



Muncie-Delaware County, Indiana
Economic Development Alliance

FALL 2018

ALLIANCE



What's **NEXT** for Muncie?

*Dynamic Central City Leadership Team
Aims to Foster & Facilitate Core Growth*

INSIDE: What a Year It's Been for the Cardinal Greenway!



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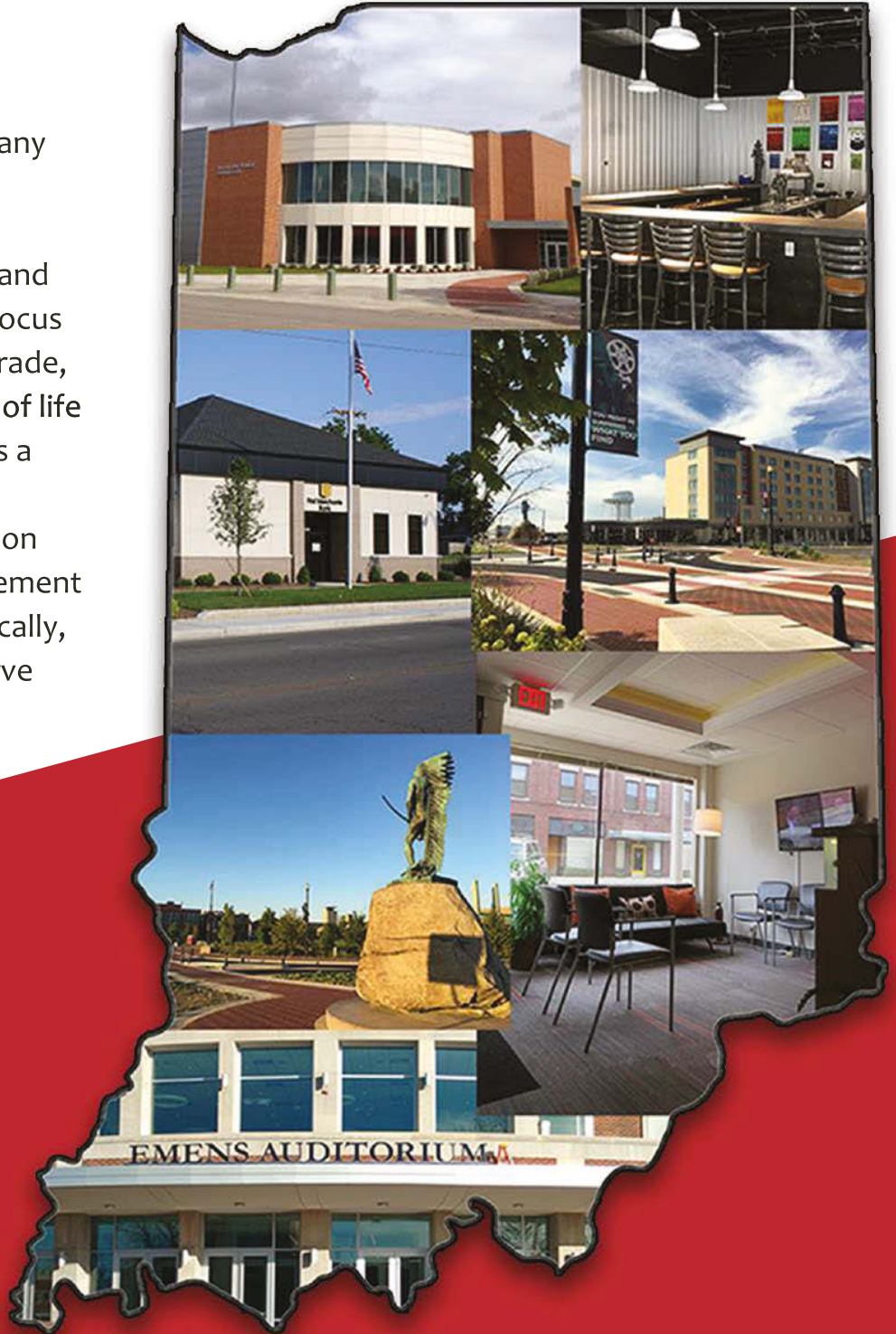


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A WORD

The Merriam-Webster Dictionary is home to many words that coincide with our mission to transform Muncie-Delaware County into a better place. One word, however, comes closest to defining this community's current mode – dynamic.

The dictionary denotes this loaded adjective like this: *Dynamic: marked by usually continuous and productive activity or change.*

In a word, Next Muncie is nothing, if not dynamic.

That's why the group's work is the focus of our new edition of Alliance. Visionary, hard-working, connective, calculating and thoughtful are other words that describe Next Muncie. But, we'll let the articles in this issue speak for themselves. Once you've read them, you'll understand why we're so excited about what's on the horizon for Muncie-Delaware County.



JAY JULIAN

Chief Economic Development Officer, President/CEO

Needless to say, there are some very interesting developments going on in our community, and not only with Next Muncie. For example, this issue of Alliance also reveals

exciting milestones achieved by the Cardinal Greenway. The Greenway, a centerpiece for Muncie-Delaware County's growing trails system, celebrated its silver anniversary this year. Plus, the 62-mile multi-use trail landed a coveted spot in the Rail-Trail Hall of Fame.

If that's not sweet enough, be sure to check out our story on one of Muncie's favorite snack spots, Concannon's Bakery. Now in its third generation of ownership, Concannon's is known far and wide for its delicious, fresh-baked donuts and candies. Learn about what makes the two-location bakery such a hit with locals.

The icing on the cake doesn't stop with Concannon's baked goods, however. We also serve up another healthy dose of our popular Homeward Found section, which picks the brains of local business leaders who grew up here and have chosen to stay in our community to live, work and raise families. This time, however, we took an unexpected turn, bringing in one outsider who decided on Muncie-Delaware County as a home base.

Please, read this publication from cover to cover. There's a ton of great news in here, and we're proud to once again offer an insider's view of all that's dynamic in Muncie-Delaware County. ♦



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ALLIANCE

THE MAGAZINE OF THE



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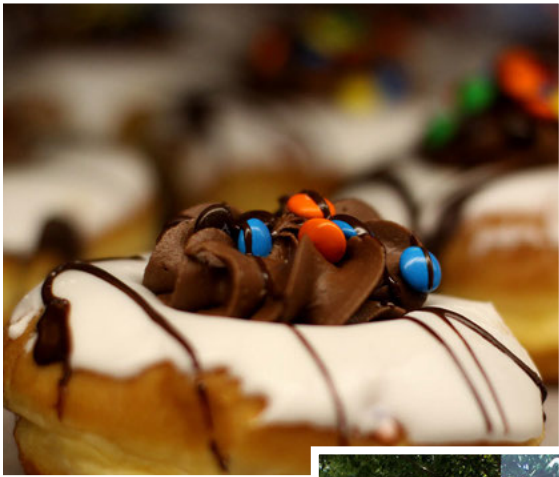
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Features

On the Cover

Ball State University President Geoffrey Mearns (left) and IU Health Ball Memorial Hospital CEO Dr. Jeff Bird co-captain Next Muncie's Central City Leadership Team.

(Photo courtesy of Ball State University)

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WHAT WILL THE **NEXT**MUNCIE LOOK LIKE?

