

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

## 2024 PERFORMANCE REPORT



**SOUTHEASTERN INDIANA REGIONAL PLANNING COMMISSION**

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## Introduction

The SIRPC 2020-2025 Comprehensive Economic Development Strategy (CEDS) was finalized in early 2020. As we approach the fourth anniversary of the pandemic, the SIRPC region is still experiencing lingering effects. However, with the Resiliency Plan strategies outlined in ***SIRPC Revive!***, we can adapt to the changing times, economy, and circumstances.

The 2020-2025 Comprehensive Economic Development Strategy (CEDS) was developed during what we used to consider normal times. However, the rapid and unpredictable evolution of the COVID-19 pandemic demanded immediate updates and revised strategies to be added to our plan. Although this posed a challenge, some of the new approaches compelled the region to adjust and resulted in long-lasting benefits that made the community more resilient.

The fluidity of the CEDS process is crucial as we adapt to changing conditions. The mission of the Southeastern Indiana Regional Planning Commission has always been to build better communities, with a key focus on enhancing the economic vitality of local government units in the region. This objective plays a significant role in achieving the commission's mission.

It is essential to consider numerous factors to improve the region's communities. One crucial aspect of the process is establishing the groundwork required to attract economic growth and innovation. Providing technical assistance and creating tools that can be utilized by communities to cultivate an atmosphere of economic vigor is vital.

The SIRPC CEDS has been an instrumental tool providing valuable support to SIRPC's efforts in assisting communities in becoming resilient, responsive, and viable. The uniqueness of a regional plan tying together regional strengths has provided and will continue to provide a valuable reference and guide for the region's development.

Furthermore, CEDS offers an avenue for fostering partnerships that are crucial to bolstering the economic well-being of the southeastern Indiana region.

A critical component of the CEDS remains the incorporation of a vision for the region's future growth and development. The CEDS identifies critical regional issues and provides data to help support the development of regional solutions.

The CEDS is the only regional plan for the EDA-designated economic development district, but other, smaller regional plans exist for specific purposes, as well as localized plans specific to individual units of government and not-for-profits. The CEDS is not designed to duplicate or eliminate the need for individual community planning efforts but is designed to view development potential as a whole, on a regional level, helping to strengthen regional linkages within, as well as adjacent to the economic development district.

The compilation of the final 2020-2025 CEDS involved an extensive compilation of relevant data. SIRPC staff compiled and analyzed regional data, selecting the most meaningful to include in the CEDS. The result of the CEDS is a culmination of extensive research, analysis, and planning toward the goal of creating a five-year blueprint for regional economic development.

In compiling the following CEDS report, this data was reviewed. Where appropriate and available, updates to the data are provided. Updates will continue to be made as needed throughout the year.

The CEDS includes the exploration of defining characteristics of the region and the existent economy. Challenges and opportunities have been identified and are continually under review and assessment.

While the challenges of a worldwide pandemic have certainly had an impact on the CEDS process, historically, the vision defined by the CEDS has been reviewed on an annual basis. It remains important to recognize the region's vision as an organic process that does not remain constant over time. Goals and objectives for reaching the vision of the region have also typically been reviewed and assessed annually. There is now a realization that more frequent reviews and modifications may be necessary. The SIRPC is committed to performing reviews and relevant modifications as needed.

The global pandemic has undeniably posed challenges to the CEDS process. However, it is crucial to acknowledge that the vision outlined by the CEDS has traditionally undergone annual reviews. It is important to understand that this vision is not static and evolves. Additionally, the goals and objectives aimed at achieving the region's vision have also been subject to annual assessments. However, there is now a growing recognition that more frequent reviews and adjustments may be required. The SIRPC is fully dedicated to conducting these reviews and implementing necessary modifications to ensure the effectiveness of the CEDS process.

The primary responsibility for approving the Comprehensive Economic Development Strategy (CEDS), conducting the annual performance evaluation, and updating the strategy lies with the SIRPC Board of Directors. To ensure a comprehensive and effective strategy, the SIRPC CEDS Strategy Committee collaborates with business and industry representatives, community leaders, economic development leaders, and numerous local, state, and federal agency partners. Their valuable input contributes to the development of the strategy, and they continue to provide feedback throughout the entire process.

The SIRPC is an organization composed of nine counties – Dearborn, Decatur, Franklin, Jefferson, Jennings, Ohio, Ripley, Switzerland, and Shelby. (Shelby County has been approved for membership by Shelby County, SIRPC, and the Indiana Governor’s office) There are thirty-six incorporated towns and cities located within the nine-county region.

In an era of diminishing resources, collaboration becomes paramount. The Southwestern Indiana Regional Planning Commission (SIRPC) has consistently championed collaboration among various stakeholders, including local, regional, state, federal, public, and private partners. Recognizing that collaboration is the cornerstone of success in any project, SIRPC actively fosters an environment of cooperation. This approach not only cultivates opportunities but also encourages the development of innovative business practices.

By working together, SIRPC partners effectively adapt to and overcome the challenges posed by a rapidly changing regional landscape. These dedicated partners persistently collaborate to achieve the following objectives:

- *Build regional resiliency.*
- *Measure the pulse of the region.*
- *Assess threats and opportunities.*
- *Envision the future.*
- *Develop appropriate strategies to ensure the region possesses a healthy economic existence.*

Continual efforts have been dedicated to promoting and enhancing coordination, which is the driving force behind regional development. The region witnesses a multitude of planning and development activities taking place simultaneously. However, a common challenge persists: the scarcity of resources to meet the identified needs. Consequently, a significant amount of effort is invested in coordinating these activities, ensuring the optimal utilization of available resources for the region's benefit. The resulting synergy, fostered by collaborative and coordinated endeavors, continues to yield substantial benefits for the region as a whole.

The SIRPC district is located strategically between the Indianapolis, Cincinnati, and Louisville metropolitan areas. The SIRPC has adopted the acronym **CINDILOU** to describe this strategic location. The district reflects a fusion of the lifestyle of the American Heartland as well as the American South in place and spirit. Four of the nine counties border the Ohio River and Kentucky: two border southern Ohio.

The pandemic has exacerbated the stress caused by various cultural issues, such as generational poverty, substance abuse, child and domestic abuse, and numerous other underlying social problems that have significantly affected the well-being of communities in the region. Although these issues have been portrayed as obstacles to the development of a sustainable workforce, the reality is that the insufficient support provided to tackle these problems leads to far more profound consequences.

Insufficient support to address these deeply rooted social problems has resulted in severe damage to the overall health and well-being of our communities. The pandemic has only served to amplify the detrimental effects, further exacerbating the stress and strain experienced by individuals and families.

We must acknowledge the interconnectedness of these issues and their impact on the fabric of our society. By addressing the underlying social problems, we can not only alleviate the immediate stress but also pave the way for long-term sustainable development.

To truly overcome these challenges, we must prioritize providing comprehensive support systems that address the root causes of generational poverty, substance abuse, and domestic violence. By doing so, we can foster healthier and more resilient communities, leading to a stronger and more sustainable workforce.

The 2020 CEDS report (Pre COVID-19) “There is an increasing need for the development of sustainable and flexible new working patterns and opportunities. The advancement of technology remains critical to provide growing opportunities for a sustainable and multi-generational workforce.”

The lack of adequate broadband access in much of the region is not a new issue, but the stress that these conditions have put on the economy and vitality of the region is much better understood. Adequate broadband coverage has increased in recent years and the influx of \$868 million to Indiana through the BEAD (Broadband Equity, Access, and Deployment) program will help the region gain access to high-speed, reliable, and affordable broadband access.

A partnership with the Purdue Center for Regional Development (PCRD) provided resources for the completion of the regional “State of Broadband” report that was incorporated into the CEDS. In 2021, PCRD and SIRPC organized a regional task force to address digital inclusion within the

region. As of the date of this report, a final draft of the SIRPC Digital Inclusion Plan has been completed. In March 2022, the final plan was adopted. The region continues to implement the strategies outlined in the report.

In 2023, the partnership between SIRPC AmeriCorps fellowship position is set to continue, bringing forth countless opportunities for individuals passionate about serving their community, increasing broadband and digital equity. The fellowship program provides a unique platform for aspiring public servants to gain valuable experience and make a tangible impact on pressing social issues. Through this partnership, fellows receive extensive training, mentorship, and networking opportunities that equip them with the necessary skills to solve complex problems effectively. The continuation of this partnership not only strengthens communities nationwide but also empowers talented young leaders to play an active role in shaping a brighter future for all.

In the development of *SIRPC's Economic Resiliency Plan, SIRPC Revive!*, PCRD was procured to assist with the data collection and community outreach. One valuable tool created was the ***SIRPC Economic Resiliency Dashboard*** (<https://southeastern-indiana-regional-planning-commission-pcrd.hub.arcgis.com/>) that includes an interactive “What if” tool that provides interactive, data driven information that can be used by SIRPC staff and regional economic development organizations and leaders to make informed decisions to combat economic challenges created by COVID 19 and potential future economic downturns.

This plan used the measurement of the ratio between rebound to drop, focusing on employment numbers. If a county's employment doesn't drop much during an economic shock and rebounds quickly to pre-shock numbers or better, the county is considered resilient. In the SIRPC region for example, Decatur, Ohio, Ripley, and Dearborn were considered resilient during the recession of 2008-2009. Other counties did not rebound quickly like Switzerland County which has not yet recovered to pre-2008 employment.

The SIRPC staff's commitment and dedication to serving the community has been showcased through their continued involvement in an expanding number of community, economic, and infrastructure projects. With their knowledge and expertise in planning, transportation systems, and regional development, they have played a pivotal role in shaping the future of our region. Whether it's collaborating with local businesses to stimulate economic growth, working closely with government officials to enhance public transportation, or advising on key infrastructure projects to ensure sustainable development, the SIRPC staff's comprehensive approach has made them invaluable contributors to our communities. As we navigate towards a brighter future, their involvement will continue to have a positive impact on the well-being and prosperity of our region.

In addition, the staff worked on CEDS priorities addressing a wide variety of needs, including such projects as building economic resiliency, hazard mitigation, Main Street resiliency and development, water, wastewater management, storm drainage, broadband, housing, public buildings, historic preservation, street and sidewalk improvement, public services, river access, transportation, brownfields, parks, trails, and fire protection.

Innovation, which has been described as the fuel to incubate, transform, and reinvent the economy for the 21st century – was lagging behind the national average before the pandemic. Inputs such as human capital, educational attainment, population growth, research and development investment, and performance in high-tech continue to underperform as compared to the national average.

The overall economic wellbeing of the region continues to be substandard to the national level with factors such as median income, income growth and poverty rate being considered. There are a large number of employment opportunities that do not pay a living wage.

A valuable addition to the region's Comprehensive Economic Development Strategy (CEDS) is a comprehensive cluster analysis. This analysis, which involves identifying and mapping the economic sectors that are interconnected and present in the region, can provide valuable insights for the development of targeted policies and strategies to promote regional growth and competitiveness. By understanding the existing clusters, their strengths, weaknesses, and potential for expansion or diversification, policymakers can make informed decisions about resource allocation, infrastructure investment, skill development initiatives, and industry partnerships. Furthermore, a comprehensive cluster analysis can help identify emerging industries or trends that could shape future economic opportunities. The findings from such an analysis enable regional stakeholders to prioritize efforts effectively and foster collaboration among businesses, government agencies, educational institutions, and nonprofit organizations

working towards common goals of sustainable economic development. Ultimately, this analytical approach adds a layer of evidence-based decision-making to the CEDS framework, resulting in more efficient resource utilization and increased economic prosperity for the region.



The **three growth centers** – the I-74 business corridor between Cincinnati and Indianapolis, US 50 east of North Vernon in Jennings County, and US 62 east and west of Madison in Jefferson County, have not seen appreciable growth in the last year.

The CEDS cluster analysis offers the following data:

**STAR** clusters are clusters that have increased in the concentration of jobs. These clusters are usually thought of as exporting and competitive clusters in the regional economy.

**STAR** clusters in the SIRPC region include primary metal manufacturing, transportation equipment manufacturing, glass & ceramics, advanced materials, chemicals, agriculture & food process, fabricated metal production manufacturing, and machinery manufacturing.

