
2. Develop career pathways in manufacturing, healthcare and hospitality/tourism;
3. Create career awareness among high school students and members of the existing workforce, and those who employ them;
4. Cultivate emerging innovations;
5. Increase regional collaboration;
6. Prepare regional foundations for change; and
7. Position foundations for visionary leadership.

The key working concepts and principles of EcO15 are that *education is the foundation for earning higher wages*, and that *local communities are best able to decide what is needed locally* to accomplish EcO15 goals. Project leaders also believe that regional cooperation is critical to the success of the initiative, and will be demonstrated throughout the initiative's projects. By 2015, the region will see improvements in the education level of our residents, our high school graduation rate, and the income levels of our working citizens if EcO15 initiatives are successful. Switzerland County has submitted a work plan for the EcO15 project and will begin implementing the plan in early 2009.



EcO15 is a collaborative effort between ten southeast Indiana counties.

ADAPTING TO A CHANGING ENVIRONMENT

A Vision For Switzerland County: The Retail Project

The Switzerland County Economic Development Commission partnered with the Town of Vevay, Switzerland County Tourism, the Vevay-Switzerland Foundation and the Community Foundation of Switzerland County to launch an exciting program entitled A Vision For Switzerland County. The goals of the project were to:

1. Enhance the visual presence and brand awareness of Switzerland County, improve the tourist area in historic Vevay, and upgrade the “curb appeal” of the community to attract potential new businesses;
2. Assist new and existing businesses in their drive to succeed in Switzerland County; and
3. Launch business incubators that are attractive to tourists, featuring products and wares that showcase Switzerland County residents and will fill empty storefronts to promote a clustering of retail opportunities to create critical mass.

The goal of our program is to create a sustainable tourist economy, which will attract destination travelers who will enhance the local economy during their visit. Key objectives to achieving this goal are:

1. Improve “curb appeal” by having more than 25% of district businesses upgrade their facades and signage;
2. Reduce the district vacancy rate by 50%, filling buildings with operation that appeal to the traveling public; and
3. Create four stores that feature local products and producers;

Results:

1. Visual

- The project worked with the Vevay Main Street Program to create a signage/ façade grant program for the district. To date, the program has assisted twenty-five businesses, leveraging more than \$155,000 of improvements within the district. This program was so well received that the signage portion was extended throughout the county. Nine community businesses have taken advantage of the signage program.
- The project has created a county-wide signage program that includes all communities within the county as well as county entrance points. To date, thirty-three branded county signs have been installed creating a unified designation for all communities as a part of Switzerland County.

2. Business support

- The project has surveyed existing businesses and created workshops based on their identified needs. To date, five workshops including computerized accounting, website, marketing, signage and business strategies have been held serving more than 140 individuals.
- The project has created a small matching grant program for businesses that successfully completed the workshops.
- The project has successfully utilized retail operations to mentor and guide potential entrepreneurs.

*The Vision for
Switzerland County
project sought to provide
a retail outlet to local
producers and enhance
our tourism economy.*

Switzerland County Economic Development Corporation

PROGRESS REPORT FOR THE SWITZERLAND COUNTY ECONOMIC DEVELOPMENT STRATEGY

APPENDICES

December 2008

APPENDIX A: ECONOMIC DEVELOPMENT IN SOUTHEAST INDIANA

With Switzerland County's first strategic economic development plan coming to a conclusion and leaders of the Switzerland County Economic Development Corporation (SCEDC) in the preliminary stages of drafting a follow-up plan, now seems like a good time to step back and see where we have come from and where we are heading in the future. Part of this analysis should take into consideration the strategies and objectives employed by other strategic economic development plans. We should look at other economic development plans for many reasons: to identify counties/regions undertaking the same objectives and strategies as Switzerland County which could be predictors of future successes or failures; to generate new ideas, objectives and action plans; and to find guidance on translating successful strategies and action plans into Switzerland County's next plan. Therefore, the purpose of this document is to put Switzerland County's forthcoming plan into perspective by looking at making a judgment call on our present position by comparing objectives, strategies and action plans from our first plan with those of similar plans from nearby counties in Indiana and Kentucky, all the while keeping in mind what elements we need to adopt in order to embark successfully on the next phase of our development strategy.

One of the more prominent features of economic development plans, specifically in this region, is the emphasis on promoting a particular county or region as the best place for business. For Switzerland County and surrounding counties in Southeast Indiana, this pitch is towards advanced manufacturing businesses. This trend of answering the question, "Why should your business choose our county?" seems to have trickled down from the state economic development organizations into development plans both in Southern Indiana and across the river in North Central Kentucky. A look at the Indiana Economic Development Commission (IEDC) or the Kentucky Cabinet for Economic Development will reveal multiple instances where these organizations are attempting to lure new businesses by explaining why Indiana or Kentucky provides the best business climate through advantages in infrastructure, quality of the workforce, low costs of doing business, tax/investment benefits for new business, innovation, and the quality of life provided by affordable housing, recreation opportunities, proximity to metropolitan areas, etc.

Taking cues from these state economic development organizations, leaders in Southeast Indiana counties, including Switzerland and Bartholomew, are looking to provide their own answers for why advanced manufacturing businesses should locate in Southern Indiana. The key to the counties' answers just may rest in two important economic development initiatives linked to education and training: EcO15 and "Dream It. Do It". Leaders of both of these initiatives are working to develop career path awareness and required skills/training that will allow members of the workforce to take advantage of advanced manufacturing jobs that this region has historic expertise in attracting. With leaders of the IEDC pursuing an Advanced Manufacturing Initiative, the economic development plans within Southeast Indiana have provided valuable resources and strategies to retain existing manufacturing jobs while making their counties attractive for new business investment.

Another important component of economic development is the funding of projects that are crucial to the plan's completion. In Switzerland County, Action Steps 3 and 4 of the first develop-

APPENDIX A: ECONOMIC DEVELOPMENT IN SOUTHEAST INDIANA

ment plan have set forth county leaders' intentions of finding a stream of revenue available to SCEDC leaders for project funding as well as of using revenue provided by state grants to continue the next phase of development. Leaders in other counties will undoubtedly look for grants and state money to finance development projects, which makes the availability of private and state funds even more crucial to Southern Indiana counties' attempts to entice new businesses to relocate. The funds include but are not limited to: The Lilly Foundation's \$38 million grant for EcO15; the IEDC's \$12 billion state fund for improving infrastructure for both transportation and telecommunications and their grant funds earmarked under the 21st Century Research and Technology Fund; the Industrial Development Grant Fund and the Skills Enhancement Fund.

Aside from providing the site and infrastructure components necessary to attract new businesses, county leaders need to ensure that members of their workforce can meet the needs of the new employers. Switzerland County is participating in the EcO15 and "Dream It. Do It" initiatives to ensure a "highly skilled, educated and capable workforce" that not only will attract advanced manufacturing businesses to relocate to Switzerland County, but will also allow these workers to secure jobs with these new businesses once they relocate. Leaders of both the Community Education Coalition and the Heritage Fund of Bartholomew County are pushing hard for the EcO15 initiative because their primary objective is to, "target our recruiting efforts at new businesses domestically and internationally that will focus on job opportunities in high value-added manufacturing, service and technology companies which support the growth of advanced manufacturing and life sciences [industries]" will ultimately require "[working] with community partners to achieve better alignment of local training and educational programs with the needs of existing industry and real job opportunities... to improve skills and competitiveness of the local workforce."

