

A great place to live, work and grow a business.

V I S I O N
2 0 1 1
RESULTS BOOK



Muncie-Delaware County, Indiana
Economic Development Alliance

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V I S I O N

2 0 1 1 Executive Summary

When you examine the characteristics of successful, enduring economic plans, they have a common thread: they change, adjust and adapt, especially during difficult times. Muncie-Delaware County has demonstrated these qualities distinctly through the last five years. The economy proved to be one of the most challenging since the Great Depression. Our primary operating goal has been to overcome this unique challenge by implementing improvement strategies and continuing to deliver a quality economic program to our community.

Our Accomplishments to Date

Despite financial, manufacturing, and housing sector woes, we have had a very successful five years with the Vision 2011 program. In fact, it was the most successful in the history of the economic development programs since 1983 in terms of new jobs. More than 3,400 new and retained jobs, \$278 million in capital investment and \$132 million in annual projected new annual payroll show much has been accomplished. We still know, however, that there are many new challenges ahead. Nearly 1 million square feet of previously vacant industrial/warehouse space was filled in 2010 alone! Much along the lines of the national average, the majority of the new job assisted projects came from our business expansion and retention efforts. Eighty percent (80%) of the companies assisted were existing businesses. At the same time, the EDA recruitment efforts landed some of the largest projects in the history of the county including Progress Rail (650 jobs), Brevini Wind/USA (450 jobs), IBM (675 jobs), and more. The attraction of international companies and Fortune 500 companies has played a major role in the success of our economic development efforts. Diversity and our targeted industries are our guiding goals.

Planting Seeds for the Future

The attraction of companies is not a simple effort. It requires having sites and buildings ready when the opportunity arises. The EDA partnered with the county in constructing and successfully filling the “shell building” on Fuson Road. It is the fifth such building successfully marketed. Projects tied to this initiative total more than 1,200 jobs and \$70 million in capital investment. A sixth shell building is currently under construction in Muncie in the Airpark Industrial Park. Other shell buildings in Daleville and the Industria Centre are under consideration. Delaware County became the first community to obtain the Shovel-Ready Food Processing and Beverage Industry site in the United States as a method to further market to this targeted food processing industry. The EDA assisted in the procurement of nearly \$3.6 million in infrastructure grants for a new rail spur into Park One and now controls or has options on nearly 500 acres of land.

The ideas and strategies for this plan came from the community and were synthesized with extensive research. Alignment with the key economic components of Muncie Action Plan and the Delaware Asset Mapping Plan by Ginvous were considered in the development of the plan. We have a set of specific, actionable recommendations focused on creating high-quality jobs and improving the overall quality of life for Muncie-Delaware County.

This strategy represents substantial input and feedback provided by the entire community. Our sincere thanks to all the individuals and organizations who have participated in the creation of this plan.

We began working on this project in January 2011. We have received input through one-on-one meetings, focus groups and the leaders of our community that sit on the steering committee, which includes elected officials and many businesses.



What is Economic Development?

Economic Development = wealth building

You achieve this by recruitment, entrepreneurial investments, and support of existing businesses.

THE MAIN THINKING BEHIND
THE ECONOMIC DEVELOPMENT PROCESS IS:

Attracting investment and jobs in highly competitive fields and being totally prepared creates a competitive advantage.



VISION
2016

Jim Williams
DeFur Voran
Vision 2016 Co-Chairman

A handwritten signature in black ink, appearing to read "Jim Williams".

Dave Heeter
MutualBank
Vision 2016 Co-Chairman

A handwritten signature in black ink, appearing to read "David W. Heeter".



1)



2)



3)



4)

5)



6)





1) MidWest Metal Products

MidWest Metal Products constructed a new 150,660 square foot office and manufacturing facility at 23rd Street and Cowan Road, resulting in the retention of 44 jobs and \$2.8 million in annual payroll.



2) Twoson Tool/Mursix

Mursix purchased an existing building in the Park One Business Park, expanding it by 100,000 square foot and adding between 150 and 250 new jobs with a projected annual payroll of \$4.7 to \$7.9 million. The total investment from the project is projected to be in excess of \$12 million.



3) Brevini Wind

Brevini Wind USA constructed a new facility that allowed for the production of 1,000 Main Drive gear boxes, per year.

Brevini USA

Brevini moved their US headquarters to Delaware County bringing 455 jobs over three years. The total investment is projected to be approximately \$62.5 million.



4) IBM

IBM housed their customer service center in the former Burlington Motor Carriers National Headquarters building on Commerce Drive adding 500 jobs with a projected annual payroll of \$12 million. The total investment from the project is projected to be \$3 million within three years.



5) Progress Rail

Progress Rail launched assembly and manufacturing in the 740,000 square-foot facility formerly occupied by ABB Power T&D Company adding 650 jobs with a projected total investment of approximately \$50 million.