**MATURE** clusters are highly concentrated in the current period but during the analysis period, these clusters have decreased in concentration of jobs. **MATURE** clusters are concentrated and exporting but are losing their competitiveness.

**MATURE** clusters in the SIRPC region include arts and entertainment, forest & wood products, and mining.

The maturing of arts, and entertainment, (including recreation & visitor industries), with the location of three riverboat casinos and one racino/casino, presents a challenge as revenues have declined due to adjoining state competition and maturation of the industry.

**TRANSFORMING** clusters are clusters that have decreased in the concentration of jobs. **TRANSFORMING** clusters are declining businesses and industries in the region.

**TRANSFORMING** clusters in the region include biomedical/biotech, energy, apparel & textiles, education & knowledge, printing & publishing, defense & security, business & financial, IT & telecommunications, electrical equipment, app & computer manufacturing, and computer & electronic production manufacturing.

**EMERGING** clusters are clusters that will have an increased concentration of jobs. These clusters are regaining their concentration and competitiveness in some ways.

There were no **EMERGING** clusters identified in the most recent analysis (2011-2016).

**Challenges** or factors that continue to contribute to the economic risk in the region include:

- *Broadband Availability*
- *Inadequate supply of housing, including affordable workforce housing*
- *Shortage of reliable and affordable childcare*
- *Erosion of the labor force due to substance abuse and aging workforce*
- *Cultural Habits*
- *Political Habits*
- *Untapped and unrecognized resources*
- *Development and retention of the workforce and leadership pool*
- *Cost competition and undercapitalization*
- *Infrastructure and community services*
- *Property tax caps lead to less financial resources for local government.*
- *Transportation systems functionally and structurally deficient roadways*
- *Loss of gambling boat revenue and taxes to surrounding states*
- *Economic Resiliency*
- *Supply Chain and inventory shortages*
- *Staffing capacity decline*

**Opportunities** or factors contributing to economic momentum continue to include:

- *The variety and diversity of the existent economy means there are many paths to the development of wealth.*
- *Underutilized and undervalued assets are available throughout the region, ready for development and discovery.*

- *The growing portion of the population that consists of people desiring a small town, rural atmosphere that commutes outside of the region has the potential to stimulate the regional housing market, as well as goods and services.*
- *Stability and predictability have a long history in the regional economy. The cultural and political resistance to rapid change mitigates drastic fluctuations in the business cycle.*
- *A diverse, highly skilled, underemployed workforce is available. There are ample opportunities for retraining and honing workforce skills.*
- *Innovative endeavors and entrepreneurship support mechanisms are available.*
- *Location can be an asset. Being centralized within the “**CinIndyLou**” triangle (Cincinnati, Indianapolis, Louisville) provides the entire region with an urban market to tap into.*
- *Access (even if declining) to gaming revenue taxes from regional riverboats that help in maintaining local infrastructure and funding area economic development projects.*
- *The quality of life, low cost of living, quality of education, diverse opportunities, transportation, and high-tech infrastructure are assets.*
- *The educational resources and opportunities are pervasive.*
- *Opportunities for small business start-ups, small communities, and small farmers.*

Through the CEDS process, SIRPC and its partners continued to provide leadership, dissemination of information, and technical assistance in building capacity.

The CEDS process continues to reveal that the state of economic development in Southeastern Indiana is extremely multi-faceted.

According to the last **population estimate** of the Southeastern Indiana Regional Planning Commission planning area has continued to decline slightly from 2010-2022. Six of the region’s nine counties noted a slight decrease in population between 2010 and 2020. The net decrease in the population of the region was -.68%. Decatur County experienced the most population growth in the Region at 3.3% from 2010-2020. 2050 population estimates indicate a moderate increase of 1.0% for the Region. in population of all of the counties in the region with the region growing from 204,751 in 2010 to 210,173 in 2040.

The regional **unemployment rate** (December 2023) was 2.35%, (compared to Indiana's rate of 2.8%, and national of 3.7%), slightly lower than the 2022 demonstrating that jobs are available.

The improvement in the unemployment rate does not coincide with higher income levels and does not necessarily indicate a significant economic recovery for the SIRPC region. Over the history of the region, the unemployment rate has not typically been a good indicator of the economic health of the region due to lower-than-average income levels and wages. That said, there has been some level of economic recovery in the region in certain sectors. While jobs are available, they are not necessarily high wage paying jobs.

The SIRPC regional economy is heavily dependent on the manufacturing, construction, and tourism sectors. Although some manufacturing sectors started to experience a rebound, others witnessed declines.

The region is the site of three riverboat gaming casinos, which have served as major regional employers in the service sector. Rising competition from gaming in surrounding states has severely cut into gaming profits. The impact of the pandemic has further eroded profits. Because the riverboat casinos have provided philanthropic funding and leverage funding to development projects, the economic impact is magnified.

The service industry continues to play a dominant role in the regional economy. Encompassing retail trade, health services, food service, lodging, business services, finance, and real estate, the service industry represents the largest employment sector in all eight counties. The tourism economies of all nine counties contribute significantly to the region's service economy and aside from the riverboat traffic, other tourism venues (special events, historic sites, parks, etc.) are extremely sensitive to economic trends. The Region's tourism, parks, and natural resources have experienced a demand in visitors.

## Per Capita Income

County	Per Capita Income			
	2017	2020	2021	2022
<b>Dearborn</b>	\$45,298	\$52,778	\$55,782	\$57,660
<b>Decatur</b>	\$40,820	\$48,033	\$53,393	\$52,100
<b>Franklin</b>	\$44,500	\$51,316	\$54,451	\$55,675
<b>Jefferson</b>	\$40,508	\$46,068	\$50,734	\$51,433
<b>Jennings</b>	\$37,241	\$45,380	\$49,519	\$49,178
<b>Ohio</b>	\$38,858	\$44,555	\$51,321	\$54,446
<b>Ripley</b>	\$39,826	\$46,992	\$49,158	\$50,456
<b>Shelby</b>	\$42,222	\$48,628	\$52,065	\$52,401
<b>Switzerland</b>	\$28,933	\$35,627	\$42,481	\$41,606
<b>Region</b>	\$42,222	\$46,597	\$50,989	\$52,710
<b>Indiana</b>	\$45,150	\$51,926	\$56,497	\$58,323
<b>US</b>	\$51,160	\$51,640	\$56,497	\$65,470

All counties in the Region have continued to lag behind those of the State of Indiana, and the U.S. As can be seen, there is a significant range of per capita income within the region's counties.

**Median Household Income  
(2020 US Census, USA Counties in Profile)**

<b>County</b>	<b>Income (2017)</b>	<b>Income (2019)</b>	<b>% Change</b>
Dearborn	\$65,005	\$71,351	+8.9%
Decatur	\$55,808	\$60,891	+8.34%
Franklin	\$62,467	\$67,315	+7.2%
Jefferson	\$51,163	\$53,378	+4.14%
Jennings	\$48,961	\$55,022	+7.01%
Ohio	\$56,915	\$58,592	+2.86%
Ripley	\$52,562	\$61,219	+14.14%
Shelby	\$61,327	\$59,798	-2.49%
Switzerland	\$47,478	\$52,482	+9.53%
<b>Region</b>	<b>\$55,743</b>	<b>\$60,005</b>	<b>+7.1%</b>
Indiana	\$54,134	\$66,360	+18.4%
U.S.	\$60,366	\$67,551	+10.6%

When viewing median household income data, there is a very large range of almost \$14,000 between the highest income count (Dearborn) and the lowest (Switzerland). Dearborn County is in the Greater Cincinnati Metropolitan area and is gaining an influx of residents from the urban areas who continue to work in Cincinnati and Northern Kentucky.

When one views the micro-regions within the region, income growth is more robust in the counties oriented to Cincinnati and Indianapolis than in Louisville.

The majority of the region’s counties continue to lag in income growth compared to the United States.

**REGIONAL GOALS AND OBJECTIVES**

As the development of the goals and objectives has progressed, the SIRPC members have prioritized their efforts to ensure maximum efficiency and effectiveness in achieving desired outcomes. With a comprehensive understanding of the project's scope, they have analyzed each goal and objective, assessing its feasibility, impact, and alignment with the region’s mission. Through robust discussions and data-driven decision-making processes, the SIRPC members have successfully identified key priorities that will drive progress toward overall success. They have considered various factors including resource availability, stakeholder expectations, and potential

barriers to implementation to establish a strategic roadmap for action. This thoughtful approach reflects their commitment to delivering meaningful results that address critical challenges and promote long-term sustainability.

## **ECONOMIC DEVELOPMENT**

*To create, attract, and retain business development in the SIRPC Region.*

**Goal – Identify existing economic clusters to determine target industries for attraction, such as complimentary or compatible industries and supply companies.**

**Strategy #1:** Conduct economic cluster analysis to determine clusters in the region to target.

**Strategy #2:** Analyze the data collected from the cluster analysis and share it with local economic development officials.

The SIRPC partners with the Purdue Center for Regional Development to maintain cluster analysis data for the region. The updated information is included in this report under Economic Analysis and Updated Cluster Analysis.

**Goal – Assist local economic development organizations in the development of skilled job training opportunities for the labor force in the region that meets the employment needs of the companies in the region.**

**Strategy #1:** Collaborate with economic development organizations, companies, local high schools, and colleges to determine the “gaps” between the labor force and the needs of the local companies.

**Strategy #2:** Assist in the development of education and training opportunities that are available in the Region.

The SIRPC continued to partner with area LEDOs and local units of government on this goal. The SIRPC also teamed with the Indiana Association of Regional Councils, Purdue University, and Ball State to provide local government finance training. Efforts continue to tune this training to emerging needs.



## **Goal – Job Creation and Retention**

**Strategy #1:** Support the efforts of the existing local economic development organizations in the region like the *Southern Indiana Growth Alliance*.

**Strategy #2:** Develop an identity regionally, marketing the region (and smaller, sub-sections within the region) to key target markets. (ex. Cindy-Lou - Cincinnati, Indianapolis, and Louisville).

\*Convene the LEDOs in the Region to develop Retention and Expansion strategies.

\*Survey existing businesses in the Region regarding their needs and opportunities; and offer technical assistance and networking opportunities to provide them with the appropriate contacts to develop and finance their needs.

\*Promote the rural, strong-willed work ethic of the region's labor force.

**Strategy #3:** Support small businesses and entrepreneurs in the Region,

\*Develop, as necessary and feasible, new innovative means of capital access for small businesses and entrepreneurs.

\*Provide networking opportunities to entrepreneurs and direct them to utilize the **Indiana Economic Development Council's Evaluate Ventures** initiative and the *Small Business Development Center*.

\*Develop tools and resources for small businesses in small towns and rural areas.

The SIRPC staff collaborated closely with local units of government and LEDOs in establishing small business assistance financing and technical assistance to help address the negative impacts of the COVID19 crisis.

The SIRPC staff assists and supports and will continue to support member counties that are part of various regions that were awarded economic development

funding in 2020 through the newly formed program offered by the **Indiana Economic Development Corporation (IEDC)** called *Regional Economic Acceleration and Development Initiative (READI)*, now known as *READI 1.0*. The READI 1.0 Program dedicated \$500 M in ARPA funds to encourage neighboring counties, cities, and towns to partner to create a shared vision for their future, mapping out the programs, initiatives, and projects that are critical for them to retain talent today and attract the workforce of tomorrow. Following is a listing of the IEDC READI Regions:

- ***Accelerate Rural Indiana*** (Shelby County, Decatur County)
- ***South Central*** (Jennings County)
- ***SEI READI*** (Dearborn, Franklin, Ohio, Ripley, and Switzerland Counties)
- ***Our Southern*** (Jefferson County)

The Southeastern Indiana Regional Planning Commission was procured by the SEI READI region to be the fiscal agent and administrator of the project for READI 1.0. The SIRPC is working with local stakeholders to enter projects into the IEDC's Grant portal for approval, administration of projects when approved, and maintenance and disbursement of READI funds.

In 2023, the Indiana State Legislator approved \$500 M in state funding for READI 2.0. Sub-regions within the SIRPC region are in the process of updating their strategies to apply for the READI 2.0 funding in February 2024.

Adding to the READI 2.0 portfolio, Lilly Endowment, Inc. awarded \$250 M to the Indiana Economic Development Corporation, to run in conjunction with READI 2.0, to invest in the regional strategic quality of life, quality of place, and quality of opportunity projects.

