

look up.



V I S I O N  
2 0 1 1

# look up

Over the past twenty-two years, the efforts of the on-going Muncie-Delaware County Economic Development Initiative have impacted thousands of families and numerous businesses in our community.

In partnership with business, government, education, labor, and the community as a whole, Muncie and Delaware County have continued to work hard each day through the Vision 2006 Economic Development Program to create a vibrant local community by implementing long-term strategies.

Likewise, over the past six months, collaborative “behind the scenes” activity has taken place to derive a plan to ensure the continued success of our evolving, evermore complex, local economy.

This report will demonstrate the results of goals that were established five years ago. We will also share with you our ambitious, focused plans for Vision 2011.

Muncie should be very proud of its accomplishments in economic development... we will not take the time to “look down.” We will stay the course and “look up” focusing on the “far horizon.”



# beyond the far horizon



## letter to investors

Five years ago the leadership and staff of the Vision 2001 Economic Development Program came together to talk about the need to look towards the 21st century for job creation and retention. Focus group meetings were held to talk about how to sustain the success of the program and how to move forward as a community into the new millennium.

The result of these meetings was the most comprehensive economic development program in the history of Muncie-Delaware County. Vision 2006 was truly a "community plan" put together by all factions of the community. The program has goals of new job creation and retention, attracting and developing a culture to foster high tech job growth, continued redevelopment of the downtown, and good planning and infrastructure development.

The aggressive, proactive program that evolved from those focus group meetings, Vision 2006, has played an integral role in keeping Muncie and Delaware County's economy afloat while faced with some of the most challenging economic conditions experienced by our city, state and country in many decades. The September 11th terrorist attacks, a struggling national economy, a plunging stock market, continued outsourcing, a record number of manufacturing jobs lost in the State of Indiana, all served to slow economic growth to levels not seen in over twenty years. Despite this tremendous challenge, Vision 2006 has already exceeded the program's targeted job goal with several months remaining in the program.

The leadership and staff of Vision 2006 attribute much of our success to the unerring support of our investors and volunteers. Vision 2006 has developed a level of cooperation with government leaders. Overall, we consider the return on their investment to be excellent. We trust that the program highlights we are reporting in this publication underscore that fact.

Only a few people would disagree with the statement that we have made great strides over the past five years. A far greater majority would agree but add, "We can't stop now." And they are right. Job and tax base losses from downsizing, consolidation, product obsolescence, loss of customer base, global competition, and technology are affecting the viability and livability of cities throughout the country. An ongoing economic development effort is no longer a luxury – it's a necessity.

With that fact in mind, we recently brought together government, civic, business, agriculture, education, labor and medical professionals, as well as other interested citizens from throughout our community, to review where we've been over the past five years and take a hard look at where we need to go in the future.

The culmination of those focus group meetings is reported in the second half of this publication beginning on page 21. Vision 2011 is a new plan and a new five year program that we think will help us "Look Up...and Focus on the Far Horizon," and emerge as one of the premier communities in America in which to live, work and play.

To raise the bar and achieve these aggressive goals will take the support of all sectors of our community – an alliance of business, community, government, education, medical and labor.

To that end, we want to thank the investors and volunteers who have supported Vision 2006 and encourage their continued support of Vision 2011. In turn, we want to invite other members of the business community and community-at-large to rally behind Vision 2011 with both time and financial resources. As an alliance, we can help make Muncie and Delaware County an even more exciting, dynamic, growing place to live, work, raise a family and explore the future.

Best Regards,

Robert Scott  
Ivy Tech Community College  
Chairman  
Muncie-Delaware County  
Chamber Of Commerce

Jack Demaree  
First Merchants Bank, N.A.  
Chairman  
Delaware Advancement Corporation

# review of goals VISION 2006

let's take a look at the major goals of Vision 2006 and what has been accomplished with several months remaining in the program.