6) Magna (Phase 2)

Magna purchased the 100,000 square-foot “shell building,” located at 1400 West Fuson Road, adding approximately 50 new jobs with a projected investment of \$14 million. Over time, Magna has invested approximately \$100 million and occupies two buildings.



Celebrating our wins!

Three 400+ job projects in the last four years and five in the last seven years:

- Sallie Mae
- Magna Powertrain
- IBM
- Brevini Wind & Brevini USA
- Progress Rail



The purpose of the EDA is to allocate and leverage economic development resources to sustain and enhance the economic growth, vitality, and global competitiveness of Muncie-Delaware County as a superior business location.



Muncie-Delaware County, Indiana Economic Development Alliance

WHO WE ARE: *The Muncie-Delaware County Economic Development Alliance (EDA) represents a consortium of entities involved in providing economic development services in our community. The EDA is composed of the Muncie-Delaware County Chamber of Commerce, Delaware Advancement Corporation, Muncie Redevelopment Commission, Delaware County Redevelopment Commission, Delaware County Advisory Council on Industrial Development, Muncie Economic Development Commission, and Delaware County Economic Development Commission. The EDA works closely with the City of Muncie and Delaware County government. Delaware Advancement Corporation and the Muncie-Delaware County Chamber of Commerce are the administrative entities for the EDA.*

WHAT DO WE DO?

- Expansion of existing businesses
- Retention of existing businesses
- Marketing and recruitment of new businesses
- Site selection and company location assistance
- Research and marketing
- Administration of financial assistance programs
- Business advocacy
- Financial incentives
- Infrastructure improvements
- Workforce training assistance
- Business start-up assistance
- Land and buildings clearing house
- Administration/development of tax increment financing districts and CReED Districts
- Bonding
- International business assistance

The Muncie-Delaware County Economic Development Alliance is one of 29 “Accredited Economic Development Organizations” in the USA and Canada by the International Economic Development Council. There are currently more than 12,500 economic development organizations in existence.



Mission Statement

“To aggressively promote investment in Muncie-Delaware County which will result in the creation and retention of quality job opportunities and enhance the quality of life in our communities.”

VISION 2011

Results by the Numbers

	Capital Investment	New Jobs	Endangered Jobs	New Payroll	Saved Payroll	Average Wage	Average Wage with Benefits
Year 1	\$13.6M	695	84	\$20.6M	\$5.4M	\$33,438	\$41,798
Year 2	\$85.7M	916	0	\$34.2M	0	\$37,334	\$44,800
Year 3	\$17.5M	292	85	\$10.3M	\$2.7M	\$35,200	\$42,240
Year 4	\$121.5M	867	4	\$38.1M	\$0.2M	\$43,918	\$52,701
Year 5	\$40.3M	352	187	\$11.1M	\$9.9M	\$38,873	\$46,800

Far exceeded our goal!

Percent of Five-Year Job Goal Attained	174.1%
Total New & Saved Jobs	3,482
Total New & Saved Annual Payroll	\$132,430,325
Total Capital Investment	\$278,568,988
Average Rate of Pay New and Saved	\$38,033
Average Rate of Pay New and Saved <i>with benefits</i> (20%)	\$45,639



“

The “Visions” programs have worked to integrate business into the educational process. Maintaining an educated and skilled workforce requires us to focus resources on high-tech, high-wage industry clusters that will develop a successful framework for our community that will retain more of our college graduates in East Central Indiana. At the heart of a Ball State University education is immersive learning, where students effectively combine classroom learning with practical, real-world experiences – a transformative education that prepares them very well for the demands of our times and the needs of our region.”

~ Raj Sanyal

Dean of Miller College of Business
Ball State University

”



GOAL ONE: *Expansion & Retention of Existing Businesses*

1

- Promote a pro-business environment
- Provide technical and financial assistance to local businesses
- Continue to build and maintain a business information clearinghouse
- One stop shopping for economic development services
- Workforce development
- Recognition and communication

GOAL TWO: *New Business Attraction & Tax Base Expansion*

2

- New job creation
- Aggressively market Muncie-Delaware County regionally, nationally and internationally

GOAL THREE: *Marketing, Recruitment and Retention of Tech/*

3

Knowledge-based Business and Workers

- Jarden, IBM, Indiana Finance Center, Brevini USA, and Lifetouch all were assisted
- Technology and innovation
- Capital and economic incentives
- Workforce and education
- Community image building
- Statewide core issues

GOAL FOUR: *Marketing & Promotion of the Medical Community as*

4

the Destination Point for Healthcare in East Central Indiana

- Advancement and growth of medical services
- Access current workforce programs and examine top performing needs
- Initiate business education programs
- Practice targeted business recruitment