**Strategy #4:** Create discussion among the local economic development corporations, companies, and community leaders to address the problems within the workforce regarding attendance, drugs, work ethic, etc. – issues that prohibit employees from staying at a job.

**Progress:** Collaborated with local elected officials, board members, community leaders, and local economic development organizations to bring these issues to the economic development planning process. Through the READI program, community and stakeholder outreach was conducted and the results will be evaluated and utilized in the 2025 CEDS planning process.

Through the Indiana Association of Regional Councils, SIRPC contributed matching funds to complete a statewide childcare study through the Indiana Economic Development Association.

**Strategy #5:** Develop the necessary infrastructure to attract new business development.

- Advance the development of broadband telecommunications within the region with the State's *Broadband Ready Communities Development Center*.
- Improve water storage and distribution throughout the region.
- Improve/expand sanitary sewer systems throughout the region.
- Improve the region's transportation system.
  - Improve highway transportation by conducting rural traffic counts throughout the Region for the Indiana Department of Transportation's Small Urban and Rural Planning Transportation Program.
  - Improve and develop airport facilities.
  - Administer the Federal Railroad Grant for the Madison Railroad.
  - Data collection on state and non-state-owned highways.

- Improve, promote, and utilize the Region’s railroad system.
- Improve and encourage the use and development of the Region’s waterways for transportation and movement of commerce.

**Strategy #6:** Provide technical assistance, education, and links to local leaders and elected officials within the region for private and public support and funding opportunities.

- Maintain a list of elected officials and local leaders so that we can distribute email blasts of timely information quickly.
- Distribute pertinent information via correspondence at monthly SIRPC Board meetings and through email.
- Provide technical assistance to communities to obtain their SAM registration.
- Keep the SIRPC.org website up to date with timely information and staff contact
- Invite informative speakers to quarterly board meetings.

**Strategy #7:** Prepare a Comprehensive Economic Development Strategy every five years, reviewing the work plans annually. (Through the collaboration of the SIRPC)

**Strategy #8:** Identify and provide a link between communities/organizations and funding sources for economic development activities.

**Strategy #9:** Improve the development of employment opportunities.

\*Assist in the development of well-planned, shovel-ready business parks in the Region.

## COMMUNITY DEVELOPMENT

*Within the SIRPC region, community development is vital to the economic advancement of the region. Community Development prepares the necessary groundwork for economic development to take place.*

**Goal - Address the impacts of the results of heroin and opiate abuse.**

**Strategy #1:** Educate the communities within the region on the dangers of heroin use and its impacts in the Region.

- Convene meetings (throughout the region) with community leaders, service organizations, business leaders, hospitals, schools, law enforcement, etc. to discuss the heroin epidemic.

**Strategy #2:** Prioritize heroin use and overdoses as a major public health threat in the Region.

- Support legislation that addresses heroin abuse
- Assist in the adoption of policies that address heroin abuse.
- Secure funding that assists in addressing the heroin abuse problem (local treatment facilities)

**Strategy #3: Make the prevention of HIV and other blood-borne diseases a priority for the region.**

- Support legislation that addresses the prevention and treatment of HIV
- Seek funding to address the prevention and treatment of HIV, including local treatment facilities.
- Encourage the disclosure of information among communities to address the prevention and treatment of HIV.

**Goal – Maintain and develop the region so that it is comprised of a variety of communities that provide a high quality of living.**

**Strategy #1:** Respect the urban, suburban, and rural differences within the region.

**Strategy #2:** Promote residential and commercial growth to utilize existing

infrastructure when possible.

- Provide information to local leaders and elected officials regularly regarding planning and funding opportunities while using the *Strategic Doing* process when feasible.
- Promote tourism with an emphasis on regional tourism.

**Strategy #3:** Promote both the development and preservation of the Region's natural resources.

- Encourage farmland preservation and promote agricultural/marketing activities.
- Promote multiple uses of natural resources.
- Assist regional leaders in expanding recreational opportunities such as greenways and trails.

**Strategy #4:** Promote essential community and recreational facilities within the Region.

- Create regional education partnerships to help overcome the lack of four-year higher education institutions in the Region.
- Develop a sustained promotional campaign on the merits of education and lifelong learning.
- Encourage cooperative programs between Ivy Tech, IUPUI, local high schools, and local businesses.
- Advance the supply of healthcare providers and facilities in Southeastern Indiana.
- Encourage the development of adequate and affordable daycare and senior citizen facilities.
- Improve fire protection and emergency response capabilities and services.

**Goal – To create and maintain affordable housing within the Region.**

**Strategy #1:** Utilize the Office of Community and Rural Affairs *Community Development Block Grant* program for owner-occupied housing rehabilitation.

**Strategy #2:** Utilize the USDA Rural Development's *Housing Preservation Grant Program* for owner-occupied housing rehabilitation for all communities in the region that are classified as rural.

**Strategy #3:** Utilize various programs offered through the Indiana Housing and Community Development Authority that promote and develop affordable housing opportunities for rental, homeless, and persons living with HIV. (*HOME and Tax Credits*)

**Strategy #4:** Utilize various programs offered by the *Federal Home Loan Bank* through the Neighborhood Improvement Program (NIP) and the Affordable Housing Program.

**Strategy #5:** Enhance leveraging partnerships between local community foundations and state and federal programs to further the goal of creating and maintaining affordable housing.

**Strategy #6:** Partner with local and state funding to develop the infrastructure necessary for housing developments.

## **INFORMATION AND COMMUNICATION**

*It is necessary to provide community stakeholders, business leaders, local elected officials, and citizens of the SIRPC Region with timely and pertinent local, state, and federal policy issues, opportunities, and resources that are essential to economic development.*

### **Goal – Inform the Region**

**Strategy #1:** Obtain and digest information and literature regarding economic and community development opportunities and resources and disperse the information in a timely manner.

- Notify stakeholders of timely information by email blasts, the SIRPC website/newsletter, and monthly and quarterly SIRPC Board meetings.
- SIRPC completely revamped its website in November of 2021. The new website provides more organized, timely, and comprehensive information about available opportunities for our communities, along with direct links to community and economic development resources.

**Strategy #2:** Join and participate in local and state professional organizations to stay current on economic issues and how they relate to the region and our individual communities.

**Strategy #3:** Provide a forum for informational presentations to be held so that important information can be presented to the appropriate audiences.



- Have professional experts present new and technical information at the quarterly SIRPC Board Meetings.
- Offer the “Economic Development to Local Elected Officials” training to various county, city, and town meetings in the SIRPC Region.

## **ORGANIZATIONAL QUALITY**

*The purpose is to continually expand and maintain the SIRPC as an establishment for the successful delivery and assistance of economic development and community development services to its membership, and the coordination with planning partners and community stakeholders.*

### **Goal - A proficient organization**

**Strategy #1:** Continue to be the first point of contact in assisting local communities in securing funding from the Indiana Office of Community and Rural Affairs, the Economic Development Administration, the Indiana Housing and Community Development Authority, and other state and federal funding sources.

**Strategy #2:** Assist communities with the administration of Community Development Block Grants, including but not limited to environmental review, financial management, and labor standards.

**Strategy #3:** Continue to expand and update the SIRPC website, Facebook page, and other social media outlets.

**Strategy #4:** Improve media relations by increasing the number of press releases provided to the media.

**Strategy #5:** Obtain and manage the necessary funding for the SIRPC to employ skilled and knowledgeable staff.

**Strategy #6:** Provide staff with educational and development opportunities to keep them current and efficient in the profession of community and economic development activities.

**Strategy #7:** Continually approach SIRPC members and community leaders to offer them pertinent information and the services that SIRPC offers.

**Strategy #8:** Collaborate with local partners to share resources and avoid duplication of services.

**Progress Summary:**

As communities and local businesses and industry have continued to adjust to a more “normal” life post-pandemic, it has become abundantly clear that adaptability is key to survival. The resilience displayed by these entities during these trying times has been remarkable. Local businesses, in particular, have had to quickly pivot their operations, implementing innovative strategies to evolve and challenges arise. Many have successfully shifted their focus to online platforms, utilizing e-commerce solutions and exploring new avenues for customer engagement. Additionally, community partnerships have played a crucial role in supporting small businesses through initiatives such as "shop local" campaigns and virtual events that promote economic revitalization. In light of these experiences, it is evident that fostering collaboration between communities, local businesses, and industries is essential not only for recovery but also for long-term sustainable growth. This unprecedented period has undoubtedly cemented the importance of adaptability and communal support as cornerstones of thriving economies.

Partnerships have remained integral to the ongoing efforts of the SIRPC in its mission of constructing a strong community foundation. Recognizing the significance of collaborative efforts, SIRPC has consistently forged alliances with various stakeholders such as local businesses, government agencies, non-profit organizations, and members of the community. By fostering these partnerships, SIRPC benefits from diverse perspectives, resources, and expertise that drive positive change within the region. These collaborations have proven instrumental in identifying shared goals, pooling resources effectively, and implementing sustainable development strategies that address the evolving needs of the community. Moreover, partnerships help enhance coordination and prevent duplication among different initiatives. Through continuous engagement with partners both at the grassroots level and higher levels of governance, SIRPC can leverage collective economic growth, environmental sustainability, social equity, and overall well-being for all residents.

The growing recognition of the importance of regionalism is a positive trend. The SIRPC continues to work towards encouraging collaboration and cooperation with the various regional efforts to be able to streamline efforts and resources efficiently.

Infrastructure needs continued to dominate the economic development conversation with growing concern in recent years. As cities and countries strive for sustainable growth, it becomes increasingly evident that outdated infrastructure poses significant challenges. Whether it is deteriorating roads, inadequate water and sanitation systems, or overloaded transportation networks, addressing these needs remains crucial. Infrastructure not only facilitates day-to-day operations but also catalyzes economic competitiveness. Investments in modernizing infrastructure have been proven to boost productivity, attract businesses, and enhance the overall quality of life for residents. However, the magnitude of investment required to meet these demands remains daunting, especially given limited public resources. Consequently, innovative financing mechanisms such as public-private partnerships have gained traction as a means of bridging funding gaps. Despite the challenges ahead, commitment to addressing infrastructure needs is vital to ensure sustained economic development and long-term prosperity.

The development of adequate broadband access throughout the region has grown to be, if possible, an even larger issue of priority - not just for the future development of the region, but its survival. The completion of a broadband report, the development of the regional digital inclusion taskforce, the creation of the SEI Broadband Clearinghouse, and the valuable partnerships with PCRDR will continue to move these critical efforts forward.

The CEDS process continued to be an important tool to be utilized in the economic development journey of the region.

The Strategy Committee, a dedicated and capable team of individuals, has embarked on the task of identifying and clarifying critical issues, changes, and projects pertaining to the Comprehensive Economic Development Strategy (CEDS). With their profound expertise and experience in strategic planning, economic development principles, and industry practices, the committee meticulously evaluates and defines all aspects associated with CEDS. Through rigorous analysis of economic data, market trends, and stakeholder inputs, they effectively determine potential problems impeding growth and propose feasible solutions. Additionally, they undertake the crucial responsibility of outlining necessary modifications or enhancements to existing strategies while formulating innovative approaches to stimulate regional economic progress. By persistently engaging in this indispensable process of defining core elements of CEDS initiatives, the Strategy Committee actively contributes towards facilitating informed decision-making processes that benefit diverse stakeholders involved in economic development efforts – from governmental bodies to private enterprises.

Promoting collaboration on strengthening the economic development capacity of the region was a key role for the Strategy Committee. The committee was charged with facilitating the coordination of efforts and resources for the future of the region.

The CEDS process continues to provide the base from which community investments in the district can be defined and carried forward. The SIRPC staff utilize the CEDS to support statewide planning efforts, as well as other area plans.

The SIRPC staff continues to provide resources to member communities for the identification of appropriate resources and tools that can be utilized in the support of regional objectives and policies.

Technical assistance is also a key role of SIRPC staff. The staff continued to provide this valuable technical assistance, as well as education and links to local leaders and elected officials within the region for private and public support and funding opportunities.

Given the rural, largely undeveloped area the SIRPC serves, community development is one of the most essential issues to be addressed for the economic vitality of the region. Community development is of course building the necessary foundation to attract investment.