## GOAL 1:

### EXPANSION AND RETENTION OF EXISTING BUSINESS

- 73 businesses received direct assistance. Assistance included such things as financial assistance, job training, help in access to international trade programs, building and site selection and capital investment tax incentive (tax abatement)
- Over \$3.37 million in new loans originated to existing businesses
- 12 companies received over \$500,000 in new job training assistance. Vision 2006 staff worked with representatives from the Department of Commerce, Indiana Workforce Development and the local Workforce Investment Board to help access training assistance for employees and companies
- The Micro-Loan Program was expanded in 2006 when a \$25,000 grant request was approved by the State of Indiana

## GOAL 2:

### NEW BUSINESSES ATTRACTION AND TAX BASE EXPANSION

- 1856 New Primary Income Jobs Committed/Projected
- 265 endangered jobs saved
- Over 4 million in state tax credit secured for new job creation

## GOAL 3:

### MARKETING, RECRUITMENT AND RETENTION OF KNOWLEDGED BASED BUSINESSES

- 800 new jobs over the next three years - average wage \$31,200 (Sallie Mae, Ontario Systems, AccuTech Systems)
- \$14 million in new investment

## GOAL 4:

### PLANNING, TRANSPORTATION AND INFRASTRUCTURE ASSISTANCE

- \$736,462 secured in state grants
- Two new Community Revitalization Enhancement Districts formed (CRED) Districts
- One new Tax Increment Financing (TIF) District

## GOAL 5:

### POPULATION GROWTH, HIGHER WAGES, AND INCOME & LABOR SUPPLY

- Recession hurt the community and the population has not grown
- However, average wage of all new jobs secured is projected to be nearly \$31,000 per job

## GOAL 6:

### DOWNTOWN DEVELOPMENT

- \$1.5 million facade restoration nearly completed
- 12 buildings along Walnut Street to be restored

## [results of VISION 2006 goals 1 & 2]



### KEIHIN AIRCON NORTH AMERICA

Keihin Aircon North America, the first Japanese company to locate in Delaware County, has invested over \$9 million in their state of the art facility and equipment located in AirPark Industrial Park. Keihin opened for business in July of 2000 with a total of 95 associates in their automotive component manufacturing plant. They expanded their building and created 80 new jobs in 2002. They were assisted in their expansion plans with funds from Vision 2006 in the form of a Capital Investment Tax Incentive (partial tax abatement) and additional Job Training.



### SALLIE MAE

Fortune 500 company, Sallie Mae, the nation's leading student loan provider, selected a 54,000-square foot shell building in Muncie's AirPark facility as the site they will use to expand their existing business. The Muncie operation is targeted to open in the Fall of 2006. By the end of 2008, 700 new jobs will have been provided with an average wage and benefit package equal to at least \$31,200 after one year of employment.



### MPT- MUNCIE

Construction is now complete on the new MPT-Muncie manufacturing plant located at Cowan and Fuson Roads. MPT-Muncie is a division of Magna International Corp, the sixth largest auto-parts supplier worldwide. Muncie's Drivetrain plant will manufacture parts for the automotive industry. The Muncie operation is expected to employ 410 workers. Wage and benefit packages are anticipated to average in excess of \$20 per hour.



### ONTARIO SYSTEMS LLC

Ontario Systems, the technology leader in receivables management solutions, now employs over 500 employees and serves more than 500 clients in collections, healthcare, and financial services. Vision 2006 assisted the company with a recent \$2 million expansion inside the Muncie Certified Technology Park with tax abatement and procurement of a \$172,500 Skills Enhancement Program (SEP) job training grant.



### SHELL BUILDING PROGRAM

This program continues to be one of the biggest marketing tools at our disposal. The first three buildings sold resulted directly in 165 new jobs and \$9 million in investments. In addition, two other companies that looked at the shell buildings made the decision to build other facilities in the county resulting in another 250 jobs and \$27 million in new investment. The most recent triumph was the decision made by Sallie Mae to occupy our AirPark Shell Building which will ultimately result in the addition of another 700 new primary jobs in the Muncie-Delaware County area.

The process of economic development is really no different from how the majority of local businesses grow their own companies. Planning, investing in infrastructure, developing workforce skills, targeting business development, nurturing the product, and administrative oversight are crucial to building a foundation for growth.

These strategies for growth are methods that Vision 2006 volunteers and staff also used to achieve success in every area of the program. While not as highly publicized as the aforementioned five projects, Vision 2006 had a number of quieter but equally important accomplishments in the program's key target areas.