GOAL FIVE: *Promote Agri-business as a Method to Help Diversify the*

5

Local Economy and Provide New Opportunities for the Region's Farming Industry

- Attraction of value-added agricultural businesses
- Assist in promoting the new Agricultural Industrial Park and identifying infrastructure build-out
- Promote a qualified and trained workforce to businesses

GOAL SIX: *Downtown Development*

6

- Work to assist the Muncie Downtown Development Partnership in creating a downtown community that is recognized as a "Premier Location to Live, Work and Play"

GOAL SEVEN: *Coordinate Community & Regional Resources to*

7

Generate Economic Growth

- Continue to work with our regional partner, Energize ECI on regional initiatives such as the EB5 Program

GOAL EIGHT: *Promote a Positive "Quality of Life" Image of*

8

Muncie-Delaware County Both Internally and Externally

- Work to promote internally and externally the existing positive examples of why Muncie-Delaware County is a "Premier Place to Live, Work and Play" as compared to other similar sized communities

GOAL NINE: *Strengthen Workforce Education*

9

- Ivy Tech Community College expansion
- Academic pathways
- Capitalize on Ball State University strengths

GOAL ONE: Expansion & Retention of Existing Businesses

1

- Promote a pro-business environment
- Technical and financial assistance to local businesses
- Continue to build and maintain a business information clearinghouse
- One stop shopping for economic development services
- Workforce development
- Recognition and communication

Expansion and retention of existing business has been a main focus of Vision 2011. Of the fifty-five projects to date, 80% of assisted companies were existing businesses.

• Promoting a pro-business environment

- A partial list of existing business expansion include:
- Twoson Tool, a division of Mursix Corporation, expanded into Park One Business Park adding between 150-250 new jobs with a payroll of \$4.7 to \$7.9 million.
- Magna International expansion has created 50 new jobs and invested \$14 million to relocate service-part operations to Delaware County. Without the shell building program, the attraction of the Magna expansion would not be possible. The 81,000 square foot structure is already being expanded to 100,000 square feet.
- Monogram Comfort Foods expanded its production and distribution center here, adding more than 50 new jobs. The company, formed from the 2008 merger and acquisition of Al Pete Meats, invested nearly \$7 million toward building and equipment costs.
- Lifetouch expanded its local presence by adding 200 new jobs at its national customer contact center in Muncie.
- Bell Aquaculture is investing \$5 million in the construction of a new building.
- Tomken Tool is investing \$1.9 million for a new building and additional equipment. The company will be adding 5 new jobs.
- IBM opened a new customer service center in Daleville. They currently employ 500 people and invested \$3 million. Staff worked with the company on the expansion adding another 175 additional jobs.
- Al Pete Meats, Inc. invested \$730,000 in new equipment and property improvements in 2008. The investment enabled them to create 20 new jobs with an accompanying annual payroll of \$460,000. All previous jobs and payroll were retained. The company continued to grow in 2008 with a second expansion. The second project resulted in 40 new jobs in the first year and 55-75 jobs over the next three years.
- Cedar Bridge Treatment Centers applied for and received a \$200,000 loan from the Muncie Industrial Revolving Loan Fund program to assist with the growth of the Muncie operation, including the addition of 41 jobs.
- Jarden Home Brands, a Fortune 500 company, invested almost \$4 million, created 42 jobs and saved 73 jobs.
- Two supplier conferences were held with more than 800 people in attendance.

• Technical and financial assistance to local businesses

- Direct assistance includes financial assistance, job training, access with international trade programs, building and site selection, and capital investment tax incentives/tax abatement. There are 51 businesses that received direct assistance.
- More than 11 new loans originated to existing businesses and 4 to new businesses.
- Assisted on expansion and retention projects that project to create or save 1,470 jobs, invest \$94 million, with an annual payroll of \$50.6 million.

• Continue to build and maintain a business information clearinghouse

- Nearly one million square feet of previously vacant industrial and warehouse space will be filled by projects announced in 2010.
- We now control or have options on over 500 acres of industrial land.
- We are working with the city and the county on the construction of two new "shell buildings" (40,000 expandable in city and 80,000 expandable in county). The city building will be located in the Airpark while the county building site has yet to be finalized.
- The community's fifth shell building was sold.