SIRPC completely revamped its website in November of 2021. The new website provides more organized, timely, and comprehensive information about available opportunities for our communities, along with direct links to community and economic development resources.

SIRPC continued to utilize email blasts to inform stakeholders of important developments and opportunities.

The SIRPC Executive Director continued to be active in the Indiana Association of Regional Councils' work to promote partnerships between the economic development districts within the states and other development entities designed to build statewide prosperity as well as the university centers. The director participates in the Indiana Policy Academy to foster state-wide EDD coverage.

SIRPC staff continued to work with Purdue University (Purdue Center for Regional Development) in the development and delivery of a curriculum for an intensive economic and community development training program.

Continued interaction between local, state, and federal agencies such as EDA, FEMA, Indiana Office of Community and Rural Affairs, Indiana Housing and Community Development Authority, Indiana Economic Development Corporation, Indiana Department of Transportation, and economic development groups was utilized as a measure of the effectiveness of SIRPC's work program in the engagement of various entities for the solution of complex issues.

SIRPC staff continued the partnership with the Indiana Department of Transportation through the Rural Transportation Program. Traffic counts completed by SIRPC staff in the program are used for industrial park development and identification of transportation improvements that will enhance the economic development of the region. The Indiana Department of Transportation continued to rely on SIRPC for the coordination and state and local project priorities. SIRPC served as a partner in the annual regional meeting and integrated appropriate data into the CEDS process.

Additionally, the Southeastern Indiana Regional Planning Commission promoted the development of regional, state, and federal partnerships by actively participating with board memberships and general memberships in each chamber of commerce and local economic development organization in the region as well as Prosperity Indiana, Accelerating Indiana Communities, Indiana Economic Development Association, and Indiana Advisory Commission on Intergovernmental Relations

Staff continued to maintain frequent contact by meeting with each local unit of government and development group in the district throughout the year to assess needs and assist in project development targeted to serving identified needs.

Continued to promote the development and maintenance of partnerships between local units of government and not-for-profit and for-profit enterprises to serve identified needs.

Continued to partner with the Southern Indiana Community & Preservation Development Corporation (SICPDC) to promote homeownership by providing homeownership counseling and housing rehabilitation assistance. Lack of safe, affordable housing is a serious impediment to employment and economic development of a community.

SIRPC provided speakers and facilitators from the staff to organizations and member communities upon request.

News releases and public service announcements on important programs were prepared as appropriate.

The staff successfully maintained and managed the financial resources required to maintain the vitality of the organization.

Collaboration with local partners and developing and expanding new networks was pursued.

## **Conclusion**

The successful partnership between the Economic Development Administration (EDA) and the Southern Illinois Regional Planning Commission (SIRPC) has been unwavering for fifty years, solidifying itself as a model collaboration in regional economic development.

The first Comprehensive Economic Development Strategy (CEDS) produced by this partnership served as a groundbreaking blueprint for fostering growth and prosperity in Southern Indiana, catalyzing subsequent iterations that continue to shape the region's economic landscape today. Through their joint efforts, EDA and SIRPC have effectively coordinated resources, expertise, and strategic planning initiatives to address the unique challenges faced by local businesses and communities. This enduring partnership has not only created an enabling environment for entrepreneurship but has also elevated Southern Indiana's competitiveness in attracting investments, promoting job creation, and improving overall quality of life.

As we celebrate this remarkable milestone, it is evident that the symbiotic relationship between EDA and SIRPC has become an exemplar of effective regional collaboration in economic development.

**Specific projects underway and/or funded in the reporting period include:**

## HOUSING

Blight Housing Abatement, Decatur County  
Broadway Estates, Decatur County  
Brookville Owner-Occupied Housing Rehabilitation  
Dearborn County Owner-Occupied Rehabilitation  
Decatur County Owner-Occupied Rehabilitation  
Franklin County Housing Project  
Hope Owner Occupied Housing Rehabilitation  
Jefferson County Owner-Occupied Rehabilitation  
Lake McCoy Revitalization, Decatur County  
Lawrenceburg Owner Occupied Rehabilitation  
Madison Plaza Multi-Use Redevelopment Project  
Make my Move, Decatur County  
Ohio County Owner-Occupied Rehabilitation  
Osgood/Milan Owner-Occupied Rehabilitation  
Park Road Acres Housing District, Decatur County  
Ripley County Owner-Occupied Rehabilitation  
Senior Homeowner Assistance Program, Decatur County  
Shelby County Owner-Occupied Housing Rehabilitation  
Switzer Square Senior Housing Rehabilitation  
Switzerland County Owner Occupied Rehabilitation  
Switzerland County Workforce Housing  
Veteran's Way Extension, Decatur County

# FACILITY CONSTRUCTION/REHABILITATION

Agriculture Museum and Conference Center, Decatur County

Allen Memorial Pool, Decatur County

City Amphitheater, Madison

City of Greendale/Dearborn County St. Elizabeth Healthcare Cancer Center Proposal

Decatur County Fairgrounds

Decatur Youth Sports Complex

Expanding the Innovation Inc. Facility, Madison

Greendale Sports & Entertainment Project

Inclusion Park, Decatur County

Laurel Community Center

Lawrenceburg CARE Recovery Hub

Lawrenceburg Liberty Theater Project

Lawrenceburg Regional Resource Center

Madison-Milton Bridge Gateway and Illumination Project

Jefferson Co. Children's Advocacy Center

Metamora Depot Building Rehabilitation

Micro Business Park, Decatur County

Milan Cares Center

Mulberry Steet Arts Corridor, Madison

Municipal Airport Extension

Neighborhood market, Madison

New Point Fire Station Addition

Ohio Theater, Madison

Oldenburg Community Center

Pirate Park, Decatur County

St. Paul Fire Station

Switzerland County Tech Center



Tyson Library Rehabilitation  
Vevay Hoosier Theater (Historic Preservation)  
Vernon Gym  
Waldron Fire Station  
Warren R. Rucker Sports Complex, Madison

## INFRASTRUCTURE

Aurora Wastewater Improvement Project  
Dillsboro Sewer Improvement Project  
East Enterprise Sewer  
Florence Regional Sewer District  
Franklin County Sewer for New Housing  
Golden Road Gas Line Extension  
Guilford Sanitary Sewer  
High Ridge Wastewater Treatment Plan Expansion  
Holton Water Improvement Project  
Hoosier Hills Regional Water Improvements Project  
Hope Sewer Improvement  
Jefferson County Storm Water Improvement  
Project Jennings County Storm Water Improvement  
Project Jefferson County Re-Connect  
Lake Dilldear Sanitary Sewer  
Laurel Water Improvement Project  
Lawrenceburg Water Improvement Project  
LMS Water Improvement Project  
Madison Sewer I/I  
Manchester & Kyle Natural Gas Infrastructure  
Milan Water Improvement Project  
New Point Wastewater

North Dearborn Water Expansion

Railroad Crossing Replacement on HWY 3 & 46, Decatur County

Telegraph Hill/Rykers Ridge Sewer

South Dearborn Regional Sewer District Wastewater Treatment Facility Rehabilitation

St. Paul Wastewater Improvement Project

Sunman Storm Drainage

Town of Dillsboro Highway 50 and State Road 101 Connector Corridor Gateway Project

Town of Moores Hill/ Sparta Township/ Manchester Sanitary Sewer Project

Town of ST. Leon State Road 1 Corridor Infrastructure

Utilities Extensions to Micro Business Park, Decatur County

Vernon Sewer

Waldron Water Project

West Harrison Business Park Natural Gas Infrastructure

Westport Water Project

## PLANNING

Aurora Infrastructure

Aurora Comprehensive Plan

Broadband – Digital Inclusion

Brookville Comprehensive Plan

Canaan Water Utility Study

Childcare Study, Decatur County

City of Aurora Riverfront Vision Plan

Dillsboro Infrastructure

Economic Resiliency

Hanover Comprehensive Plan

INDOT Rural Transportation Planning

Milan Infrastructure

Moores Hill Comprehensive Plan

Napoleon Mater Utility Planning (Wastewater and Storm Water)

Regional Broadband Study

St. Paul Comprehensive Plan

Sunman Comprehensive Plan

SR 1 Corridor Plan

Transportation Resiliency

Versailles Comprehensive Plan

Versailles Multi-Infrastructure Planning

Westport Community Center

### **Economic Development**

City of Madison Covid 19 Response Grants to Small Business

City of Shelbyville Covid 19 Response Grants to Small Business Decatur

County Covid 19 Response Grants to Small Business

Ivy Tech Lawrenceburg Cloud Computing Program

Lawrenceburg Riverfront Development

Preserving Main Steet, Decatur County

Ripley County Covid 19 Response Grants to Small Business

Shelby County Covid 19 Response Grants to Small Business

Small Business Revolving Loan Fund, Decatur County

Tanners Creek Development Site

United Way of Southeastern Indiana Early Education Initiative,

Dearborn County Southeast Indiana Broadband Clearinghouse

## **Parks & Trails**

Dearborn County Trails Project

Oldenburg Heritage Trails

Ohio County Pop-Up Pavilion

Playground for All Children, Madison

# Regional Data Snapshot

Southeastern Indiana Regional  
Planning Commission, Indiana  
(SIRPC)

 Industry Cluster Analysis  
February 2020



Photo: Downtown Greensburg, Indiana.

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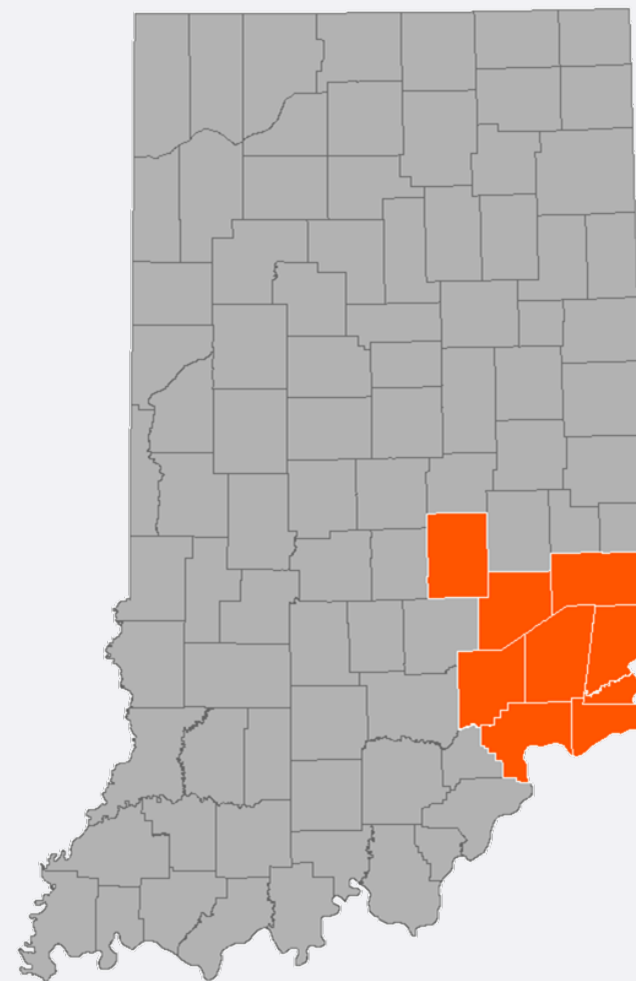
**02** Industry and Occupation

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**03** Industry Cluster Analysis

