



IV. ECONOMIC DEVELOPMENT

The City of Richmond will work cooperatively with its local and regional partners to vigorously promote economic development and skilled job creation. The City of Richmond intends to promote connectivity with regional markets, through a diversified and self-supportive economic base. Economic development will be supported by communication and cooperation between city government, related agencies, businesses and residents, in the pursuit of appropriate investment opportunities for the City of Richmond. A variety of sustainable employment opportunities will be available to the citizens of Richmond in addition to skilled job training and continuing education.

IV. ECONOMIC DEVELOPMENT

A. Introduction

A city's economic development is the process of building an economic base for the community's future, while continuing to meet its current fiscal responsibilities. Economic development plans form and determine the structure of the city's economy, which includes its workforce, private businesses, industries, infrastructure, and natural resources. A healthy economy is fundamental to developing and maintaining a balanced, sustainable tax base. The economic base should be sufficiently broad to reduce the impact of economic downturns, yet focused to encourage retention, expansion, and attraction of businesses. Therefore, a community's long-term sustainability depends on a sound and diverse economy.

Sustainable communities recognize that a healthy environment can stimulate a stronger economy. Economic growth will benefit if a city respects the interconnectedness of environment, economy, and community. Sustainable communities develop and promote an economic base that minimally impacts the environment. This approach to economic development understands that the natural resource wealth, or "natural capital," of a community is intricately intertwined with the health of its ecosystem. A conservation-based approach bridges natural resource conservation with job and community development.



*Depot District
Source: Waynet.org*

This section of the comprehensive plan will address promoting a secure economic base through, downtown revitalization, industrial, office, retail, and tourism development, plus economic incentives. Although Richmond is benefiting from its current economic development activities, the area's long-term vitality will depend to a great extent on its ability to continue to enhance its business environment and build its economic base, while protecting its natural resources. Not only will the City and surrounding areas need to provide job opportunities in order to fuel the local economy and attract residents, but also the City must generate market workforce development and training opportunities. Richmond can fortify its economy through ongoing investments in local labor, products, and services. Additionally, the City must continue to generate fiscal income that is derived from non-residential land uses in order to support the services that it provides.

The City of Richmond is fortunate to have many exciting projects underway and planned for the future. Reid Hospital is building a new campus on Chester Blvd. north of their existing facility. Total investment by Reid will exceed \$250 million. As a result of Reid's new campus, the City of Richmond constructed a new street for Reid Hospital. Total investment for the street (Reid Parkway) exceeded \$2 million. A new \$6 million assisted living facility is under construction. New subdivisions are being approved including a new 70+ home subdivision in Hidden Valley. The City of Richmond continues to invest in pedestrian infrastructure and is completing a \$900,000 stabilization of a historically significant structure in the heart of Richmond's downtown, and a bike path in the Whitewater Valley Gorge. Richmond offers utility services including water, sanitary sewer, electricity, natural gas, refuse collection, and telecommunications services to both commercial and residential users. The City strives to maintain state-of-the-art equipment and technology to support the growing needs the community.

B. Goal and Objectives

Goal

The City's economic base will be diversified and expanded to create a variety of employment opportunities, encourage additional investment in the community, and ensure sufficient revenue is available to support the community. The City and the Wayne County Economic Development Corporation can develop and implement healthy and sustainable economic development initiatives throughout Richmond. The City will coordinate with Main Street Richmond-Wayne County, Inc., the Urban Enterprise Association of Richmond, the Wayne County Economic Development Corporation, Economic Growth Group, and the Wayne County Chamber of Commerce to build an expanded tax base with the correct mix of business and industry through an aggressive business recruitment and retention program. The City will coordinate workforce and career development programs with the appropriate agencies and educational institutions, plus current and future employers to guard against an insufficient skilled labor force to serve business and industry.

Objectives

1. Prepare for and guide future commercial, tourism, office/technology and industrial development, mixed use, and urban redevelopment opportunities.
2. The tax base will be further diversified and expanded to provide sufficient revenues to support city services and facilities.
3. Formulate and implement existing and new incentive programs to attract and sustain businesses. The range of economic incentives will be expanded and fiscal benefits will be considered when offering economic-incentive packages.
4. Develop local entrepreneurial efforts for local businesses. Encourage and attract development that will expand tax base.
5. Improve the quality and variety of retail, commercial and service businesses through land use strategies and zoning reform policy throughout the city.
6. Office uses will be encouraged with the understanding of what the market supports. Continue to market sites and buildings available in Richmond.
7. Emphasis on industrial development will continue, with a focus on technology, manufacturing and assembly, warehousing and distribution. Jobs related to computer technology will be encouraged to locate within the certified technology park boundaries. Industries with limited potential environmental impact will be encouraged to locate within the Industrial Parkway area.

8. Retail will support the community needs for goods and services in concentrated locations throughout the city, US 40 (east and west), and Downtown. Neighborhood center retail will focus on service and convenience categories.
9. Road, rail, airport, and utility improvements that facilitate economic development will be supported.
10. The Downtown will be the focus for specialty retail, entertainment, cultural facilities, and civic uses through a strategic district approach.
11. Numerous approaches will be taken to maintain stable land prices for industrial development.
12. Coordination with economic partners and Richmond Community Schools will continue to be encouraged.
13. Develop a centralized information clearinghouse pertaining to economic development information and sectors including industrial development, office development, retail development, downtown revitalization, and tourism.
14. Encourage and attract jobs related to Life Sciences, particularly for the area closest to I-70, US 27 and Reid Parkway. Develop incentives to entice local business to better serve the Life Science interests.

C. Economic Base

Issues and Findings

Economic Structure

During the 1860s and continuing through the twentieth century, Richmond was considered a manufacturing city. Though not at the top of current industry trends, manufacturing is still a top contender, but the service sector superseded in the number of establishments and occupation over the past ten years in keeping with National and State trends. Using a standard classification system, the distribution of the number of establishments is shown below in the various tables and bar charts. These are the standard categories used by the North American Industrial Classification System (NAICS). Manufacturing, education, health care, and social assistance represent the largest number of establishments in Richmond, Indiana followed by retail trade, and other service oriented establishments.

Occupation by Industry

When comparing a 10-year difference between 1990 and 2000, the City of Richmond had the greatest decrease - 60% - in agriculture, forestry, fishing, hunting, and mining positions from 1990 to 2000. The number of positions in the service industries (arts, entertainment, recreation, accommodation, and food services industry) had the greatest growth of 60 percent between 1990 and 2000. Wholesale trade and retail trade both lost a significant number of positions between 1990 and 2000.

City of Richmond Occupation by Industry 1990 - 2000

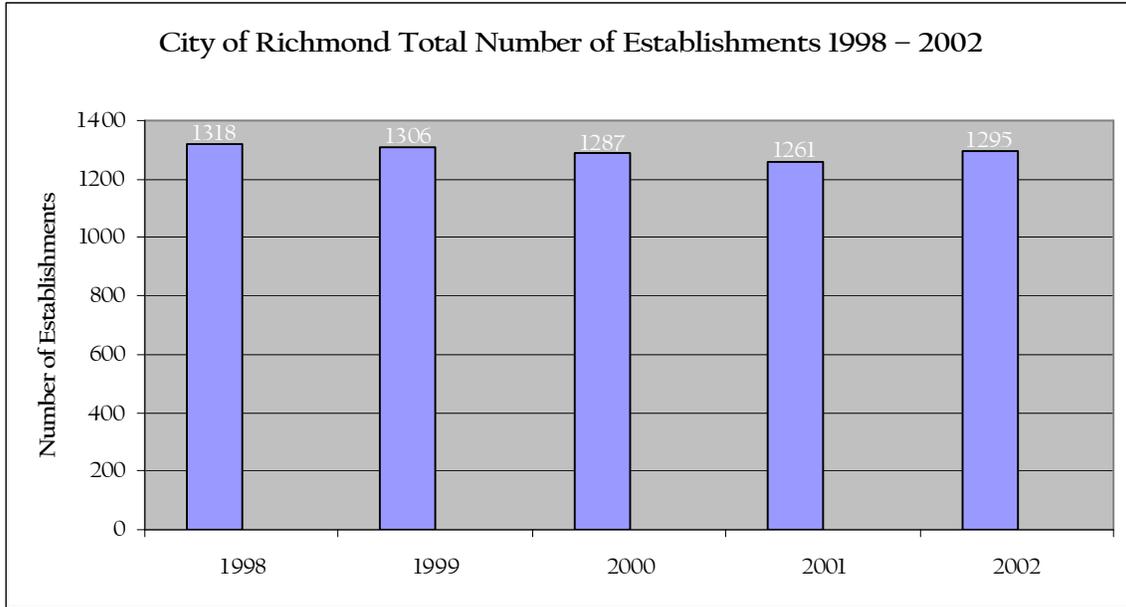
Industry Description	1990	2000	% Change
Agriculture, forestry, fishing and hunting, mining	196	77	-60.7
Construction, extraction, and maintenance	520	897	42
Manufacturing	4,517	4,410	-2.3
Wholesale trade	751	553	-26.4
Retail trade	3,173	2,447	-22.9
Transportation and warehousing and utilities	406	559	27.4
Information	430	410	-4.7
Finance, insurance, real estate, and rental and leasing	705	745	5.4
Professional, scientific, management, administrative, and waste management services	621	743	16.4
Educational, health and social services	3,635	3,805	4.5
Arts, entertainment, recreation, accommodation, and food services	681	1,714	60.3
Other services (except public administration)	841	912	7.8
Public Administration	328	444	26.1

Source: U.S. Economic Census 2002

City of Richmond Number of Establishments by Industry 1998 – 2002

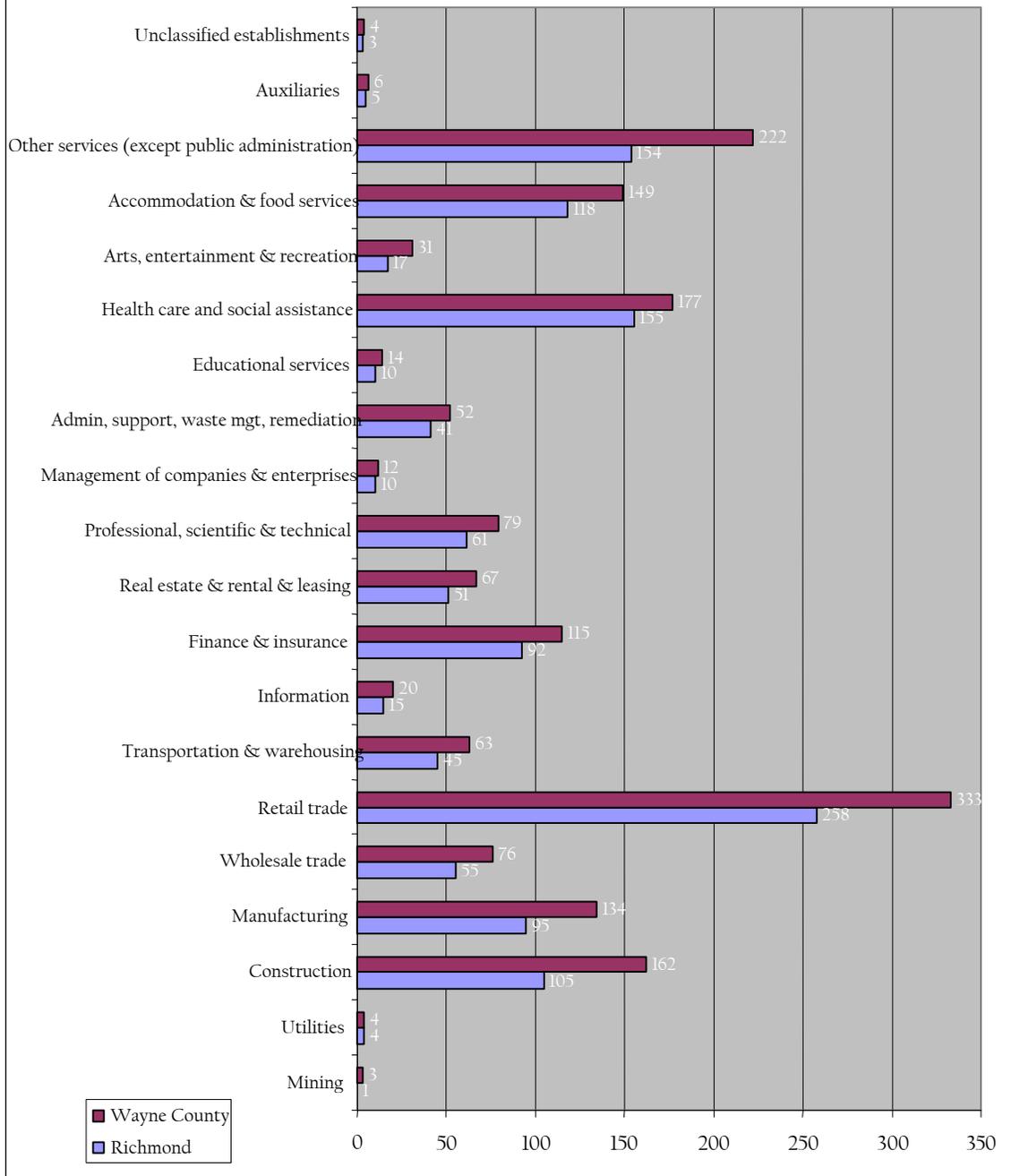
	1998	1999	2000	2001	2002
Mining	1	1	1	1	1
Utilities	2	2	2	4	4
Construction	119	117	109	100	105
Manufacturing	91	90	93	91	95
Wholesale trade	75	69	63	58	55
Retail trade	253	254	248	243	258
Transportation & warehousing	31	33	38	39	45
Information	16	16	13	13	15
Finance & insurance	85	89	94	89	92
Real estate & rental & leasing	52	51	49	52	51
Professional, scientific & technical services	61	60	64	60	61
Management of companies & enterprises	13	13	11	8	10
Admin, support, waste mgt, remediation services	54	53	50	53	41
Educational services	9	9	9	10	10
Health care and social assistance	146	148	150	147	155
Arts, entertainment & recreation	21	17	17	18	17
Accommodation & food services	115	114	110	110	118
Other services (except public administration)	166	160	155	158	154
Auxiliaries	5	5	6	5	5
Unclassified establishments	3	5	5	2	3
Total	1318	1306	1287	1261	1295