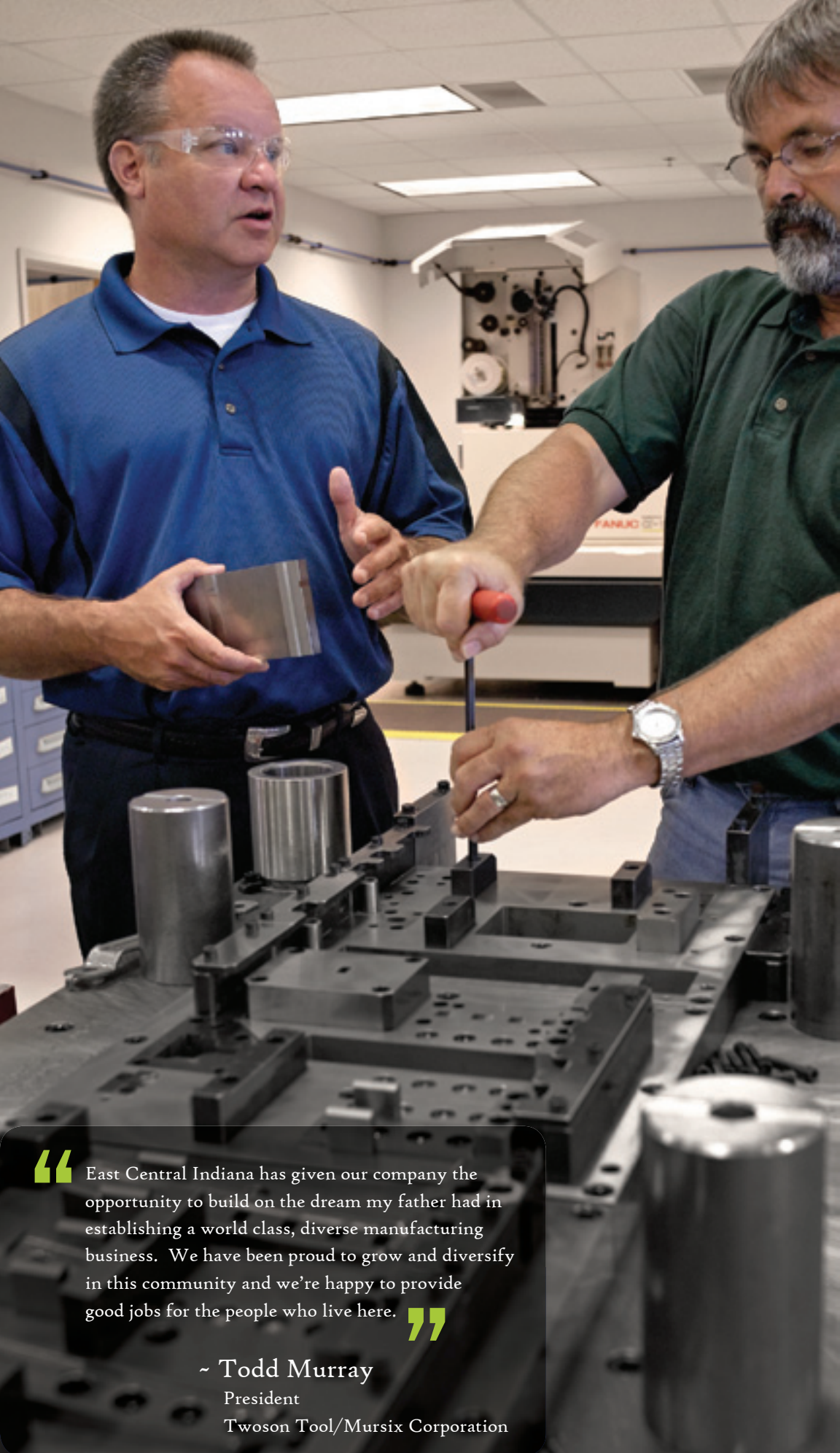
• One stop shopping for economic development services

• Workforce development

- New and existing companies received more than \$2 million in new job training assistance grants. Vision 2011 staff worked with representatives from Indiana Economic Development Corporation, Indiana Workforce Development and Ivy Tech Community College to help access training assistance for employees and companies.

• Recognition and communication

- Developed new domestic and international marketing materials including an award winning website redesign: www.muncie.com.
- Recertification as one of 29 Accredited Economic Development (AEDO) in USA and Canada by IEDC.



“ East Central Indiana has given our company the opportunity to build on the dream my father had in establishing a world class, diverse manufacturing business. We have been proud to grow and diversify in this community and we're happy to provide good jobs for the people who live here. ”

~ Todd Murray
President
Twoson Tool/Mursix Corporation

GOAL TWO: New Business Attraction & Tax Base Expansion

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- New job creation
- Aggressively market Muncie-Delaware County regionally, nationally and internationally

New business recruitment is critical to a community's success for it to grow and replace businesses and jobs that are lost. Muncie-Delaware County had three 400+ person projects announced in the last four years and five in the last six years. International business continues to invest in Muncie-Delaware County.