*City Leaders Creating Careful, Calculated Plans for City's Center;
Riverfront Housing, Modern Retail Outlets Will Anchor Opportunity Zones*

Recovery from the early 2000's recession and the crippling tax caps that antagonized already turbulent economic times are still close in Muncie-Delaware County's rear-view mirror. But, with those wounds clearly on the mend, a small group of local officials began wondering ... what's next for Muncie? And what will the "next Muncie" look like?

Those are questions officials have been mulling over this year. Their ponderings led to a new ad hoc group whose aim is to answer them. They're trying to establish a robust and vibrant vision of the "Next Muncie" - a future city nurturing a vibrant core, where everything's connected and options for education, healthcare, local travel, work, recreation and culture all happily collide.

Next Muncie is a hand-picked, 10-member group representing this area's private, public and philanthropic sectors. Their aim, via Next Muncie's Central City Leadership Team, is to leverage the community's already robust sense of place, existing infrastructure and leadership. With that lever, they plan to boost a few key projects that will help further redevelop and revitalize Muncie's central city, connecting the campuses of its two largest employers, Ball State University and IU Health/Ball Memorial

Hospital, with the rest of downtown.

The leaders of those two anchor entities, Ball State University President Geoffrey Mearns and IU Health Ball Memorial Hospital's Dr. Jeff Bird, lead the Central City Leadership Team, established earlier this year.

"(Next Muncie) is kind of a brain child of a few community leaders," Bird told Alliance. "Geoffrey Mearns and I began getting to know each other and spending more time learning who each other are and the roles we're playing. Eventually, we decided to approach the Mayor and other leaders of local economic drivers ... So we sat down with Muncie Mayor Dennis Tyler, Jud Fisher of the Ball Brothers Foundation and just talked about how we might be able to add some leadership in order to help coordinate some of the great work going on around here."

The four men chose six others from the Muncie area, rounding out the Central City Leadership Team. They



CENTRAL CITY LEADERSHIP



Jeffrey C. Bird
IU Health-Ball



Susan Carlock
Mursix Corporation



Jud Fisher
Ball Brothers Foundation



Mark Hardwick
First Merchants Corporation



Jay Julian
Muncie-Delaware County
Chamber of Commerce and
Economic Development Alliance



Geoffrey S. Mearns
Ball State University



Jeffrey Scott
Ivy Tech Community College
Muncie Campus



Kelly K. Shrock
The Community Foundation of
Muncie and Delaware County, Inc.



Dennis Tyler
Muncie Mayor



Vicki Veach
Muncie Downtown
Development Partnership

Favorable Tax Treatment, Tax Incentives to Drive Investment in Four ‘Opportunity Zones’ in Muncie’s Revitalized Heart

ONE PROVISION OF THE TAX CUTS AND JOBS ACT OF 2017 allows state governors to nominate particular census tracts as “Opportunity Zones.” These are low-income areas designated by calculating median poverty rates. A competitive selection process meant potential zones within each state were pitted against one another. Areas with the most potential rose to the top, earning Opportunity Zone titles.

The new law allows investors to gain favorable tax treatment, tax incentives and, possibly, temporary tax deferrals on investments made within Opportunity Zones. Additionally, investors can reinvest certain unrealized capital gains with similar tax benefits.

The Economic Development Alliance proposed qualifying census tracts to the state of Indiana for Opportunity Zone designation in the city’s core. Gov. Eric Holcomb selected four census tracts from Muncie and submitted them to the U.S. Dept. of the Treasury, which oversees the program. All four of the tracts selected by Holcomb qualified and were officially designated as Opportunity Zones. The zones are part of Next Muncie’s long-range vision of further revitalizing the economy and quality of life at the city’s core.

The goal of the program is to drive needed capital into distressed areas – something Next Muncie leaders hope will help bridge the gap between the city’s reinvigorated downtown, the Ball State educational district, the IU Health Ball Memorial Hospital medical district and beleaguered areas along White River east of downtown.

The investment vehicles through which tax benefits are gained are known as Opportunity Funds.

According to the Indiana Economic Development Corporation (IEDC), there are three main tax advantages for those investing in these funds.

1) TEMPORARY TAX DEFERRAL

A temporary deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or Dec. 31, 2026.

2) STEP-UP IN BASIS

A step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10 percent if the investment in the Opportunity Fund is held by the taxpayer for at least five years and by an additional 5 percent if held for at least seven years, thereby excluding up to 15 percent of the original gain from taxation.

3) PERMANENT EXCLUSION

A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.

The IEDC’s website goes on to describe what might attract Opportunity Fund investment. “Investors are interested in Indiana’s Opportunity Zones because of the state’s diversified economy along with its pro-growth business environment, low cost of living and low unemployment,” the IEDC said. “These factors help solidify Indiana as a safe and exciting place for investment where possibilities become realities without the headache of government overreach.”

Though no Opportunity Funds have yet been established in Muncie-Delaware County, Next Muncie officials believe Funds will be initiated in the near future, as regulations are still being finalized. ♦



Anchor Assets

- | | |
|------------------------------------|----------------------------------|
| ① Ball State University | ⑪ Ivy Tech Community College |
| ② IU Health Ball Memorial Hospital | ⑫ Madjax |
| ③ Burris Laboratory School | ⑬ Horizon Convention Center |
| ④ MITS Bus Terminal | ⑭ Meridian Health Services |
| ⑤ Delaware County Courts | ⑮ Indiana Academy |
| ⑥ High School Campus | ⑯ IU School of Medicine - Muncie |
| ⑦ Muncie Fieldhouse | ⑰ The CO:LAB |
| ⑧ Innovation Connector | ⑱ Delaware Dynamics |
| ⑨ Muncie Civic Theatre | ⑲ Ontario Systems |
| ⑩ Cornerstone Center for the Arts | |

Greenway Assets

- | X | Current Assets |
|---|---|
| X | Proposed Assets |
| A | Cardinal Greenway, Inc. |
| B | Sanitary District Neighborhood Revitalization |
| C | Minnetrista Cultural Center |
| D | Tuhey Park |
| E | Kitselman Trailhead & Park |
| F | High School Trail & Pedestrian Bridge |
| G | Public Riverfront Plaza & Riverwalk |
| H | Racer Trust Recreation Destination |
| I | Arts & Cultural Trail |

- Areas of Opportunity
- Greenway
- Historic District

Continued from page 6

soon formulated a vision statement to guide Next Muncie's efforts. That statement reveals their goals: "Muncie will emerge as a vibrant city that attracts and retains residents and visitors by providing high-quality employment opportunities; by revitalizing neighborhoods that offer healthy lifestyle choices; and by fostering an innovative culture of entrepreneurship, education, healthcare, arts, entertainment and recreation."

Some might wonder why, with effective economic development entities already in place, is such a group

necessary. The answer to that question lies not in the need for short-term projects that add jobs and attract new businesses, but in long-range projects that help renew the city's central beleaguered areas, replacing decay and blight with thoughtful growth that compliments and underpins Muncie's place-based strengths. This work correlates to the Economic Development Alliance's Vision 2021 plan set forth by the community.