Source: U.S. Economic Census 2002

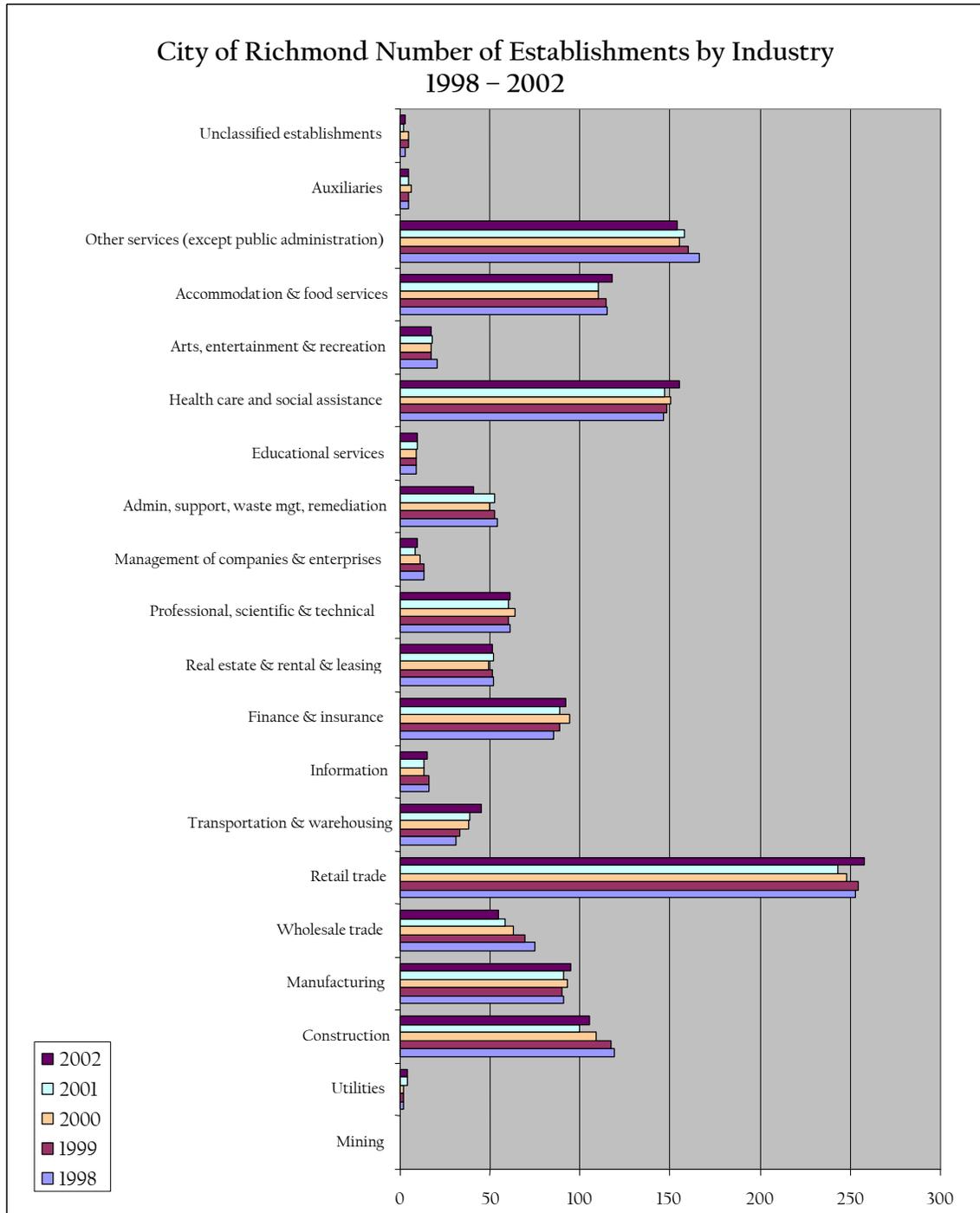


Source: U.S. Economic Census 2002

City of Richmond and Wayne County, Indiana Number of Establishments 2002



Source: U.S. Census 2002



Source: U.S. Census 2002

The largest decrease in the number of establishments was from 2000 to 2001 with an average decrease of 13 %. Between 1998 and 2002, construction decreased by 12%. Health care and social assistance increased by 6%, plus transportation and warehousing increased by 45% within the five-year period. Other increases occurred in manufacturing, retail trade, and the accommodations and food services.

The charts compare the number of establishments by different industries in Richmond and Wayne County with retail trade, health care, social assistance and other services leading in the number of establishments from 1998-2002.

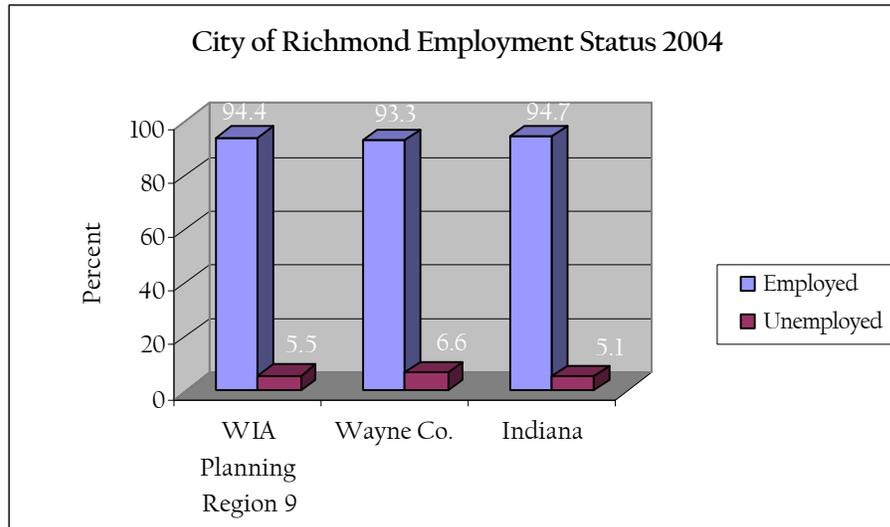
Employment and Income

Persons of employment age (16 years of age and over) in the City of Richmond for the year 2000 was 19,498. In 2004, Richmond’s unemployment rate was 8.6%. In Indiana, this rate ranked as the 3rd highest for cities with a population over 25,000. Richmond, Indiana continues to have a high unemployment rate compared to the state average.

Employment Status 2004

	Unemployment Rate (April 2004)
United States	5.4
Indiana	5.0
Wayne County	6.5
Richmond	8.6

Source: Indiana Workforce Development 2005



Source: U.S. Census 2002

Employment Status 2004					
	Date	Labor force	Employed	Unemployed	Unemployment Rate
WIA Planning Region 9	Annual-04	153,680	145,220	8,460	5.50%
Wayne Co.	Annual-04	34,810	32,490	2,320	6.70%
Indiana	Annual-04	3,170,400	3,005,240	165,160	5.20%

Source: U.S. Economic Census 2002

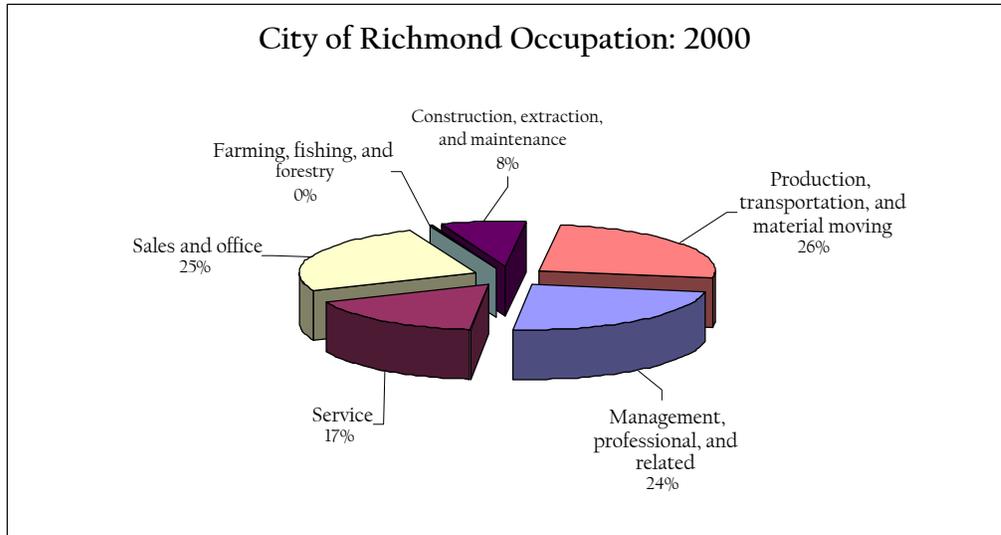
City of Richmond Employment Status and Occupation 1990 – 2000

Employment Status				
	2000	%	1990	%
Population 16 years and over	31,046	100.0%	30,148	100.0%
In labor force	19,506	62.8%	18,383	61.0%
Civilian labor force	19,498	62.8%	18,367	61.0%
Employed	17,716	57.1%	16,804	55.8%
Unemployed	1,782	5.7%	1,563	5.2%
Armed forces	8	-	16	-
Not in labor force	11,540	37.2%	11,765	39.0%
Occupation				
	2000	%	1990	%
Management, professional, and related Service	4,225	23.8%	4,336	25.8%
Sales and office	3,019	17.0%	4,373	26.0%
Farming, fishing, and forestry	4,463	25.2%	2,558	15.2%
Construction, extraction, and maintenance	53	0.3%	162	1.0%
Production, transportation, and material moving	1,410	8.0%	1,879	11.2%
4,546	25.7%	3,496	20.8%	
Industry				
	2000	%	1990	%
Agriculture, forestry, fishing and hunting, mining	77	0.4%	196	1.2%
Construction, extraction, and maintenance	897	5.1%	520	3.1%
Manufacturing	4,410	24.9%	4,517	26.9%
Wholesale trade	553	3.1%	751	4.5%
Retail trade	2,447	13.8%	3,173	18.9%
Transportation and warehousing and utilities	559	3.2%	406	2.4%
Information	410	2.3%	430	2.6%
Finance, insurance, real estate, and rental and leasing	745	4.2%	705	4.2%
Professional, scientific, management, administrative, and waste management services	743	4.2%	621	3.7%
Educational, health and social services	3,805	21.5%	3,635	21.6%
Arts, entertainment, recreation, accommodation, and food services	1,714	9.7%	681	4.1%
Other services (except public administration)	912	5.1%	841	5.0%
Public Administration	444	2.5%	328	2.0%

Source: U.S. Economic Census 2002

Occupations

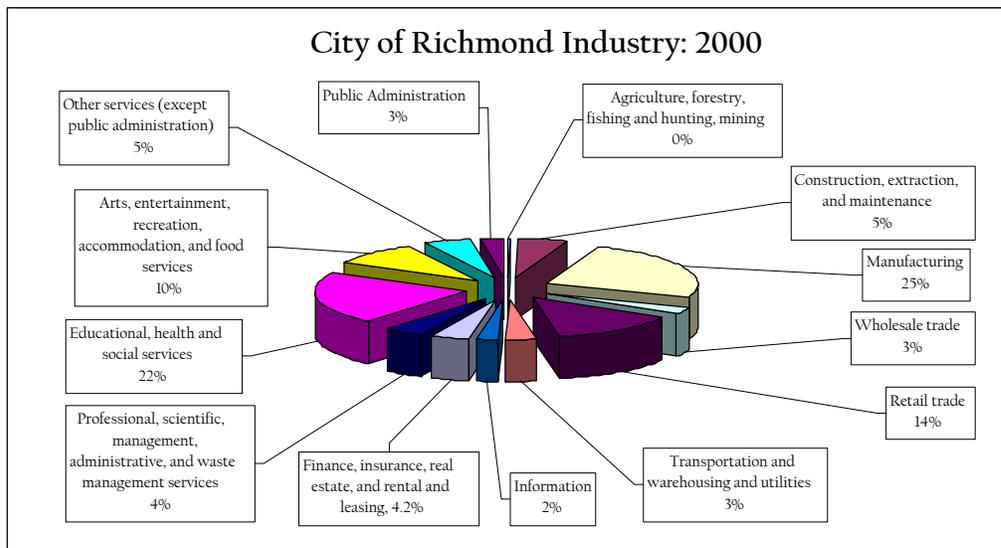
Approximately 50% of the total labor force is employed by a manufacturing industry or in an educational institution, health care, or social service industry. These positions are listed as professional, management, sales/office, and manufacturing.



Source: U.S. Census 2000

Occupations and Industry

The three leading occupation sectors in Richmond as of the year 2000 were management/professional occupations at 24%, sales/office positions at 25% and positions in production, transportation, and materials moving at 26% of the total occupations. These three occupation sectors each represent approximately one quarter or 25% each of the total occupations held in the City of Richmond.



Source: U.S. Census 2000

According to the U.S. Census, the leading industries employing persons in Richmond are the manufacturing industry that employs 25% of the total labor force and the education, health, and social service industries that employ 22% of the labor force. The arts, entertainment and accommodations industry employs 10% of the total labor force according to the 2000 US Census. According to the occupation projections by the Indiana Economic Workforce, the service sector, healthcare, and retail, trade may surpass manufacturing in the near future.

Occupation Projections

The most current data from 2004 indicates that employment increased for the WIA Planning Region 9 (Dearborn, Decatur, Fayette, Franklin, Jefferson, Ohio, Ripley, Rush, Switzerland, Union and Wayne Counties) see table below.

Occupation Projections by Job Type Region 9 (Dearborn, Decatur, Fayette, Franklin, Jefferson, Ohio, Ripley, Rush, Switzerland, Union and Wayne Counties)

Job Title	2000 Employment	2010 Employment	Annual Growth Rate	Annual Avg. New Jobs
Total, All Occupations	122,850	134,890	0.98%	1,200
Management Occupations	6,420	6,810	0.61%	40
Business and Financial Oper Occs	2,730	2,980	0.92%	30
Computer and Mathematical Occs	840	1,190	4.17%	40
Architecture and Engineering Occupations	1,780	1,730	-0.28%	-10
Life, Physical, and Social Science Occupations	500	570	1.40%	10
Community and Social Services Occupations	1,060	1,400	3.21%	30
Legal Occupations	410	460	1.22%	10
Education, Training, and Library Occupations	5,840	7,170	2.28%	130
Healthcare Practitioners and Technical Occupations	5,690	7,020	2.34%	130
Healthcare Support Occupations	2,560	3,490	3.63%	90
Protective Service Occupations	2,170	2,600	1.98%	40
Food Preparation and Serving Related Occupations	10,170	11,840	1.64%	170
Building and Grounds Cleaning and Maintenance Occupations	4,090	4,730	1.56%	60
Personal Care and Service Occupations	3,470	4,660	3.43%	120
Sales and Related Occupations	11,960	12,960	0.84%	100
Office and Administrative Support Occupations	17,060	17,680	0.36%	60
Farming, Fishing, and Forestry Occupations	770	750	-0.26%	Â
Construction and Extraction Occupations	5,320	6,020	1.32%	70
Installation, Maintenance, and Repair Occupations	5,320	5,520	0.38%	20
Production Occupations	23,430	23,010	-0.18%	-40
Transportation and Material Moving Occupations	10,180	11,110	0.91%	90

Source: Indiana Economic Workforce

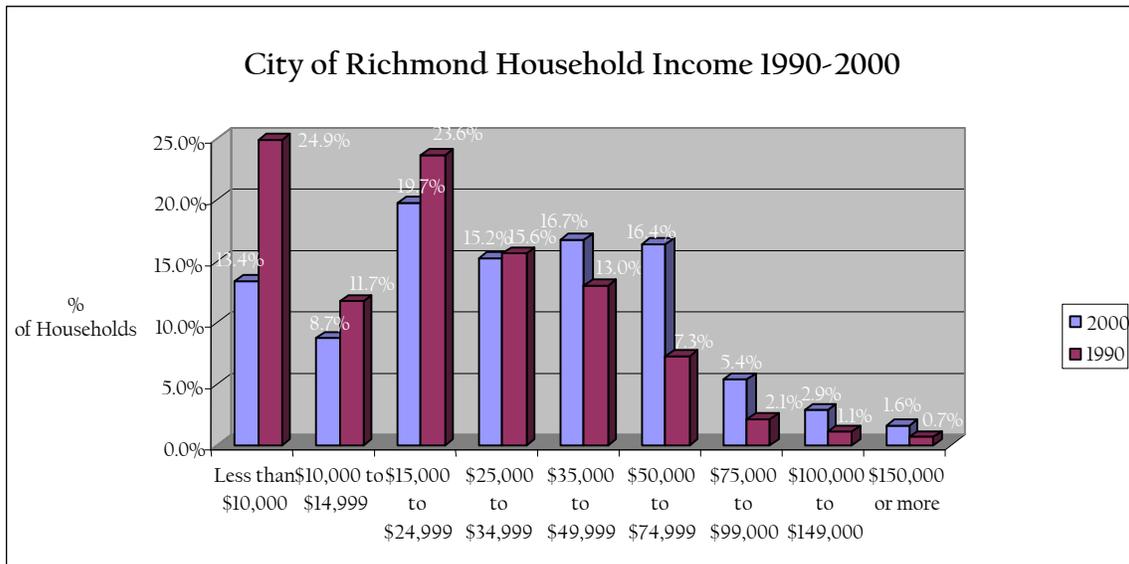
WIA - The Workforce Investment Act is Public Law 105-220, signed into effect on August 7, 1998. It provides the framework for a unique national workforce preparation and employment system designed to meet both the needs of the nation's businesses and the needs of job seekers and those who want to further their careers.