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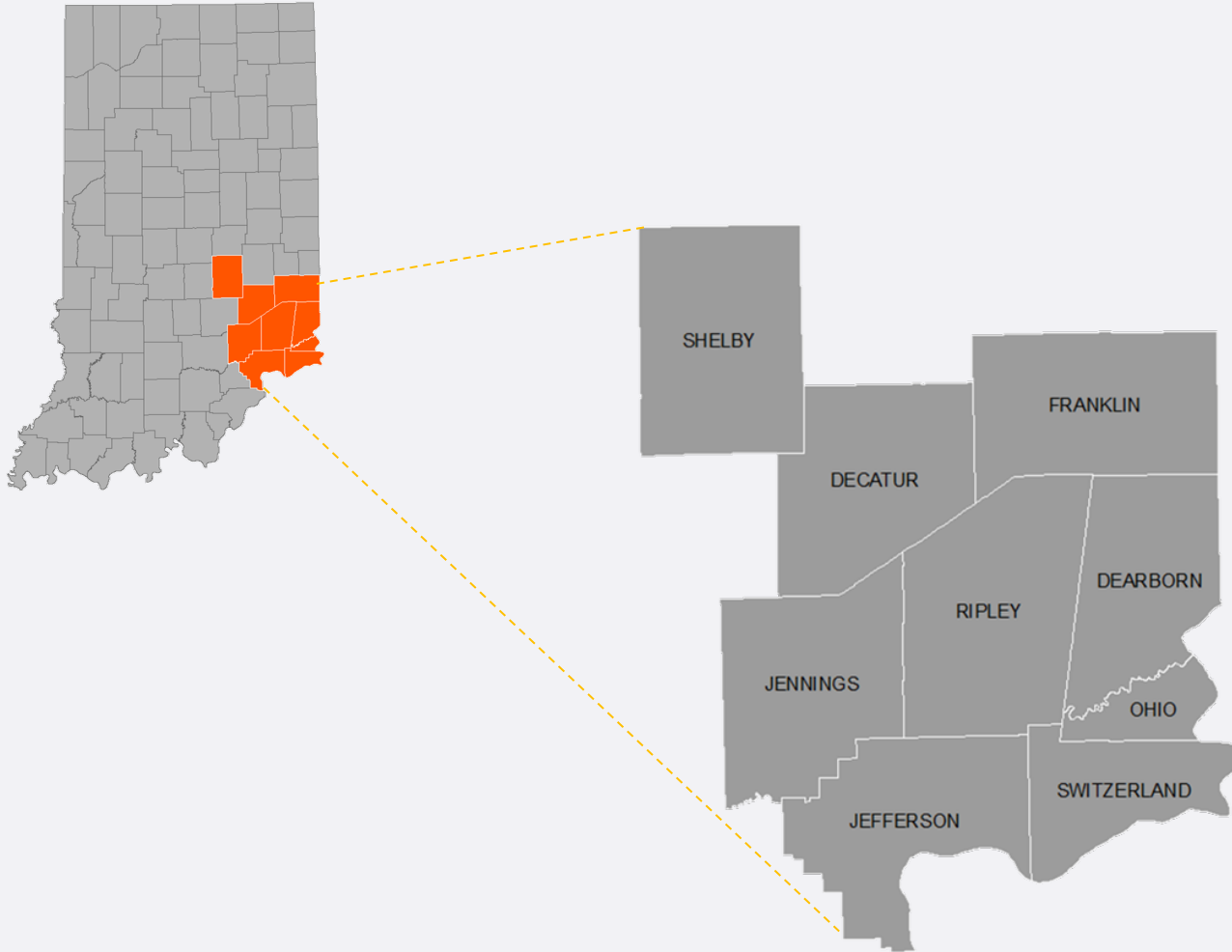
**04** Occupations



01 

# Introduction

# SIRPC



**Southeastern Indiana Regional Planning Commission (SIRPC) Region is comprised of 9 Indiana counties.**

Interstate 74 connects the region to Indianapolis in the north west, and to Cincinnati, Ohio in the south east. SIRPC is comprised of:

- Dearborn County, IN
- Decatur County, IN
- Franklin County, IN
- Jefferson County, IN
- Jennings County, IN
- Ohio County, IN
- Ripley County, IN
- Shelby County, IN
- Switzerland County, IN

02 

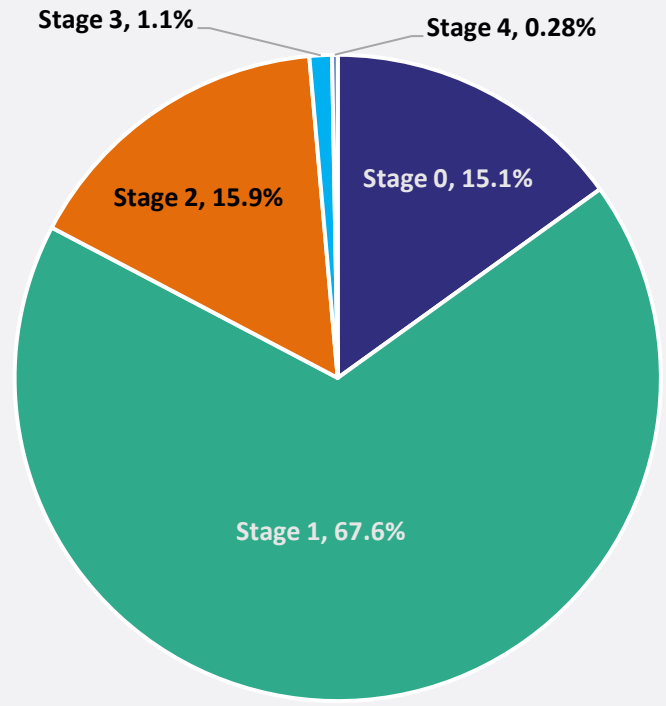
# Industry and Occupation

Establishments

Employment by industry



# Company Stages, 2018



**Establishment Distribution by Stages  
SIRPC, 2018**



An establishment is a physical business location. Branches, standalones and headquarters are all considered types of establishments.

Definition of Company Stages	
Stage 0	Self-employed
Stage 1	2-9 employees
Stage 2	10-99 employees
Stage 3	100-499 employees
Stage 4	500+ employees

## Number of Establishments, Jobs, Sales by Stage/Employment Category in the County

Stage	Establishments 2018	Proportion	Jobs 2018	Proportion	Sales \$ 2018	Proportion
Stage 0	1,458	15.1%	1,524	1%	180.2	1%
Stage 1	6,542	67.6%	26,203	24%	4,926.1	27%
Stage 2	1,537	15.9%	37,336	35%	6,414.9	35%
Stage 3	109	1.1%	17,873	17%	2,675.0	15%
Stage 4	27	0.28%	24,101	23%	4,235.6	23%
<b>Total</b>	<b>9,673</b>	<b>100%</b>	<b>107,037</b>	<b>100%</b>	<b>18,431.80</b>	<b>100%</b>

\*Includes both full-time and part-time jobs



## Components of Changes in Jobs

Number of Jobs by Company Stages			
Year	2013	2018	% Change
Stage 0	1,630	1,524	-7%
Stage 1	26,215	26,203	-0.05%
Stage 2	38,817	37,336	-4%
Stage 3	16,031	17,873	11%
Stage 4	23,043	24,101	5%
Total	105,736	107,037	1%

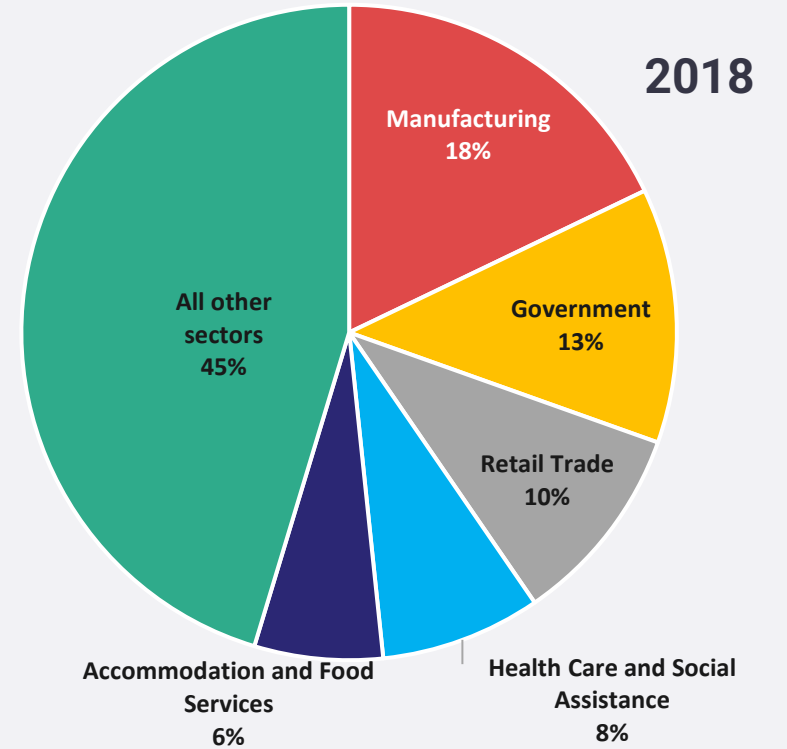
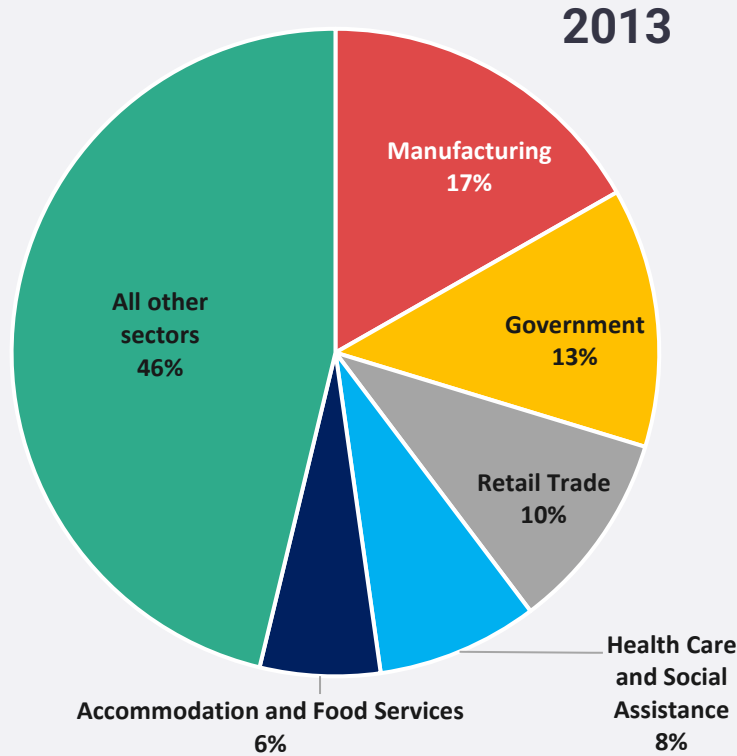
Sales (\$Million, 2018) by Company Stages			
Year	2013	2018	% Change
Stage 0	329.0	180.2	-45.2%
Stage 1	6,077.4	4,926.1	-18.9%
Stage 2	7,561.2	6,414.9	-15.2%
Stage 3	3,249.6	2,675.0	-17.7%
Stage 4	4,826.6	4,235.6	-12.2%
Total	22,043.72	18,431.80	-16.4%

# Top Five Industries

More than half of all jobs are tied to one of the top five industries in SIRPC region

The top industry in SIRPC region is Manufacturing, which accounted for almost 18 percent of the total jobs in 2018. Government ranks second, providing 14,645 jobs. Retail trade provides 10 percent of total jobs. Health care and social assistance, as well as Accommodation and food services industries respectively complete the top five industries in SIRPC region.

Together the top five industries provided 64,091 jobs in 2018. none of the top five industries lost jobs in between 2013 and 2018 time period.