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Vandewalle & Associates, a Wisconsin based public relations firm assisting the group, describes Next Muncie's efforts as "catalytic redevelopment," or projects that naturally play to the city's existing strengths, gaining momentum from an already-flowing energy ignited by previous revitalization. Bird believes the volunteer group's efforts will help the community

"... the formation of Next Muncie is a positive step for the entire region. Like other regions across the state, east central Indiana needs a vibrant, successful center city and the mission of Next Muncie will help solidify Muncie as the hub."

– Mindy Kenworthy, President,
East Central Indiana Regional Partnership

connect the dots, so to speak, fusing the central city's growing synergy with long-view development projects that will inject new life into blighted and inactive parts of Muncie's core.

In trying to better understand the mechanics of the projects they're pursuing, Vandewalle representatives provided the team with an example of a similar effort underway in Waterloo, Iowa. There, officials also want urban revitalization that uses a nearby river as a linchpin to connect struggling areas. Bird said leadership team members came away from that presentation optimistic.

Unlike Waterloo, Bird said, Muncie already has many of the necessary components for success – components they're still trying to establish out in Iowa.

"We're starting off in a much better place," Bird told Alliance. "We have infrastructure, leadership and other things important to quality of place that are already in Muncie. We have a great outdoor venue downtown. We have successful Rails-to-Trails projects. The 'med-ed' district leadership is already on board. We have Opportunity Zones already established. We are years ahead of where they started and we are hitting the ground running. But, there's still lots of work to be

done. We feel like we've got some infrastructure already established that sets us up for potential successes."

A primary Next Muncie goal is bridging the so-called med-ed district with areas on the east side of downtown that they're planning to partially revitalize via a riverfront housing complex and retail hub. This would bring modern buildings and new residents to a less active side of the central city. Yet, it would be directly connected to the med-ed district via streets, trails, sidewalks, etc.

Their hope is that by adding attractive, new housing along the White River, as well as with recreational opportunities like Cardinal and White River Greenways and downtown entertainment options, Muncie will emerge as a place early careerists find appealing as a place to live and work.

"Quality of place is essentially foundational to attracting and retaining early careerists," Bird said, referring to young professionals in search of a place to call home. "We have confidence that the demographic of people who work

at IU Health Ball Memorial Hospital and Ball State University are demanding more options for mixed use communities. We want to be in a position to offer them things they demand in the communities where they want to live and work."

Ball State University President Geoffrey Mearns echoed Bird's thoughts about luring new residents and said some of them could be living in brand new riverfront housing units within the next few years.

"I believe we can be cautiously optimistic that, as early as 2020, there will be residential units at that particular (White River) site," Mearns said. "That means apartment living with decent amenities to include retail, restaurants, access to downtown, access to the river and the White River Greenway."

Next Muncie clearly wants to help expand the city's palette of such offerings. They envision safe, diverse central city neighborhoods that are walking distance from high-quality entertainment and exercise options. Where old buildings now stand, they see modern apartment buildings and condominiums overlooking White River, a stone's throw from new downtown microbreweries, retail stores and outdoor entertainment venues.

Central City Leadership Team member Vicki Veach

has, for decades, been a proponent and cheerleader for Muncie-Delaware County, helping in various capacities to land some of the area's most exciting attractions. Now in her seventh year as executive director of the Muncie Downtown Development Partnership, Veach thinks Next Muncie's goal of establishing more modern housing in the city's core is essential to future success.

"We have very few options for housing in the core of downtown," Veach said. "So when we try to attract employees from the hospital or university we're extremely limited in our offerings."

With projects addressing that specific hurdle on the front burner, Veach said optimism for Muncie-Delaware County's rebirth should be high.

"Next Muncie brings some needed sustainability to all of the visions and plans that are currently in place for the downtown area," Veach said. "This will help us build stronger collaborations and connections with other individuals and groups involved. All of this will contribute to the success of the central city and Muncie in general, including getting more people to live downtown. The potential for Muncie, going forward, is exciting."

Such sweeping changes to Muncie's core aren't going to happen overnight, however. Next Muncie planners realize this, and they've adopted a conservative and calculating planning process that considers all options, opportunities, possibilities and eventualities. Hence, Bird and others take pride in what others may see as needlessly slow progress.

"We are going to get this done, but this transformation is going to take patience," Bird explained. "We're really looking at a five- to 10-year window to totally transform downtown Muncie. We're talking about generational changes here. Taking our time allows us to think about other opportunities. Plus, we're setting some standards for development here. And we have the right people in place to set some really exacting standards."

Next Muncie's comprehensive, long-range approach is all aimed at one thing: attract-ing high-quality jobs and the people who fill them. Study after study have

shown that young professionals desire very specific things in the communities they seek to call home. They value centrally-located, walkable neighborhoods and healthy recreational opportunities coupled with culture, nightlife and shopping choices.

Tackling projects that result in such a desirable community requires a phased approach, according to Bird. "We have tremendous confidence in the success of this," he said. "That's why we're trying to do it in phases. It's really important that we make sure we're successful in one phase before moving on to the next. Our planning that surrounds these projects is being extremely well thought-out. It's very conservative and calculated."

"We're drawing on lessons we've learned from other communities," Mearns said. "But there isn't a specific formula. It requires using individual judgment and the individual interests of each community member. That makes a dynamic process."

"While the central city leadership team is a relatively small group," Mearns continued, "it is designed to be that way. The value of having a small team is that we can be nimble and move quickly if an opportunity arises. It's flexible."

Helping drive new investment into the city's core are Opportunity Zones, four of which were established in Muncie with considerable help from the Muncie-Delaware County Economic Development Alliance,

"I believe we can be cautiously optimistic that, as early as 2020, there will be residential units at that particular White River site. That means apartment living with decent amenities to include retail, restaurants, access to downtown, access to the river and the White River Greenway."

– *Ball State University President Geoffrey Mearns*

which brought its influence to bear by undertaking and completing the rigorous federal Opportunity Zones application process.

The new Opportunity Zones legislation, part of the Tax Cuts and Jobs Act of 2017, allows investors to gain favorable tax treatment, tax incentives and,

possibly, temporary tax deferrals on investments made within Opportunity Zones. Additionally, investors can reinvest certain unrealized capital gains with similar tax benefits.

Muncie's four Opportunity Zones, which won federal approval earlier this year, are all situated along the White River in the central city. Bird said he hopes

"We have confidence that the demographic of people who work at IU Health Ball Memorial Hospital and Ball State University are demanding more options for mixed use communities. We want to be in a position to offer them things they demand in the communities where they want to live and work."

– IU Health Ball Memorial Hospital CEO Dr. Jeff Bird

the built-in tax incentives and optimism, stimulated by recent shopping and entertainment additions to downtown Muncie, will help draw investors to modern housing developments on the near horizon.

"The Economic Development Alliance helped us identify specific parcels to apply for Opportunity Zone designation," Mearns explained. "They enabled us to see where different potential zones could be in Muncie and in the rest of the county. By overlaying those particular districts over the central city map, we got to see where those points of intersection were. Our work with the Economic Development Alliance was a good example of the leadership team taking advantage of opportunities."

Next Muncie's formation has made news around the state. Mindy Kenworthy, president of the East Central Indiana Regional Partnership, thinks the program is vital.