The employment projections for the WIA Region 9 (includes Richmond) predict an increase in educational, Healthcare Support, Personal Care, Service, Training, Library Work, Food Preparation, and Serving Occupations.

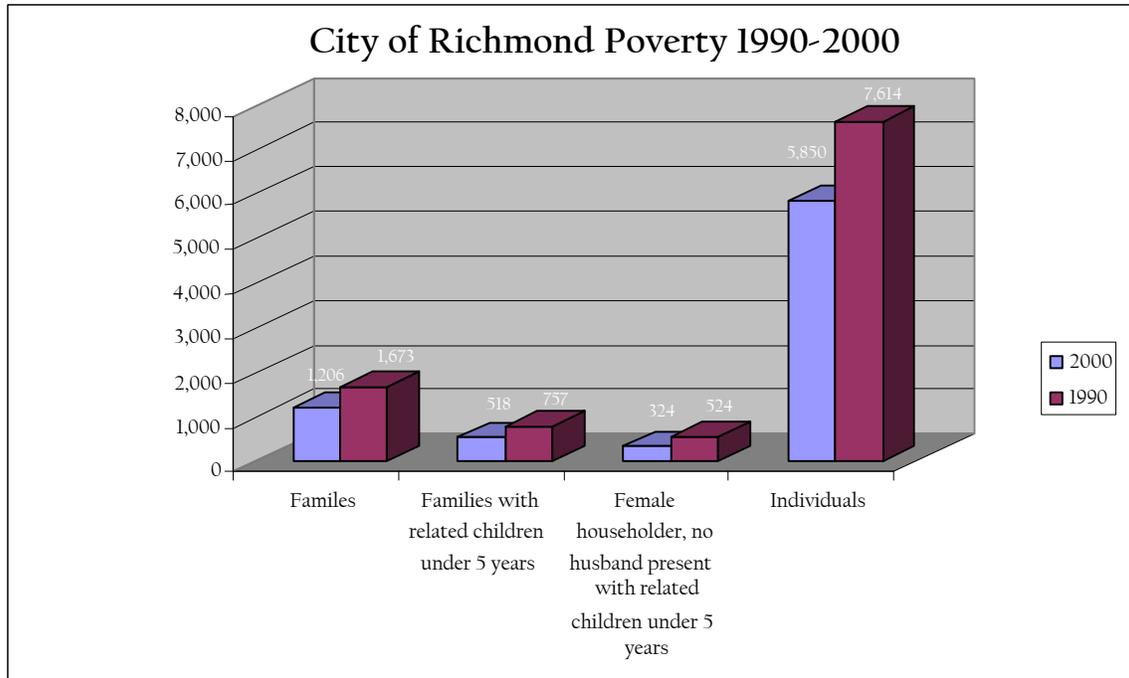
These projections anticipate growth in lower level positions such as food preparation, health care support, personal care, and other service positions. The Indiana Economic Workforce predicts a decrease in professional positions, such as architecture, engineering, legal field, and in other upper level production positions.

Income

The income trends for 1990 and 2000 indicate significant changes in the group of individuals earning under \$10,000 and the group of individuals earning \$50,000 to 74,999. There was more than an 11 % decrease in the under \$10,000 group, while there was an overall increase in household income for the year 2000. An increase of 10% occurred in the \$50,000 to 74,999 group. This data coincides with the overall decrease in the number of individuals at poverty level. There was an average of a 49 % decrease in poverty from 1990 to 2000.

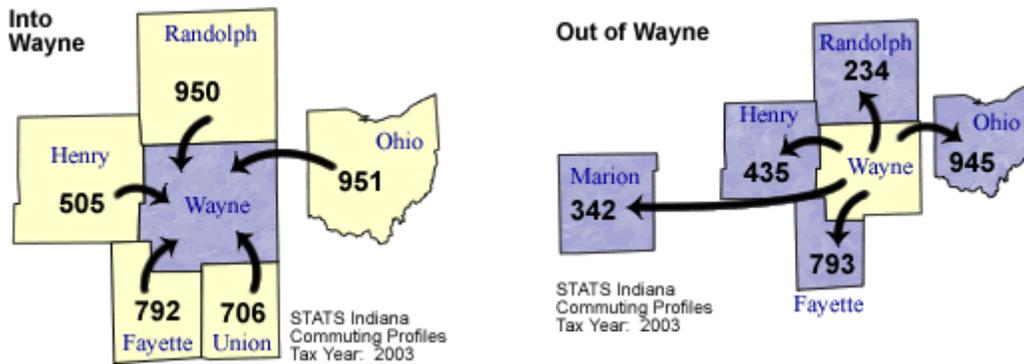


Source: U.S. Census 2000



Source: U.S. Census 2000

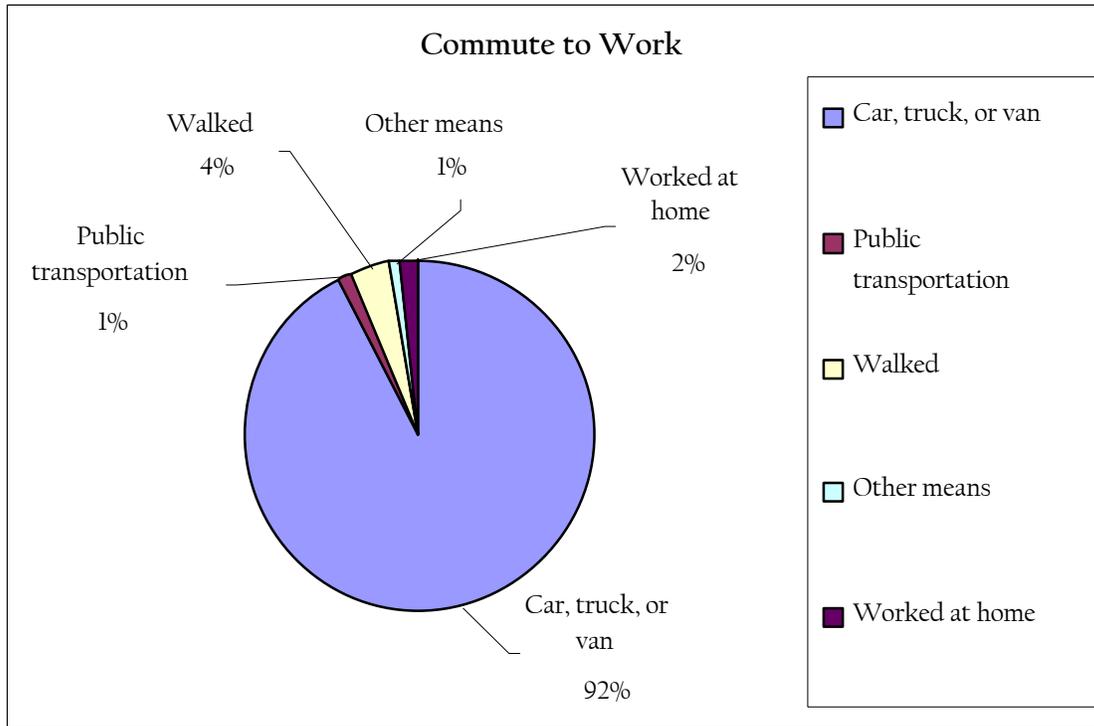
Workers Commute 2003



Workers Commute

As with most Midwestern cities the vast majority of the Richmond's residents are single commuters or in a group carpool. In Richmond, 92% commute to work via a car, truck, or van as reported in the U.S. 2000 Census. Additionally, about 8.5% of city residents that have employment and commute outside of Wayne County according to the U.S. 2000 Census.

City of Richmond Commute to Work 2000



Source: U.S. Census 2000

Major Employers

EMPLOYER	NUMBER OF EMPLOYEES	EMPLOYER	NUMBER OF EMPLOYEES
Reid Hospital	1,517	MEG/Steelworks	183
Richmond Community Schools	853	Hoffco/Comet	175
Belden Wire & Cable	825	Ace USA	165
Cinram	650	Marvel	157
Richmond State Hospital	607	Richmond Power & Light	142
Masterbrand Cabinets	500	Transilwrap	136
City of Richmond	441	Sanyo Laser Products	114
Mosey Manufacturing	430	Osborn International	112
Earlham College	420	Elderlite Logistics	100
Wayne County	410	Ahaus Tool & Engineering	100
Primex Plastics	331	Gamco Components	75
Color Box	313	Vandor	70
Landis Plastics	232	Delta Distribution Center	60
Hill's Pet Nutrition	220	CCX-Conway Central Express	37
Silgan Closures	218	Indiana-American Water	30
Autocar	203	Safety Zone	16

Source: Wayne County Economic Development Corporation

Industrial Parks

Richmond has several industrial parks located on the north, east and west sides of the city. The Midwest Industrial Park encompasses nearly 550 acres and is located in the northwest quadrant. This location provides easy access to Interstate 70 and the Norfolk Southern Rail Line. The Gateway Industrial Park, located just off Interstate 70 and State Road 1, is smaller in scale at about 280 acres.

Midwest Industrial Park

The Midwest Industrial Park is 550 acres, and it's located at Interstate 70 and Salisbury Road. The lot sizes range from five to 110 acres in Phase I. Phase II includes lots of 160 acres and larger. The Midwest Industrial Park is served by state Interstate access. The Norfolk Southern Rail Line is located on this site. It is fully served with utilities, and is zoned M-1 for heavy and light manufacturing. The companies located at Midwest Industrial Park are summarized below with the name of the company, the type of business, the number of employees, and the acreage.

Delta Entertainment Corporation / Distribution / 60 / 2001 / 14 acres
 Innatech / Advanced Plastics Mfg / 54 / 2000 / 20 acres
 Vandor Corporation / Casket Mfg / 70 / 2002 / 12 acres
 Osborn International / Industrial Brushes / 112 / 2004 / 17 acres
 Elderlite Express, Inc. / Logistics / 100 / 2003 / 24 acres
 CCX (Con-Way Central Express) / Trucking / 37 / 2000 / 5 acres
 Safety Zone / Distribution / 16 / 2003 / 8 acres

Organizations

The City of Richmond has several economic development organizations that promote business, industrial, and professional development throughout the city and county. Listed below are the leading economic development organizations.

Richmond-Wayne County Chamber of Commerce

The Richmond-Wayne County Chamber of Commerce is an organization that represents over 700 business members. The Chamber offers many training programs, incentives, and networking to businesses and professionals. The Chamber has committees and special task forces for the major areas of interest of the business community including:

Agribusiness

Promotes the agriculture industry in Wayne County. It provides a forum for agricultural issues that affect all area residents.

Business Medical Education Linkages Task Force

The Business, Education and Medical Services Committee increases economic activity in health services, life sciences, and medical devices for the Richmond-Wayne County region.

Buy Local Task Force

Focuses on promoting public awareness about the advantages and opportunities of buying locally. This group facilitates this process by educating public entities, businesses, and others.

Red Coats Committee

Hosts grand openings, ribbon cuttings, annual dinners, member golf outings, and other chamber events.

Community Development

Implements the Positively Wayne County Program, a clean-up/beautification plan to enhance the appearance of the community and to develop community awards.

Education Committee

Develops a partnership with all area schools to upgrade the educational programs and processes that measure the performance of the schools, for the purpose of improving workforce preparedness.

Legislative Affairs

Conducts "third house sessions" with area legislators, to monitor business/economic development legislation and to lobby for issues of local concern.

Local Government

Monitors local government meetings to identify key issues affecting the business community, plus to recruit and promote pro-business candidates for local government positions.

Learning Corporation

Focuses on raising the educational attainment and value placed upon education by all the citizens of Wayne County.

Membership Council

Increases membership retention and involvement, while improving communication in order to enhance the image and visibility of the Chamber.

Wayne County Economic Development Corporation (EDC)

The Wayne County Economic Development Corporation is an organization that works to improve business, community environment, and employment opportunities in Richmond and Wayne County. This organization identifies, addresses, and works to overcome the obstacles that inhibit business retention, growth, and development. The Wayne County EDC encourages the retention and expansion of existing businesses, attracts new investment, and invests in the workforce through its education and training programs.

The EDC is a liaison between business programs and services at a local and state level. Local assistance includes help with tax abatements, funding through city and county revolving loans, and funding for training. State assistance programs include training programs/grants, loans for equipment purchases, trade show assistance for companies interested in exporting and international markets, plus energy programs. The EDC works closely with the Indiana Office of Rural Affairs and the local and state Workforce Development offices to stay current on available programs.

These markets include automotive, plastics, food processing, biomedical, information technology, and advanced logistics. These industries are targeted by the State. Richmond has an excellent access to the interstate that makes it very attractive to automotive suppliers, food processors and logistics companies. Because of competitive utility costs, Wayne County attracts a large number of plastics and injection molding companies.

The EDC's focuses on four key points:

1. Extend a competitive advantage for attracting business.
2. Move business retention and expansion to the next level.
3. Collaborate to foster forward-looking economic development capabilities.
4. Develop the organization.

The EDC was established using the Economic Development Income Tax (EDIT) to fund economic development projects in the city and county. EDIT is a county tax of 0.25 percent of residents' incomes. The EDC funds a revolving loan program for Uptown Richmond, and a system to inventory downtown facilities and marketing the available space.

The EDC established a Business Retention and Expansion Program. The program works with existing companies on a regular basis; tracks information about those companies and helps to find grants and other financing options for company expansions. There is a database to track this information.

Small Business Development Center (SBDC)

The SBDC is a "One Stop Shop" for all small business needs. It is hosted by the EDC. The SBDC provides area businesses with management and technical assistance that supports business success. The SBDC also offers an export assistance service for international business resources.

Main Street Richmond-Wayne County

Main Street Richmond-Wayne County is dedicated to a holistic environment of retail, entertainment, business, government, housing, industry, and urbanism. The Main Street program creates opportunities for investment through public/private partnerships. Main Street Richmond-Wayne County is the symbol of ownership in socio-economic development and community-wide pride.

Main Street Richmond-Wayne County maintains a database of all available facilities in downtown Richmond. Main Street is the advocate for Uptown Richmond, and a first stop for business advice, consulting, and assistance. New business start-ups and proven companies with years of experience can participate in Main Street's valuable services and advantages. In addition to these services, Main Street also provides unlimited networking and publicity opportunities.



Source: KKG

Main Street Mission: *To facilitate the continual health and prosperity of the central business district and thus the community at large by leading public/private sector community and economic development efforts.*

The Urban Enterprise Association, Inc.

