



Discovery ~ Learning~ Engagement

**Purdue Center for Regional Development**  
**Office of Engagement**  
*A Year in Review 2007*

*PCRD*

Purdue Center for Regional Development

2007 Annual Report



# PCRD 2007 Annual Report

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## Message from the Co-Directors

Many of today's social and economic issues can be addressed best from a regional perspective. However, this can also be a challenging proposition as it often requires new ways of thinking and acting. Regional cooperation and collaboration is about people, organizations and institutions working and thinking together in ways that transcend traditional geopolitical boundaries.

Often, we hear such questions as: what is the ideal size region? The answer, of course, is: it depends. A regional approach to emergency medical services will not necessarily involve the same geography as will a regional approach to watershed management. And, in today's highly competitive global economy, the concept of "the mega region" is receiving increased currency. A mega region may involve several states, as is the case of the Great Lakes Region.

The Purdue Center for Regional Development was established in 2005 to help Indiana address these kinds of issues and questions and the challenges and opportunities they present. This is consistent with Purdue's role as a land grant university and the importance the University places on the concept of engagement.

Although this report reflects our accomplishments for 2007, we are already looking toward the future. For example, our 2008 conference will lift up for special consideration this theme of "the mega region". Additionally, we will begin serving as the "host" for the North Central Indiana Small Business Development Center in Kokomo. Other initiatives are also in the works. At the same time, most of the projects and initiatives described in this report will continue and will be enhanced.

All of our work is designed to be consistent with our overall vision of helping Indiana become a national leader in supporting creative, regional approaches to problem solving that build upon the following core values:

- A voluntary approach;
- The power of data, analysis, ideas and information; and
- The importance of dialogue, social capital, and collaborative partnerships

We welcome your comments and suggestions on our current work and plans for the future.

Sincerely,










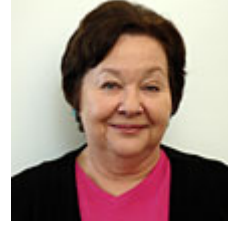





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Sam Cordes  
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## Meet the Team

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# Thanks to Our Financial Partners

## *2007 Summary*

In addition to Purdue's budgetary support for PCRD, we have been pleased to involve a number of partners who have provided support to help us undertake various joint projects and initiatives. The financial support associated with the various grants and contracts that were operative during 2007 totaled \$17,193,806. We appreciate the opportunity to partner financially with the following agencies and institutions and appreciate the confidence they have placed in Purdue and with our PCRD staff.

- University of Southern Indiana
- Indiana State Department of Agriculture
- Indiana Small Business Development Center Network
- Indiana Office of Community and Rural Affairs (OCRA)
- U.S. Economic Development Administration (EDA)
- U.S. Department of Labor

## University Center Initiative

### *Summary:*

The University Center Initiative is funded by the Chicago Regional office of the Economic Development Administration, U. S. Department of Commerce. PCRD was selected on a competitive basis and is EDA's designated University Center for Indiana. This 3-year program has the following four goals:

1. To increase understanding and strategic action vis-à-vis regional economic competitiveness, with an emphasis on business and industry cluster analysis.
2. To provide support for the future development of Indiana's Certified Technology Parks (CTPs).
3. To support selected activities associated with the Indiana Association of Regional Councils' (IARC) current strategic plan, especially those components designed to build capacity of the professional staff and leadership of IARC and its member organizations.
4. To provide intensive technical assistance and applied research to two targeted geographic areas within Indiana.

### *Highlights of Activities:*

1. Funding and organizational support was made available to enable Purdue's Technical Assistance Program (TAP) to provide services to 15-20 companies, initially targeting the six counties in the Eastern Indiana Development District. Although participation was limited to two companies TAP's *Lean Transformation Planner* identified estimated economic impact at over \$1.4 million through increased efficiencies, productivity and reduced cost. Customized economic information and data has been prepared for all twelve regional planning organizations that are members of IARC. This input and analysis is used to prepare Comprehensive Economic Development Strategy (CEDs) Reports for designation as an Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration. More detailed analysis on regional competitiveness and industry and occupational cluster analysis were provided to the Eastern Indiana Development District.
2. PCRD assist, IARC members broker resources within Purdue University. For example, the Eastern Indiana Development District sought assistance with planning, speakers, and marketing of conference titled: "*Cultivating the New Economy - Agriculture in the 21<sup>st</sup> Century Conference and Expo*" held on April 5, 2007. Additional requests have included presentations during annual board retreats as well as information on alternative energy sources.
3. Plans are underway to develop, support and nurture a "learning community" among the Purdue-affiliated Certified Technology Parks (CTP). Initial introductory visits have occurred with ten of the CTPs. Visits are being scheduled with the remaining CTPs. Following the visits, a one-day workshop/seminar will be conducted to address common concerns identified through the visits.
4. The nationally recognized *Energizing Entrepreneurship (e<sup>2</sup>) Institute* was conducted in the southern Indiana region. The event was co-hosted with Indiana University Southeast and the Southern Indiana Rural Development Project (SIRDp) and included 52 representatives from 13 communities within the 39-county SIRDp region.