"I believe the formation of Next Muncie is a positive step for the entire region. Like other regions across the state, East Central Indiana needs a vibrant, successful center city and the mission of Next Muncie will help solidify Muncie as the hub," Kenworthy told Alliance. "When Muncie is successful, the entire region benefits. East Central Indiana faces a lot of challenges, but with Ball State and IU Health Ball Memorial Hospital – the region's two largest employers – leading this effort, I'm confident we will see results."

Aside from Bird, Mearns and Veach the Central City Leadership Team also includes Susan Carlock, vice president of business development and corporate relations for Mursix Corp.; Kelly Shrock, president of The Community Foundation of Muncie and Delaware County; Mark Hardwick, executive vice president, chief executive officer and chief financial officer at First Merchants Corp.; Jeffrey Scott, chancellor of Ivy Tech Community College Muncie Campus; and Jay Julian, President/CEO and Chief Economic Development Officer, Muncie-Delaware County Chamber of Commerce and Muncie-Delaware County Economic Development Alliance.

To learn more about Next Muncie, or to become involved, visit the group's web page, www.nextmuncie.com. ♦



GOALS AND OBJECTIVES

- ❖ Enrich Quality of Life
- ❖ Enhance Quality of Place
- ❖ Expand and Retain Existing Business
- ❖ Create a Culture of Education
- ❖ Prepare the Community for the Future
- ❖ Encourage Job Growth in Targeted Sectors

Ivy Tech Plans New Construction, Renovation Downtown; Project Compliments Growing List of Metro Successes



A MAJOR COMPONENT in Next Muncie's plan for the central city's future is Ivy Tech Community College's intention to construct a new building and renovate another in Muncie's core.

Announced in April, the school's officials unveiled an ambitious, community-minded project that the school hopes will draw as many as 2,500 students and community members to the downtown area. Not only will Ivy Tech renovate its existing Cowan Road campus, it plans to expand into a new building on the former Muncie Star-Press site and the existing Janice Fisher Building, which will be partially renovated.

The new building will house a culinary school, administrative offices, testing and assessment areas, advising and enrollment services and more. The renovated Fisher Building will be home to the schools of nursing, health sciences, liberal arts and sciences, business, and education along with academic support. The expanded nursing school

capacity could result in a 15 percent boost in students, according to school officials.

"Concentrating most of its programs in a central hub downtown will create synergies with the community, including partnerships with downtown businesses and organizations," said Ivy Tech communications official Jennifer Gasiorek in a Muncie Journal news story.

Ivy Tech's plan represents a \$38 million investment in Muncie's core.

Ivy Tech's plan represents a \$38 million investment in Muncie's core. Helping underwrite the project is a \$2 million "lead gift commitment" from the George and Frances Ball Foundation. "Ivy Tech's role in the success of this community is large and growing, and the foundation is pleased to help advance that role," said Stefan Anderson, who chairs the philanthropic organization, at the plan's unveiling in April. Additionally, there has also been substantial money donated by the Ball Brothers Foundation and IU Health Ball Memorial Hospital. ♦



Sweet Spot

Muncie Has Right Ingredients for Third-Generation Family Business

Of the dozens of family-owned businesses that pepper the Muncie-Delaware County map, few are sweeter than Concannon's Pastry Shop, now in its third generation of family ownership. With a keen sense of smell, Mike Concannon followed his nose – and his parents, J. Michael and Wanda Concannon – into the family business.



His parents founded the business on downtown Muncie's Charles Street back in 1959. Mike, a Delta High School graduate, grew up watching his dad make pastries and donuts - and those enticing bakery smells led him back to the business after a few years in college.

"I was 18 years old, working full-time as a baker at night, and taking two classes during the day," he said. "I took some business and accounting classes, and those didn't hurt me at all. But, most of the learning I got was on the job."

Mike's son, Mark, is the fourth generation of Concannon bakers. Another Delta graduate, Mark operates the Walnut Street location.

Mike Concannon isn't a hands-off, absentee owner. Like his father and his grandfather, who was also a baker, he's not afraid to get a little dirt on his hands - or, in his case, flour.

"I bake every day," he told Alliance. "I'm a hands-on guy and I like to control the quality of our products."

He credits product quality and product diversification with Concannon's success. But, he's also quick to laud his loyal employees with helping create and maintain his successful business, which features two locations - Walnut Street north of downtown and the newest location on Baker Lane on Muncie's northwest side. Both locations stay extremely busy, according to Concannon.

But, donuts couldn't carry all the weight of the growth. A few years ago, Concannon's added candy, popcorn and pretzels to their already popular lineup of sweet treats. The addition of these items led to another facet of Concannon's business - fundraising. Local schools and other entities use the goods as fundraising tools which underpin various programs and projects.

Wholesale donuts are another growth market for Concannon's. Stores that carry these locally-made confections can be found all over Central Indiana and, of course, at Ball State University, which orders about 2,000 donuts daily.

Though meticulously crafted and iced to perfection, Concannon's donuts aren't the only ingredients in this successful equation. The owner said his loyal employees play a big role in continued prosperity.

"We've got a lot of employees who've stuck with us," he said. "The (employment)

situation is pretty tough these days. We have about 55 people who've stayed with us. We run a total of about 75-80 employees right now. But, the majority of our employees aren't job jumpers. They've stuck around. A lot of them have five-plus years or 10 years in. If you don't have key people helping you, you can't be successful."

Concannon's success isn't an accident. Clearly, a lot of hard work and attention to detail are part of a well-planned and executed recipe. "Our whole motivation is to do a good job for the population of Muncie," he said. "Even after all these years, we're still pretty motivated to do a good job. I have a great staff. I'm as fortunate as anyone to have them. This is hard work and we have great people." ♦

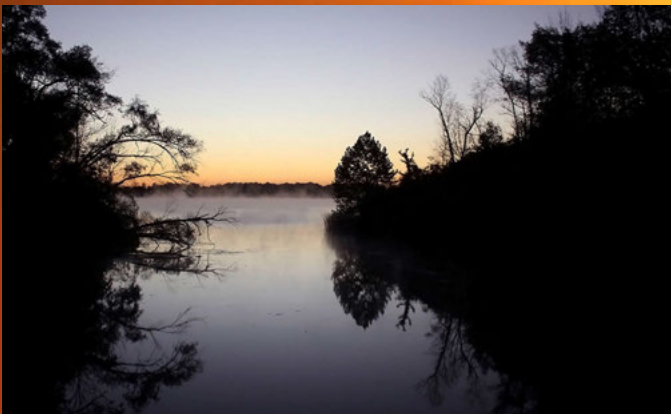


Third generation Muncie baker Mike Concannon displays a tray of his company's most popular items.