Shifting from the impact that state-level organizations have made on the counties economic development organizations, county leaders, when drafting strategic economic development plans, should look at the similarities in what the counties are doing on their own. The first thing to note is that while situations across counties remain unique, each county appears to have the same basic goal: to retain existing businesses while recruiting new businesses that will capitalize on the resources and existing workforce within the community – this is clearly stated as the second of five goals in Switzerland County's first plan. A second, related goal is to improve the quality of living within the county. This is accomplished both directly by working to "expand the proportion of our local economy involved in high value-added service sector businesses," and indirectly, because of the necessary investment in infrastructure (roads, water systems, telecommunications/Internet access). This emphasis on improving infrastructure was common in the information provided by the economic development organizations for Ohio County/Rising Sun Works, Crawford County Economic Development, and the Orange County Economic Development Partnership. For Switzerland County, this issue is addressed under the first goal, which is to, "build the county's capacity for aggressive economic development initiatives" and includes the initiative to, "identify and address immediate infrastructure limitations to economic development" such as limitations of the Patriot Water Company, highway improvement and affordable high-speed Internet access.

APPENDIX A: ECONOMIC DEVELOPMENT IN SOUTHEAST INDIANA

Additionally, as a component part of the efforts to attract new businesses, managers of these local economic development agencies have done considerable work in compiling demographic data on their populations, workforce, economic conditions, prominent employers/industries, poverty levels, education institutions, housing and utilities rates, major transportation hubs, recreational facilities and the availability of “shovel-ready sites” and business park developments. Leaders of the Crawford County Economic Development compiled a massive database of demographic information in cooperation with Stats Indiana; leaders of the Orange County Economic Development Partnership, Ohio County Chamber of Commerce/Rising Sun Works and Carroll County (KY) Community Development Corporation devoted pages on their respective Websites to data on the quality of life, the workforce, utility rates, tax rates and available property listings that prospective businesses would want to consider when making decisions on relocating. Furthermore, the Columbus Economic Development Board’s Strategic Plan outlines a number of direct and indirect measures by which board members will assess the progress of their economic development plan, and many of these measures are the aforementioned demographic figures. Members of MIDCOR, the economic development organization for Madison-Jefferson County, put forth considerable research on existing businesses and necessary infrastructure within the county and they even took a page from IEDC and outlined important tax and investment benefits that businesses can obtain by relocating to Jefferson County.

In their plan, leaders of Switzerland County determined a handful of Indiana counties: Ohio, Union, Crawford, Starke, Orange and Spencer; that were comparable in size and economic situation and that had economic development organizations which SCEDC leaders would use as a benchmark to determine the success of their own plan. By comparing these counties on their efforts at turning demographic research into an effective strategy, we can easily see the difference in the quality of Switzerland County’s plan. It is as if SCEDC’s efforts have gone beyond what similar counties have done in drafting strategic economic development plans. For example, the 18th action step for SCEDC’s plan states: “To gather extensive data on the county to have readily available for industry request,” which “includes workforce information, tax information, utility costs, available recreation and amenities.” This wealth of demographic information (called the “Switzerland County Factfinder”) was added as an appendix to the first economic development plan.

It is true that other counties have completed similar demographic research; however, what sets Switzerland County apart is the fact that the SCEDC plan is readily available to the public, and the data used to develop the plan also is readily available by virtue of its inclusion in the formal document. These comparable counties’ economic development organizations have posted their demographic data on their respective Websites (for example, the Orange County Economic Development Partnership or Crawford County Economic Development) but they have not made available, or in some cases even mentioned, their actual economic development strategy on the website. On the other hand, Switzerland County’s plan is readily available on the SCEDC’s Website, in addition to a page that separately profiles the community’s facts and figures in a manner much like that which other economic development organizations have created. Therefore, the SCEDC’s efforts in creating this development plan appear to be thorough and centered on getting as much of the community involved in order to increase the plan’s

APPENDIX A: ECONOMIC DEVELOPMENT IN SOUTHEAST INDIANA

chances for success, and doing this required that the SCEDC leaders make the current plan and relevant demographic data available to everyone.

So where do we go from here? The groundwork completed in conjunction with our first plan has put us in the position of setting an example of economic development efforts throughout the rest of Southeast Indiana. Switzerland County's plan seems to be leaps and bounds ahead of comparable counties in Southern Indiana because of the preparation and execution by the leaders of the SCEDC.

The strategies SCEDC leaders have employed are very much inline with the ideas and initiatives being championed by state-level economic development organizations. Therefore, our second plan most likely will include the EcO15 and the "Dream It. Do It." initiatives as they should play a key role in improving the quality of the workforce. This is a crucial step towards achieving our first two long-term goals of improving the capacity for aggressive economic initiatives and the drive to retain existing businesses while attracting new advanced manufacturing businesses. The funding and grants provided by the IEDC, the state, and private organizations such as The Lilly Foundation, for infrastructure and worker training will make counties like Switzerland County much more enticing for new business ventures. However, we need to make sure that we effectively align grant money with development initiatives and stay vigilant in monitoring the economic conditions in the community, the needs of existing and potential new businesses, and the continued progress as our development plan shifts into its next phase in order to keep Switzerland County's economic future on course.

Alex Buschermohle

APPENDIX B: COMPARABLE COUNTIES

In Switzerland County’s first strategic development plan (2004), a section was devoted to determining success of the plan using “comparable counties” as a way to track Switzerland County’s performance over time across a handful of demographic/economic categories. In the first strategic development plan, six Indiana counties were selected as similar counties based on factors such as population, income level, rural/urban disparity, industrial makeup, and commuting patterns. These counties were Ohio, Union, Crawford, Starke, Orange and Spencer.

The following is an update using the most current available data to determine whether those original comparable counties have remained as reasonable benchmarks for tracking Switzerland County’s progress. The counties in these tables were included based on the following criteria: for population, counties within +/- 2,000 people of Switzerland County’s population were included; for education levels, counties were included if the percentage of the population with a high school diploma was within +/- 3% of Switzerland County; for per capita income, counties were included if their per capita income was within +/- \$2,000 of Switzerland County’s figure; and for commuting patterns, counties were included if they fit Switzerland County’s trend of approximately

2000 residents commuting out of the county for work while 500 non-residents commuted in for work. Within the tables, counties appearing in *italics* are most comparable to Switzerland County out of all other counties for that given criteria.

Population

County	Population (2007 est.)
<i>Benton</i>	8,810
<i>Crawford</i>	10,782
<i>Martin</i>	10,058
Ohio	5,772
Union	7,203
Warren	8,482
Switzerland	9,684

Education Levels

County	Pop. Percentage w/ High School Diploma (2000)	Pop. Percentage w/ Bachelors Degree (2000)
<i>Crawford</i>	70.6	8.4
<i>Daviess</i>	71.8	9.7
Fayette	73.7	7.8
Orange	73.8	10.2
<i>Scott</i>	71.4	8.8
Starke	72	8.4
Switzerland	71.4	7.6

This analysis was made using the most current available data to determine whether those original comparable counties have remained as reasonable benchmarks for tracking Switzerland County’s progress.

