

Five-year economic plan

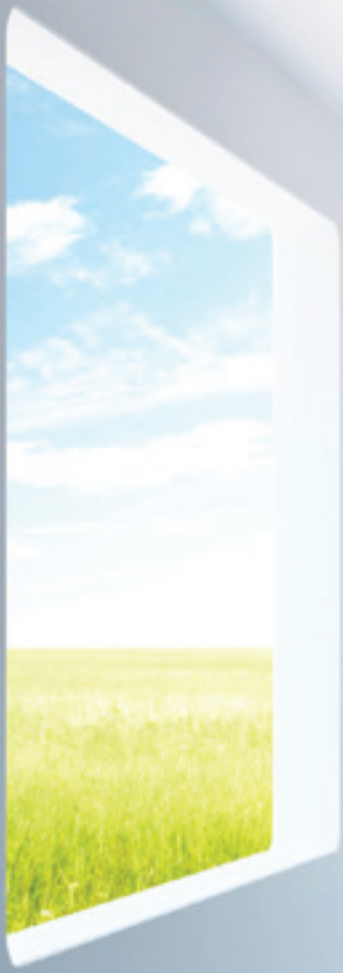


Muncie-Delaware County, Indiana  
Economic Development Alliance



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# Letter to Investors



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 has 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, in terms of new jobs, it was the most successful in the history of our economic development program since 1983. More than 3,400 new and retained primary income jobs, \$278 million in capital investment and \$132 million in annual retained and projected new annual payroll show much has been accomplished.

Nearly one-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. Seventy-six percent (76%) 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 have been our guiding goals.

Certainly there is much success to laud, but we recognize that many challenges remain and potential barriers lie ahead. The Vision 2016 Economic Development plan is our community's tool for continued development and the elimination of barriers to economic growth and prosperity.



### *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 our fifth success in the shell building program. Projects tied to this initiative total over 1,200 jobs and \$75 million in capital investment. A sixth shell building is currently under construction in Muncie’s Airpark Industrial Park. Other shell buildings in Daleville and the Industria Centre are under consideration. Delaware County became the first community to obtain a Shovel-Ready Food Processing and Beverage Industry site in the United States, an accomplishment which will allow us to market to food processing businesses, an identified target industry. The EDA assisted in the procurement of over \$2.6 million in infrastructure grants for a new rail spur into Park One and now controls or has options on nearly 500 acres of land today.

### *The Current Economic Condition*

Our team strategy over the past several years has been successful, considering the magnitude of the recession, we must accept the reality that the economic world has changed and we must change with it to be successful in the future.

Our economy is in a constant state of transformation. The changing dynamics driven by technology, innovation, workforce, markets, and competition require that a community regularly reassess its economic development efforts and strategically plan for the future. Vision 2016 is doing just that. Vision 2016 will shake things up and do things differently, better, smarter, and in a more efficient way in order to continue to attract and grow more quality jobs to our community.

Vision 2016’s emphasis is on growing jobs in our community. This will happen through existing business expansion and the attraction of new companies into the city and county. We will direct our attraction efforts to include not only high growth companies but also headquarters and companies with significant capital investments. Our retention efforts will expand and include business-to-business connections that enable the growth of our existing industry. Finally, we will pursue key strategic initiatives that will positively impact the long term economic vitality of our community. We will also address the long term goal of early childhood development to gain a more capable, productive, and valuable workforce that pays dividends for generations to come.

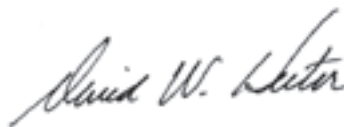
The program is in place and we have been working with our partners for 28 years. This momentum needs to continue to leverage and quantify the results that are expected. To be successful we will need the support of the community and investors. We invite members of the business community and community at large to rally behind the Vision 2016 program with both time and financial resources. As an alliance, we can help make Muncie-Delaware County an even more exciting, dynamic, growing place to live, work, raise a family and explore the future.

On behalf of the board of directors and staff we want to thank our investors for your tremendous support. We look to Vision 2016 with confidence in you and the ability to demonstrate to our community and stakeholders the enduring value that sets us apart.

Best Regards,



Jim Williams  
DeFur Voran  
Vision 2016 Co-Chairman



Dave Heeter  
MutualBank  
Vision 2016 Co-Chairman



*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.*



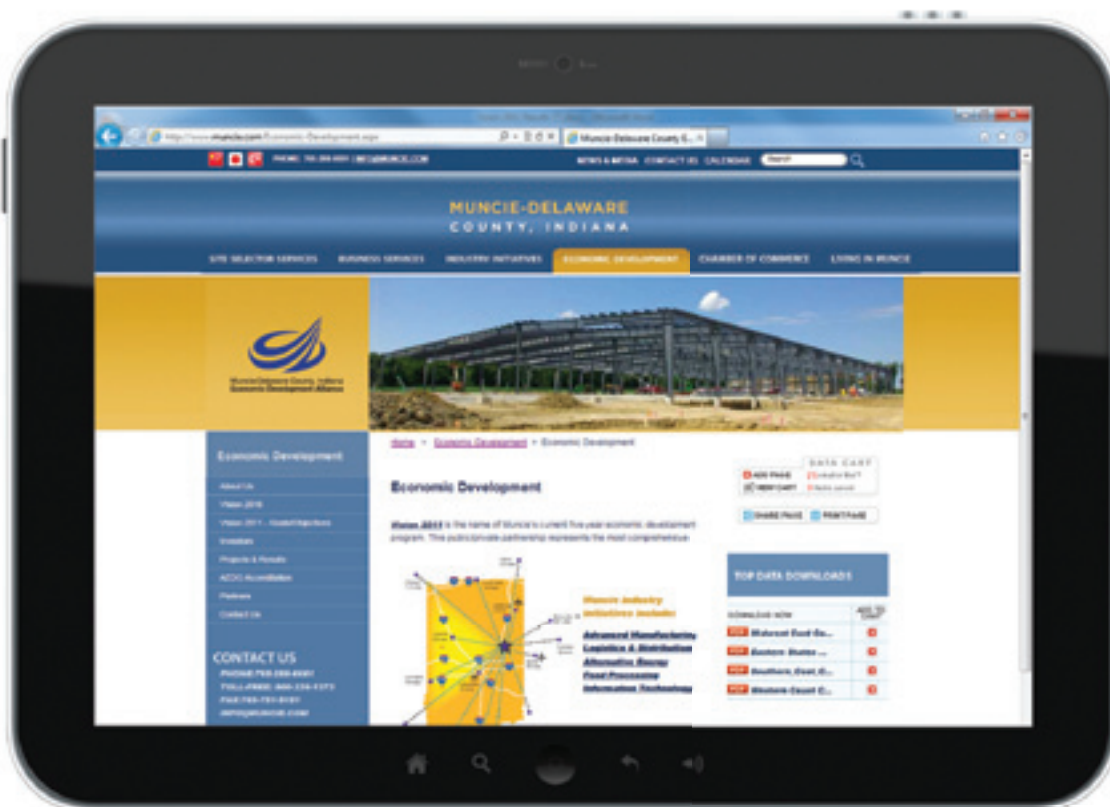
Muncie-Delaware County, Indiana  
Economic Development Alliance