## Greater Lafayette Small Business Development Center

### *Summary:*

The Greater Lafayette Small Business Development Center (GLSBDC) is funded by the U. S. Small Business Administration, the Indiana Economic Development Corporation, and the Purdue Research Foundation. The Greater Lafayette Small Business Development Center serves Tippecanoe County and its seven contiguous counties. Its purpose is to help grow the local and regional economy by providing entrepreneurs with the education, information, and resources necessary to build successful businesses.

### *Highlights of Activities:*

1. Support and sponsorship for:
  - a. Business Networking Programs:
    - i. *Senior Executive Network* targets CEO's of small businesses so they can learn from each other.
    - ii. *Business Growth Network* targets technology and its impact on business sectors and ended in June 2007.
    - iii. *QN 9000 Network* helps area industries to develop their own quality systems.
    - iv. *Wabash Valley Lean Network* is designed to provide assistance for companies to learn more about Lean Manufacturing practices and principles.
    - v. Innovate Indiana (i2) is a network of young entrepreneurs who meet twice per month for conversation, food, fun and success.
  - b. *Greater Lafayette Venture Club*: A membership organization founded in 1999 hosting quarterly lunch programs for young businesses to showcase potential.
  - c. *Supplier Diversity Development Coalition of Greater Lafayette*: A coalition of businesses that has formed strategic partnerships to promote the success and longevity of minority business enterprises. The GLSBDC works with this group to increase number of local small businesses that have an opportunity to present to the corporations that are members of this coalition. The GLSBDC has also offered certification process training for women entrepreneurs – encouraging these businesses to pursue the process of engaging in business with large companies.
2. Piloted Business Retention and Expansion Program in Benton County. Partners include Purdue Cooperative Extension and Benton County Economic Development Corporation.
3. Collaborated with Purdue Research Park - July 29- August 3, 2007 Entrepreneur Academy. This academy was designed to recognize and support the entrepreneurial interest/potential of high school juniors and seniors who have demonstrated dedication and innovation in the areas of Science, Technology, Engineering and Math (STEM). Participants were from throughout the 14-county WIRED region. Tuition vouchers for college were given to those teams whose presentations showed the most promise for success.
4. Educational offerings and trainings: 20 formal, intensive workshops with 582 participants. Many presentations to various audiences and groups, including media, e.g., Wabash College, Indiana Business College, Warren County Chamber of Commerce, and Purdue's Entrepreneur Certificate Program
5. Individual customized business planning and counseling: 272 hours and 99 clients, and 9 new business start-ups.

## North Central Indiana (NCI) WIRED Network

### *Summary:*

In late 2005 the U. S. Department of Labor (DOL) announced a major national competition titled Workforce Innovation in Regional Economic Development (WIRED). PCRD, working with Governor Daniels Office, Tecumseh Area Partnership and others, took the lead in putting together a successful proposal. The successful Purdue proposal was one of the 13 "first generation" WIRED projects. DOL has awarded a total of \$325 million to regions around the country: 13 first generation regions at \$15 million; 13 second generation regions at \$5 million; and the most recent allocation (in 2007) of 13 third generation awards at \$5 million.

During 2007 North Central Indiana (NCI) WIRED Network emerged as a national leader among all of the WIRED regions and Purdue University has been highlighted by high-ranking federal officials, including former Assistant Secretary of Labor Emily DeRocco as leading the nation in the development and implementation of regional transformation strategies.

The project has four major components:

1. Assisting firms within key industry areas - advanced manufacturing, advanced material, and agribusiness - to adopt new innovations to help them become more globally competitive.
2. Making North Central Indiana one of the best regions in the Midwest to start and grow a business.
3. Equipping the region's workforce with 21<sup>st</sup> Century skills that will drive prosperity in an economy based on innovation and entrepreneurship.
4. Strengthening habits of civic collaboration to support this regional transformation.