APPENDIX B: COMPARABLE COUNTIES

Per Capita Income

County	Per Capita Income (2006)
Adams	\$26,402
<i>Blackford</i>	<i>\$25,027</i>
<i>Clay</i>	<i>\$24,943</i>
Clinton	\$26,564
Crawford	\$23,809
Fayette	\$26,473
Grant	\$26,476
Greene	\$26,121
<i>Jay</i>	<i>\$25,112</i>
Jefferson	\$27,612
Jennings	\$26,581
Miami	\$24,117
Newton	\$26,575
Noble	\$26,572
Ohio	\$26,972
Orange	\$24,470
<i>Owen</i>	<i>\$24,922</i>
Parke	\$24,144
Pike	\$26,240
Randolph	\$26,346
<i>Scott</i>	<i>\$25,162</i>
Warren	\$26,343
Washington	\$26,322
Switzerland	\$25,011

APPENDIX B:
COMPARABLE COUNTIES

Commuting Patterns

County	Number of individuals commuting into county for work	Number of individuals commuting out of county for work
Benton	468	1,950
Crawford	485	2,376
Ohio	890	1,762
Union	449	2,100
Warren	646	2,440
Switzerland	475	2,083

Crawford County is most comparable to Switzerland County.

Other comparable counties include Benton, Ohio, Orange, Union and Warren counties.

Conclusions:

According to the trends from the most recent data, Crawford County is most comparable to Switzerland County. Crawford County’s reported figures closely mirror Switzerland County’s figures in every category. Other counties that compared closely to Switzerland County in these statistics included Benton, Ohio, Orange, Union and Warren counties. Like Crawford County, Ohio, Orange, and Union counties were also named in the first strategy, and current data indicates that they have all remained as reasonable benchmarks to measure the progress within Switzerland County.

APPENDIX C: SUCCESS MEASURES

These statistics represent Switzerland County's progress with respect to the success measures included in the first Economic Development Strategy:

1. Annual percentage growth in employment that outpaces the State-wide average:

	2004	2005	2006	2007	'05-'07 % change
Indiana	2,988,878	3,028,983	3,073,006	3,056,590	0.91%
Crawford Co.	5,032	5,013	4,930	4,929	-1.68%
Ohio Co.	2,939	2,983	2,942	2,940	-1.44%
Orange Co.	8,413	8,619	8,900	9,932	15.23%
Union Co.	3,555	3,656	3,688	3,459	-5.39%
Switzerland Co.	5,444	5,491	5,447	5,478	-0.24%

The trends in the table above indicate that most other comparable counties lost jobs like Switzerland County between 2005 and 2007. Orange County was the exception, where the growth in employment was up, likely due to the opening of the French Lick Casino in 2006.

2. Annual percentage growth in per capita income above the U.S. average:

	2004	2005	% change	2006	% change
United States	\$33,123	\$34,757	4.93%	\$36,714	5.63%
Crawford Co.	\$22,364	\$22,832	2.09%	\$23,809	4.28%
Ohio Co.	\$24,460	\$25,740	5.23%	\$26,927	4.61%
Orange Co.	\$22,299	\$22,733	1.95%	\$24,740	8.83%
Union Co.	\$27,883	\$28,586	2.52%	\$29,814	4.30%
Switzerland Co.	\$22,148	\$23,587	6.50%	\$25,011	6.04%

The table above shows that Switzerland County outpaced both the national annual percentage growth in per capita income, as well as the annual percentage growth rates for most comparable counties between 2004 and 2006.

3. Annual rate of increase in the number of new business establishments above the State-wide average:

Data was not available at time of publication.

Most comparable counties lost jobs between 2005 and 2007.

Switzerland County outpaced the national average annual percentage growth in per capita income.

APPENDIX C: SUCCESS MEASURES

Switzerland County's poverty rate dropped to 13.6% in 2005. If this trend were to continue through 2007, Switzerland County's poverty rate would be expected to fall below the national average.

Given the trend from 2000 to 2006, the proportion of workers aged 18-44 in Switzerland County would be expected to exceed the State-wide average.

Data shows that Switzerland County's poverty rate decreased from 13.9% in 2004 to 13.6% in 2005, placing it in the middle of the figures for comparable counties in 2005. Unfortunately, complete data for comparable counties in 2004 was not available and data beyond 2005 was not available at time of publication. If this trend were to continue through 2007, however, Switzerland County's poverty rate would be expected to fall below the national average.

4. Poverty rate below the U.S. average:

	2004	2005
United States	12.4%	13.3%
Crawford Co.	-	17.5%
Ohio Co.	-	8.5%
Orange Co.	-	16.7%
Union Co.	-	11.0%
Switzerland Co.	13.9%	13.6%

The proportion of Switzerland County's workforce aged 18-44 increased from 36.5% in 2000 to 37.2% in 2006, which was still below the 37.4% figure for the state of Indiana. However, the 2006

5. Percentage of the workforce age eighteen to forty-four at or above the State-wide average:

	2000	2006
Indiana	39.6%	37.4%
Crawford Co.	-	36.4%
Ohio Co.	-	36.6%
Orange Co.	-	34.6%
Union Co.	-	35.3%
Switzerland Co.	36.5%	37.2%

figure for the state of Indiana marked a declining from the year 2000 while Switzerland County's figure marked an increase in the proportion of workers 18-44 in the workforce. If this trend were to continue through 2007, the proportion of workers aged 18-44 in Switzerland County would be expected to exceed the State-wide average.

APPENDIX D: GRANTS AWARDED AND ECONOMIC DEVELOPMENT FUND EXPENDITURES

Economic Development Fund expenditures through December 2008

Vision for Switzerland County Project	\$140,000.00
Markland Business Park	\$99,000.00
High Speed Internet	\$45,500.00
Strategic Planning	\$20,000.00

Grants awarded through December 2008

Community Comeback Grant (Web Design)	\$25,500.00
Strategic Planning Grants	\$30,000.00
EcO 15 Initiative	\$900,000.00
Grants for Specific Events/Projects	\$8,600.00

APPENDIX E: SWITZERLAND COUNTY AGRIBUSINESS STRATEGY

Agricultural Economic Development Initiative



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Jim Cole
Bill Cord
Steve Crabtree
Greg Curlin
John Keeton
Ruth Lohide
Angie Satterfield
John Schroer



COUNTY STRATEGIES AND TACTICS

DIVERSIFICATION

Identify and pursue present and future financially viable alternative agriculture opportunities, products and services while retaining the uniqueness of Switzerland County.

- Increase available resources – financial, literacy and networking
- Conduct a feasibility study to locate markets for local products and research if the public wants the product.
- Establish an “Agriculture Welcome Wagon” to improve public relations of agriculture in county
- Identify organic producers to share information and educate potential interested producers
- Conduct a land use survey – do you want people or animals?