**WHO WE ARE:** The Muncie-Delaware County Economic Development Alliance (EDA) represents the 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



Check out our  
award-winning website:

[www.muncie.com](http://www.muncie.com)



## 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.”





“Foundations as well as the community benefit from a strong economic base. Our Foundation’s motto has been to improve the quality of life within Indiana. ‘Building community since 1926.’ This aligns strategically with the Vision 2016 goals. Whether it is immediate charitable need or long-term workforce development, Ball Brothers Foundation believes in strong partnerships that assist the community.”

~ Jud Fisher

President & Chief Operating Officer  
Ball Brothers Foundation





# Keeping Score

We are firm in our belief that this is a community project and the program results must be publicly shared with our investors and the community on a regular basis. Measures of new jobs, saved jobs, capital investments, and wages are always available on our website [www.muncie.com](http://www.muncie.com).

## Executive Summary

Delaware Advancement Corporation is pleased to present the Vision 2016 strategic plan for Muncie-Delaware County. This document outlines a strategy for economic development that lays out the road map for our future.

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. Since the inception of the planning process in January 2011, we have received input through one-on-one meetings, focus groups, and feedback from elected officials and business and community leaders who serve on the Steering Committee.

## The Phases of Plan Development

**PHASE ONE:** Delaware Advancement Corporation met to discuss the results of Vision 2011 and what direction the new five year plan should take.

**PHASE TWO:** Developed a timeline and asked leaders of our community to serve on the Executive Committee.

**PHASE THREE:** Executive Committee approved the timeline and selected the Steering Committee.

**PHASE FOUR:** Steering Committee met several times to develop the frame work of six goals for the Vision 2016 program. The purpose of the frame work was to give the public a starting point for discussion at the three open focus group meetings.

**PHASE FIVE:** Three public focus group meetings were held for frank and open discussions on the needs of the community and strategies for advancement. It was emphasized that non-profit organizations, government officials, entrepreneurs, partners in economic and workforce development, and other community stakeholders make contributions that are within the context of Vision 2016's six overarching strategies, that when considered on the whole, provide a comprehensive approach for positive transformation of Muncie-Delaware County.

Ultimately the success and implementation of this economic development strategic plan hinges upon four key areas:

- 1. IT MUST BE COLLABORATIVE AND INCLUSIVE.**

It is extremely important for our community to speak with one voice and act as one, collaborative team. The most successful economic development organizations all have one thing in common: a strong partnership among the business community, government and education.

- 2. IT MUST BE COMMUNICATED.**

Internal communications (within the community) are as important as external marketing to the success of the economic development efforts. We will communicate the work and accomplishments of the program in a credible manner in order to engage our partners and members of the community.

- 3. IT MUST BE FOCUSED.**

The most effective economic development programs are focused on growing and attracting employers within prioritized target sectors. This includes aggressively pursuing promising opportunities. Appropriate performance measures will be closely monitored and shared with the community.