## [results of VISION 2006 goals 1 & 2]

business attraction, expansion, and retention

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 2006 volunteers and staff have continued to do their utmost to assist existing companies who are ready to grow.

That effort has paid off as over ninety-percent of the Vision 2006 assisted projects involve existing business and industry. Personal visits to local businesses are being made on a regular basis.

An equally aggressive attitude has been taken towards attracting new employers to our community. The results of these efforts can be seen in the attraction of over 1,300 new jobs in the last four and one-half years.

Trade show participation, creative advertising, direct mail, telemarketing, an Internet website and one-on-one calls to companies and site consultants are some of the many approaches to business recruitment being used.

The return-on-investment (ROI) for Vision 2006 investors is seventy-three (73) successful projects. When all the new primary income jobs are in place, they are projected to add 1,856 new jobs. New annual payroll is projected at more than \$57 million. Projected capital investments from these projects exceed \$154 million. Equally important are the retention of more than 265 'endangered' jobs. An 'endangered' job is one that is identified to be at risk and would or could have been lost had it not been for Vision 2006 assistance. Annual payroll for endangered jobs exceeds \$6 million.

## [results of VISION 2006 goal 4]

infrastructure development

### **TIF Districts**

Developing, maintaining, and redeveloping a sound infrastructure is vital to a community's ability to attract new businesses and meet the needs of existing firms.

Muncie and Delaware County is fortunate to have programs in place that help finance infrastructure in key areas of the community. Vision 2006 continued to provide the staff support needed to oversee these resources known as tax increment financing (TIF) Districts. Currently there are four TIF Districts in the County and two in the City of Muncie.

Tax increment financing is a key tool that a municipality can use to address infrastructure deficiencies today using future tax revenue as a result of a new development as collateral for the bond.

Vision 2006's staff administered six active TIF districts in the county that are tied to over \$70 million in new investments.

The MPT-Muncie TIF District was created to address the road and rail infrastructure associated with the MPT-Muncie plant location in the Industria

Centre Industrial Park.

The Muncie Mall TIF area was created to address infrastructure issues around the Muncie Mall. It was expanded in 2006 to take in portions of the AirPark Industrial Park to accommodate the Sallie Mae project. The Muncie Redevelopment Commission will own and lease the finished shell building to Sallie Mae for 10 years before selling the building to the company.

The other TIF Districts are: Downtown TIF; Daleville TIF; Park One TIF; and Morrison Road TIF. All these Districts are tied to economic development projects.