Strengthening the Enterprise Zone is a large part of the UEA's mission. One way to accomplish that goal is to provide businesses and residents in the Enterprise Zone with access to affordable educational opportunities. The Richmond UEA offers educational workshops for Zone businesses and Zone residents. Some available workshops include:

- Achieving Home Ownership
- Maintaining Home Ownership
- Breaking the Barriers to Home Ownership
- Zone Registration Workshops
- Security Essentials
- Parenting Classes+
- Nutrition Classes+
- Entrepreneurial Academy
- Resumes & Cover Letters*
- Interviewing & Applications*
- Job Search Techniques*
- Complete Job Search*
- Starting a Business/Entrepreneurship
- Computer Classes
- Technology Classes

+Workshops provided by the Purdue Extension Cooperative

*Workshops provided by the Richmond WorkOne Center

Richmond/Wayne County Indiana Convention and Tourism Bureau, Inc.

The Richmond /Wayne County Indiana Convention and Tourism Bureau, Inc. was created by an act of the Indiana Legislature in 1980. The Wayne County Convention & Tourism Bureau is responsible for promoting and encouraging conventions, tournaments, trade shows, special events, visitors, recreation, and attraction development for Wayne County and Richmond, Indiana. The bureau has four primary responsibilities:

- To develop an image to position our area in the marketplace as a viable destination for meetings and visitors, thereby enhancing and strengthening the economic foundation of Wayne County.
- To encourage, solicit and service potential group business to Wayne County.
- To serve as a valuable resource, assisting those groups/individuals in all stages of pre/post group planning and implementation.
- To engage in visitor promotions encouraging tourists to visit and enjoy the wonderful historic, cultural, and recreational opportunities this area offers.

Strategies and Recommendations

E B 1. Conduct a Market Study and Business Sector Composition Study

The City of Richmond should conduct or commission a market study for the purpose of studying the composition of the business sector with the Wayne County Economic Development Corporation. The market study will evaluate the level of demand for Richmond's goods and services. This study should define the Richmond trade area -which will probably extend well beyond the city- and identify the purchasing power, retail, and service needs of the trade area's residents and businesses. Studying the current composition of businesses will pinpoint the types of businesses currently operating in the Richmond trade area and evaluate the opportunities that the existing businesses present.

These may include:

- Clustering opportunities (strategies for attracting businesses that are suppliers of existing establishments or buy goods and services from existing establishments)
- Niche opportunities (strategies for attracting businesses that complement existing establishments)
- Expansion opportunities (strategies for attracting businesses that have similar needs to successful local businesses and are likely to benefit from the Richmond environment)

E B 2. Economic Development Plan

On the basis of the data gathered in the market and business composition study, the Wayne County Economic Development Corporation will be prepared to develop a strategic economic development plan with the City of Richmond. This plan should be designed to capitalize on the information gathered to date and designed to work with the EDC's service delivery capacities. The Economic Development Corporation will use its knowledge of local economic opportunities and resources to evaluate a variety of possible strategies.

The findings of these studies and the Economic Development Corporation's strategic plan should be shared with key community partners and the public to help build broad support for the Council's strategies and for any public expenditure that may be necessary.

E B 3. Identify Mixed Land Use Development Areas and Incorporate Zoning Reform

Improve the quality and variety of retail, commercial and service businesses through land use strategies and zoning reform policy throughout the city. Develop mixed-use land use categories and zones to promote a mix of business types within a geographic area. Select appropriate areas for this type of land use. Change current zoning code and classifications to reflect the mixed-use areas. Identify sites and plans for future industry including manufacturing, technology, and advanced research companies to locate in the Richmond area.

E B 4. Promote Inter-Organization Communication

Foster further consensus and regular communication between business and government on existing economic development programs. Interact and communicate with local area chambers of commerce, real estate professionals, and developers to identify the needs and business plans of the community.

E B 5. Retail Strategic Development Plan

Develop a Retail Strategic Development Plan to envision sites and areas for strategic retail development and centers in conjunction with the City of Richmond.

E B 6. Create a Clearing House for Redevelopment Sites and Greyfield/Brownfields Sites

Create and maintain a clearinghouse that will be available to the public to inventory and market underutilized sites, potential brownfield sites, and redevelopment opportunities in the City of Richmond and in the two-mile fringe area.

E B 7. Develop Joint Economic Partnership

Promote cooperative and joint economic development partnerships between Wayne County, The City of Richmond, and Centerville to encourage economic development initiatives between local governments and businesses for specific projects and areas located within the two-mile fringe.

E B 8. Expand the Downtown TIF District

Expand the central core TIF district to build more capacity for business location and offer further incentives for the Downtown TIF District.

E B 9. Develop and Promote Customized Business and Industry Training with Educational Institutions

The City of Richmond should continue to work closely with the Economic Development Corporation of Wayne County and local colleges including Earlham College, Purdue, Indiana University East, Ivy Tech State College, Main Street Richmond, and the local Chamber of Commerce to further higher educational opportunities and co-op programs. The Economic Development Corporation of Wayne County should continue to work with a number of different organizations in the community to improve economic and community development through new and improved co-op programs with local universities for job placement.

Create programs for high school students and college students to explore career and job opportunities in the Richmond area. Currently there are programs between the Richmond-Wayne County Chamber of Commerce and the Economic Development Corporation to promote careers for students. The City of Richmond should participate in these local and regional programs, plus provide support and awareness of the programs.

E B 10. Workforce Development Marketing and Outreach

Work with the organizations to further market the existing and future workforce development and training programs for the labor force in Richmond, Indiana.

E B 11. Coordinate Marketing and Public Relations Planning For The City With Agencies And Organizations

The City of Richmond should be aware of all Marketing and Public Relations efforts with local agencies and any agencies conducting the efforts and should track all efforts in a centralized location.

E B 12. Strengthen Richmond's Overall Tourism Development

Pursue development of tourism programs including:

- Conference Center/Hotel complex development in strategic location.
- Lodging facilities' ongoing renovation &/or possible expansion/development opportunities.
- Continued development and promotion of historic downtown Richmond as arts and cultural destination.
- Work with area attractions & event providers to strengthen the overall tourism product.
- Continued development & promotion of the National Road Scenic & Historic by-way.
- Highlight the local Underground Railroad history.

- Completion of Cardinal Greenway trail development in R/WC & to work long-term in extending completion up to the Muncie-Kokomo trail portion of the Cardinal Greenway.
- Hayes Regional Arboretum potential site expansion east of current site.
- Continued development and public relations of the Starr Gennett Recording History & National / International Legacy.

D. Industrial Development

Issues and Findings

Industrial Inventory

Richmond has a history of a significant inventory of manufacture-based firms. These firms have been the city's basic industry and major employers. Richmond's manufacturing industry imports intermediate goods (semi-processed) goods used to produce final manufactured products. Attractions for companies are the two industrial parks in Richmond. The Midwest Industrial Park encompasses nearly 550 acres and is located in the northwest quadrant. The location gives companies easy access to Interstate 70 and the Norfolk Southern rail line. The Gateway Industrial Park, located just off Interstate 70 and State Road 1, is a smaller scale park of around 280 acres. These area industrial parks encompass over 800 acres.



The Safety Zone
Source: www.iedc.org

Richmond's industrial base is oriented towards a traditional mix that is weighted heavily with manufacturing. Products generated by local plants include, plastics, caskets, pet food and supplies. Construction is the largest local industrial sector. The second largest is manufacturing and wholesale trade is third (see table below). One of the largest industrial clusters is in plastics with the top 10 companies providing 1100 jobs.

Major Employers Sector (Plastics)

Plastics

51	B&F Plastics, Inc.
60	Enviotech Extrusions, Inc.
136	Transilwrap Co., Inc.
18	Plastics Machinery Technology
330	Primex Plastics Corp.
4	Polymer Equipment
90	Woodruff Corp.
125	Spartech Plastics
232	Landis Plastics Inc.
54	<u>Innatech</u>
	1100 employees

Richmond's dependence on a large, manufacturing sector causes its economic base to be susceptible if there is a downturn in this sector. Nationally, manufacturing has been declining as an industry for three decades. Richmond must remain competitive to attract those exceptional manufacturing companies and niches that are experiencing growth. The City's industrial base will need to expand and diversify in order to remain competitive and attract the technology driven industries. It is also important for the City to retain a strong industrial base as a source of tax revenue in the future. A diverse economic base can ensure that a severe downturn in any one industry or sector will not have the effect of reducing the City's overall tax base.

Industrial development continues to occur with Osborn International's recent announcement to expand their company. Innatech has announced an expansion and is building on to their existing facility. The EDC of Wayne County has announced that a new food processing facility plans to locate in Richmond bringing a multi-million dollar investment and up to 200 new jobs.



Midwest Industrial Park

Source: www.richmond-in.com

Reid Hospital and Health Care Services is building (2005) a \$250 million hospital complex off Chester Boulevard in Richmond. It is the largest capital investment in the history of Richmond and east central Indiana. This investment, combined with internal business expansions and successful business prospects by the Economic Development Corporation of Wayne County, is likely to generate job growth.

Business Summary												
	Richmond City, IN				Wayne County, IN				30 Minute Drive			
	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	#	%Tot	#	%Tot	#	%Tot	#	%Tot	#	%Tot	#	%Tot
Agriculture & Mining	20	1%	155	1%	47	2%	265	1%	99	2%	461	1%
Construction	95	6%	947	4%	187	7%	1,334	4%	355	8%	2,105	4%
Manufacturing	92	5%	6,464	27%	139	5%	7,474	23%	231	5%	11,151	22%
Transportation	39	2%	355	1%	79	3%	510	2%	135	3%	1,164	2%
Communication	9	1%	85	0%	14	1%	154	0%	23	1%	237	0%
Electric, Gas, Water, Sanitary Services	0	0%	0	0%	1	0%	1	0%	9	0%	53	0%
Wholesale Trade	72	4%	1,082	4%	112	4%	1,423	4%	197	4%	3,043	6%
Retail Trade Summary	431	25%	5,273	22%	617	23%	6,701	21%	962	21%	9,416	19%
Home Improvement	24	1%	243	1%	41	2%	364	1%	75	2%	493	1%
General Merchandise Stores	15	1%	773	3%	19	1%	832	3%	24	1%	857	2%
Food Stores	31	2%	509	2%	51	2%	682	2%	79	2%	1,345	3%
Auto Dealers, Gas Stations, Auto Aftermarket	75	4%	649	3%	103	4%	905	3%	166	4%	1,376	3%
Apparel & Accessory Stores	27	2%	162	1%	29	1%	172	1%	35	1%	192	0%
Furniture & Home Furnishings	35	2%	219	1%	50	2%	261	1%	79	2%	376	1%
Eating & Drinking Places	109	6%	2,067	8%	151	6%	2,657	8%	242	5%	3,684	7%
Miscellaneous Retail	115	7%	651	3%	173	7%	828	3%	262	6%	1,093	2%
Finance, Insurance, Real Estate Summary	160	9%	1,010	4%	221	8%	1,208	4%	364	8%	1,934	4%
Banks, Savings & Lending Institutions	49	3%	384	2%	70	3%	491	2%	105	2%	762	2%
Securities Brokers	13	1%	50	0%	15	1%	54	0%	24	1%	65	0%
Insurance Carriers & Agents	38	2%	166	1%	54	2%	213	1%	89	2%	372	1%
Real Estate, Holding, Other Investment Offices	60	3%	410	2%	82	3%	450	1%	146	3%	735	1%
Services Summary	691	40%	7,967	33%	1,056	40%	11,732	37%	1,747	39%	17,903	36%
Hotels & Lodging	11	1%	163	1%	23	1%	191	1%	45	1%	407	1%
Automotive Services	68	4%	303	1%	105	4%	441	1%	170	4%	641	1%
Motion Pictures & Amusements	36	2%	264	1%	59	2%	361	1%	81	2%	561	1%
Health Services	95	6%	2,678	11%	140	5%	4,116	13%	206	5%	5,995	12%
Legal Services	18	1%	86	0%	24	1%	104	0%	44	1%	152	0%
Education Institutions & Libraries	36	2%	1,601	7%	62	2%	2,688	8%	117	3%	4,444	9%
Other Services	427	25%	2,872	12%	643	24%	3,831	12%	1,084	24%	5,703	11%
Government	91	5%	979	4%	142	5%	1,155	4%	306	7%	2,614	5%
Other	20	1%	33	0%	26	1%	37	0%	47	1%	58	0%
Totals	1,720	100%	24,350	100%	2,641	100%	31,994	100%	4,485	100%	50,139	100%

Source: InfoUSA, ESRI, The Whitaker Group, Inc.

Strategies and Recommendations

I D 1. Designate and Market Formal Industrial Parks

The priority of this objective is to create and market an identity for the City's industrial areas. This will improve the City's ability to attract new businesses. The City should designate formal industrial parks for each industrial area within the city. Their owners have already established some formal parks. At the same time, the City or other developer may develop new industrial parks in the future.

I D 2. Develop and Maintain an Information Clearinghouse of All Industrial Related Firm

The City of Richmond in conjunction with the Wayne County Economic Development Corporation and the Richmond-Wayne County Chamber of Commerce should develop a system to inventory all manufacturing and industrial types of developments in the city and the two-mile fringe that is easily updated and accessible to the public.

I D 3. Designate Formal Industrial Parks and Enhance Park Identities

Industrial parks should create special gateway features and signage to reinforce their individual identities. The City of Richmond and the Wayne County Economic Development Corporation will work with private owners to enhance gateways. Industrial areas will be designated, which provide separate identities for each major concentration of industrial uses. In the future, new industrial parks should provide formal identities.

I D 4. Market Industrial Parks

The City of Richmond and the Wayne County Economic Development Corporation will continue to market specific industrial parks and larger industrial areas in its marketing materials.

I D 5. Continue to Implement and Improve the City's Airport

Implement the various developments programmed at the Richmond Municipal Airport in the 20-year planning period to accommodate its changing role as a general aviation airport as identified in the Airport Layout Plan (ALP). The airport will play a vital role in the economic stability of the community while it grows from a small general aviation airport to a large general aviation airport required to serve large aircraft.

There is a need to implement the long-term strategy identified in the Airport Layout Plan to capitalize on this important asset, especially as demand from within the county grows enough to support more executive aircraft. The airport is a marketing amenity for attracting industrial and office uses. The airport is a generator of economic development and will grow in importance within the region over time. The city should continue to expand and improve its facilities and operations. In addition, aviation-oriented businesses should be attracted to the airport environs.

I D 6. Improve Truck Access

The Transportation Section recommends the rerouting of truck traffic and hazardous materials transport routes in the creation of an overall transportation plan. Truck and hazardous material routes should be identified along primary routes to industrial areas and guide traffic from the interstate to such points of destination. It is important to keep such traffic away from the downtown and residential areas. Such efforts, if aimed at diverting truck traffic away from the city's existing and prospective residential neighborhoods, will also help strengthen the marketability of those areas.

I D 7. Ensure that Labor Supply Issues are Continually Addressed and Marketed Through the Educational Institutions

The Wayne County Economic Development Corporation and the Richmond - Wayne County Chamber of Commerce will continue to work closely with area colleges, state vocational/technical training programs, and local manufacturers to ensure that labor supply issues are being addressed. These programs need to be marketed and to both the employers and to the universities and students. In this way, city efforts will add value to local companies' own efforts at labor recruitment. The EDC and the Chamber establish contacts with area colleges, state vocational / technical training programs, and local manufacturers to address labor supply issues.