### *Highlights of Activities:*

1. Bringing to the region Indiana's first fully-implemented New Tech High school reform model
2. Developing and launching the nation's first STEM-entrepreneurship institute for high school students
3. Implementing a model of enterprise-wide innovation and knowledge transfer by creating new partnerships between Purdue University and industry within the region's key sectors. Innovations focus on nanotechnology, energy efficiency, healthcare, and supply chains
4. Increasing by over ten-fold the amount of state training dollars invested in the regions incumbent workforce
5. Developing a model for meeting the special needs of the region's older workers and the firms that employ them
6. Developing a regional clean energy initiative that has resulted in regional leaders taking on a national role to assist other regions.

## Unlocking Rural Competitiveness

### *Summary:*

The purposes of this project are (1) to develop a data base to assist the nation's rural areas assess their regional economic competitiveness and (2) to use this data base and related analytic tools to initiate a "pilot" planning effort in a rural region. The area chose for the latter component of this project was Indiana's Growth Region 8 (EGR 8).

### *Heights of Activities:*

This project involved a major collaborative effort with the Indiana Business Research Center at Indiana University and Strategic Development Group, Inc.

Major products generated during 2007 include a Trifold summary of project highlights and a CD which contains the main report, maps and appendices. An interactive website has also been developed and is continuously updated. This website contains all project products and databases as well as links to additional resources for use by economic development practitioners throughout the nation.

The project was formally presented to the leadership of the U.S. Economic Development Administration (EDA) in Washington DC on March 12, 2007. This special briefing was attended by Assistant Secretary of Commerce Sandy Baruah. In addition to the 500 copies of the project trifold report and CD, EDA requested and has been supplied with 1,500 additional copies for distribution at its Regional Forums held throughout the country during 2007. Assistant Secretary Baruah has also used the trifold report in his briefings of Congressional members and staff. PCRD and IBRC announced the availability of the project report via a media release on April 12<sup>th</sup>, 2007. The report was subsequently distributed throughout the State, including the offices of the Lieutenant Governor and the Governor; and feedback has been uniformly positive. Results of this project have been requested and showcased at many public forums—both within Indiana and in other states. EDA has also supplemented the original grant award and extended the completion date to obtain more assistance from PCRD and IBRC in publicizing and explaining the policy implications of the results of this project.

Finally, the success and foundation from this project was almost certainly a factor in PCRD competing nationally to secure an additional grant from the EDA. This "rural policy" grant is just in its organizational phase and has the following foci: indicators of innovation capacity; occupational clusters; and prioritizing public investments. This new award totals \$539,865 (\$349,865 from EDA; \$150,000 from the Indiana Office of Community and Rural Affairs; and \$40,000 from a coalition of regional organizations in Southwestern Wisconsin).

## 2007 Indiana Rural Summit

### *Summary:*

Building upon the success of the first summit, the 2007 Indiana Rural Summit was held on November 14-15, 2007, at the Crowne Plaza Hotel in downtown Indianapolis. This year's conference continued to showcase the Rural Indiana Strategy for Excellence (RISE) 2020 strategic framework. Summit participants had the opportunity to concentrate on the two pillar themes of Regional Frameworks and Wealth Creation & Retention.

### *Highlights of Activities:*

1. Over 250 presenters and participants came to exchange ideas and learn from others.
2. Attendees represented elected officials from local, state and federal government, economic development practitioners, and a cross-section of nonprofit organizations including representatives from community foundations.
3. By featuring national speakers with expertise in regional frameworks, wealth creation and retention, rural development leaders and practitioners had the opportunity to learn about successful "best practice" strategies and approaches from around the country in the areas of entrepreneurship, economic development, workforce development and philanthropy.
4. Utilizing a "town hall" presentation/discussion format, participants had the opportunity to receive information updates as well as engage in a sustained Q & A session with executives from: USDA-Rural Development, Indiana Department of Energy and Defense, Indiana Department of Workforce Development, Indiana Department of Transportation, Indiana Economic Development Corporation, and OCRA.
5. Some key partner were USDA-Rural Development, Indiana Office of Community and Rural Affairs, Indiana Rural Development Council, Inc., and A planning committee with representatives from 14 federal, state, and non-governmental organizations.

## Indiana-HomeTown Competitiveness Program

### *Summary:*

The Indiana - HomeTown Competitiveness Program (Indiana- HTC) harnesses the power of RISE 2020 with the nationally recognized community development program titled *HomeTown Competitiveness*. HTC's goals are increased community and regional capacity in four areas: (1) mobilizing local leaders and building community civic capacity, (2) energizing local entrepreneurs to build a stronger economy, (3) capturing generational wealth transfer for development activities, and (4) engaging and retaining young people to reduce out-migration and build a stronger foundation for the future of communities.