ASSET

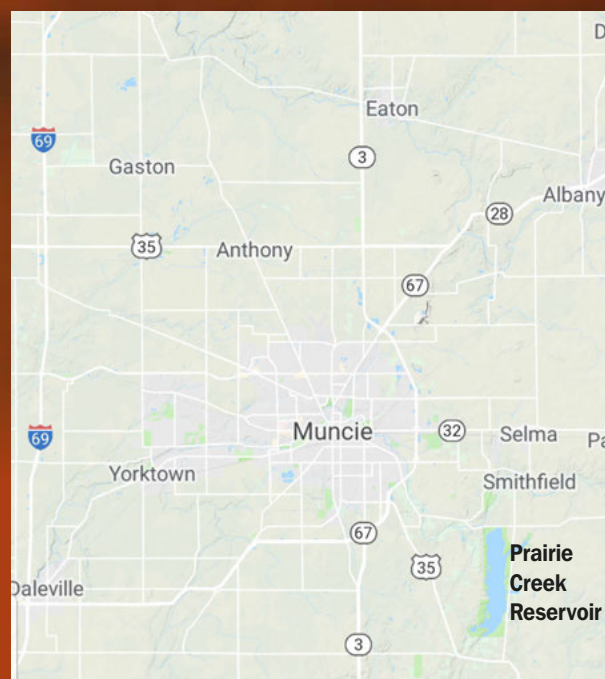


PRAIRIE CREEK RESERVOIR offers Muncie-Delaware County residents an array of outdoor recreational opportunities, particularly in the warmer months. Wildlife abounds on the wooded property located five miles southeast of Muncie. The reservoir and park area is made up of approximately 1,275 acres of water and 750 land acres. It features camping, boating, fishing, lodges and shelters, amenities for horses and ATVs, and hiking trails. Home to the Muncie Sailing Club, Prairie Creek offers more opportunities for the weekend pleasure boater than speed boaters. Water skiing isn't allowed and a 20 mph speed limit is enforced lake-wide. But, while large wakes may be frowned upon, cruising around the serene





waters on a pontoon boat and fishing its ample shoreline are welcome and encouraged. The park hosts two or three triathlon races annually and ice fishing is permitted. While several fish species call Prairie Creek Reservoir home, one game fish is actively sought by anglers there – walleye. The reservoir is known locally as a great walleye fishery, mainly because it is stocked with the fish annually by the Indiana Department of Natural Resources. Rented boat slips and small piers line the lake's eastern shore and a boat ramp is available for a \$5 charge. The reservoir is managed by the City of Muncie and the Muncie Parks Department. For more information, visitcityofmuncie.com.



WHAT A YEAR IT'S BEEN!

*Cardinal Greenway Makes Rail-Trail Hall of Fame;
Celebrates Silver Anniversary*



Angie Pool stands on the Greenway with the Rail-Trail Hall of Fame banner.

Cardinal Greenway CEO Angie Pool is a gregarious, optimistic chronic smiler whose personality oozes enthusiasm.

But, if you ask her what kind of year it's been for the 62-mile paved, multi-use trail headquartered in

Muncie, her reaction may be detectable on a Richter scale.

Pool beams with pride and is quick to discuss the excitement surrounding a very eventful year.

So what shook her foundations in 2018?

According to www.railstotrails.org, the average Cardinal Greenway user spends \$41.50 per visit at surrounding businesses and about \$4,528 annually. That compares well to the statewide average of \$47.30 per visit and \$3,564 annually.

Three things: the Greenway's 25th anniversary, the unexpected honor of Cardinal Greenway's induction into the Rail-Trail Hall of Fame; and her own 10th anniversary as a Greenway official.

Pool's excitement is understandable, given the trail's growing stature as one of this county's most forward-thinking projects – and one that is still developing.

Initiated in 1998, with its most recent addition in 2012, the Greenway trail traverses five Indiana counties, with Delaware as its central point. Use of the trail has grown steadily, and now its popularity is skyrocketing as younger generations pivot toward communities that cater to those who want to walk and bicycle, instead of drive cars.

The beloved paved path serves a variety of roles, but it's particularly effective as an attraction for potential home buyers and a burgeoning economic driver.

With all its success thus far, the Rail-Trail Hall of Fame induction was a welcome payoff for years of hard work by Pool, Greenway employees and the dozens of volunteers who help maintain the trail. Pool said she was elated when word came that the Greenway was favored to win.

"I was so excited that (the Hall of Fame honor) hit during our 25th anniversary year," said Pool. "I thought, 'How perfect is that!'"

Each year the national Rails-to-Trails Conservancy staff nominates five American trails for their Hall of Fame. Pool was told that the Greenway dominated voting from the start.

"They were blown away with the responses Cardinal Greenway got early on in the voting," Pool said. "They knew in the first few days of voting that we were gonna win it. We were that far ahead of the next trail (in voting), and we won by a substantial amount."

Glossy honors aside, Pool said the Greenway's real benefits are much more tactile and quantifiable.

"The Greenway drives people to live here," she told Alliance. "When people look at a potential community – once they leave high school or college

– they're looking at what amenities are here. Trails are ranked very high in polling. Bike lanes are great, too. But, if a community has a trail system, it's typically ranked high as something people look at – not only for individuals, but for companies, too. They're wanting those assets and resources to be in place when they locate or relocate a company here – so their employees have something

they can take advantage of."

That trail-driven growth is exactly what Muncie-Delaware County is looking for, particularly the attached economic advantages.

According to www.railstotrails.org, the average Cardinal Greenway user spends \$41.50 per visit at surrounding businesses and about \$4,528 annually. That compares well to the statewide average of \$47.30 per visit and \$3,564 annually.

Though the Greenway has few actual trail-side businesses, that is starting to change as more people use the trail. A newcomer to Muncie, Fresh Thyme Market,





strongly considered the Greenway as it planned a new store on McGalliard Avenue. The company's planners worked with local economic development partners and the Greenway to implement a short connector path from the adjacent trail to the Fresh Thyme parking lot. A similar path connects with businesses on the opposite side.

Pool told railstotrails.org the Greenway is regularly listed as one of the community's best assets, aside from being touted by realtors and others businesses who want to capitalize on its close proximity.

Ultimately, she said, people are attracted to trail systems because such amenities represent forward thinking and sustainability – things younger people are finding more and more attractive.

"People do look for that," Pool explained. "If a city's looking that way and starting to change their infrastructure to be more accommodating for that particular user group, it just shows we're an up-and-coming town. We're with the times. We're thinking of all different ages. We're also thinking of pedestrians and bicycles. We're working to redevelop the town together."

Around the Bend

With its sparkling reputation in the limelight and 25 years of steadfast, thoughtful development under its belt, what's next for Cardinal Greenway?