• New job creation

- 14 companies with job commitments for 2015 jobs, nearly \$184 million in capital investment and \$82 million in projected new payroll were created.
- Average rate of pay new and saved jobs \$38,413 with benefits (20%) \$46,096
- Progress Rail Services has created 650 new jobs and will invest \$50 million. This project represents the largest industrial project to come to Delaware County in the past 40 years. The company's planned investment will grow to \$102 million over time. Supplier conference later this year.
- DSE Services, Inc. purchased the former Burlington Motor Carriers truck maintenance building on Commerce Drive in Daleville. The trucking company will have invested \$717,000 in the purchase and renovation of the facility and will be creating 56 new jobs over the next three years. The new jobs are expected to generate an annual payroll of \$1.9 million. This takes a building that has been vacant for almost 10 years and puts it back into productive use.
- An Indianapolis battery company is set to create as many as 50 jobs since its opening in the new facility on Muncie's southwest side. World Wide Battery (ERCO), purchased the former Sovereign Tool building on Hoyt Avenue, which is on the edge of the Industria Centre Industrial Park.
- Indiana Stamping is investing nearly \$5 million and will create 26 new jobs while retaining 44 positions. They will occupy the former Duffy Tool building on W. 8th Street.
- Miasa Automotive LLC announced, in 2008, that the company planned to continue its American expansion into Yorktown-Delaware County creating more than 57 jobs by 2012. They also expected to invest more than \$8.4 million into facility improvements and machinery upgrades.
- Eighty percent of job growth in the average community is tied to the expansion of existing businesses. That fact has long been recognized in our community and because of it; Vision 2011 volunteers and staff have continued to do their utmost to assist existing companies who are ready to grow.
- This past year's Vision staff has assisted with new and expanding businesses to obtain nearly \$7 million in tax credits as well as new job training and infrastructure grants.

• Aggressively market Muncie-Delaware County regionally, nationally and internationally

- Vision staff has traveled nearly 50,000 miles meeting with companies and site selectors in the last two years on marketing trips including Japan, China and Turkey.



What do successful communities have in common?

- A common vision for the future by the populous.
- A desire and commitment by both public and private leadership to achieve success.
- A desire to unite for the good of the community and resolve divisiveness.
- The ability to adapt and quickly change your strategy based on local and global economic conditions.



“ Muncie and Delaware County have an outstanding record for providing resources to an investor in the early stages of development, but we don’t stop there. We also provide many opportunities for assistance to all of our existing businesses to promote job growth and retention. Our Economic Development Alliance in conjunction with the Chamber of Commerce provides a one-stop shop for businesses looking to expand and/or invest new dollars in our community.”

~ Sharon McShurley
Mayor
City of Muncie

GOAL THREE: Marketing, Recruitment and Retention of Tech/ Knowledge-based Business and Workers

3

- Jarden, IBM, Indiana Finance Center, Brevini USA, and Lifetouch all were assisted
- Technology and innovation
- Capital and economic incentives
- Workforce and education
- Community image building
- Statewide core issues

A new USA corporate headquarters, expanded regional headquarters and new Fortune 500 customer service centers were the main highlights of this goal.

- **Jarden, IBM, Indiana Financial, Brevini USA, and Lifetouch all were assisted**
- **Technology and innovation**
 - More than 900 new jobs
 - New Tech High School
 - Data Center: site feasibility study was completed and site approved by Angelou Economics.
 - IBM and Progress Rail were added to the communities growing list of Fortune 500 companies.
 - In a recent survey, IBM was listed as the fourth (4th) most respected company in the world by Barron's magazine.
- **Capital and economic incentives**
- **Workforce and education**
 - Received job training grants.
- **Community image building**
 - Image Committee Pride campaign
 - Muncie Young Professionals
- **Statewide core issues**
 - At the core of a successful growth strategy is its people and investing in our future requires attention to our workforce. Vision 2011 has worked to integrate business into the educational process to retain more of our college graduates in East Central Indiana.
 - In today's world, communities are added or eliminated from site consideration before they even know about a project. Having a comprehensive, well-designed website is essential for the attraction and retention of jobs. We have that in Muncie-Delaware County. The Alliance won first place in the website category in the Mid-America Economic Development Council's (MAEDC) annual "Best of the Midwest Economic Development awards. The Alliance took into consideration economic development best practices and the needs of multiple audiences including site location consultants, existing business owners, foreign investors, Chamber of Commerce members and individuals seeking relocation information. The creation of a user-friendly site that would provide comprehensive information to all potential audiences was the overall goal during the development process. Receiving the "Best of the Midwest" honor validates we achieved that goal.





“ Since its founding more than 90 years ago, Ball State University has partnered with Muncie and Delaware County to promote economic development and improve the region’s quality of life. Ball State is one of the area’s premier employers, and provides cultural and educational opportunities for all citizens. Many students, faculty and staff dedicate countless hours volunteering to benefit the community, and students and faculty contribute through immersive learning partnerships. The university is committed to moving into a shared, visionary future together. ”

~ Jo Ann Gora
President
Ball State University

GOAL FOUR: Marketing & Promotion of the Medical Community as the Destination Point for Healthcare in East Central Indiana