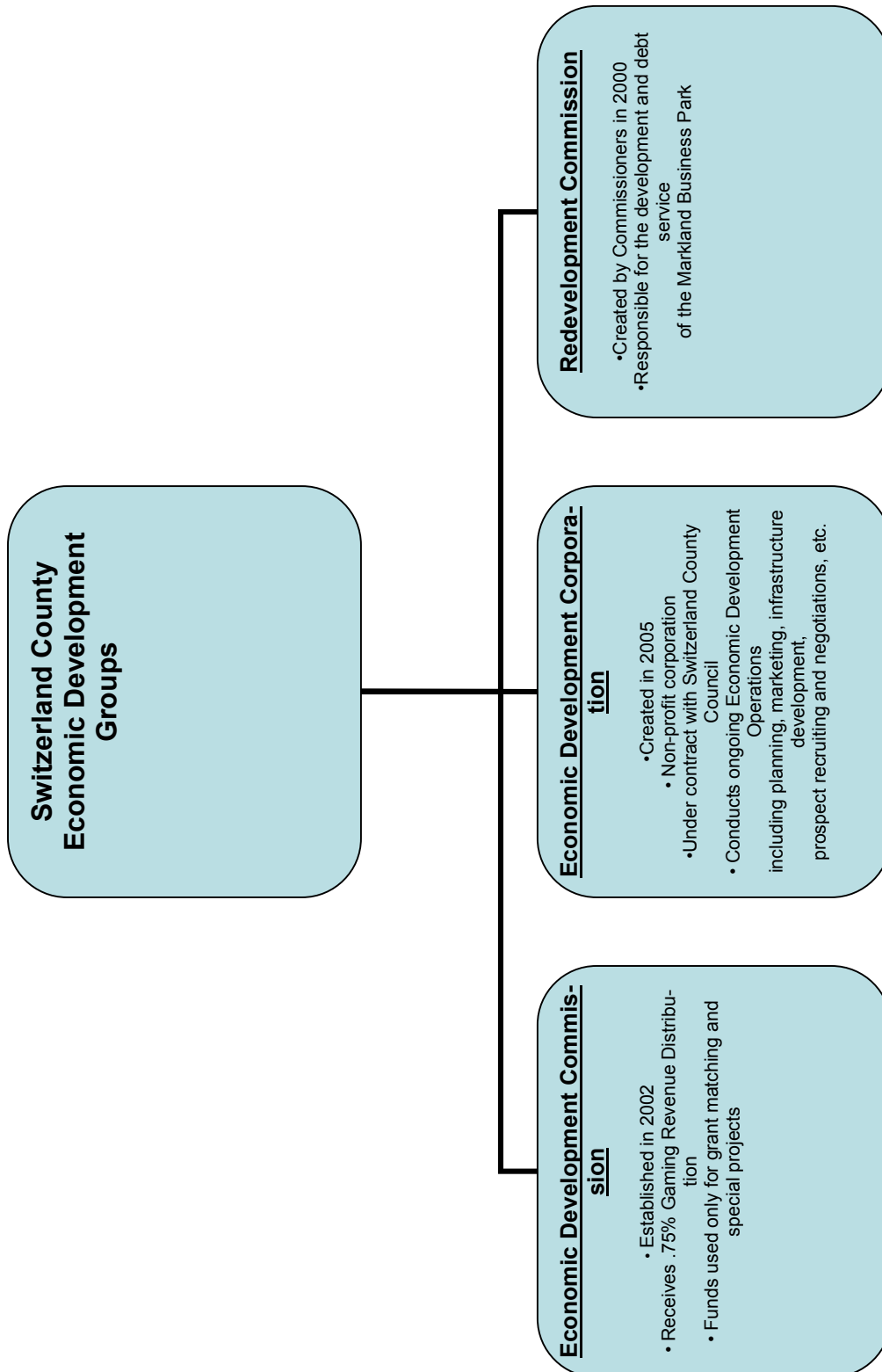
FOOD PROCESSING

Attract more local producers of small livestock, meat, poultry and aquaculture by securing funding for a processing facility and support resources.

- Promote greater use of Venture Out commercial kitchen
- Start a Market Mentors marketing program
- Establish an ag literacy resource center for potential growers
- Market local products and services through Market Maker
- Establish a restaurant/producers partners database
- Utilize results of USDA funded Small Animal Processing Viability study

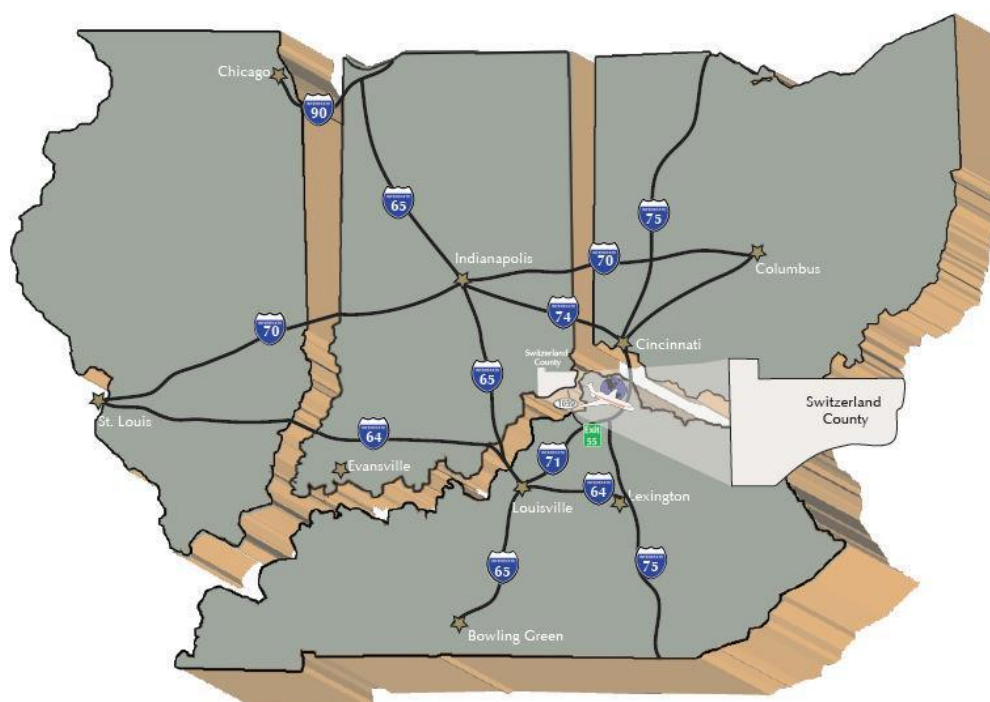
Introduce the Switzerland County Agriculture Economic Development plan to the citizens, elected officials and other interested parties at the FFA Community Breakfast on April 21, 2007.

APPENDIX F: ORGANIZATION OF SWITZERLAND COUNTY ECONOMIC DEVELOPMENT ACTIVITIES



APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Switzerland County, Indiana *Regional Data Analysis*



April 2008

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

The Region

Switzerland County is located at the conflux of two major metropolitan areas (Cincinnati and Louisville) and three states (Indiana, Ohio, and Kentucky). With such a unique location, the county is not easily placed within a traditionally defined region. Because of this, a regional framework was created to gain perspective on the economic and demographic environment of the county's surrounding areas.

The methodology for the regional framework was based upon distance and commute time from the Markland Business Park to towns and cities adjacent to Switzerland County. Distance was defined in adjusted miles and calculated using existing roads and highways in the region. Commute time was based upon travel minutes, taking into consideration available routes and speed constraints.