### *Highlights of Activities:*

1. On July 17, 2007, over 65 communities came together to learn more about the Indiana - HTC program. During this day-long workshop participants had the opportunity to learn about new approaches in entrepreneurship, leadership development, youth engagement and wealth creation/retention. Communities also participated in networking activities.
2. A Statewide Resource Team has been assembled to support those communities chosen to participate in the Indiana – HTC program. Some key partners include: Ball State University's "Building Better Communities", Indiana Grantmakers Alliance, Indiana Office of Community and Rural Affairs, Indiana Rural Development Council, Inc., USDA-Rural Development, and Purdue Units: Cooperative Extension.
3. As a result of the July workshop 14 proposals have been submitted to the Statewide Resource Team. These proposals represent 10 regional (multi-jurisdictions) projects and four local community projects. All fourteen will receive site visits and final selection of pilot communities will be completed by the end of the calendar year.

## International Learning Community Project

### *Summary:*

The International Learning Community project is a direct result of two previous PCRD projects: the RISE 2020 strategic initiative and the 2006 Indiana Rural Summit. The overall goal of the International Learning Community project is to provide opportunities for the "learning community" members to better understand: (1) global dynamics and their affects on local/regional economies and (2) provide a collaborative forum to learn specific community capacity building strategies/techniques through both informational and community leadership exchanges.

### *Highlights of Activities and Impacts:*

1. Prior to the 2006 Indiana Rural Summit, an Indiana delegation (representing rural organizations participating in the RISE 2020 initiative) accepted an invitation by the Scottish government of the Dumfries and Galloway region to visit and learn more about their region.
2. A Memorandum of Understanding (MOU) formally creating the International Learning Community Project was signed by representatives of the Indiana delegation and the Scottish Executive at the s 2006 Indiana Rural Summit. This MOU outlined an aggressive plan of work for the next 12 months. This plan of work was based upon the overall goals of the International Learning Community.
3. From November 2006 - through October of 2007 the plan of work was implemented. This plan of work consisted of five video conferences focused on the specific community capacity building areas of entrepreneurship, asset-based community development, civic leadership development, health and well-being/workforce development and agricultural and rural policy.
4. In October 2007, a Scottish delegation from the Dumfries and Galloway region came to Indiana for a week long celebration of peer-learning and sharing. This community exchange also marked the end of the first year of the International Learning Community project.
5. After reviewing the work of the first year, the leadership from both countries unanimously approved moving forward with a second year program. A project management team was appointed is in the process of developing recommendations for what should be included in the Year 2 plan of work.

## Other Significant Projects and Initiatives of PCRD

**1. *Local Community Decision-maker Project.*** PCRD staff is heavily involved in this project that is supported through Purdue's Center for the Environment, PCRD, Indiana Sea Grant and the Purdue College of Agriculture. The goal is to develop and make available to the public a web-based decision support system designed to assist local officials in sustaining the green infrastructure supporting economic growth identified as appropriate for their counties. The interactive web-site with mapping capability is in the process of being vetted with a limited test audience; with an anticipated full roll-out of the tool in Spring 2008.

**2. *Regional Perspectives: an Atlas of Indiana's Regional Economic Indicators.*** Data, analysis and interpretation of key indicators have been compiled for each of Indiana's 11 Economic Growth Regions. The fine-tuning and release of this information will occur in early 2008...and continue thereafter.

**3. *Beginners Guide to Grant Writing Workshop.***

This program is a joint offering between the PCRD and Purdue Extension. The workshop is designed to increase the capacity and success of local organizations and communities in their quest to secure external funds and resources. Using Purdue's IP video, multiple sites throughout Indiana are connected to campus for this intense two day workshop. Campus staff team with local Extension Educators in the instruction and facilitation. Since its inception, approximately \$6 million in grants for local projects and needs can be traced directly back to this offering and to those who participated.

**4. *Hosting of National Rural Funders Collaborative (NRFC).*** The NRFC is a philanthropic initiative supported by 12 national foundations, including the W. K. Kellogg Foundation, The Ford Foundation, The Anne E. Casey Foundation, Northwest Area Foundation, The California Endowment and the Lumina Foundation for Education. <http://www.nrfc.org/> The NRFC became aware of Indiana's various rural development initiatives and the catalytic role PCRD had played in those initiatives. Consequently, PCRD was asked to organize a day-long program in October for the quarterly meeting of the Board of Directors of the NRFC. This was the first time the NRFC had met in Indiana. The program was well received and follow-up conversations are underway with several of the collaborative partners/funders.