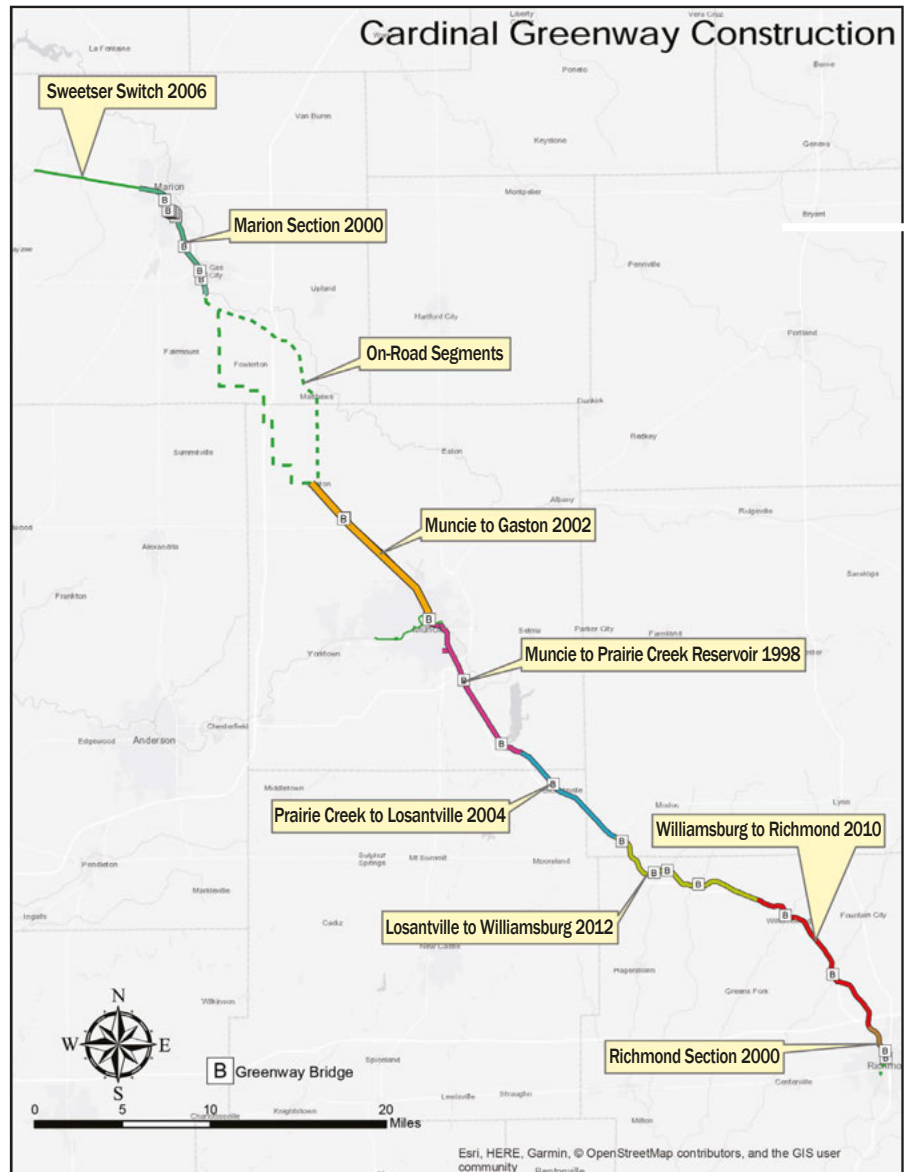
Two exciting developments are now in the planning phase. One is the Muncie Arts and Cultural Trail – MAC for short. The other is the Kitselman Trailhead project, which will connect the Cardinal Greenway with the White River Greenway. The connection will utilize an old bridge built by Indiana Bridge Company, also located in Muncie.

With those two endeavors still being

planned and implemented, Pool directs a lot of her energy toward trail maintenance – a topic she tries to keep at the forefront of Greenway conversations.

"The glamour, of course, is in building new trails," said Pool. "But, maintaining these trails doesn't just mean trimming trees and mowing. The biggest bulk of the expense is in maintaining the asphalt trails themselves. And we have to continue looking ahead and finding funds to maintain them."

Find out more about the Cardinal Greenway at www.cardinalgreenway.org. ♦





Quality of Life



Top Ten Schools

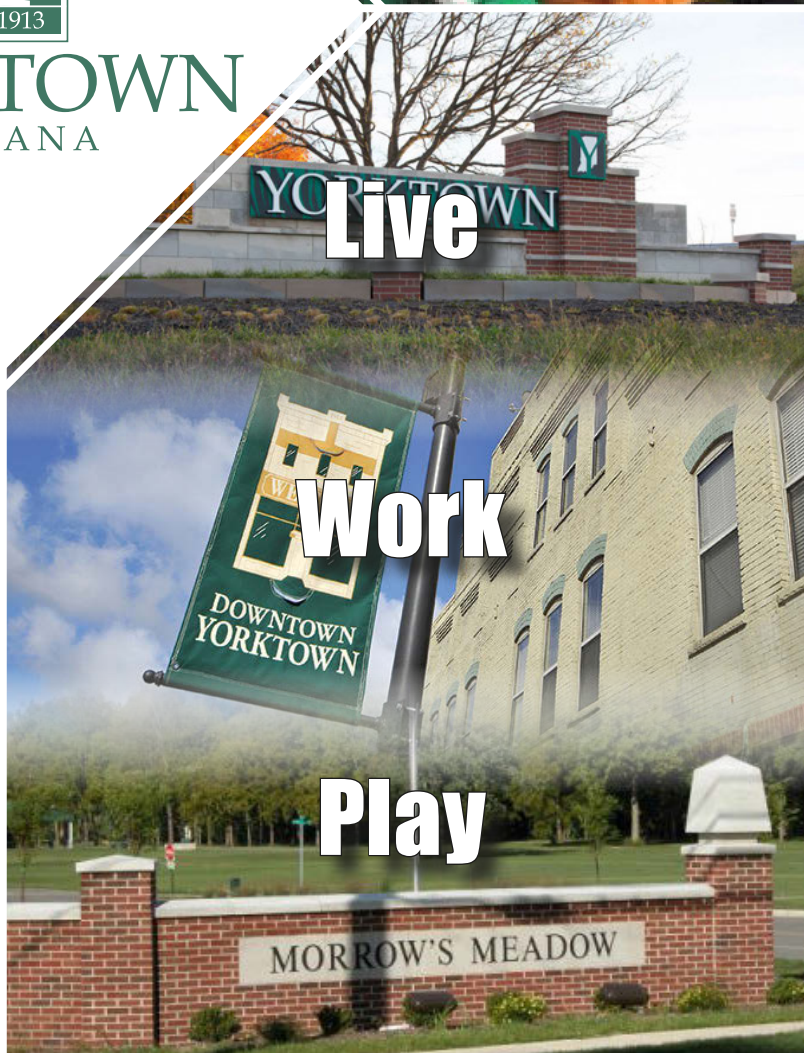
The Perfect Fit



YORKTOWN
INDIANA



A Great Place to...



Live

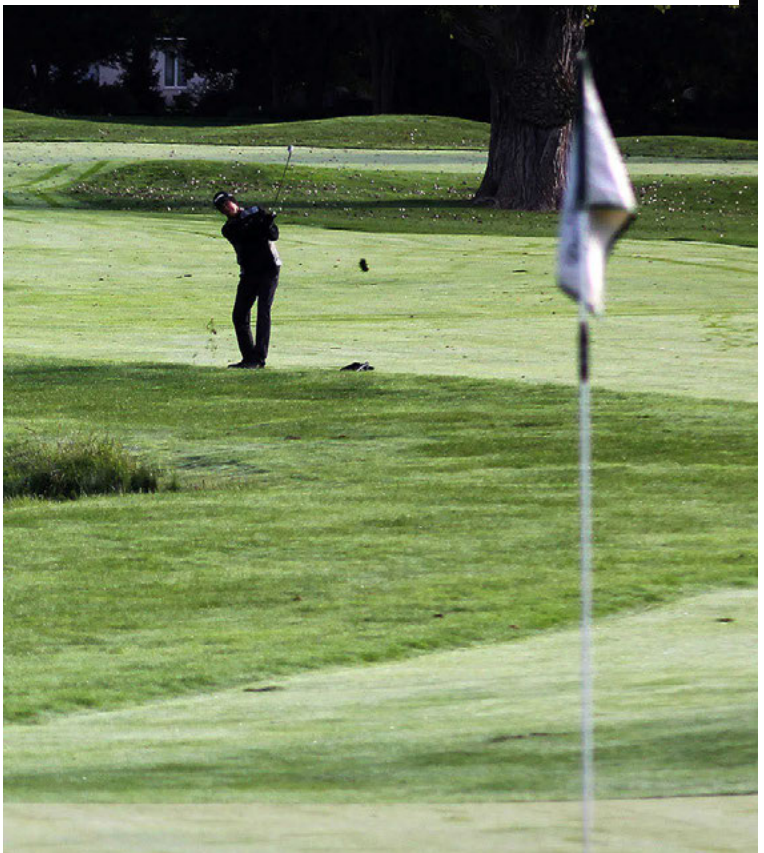
Work

Play

ASSET

Maplewood Golf Course, Muncie
Delaware Country Club, Muncie
The Players Club at Woodland Trails, Yorktown
Crestview Golf Club, Muncie
Cardinal Hills Golf Club, Selma
Muncie Elks Golf Club, Muncie/Yorktown
Albany Golf Club, Albany