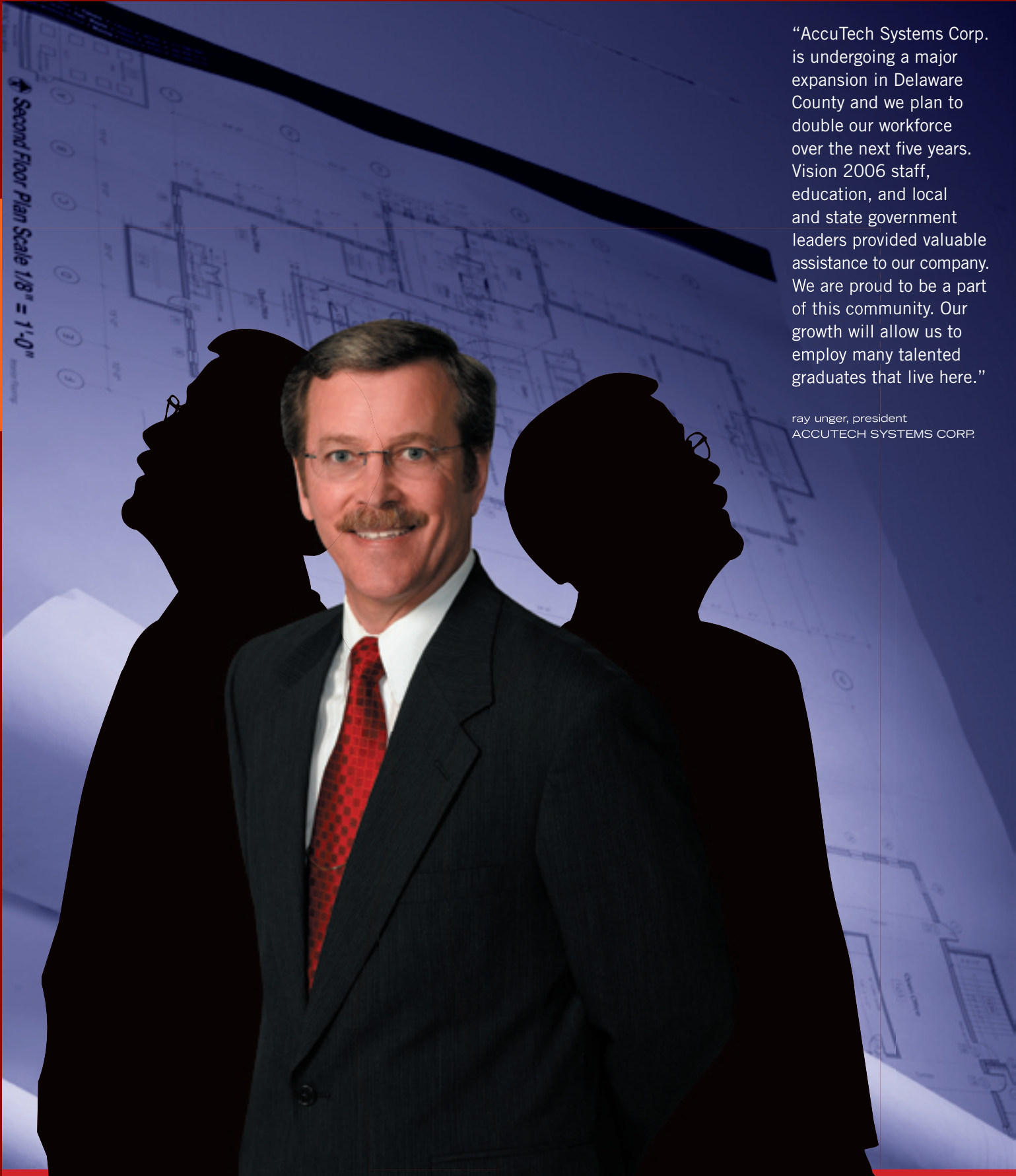
### **CRED District**

In order to assist in the marketing of the former Delphi and ABB buildings and adjacent land area, two new Community Revitalization Enhancement Districts (CRED) were formed in Delaware County. This economic incentive tool provides a business with a 25% investment tax credit on "qualified investments" in the area. Staff worked with local and state government officials to develop a plan, create and adopt bylaws, testify before the State Budget Agency, secure Board appointments

to the new Delaware County Advisory Council for Industrial Development (CRED Board), and complete formation of these Districts. The CRED program played a major role in securing the MPT-Muncie project to Delaware County. The original boundaries of the Delphi CRED District incorporated only the 100-acre track of land where the Delphi facility is located. When it became apparent that MPT-Muncie and General Motors were not going to reach an agreement on the site, staff worked with State officials to expand the CRED zone to include a 77-acre site adjacent to the Delphi site. Expansion of the District was critical to securing MPT-Muncie to Delaware County.

### **Grants**

As mentioned previously, the Vision 2006 program also assisted MPT-Muncie and local government with obtaining \$736,472 in infrastructure grants for rail, drainage, and road improvements inside the Industria Centre Industrial Park.



"AccuTech Systems Corp. is undergoing a major expansion in Delaware County and we plan to double our workforce over the next five years. Vision 2006 staff, education, and local and state government leaders provided valuable assistance to our company. We are proud to be a part of this community. Our growth will allow us to employ many talented graduates that live here."

Ray Unger, president  
ACCUTECH SYSTEMS CORP.

“An ongoing economic development program is critical to the economic viability of Muncie and Delaware County. Our plan is to continue attracting new jobs and securing investments, through an aggressive program through which we improve the quality of life for our community. As we grow the number of quality jobs in Muncie, we not only recapture lost jobs and increase the tax base, but we also raise our standard of living and control tax rates.”

dan canan, mayor  
MUNCIE, INDIANA





## [results of VISION 2006 goal 4]

### economic development advocacy

Providing businesses a strong voice in government is an important role that Vision 2006 has expanded upon during the past five years.