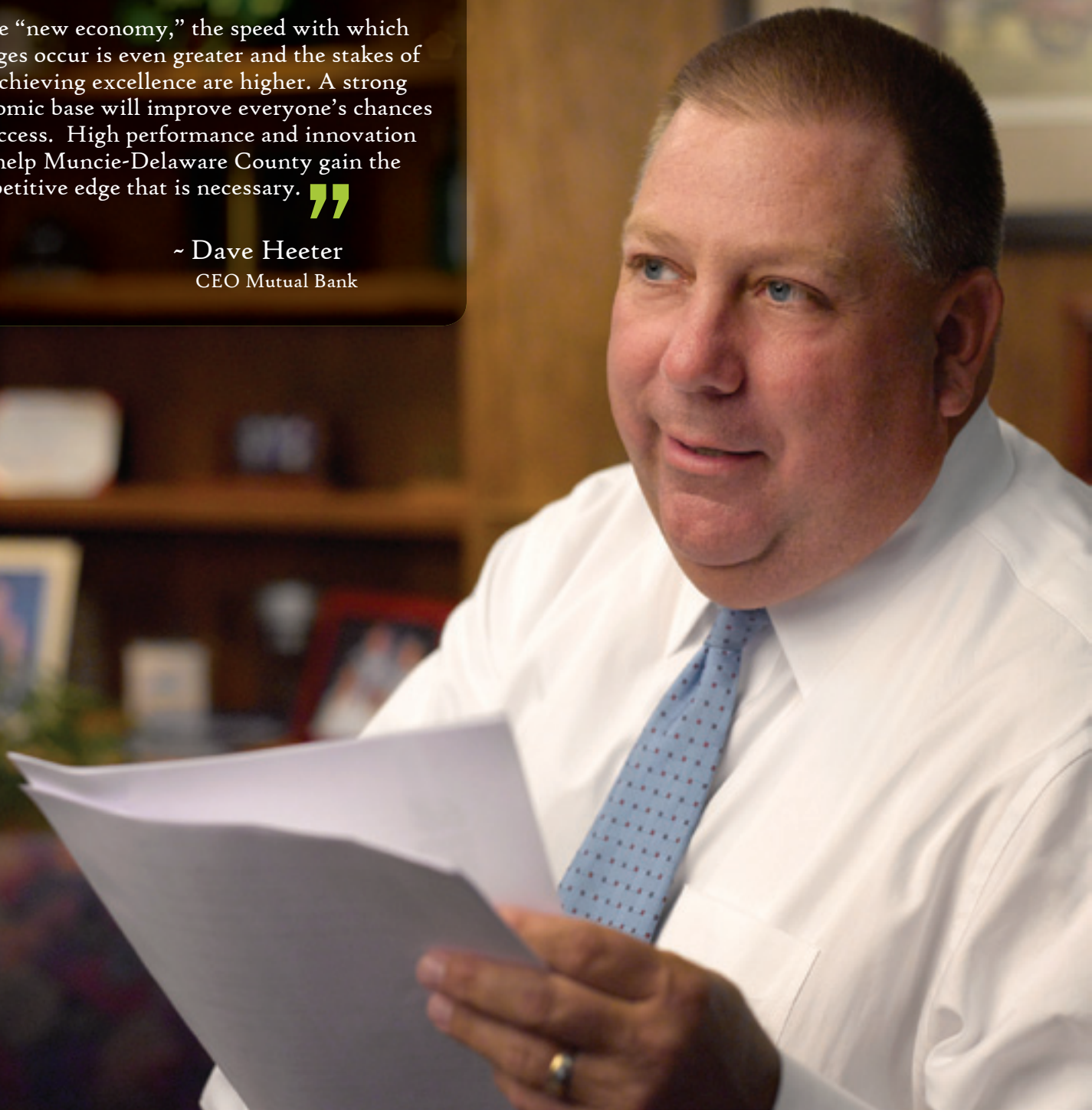
- 4. IT MUST BE FUNDED APPROPRIATELY.**

Long-term dedication of a level of resources sufficient to implement economic development programs is required. The most effective programs use a blend of public and private sector funds and in-kind services. They also seek ways to creatively leverage community assets and economic development partners in order to achieve greater success, reduce costs and optimize scarce resources.



“In the “new economy,” the speed with which changes occur is even greater and the stakes of not achieving excellence are higher. A strong economic base will improve everyone’s chances of success. High performance and innovation will help Muncie-Delaware County gain the competitive edge that is necessary.”

~ Dave Heeter  
CEO Mutual Bank



## In Conclusion



Vision 2016’s primary focus is the increase in jobs and investment in our community. Our attraction efforts will include high growth companies, headquarters, and companies prepared to make significant capital investments. Our retention efforts will expand and include business-to-business connections that enable the growth of our existing industries. Finally, we will pursue key strategic initiatives that will positively impact on the long term economic vitality of our community.

This economic development plan provides the vehicle for bringing together multiple jurisdictions with other public, private, and nonprofit organizations to develop plans and initiate actions that positively impact the community. We will need the help and support of the community to continue to work in an increasingly competitive environment to grow our economy through the attraction, retention and entrepreneurial job creation efforts.



# More-than-amazing SUCCESS

We've far-exceeded our goals!



V I S I O N  
2 0 1 1

## Results by the Numbers

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

## Celebrating Our Wins!

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

- Sallie Mae
- Magna Powertrain
- IBM

- Brevini Wind &  
Brevini USA
- Progress Rail



Muncie-Delaware County, Indiana  
**Economic Development Alliance**

assisted in the location or expansion of the  
following companies to Muncie-Delaware County:





## GOAL ONE: *Expansion & Retention of Existing Businesses*

1

- Assist in the creation of new jobs and retention of existing jobs.
- Continue to build and maintain a business information clearinghouse.
- Assist in the development of mentoring programs.
- Improve training and educational opportunities.
- Promote public awareness and recognition.
- Promote a pro-business environment.
- Maintain one-stop shopping for economic development services.

## GOAL TWO: *New Business Attraction*

2

- New job creation through new business attraction.
- Raise per capita income to exceed state average by 2020.
- Recruit and develop jobs in targeted industries.
- International Business Recruitment

## GOAL THREE: *Improve the Image of Muncie-Delaware Co.*

3

- Establish a community brand.
- Increase community pride.
- Improve community physical appearance.
- Promote the positive.
- Strengthen cooperation in local government.

## GOAL FOUR: *Workforce Education*

4

- Provide resources for growth of existing workforce.
- Access current workforce programs and examine top performing needs.
- Initiate business education programs.
- Practice targeted business recruitment.

## GOAL FIVE: *Community Planning & Preparedness*

5

- Grow speculative building program.
- Ensure availability of infrastructure ready sites.
- Maintain and enhance incentive areas.
- Identify assets for business cluster attraction.
- Advocate for quality of life community planning.
- Accomplish technological advances.

## GOAL SIX: *Promote Early Childhood Education*

6

- Catalog what is currently being done locally in the B-5 area by existing organizations.
- Visit other communities to identify best practices.
- Launch a public awareness campaign.
- Support families in the task of becoming early childhood teachers.
- Create a B-5 reading program.
- Raise the quality of existing early childhood care and education in the community.

## Process of Achieving the Goals





## GOAL ONE: Expansion & Retention of Existing Businesses

**1**

- Vision 2016 has a total employment goal of 2,000 jobs.
- Vision 2016 has a total capital investment goal of \$250 million. It is projected that \$125 million will come from existing business investment.

*National Statistics show that 80% of all new job growth in a given year comes from existing businesses.*

*The primary focus of Vision 2016 will be the retention and expansion of existing businesses.*

### OBJECTIVE 1 A:

#### **Assist In the Creation of New Jobs and Retention of Existing Jobs**

(1) Work with local businesses regarding permitting, zoning, and infrastructure issues. (2) Work with and educate businesses to help them utilize federal, state, and local programs designed to improve operations, productivity and education. (3) Work with businesses to take advantage of opportunities in all available markets, especially international markets. (4) Match local companies that are purchasing products from outside the county with local suppliers. (5) Match new companies with existing firms for products and services. (6) Lend support and participation to the Muncie Manufacturing Alliance. (7) When appropriate, advertise uniqueness of product or service. (8) Identify Vision 2016 stakeholders' zones of influence and leverage those relationships to connect local companies with business opportunities.