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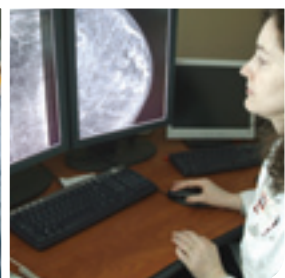
- Advancement and growth of medical services
- Access current workforce programs and examine top performing needs
- Initiate business education programs
- Practice targeted business recruitment

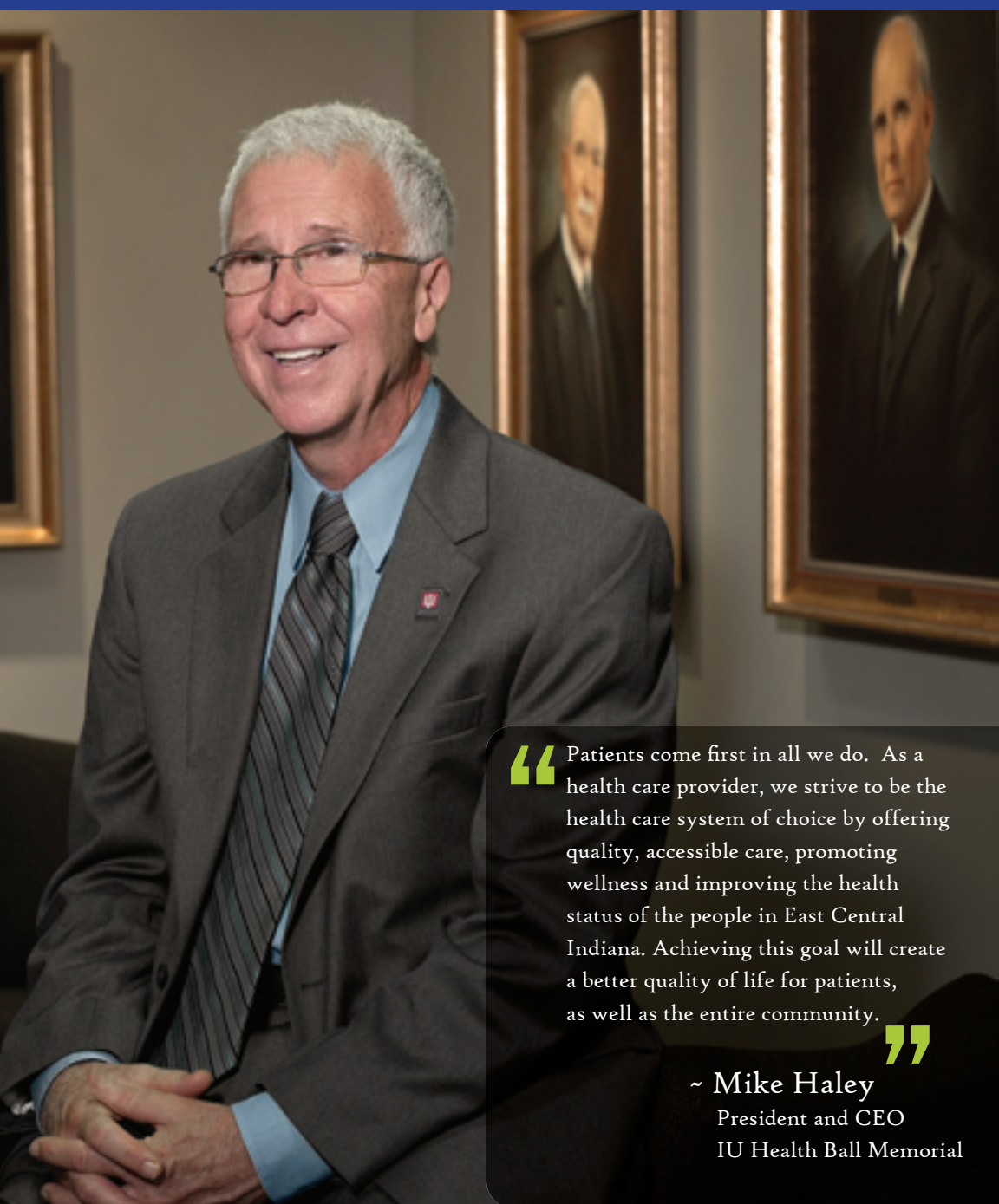


Indiana University Health-Ball Memorial Hospital invested more than \$120 million in the community raising Muncie's status as the regional center for medical services in East Central Indiana.

• Advancement and growth of medical services

- Primary healthcare is easily found within Muncie-Delaware County. The area prides itself on the establishment of a number of top notch specialized clinics, private practices, pharmacies and an enhanced 911 emergency service. Muncie-Delaware County also has skilled assisted living centers and home healthcare options for the area's mature adults and an acclaimed medical center.
- A leader of Indiana University Health, Ball Memorial Hospital (BMH) serves as a regional referral center and teaching facility. The medical facility offers a comprehensive list of services and programs and employs 2,500 on its staff and 260 on its medical team, making it the largest non-government employer in this section of Indiana.
- #1 training hospital for new doctors outside of Indianapolis.
- Hospital invested \$120 million in capital improvements.