If you land in Muncie-Delaware County and golf is your game, then the grass is definitely greener here for you. Seven courses see lots of action here through the warm months. Well-kept public and private courses offering all levels of play are only a short drive from one another. A good example is The Players Club at Woodland Trails on the east edge of Yorktown. Neatly manicured bent grass tees, greens and fairways are laden with clever sand traps and picturesque water hazards to challenge even the finest golfer. The club's rolling fairways intersect the gorgeous Woodland Trails subdivision where majestic homes rise above the links at this country club-style course. Golf is never too far away in Muncie-Delaware County!



Ball State University is the one to watch.

WE

FLY

“We have a moral obligation to enhance our commitment to Muncie—to our neighbors and to the next generation.

Simply put, Ball State and Muncie are better together.”

Geoffrey S. Mearns
President
Ball State University



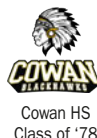
**BALL STATE
UNIVERSITY**

Homeward Found

Who they are; what they do; what made them stay



Jason Harrington



Age: 45

Company & Title: Ontario Systems, President

Hometown: Muncie, Indiana

High School/Year Graduated: Cowan High School Class of 1991

Extracurricular Activities/Class Officer: Basketball and golf; Class officer all 4 years, president of student body senior year, national honors society, numerous clubs and activities

4-H, Scouting, Junior Achievement, FFA: active in Junior Achievement

College Attended: Ball State University Class of 1995

Family: Wife of 23 years Stacey, three daughters, Kelsey, 21, Gabbey, 19 and Jascey, 16; and a son, Noah, 17

Q You grew up in this area. What made you choose Muncie-Delaware County as your home base?

A I had no intention of staying in Muncie after school, but my wife graduated from BSU in 1996 so I needed a job in Muncie for a year to allow us to move after she finished. I started at Ontario Systems in spring of 1995 and fell in love with the company. As a result, we settled in Muncie.

Q Do you have a memorable teacher or mentor at local schools? If so, please explain what made them special and the impact they had on your life and career.

A Mentorship is an important thing that I seek out now, but during school I just was blessed to have several in my life mostly by good fortune. I have had the privilege of having great mentors from middle school to present day. During high school, the two that made the biggest impact was probably my high school basketball coach Pat Mapes and my business teacher Joe Bradburn. I was fortunate to get to spend a lot of time with both. In different ways, they both helped me see that I had potential to lead and learn that wasn't typical. They were both demanding of me. This was when I realized that I needed to set a high bar for myself. At BSU, it was clearly Dr. Srinivasan Sundaram who advised me in my finance curriculum. He had a very humble and pragmatic approach that I try to emulate. To this day, I stay in touch with all 3 of these great men who have helped me grow over the years.

Q Please describe what makes Muncie-Delaware County schools a good fit for your family.

A My wife and I are big believers that the school system is only part of the learning equation. Parenting and the support system (children's friends and family/friends/church surrounding them) matter a lot and I'm not sure that it is 3 equal parts. As a result, we focus on all three parts of the equation. We have been very pleased with the academic preparedness of our kids coming out of Cowan. All our kids are very active in athletics and clubs taking on leadership roles.

Q In terms of recreation, what are the best local attractions for you, your family and your coworkers/employees?

A Our life is so busy one of our favorite things to do is stay home and hang out. However, we love sports so a lot of high school and college volleyball, basketball and football games. Also, we love movies, so you will see us frequently there.

Q In your opinion, what makes Muncie-Delaware County a great place to live, work and raise a family?

A I have traveled extensively both personally and professionally, so I have seen a lot of the world. However, this is simply home. For me, it is quality of living – low crime, moderate economy, housing costs, schools, availability of restaurants and activities (BSU makes a huge positive difference for a community of our size) and for us this is where most of our family still resides. The recent trend of local business coming back to Muncie in the form of new interesting restaurants, specialty stores, the resurgence of downtown and projects like Next Muncie bring a charm that has been missing in recent years and gives me a lot of hope that Muncie is becoming an even better place to be.

Rapid Fire Personality Quiz

Early Bird	Night Owl
Spicy	Mild
Elevator	Stairs
Vegetarian/Vegan	Carnivore
Tan	Pale
Dream	Plan
Coffee	Tea
Diet	Exercise
Read	Watch TV/Surf Internet
Talk	Listen
Fast	Strong
Stay In	Go Out
Drive	Walk/Ride Bike
Water	Soft Drink
Travel Abroad	Close to Home
Always Breakfast	Never Breakfast
Beer	Wine
Do It Now	Put it Off
Sit	Stand
Grit	Talent
Punctual	Tardy
Salty	Sweet



Traci Lutton



Age: 43

Company & Title: Vice President, Muncie-Delaware County Economic Development Alliance

Hometown: Muncie, Indiana

High School/Year Graduated: Southside High School Class of 1993

Extracurricular Activities/Class Officer: Student Council, Band, Spanish Club

4-H, Scouting, Junior Achievement, FFA: Outstanding Senior in Band

College Attended: Ball State University

Family: Husband Ty, adult stepchildren William and India

Q You grew up in this area. Why did you remain in Muncie-Delaware County?

A I have a career that could take me anywhere, but I have actively chosen to stay in Muncie because I love my life here. I'm strongly connected to friends, family, and community. This city provides the amenities that I desire, and its affordability allows me to travel and explore other parts of the country and the world. I know I'm in living in the right place because I'm always elated to come home to Muncie after every trip.

Q Do you have a memorable teacher or mentor at local schools? If so, please explain what made them special and the impact they had on your life and career.

A I had many extraordinary teachers at Muncie Southside High School including Sondra Seibold and Dr. Carl Siler. There is one teacher, in particular, who really stands out, and that is Dale Basham. Dale was my speech teacher, and he created a supportive and enthusiastic environment that allowed me to excel in the class and find confidence in front of an audience that serves me well today.

Q Are there any exciting developments on the horizon for Muncie-Delaware County that you would share with others in hopes of attracting them to the community? Please, list a couple of your favorites.

A I am particularly excited about the Next Muncie initiative being led by President Mearns of BSU and Dr. Bird of IU Health BMH. The concerted and cooperative effort to attract investment and residential growth in key geographic areas near campus and downtown will surely be transformational for the city. Through my work in economic development, I am serving on one of the project management teams, and I get to collaborate with some stellar community leaders who are equally passionate about our prospects for the future.