Two regional definitions were created based upon adjusted miles and adjusted minutes in order to gather a picture of the immediate and greater areas to which Switzerland County is attached. The **Region** encompasses 15 counties under 40 adjusted miles or 50 adjusted minutes from Markland. The **Super Region** encompasses 26 counties under 55 adjusted miles or 75 adjusted minutes from Markland.

Creating a region around Switzerland County provides a more realistic look at the available workforce and opportunities.

FIGURE 1: Switzerland County Region



15 Counties- 5 Indiana Counties (Dearborn, Jefferson, Ohio, Ripley and Switzerland) and 10 Kentucky Counties (Boone, Campbell, Carroll, Gallatin, Grant, Henry, Kenton, Oldham, Owen, and Trimble)

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

FIGURE 2: Switzerland County Super Region



*26 counties in three
states are within a 70
minute drive of
Switzerland County.*

26-counties- 11 Indiana counties (Clark, Dearborn, Decatur, Floyd, Franklin, Jefferson, Jennings, Ohio, Ripley, Scott and Switzerland), 14 Kentucky counties (Boone, Campbell, Carroll, Gallatin, Grant, Henry, Jefferson, Kenton, Oldham, Owen, Pendleton, Scott, Shelby, Trimble), and 1 Ohio county (Hamilton)

Data for the counties in the Region and Super Region was compiled and compared with Switzerland County, the State of Indiana, and the State of Kentucky for benchmarking purposes. The analysis looked at the following demographic and economic characteristics:

- Population Growth,
- Educational Attainment,
- Job Growth, and
- Average Annual Wages.

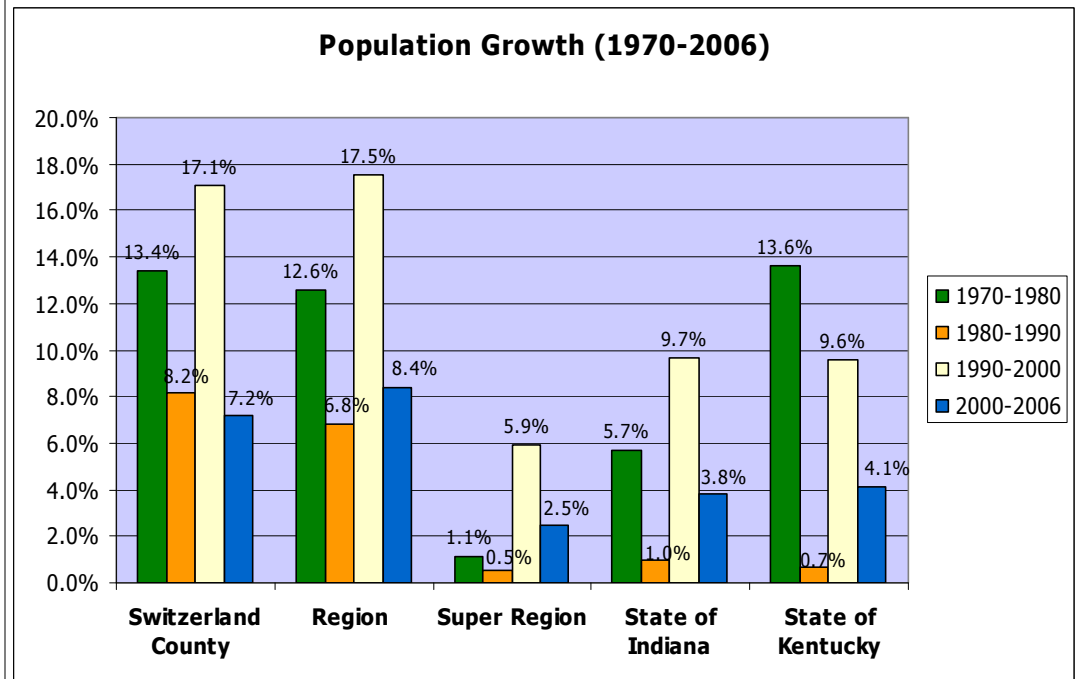
A profile of Switzerland County including jobs by sector, wages by sector, and commuting patterns was completed. A comparison of the breakdown of occupations and their wages was performed using Metropolitan Statistical Area (MSA) data for Cincinnati-Middletown, OH-KY-IN Metro and Louisville-Jefferson County, KY-IN Metro. Additionally, data was compiled for the Region, Super Region, Indiana, and Kentucky analyzing patent activity and venture capital investment.

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Population Growth

Switzerland County is home to 9,721 residents (US Census Bureau, 2006), with the population growing 7.2% from 2000 to 2006, a gain of 656 residents. The 15-county Region has a population of 612,738 people and slightly outpaced the county with a growth rate of 8.4% from 2000 to 2006. The 26-county Super Region is home to 2,449,625 people and lagged behind the region and county with a growth rate of 2.5%. The State of Indiana had a rate of 3.8% and the State of Kentucky had a growth rate of 4.1% from 2000 to 2006.

FIGURE 3: Population Growth Chart



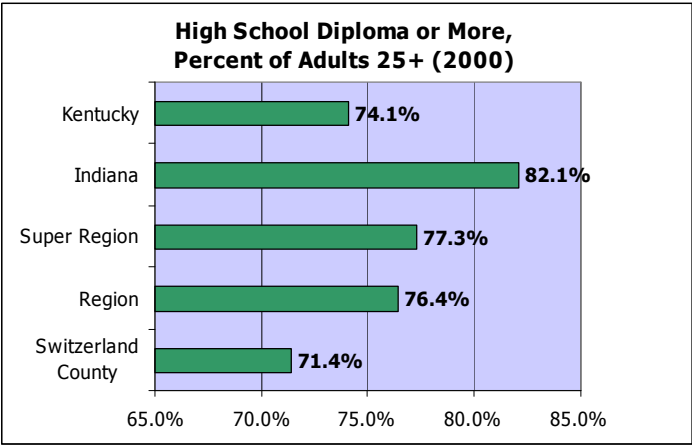
Source: U.S. Census Bureau; Stats Indiana

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Educational Attainment

Switzerland County has only 71.4% of its adult population (25 years and older) with a high school diploma or higher which lags behind the Region (76.4%), Super Region (77.3%), Indiana (82.1%), and Kentucky (74.1%). The county is 10.7% lower than the State of Indiana.

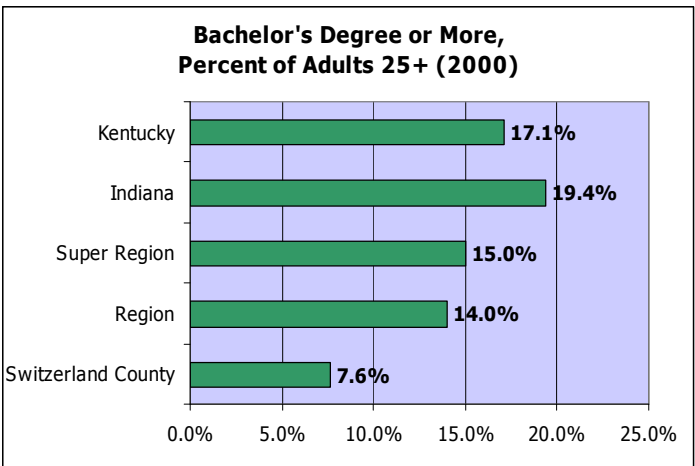
FIGURE 4: Educational Attainment: High School or More



Source: U.S. Census Bureau; Stats Indiana

Only 7.5% of the adult population have a Bachelor's degree or higher, lower than the Region (14.0%), the Super Region (15.0%), the Kentucky (17.1%) and the Indiana (19.4%). This is an indication of the pressing need for higher education opportunities in the county and region.