Serving as the community's advocate on economic development-related issues has resulted in frequent interaction with our elected officials and has taken Vision 2006 volunteers and staff to our nation's capital to lobby for support of local projects.

Connecting forces with other local organizations resulted in government support of at least two projects that are slated to begin yet this year. Vision 2006 staff has been instrumental in the planning and execution of the "Round-About-Project," to be completed at the south end of Walnut Street and the "Cantilevered Walkway" which will create a direct connection between High Street and the Cardinal Greenway.

## a successful plan starts with

## [results of VISION 2006 goal 6]

### downtown development and community recognition

The condition of the downtown is a direct indicator of the economic viability of a community. Vision 2006 knows that a clean and vibrant downtown is key to the future of the community. Downtown Muncie continues to undergo a major transformation. A \$1.5 million façade restoration grant program has allowed 12 buildings along Walnut Street to be restored. New restaurants and businesses have opened. Apartments are being developed on the upper floors of many of the renovated buildings. Vision 2006 continues to assist the Downtown Development office as needed.

Vision 2006 and the Chamber nominated Muncie for the State Chamber of Commerce "Community of the Year" award. And Muncie became the first ever "two-time" winner of the award.

In addition to the prestigious State Chamber Award, Muncie was also named by Money Magazine as one of the top three "Up and Coming City" cities of under 250,000 people.

Vision 2006 continues to take the lead in heading a Washington D.C. lobbying delegation. This effort has helped lead to millions of dollars in new public sector funds being brought back into the community. Much of this money has come back in the form of public investment in the downtown.

## a vision

## [results of VISION 2006 goal 1]

### small business assistance

Often overlooked is our role with small and entrepreneurial business assistance. These ventures do not usually generate front page headlines but do reap substantial dividends in the big picture.

A business start up today can become a major employer tomorrow. We need only to examine our own community to witness that.

An incubator program has been implemented and is housed on the campus of Ball State University. Other assistance to small business included:

- Conducted numerous training opportunities for small businesses sponsored by the Chamber of Commerce and the Community Technology Initiative Education Committee.
- Managed the Rural Revolving Loan Fund Program and witnessed the repayment of three (3) existing loans totaling \$75,000 and accounting for twenty (20) new jobs.
- Administered the Muncie-Delaware County Microloan Program. Successfully procured a \$25,000 grant from the State of Indiana to supplement this program while providing \$45,000 in loan funds to three (3) different businesses resulting in the creation of ten (10) new jobs.
- Continued administration of the Muncie Industrial Revolving Loan Fund Program which resulted in nineteen (19) new loans over the period totaling over \$3.5 million and resulting in the creation of 188 new jobs and the retention of over 265 existing jobs.
- Conducted annual Muncie-Delaware County business-to-business trade show in conjunction with the Chamber's Small Business Council.
- Sponsored Women & Hi-Tech.
- In an effort to help local businesses benefit from the recent Sallie Mae and MPT-Muncie projects, Vision 2006 staff organized two "Supplier Conferences" in the past 18 months. Over 40 contractors attended the MPT-Muncie Construction Conference and over 100 attended the Sallie Mae Construction Conference.

# smart work wins in the new economy



"As the community works to foster, grow, and attract the knowledge-based businesses that are driving the "new economy," it is critical that we position ourselves to take advantage of Ball State University's ability to work in tandem with other entities in Muncie-Delaware County, ensuring that education and training available from all resources are leveraged to the community's greatest advantage."

jo ann m. gora, president  
BALL STATE UNIVERSITY

## [results of VISION 2006 goal 3]

### workforce development

At the core of a successful growth strategy is its people and investing in our future requires attention to our workforce.

Vision 2006 has worked to lower dropout rates and keep kids in school. We have worked to integrate business into the educational process and we have begun to work more closely with Ball State University to develop "Brain Gain" initiatives to retain more of our college graduates in East Central Indiana.