Q In terms of recreation, what are the best local attractions for you, your family and your coworkers/employees?

A Two of my favorite places in Muncie that I think more people should know about are the David Owsley Museum of Art and the Rinard Orchid Greenhouse, both of which are on the Ball State Campus. I spend most of my social time in downtown Muncie because I think it's a special place that gives me a sense of close-knit community. I've been a downtowner for a couple of decades, and it's been such a pleasure to see the incredible reinvestment that has occurred.

Rapid Fire Personality Quiz

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Water	Soft Drink
Travel Abroad	Close to Home
Always Breakfast	Never Breakfast
Beer	Wine
Do It Now	Put it Off
Sit	Stand
Grit	Talent
Punctual	Tardy
Salty	Sweet

New Arrival

Who they are; what they do; what made them come here



Mike Neu



BALL STATE
UNIVERSITY



Perry Meridian HS
Class of '89

Age: 48

Company & Title: BSU Head football coach

Hometown: Indianapolis, Indiana

High School/Year Graduated: Perry Meridian High School Class of 1989

College Attended: Ball State University 1989-1993; graduated 1994

Family: Wife, Charmin; daughter, Graycen, 17; sons Carson, 16; and Chase, 7

Q You grew up in Indianapolis. Why did you move to Muncie-Delaware County?

A Ball State Coaching job. When you're here going to school there aren't too many chances to visit the surrounding areas. Most important thing, to me, is embracing the community we live in. I knew we'd need to be invested in this community. When we came back here from New Orleans, we had a chance to visit some of the local schools. This was a totally different lifestyle and feel than the one we had in New Orleans ... a much slower pace. My family was open to that. They were great about the move and just wanting to be a part of a new community. I knew I wanted to be close to my family. I didn't want to live in Indy and spend a lot of time driving back and forth. I wanted to be able to leave work and go right home and be with them, instead of driving an hour.

Q Your kids attend local schools. Do you, as a parent, have a memorable teacher or mentor who you feel connects with your kids? Why?

A I sure would not be able to name all the teachers who've been great to our kids. Really, all the teachers we visited with at Yorktown Schools and Delta Schools were great and really welcoming. My daughter is a pole vaulter, and that's why we chose Delta. Delta offered pole vaulting and Yorktown did not. That was a determining factor for us, but both schools were fantastic when we were visiting before we made our decision. Ultimately, we decided on Delta where all the teachers have been great. They've really embraced our kids and it's been a great transition. Obviously there are some challenges and adjustments, but it's otherwise been a great transition.

Q Please describe what makes Muncie-Delaware schools good enough for your family.

A Visiting both school systems was a great opportunity to find out what was best for us. We had a chance to tour both schools and communicate with principals and administrators. Both Yorktown and Delta are very good options. Our kids liked where we were at, a private school in New Orleans. I think everything about Delta, including the people, was right for us. It had a good feel and it was a good fit for our kids. The people were very welcoming. They received our kids with open arms and that was the most important thing we were looking for.

Q In terms of recreation, what are the best local attractions for you, your family and your coworkers/employees?

A In Muncie, the times we do get out - we're out going to dinner a movie. Around here, because we don't have a lot of time, we're usually going out to dinner or to a movie. The kids are so involved in school. There's not a lot of time to do much recreationally. When we first moved here, we rented a house on campus. We used the Greenway some

then, but not a bunch. My wife and I rode our bikes. We still like to ride our bikes around the neighborhood we live in.

Q In your opinion, what makes Muncie-Delaware County a great place to live, work and raise a family?

A I think, overall, my wife - a country girl who grew up in a small Georgia with a Dollar General and one stoplight - was the one who had to be happy with this move. We talked long and hard before making our decision about Ball State. It's been great. We enjoy being around and being in each other's company. Being involved in a smaller community has been great for us. There are a lot of people we've gotten to know. We know some of the school families and they've been very welcoming. I think as long as my family is happy, we'll be just fine.

Rapid Fire Personality Quiz

Early Bird	Night Owl
Spicy	Mild
Elevator	Stairs
Vegetarian/Vegan	Carnivore
Tan	Pale
Dream	Plan
Coffee	Tea
Diet	Exercise
Read	Watch TV/Surf Internet
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Water	Soft Drink
Travel Abroad	Close to Home
Always Breakfast	Never Breakfast
Beer	Wine
Do It Now	Put it Off
Sit	Stand
Grit	Talent
Punctual	Tardy
Salty	Sweet



making it possible.

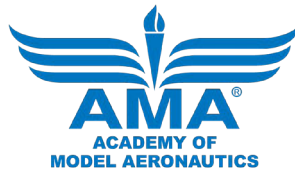
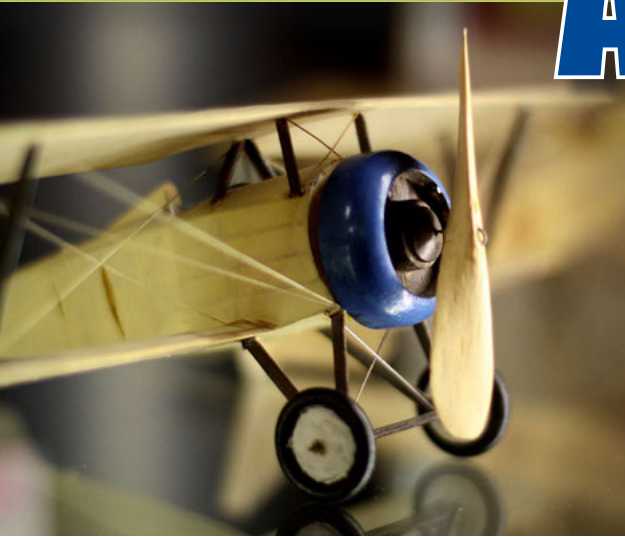
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an make it possible.



ASSET



Academy of Model Aeronautics

Muncie-Delaware County is home to one of the most interesting, one-of-a-kind attractions in the state of Indiana. Just east of Muncie is the sprawling national headquarters for the Academy of Model Aeronautics (AMA), a Mecca for model aviation enthusiasts throughout the United States and beyond. Not many communities can boast of hosting a national headquarters of any kind, let alone one as interesting and comprehensive as the AMA's facility on East Memorial Drive, which includes enormous event areas, a top-notch model aviation museum and the AMA administrative and meeting spaces. The non-profit organization dedicates itself to promoting model aviation as a recognized sport and recreational activity. The official national entity for American model aviation, the AMA was founded in 1936 and

currently boasts nearly 200,000 members. Aside from sanctioning hundreds of modeling events, the organization also hosts non-competitive fly-ins - not just for radio controlled and control line model airplanes and gliders, but also for model rockets, helicopters and even drones. In 1988, the AMA, then headquartered in Reston, Va., began seeking a more centrally located site for a new national headquarters and national flying site. With the Midwest region in mind, officials reviewed 50 proposals before selecting Muncie. In June 1992, a grand opening was held at the current location. Since then, the site has grown substantially, becoming a haven for modelers all over the nation. To learn more about the AMA, go to their national headquarters at 5161 E. Memorial Dr., Muncie, or visit www.modelaircraft.org. ♦



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