FIGURE 5: Educational Attainment: Bachelor's Degree or More



Source: U.S. Census Bureau; Stats Indiana

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Job Growth

The number of jobs in Switzerland County has remained relatively flat with only a very slight decline from 2003-2006. In the same four year period, the comparison areas experienced the same flat job market with the most significant gain occurring in the Region in 2005 (2.08%).

FIGURE 6: Job Growth (2003-06)

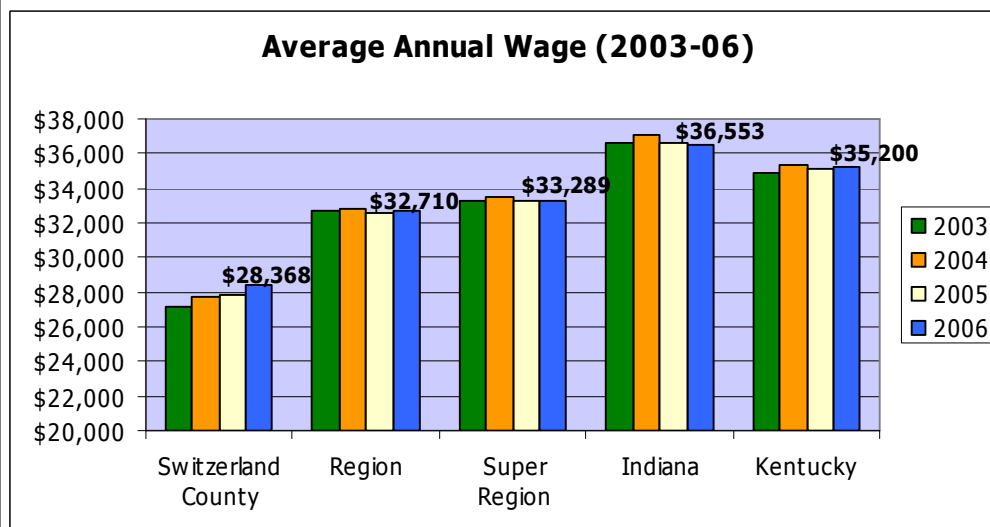
	Switzerland County	Region	Super Region	Indiana	Kentucky
2006	-0.86%	0.31%	-0.45%	0.64%	1.19%
2005	-0.86%	2.08%	0.78%	0.87%	1.65%
2004	-1.27%	1.68%	0.11%	0.95%	0.86%
2003	-0.96%	1.94%	-0.37%	-0.38%	-0.23%

Source: U.S. Bureau of Labor Statistics

Average Annual Wage

Switzerland County's average annual wage is \$28,368 (US Bureau of Labor Statistics, 2006) compared with the Region (\$32,710), the Super Region (\$33,289), Indiana (\$36,553), and Kentucky (\$35,200). From 2003-06, the average annual wage in the county did grow 4.45% compared with a flat wage in the Region (0.04%), the Super Region (0.06%), Indiana (-0.05%), and Kentucky (0.85%).

FIGURE 7: Average Annual Wage



Source: U.S. Bureau of Labor Statistics

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Industry Breakdown

Within Switzerland County, a sector breakdown from the Indiana Department of Workforce Development is provided below. Jobs with the government are listed as the largest sector with 441 employed (2006). However, these data does not capture specific sectors due to non-disclosable data, specifically the arts, entertainment, and recreation sector- failing to capture all employment at Belterra Casino.

FIGURE 8: Switzerland County, Employment by Sector (2006)

	Jobs	Wage
Total	1,126*	\$28,368
Federal, State, & Local Govt.	441	\$30,115
Accommodation and Food Service	153	\$18,171
Health Care and Social Assistance	117	\$29,162
Retail Trade	95	\$15,886
Manufacturing	87	\$24,887
Other Services	49	\$20,287
Construction	48	\$26,530
Finance and Insurance	43	\$35,504
Admin. and Waste Services	33	\$21,787
Professional and Tech. Servs.	22	\$36,937
Information	19	\$18,886
Transport. and Warehousing	10	\$25,227
Utilities	9	\$28,368
Mgmt. of Companies	0	n/a
Educational Services	0	n/a
Agriculture, Forestry, Fishing, Hunt	D	D
Mining	D	D
Arts, Entertain., and Recreation	D	D
Real Estate, Rental, Leasing	D	D
Wholesale Trade	D	D
*does not include all jobs due to D = non-disclosable in compliance with the Bureau of Labor Statistics and/or State of Indiana confidentiality guidelines.		

Source: Indiana Department of Workforce Development

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Occupation Breakdown – Metropolitan Areas

Due to data constraints, the most reliable data sets for an examination of Industry Breakdown in both the Region and Super Region are Metropolitan Statistical Areas (MSA) estimates for jobs and wages released by the US Bureau of Labor Statistics. The Cincinnati-Middletown, OH-KY-IN MSA and Louisville-Jefferson County, KY-IN MSA were utilized to gather an understanding of occupation types in the region compared with Indiana and Kentucky (see Figure 9 below). For the most part, variance across the geographical areas is minimal with the exception of production-related jobs where Cincinnati (8.8%) and Louisville (9.9%) are lower than Kentucky at 11.8% of occupations and Indiana at 13.7% of occupations.

FIGURE 9: Occupation Breakdown (May 2006)

Occupations	Cincinnati	Louisville	Indiana	Kentucky
Office & Administrative Support	17.8%	17.7%	15.6%	16.5%
Sales & Related	10.3%	10.5%	9.9%	10.2%
Food Preparation & Serving Related	9.2%	8.3%	8.8%	8.7%
Production	8.8%	9.9%	13.7%	11.8%
Transportation & Material Moving	8.1%	9.9%	9.0%	8.9%
Education/Training/Library	5.4%	4.9%	5.6%	6.0%
Healthcare Practitioners & Technical	5.4%	5.7%	5.3%	5.7%
Business & Financial Ops	4.8%	3.5%	3.1%	2.9%
Management	4.2%	4.5%	3.8%	4.4%
Construction & Extraction	4.2%	4.7%	4.9%	4.8%
Installation/Maintenance/Repair	3.9%	4.1%	4.6%	4.5%
Building/Grounds Cleaning/Maintenance	3.0%	3.1%	3.3%	3.0%
Healthcare Support	2.7%	2.8%	2.3%	2.7%
Computer & Mathematical	2.4%	1.8%	1.3%	1.3%
Personal Care & Service	2.4%	2.0%	2.0%	2.1%
Architecture & Engineering	1.9%	1.2%	1.6%	1.2%
Protective Service	1.8%	2.0%	1.8%	2.0%
Arts/Design/Entertainment/Sports/Media	1.2%	1.1%	1.0%	0.9%
Community & Social Services	1.0%	1.0%	1.2%	1.2%
Life/Physical/Social Science	0.7%	0.5%	0.6%	0.6%
Legal	0.6%	0.6%	0.4%	0.6%
Farming/Fishing/Forestry	0.1%	0.1%	0.1%	0.3%