I D 8. Prioritize Economic Clusters

The City focuses its marketing, attraction, and retention efforts on the key sectors that have established strong concentrations in the city’s economic base. While operating with a focus, the City is responsive to those that provide significant employment, reasonable income tax return to the City, or offer the opportunity for growth. As efforts focus on economic clusters, efforts should be made to maximize available land so that the City gets as much development as feasible on industrially zoned land.

I D 9. Develop and adopt standards for Industrial Zoning in the Zoning Code

The City should develop standards and requirements for Planned Industrial Districts that would provide a flexible zoning tool to accommodate large or unusual development projects.

E. Office Development

Issues and Findings

The City has the largest share of the county’s and the region’s office market. There are typically Class B/C buildings in cities the size of Richmond. Downtown primarily has financial; government and government related professional office uses – attorneys and physicians, consultants and organizations. Some professional, real estate, and other office tenants are scattered in a few neighborhood locations and small office parks such as those along US27/US40.

Downtown has a large concentration of office space that is currently used by or is available for private offices, according to Main Street Richmond -Wayne County’s inventory. However, most offices are not located in office “buildings,” but on the second stories of first floor storefront tenants. Much of the Downtown space is in older, historic buildings. Downtown is also home to a number of government functions. There are many professional physicians and dentists offices located along US 27 corridor and close to Reid hospital.

The City of Richmond's zoning codes permit office uses in the non-residential C-1 – C-4 zoning classifications. There are many areas in the city that are zoned for commercial uses – these areas zoned for office uses can attract future Class A/B space.

Issues

Among the issues to be addressed is the lack of demand for office space. The City faces competition from a large and growing office supply in the exurban areas of Dayton, Indianapolis, and Greater Cincinnati. The City cannot easily compete with the retail and other amenities that help attract office tenants to that area, unless cost factors present an advantage to locating in the City or the Downtown area.



Source: Waynet.org

The City also lacks dedicated and defined office parks to support such development. Finally, there is a perception among commercial office developers that the City only has limited zoned land available for office development.

Even if there was demand for professional and corporate office space, there is relatively little new Class A office stock in the city to accommodate this demand. Richmond's Downtown office space is located primarily in the core area and in 2nd and 3rd floor spaces in vintage buildings. Much of this Class B/C space remains vacant and has not attracted many of the typical small downtown office uses (attorneys, real estate and insurance offices, medical & dental professionals, etc).

The City has not had the kind of housing development that attracts executives to locate here. Since corporate executives and professionals tend to locate their offices near their homes, the lack of housing opportunities helps reduce demand for professional and corporate office space.

It is assumed that the City will have sufficient office-zoned land to accommodate and encourage the addition of new corporate office tenants and additional suburban office space, and the City will have sufficient and "appropriate" housing to attract office tenants, that some public intervention or public-private partnerships may be required to enhance the marketability of downtown office space.

Definitions

- Class A Office Space: New and recently built building with elevator, lobby, amenities, and medium finish.
- Class B Office Space: Similar finish to Class A, but older building (10-plus years) with fewer amenities.
- Class C Office Space: Older building, fair to poor quality, few amenities.
- Source: Randall Gross / Development Economics

Strategies and Recommendations

O D 1. Develop a Downtown Office Niche Incentive Marketing Strategy

The City represents such a large share of the Wayne County office market. In order to attract these niche tenants, the initial marketing strategy would focus on Richmond's uptown business district, which projects the unique image of the City to potential tenants. Office will be considered a key component of the Downtown revitalization plan. The interaction of office and retail uses is a secondary basis for attracting office uses to the Downtown.

O D 2. Identify and Market to Potential Tenants

The revitalization strategy will identify specific target office tenants for the Wayne County Economic Development Corporation and Main Street Richmond-Wayne County to recruit for the Downtown. Among the most appropriate first-phase tenants would be educational institutions, non-profit arts and cultural organizations, financial services, architects, engineers, and other professional tenants.

O D 3. Promote Mixed-Use Development in Outlying Locations

In order to ensure that the character of potential office areas is protected and enhanced, the City should allow for and promote mixed-use development in these outlying areas in an orderly fashion. The overall market preference is for mixed uses, especially retail. The current exception would include planned, landscaped office parks, with natural amenities.

OD 4. Promote Office and Mixed-Use Development

The Planning Department works with property owners and developers to plan on office-retail developments that provide a mixed-use commercial environment.

OD 5. Consider Density Bonus

The City should consider a density bonus to encourage mixed-use commercial development. This would be treated as a Conditional Use or Overlay District that would also require higher design standards and quality materials. This could necessitate placing a density cap on existing commercial districts.

F. Retail Development

Issues and Findings

The City has a total of about 431 retail businesses as of 2005, according to InfoUSA, ESRI inventories. Much of this inventory is located along the eastern portion of Richmond’s US 40, along the northern edge of the US 27 corridor, and downtown. Almost 90% of the consumers from the Downtown area shop at Wal-Mart’s Superstore, Meijer, or other competitive location. In order to attract consumers back to the downtown, Richmond’s residents and meeting participants indicate that they would like to have more entertainment, recreational, retail, grocery, and restaurant choices. Richmond consumers are adamant that the real strength of the downtown is its base of independent, home grown stores. They would prefer not to see the addition of more chains to Uptown because it would detract from its unique “Downtown” quality. Uptown was once the commercial hub for the City of Richmond. The City was not only the hub for government and finance, but also had the main concentration of destination retail stores that attracted shoppers from throughout the County and beyond. Uptown has a significant portion of the area’s retail and other commercial businesses.



Main Street
Source: Main Street Richmond-Wayne County

The retail summary includes the largest supply categories of retail trade in automobile dealerships, general merchandise stores, gasoline stations, grocery stores and full-service restaurants. Unfortunately, competition and a changing retail industry have contributed to the decentralized retail districts on the edges of Richmond, thereby creating a more difficult retail environment in Downtown Richmond.

Commercial development is also occurring. A developer recently purchased thirty-three acres of ground on the east side of Richmond - within the main commercial corridor. The land will be developed into a multi-tenant development including Menards, Kohls, Frischs, Walgreens and more. This development should occur in 2006. In addition, a former hotel was demolished and a new car dealership is being located in Richmond. An abandoned Lowe’s building was recently rehabbed into a Toyota Dealership.

Issues

1. **Competition:** An important issue for Uptown is the large-scale, rapidly emerging, strip malls. Wal-Mart's Superstore, combined with its attendant spin-off and "big box" retail, is a major draw for Richmond residents. As such, competitive retail leads to "leakage" in retail expenditures from Richmond to areas outside of the downtown.
2. **Small Business Base:** Uptown's locally owned small businesses are an important part of the "Downtown" image that is attractive to residents and visitors alike. However, small, locally owned businesses lack the financial and marketing resources available to national or regional chains, and are therefore more susceptible to competition and economic downturns.
3. **High Turnover:** Downtown has seen higher than acceptable turnover rates. This is a sign of underlying weaknesses resulting in part from competitive forces acting on the City's small business base and trade area population.
4. **Merchandising and Marketing:** Downtown would benefit from a comprehensive merchandising, marketing, and targeting strategy to bolster the resources of individual businesses that are otherwise acting alone. Lacking cooperative efforts among small businesses, such businesses are more susceptible to the competition that results in higher turnover.
5. **Additional Anchors:** Downtown is fortunate to have a downtown department store in Elder Beerman that serves as the only major retail anchor. Several junior anchors such as Kessler's Sporting Goods and Bulderick's Furniture generate impressive consumer trip statistics as well. Many fine small retail businesses have loyal customers that frequent their establishments also but downtown needs additional anchors that can help bolster its competitiveness for destination demand. These anchors might come in the form of non-retail uses but have drawing power from the trade area to bring additional consumers into the downtown. Without access to the marketing resources available to national or regional chains, the smaller independent local stores have difficulty reaching the broader regional consumer market.
6. **Visibility and Access:** While I-70 is nearby, uptown lacks the kind of gateway access and visibility of other towns, large and small that are located astride interstate highways or other major regional access routes.
7. **Role of Key Institutions:** Downtown benefits from the presence of important institutions, such as the Innovation Center, City and County government offices, and large banks or financial institutions. Until recently, there was no comprehensive effort to leverage the power of these institutions to strengthen downtown.

Strategies and Recommendations

R D 1. Develop a Downtown Niche Marketing Strategy

The Downtown Niche Marketing Strategy is driven by the need to enhance Richmond's Uptown destination appeal in order to expand the local retail and other trade markets. This area must increase its appeal to "inflow" consumers such as Richmond's day-trippers and tourists from outside of the Richmond's market. By enhancing "in-flow," the City can counteract some of the leakage effect from local households to competitive retail nodes. Of Richmond's retail nodes, Uptown has the best opportunity for generating destination appeal and capturing in-flow sales, in the short- and mid-term.

R D 2. Downtown Activity and Entertainment

A key finding from the stakeholder interviews, the survey results, and the results of the U-Plan meetings was that existing downtown shoppers -and presumably many consumers who do not currently shop in the downtown area-find that Uptown lacks "things to see or do." One priority for any comprehensive downtown marketing strategy would be to identify and establish a program for enhancing downtown's role as a destination center and an activity center for events, entertainment, retail, restaurants, and other street activity on a regular basis.

Richmond already has a substantial thematic base on which to build. A strong building stock is available to use for either commercial or entertainment ventures. Additionally, several, popular community festivals contribute to the local economy annually.

R D 3. Tourism

For a small historic downtown with significant competition, a key marketing strategy is to build on "inflow" from tourists and day-trippers from outside of the trade area. Key elements of this strategy include the development of bed and breakfasts and small inns to help bolster the community's image as a quaint get-away near the big city. Restaurants, conference centers, heritage corridors, and tourist attractions are also important marketing elements that should be considered as part of a comprehensive marketing strategy for tourism.

R D 4. Attract Downtown Anchors

A comprehensive strategy will also address ways to attract or create anchors for Uptown. Anchors are important as "drivers of destination" appeal and can include unique national and regional chain stores, or a convention center. Large local specialty stores, theaters (stage or film), civic or cultural centers, art galleries, historic hotels, antique malls, factory stores, museums, monuments, parks, or other strategic elements that can attract destination shoppers, tourists, and day-trippers. A Plan should be developed to jointly address the specifics of how to recruit, create, or develop appropriate anchors.

R D 5. Develop Educational/Institutional Partnerships and Programs

Technological and other university classes are held at the Richmond Innovation Center in downtown Richmond. The Uptown stakeholders are currently exploring ways to continue the vitalization of the downtown. Main Street Richmond-Wayne County has invested in providing continuing education classes and it remains a resource and attraction for its students. The City, Main Street Richmond-Wayne County, The Richmond-Wayne County Chamber of Commerce, and financial institutions are working together to coordinate and maximize efforts to strengthen Uptown. Area institutions, along with business and government, can also form additional partnerships to finance improvements and marketing efforts.

R D 6. Merchandising, Management, and Marketing Plan

A strategy to include merchandising plans should be developed to address specific marketing issues relating to individual retailers as well as the overall marketing effort for Downtown in the outlying areas. Management and marketing will be coordinated between and among downtown businesses in the same way that a shopping center management company markets the center as one entity, in order to create economies of scale in marketing, development, security, parking, or other shared concerns.

R D 7. Entrepreneur Development Program

The Uptown's key strength is its diverse collection of local, independent businesses. There is a need to make certain technical resources available to existing and potential small businesses that add value to the downtown retail mix. Such resources might include merchandising expertise, business planning, market research, building improvement loans, and operating capital, which are packaged to appeal to typical small business concerns. This program is currently being coordinated by Main Street Richmond-Wayne County and the Small Business Development Council. Main Street Richmond-Wayne County will also conduct pro-active efforts to identify and recruit local residents as potential entrepreneurs to operate niche businesses, with the assistance of the Wayne County Economic Development Corporation, Small Business Development and the Richmond-Wayne County Chamber of Commerce. This program could be financed through a special levy on downtown businesses (such as through a business improvement district – BID) that might also be used to finance certain physical improvements and services.

R D 8. Land Use Changes

The land use patterns in the Uptown area should encourage pedestrian activity. To do this, it is preferable that retail uses be located on first floor spaces with office and other non-retail uses located on upper floors.

R D 9. Enhance Gateways

In order to enhance the competitiveness of the City's suburban retail areas, there is a need to ensure a high-quality physical environment. These strategies will be prepared in City Images and Identity.

R D 10. Design and Implement Streetscape Enhancement

Urban design improvements are appropriate along the City's main commercial corridors, particularly US 27 and US 40 that act as key gateways. The City will design streetscape enhancements as part of a development plan and design guidelines for those corridors.

R D 11. Avoid Haphazard Development

The City will avoid haphazard, single-use, suburban, retail development along these corridors in favor of mixed-use development (see office recommendations). The design guidelines will respond to this issue.

R D 12. Develop Planned Business Overlay Zoning District

The City should broaden the Planning Business Overlay District to include retail and services uses. This will provide a flexible zoning tool to accommodate large or unusual retail development projects.

R D 13. Conduct a Market Analysis and Market Plan for Retail Uses

The City of Richmond in conjunction with Main Street Richmond-Wayne County, the Richmond-Wayne County Chamber of Commerce and the Wayne County Economic Development Corporation should conduct a market study to develop an inventory, analyze the market for retail development, target geographic locations, and develop a Strategic Plan of Action for recruiting and maintaining retail uses.

R D 14. Manage Retail Development through Zoning

Retail development is an important component of the City’s economic base and is necessary to meeting residents’ needs for goods and services. The City will support retail development that meets community needs for goods and services. To ensure that such development does not overly impact the community, a conditional/special use permit will be required for all retail development in excess of 90,000 square feet, whether or not freestanding. The conditional/special use permit will be issued based upon fulfilling specific criteria (e.g. location on a major arterial, demonstration of retail market demand through a market study; architectural design, materials, landscaping, signage, exceptional site design and town planning principles, plus traffic and access management, etc.).

R D 15. Encourage Retail Center Owners to Address Vacancy Issues

The City will work with retail center owners/managers to address ongoing tenant space vacancies. The City will be vigilant relative to code enforcement to ensure such properties continue to be well maintained.

R D 16. Develop an Information Clearing house for Retail Uses

The City of Richmond must develop and maintain an information-clearing house of retail uses, vacancy rates, current leasing rates, trends in development, types of retail and locations. This information should be readily accessible to the public.

G. Tourism

Issues and Findings

Tourism is flourishing in Richmond with a strong potential for expansion and further development. The Richmond Tourism Market consists of various area attractions including museums and historic sites within the community, a county fair, and local events celebrating Richmond’s heritage. Tourists are attracted to the Indiana Antique Malls, numerous parks, the Whitewater River gorge and cardinal greenway trail. Visitors to Richmond encounter a history built on generations of people who had a pioneering spirit and an appreciation for nature. Richmond has the history and heritage of the early pioneers along the Old National Road, slaves along the Underground Railroad, and America’s Amish community. The many great outdoor places, wandering nature trails, tranquil golf courses, and adventurous expeditions create a rich sense of place and destination.



Wayne County Fairgrounds
Source: Waynet.org

The City has an outstanding collection of historic buildings and sites, and significant architecture that could be a focus of the tourism strategy. Richmond has preserved its extraordinary collection of early 19th to early 20th century architecture. Richmond has one of the finest early Victorian neighborhoods in the nation. The area also consists of late Federal and Greek revival townhouses and cottages, early 19th century farm homes, sturdy barns, ornate churches, mansions, and the majestic county courthouse.