# Industry Distribution and Change

NAICS Code	Description	Jobs 2013	Jobs 2018	Change (2013-2018)	% Change (2013-2018)	Average Total Earnings 2018
11	Agriculture, Forestry, Fishing and Hunting	5,466	5,339	(127)	(2%)	\$26,971
21	Mining, Quarrying, and Oil and Gas Extraction	312	389	77	25%	\$52,698
22	Utilities	925	691	(234)	(25%)	\$109,092
23	Construction	6,512	6,593	81	1%	\$45,777
31	Manufacturing	18,960	20,963	2,003	11%	\$68,821
42	Wholesale Trade	2,164	2,220	56	3%	\$55,633
44	Retail Trade	11,328	11,691	363	3%	\$28,995
48	Transportation and Warehousing	5,548	6,399	851	15%	\$47,139
51	Information	779	797	18	2%	\$39,241
52	Finance and Insurance	3,401	3,423	22	1%	\$55,104
53	Real Estate and Rental and Leasing	3,676	4,145	469	13%	\$42,608
54	Professional, Scientific, and Technical Services	2,760	2,982	222	8%	\$46,091
55	Management of Companies and Enterprises	1,896	1,721	(175)	(9%)	\$106,529
56	Administrative and Support and Waste Management and Remediation Services	6,272	6,582	310	5%	\$30,838
61	Educational Services	1,313	1,348	35	3%	\$26,788
62	Health Care and Social Assistance	9,112	9,283	171	2%	\$47,887
71	Arts, Entertainment, and Recreation	5,638	4,788	(850)	(15%)	\$31,096
72	Accommodation and Food Services	6,791	7,425	634	9%	\$17,102
81	Other Services (except Public Administration)	5,648	5,716	68	1%	\$21,654
90	Government	14,645	14,729	84	1%	\$50,825
	<b>Total</b>	<b>113,147</b>	<b>117,225</b>	<b>4,078</b>	<b>4%</b>	<b>\$45,100</b>

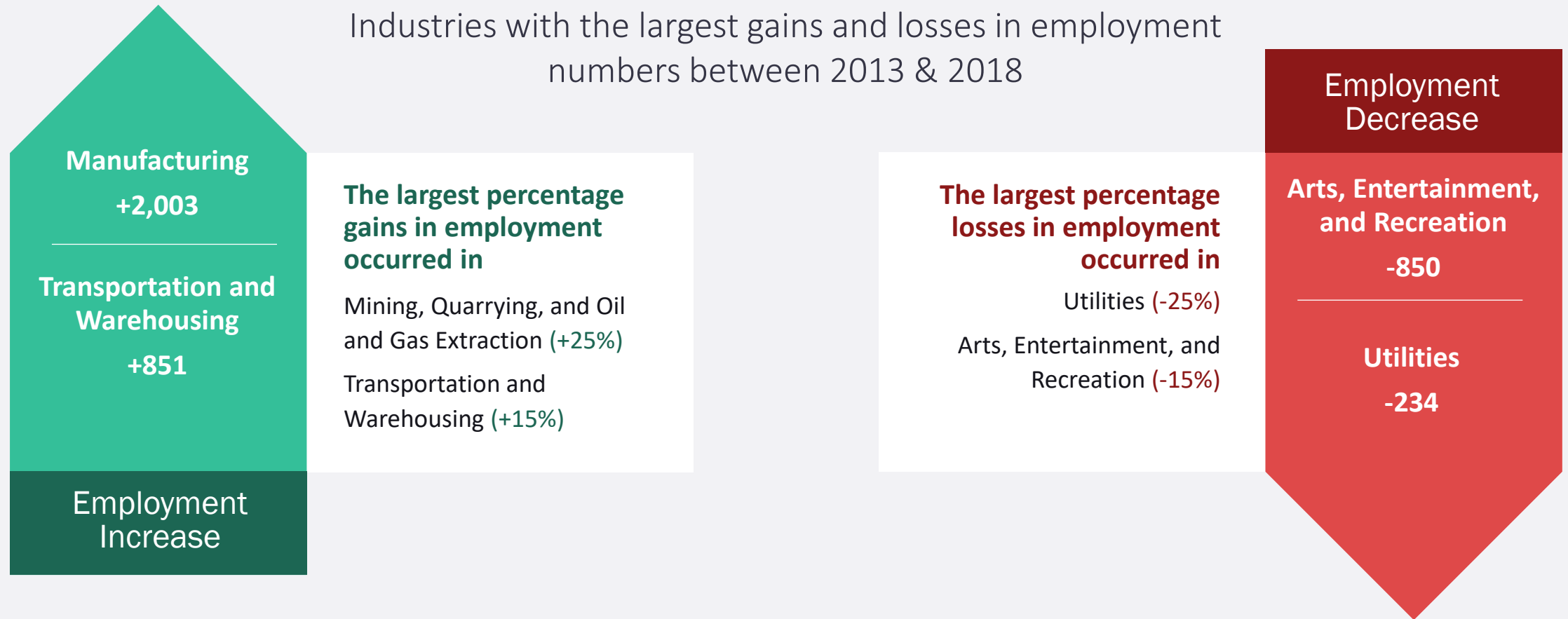
Note: Average total earnings include wages, salaries, supplements and earnings from investments and proprietorships.

Source: Economic Modeling Specialists International (EMSI) – 2020.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors



## Industry Distribution and Change

Industries with the largest gains and losses in employment numbers between 2013 & 2018



03



# Industry Cluster Analysis



# List of Clusters

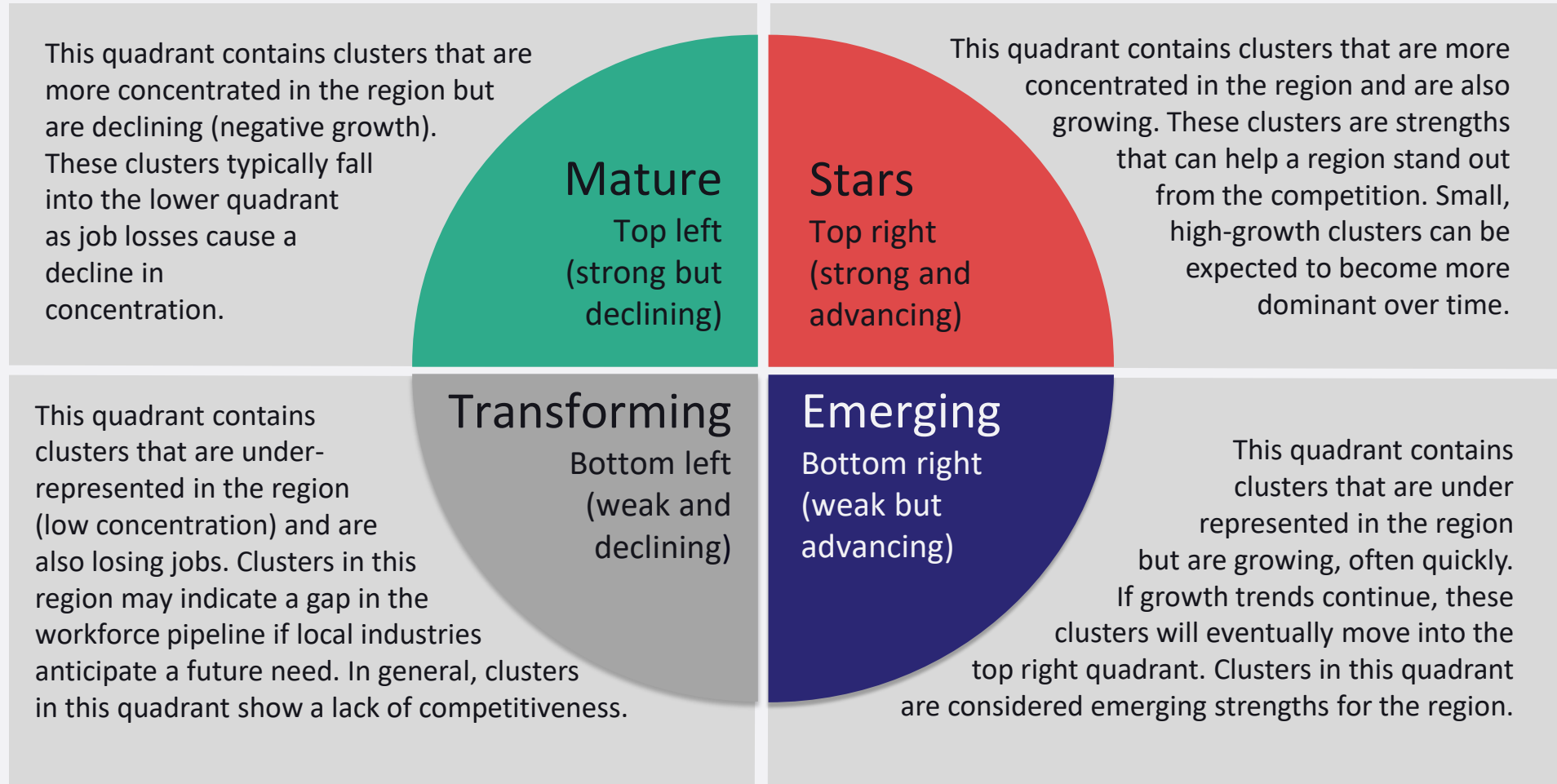
- Advanced Materials
- Agribusiness, Food Processing & Technology
- Apparel & Textiles
- Arts, Entertainment, Recreation & Visitor Industries
- Biomedical/Biotechnical (Life Sciences)
- Business & Financial Services
- Chemicals
- Computer & Electronic Product Manufacturing
- Defense & Security
- Education & Knowledge Creation
- Electrical Equip, Appliance & Component Manufacturing
- Fabricated Metal Product Manufacturing
- Energy (Fossil & Renewable)
- Forest & Wood Products
- Glass & Ceramics
- Information Technology & Telecommunications
- Machinery Manufacturing
- Mining
- Primary Metal Manufacturing
- Printing & Publishing
- Transportation & Logistics
- Transportation Equipment Manufacturing





## How to interpret cluster data results

The graph's four quadrants tell a different story for each cluster.