“Patients come first in all we do. As a health care provider, we strive to be the health care system of choice by offering quality, accessible care, promoting wellness and improving the health status of the people in East Central Indiana. Achieving this goal will create a better quality of life for patients, as well as the entire community.”

~ Mike Haley
President and CEO
IU Health Ball Memorial



GOAL FIVE: Promote Agri-business as a Method to Help Diversify the Local Economy and Provide New Opportunities for the Region's Farming Industry

5

- Attraction of value-added agricultural businesses
- Assist in promoting the new Agricultural Industrial Park and identifying infrastructure build-out
- Promote a qualified and trained workforce to businesses

Bell Aquaculture and Monogram Foods both made significant investments in agri-business. Muncie-Delaware County became the first community in the United States to be designated by the prestigious Ady/Austin companies for a Shovel-Ready site for food processing.

• Attraction of value-added agricultural businesses

- With a major focus on the attraction of food processing businesses, an 80-acre property at 900 Fuson Road has been designated as the first "Shovel-Ready" Food Processing and Beverage Industry site in the United States by two of the leading consultants in the U.S.A., that being Ady International and Austin Consulting.
- The food and beverage industry is undergoing tremendous change as manufacturers and distributors face intense competition from both domestic and overseas markets battling higher energy and marketing costs plus greater consumer demand for quality, convenience and variety. These and other challenges are requiring food and beverage companies to re-evaluate business strategies to increase operational objectives and consumer satisfaction. Muncie offers these businesses many competitive advantages to help them prosper and grow including lower operating costs, a quality workforce and a well-connected location.
- Companies assisted: Bell Aquaculture additional 12 jobs and \$5 million in capital investments and Monogram Foods added 55 jobs and \$3.5 million in investments.



ADY INTERNATIONAL COMPANY
THE AUTHORITY IN SITE SELECTION



“ A highly skilled and educated workforce is key to our community's economic growth and prosperity. With more than 90 percent of our students and graduates living, working and playing in the community now and in the future, Ivy Tech is committed to its students' success and takes seriously its role as the engine for workforce development in Muncie and Delaware County. ”

~ Gail Chesterfield
Chancellor at Ivy Tech
Community College

GOAL SIX: Downtown Development

6

- Work to assist the Muncie Downtown Development Partnership in creating a downtown community that is recognized as a “Premier Location to Live, Work and Play”

Millions of dollars of investment in properties and facade restoration have taken place. Ivy Tech has a major presence downtown and a new amphitheater will be completed in 2011.

- **Work to assist the Muncie Downtown Development Partnership in creating a downtown community that is recognized as a “Premier Location to Live, Work and Play”**
 - Six businesses have remodeled/expanded downtown offices (Blue Bottle, IVY Tech Community College, DeFur Voran, Rose Court, Open Door and Muncie Music Center).
 - City of Muncie undertook major ADA handicapped ramps, major paving of High, Liberty and other streets. MRC undertook many sidewalk improvements.
 - ~ \$1.5 million facade restoration.
 - ~ Canan Commons—the urban park will have a permanent band shell/stage and lots of green space for downtown events.
 - ~ Quiet Zone meetings with both railroad companies have begun.
 - ~ Tuhey Pool is being totally renovated and will include a water park.
 - ~ Ivy Tech Community College.



GOAL SEVEN: Coordinate Community & Regional Resources to Generate Economic Growth

7

- Continue to work with our regional partner, Energize ECI on regional initiatives such as the EB5 Program

Regional collaboration with Energize-ECI has been quite evident. An average of four regional marketing trips a year have taken place. A regional data-center study, labor availability report, and asset mapping/targeting industry study have all been completed. EB-5 designation was just approved. Such a center will greatly enhance our international marketing efforts.

- Assume a leadership role in coordinating local and regional economic development initiatives
- Took an average of four regional marketing trips each year in conjunction with Energize-ECI
- Worked on a bi-annual Regional Labor Availability Report
- Collaborated with Energize-ECI on an Asset Mapping Targeting Industry report
- Partnered with Angelou Economics to determine feasibility of data center sites in Delaware County

High marks for our community:

- Website ranked #1 marketing tool—ours is an award winner by MAEDC
- We have defined incentive programs in place to help facilitate new growth
- We are constructing our 6, 7, and 8th spec buildings to assure we have quality inventory available for new and expanding businesses
- Long term executable strategy/vision
- We are targeting sectors that match our workforce:
 - ~ Advanced Manufacturing
 - ~ Logistics and Distribution
 - ~ Alternative Energy
 - ~ Food Processing
 - ~ Information Technology





“

Economic growth in Muncie and Delaware County is a priority. Our commitment is to develop relationships and be proactive by establishing shovel-ready sites, shell buildings, and a strong economic team ready to deliver advantages as to why a prospective business would want to either expand locally or move to our community. Our community can deliver quality of life, quality of education, and abundant activities.