### OBJECTIVE 1 B:

#### **Continue to Build and Maintain a Business Information Clearinghouse**

(1) Develop and implement a comprehensive county-wide Business Information Clearinghouse. (2) Maintain current data on specific targeted industries to ensure the greatest effectiveness in our marketing and recruitment initiatives. (3) Maintain business profiles that include data on all products and services offered by local businesses and cross network with other local companies. (4) Maintain and enhance a real estate database of available buildings, industrial sites and commercial office space. (5) Utilize new software prospect tracking system for all new project activities.

### OBJECTIVE 1 C:

#### **Assist in the Development of Mentoring Programs**

(1) Prepare youth for the workforce, creating more marketable employees with enhanced skills, goals, ethics, etc. to enable success in the workplace. (2) Assist existing businesses and emerging businesses by providing access to qualified business professionals.

### OBJECTIVE 1 D:

#### **Improve Training and Educational Opportunities**

Identify and reevaluate training and skill building opportunities that exist, fill gaps, and make sure employers are taking advantage of all of their options.

### OBJECTIVE 1 E:

#### **Promote Public Awareness and Recognition**

(1) Promote public awareness of local industry through recognition, awards, and company tours. (2) Personally visit 80-100 businesses per year to determine local needs of existing industry. (3) Hold an "Existing Business Appreciation Day" once per year. (4) Work to increase small business awareness and develop an "Entrepreneurial Appreciation Day" in partnership with the Small Business Development Center and/or Innovation Connector. (5) Encourage expanded coverage of business in local media outlets.

### OBJECTIVE 1 F:

#### **Promoting a Pro-Business Environment**

(1) Establish the reputation of the Muncie-Delaware County community as a regional economic center for all of East Central Indiana. (2) Implement a legislative communications initiative, which would promote legislative visitations to Muncie-Delaware County and establish a liaison for area businesses. (3) Continue communications with Indiana Economic Development Corporation and business attraction agencies to further promote Economic Development Alliance as the one-stop shop for all of Muncie-Delaware County. (4) Encourage businesses to be community stewards.

### OBJECTIVE 1 G:

#### **One Stop Shopping for Economic Development Services**

Provide a comprehensive source for economic development services including financing, site and building location, infrastructure development, job training assistance, state program assistance, business marketing, retention and expansion services, and technology related issues.

## Existing Businesses

"A bird in the hand is worth two in the bush."

The expansion and retention of existing businesses is the heart of our economic development strategy. Existing businesses form the backbone of a thriving economy. They typically represent the best opportunity for increasing the employment and tax base of a community and the greatest economic threat if they close or relocate.

Given the fiercely competitive environment for business attraction and the myriad of issues facing most communities with regard to the recruitment of new business, business retention is the baseline activity for our Vision 2016 goals. All other initiatives, including business recruitment, will be considered in light of the ability to complement and support the existing business network. A partial listing of existing businesses assisted include:

Bell Aquaculture	Lifetouch
Cedarbridge	Magna
Treatment Center	Miasa
Delaware Dynamics	Midwest Metal Products
DIY group	Monogram Foods
Indiana Stampings	(Al Pete Meats)
Jarden Home Brands	Mursix Corp.
KenDon (Bandag)	Reliance Machine





“The Economic Development Strategies of our Vision 2016 program are vital to the creation and retention of jobs in Muncie and Delaware County. Expansion and retention of existing businesses is the bread-n-butter of the growth of jobs in our community.”

~ Jack Demaree  
President  
Muncie Region  
First Merchants Bank

## 1 GOAL ONE: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:

- Business Education Partnership
- Economic Development Alliance
- Indiana Economic Development Corporation
- Innovation Connector
- Small Business Development Center
- Muncie-Delaware County Chamber of Commerce
- Local Financial Institutions
- Local Government
- Local Utility Companies
- Schools
- Training Providers
- Energize-ECI
- SCORE

## GOAL ONE: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- Job creation and retention statistics that include saved and lost jobs
- Number of businesses assisted and visited
- Financial assistance provided
- Number of businesses recognized
- Seminars and educational programs provided
- Effectiveness of implemented educational initiatives
- Training grants procured
- Tax credits and infrastructure grant procured



## GOAL TWO: New Business Attraction

2

- Vision 2016 has a total employment goal of 2,000 jobs.
- Vision 2016 has a total capital investment goal of \$250 million. It is projected that \$125 million will come from new business investment.
- New jobs will be above the county median income level.

*Aggressively market Muncie-Delaware County to new and expanded businesses, entrepreneurs, and site consultants on a regional, state, national and international basis.*

*In order for Muncie-Delaware County to compete effectively against not only other states but also other countries, it must emphasize the importance of high-wage, high-margin and high growth businesses. We want to raise the overall community capita income. Research suggests that regional economic growth rates are associated with increased entrepreneurial activity, high levels of human capital and increased industrial diversity. Therefore, Muncie-Delaware County must strive to create an economic environment that fosters innovation and knowledge creation, while fully leveraging existing resources.*

### OBJECTIVE 2 A:

#### **New Job Creation through New Business Attraction**

(1) Attract new business and industry through an aggressive, targeted marketing campaign, utilizing a targeted business approach. Targeted businesses as identified by Ginouvs Asset Mapping include: advanced manufacturing, information technology, food processing, alternative energy, logistics, health care and agribusiness. (2) Create an aggressive local, statewide, national, and international marketing campaign by leveraging partnerships with Ball State University (BSU) and other leaders in East Central Indiana. (3) Maintain strong sister city relationships to encourage foreign investment. (4) Promote Muncie-Delaware County as a positive employment environment. (5) Maintain a strong internet presence with the [www.muncie.com](http://www.muncie.com) website promoting the community's assets while providing extensive information and resources about the community. (6) Maintain a database of available sites and buildings. (7) Attract businesses that make large capital investment and are compatible with city, county and school services. This investment will help lower the overall tax rates of the community while increasing the next assessed valuation. It is estimated that this investment could bring in over \$25 million dollars in new tax revenues (after abatement). (8) Assist developers in increasing their inventory of zoned land sites. (9) Develop and implement a minority business assistance and minority development program.