**5. *Continual Responsiveness to Customized, Special Requests.*** PCRD staff are continually responding quickly and effectively to requests from Indiana stakeholders. In some cases this involves "brokering" request to other parts of Purdue or to other educational and service providers. In other cases, it involves PCRD undertaking short-term requests. Examples include customized data analysis for external stakeholders, assisting faculty and staff in other units within Purdue, and making innumerable presentations throughout Indiana. An area of growing recognition and capacity is PCRD's spatial and GIS analytics.

## Major Presentations/Papers

Cordes, Sam and Christine Nolan. *Unlocking Rural Competitiveness - The Role of Regional Clusters*. National Association of Community Development Extension Practitioners 3<sup>rd</sup> Annual Conference. Philadelphia, PA. April 16-18, 2007.

Cordes, Sam. *Building Entrepreneurial Ecosystems: General Observations plus New Data for Cluster Based Analysis*. EDA Forum on Entrepreneurship. Kansas City, MO. September 26, 2007.

Cordes, Sam. *Workforce Development for a New Economy*. Indiana Technology Summit. Indianapolis, IN. November 9, 2007.

Hutcheson, Scott. *Regional Entrepreneurship Networks*. U.S. Department of Labor WIRED Academy. Dallas, TX. March 2, 2007.

Kumar, Indraneel. *Commuting patterns in Indiana: A GIS Approach*. Indiana State GIS Conference. Indianapolis, IN. March 13, 2007.

Kumar, Indraneel. *Geography of Innovation and Entrepreneurship*. American Planning Association 99<sup>th</sup> Annual Conference. Philadelphia, PA. April 14-19, 2007.

Kumar, Indraneel and Bob McCormick. *Land Use Decision Making Tools in Action*. Communities at the Crossroads X Conference. Indianapolis, IN. October 29<sup>th</sup>, 2007.

Kumar, Indraneel, Val Slack and Jon Cain. *Purdue Land Use Team Poster Presentation*. Cooperative Extension Professional Development Conference. West Lafayette, IN. October 17<sup>th</sup>, 2007.

Kumar, Indraneel. *GIS at the Purdue Center for Regional Development*. Purdue University GIS Day Celebration. West Lafayette, IN. November 14<sup>th</sup>, 2007.

Nolan, Christine, Indraneel Kumar and Sam Cordes. *Industry Cluster Analysis and GIS Applications*. American Planning Association 99<sup>th</sup> Annual Conference. Philadelphia, PA. April 14-19, 2007.

Nolan, Christine. *Unlocking Rural Competitiveness: the Role of Regional Clusters*, National Association of Development Organizations Annual Conference. Austin TX. August 26 -29, 2007.

Nolan, Christine and Sam Cordes. *Sustaining Rural Clusters*. Tenth Annual Conference of The Competitiveness Institute, Portland, OR. October 8-11, 2007.

Nolan, Christine, Sam Cordes and Indraneel Kumar. *An Introduction to PCRD: A New Resource for Indiana Economic Developers*. Indiana Economic Development Association Fall Conference. West Lafayette, IN. September 27 -28, 2007.

Nolan, Christine and Thayr Richey. *Sustaining Rural Cluster Development*, Indiana Rural Summit. Indianapolis, IN. November 14 -15, 2007.

Pede, Valerien O., Raymond J.G.M. Florax, and Henri L.F. de Groot. *Growth and Technological Leadership in US Industries: A Spatial Econometric Analysis at the State Level, 1963–1997*. American Agricultural Economics Association Annual Meeting. Portland, OR. July 29 – August 1, 2007.

## Publications

Pede, Valerien O, Raymond J.G.M. Florax, and Henri L.F. de Groot. *Technological Leadership, Human Capital and Economic Growth: A Spatial Econometric Analysis for U.S. Counties, 1969–2003*. *Annals of Economics and Statistics*. 2007 (forthcoming).

Purdue Center for Regional Development, Indiana Business Research Center and Strategic Development Group. *Unlocking Regional Competitiveness: the Role of Regional Clusters*. Report (227 pg) and Interactive Website (<http://www.ibrc.indiana.edu/innovation>). Released April 12, 2007.

Waldorf, Brigitte S. *What is Rural and What is Urban in Indiana?* Center for Regional Development Publication PCRD-R-2. Purdue University. March 2007.

Waldorf, Brigitte S. *Measuring Rurality*. InContext. Indiana University Kelly School of Business. Vol.8, No. 1. January 2007.

## PCRD Advisory Council

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