# Cluster Analysis 2013-2018

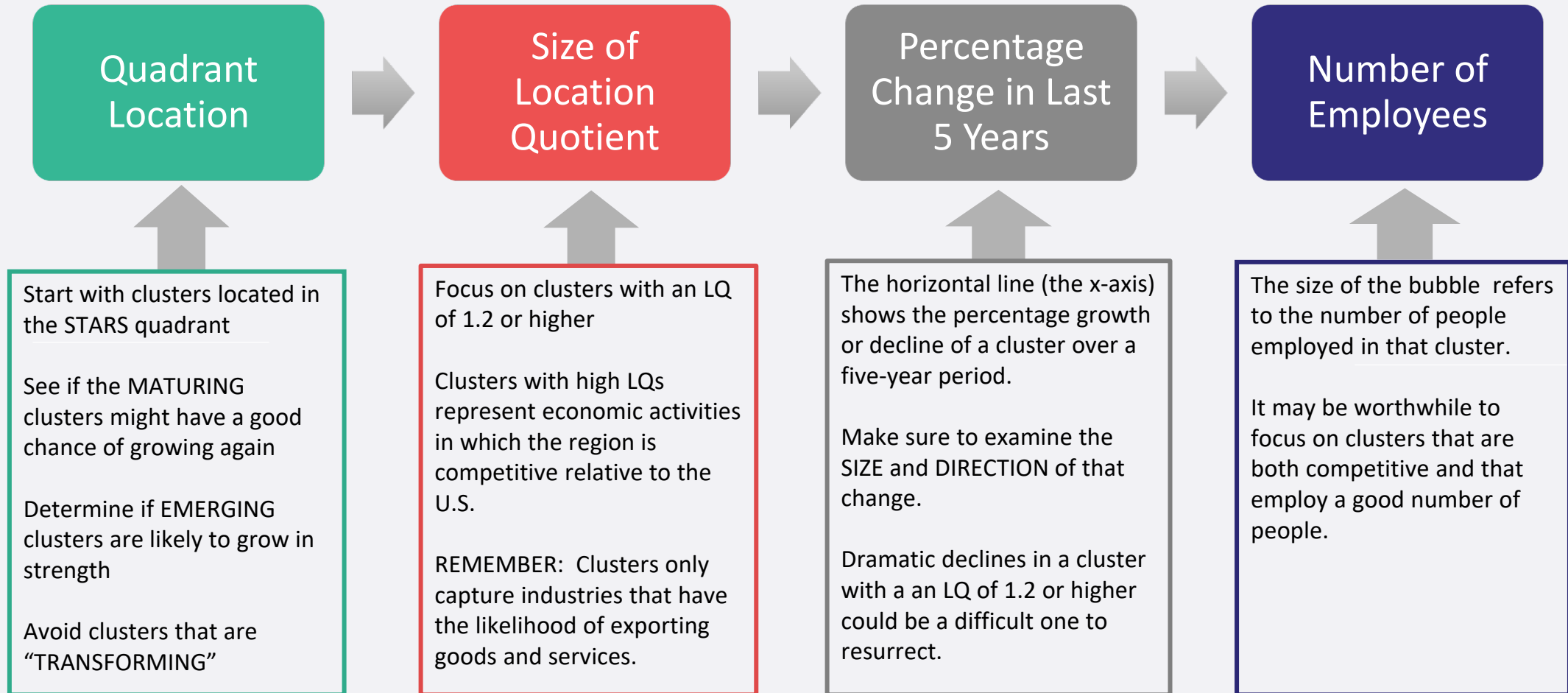


Note: 2018 Location quotient and 2018 jobs in parenthesis

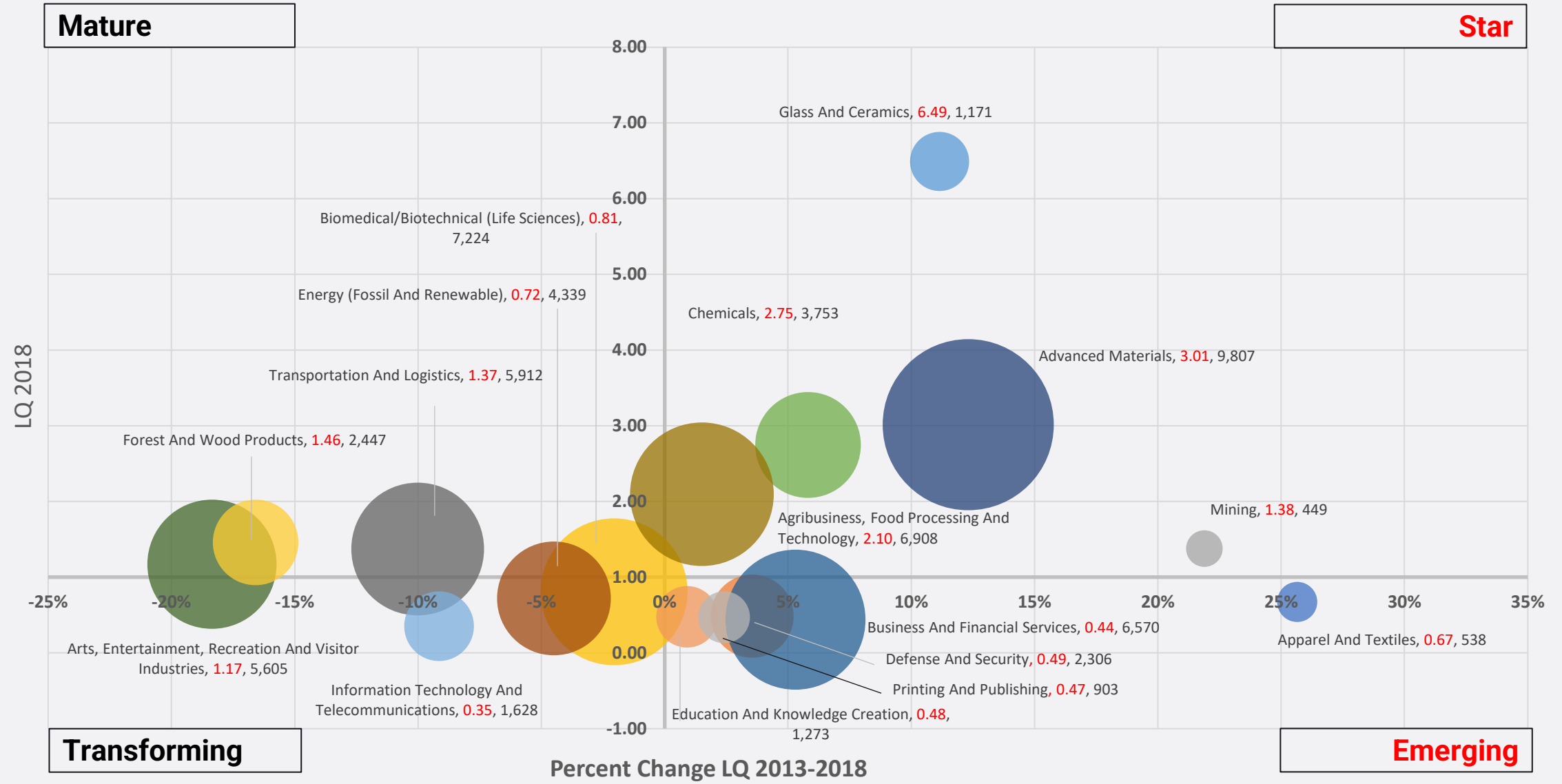
Source: Economic Modeling Specialists International (EMSI) – 2020.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors



## Bubble chart: what to look at first



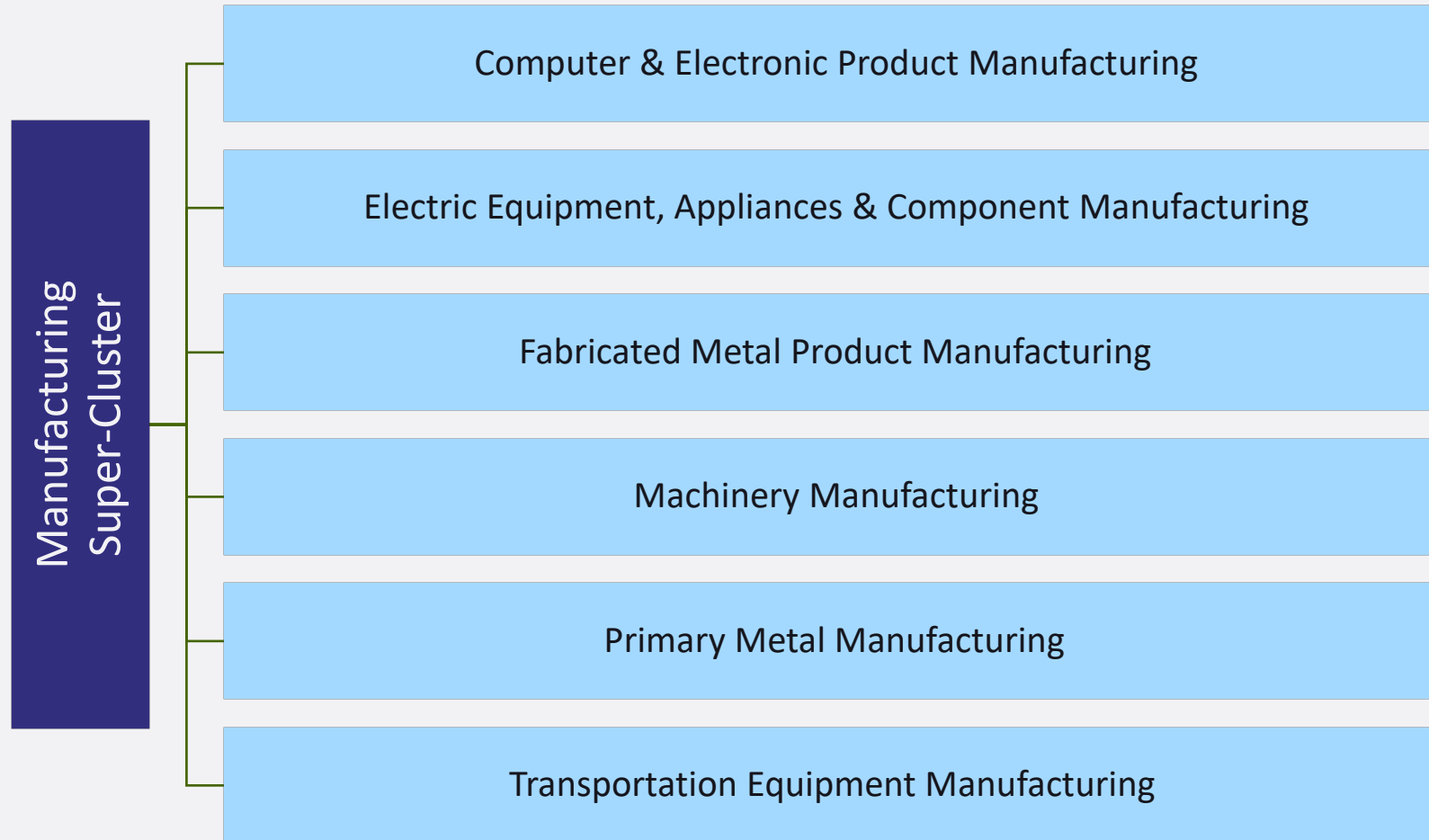
# Industry Cluster Bubble Chart, 2013-2018



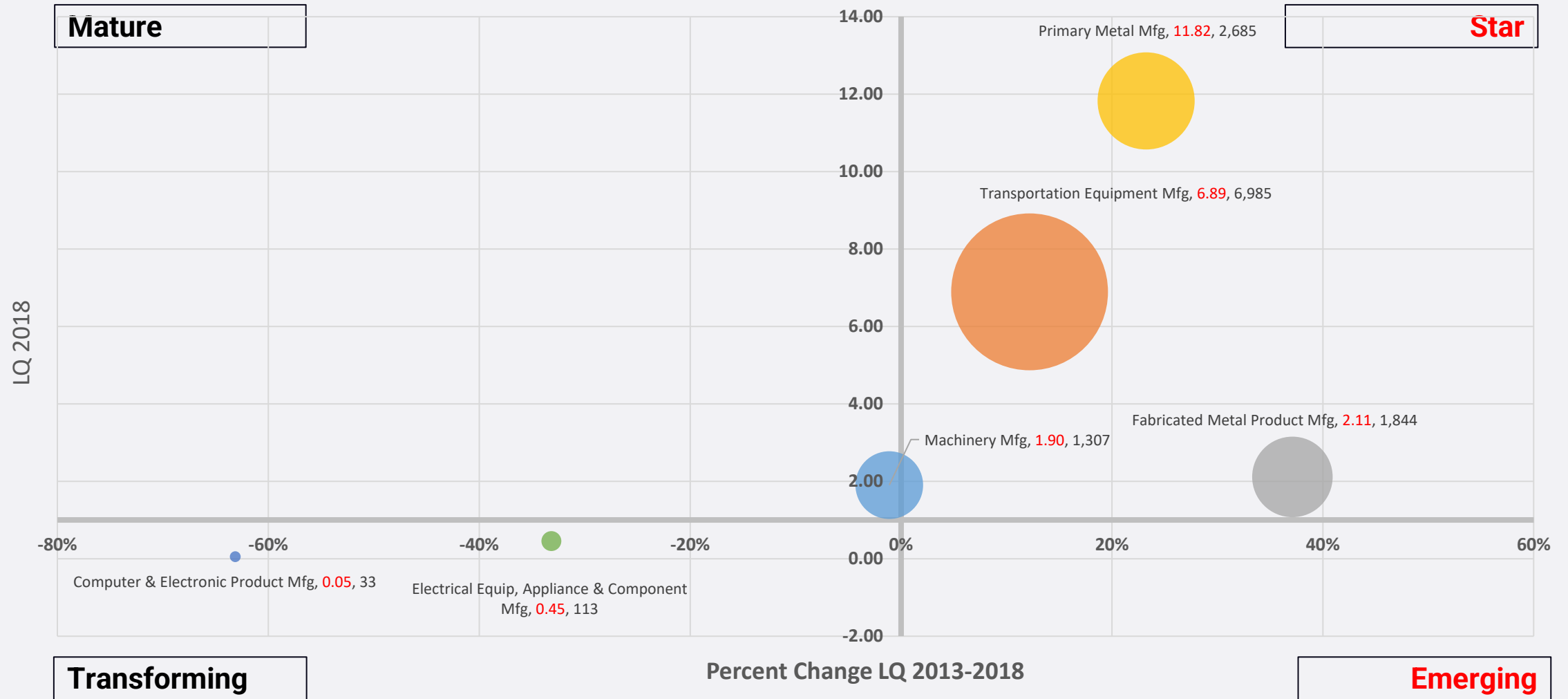
Note: Label includes cluster name, LQ in 2018, and Employment in 2018.



# Manufacturing Sub-clusters



# Manufacturing Sub-clusters Bubble Chart 2013-2018



Note: Label includes cluster name, LQ in 2018, and Employment in 2018.