### other education initiatives undertaken by Vision 2006 include:

- Coordinated 120 businesses representing over 23,450 jobs with seven local school districts as well as Heritage Hall and Burris Laboratory School to meet a need that was identified early on in the Vision 2006 planning process. Successfully brought together the energy and resources of these businesses and schools through the Business Education Partnership, which in 1998 unveiled its plan to meet Muncie and Delaware County's workforce preparedness needs.
- Developed the "Guaranteed Graduate Program" through which local educators and employers agreed to get kids "back to the basics" of reading, writing and arithmetic. The program was adopted by every school board in Delaware County, and specified any graduate-turned employee who does not meet the basic skill levels of the three R's will be retrained until he or she is proficient, at no cost to either the employer or graduate.
- Secured the business community's commitment to the Guaranteed Graduate Program via the 'Partners in Education' program. One hundred and twenty employers have committed to giving preferential hiring consideration whenever possible to Muncie and Delaware County young people who have a high school diploma or GED equivalency.
- Promoted to area students the Partners in Education commitment on the part of employers to hire locally whenever possible as an inducement to stay in school.
- Developed a School-to-Work Initiative, Machine Trades Initiative, and a Plastics Initiative, working closely with the businesses involved in the Partners in Education program to enable local students to participate in those programs.

### technology advancement

A major focus of Vision 2006 was to advance the creation and retention of knowledge-based jobs. To accomplish this, Vision 2006 staff and volunteers set out to create a culture in Delaware County that embraced technology. New incentive and financial programs were also created and implemented.

Another key initiative was the designation of Muncie's Certified Technology Park. Muncie's Certified Technology Park encompasses Ontario Place Park, housing Pathologists Associated, and the land where Ontario Systems is located. The Park designation allows for additional incentives to new businesses that locate in the park.

A goal of Vision 2006 was to ensure that all of Delaware County has access to broadband internet service. While Comcast and SBC have made significant investments in Delaware County, much of the county did not have access to cable and DSL service. Staff headed a team that examined how this service would be provided, and in February 2006, Omnicity and Sage announced a joint venture that would provide high speed, wireless broadband service to all of Delaware County.

### other accomplishments included:

- Hosted an Employer Showcase at Ball State University addressing Indiana's Brain Drain.
- Completed and maintain a technology directory that is located on our website.
- Formed the Vision Angel Network. Our network was the first of its kind outside the Indiana AngelNet. Early stage funding sources are paramount to our goal of creating more entrepreneurial-based jobs. Our Vision Angel Network is helping to support these endeavors in our region. Currently, we have 33 Angel Investors formally participating in this program. To date, 18 companies have submitted applications, 8 have provided presentations to our Angels and at least 2 companies have received resources from individual Angel Investors. An Angel NetWork website has also been launched at [www.visionangelnetwork.com](http://www.visionangelnetwork.com). Information can now be accessed by inquiring business representatives and investors. Area businesses, whether they are start up, expansion, technology or non-technology companies, can submit a Business Summary and Business Profile to our Network for consideration by individual Angels.
- Formed the "Business Enterprise Development Fund," a business funding program for technology-related businesses.
- The annual Tech Summit continues to grow in popularity. Over 250 people now regularly attend this show. Featured topics have included:
  - Discovering emerging technology and entrepreneurial solutions to improve an organization
  - Focusing on strategies to enhance an organization's growth potential
  - Sharing ideas to increase productivity
  - Creating a regional networking environment
  - Celebrating business, organizational and community achievement

The Tech Education Series has provided timely topics on the use of technology to improve business operations and productivity. Monthly events such as Tech Tuesday, Women & Hi-Tech, New Economy/New Rules, and Life Sciences, continue to provide excellent learning and networking experiences for attendees. Thousands of people have attended these events.



"Maintaining and increasing our tax base plays an essential role in assuring our ability to provide adequate government services. As new businesses are recruited to our community and as the expansion of existing business is assisted through our economic development efforts, the ability of our government to continue to provide existing and improved services is greatly enhanced.

City and County government has an obligation to work together "pulling in the same direction" to help ensure the continued success of our economic development program. Recently, our ability to do this was amiably demonstrated as all entities of Government, City, County, and State partnered with Vision 2006 Staff and others to make the presence of Sallie Mae, a Fortune 500 Company, a reality for Delaware County. As representatives of your local government, we need to promote a continued collaborative effort for the well-being of our community."

tom bennington, president  
DELAWARE COUNTY  
COMMISSIONERS

"...we need to promote a continued collaborative effort for the well-being of our community."