Source: U.S. Bureau of Labor Statistics; Decision Data Resources

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Mean Annual Wage by Occupation – Metropolitan Areas

The Cincinnati-Middletown, OH-KY-IN MSA outpaced Louisville-Jefferson County, KY-IN MSA, Indiana, and Kentucky in the majority of wage categories. In particular, the mean annual wage for management occupations was significantly higher at \$93,280 than Louisville at \$82,520, Indiana at \$80,510, and Kentucky at \$76,400. This can be attributed to the headquarters of ten Fortune 500 companies located in Greater Cincinnati including two Fortune 50 companies, Procter and Gamble and Kroger Company (Fortune Magazine, April 2007).

FIGURE 10: Mean Annual Wage, by Occupation (May 2006)

Occupations	Cincinnati	Louisville	Indiana	Kentucky
Management	\$93,280	\$82,520	\$80,510	\$76,400
Legal	\$76,020	\$69,270	\$64,940	\$64,550
Computer & Mathematical	\$64,150	\$59,100	\$58,310	\$55,840
Architecture & Engineering	\$63,640	\$53,480	\$58,890	\$56,170
Healthcare Practitioners & Technical	\$61,180	\$56,300	\$55,450	\$53,700
Business & Financial Ops	\$57,750	\$51,010	\$52,110	\$49,230
Life/Physical/Social Science	\$57,280	\$49,060	\$55,870	\$46,720
Education/Training/Library	\$46,080	\$40,170	\$40,580	\$38,540
Arts/Design/Entertainment/ Sports/Media	\$42,380	\$37,110	\$36,480	\$34,970
Construction & Extraction	\$40,510	\$36,490	\$41,280	\$35,010
Installation/Maintenance/Repair	\$40,140	\$37,200	\$38,910	\$35,620
Community & Social Services	\$39,250	\$36,330	\$34,400	\$35,060
Sales & Related	\$36,270	\$33,830	\$31,470	\$28,890
Protective Service	\$33,690	\$31,530	\$32,440	\$30,200
Production	\$32,030	\$33,310	\$32,020	\$30,420
Office & Administrative Support	\$30,280	\$28,930	\$28,270	\$27,460
Transportation & Material Moving	\$29,780	\$28,500	\$29,490	\$27,790
Healthcare Support	\$25,670	\$25,310	\$24,390	\$22,940
Personal Care & Service	\$24,590	\$20,060	\$20,390	\$21,850
Building/Grounds Cleaning/ Maintenance	\$23,550	\$21,360	\$22,090	\$20,250
Farming/Fishing/Forestry	\$22,920	\$23,060	\$27,030	\$22,780
Food Preparation & Serving Related	\$17,790	\$16,980	\$16,950	\$16,230

Source: U.S. Bureau of Labor Statistics; Decision Data Resources

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

Commuting Patterns – Switzerland County

Within Switzerland County, 88.15% of jobs were held by county residents (3,504 workers) based on tax filers with the Indiana Department of Revenue in 2005.

FIGURE 11: Switzerland County Workers, Work Location (2005)

	Workers	Percent
Number of tax filers who live in county and work in Switzerland County	3,504	88.15%
Number of tax filers who live out of the county and work in Switzerland County	471	11.85%
Number of tax filers who work in Switzerland County	3,975	

Source: Indiana Department of Revenue

The remaining 11.85% of jobs (471 workers) were filled by individuals from neighboring areas with Jefferson County providing the most (171 workers).

FIGURE 12: Top 5 Counties Sending Workers INTO Switzerland County (2005)

Jefferson County	171
Kentucky	77
Ohio County	67
Dearborn County	35
Ripley County	33

Source: Indiana Department of Revenue

40.15% of Switzerland County residents (2,351 workers) worked in locations outside of the county.

FIGURE 13: Switzerland County Residents, Work Location (2005)

	Workers	Percent
Number of tax filers who live in county and work in Switzerland County	3,504	59.85%
Number of tax filers who live in county and work out of Switzerland County	2,351	40.15%
Total number of tax filers in Switzerland County	5,855	

Source: Indiana Department of Revenue

40% of Switzerland County residents work outside of the county.

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

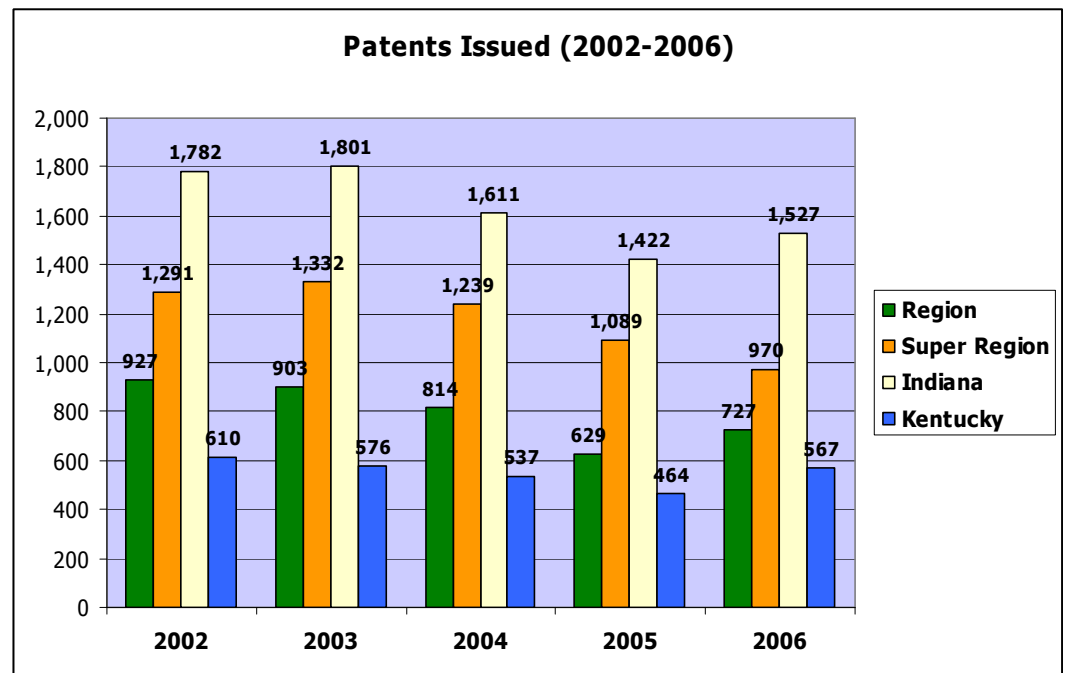
The largest receiver was Kentucky with 762 workers, followed by Dearborn County, Indiana with 435 workers, and Ohio with 310 workers.