Source: Economic Modeling Specialists International (EMSI) – 2020.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors



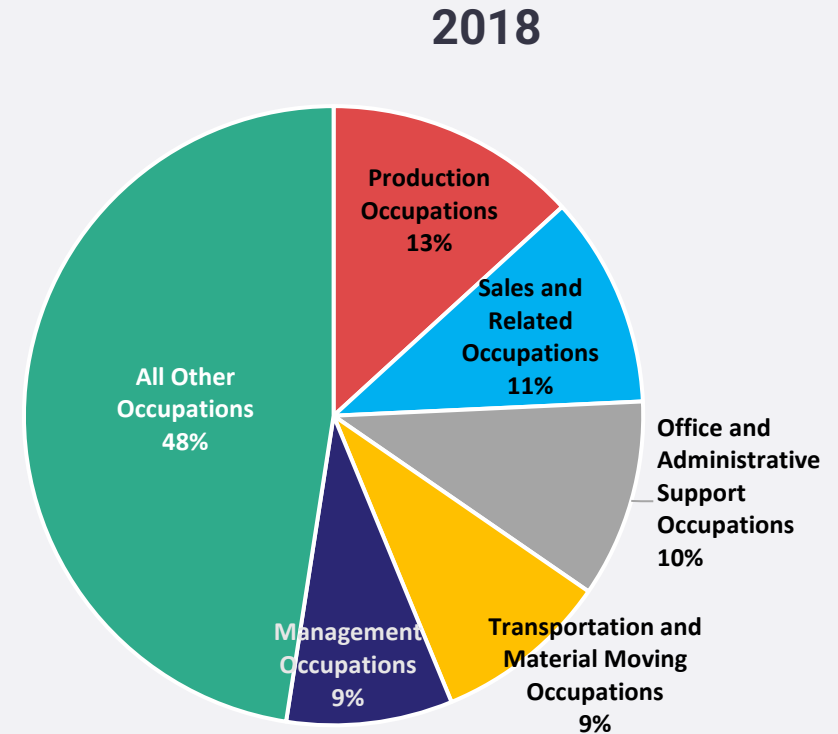
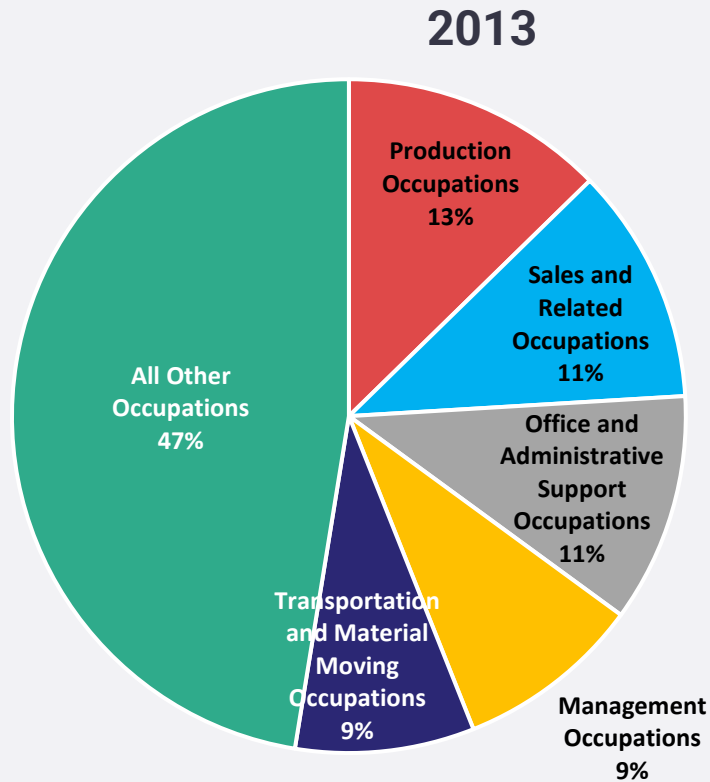
# 04 Occupation

# Top Five Occupations

The top five occupations in SIRPC region represent more than half of all jobs in 2018.

The top occupation in SIRPC region is Production Occupations, which accounts for 13 percent of the total jobs. Sales and Related Occupations rank second, providing 12,950 jobs, followed by Office and Administrative Support Occupations which provide 10 percent of total jobs. Management Occupations as well as Transportation and Material Moving Occupations complete the top five occupation groups in SIRPC region. Together the top five occupation groups represented 60,489 jobs in 2018.

Among these five top occupations, Office and Administrative Support Occupations lost jobs between 2013 and 2018.





# Occupation Occupation Distribution and Change

SOC	Description	Jobs 2013	Jobs 2018	Change (2013-2018)	% Change (2013-2018)	Median Hourly Earnings 2018 (Total Jobs)
11	Management Occupations	10,101	10,166	65	1%	\$25.21
13	Business and Financial Operations Occupations	3,593	4,079	486	14%	\$28.26
15	Computer and Mathematical Occupations	927	1,041	114	12%	\$29.12
17	Architecture and Engineering Occupations	1,481	1,669	188	13%	\$33.17
19	Life, Physical, and Social Science Occupations	474	496	22	5%	\$27.98
21	Community and Social Service Occupations	1,518	1,485	-33	-2%	\$18.34
23	Legal Occupations	450	464	14	3%	\$31.01
25	Education, Training, and Library Occupations	5,422	5,523	101	2%	\$18.25
27	Arts, Design, Entertainment, Sports, and Media Occupations	2,046	2,244	198	10%	\$15.28
29	Healthcare Practitioners and Technical Occupations	4,461	4,776	315	7%	\$26.46
31	Healthcare Support Occupations	2,536	2,324	-212	-8%	\$13.45
33	Protective Service Occupations	1,555	1,552	-3	0%	\$17.16
35	Food Preparation and Serving Related Occupations	8,190	8,944	754	9%	\$9.53
37	Building and Grounds Cleaning and Maintenance Occupations	3,925	3,931	6	0%	\$11.44
39	Personal Care and Service Occupations	5,154	4,791	-363	-7%	\$10.25
41	Sales and Related Occupations	12,862	12,950	88	1%	\$13.70
43	Office and Administrative Support Occupations	12,443	12,121	-322	-3%	\$15.09
45	Farming, Fishing, and Forestry Occupations	849	1,118	269	32%	\$11.49
47	Construction and Extraction Occupations	5,882	5,924	42	1%	\$17.93
49	Installation, Maintenance, and Repair Occupations	4,630	4,837	207	4%	\$19.12
51	Production Occupations	14,350	15,495	1,145	8%	\$17.59
53	Transportation and Material Moving Occupations	9,721	10,758	1,037	11%	\$15.29
55	Military-only occupations	423	359	-64	-15%	\$18.14
All	Total	113,147	117,225	4,078	4%	

\*Management occupations include farm managers, so changes in jobs may be related to changes in the number of farm proprietorships.

Source: Economic Modeling Specialists International (EMSI) – 2020.1 – QCEW Employees, Non-QCEW Employees, Self-Employed, and Extended Proprietors

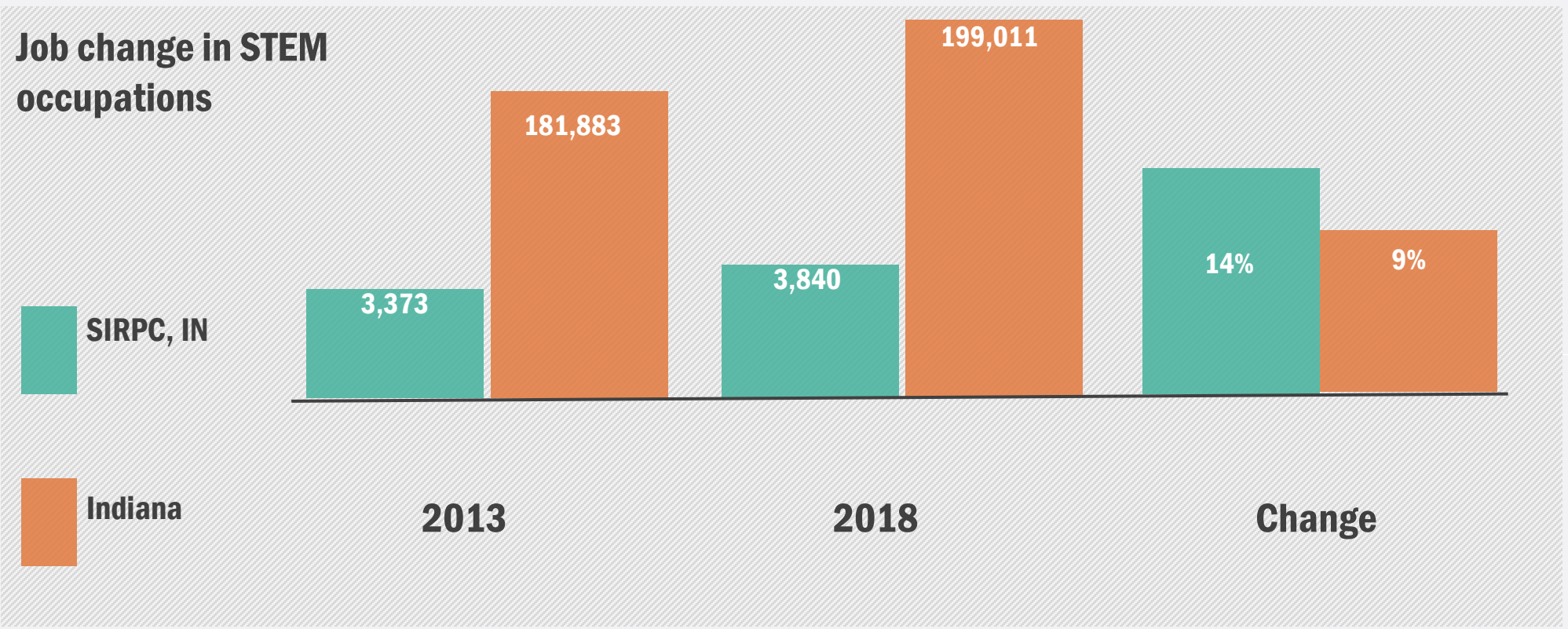


## Occupation distribution and change

Occupations with the largest gains and losses in employment numbers between 2013 & 2018



# STEM Occupation Comparison



Note: STEM definition is based on BLS 2019

# Notes

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## **LAUS (Local Area Unemployment Statistics):**

LAUS is a U.S. Bureau of Labor Statistics (BLS) program that provides monthly and annual labor force, employment and unemployment data by place of residence at various geographic levels. LAUS utilizes statistical models to estimate data values based on household surveys and employer reports. These estimates are updated annually. Annual county-level LAUS estimates do not include seasonal adjustments.

## **LEHD (Longitudinal Employer-Household Dynamics):**

LEHD is a partnership between U.S. Census Bureau and State Department of Workforce Development (DWD) to provide labor market and journey to work data at various geographic levels. LEHD uses Unemployment Insurance earnings data and Quarterly Census of Employment and Wages from DWDs and census administrative records related to individuals and businesses.

## **SAIPE (Small Area Income and Poverty Estimates):**

SAIPE is a U.S. Census Bureau program that provides annual data estimates of income and poverty statistics at various geographic levels. The estimates are used in the administration of federal and state assistance programs. SAIPE utilizes statistical models to estimate data from sample surveys, census enumerations, and administrative records.

## **EMSI (Economic Modeling Specialists International):**

The jobs, earnings and labor market data for Industries and occupations are obtained from EMSI. It provides unsuppressed data at North American Industry Classification System (NAICS) 6-digit and Standard Occupation Classification (SOC) at 5-digit level for every county in the U.S.

## **OTM (On the Map):**

OTM, a product of LEHD program, is used in the county snapshot report to develop commuting patterns for a geography from two perspectives: place of residence and place of work. At the highly detailed level of census blocks, some of the data are synthetic to maintain confidentiality of the worker. However, for larger regions mapped at the county level, the commuter shed and labor shed data are fairly reasonable.

OTM includes jobs for a worker employed in the reference as well as previous quarter. Hence, job counts are based on two consecutive quarters (six months) measured at the “beginning of a quarter.” OTM data can differ from commuting patterns developed from state annual income tax returns, which asks a question about “county of residence” and “county of work” on January 1 of the tax-year. OTM can also differ from American Community Survey data, which is based on a sample survey of the resident population.

## **YourEconomy.org (YE):**

YE, an online tool by the Business Dynamics Research Consortium at the University of Wisconsin – Extension, provides data on the employment, sales, and number of establishments at numerous geographic levels in the United States.

A major data source for YE is the Infogroup Historical Database and additional Infogroup data files on establishments. This means that each entry is a different physical location, and company-level information must be created by adding the separate establishment components.

# Report Contributors

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This report was prepared by the Purdue Center for Regional Development.



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