”

~ Todd Donati

President
Delaware County Commissioners

GOAL EIGHT: Promote a Positive “Quality of Life” Image of Muncie-Delaware County Both Internally and Externally

8

- Work to promote internally and externally the existing positive examples of why Muncie-Delaware County is a “Premier Place to Live, Work and Play” as compared to other similar sized communities

An Image Committee is currently in place and developed a “Muncie Gives, Muncie Lives” campaign.



- Work to promote internally and externally the existing positive examples of why Muncie-Delaware County is a “Premier Place to Live, Work and Play” as compared to other similar sized communities
- Staff members from the Chamber and Delaware Advancement Corporation promote our community at various meetings such as service organizations, not-for-profit organizations, public meetings and other events on a regular basis.
- The Image Committee developed a “Muncie Gives, Muncie Lives” campaign to share an inside view of the many people who are making a difference as volunteers in our community.



GOAL NINE: Strengthen Workforce Education

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- Ivy Tech Community College expansion
- Academic pathways
- Capitalize on Ball State University strengths

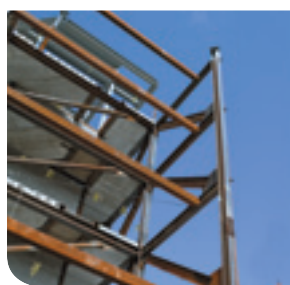
Ivy Tech Community College and Ball State University continue to play huge roles in the community. Ball State University construction projects total more than \$200 million in the last four years and Ivy Tech Community College is investing in downtown Muncie. Both schools have expanded their educational curriculum to meet changing workforce needs while growing in size and presence.

- **Ivy Tech Community College expansion**
 - Ivy Tech Community College locating downtown
 - The Muncie campus is the main campus in the East Central region and has enrolled more than 3,500 students
- **Academic pathways**
- **Capitalizing on Ball State University strengths**
 - Ball State University completed the Kinghorn residence hall, which includes state-of-the-art technology and first class amenities. Studebaker East residence hall is currently being remodeled.



“ The partnership we share with the Muncie-Delaware County Economic Development Alliance is vital to accomplishing our goals. ”

~ Jim Riggle
Manager, Community Affairs
Indiana Michigan Power



Above: the Ball State Kinghorn residence hall, during construction.

Thank you,
V I S I O N
2 0 1 1
 INVESTORS

ADM Commercial Real Estate
 Alro Steel
 American Lawn Mower Co.
 American United Appraisal Co.
 James Amos
 Associates in Surgery
 AT & T
 Ball Brothers Foundation
 Ball State University
 Ball State Federal Credit Union
 Beasley & Gilkison
 BKD, CPAs and Advisors
 Boyce Form Systems
 Jack Buckles
 Central Indiana Orthopedics
 Century 21 Realty Group
 Coldwell Banker Lunsford
 Comcast
 Community Foundation of Muncie
 and Delaware County

DeFur Voran
 Charles B. Dinwiddie, Jr.
 Delaware County Farm Bureau Insurance
 Delaware County Redevelopment
 Commission
 Delaware County Commissioners
 Dennis, Wenger, and Abrell
 E&B Paving Co.
 Estep* Doctor & Company
 Family Vision Care
 First Merchants Corporation
 G&G Oil Company
 The Gale Tschuor Company
 Garmong Construction Services
 GEA Architects
 George and Frances Ball Foundation
 Gill Bros. Furniture
 Indiana American Water
 Indiana Michigan Power
 Indiana Title Insurance Co.



IU Health
Ivy Tech Community College
Jack's Camera Shop
Jarden Home Brands
Jay County REMC
Keihin Aircon North America, Inc.
LJ Stone, Inc.
Littler Diecast
Maxon, A Honeywell Company
Meridian Services
Mid-West Metal Products
Muncie Power Products
City of Muncie
MutualBank
Normandy Flower Shop
Ontario Systems
Pathologists Associated

Peckinpaugh Financial Group
Printing Creations, Inc.
R. Donn and Frieda Roberts
Robert and Beverley D. Terhune Foundation
Rosema Corporation
Runnebohm Construction
Sallie Mae
Scherrer Construction, Inc.
Star Financial Bank
The Star Press
Summers, Carroll, Whisler
Swift and Associates, CPAs
TomKen Tool & Engineering
US Architects
Vectren Energy
Whitinger & Company
Marjorie Ziegler





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Accredited Economic Development Organization

Muncie-Delaware County Chamber of Commerce

Delaware Advancement Corporation

Muncie Redevelopment Commission

Delaware County Redevelopment Commission

Muncie Economic Development Commission

Delaware County Economic Development Commission

Delaware County Advisory Council on Industrial Development