The City and area is also rich in cultural history including jazz, rose gardens, civil war, and Underground Railroad history. Another focus is the arts. The City is home to several arts-related institutions including the Richmond Art Museum, Wayne County Historical Museum, Gaar House and Farm Museum. Furthermore, there are art galleries, the Richmond Symphony Orchestra, and the Civic Hall Performing Arts Center, Richmond Civic Theater and other local theater venues. The arts could be expanded to include additional gallery spaces, artists lofts in the Downtown, related businesses, and co-programming with Earlham College, and Indiana University East/Purdue University.

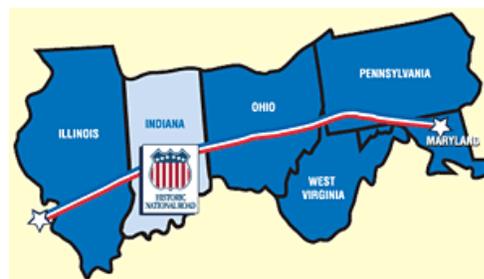
The Richmond/Wayne County Chamber of Commerce and the Wayne County Convention & Tourism Bureau have developed and direct the area's tourism and visitor's markets. There is a welcome center located in Richmond for visitors, numerous lodging packages, a web site, brochures, and other marketing information promoting the area's attractions. Additional infrastructure is needed. This would include more bed and breakfasts, and small inns in the City that can host overnight guests. Additional restaurants and shopping in the Downtown are needed to serve visitors. Below is a list of some of Richmond's Tourism and Cultural Attractions.

Antique Alley Trails

Richmond has two Famous Antique Alley Trails. The first trail offers more than 900 dealers along the Historic National Road (a National Scenic Byway) from Richmond to Knightstown and circles back to Richmond on scenic SR 38 through New Castle, Hagerstown, and Green's Fork. The streets of Cambridge City are dotted with antique and specialty shops. Trail #2 starts on US 27 to many antique shops and malls offering an array of antiques.

Historic National Road

The Historic National road was America's first interstate highway and was established by an Act of Congress in 1806. The Indiana portion, built between 1829 and 1834, linked the eastern seashore with the western interior. Today, the Indiana National Road Association helps to preserve, protect, and promote the Historic National Road. The road was recently designated an All-American Road. Driving the route evokes a sense of traveling through the passageways of history from the pike towns to the rural pastures, showcasing genuine Midwest scenic beauty.



Source: visitrichmond.org

Joseph Moore Museum of Natural History

The museum features an Egyptian mummy and giant prehistoric mammals, a prehistoric mastodon, allosaurus skeleton, and birds and mammals in their natural habitat.

Madonna of the Trail

In commemoration of pioneer mothers of the covered wagon days, this statue is the ninth link in the Great National Shrine erected by the Daughters of the American Revolution along the National Road Trail. There are only 12 statues linked along US 40 from Bethesda, Maryland, to Upland, California. The Richmond statue was dedicated in 1928 by a little-known Missouri judge, Harry S. Truman. The statue stands at the entrance of Glen Miller Park, US 40 E.

Murals

To celebrate Richmond's jazz heritage, four colorful murals have transformed building walls into an outdoor art gallery in Richmond's uptown area.

Old Richmond Historic District

With more than 213 structures of historic importance, members of the Society of Friends, later by free blacks and German immigrants, first settled this neighborhood. Enrolled on the National Register of Historic Places, several significant structures were catalogued by the Historic American Buildings Survey.

Richmond Art Museum

Founded in 1898, the fine art museum features Indiana artists and American art including, T.C. Steele, John E Bundy, Wayman Adams, Wm. Merritt Chase, Robert Reid, Childe Hassam and Overbeck pottery.

Starr Historic District

The Starr District, listed on the National Register, was developed from farmland bought by Charles and Elizabeth Starr from Jeremiah Cox, a Richmond founder. The land was subdivided into lots in the early 1850s and sold for residential construction. The homes reflect the early, middle, and late Victorian periods of architectural styles, as well as additions of early 20th century homes. This neighborhood was the home of many of Richmond's business and industrial leaders and is an excellent example of the life and times of that era. The district is cited as having national significance because of its number of historic homes and the people who lived here.

Gaar House and Farm Museum

This Victorian Second Empire style mansion is listed on the National Register of Historic Places. The Mansion was built in 1876 at a cost of \$20,000 and boasts hand-painted ceilings, parquet floors, and 90% original furniture. On display, is an 1870s Gaar-Scott portable steam engine. The garden features a gazebo and is available for weddings and receptions.

Indiana Football Hall of Fame

Dedicated to the sport and its Indiana heroes, the Football Hall of Fame features displays and memorabilia from Indiana high school, collegiate and professional athletes. A personal tour guide could be Lamar Lundy, one of the L.A. Ram's former "Fearsome Foursome!"

Wayne County Historical Museum

The Julia Meek Gaar collection features curiosities from around the world: authentic Egyptian mummy, Gaar-Scott Steam Engines, Starr-Gennett Jazz Collection, Davis airplane, Wooten desk, pioneer life exhibits, the early automobile collection of Richmond-made cars, and much more! Special celebrations include Pioneer Harvest Festival and Christmas at the Museum.

Starr Piano Company & Gennett Recording Industry

Hoosier, Hoagy Carmichael is quoted in his biography, “Sometimes I Wonder” as stating “The birthplace of recorded jazz was a rambling brick building on the banks of the Whitewater River gorge on the edge of downtown Richmond, Indiana.” The factory was the home plant of the Starr Piano Company. Tucked away in one unused corner was the tiny phonograph-recording studio that the firm called its Gennett Records division. It was primitive, simple and effective . . . And truly a pioneer.”

Starr Piano Factory

In 1872, an organization of prominent businessmen headed by James M. Starr began manufacturing pianos in a small factory near the Whitewater River. At this time, the city had two banks, a public library, and gas lighting. The next year, when the first piano was produced, Richmond became the county seat of Wayne County and had a population of 10,000. The first structure built for the piano works was a two-story pitched roof building. Over the next fifty years, some thirty additional structures were added. Today, all but one of those buildings are gone, but a portion of the original 1872 Starr Piano Factory building remains, a silent reminder of a bygone era.

Strategies and Recommendations

T M 1. Strengthen Wayne County’s Overall Tourism Development. Stimulate increased overnight visitation to this area through new and/or existing product development and promotion

Work with area attractions and events to strengthen the overall tourism industry .The City of Richmond in co-operation with business leaders should provide assistance and support to several area Tourism Development projects:

- Levi Coffin House Interpretive Center development
- Completion of local Cardinal Greenway trail development
- Indiana National Road Kiosk & Directional Signage program and overall Public Relations assistance
- Starr-Gennett “attraction” development -PR & potential project development
- Gaar Mansion
- Underground Railroad - the “Levi Coffin” connection
- Recreational / Outdoors - Cardinal Greenway completion and Hayes Arboretum
- possible site expansion
- Starr-Gennett Story

T M 2. Increase leisure traveler overnight visitation in Wayne County through advertising, promotion and public relations. Create an environment for people to “stop-over” - “stay longer” - “spend more money” in Wayne County”

To increase traveler visits, the Wayne County Convention & Tourism Bureau would like to increase inquiries and lodging occupancy by tailoring the marketing to the following niche travel interests:

- Antique Alley
- Historic National Road
- Shopping Getaways
- Underground Railroad

T M 3. Enhance The Wayne County Bureau Of Tourism’s Image By Educating Local Citizens And Business Leaders On The Value Of Tourism

Enhance and develop continued support in the community for the Bureau of Tourism’s Image and Programs. Develop educational meetings and marketing materials to convey the importance of the area’s tourism development and support. Educate local leaders and businesses on the Wayne County Bureau of Tourism’s mission, projects, plan, and goals. Develop a continuing education/meeting program to inform and elicit support from local leaders and business.



Source: Waynet.org

T M 4. Pursue Development of a Conference Center/Hotel Development in Richmond

Work with local government leaders the Wayne County Economic Development Corporation, and the Wayne County Chamber of Commerce to develop and locate a Conference Center in Richmond.

T M 5. Pursue New Lodging and/or Expansion/Renovation of Area Lodging Facilities

Work with area developers and local businesses to develop more bed and breakfast lodging. Consider existing lodging facilities for possible expansion or development opportunities.

T M 6. Continue to Create Tourism Strategies and Markets

Continue to develop “National Niche” programs and potential developments. Programs include:

- Antique/Arts/Quality Crafts niche.
- Indiana National Road Corridor development/marketing tools.
- Historic Old National Road continued development & promotion as a Scenic & Historic by-way.
- Underground Railroad - Levi Coffin Interpretive Center development; Indiana freedom trails development and work with the Levi Coffin House personnel to continue to establish future partnership with the National Freedom Center (Cincy, OH) and other inter-related groups and individuals.
- Completion of Cardinal Greenway trail development in R/WC & to work long-term in extending completion up to the Muncie-Kokomo trail portion of the Cardinal Greenway.
- Begin discussions again regarding the Hayes Regional Arboretum potential site expansion east of current site.
- Gennett Recording History & National / International Legacy - continued development and Public Relations.

T M 7. Develop and Implement Cultural Arts Strategy

Develop Cultural Arts Strategic Plan for the City of Richmond. The plan should further develop and promote the cultural arts within the community. The plan could look at encouraging more gallery spaces, artist lofts, and living space conversions. The Cultural Arts Strategic plan should work in conjunction with the proposed Downtown Niche Marketing Strategy.

H. Economic Incentives

Issues and Findings

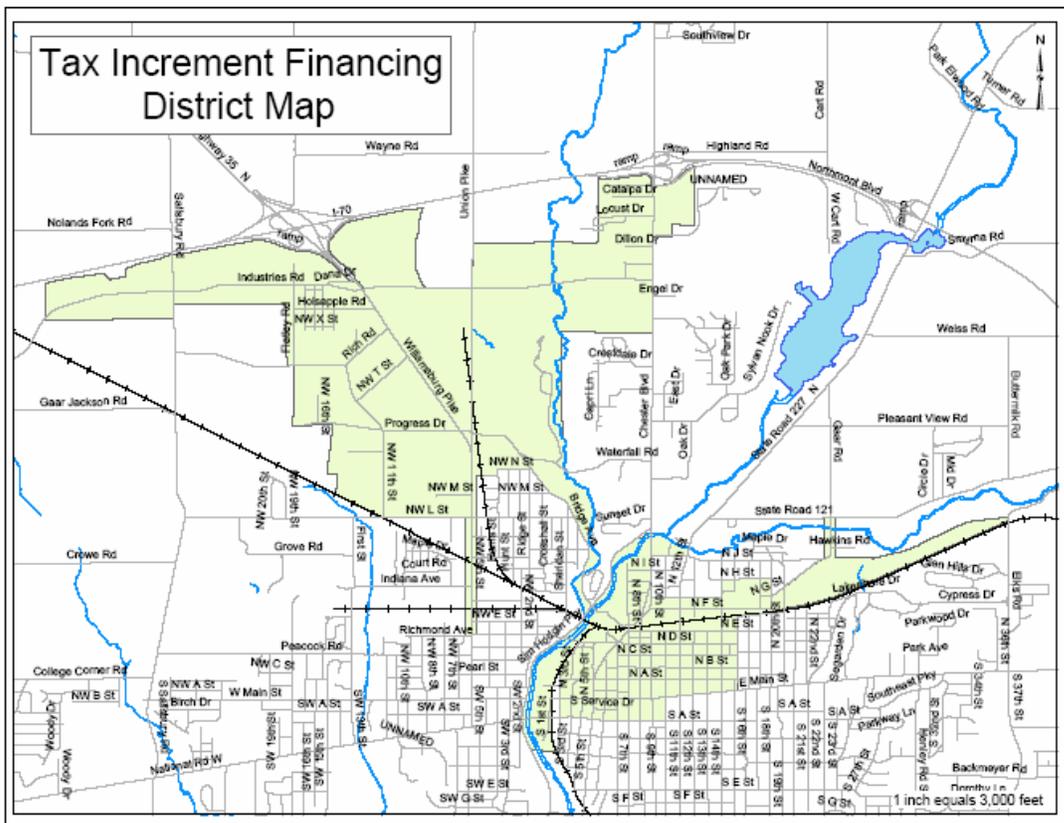
The City in conjunction with the Wayne County Economic Development Corporation offers many economic incentive programs to retain and recruit businesses. The City of Richmond has many incentive programs and tools to encourage and support economic development, entrepreneurship, and business expansion and retention. This section lists and describes many of the existing tools and programs.

Economic Incentive Programs

Businesses thrive and grow in Richmond/Wayne County where a strong community/business partnership offers new and existing companies an important financial edge. Here, new and expanding firms discover a wealth of tangible financial opportunities from low government and operating costs to a variety of incentive and business assistance programs.

Tax Increment Financing (TIF)

The City of Richmond uses the Tax Increment Financing as an economic develop tool to generate property tax revenues attributable to increases in assessed value (AV). The City of Richmond Tax Increment Finance District is an economic development area to promote economic development, plus to create and retain jobs in Richmond. The TIF area includes most of the northwest corridor south of I-70 and west of US 27 It also includes most of the Uptown area and properties along US 40 on the north side and east of S. 18th Street.



Source: Main Street Richmond Wayne County

Increases in Assessed Value (AV) occur when private development takes place in a defined geographical area designated by local government. When a TIF area is created, the AV is frozen. As development occurs, the property taxes paid on the increase in the AV are captured and can be used to pay for infrastructure improvements, debt payments on bonds issued to facilitate the development, and a variety of other costs incurred to generate additional development in the designated area. The Richmond TIF District provides the tax incentives to businesses. There are two types of TIF districts – a redevelopment area and an economic development area. The redevelopment area can only be established if certain criteria are met. There must be a finding that the area is blighted and normal development would not occur unless the TIF district is created. Factors that determine blight are no growth, deterioration of improvements, and substandard buildings. An economic development area can be created to generate or retain jobs. A declaratory resolution is passed establishing a TIF district, and then the assessed values of that geographic area are frozen. When development occurs, the increase in the value of the area is multiplied by the tax rate. The difference between the property tax revenue collected on the base assessed value, and the increase in the assessed value due to development, is the “increment.” The TIF district in Richmond is 2.55 acres or 16.75% of the total land area of the City. City Limit encompasses 23.821 square miles or 15,245 acres

TIF District	2,555 ac	16.765%
Technology Park Boundary	1,314 ac	8.62%

The Urban Enterprise Zone

Over the past several decades, state and local governments have become more active in promoting economic development, and Enterprise Zones (EZs) have become a common tool. The City of Richmond’s Urban Enterprise Zone was established in 1984. The purpose of the enterprise zone program is to stimulate local community and business redevelopment in distressed areas.

Zone Benefits:

- Property Tax Credit (Enterprise Zone Inventory)
- Gross Income Tax Exemption
- Credit for Qualified Increased Employment
- Deduction for Qualified Employee (Employee must reside within the zone)
- Enterprise Zone Investment Cost Credit
- Industrial Recovery Site – Investment Cost Credit & Inventory Tax Abatement
- Low Interest Loan Funds
- Project Design and Development Assistance

Agency: Richmond Urban Enterprise Association (UEA)

The day-to-day operation of each EZ is managed by a local nonprofit entity called an Urban Enterprise Association (UEA). Each business that obtains EZ tax incentives must contribute to the local UEA through a business participation fee equal to a percentage of the incentives received during the year. Thus, the tax incentives serve as both a business recruitment tool and the source of funding for the UEAs, thereby determining the funding available for various community and economic development programs that may be pursued by the association.