FIGURE 14: Top 5 Counties Receiving Workers FROM Switzerland County (2005)

Kentucky	762
Dearborn County	435
Ohio (State)	310
Jefferson County	289
Ohio County	216

Source: Indiana Department of Revenue

Innovation Activity – Patents



The State of Indiana consistently led the other areas from 2002-06. Interestingly, the 26-county Super Region and the 15-county Region outpaced the State of Kentucky each year in the reported period.

FIGURE 15: Patents

Source: U.S. Patent and Trademark Office; Decision Data Resources

In order to determine patent productivity, the number of patents per 1,000 people was calculated using 2006 figures. This showed that the Region had the greatest productivity with 1.19 patents issued per 1,000 people, significantly higher than the Super Region (0.39), Indiana (0.24), and Kentucky (0.13).

APPENDIX G: REGIONAL DATA ANALYSIS - 4/08

While innovation in the Switzerland County region is high, venture capital investments are substantially lower.

FIGURE 16: Patent Productivity (2006)

	Patents	Population	Patents per 1,000 people
Region	727	612,738	1.19
Super Region	970	2,510,127	0.39
Indiana	1,527	6,313,520	0.24
Kentucky	567	4,206,074	0.13

Source: U.S. Patent and Trademark Office; Decision Data Resources; U.S. Census Bureau

Innovation Activity- Venture Capital Investments

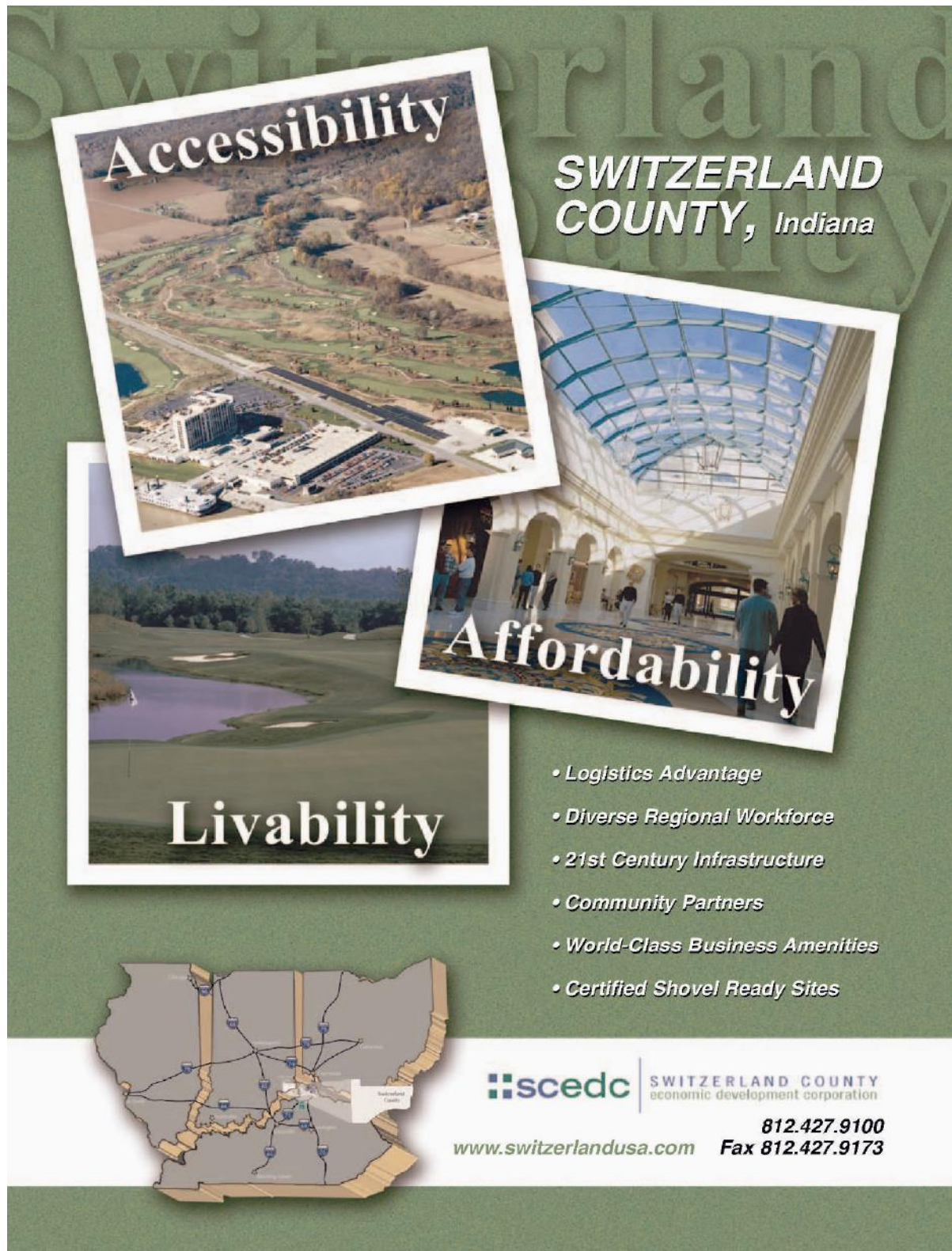
The 15-county region had over \$191 million in venture capital investments from 2002-06 while the 26-county Super Region had over \$445 million, taking into account investments from two major metropolitan areas, Louisville and Cincinnati. The State of Indiana was highest with over \$678 million invested while Kentucky had over \$373 million in investment over the five-year period.

FIGURE 17: Venture Capital Investments (2002-06)

Source: Decision Data Resources

	2002	2003	2004	2005	2006	2002-2006 Total
Region	\$10,750,000	\$0	\$20,000,000	\$160,499,100	\$0	\$191,249,100
Super Region	\$164,133,000	\$10,606,700	\$69,982,900	\$192,618,100	\$8,360,800	\$445,701,500
Indiana	\$44,120,700	\$57,000,000	\$74,250,200	\$147,025,800	\$356,455,200	\$678,851,900
Kentucky	\$131,385,000	\$5,400,000	\$34,083,900	\$175,499,100	\$27,082,800	\$373,450,800

APPENDIX H: SAMPLE MARKETING MATERIAL



The brochure features a green background with the words "Switzerland County" in large, faint letters. It includes three main photo sections: "Accessibility" showing an aerial view of a highway interchange and industrial area; "Livability" showing a golf course and a lake; and "Affordability" showing the interior of a large, modern building with a glass dome. A map of Indiana at the bottom left highlights Switzerland County. A list of six bullet points is on the right, and contact information for SCEDC is at the bottom right.

SWITZERLAND COUNTY, Indiana

Accessibility

Livability

Affordability

- *Logistics Advantage*
- *Diverse Regional Workforce*
- *21st Century Infrastructure*
- *Community Partners*
- *World-Class Business Amenities*
- *Certified Shovel Ready Sites*


scedc | SWITZERLAND COUNTY
economic development corporation

www.switzerlandusa.com 812.427.9100
Fax 812.427.9173

APPENDIX H: SAMPLE MARKETING MATERIAL

■ *SWITZERLAND COUNTY* ■

MIDDLE GROUND



21st CENTURY STYLE

- Certified Shovel Ready Sites
- Logistics Advantage
- Diverse Regional Workforce
- 21st Century Infrastructure
- Community Partners
- World-Class Business Amenities

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