### OBJECTIVE 2 B:

#### **Raise per Capita Income to Exceed State Average by 2020**

Because Muncie-Delaware County is lagging behind the state and nation in terms of per capita income, the goal will be to implement this plan in conjunction with the Muncie Action Plan to make the community more attractive to high-wage sectors thus helping to raise the county's per capita income. The current per capital income is \$29,349 in Muncie-Delaware County compared to \$34,543 for the State of Indiana. (Source: Bureau of Labor Statistics, 2008)

### OBJECTIVE 2 C:

#### **Recruit and Develop Jobs in Targeted Industry Sectors**

Targeted industry sectors for recruitment were identified in the Ginovous Asset Mapping Study. Those sectors include: advanced manufacturing, logistics and distribution, alternative energy, food processing and information technology/corporate offices.

### OBJECTIVE 2 D:

#### **Retention of Young Talent**

Implement a marketing effort to retain graduates and young professionals that would enhance the community's educational attainment, wage, and quality of life levels to complement Muncie-Delaware County's excellent educational centers. For Muncie-Delaware County to achieve success in this area, it must consistently monitor these critical success factors and measure its performance.

### OBJECTIVE 2 E:

#### **Advance Entrepreneurship**

Work with local entrepreneurs and inventors to advance business ideas, build new companies, and retain local innovation and talent. Promote Innovation Connector as a resource and place to start a business. Work to improve capital investment opportunities.

### OBJECTIVE 2 F:

#### **International Business Attraction**

The attraction of international business has had a profound impact on the community. New business attraction efforts will include a focus on China, Turkey, Japan and Europe. The focus will include targeted recruitment trips, translated marketing materials, promotion or use of EB-5 program.

## Industry Initiatives

We have selected the following targeted industries based on the information from the research done by Ginovus:

- Advanced manufacturing
- Information technology/Corporate offices
- Logistics and distribution
- Alternative energy
- Food processing



A man with brown hair and glasses, wearing a dark suit, white shirt, and a striped tie, is standing on a staircase with a wooden wall behind him. He is smiling and has his left hand in his pocket and his right hand resting on the railing.

“ A vibrant economic development initiative is key to the future prosperity of any community. The Vision 2016 Plan provides the framework necessary for our community to compete globally for jobs and investment. Economic growth is key to the sustainability and expansion of Muncie-Delaware County. ”

~ Jim Williams  
Partner with the  
Law Firm of  
DeFur Voran LLP

## 2 GOAL TWO: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:

- Economic Development Alliance
- Local Government
- Local Utility Companies
- Local Financial Institutions
- Muncie-Delaware County Chamber of Commerce
- Land and Building Developers
- Indiana Economic Development Corporation
- Higher Education/Vocational Training Facilities
- Muncie Young Professionals
- Real Estate Professionals
- Energize-ECI

## GOAL TWO: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- Job creation goals vs. actual
- Number and type of new businesses recruited
- Capital investments
- Marketing efforts
- Increase in Per Capita Income
- Increase in Labor Force
- Training grants procured
- Tax credits and infrastructure grant procured



## GOAL THREE: Improve the Image of Muncie-Delaware Co.

3

- Market Muncie-Delaware County to state, national, and international audiences
- Improve physical appearance of Muncie-Delaware County (gateways/roads)

*To enhance our competitiveness and ability to contend for quality job creation projects, Muncie-Delaware County must improve its internal and external image.*

### Community Image Building:

Lead efforts to develop and market a community image campaign targeted to position Muncie-Delaware County as an advanced community in areas of education, recreation, manufacturing, and workforce. Implement a campaign designed to encourage high school and college graduates and workers to stay in Muncie-Delaware County.

Continue to promote Muncie-Delaware County as a great place to Live, Work, and Play. Lead efforts to actively promote our image as a quality place to live. Seek to promote and support understanding and cooperation among citizens of differing backgrounds.

It is essential to the future growth and prosperity of this community that we improve our image nationally, state-wide, regionally, and locally. Businesses and knowledge-based workers want to locate in a positive community with a high quality of life. Muncie-Delaware County will undertake a major internal and external image branding and marketing campaign with a goal of making our city and county the premiere location in Indiana by 2020. Muncie-Delaware County must maximize exposure of successes.

### OBJECTIVE 3 A:

#### Initiate a Branding Campaign

Initiate a branding campaign that will showcase the community as a unique, vibrant and culturally diverse place to live and work. A national consulting firm with a proven track record should be considered.



### OBJECTIVE 3 B:

#### Increase Community Pride

Fully implement "Muncie Gives, Muncie Lives" campaign to bring attention to the positive stories of everyday people in the community, thereby instilling a sense of pride in the residents of Muncie-Delaware County.

### OBJECTIVE 3 C:

#### Improve Community Physical Appearance

(1) Revamp the gateways to the community in order to portray a vibrant city. (2) Local government must heavily invest in infrastructure, signage and redevelopment of blighted areas. (3) Implement a stronger landscaping ordinance for new and expanding businesses that compliment efforts to improve the aesthetics of the community. Make the community physically attractive to prospective employers. (4) Coordinate community beautification projects that are underway (Canan Commons, McKinley Project, and Tuhey Pool).

### OBJECTIVE 3 D:

#### Promote the Positive

(1) Develop and enhance mechanisms for telling the community's positive stories. (2) Promote the positive aspects of the community such as affordable housing, low cost of doing business, cultural and educational assets. (3) Work with local, state and national media to promote accomplishments of the community, government, residents, and businesses. (4) Develop a new community promotional video. (5) Work to increase local positive news stories.

### OBJECTIVE 3 E:

#### Strengthen Cooperation in Local Government

Promote civility and positive working relationships within local government and develop strong public/private sector cooperation.

3

## GOAL THREE: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:


- Economic Development Alliance
- Muncie-Delaware County Chamber of Commerce
- Community and Business Leaders
- Local Government
- Education
- Muncie Action Plan
- Muncie Young Professionals
- Community Enhancement Projects
- Muncie Clean and Beautiful
- Muncie Downtown Development Partnership
- Muncie Delaware Metropolitan Plan Commission
- Local Media Outlets
- Visitors Bureau
- Neighborhood Associations

## GOAL THREE: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- A marketing campaign that changes the image of the community.
- Creation of a new community video.
- Aesthetics of the community improved
- Local government partnerships
- Increase community pride





“ Since it’s 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

## The Competitive Environment

Like much of the US, Muncie-Delaware County has experienced significant declines in manufacturing in recent years. While the outlook is improving and changing, we must remain active in marketing our community in the US and other countries.