Forty-three states currently provide incentives for businesses to locate or expand in these distressed and blighted areas, which are often traditional downtown areas or old industrial and manufacturing areas that have gone through a protracted period of decline. Typically, EZ incentives consist of tax instruments, such as property tax abatements, income tax deductions and credits for employment creation, capital investment, and income creation in the EZs. At the present time, Indiana has twenty-five municipal Ezs with EZs located on closed military bases.

Indiana’s Enterprise Zone (EZ) This program was established in 1983 and allows EZs to be located in municipalities or on closed military bases. The Indiana Economic Development Corporation (IEDC) administers the EZ Program, and has the power to review and approve applications for proposed EZs, renew existing EZs, and monitor EZ operations and incentive use. EZs are designated based on demographic, socioeconomic, and geographic size criteria. The initial designation period for an EZ is ten years, with EZs eligible for two five-year renewals based on performance reviews by the IEDC Board. In addition, the IEDC Board may designate EZs that have operated for a full twenty-year period for a new term with an initial ten-year designation period. The IEDC Board is currently authorized to designate two new municipal EZs each year until December 31, 2015.

Enterprise Zone Incentives

The following describe the tax incentives, which serve as recruitment tools for the EZs.

Inventory Tax Credit: This credit eliminates the property tax on wholesale or retail merchandise being held for resale as well as finished goods maintained by a business in an EZ. Before 2004, it also eliminated property tax on work-in-process and raw materials incorporated in finished goods for shipment out of state. Such inventory was exempted from property tax statewide beginning in 2004. More importantly, the credit will be inoperative beginning in 2007, once the inventory tax is eliminated statewide through the 100 percent inventory deduction.

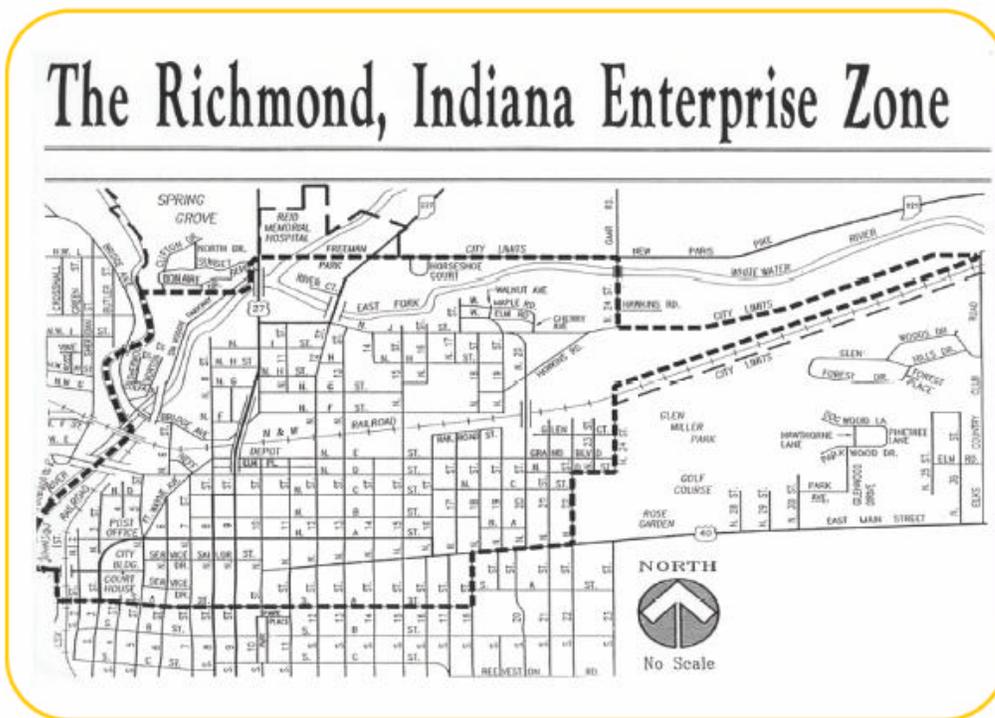
Investment Cost Credit: This is a state tax credit for equity investment in an EZ business. The credit is equal to a maximum of 30 percent of the price of the ownership interest purchased by the taxpayer. The allowable credit percentage, up to 30 percent, varies depending upon the type of investment, the type of business, and the number of jobs created by the investment.

Employment Expense Credit: This is a state tax credit for incremental wages paid by an EZ business to employees who are EZ residents. At least 90 percent of the employee’s services must be directly related to the EZ business, and at least 50 percent of the employee’s time must be spent working at the EZ business. The credit is equal to 10 percent of the additional wages paid to qualified employees during the year, up to \$1,500 per qualified employee.

Loan Interest Credit: This is a state tax credit for interest income earned by a taxpayer from a loan that directly benefits an EZ business, increases EZ property values, or is used to rehabilitate, repair, or improve an EZ residence. The credit is equal to 5 percent of the loan interest received during the year.

Property Tax Investment Deduction: This is a new deduction enacted during the 2005 legislative session, and it became effective July 1, 2005. It is a property tax deduction for the increased value of an EZ business property due to real and personal property investment by the business. The added valuation may be deducted for up to ten years. Qualified investment at an EZ location includes: (1) purchase of a building, new manufacturing or production equipment, or new computers and related office equipment; (2) costs associated with the repair, rehabilitation, or modernization of an existing building and related improvements; (3) onsite infrastructure improvements; (4) construction of a new building; and (5) costs associated with retooling existing machinery.

The Richmond Urban Enterprise Zone is bound by the Whitewater River on the west, New Paris Pike on the North, on the south by South A from South 2nd to South 18 and the eastern border follow North 22nd Street from Main to North D.



Urban Enterprise Zone Boundaries

- The Western Boundary of the Zone is the eastern side of the Whitewater River, no addresses.
- The Southern Boundary is South A Street from South 2nd to South 18th - all even addresses.
- The West side of South 18th - all even addresses from #2-98 South 18th Street.
- From the 1800 Block of Main Street to 2100 Block of Main Street - North side, all even addresses #1800 - 2198.
- The Eastern Boundary of the zone follows North 22nd Street from Main to North D - addresses are even numbers on North 22nd 2-198.
- The Eastern Boundary continues for two blocks east on North D to 24th Street. North D addresses on north side from 2200-2398.
- The Northern Boundary runs along New Paris Pike. Addresses are odd numbers from 1201-2399.

Richmond Economic Incentive Programs

Program (Entity Offering Program)	Brief Description (See following pages for more information)
EDGE (State)	Corporate Income Tax Credit: Based on jobs created and wages; must be competitive situation
Real Property Tax Abatement (Local)	Phase in of real property taxes: Based on jobs created/retained, wages
Personal Property Tax Abatement (Local)	Phase in of personal property taxes: Based on jobs created/retained, wages
Skills Enhancement Fund (State)	State grants to assist with training costs: Based on jobs created/retained, wages, capital investment and quality of training
Advance Indiana (State)	State grants to assist with training costs that result in industry recognized credentials.
TECH Fund (State)	State grants to assist with training costs for technology skills
Workforce Development Training Assistance Program (Local)	Local training program to assist with training costs.
Industrial Development Grant Fund (State)	Provide public infrastructure to support new development: Based on jobs created, wages, capital investment
Urban Enterprise Zone (Local – Richmond only)	Special program for businesses located within the Richmond Urban Enterprise Zone
Workforce Assistance (State and Local)	Department of Workforce Development
Technical Assistance Programs (State and Local)	Services for small and medium sized businesses, manufacturing process programs
Financing Programs (State and Local)	SBA loan programs, Revolving Loan Funds
Energy Programs (State)	Energy efficiency, alternative energy systems, recycling
International Trade Programs (State)	Overseas offices, foreign trade zone, trade finance program, trade show assistance

Economic Development for a Growing Economy (EDGE)

The Economic Development for a Growing Economy (EDGE) program was created to reward companies creating new jobs and contributing to the growth of Indiana income. EDGE credits are calculated as a percentage of payroll tax withholding for net new Indiana jobs. EDGE credits may be awarded for a term of up to ten years. Indiana individual income tax withholdings from company employees can be credited against the company’s Indiana corporate income tax liability. Excess withholdings shall be refunded to the company. The credits have no effect on an employee’s income tax liability. The project must create new, competitively paying jobs for Indiana residents. Credits are considered when a project would otherwise locate in a different state, and when local governments have committed significant incentives. Companies agree to operate in the state for at least twice as long as the duration of the credit. The credit awarded can be a fixed amount per year or a percentage of taxes withheld (maximum of approximately 3.1% of new payroll). Credits can be awarded for a period up to ten years. Agency: Indiana Department of Commerce, Business Development Division

Real Property Tax Abatement

Any property owner in a locally designated Economic Revitalization Area (ERA) who makes improvements to the real property or installs new manufacturing or R&D equipment may be eligible for property tax abatement. Used manufacturing equipment can also qualify as long as such equipment is new to the state of Indiana. Equipment not used for manufacturing or R&D, such as office equipment, does not qualify for abatement. Real and personal property tax abatement may be granted to a company based on new job creation and retention and wages. There is a \$100 non-refundable filing fee.

Agency: Economic Development Corporation of Wayne County

Skills Enhancement Fund (SEF)

Financial assistance may be given in the form of a grant for reimbursement of eligible training costs and instructional costs to train new or existing employees, including instructor wages, tuition, and training materials. Eligible training includes: basic skills training, transferable skills training, company-specific skills training, and quality assurance training. Funds are available on a reimbursement basis. Businesses will need to submit a two-year training plan with the application based on jobs created/retained, wages, capital investment, and quality of training. Businesses that receive SEF training assistance must commit to continue their operations at the location where the SEF training assistance is provided for at least five years after the date the training grant is completed. If it fails to do so, the business must repay the full amount of the grant.

Agency: Indiana Department of Commerce, Business Development Division

Workforce Development Training Assistance Program

New and existing businesses in Wayne County that have been denied funding or received partial funding from the following funding resources may apply: Indiana Department of Commerce, Indiana Department of Workforce Development, Economic Development Corporation of Wayne County. Funds may be used for basic skills training, computer training, and programs to develop communication, interpersonal and leadership skills, as well as customized skills training and retraining.

Requests may range between \$500 and \$5,000 per application not to exceed \$10,000 per applicant annually. Applications submitted January 1 – May 31 will be reviewed in June. Applications submitted June 1 – November 30 will be reviewed in December. Funding will be considered for up to 75% of training costs.

Agency: Economic Growth Group, 33 South 7th Street, Richmond, Indiana 47374, phone 765-966-2664.

Industrial Development Grant Fund

Cities, towns, counties, special taxing districts, economic development commissions, not-for-profit corporations, and water, sewage, solid-waste, and conservancy districts are eligible. A state-funded program provides assistance to local units of government for off-site infrastructure projects in support of new business development. Eligible uses include:

- Construction, extension, or completion of sanitary sewer lines, roads, streets, water lines, sidewalks, railroad spurs, and siding.
- Land acquisition
- Construction of airports, airport facilities, and tourist attractions

The programs must support “new business development,” which is defined as either an expansion of an existing company or the location of a new manufacturing facility. The grant award is based on new job creation, wages, capital investment, and location.

Agency: Indiana Department of Commerce, Business Development Division

Workforce Assistance

Workone Workforce Development Centers:

These Centers provide one-stop shopping for job seekers, students and employers seeking information on labor-market statistics, careers, education and training opportunities, job-task analysis, assessment, counseling, community services, and more.

Skills Enhancement Fund

The SEF Fund is a tool to encourage companies to invest in their existing workforce and train new employees. SEF provides reimbursement for eligible training expenses over a two-year term. Companies may reapply for additional SEF Funds after their initial two-year term.

Customer Self Service System (CS3):

CS3 is a statewide computer network of employment and labor market information. Employers can enter their own job orders, run job matches based on skill sets and directly contact job seekers. Employers can also view documents such as certifications and degrees to verify special qualifications of job candidates. Employers can access this information from their own desk via the Internet for a nominal fee.

Technical Assistance

Office of Regulatory Ombudsman:

Services are available for businesses, communities, and local economic development organizations. This office provides mediation, expedition, and problem solving services. Services include:

- Assisting in the permitting process
- Serving as a liaison with state agencies
- Providing information about state regulations and requirements
- Publishing the Permit Assistance Handbook

Indiana Business Modernization and Technology Corporation (BMT): (www.bmtadvantage.org)

Regional offices throughout the state help small and medium sized businesses, particularly manufacturers, grow, and become more competitive. Services provided include: High Impact Assessments, Marketing Assistance, Technology Access Services, and Quality Training Services.

Mid-America Plastics Partners, Inc. (MAPP):

MAPP works with small to medium sized businesses related to the plastics industry. The organization works to develop an alliance of plastics processors, their customers, and industry supporters.

Financing Programs

City of Richmond Revolving Loan Fund Program:

The following criteria must be met in order to qualify for the RLF Program:

- Business must be located in the city of Richmond or two mile fringe
- Funds can be used for real estate improvements (Davis-Bacon prevailing wages must be paid if the funds are used for real estate improvements)
- Funds can be used for the purchase of equipment,
- Funding is determined by the following:
 1. Gap Financing – total project costs less funding available from commercial financing. The program is not intended to take the place of a financial institution.
 2. Job Creation – the revolving loan fund will finance up to \$6,000 per job created. If the project will occur in the Enterprise Zone, the cap may be raised to \$10,000 per job created. Jobs created/retained must be filled by at least 51% low to moderate-income persons established by HUD.
 3. Maximum Dollar Amount – the revolving loan fund program will invest the greater of (keeping the first two in mind) \$500,000 or 30% of the total project cost.
- Loans are made for ½ of the prime rate for 10 years. The interest rate is determined by the prime rate at the time of the loan closing.

Wayne County Revolving Loan Fund Program:

The Wayne County Revolving Loan Fund can provide a financing tool to assist with business expansion and improvement projects located in Wayne County.

- Eligible activities include acquisition of real estate, construction or purchase of new plants, purchase of new facilities and equipment, reuse of abandoned facilities, modernization of plants and equipment, rehabilitation of existing facilities and equipment, and working capital (special rules apply).
- Eligible applicants include locally owned existing small businesses, new companies, and Wayne County businesses with non-local ownership, corporations, and not-for-profit organizations.

State Revolving Loan Fund (SRF)

The State Revolving Fund (SRF) Loan Program provides low-interest loans to Indiana communities for projects that improve wastewater and drinking water infrastructure. The Indiana Finance Authority administers this program that protects both public health and the environment. Recently, SRF has implemented a program to fund nonpoint source projects, as well. Any project where there is an existing pollution abatement need is eligible for SRF funding.

Wastewater projects include:

- Treatment plant improvements and upgrades
- Sewer line extensions to properties that are not connected into public sewage lines.
- Combined sewer overflow corrections, and
- Infiltration/inflow projects.

Drinking water projects include:

- Treatment plant improvements and upgrades
- Water line extensions to properties that not connected into the public water line.
- Water storage facilities.

Nonpoint source projects include:

- Wetland protection and restoration measures
- On-site sewage disposal systems
- Best Management Practices for agriculture and storm water runoff
- Riparian Buffers and Conservation Easements, and
- Wellhead and Source Water Protection measures.