We currently have a record number of projects in our pipeline in various stages. While this is impressive we know the competition from other cities and counties is fierce. We must maintain an attractive, positive, environmentally conscious community just to stay in the competition.



## GOAL FOUR: Workforce Education

# 4

- Establish a superior workforce with the skills for success.
- Create a culture that values education.

*In a global economy driven by innovation and rapid advances in technology, employers in all industries have an increasing need for skilled and educated workers. Economic development cannot be separated from workforce development. Successful 21st century employment and economic growth depend on increasing the skill and knowledge levels of Muncie-Delaware County workers and ensuring that the education of future workers is more challenging and effective. Simply stated, for Muncie-Delaware County employers to be successful in the global knowledge economy, the community's workforce must be more skilled, productive and flexible.*

### OBJECTIVE 4 A:

#### **Provide Resources for Growth to Existing Workforce**

- (1) Serve as a clearinghouse for local business and industry applications for Skills Enhancement Fund, Tech Fund and Department of Workforce Development job training.
- (2) Work with businesses and educational institutions to make sure that skilled training demands of the marketplace are being addressed.
- (3) Make employers aware of productivity enhancement programs.
- (4) Work with existing employers and schools to help make high school students aware of high paying, high skilled employment opportunities that do not require a four-year college degree.
- (5) Provide more training opportunities for workforce to learn basic employability attitudes.
- (5) Promote intern opportunities with local businesses through Ball State University, Ivy Tech Community College and other educational institutions.

### OBJECTIVE 4 B:

#### **Access Current Workforce Programs and Examine Top Performing Models**

Catalog what programs are currently being utilized and analyze state and regional models that have achieved a high success rate. Implement local programs based on models that have been proven successful.

### OBJECTIVE 4 C:

#### **Initiate Business Education Programs**

- (1) Promote the Guaranteed Graduate, Partners in Education, and Project Leadership programs as a means to keep students in school and thus raise the educational attainment of the community.
- (2) Work with educational institutions to ensure that curriculum alignment is in place for the needs of the current and future workforce. This will be based, in part, on the needs of existing employers and the type of businesses being recruited.

### OBJECTIVE 4 D:

#### **Practice Targeted Business Recruitment**

- (1) Align current economic development efforts with existing available workforce skills.
- (2) Reduce unemployment and underemployment through elevated educational and skill training efforts that will allow new businesses to locate, and existing businesses to expand and/or remain in the community through advanced educational attainment.

# 4

## GOAL FOUR: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:

- Economic Development Alliance
- Muncie-Delaware Chamber of Commerce
- Indiana Economic Development Corporation (IEDC)
- Local Financial Institutions
- Local Government
- Higher Education
- Community Schools K-12
- Community Leadership
- Social Service Agency Leaders
- Neighborhood Leaders
- Parent University
- WorkOne
- TEAMwork for Quality Living
- Project Leadership

## GOAL FOUR: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- Surveys of existing businesses to determine if workforce needs are met
- Increase percentage of citizens with 2 and 4 year degrees
- Decrease in unemployment and underemployment rate
- Retention rates for employers





“ 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  
Ivy Tech Community College



- Infrastructure and land needs.
- Planning.

*The goal is to assess community readiness and define how the community will address potential impacts related to large scale project developments. Specific areas of need will include but are not limited to land use and availability, public infrastructure, transportation, and community facilities. Identify needs and funding necessary to accommodate growth.*

### OBJECTIVE 5 A:

#### **Grow Speculative Building Program**

Grow the successful speculative building program in order to assure the availability of buildings which meet the specifications of modern employers, thus maintaining a competitive advantage over other communities.

### OBJECTIVE 5 B:

#### **Ensure Availability of Infrastructure Ready Sites**

(1) Identify infrastructure needs. (2) Maintain and control an inventory of fully-serviced industrial sites or sites that have infrastructure development plans already in place. (3) Address infrastructure capacity issues well in advance of potential needs. (4) Promote Shovel-Ready designated site. (5) Control key land parcels for development through purchase or land options.

### OBJECTIVE 5 C:

#### **Maintain and Enhance Incentive Areas**

(1) Establish and administer special incentive areas. These areas include Tax Increment Finance (TIF) districts, Community Revitalization Enhancement Districts (CReED), Foreign Trade Zones (FTZ), EB5, and Airport Development Zones. (2) Explore opportunities for new incentive areas including Airport Development Zones and Riverfront Districts.

### OBJECTIVE 5 D:

#### **Identify Assets for Business Cluster Attraction**

Attract business clusters and promote regional business collaboration by identifying and promoting assets such as beneficial natural resources, unique skill sets of workforce, educational and entrepreneurial assets, relevant suppliers, superior transportation networks, and existing collaboration within industries.

### OBJECTIVE 5 E:

#### **Advocate for Quality of Life Community Planning**

(1) Advocate for implementation of planning principles that lead to a community in which people want to live, invest, and work. (2) Support initiatives that lead to a healthy, environmentally sustainable, and prosperous community. (3) Work to initiate community beautification programs.

### OBJECTIVE 5 F:

#### **Accomplish Technological Advances**

(1) Determine current broadband penetration. (2) Work to ensure that broadband internet connectivity is available to businesses and residents throughout Delaware County. (3) Foster the development of Wi-Fi connectivity throughout the city and/or county. (4) Continue to promote Muncie-Delaware County as an attractive location for data centers. (5) Examine feasibility of a new or expanded technology business park.

# 5

## GOAL FIVE: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:

- Economic Development Alliance
- Muncie-Delaware County Chamber of Commerce
- Community and Business Leaders
- Local Government
- Muncie Action Plan
- Local Media Outlets
- United Way

## GOAL FIVE: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- Successful location, attraction and expansion of new and existing businesses
- Development of additional recreational amenities
- Control of key sites
- Identification of industry clusters





United Way  
of Delaware County

## Education Community #1: Children enter school ready to succeed.



“Life-long learning and early childhood development are key ingredients to a successful economic growth. Global competition is putting unprecedented demands on our workforce. If we are to succeed and prosper as a community, we must be innovative and aggressive in planning and preparedness. United Way of Delaware County is committed to the educational goal of ensuring every child enters school ready to succeed. By working together, we can help improve the quality of life for everyone in Delaware County.”

~ Gary Chenault  
President/CEO  
United Way of Delaware County

LIVE UNITED™



## GOAL SIX: Promote Early Childhood Education

# 6

- Ensure that every child is developmentally prepared to succeed in kindergarten and beyond.
- Position Muncie as a progressive learning community, one that will attract investments from families and businesses.
- Incrementally raise the median family income above the Indiana average over the next 15-20 years.

### *Economic Development Rationale for Promoting Early Childhood preparation as a key strategy.*

Studies prove the linkage between educational attainment and family income is evidenced by early childhood preparation along with the community economic well being. Lack of readiness for kindergarten is the root cause of low educational attainment in a community. Research reveals that 90% of brain development occurs prior to age five. Our entire workforce is dependent upon consumers with disposable incomes, which derive from increased educational attainment. We must develop a community coalition to have a significant impact.

Studies show that if a child cannot read at the third grade level in grade 3, that child has a high probability of dropping out of school. Nationally, for-profit prison developers forecast the need for facilities based on local third grade reading achievement levels.

Parents and/or caregivers are in the best position to ensure the educational success of a child along with the support of the entire community. A community including government officials, schools, not-for-profits, businesses and parents are all responsible and accountable to ensure economic vitality. There is a direct lineage between a willingness to invest in the community's future (its youngest citizens) and the perception of progressive community leadership. Examples include the Harlem Children's Zone; Cincinnati's Strive Program; Madison, Wisconsin's Schools of Hope; Evansville's Early Childhood Development Coalition; and Success by Six Programs in Indianapolis and other communities across the country.

Across the age spectrum, the highest return on investment achieved educationally is from investments in B-5 education.

#### **OBJECTIVE 6 A:**

**Catalog what is currently being done locally in the B-5 area by existing organizations**

#### **OBJECTIVE 6 B:**

**Visit other communities to identify best practices**

#### **OBJECTIVE 6 C:**

**Launch a public awareness campaign**

(1) Engage the entire business community in spreading the word about the seriousness, importance, and "what's in it for me" aspects of this initiative. (2) Energize churches, medical care facilities, local businesses of all sizes, schools, social service providers, and others to be part of the public awareness and resource base for early childhood education. (3) Utilize Born Learning – a public awareness program that shows parents, neighbors, and caregivers how to make everyday events teachable moments.

#### **OBJECTIVE 6 D:**

**Support families in the task of becoming early childhood teachers**

(1) Provide neighborhood-focused family support (Parent University; parent classes; a resource center). (2) Provide appropriate incentives for participation. (3) Create a centralized repository for information about B-5 initiatives. (4) Develop a parent mentoring program, drawing from neighborhood resources. (5) Identify neighborhood captains who will seek out and involve families who could benefit from these resources but are not, for whatever reason, involved.

#### **OBJECTIVE 6 E:**

**Create a B-5 reading program**

(1) Early reading program (home literacy parties; Reach Out and Read; Imagination Library; Raising a Reader.) (2) Identify those children that are not in existing programs and find ways to enable their participation. (3) Build a trained volunteer Children's Corps engaging student volunteers, retirees, and others.

#### **OBJECTIVE 6 F:**

**Raise the quality of existing early childhood care and education in the community**

(1) All childcare centers (ten in Delaware County) will achieve Level 3 in the Paths to Quality program by 2013. (Currently, 50% have achieved Level 3 or higher certification.) (2) 75% of home childcare providers will achieve Level 3 in the Paths to Quality program by 2014. (Currently, 40% are enrolled, the majority of whom are Level 1.) (3) Engage church-run programs in the Paths to Quality program. (4) Train childcare providers such that they are better positioned to provide high quality experiences. (5) Design a strong connection between early childhood programs and schools.

## Keys to Successful Early Childhood Development

**Invest:** in education and development resources for disadvantaged families to provide equal access to successful early human development.

**Develop:** nurture early development of cognitive and social skills in children from birth to age five.

**Sustain:** early development with effective education through to adulthood.

**Gain:** a more capable, productive, and valuable workforce that pays dividends for generations to come.



“The evidence is now abundantly clear that the highest return on investment for economic development purposes comes from focused efforts at early childhood education for at-risk populations. For every dollar invested, landmark studies show as much as a \$17 return – higher than for other strategies. Most people are surprised to learn that today one of the most significant benchmarks driving success in life is readiness for entry into kindergarten. Locally, it has been estimated that as many as 65% of kindergarten students entered unprepared and will find it almost impossible to catch up. So this is why the Birth to Age 5 initiative is so important to this community’s economic and civic future.”

~ Tom Kinghorn

Vice President for Business Affairs and  
Treasurer, Emeritus and Executive Assistant  
to the President for Commercialization and  
Community Engagement  
Ball State University

## 6 GOAL SIX: Achievement

To achieve this goal, Muncie-Delaware County needs leadership from the following partners:

- Vision 2016
- Muncie Action Plan
- Muncie-Delaware County Chamber of Commerce
- United Way and its Partners
- Organized Labor
- Service clubs
- Elected Officials
- Church Leaders
- Private Foundations
- Community Foundation of Muncie and Delaware County
- Motivate Our Minds
- Neighborhood Association Leaders
- Childcare Operators
- Muncie Manufacturers Association
- Parents Encouraging Parents
- Professional Associations
- Libraries
- Ball State University
- Ivy Tech Community College
- Medical Providers
- Women, Infants, and Children (WIC)
- The Court System
- Community Newspapers
- Energize-ECI
- WorkOne
- Department of Family Resources
- Child Protective Services
- Law Enforcement
- Museums
- School Corporations

## GOAL SIX: Measurement

To measure progress toward this goal, the following indicators will be evaluated:

- Track enrollment participation and certification achievement in Paths to Quality for licensed childcare providers
- With a focus on neighborhoods, track parental involvement, participation, and behavioral changes
- Develop baseline data for readiness for kindergarten utilizing the Indiana Department of Education’s ISTAR – KR assessment tool (four months to age 6)
- Encourage school corporations to track incidents of chronic absence and other warning signs
- Track incidents of child abuse and neglect, as shown by the number of referrals to child protective services
- Monitor ISTEP results for reading and math at all intervals
- Track high school graduation rates
- Track individual and family income growth