The SRF loan is a fixed rate, 20-year loan. Interest rates (July 1, 2004 to September 30, 2004) range from 3.13 percent to 4.38 percent based on the applicant's median household income (from current census data) and local user rates.

SBA Guaranty Program:

The program provides loan guarantees to small businesses. The SBA does not advance any money; the bank funds the total loan. The SBA may be used for both fixed asset and working capital needs.

Loan Guaranty Programs:

Loan guarantees are available to finance land acquisition, building acquisition or improvements, structures, machinery, equipment, facilities and working capital.

Capital Access Program (CAP):

IDRB's provide a tax-exempt financing vehicle for qualifying manufacturing projects. Eligible projects include facilities and equipment used in the manufacturing or production of tangible personal property, including facilities that are ancillary to the manufacturing process. IDR's are issued by a public entity on behalf of the borrower to finance new facilities, rehabilitate existing facilities and/or to purchase new equipment. Interest paid on the Bonds is tax free to investors, thus inducing them to lend at substantially lower rates to the borrower, often as much as 2-3% below conventional financings.

Industrial Development Revenue Bonds:

IDRB's provide a tax-exempt financing vehicle for qualifying manufacturing projects. Eligible projects include facilities and equipment used in the manufacturing or production of tangible personal property, including facilities that are ancillary to the manufacturing process. IDR's are issued by a public entity on behalf of the borrower to finance new facilities, rehabilitate existing facilities and/or to purchase new equipment. Interest paid on the Bonds is tax free to investors, thus inducing them to lend at substantially lower rates to the borrower, often as much as 2-3% below conventional financings.

Venture Capital Investment Tax Credit

The Tax Credit program was established to improve access to capital to fast growing Indiana companies by providing individual and corporate investors an additional incentive to invest in early stage firms. Investors who provide qualified debt or equity capital to Indiana companies receive a credit against their Indiana tax liability.

Energy Programs

Clean Energy

The IEDC's Clean Energy Tax Credit Programs support Indiana's advanced agricultural independence and provide an incentive for the development of renewable energy. Biodiesel, blended Biodiesel, ethanol producers, blended Biodiesel distributors, may be eligible for a tax credit calculated as a percentage of their fuel production or distribution. To receive tax credits under this program, the taxpayer must complete an application to the Indiana Economic Development Corporation (IEDC) and submit an economically viable business plan in order to receive these credits.

Industrial Energy Efficiency Fund (IEEF)

This loan program is set up to help Indiana businesses increase the energy efficiency of the manufacturing process. Awarded on a quarterly basis, these loans are available for the acquisition and installation of energy-efficient equipment.

Energy Star Small Business Audit Program

This is a part of the Energy Policy Division (EPA). They offer free energy audits for small businesses of 100,000 square feet or less in Indiana that agree to participate in the EPA Energy Star Small Business Program. Partners agree to upgrade equipment and consider energy efficient options.

Recycling Promotion and Assistance Fund

Zero-percent interest loan for the purchase of equipment to manufacture a recycled content product or prepare material for use as feedstock. The maximum loan available per application is \$500,000 not to exceed 50% of eligible project costs.

International Trade Programs

International Trade Services:

International trade specialists offer assistance to Indiana companies in export development in order to increase the sale of Indiana products worldwide. Services include free expertise in all areas of export sales and marketing, a variety of financial assistance and counseling and trade show assistance.

Foreign Trade Zone:

(www.inzone.org)

Foreign trade zone status allows a company to defer duty on imported products or goods until shipped or distributed, as well as bypassing duties entirely if goods are exported. Advantages include: store goods indefinitely free of duty or quota restrictions, eliminate unnecessary duty on substandard goods, process and/or assemble without paying duty until enter U.S. territory, repackage or reassemble to qualify for lower duty, delay for favorable exchange rates, etc.

Indiana Overseas Offices:

Foreign offices representing the State of Indiana are located in Japan, Korea, Taiwan, China, Singapore, Australia, Amsterdam, Eastern Mediterranean, Canada, the Netherlands, South Africa, Mexico, Brazil, and Chile. Indiana also has an India Initiative. These offices serve as a link between Indiana businesses and overseas markets.

Trade Show Assistance Program:

The TSAP provides financial assistance to Indiana manufacturers by reimbursing a portion of the costs incurred while exhibiting their products at overseas trade shows.

Advance Indiana

Gain Education and Training (GET)

Training activities must result in industry-recognized credentials like an apprenticeship, Certificates of Technical Achievement, or college degree. An eligible applicant can receive up to \$200,000 in GET funds during a two-year period.

Workforce Investment Now (WIN)

Companies eligible for WIN funds have recognized risk factors such as non-seasonal layoffs, a reduction in productivity or quality, loss of a product line, or other production challenges. Training activities must result in industry-recognized credentials. Companies applying for WIN grants must demonstrate quantifiable outcomes such as an increase in production efficiency or quality.

Skilled Trades Apprenticeship (STA)

Eligible companies include manufacturing firms with training costs associated with industrial trade apprenticeships and upgrading skills of journey persons. The maximum grant award is \$200,000. Training participants must be members of a joint labor-management training committee and enrolled in courses approved by the Bureau of Apprenticeship and Training (BAT), a division of the US Department of Labor.

Regional Skill Alliance (RSA)

The alliance is applied to firms that coordinate their training activities for mutual benefit. The maximum award is \$200,000. Training must result in an industry-recognized credential.
Agency: Indiana Department of Commerce, Business Development Division

Technology Enhancement Certification for Hoosiers

TECH Fund

Indiana companies that employ Indiana residents in advanced information technology occupations are eligible for this fund. Companies must have been in operation for at least one year prior to the application date. Training activities eligible for reimbursement are those offered by industry certified training providers and result in a full time employee receiving a portable certification in systems administration, systems engineering, software development, professional certifications and other certifications in advanced e-business enabling applications. The maximum grant award is \$50,000. The maximum amount of the grant award will be proportional to the number of employees in a company and the application evaluation rating criteria.

Agency: Indiana Department of Commerce, Business Development Division

Certified Technology Park Program

The Certified Technology Parks program was created as a tool to support the attraction and growth of high-technology business in Indiana. Designation as a Certified Technology Park allows for the local recapture of certain state and local tax revenue that can be invested in the development of the park.

Other Programs

Brownfield's Redevelopment Program

A brownfield is typically an abandoned or underutilized piece of property that often has an industrial or commercial history, although not all brownfields are former industrial or commercial sites. Redevelopment of these properties is difficult due to the potential for or actual presence of environmental contamination. Through site investigation, assessment and remediation, these properties have been transformed either into thriving businesses that add to the tax base, or into community facilities or valuable parks and greenspaces.

Grants and low-interest loans from the Brownfields Fund are directly available to cities, towns, and counties. Grants of up to \$50,000 are available for environmental site assessments, and low-interest loans (2.5% to 3.0% interest rate) are available for remediation, selective demolition, and additional assessment. Additionally, brownfield sites that either have underground storage tanks or are located within one-half mile of a school or licensed child care facility may qualify to have up to 20% of the total loan amount forgiven. Cleanup grants of up to \$250,000 are available for the remediation of brownfield sites with petroleum contamination, and an Indiana state tax credit is available to offset the expense of voluntary remediation at eligible brownfield sites. In 1997, the IFA became the administrator of Indiana's Brownfield Revolving Loan Fund. The initial \$10 million fund capitalization, and subsequent appropriations and transfers by the Indiana General Assembly, has greatly enhanced brownfield assessment and cleanup efforts in Indiana. In cooperation with the Indiana Department of Environmental Management (IDEM), local governments, developers, environmental consultants and other interested parties, Indian Finance Authority's Brownfield's financing incentives play an important role in supporting brownfield projects statewide.

- Grants for Phase I and II site investigation
- Low-interest (2.5% - 3.0%) loans for remediation
- Stakeholder education and technical assistance
- Tax Credit program for Voluntary Remediation

Richmond's Brownfield's Projects

Richmond - Richmond Railroad Depot

Award Date: 2/1/1999

Grant(s) for Investigation: \$21,522

The City is redeveloping the Pennsylvania Railroad Depot property currently owned by the Urban Enterprise Association, Richmond, Inc. The grant funding will be used to assess metals in soils, investigate possible groundwater contamination from off-site sources and sample asbestos in the structure. Completion of the environmental investigation will support the UEA's efforts to redevelop the property.

Activities: Phase II assessment plus asbestos survey

Current Project Phase: Redevelopment

Gorge Redevelopment Area

Award Date: 8/1/2000

Grant(s) for Investigation: \$19,167

This proposed project - referred to as the Starr-Gennett/Whitewater Valley Gorge project - is part of a very ambitious effort to reclaim an area that was both a former industrial and social center in Richmond history. In fact, the area to be assessed along the Whitewater River includes facilities that gave rise to Richmond's reputation as the birthplace of recorded jazz.

The City's Comprehensive Plan details a wide range of future uses for the larger gorge area, but this brownfield site specifically will house a jazz museum, an outdoor amphitheater, and will incorporate a recreational trail linking other trailways along the gorge

Activities: Phase I and Phase II assessments plus asbestos and geophysical surveys

Current Project Phase: Investigation

Gorge Redevelopment Area, 2nd award

Grant(s) for Investigation: \$13,967

During activities conducted with a previous grant, the City began to investigate the Gorge Redevelopment Area. The Starr- Gennett/Whitewater Valley Gorge project is part of a very ambitious effort to reclaim an area that was both a former industrial and social center in Richmond history. Future reuse plans for the site include recreational trails and greenways, an outdoor amphitheater, and a jazz museum. Previous investigation has revealed petroleum contamination, and additional funding is needed to fully define the extent of contamination.

Activities: Phase II assessment

Current Project Phase: Investigation

Starr-Gennett Area

Grant(s) for Remediation: \$91,000

The City of Richmond continues progress towards redevelopment at the Starr-Gennett area of the Whitewater Valley Gorge. At one time, Starr Pianos and Gennett Records were located in and operated at this area of the Gorge. As a result, this area is often referred to as the "birthplace of recorded jazz." For the last twenty years, however, the site has been vacant and only a few of the original structures still remain. Widely supported plans for the redevelopment of this site have taken shape within recent years and include a biking/hiking trail, a jazz museum, and an outdoor amphitheater. The overall goal of the project is to not only create an outdoor recreation area, but to promote the history and heritage of the music industry once located in Richmond. The City has received two previous IDFA site assessment grants to investigate the onsite environmental conditions and has used local funds to determine the extent of the petroleum contamination.

Activities: Petroleum Remediation

Current Project Phase: Remediation

Starr-Gennett Whitewater Valley Gorge

Grant(s) for Remediation: \$159,000

Site History: This site is part of an on-going park development project that includes the historic Starr Pianos facility and Gennett Records studio.

Activities: Soil Remediation

Current Project Phase: Remediation

Infrastructure Programs

Certified Technology Park Program

The Certified Technology Parks program was created as a tool to support the attraction and growth of high-technology business in Indiana. Designation as a Certified Tech Park allows for the local recapture of certain state and local tax revenue that can be invested in the development of the park.

Industrial Development Grant Fund

The IDEC provides financial support for infrastructure improvements in conjunction with projects creating jobs and generating capital investment in Indiana. This grant provides money to local governments for off-site infrastructure projects associated with an expansion of an existing Indiana company or the location of a new facility in Indiana. State funding through the IDGF program must be matched by a combination of local government and company financial support.

Industrial Recovery Tax Credit

The Industrial Recovery tax credit provides an incentive for companies to invest in facilities requiring significant rehabilitation or remodeling expense. After a building has been designated as an industrial recovery site, companies may be eligible for a tax credit calculated as a percentage of qualified rehabilitation expense.

Strategies and Recommendations

The City is to establish a policy that ensures a sufficient return for the City, which is relative to employment and tax revenue to justify and/or structure incentive packages. Incentives are limited and should be strategically utilized and targeted. It may not be in the City's best interest to offer a full incentive package to a company that generates a limited return to the city.

This may also include targeting specific business sectors that hold the most promise for long-term growth, as well as companies with a sound business track record of success. Numerous examples can be found locally and throughout the state.

Likewise, incentives should not be awarded to businesses that are proposing projects, which are inconsistent with the Comprehensive Plan relative to land use, density, infrastructure, and related policies. The City should not encourage business development that conflicts with the community's long-term vision as reflected in the Plan.

E I 1. Ensure Consistency with the Comprehensive Plan

It is critical that companies seeking economic incentives and inducements must propose projects that are consistent with the Comprehensive Plan. This consistency is measured relative to land use, density, location, infrastructure, development character, and timing of development. Such consistency will support the vision encompassed in the Plan.

E I 2. Address Inconsistencies

Projects that are substantially inconsistent with the Plan will not be considered for economic incentives unless City Council determines that the inconsistencies do not outweigh the potential economic benefits to the community. In those situations, Council will formally amend the Plan's future land use map and policies.

E I 3. Adopt a Formal Fiscal Return Requirement

The City will begin to require that projects receiving economic assistance meet minimum fiscal returns. The following table proposes minimum fiscal returns that would be necessary to qualify for an economic incentive. If these proposed minimums were applied to 700 acres, manufacturing uses in that area would generate about \$1 million in taxes to the City (based on 35 sites on an average of 20 acres per site, with an average 60,000 square foot building on each site).

Proposed Minimum Fiscal Return to Qualify for Economic Incentive – City of Richmond	
Proposed Land Use	Minimum Return (per sq ft)
Manufacturing	40 cents
Office	50 cents
Flex-Office	45 cents
Retail	60 cents
Mixed Use	Blended return based on land use proportions
Downtown	No minimum if historic rehabilitation

NOTE: Flex-Office defined as 25% office and 75% warehouse, distribution, light assembly in multiple tenant structure

E I 4. Adopt Ordinance

An ordinance is considered by City Council to require that minimum fiscal returns are met to qualify for economic incentives.

E I 5. Continue to Package Incentives

The Economic Development Corporation continues to evaluate economic proposals and assembles incentive packages that meet business needs while fulfilling the City’s economic priorities. These are presented to City Council for approval.

E I 6. Establish Priorities

Priority will be given to companies that are consistent with the economic, land use, and infrastructure policies of the Comprehensive Plan.

E I 7. Promote More Tax Increment Financing (TIF)

TIF’s have become one of the most promoted and preferred economic incentive tools in Indiana. This is partly due to the decline of available local, state, and federal dollars to provide grants and loans to qualifying businesses. TIF’s capture the net increase in property taxes that result from investments and direct it to a fund to pay for related public infrastructure. It is a preferred tool for office, commercial, and industrial development, and Uptown revitalization that require infrastructure improvements.

E I 8. Promote TIF Districts

The Economic Development Corporation will promote the use of TIF’s for qualifying economic development projects, especially in those projects where significant public infrastructure is necessary. TIF agreements are presented to City Council for approval.

E I 9. Establish Priorities

Priority will be given to companies that are consistent with the economic, land use, and infrastructure policies of the Comprehensive Plan.

E I 10. Continue to Work with Wayne County and the State of Indiana to Structure and Implement Incentives

The City is a partner with Wayne County and the State of Indiana in structuring and implementing incentive packages that utilize County or State funds, including tax abatement agreements. The City will continue to work with its partners and will coordinate projects within its corporate boundaries.

E I 11. Support JEDDs Where Appropriate

There has been much discussion in the past about using Joint Economic Development Districts (JEDDs) in association with neighboring townships. This should be further explored and supported where a JEDD supports the City's land use and economic development policies.