## GOAL PARTNERS:

To achieve these goals, leadership will come from the following partners:

- Community and Business Leaders
- Community Enhancement Projects
- Community Schools K-12
- Economic Development Alliance
- Energize-ECI
- Financial Institutions
- Foundations
- Higher Education/Vocational Training Facilities
- Indiana Economic Development Corporation
- Innovation Connector
- Land and Building Developers
- Libraries
- Local Government
- Local Media Outlets
- Local Utility Companies
- Medical Providers
- Muncie Action Plan
- Muncie Delaware Metropolitan Plan Commission
- Muncie Downtown Development Partnership
- Muncie Manufacturers Association
- Muncie Young Professionals
- Muncie-Delaware County Chamber of Commerce
- Neighborhood Associations
- Parent University
- Parents Encouraging Parents
- Professional Associations
- SCORE
- Service Clubs
- Small Business Development Center
- Social Service Agency Leaders
- TEAMwork for Quality Living
- Training Providers
- United Way
- Visitors Bureau
- WorkOne

## Economic Impact of




The overall economic impact of the creation of 2,000 primary income jobs over the next five years will be much greater than just that primary income job number according to the Center for Business and Economic Research at Ball State University. Additional opportunities for indirect and induced jobs with other manufacturing, technology, and service-based businesses will increase the total value added to 2 times that amount over 5 years and 4 times that amount over ten.

The achievement of the five-year goals of 2,000 New Primary Income Jobs, \$250 Million Capital Investment, \$13.2 Million New Annual Payroll are projected to produce:

	5 YEARS	10 YEARS
Direct, Indirect and Induced Jobs	4,125	8,250
Total Value Added	\$261.9 Million	\$523.9 Million

Source: Michael J. Hicks, Director  
Center for Business and Economic Research  
Ball State University



A man with grey hair and glasses, wearing a white dress shirt and a red patterned tie, is standing by a large window. He is holding a black smartphone to his ear with his left hand and resting his right hand on the window frame. The window looks out onto a lush green landscape with trees and flowers. The scene is brightly lit, suggesting daytime.

“As evidenced by the success stories of prior Vision plans, a well thought out and organized approach will yield much more than even well-intentioned but splintered efforts. That is why we at Whiting & Company have invested in the Vision plans since the first one and will continue to support them in the future.”

~ Linn Crull  
CPA Member/Owner  
Whiting & Company, LLC



The project team would like to thank the many individuals who took time to participate in the development of the goals for Vision 2016.

### *Executive Committee*

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Jim Riggle  
Steve Smith  
Charlie Sursa  
Jim Williams, Co-Chair

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Terry Murphy  
Traci Lutton  
Rona Buttry  
Gaynelle Junga  
Bruce Baldwin  
Nancy Norris  
Beth Cahill

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Gail Chesterfield  
Kristin Craig  
Linn Crull  
Jeff Daniels  
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### *Focus Group Participants*

Ken Adkins  
Erin Ailstock  
Steve Anderson  
David Bailey  
Ted Baker  
Carrie Bales  
Dale Basham  
Shirley Beatux  
Angela Beck  
Kim Bennett  
Tom Bennington  
Tim Bohannon  
Brad Bookout  
Donna Bookout  
Pat Botts  
Charlie Bowen  
Stephen Brand  
Jerry Breeck  
Charlie Brooks  
Chris Brooks  
Monte Brown  
Brenda Brumfield  
Terry Brumley  
Jeff Bryan  
Nance Buchert  
Roy Budd  
Rona Buttry

Chris Caldwell  
Marilyn Carey  
Gary Chenault  
Patricia Clark  
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Kristin Craig  
Richard Crist  
Jean Crosby  
Larry Crouch  
Cheryl Crowder  
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Dick Daniel  
Jack Demaree  
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Doug Eckerty  
Sue Errington  
Toni Estep  
Jacob Everett  
Molly Flodder  
Keith Gary  
Connie Gregory  
Linda Gregory  
Judi Harris  
Dave Heeter  
Karen Hemberger  
Rebecca Holmquist  
Jeff Howe

Larry Ingraham  
Gaynelle Junga  
Stephen Kendall  
Kevin Kenyon  
Belinda King  
Jeff Lang  
Lisa Love  
Tom Lowe  
Jim Mansfield  
Jennie Marsh  
Joann McKinney  
Ed McNeary  
Tom Miller  
Hank Milius  
Marta Moody  
Steve Moore  
Ty Morton  
Monte Needler  
Ginny Nilles  
Jeff Parsons  
Cathy Patton  
Angie Pool  
Vinny Pucciarelli  
Ron Quakenbush  
Beth Quarles  
Bob Ratchford  
Kim Rattray

Jim Riggle  
Ella Robertson  
Hope Robinson  
Leo Robinson  
Frank Sabatine  
Raj Sanyal  
Neil Schmottlack  
Tom Schwartz  
Bob Scott  
Billie Sheppard  
Jeff Sikora  
Mary Slafkosky  
Tara Smalstig  
Kirsten Smith  
Steve Smith  
Genet Soule  
Rich Spisak  
Terri Starkey  
Charlie Sursa  
Yvonne Thompson  
Vicki Veach  
Lynn Vollmer  
Kay Walker  
Craig West  
Kerry Wiggerly  
Jim Williams  
Jerry Wise  
Dan Zuerner









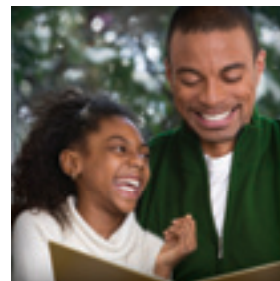


Muncie-Delaware County, Indiana  
Economic Development Alliance

401 South High Street, Muncie, Indiana, 47305

p: 765-288-6681 · 800-336-1373

[www.muncie.com](http://www.muncie.com) · [info@muncie.com](mailto:info@muncie.com)



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Delaware Advancement Corporation  
Muncie Redevelopment Commission  
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Delaware County Economic Development Commission  
Delaware County Advisory Council on Industrial Development