## [results of VISION 2006 goal 2]

### making the sale, closing the deal

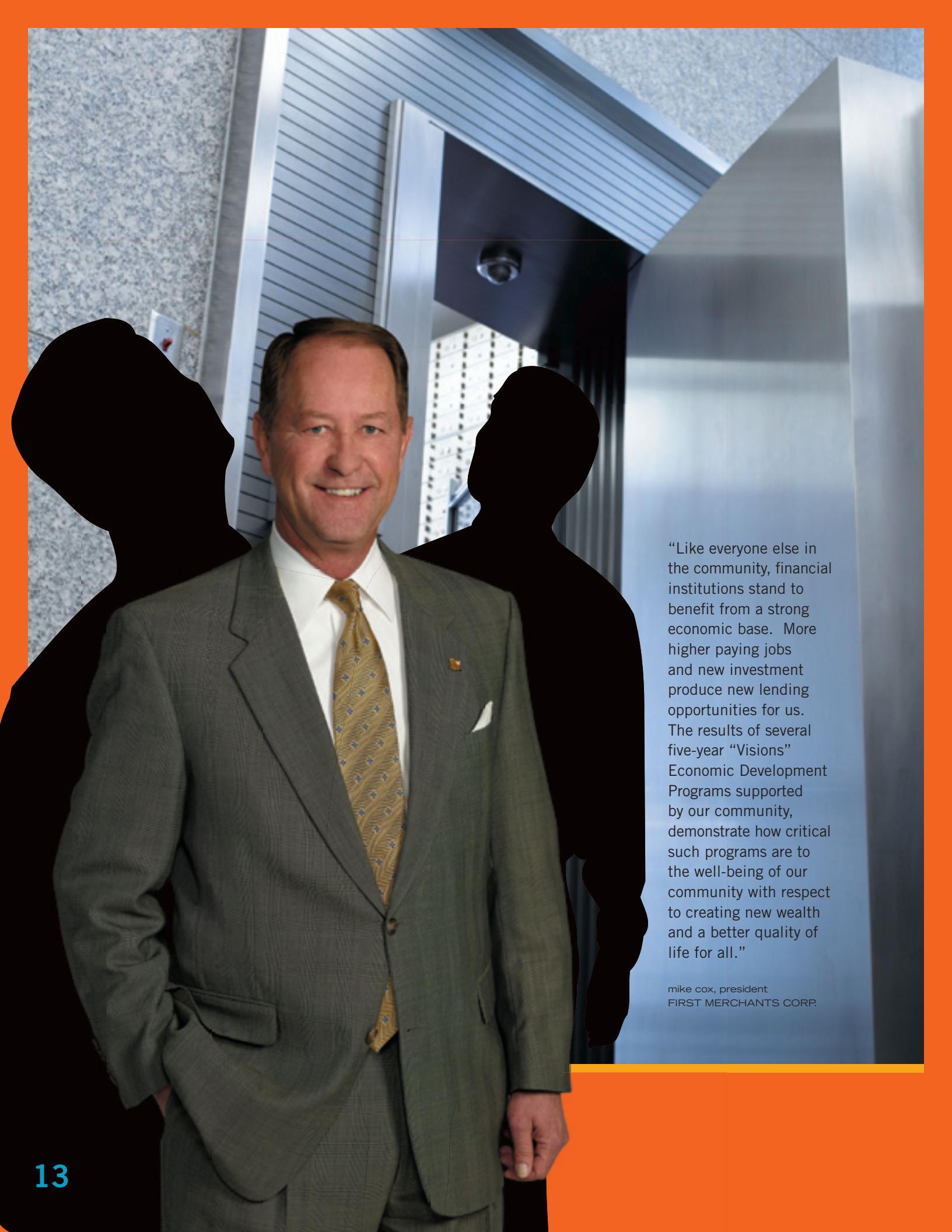
Marketing Muncie and Delaware County to potential employers has remained a top priority in local economic development efforts. The Vision 2006 program, with an infusion of over \$100,000 from the Mayor's EDIT funds launched an advanced marketing effort to help promote Muncie as the place to live, work and grow a business. The investment allowed for, among other things, the creation of a state-of-the-art website, radio, television, billboard and periodical advertising, new industrial park brochures and direct mail pieces. This investment has helped to fuel the record number of prospect visits we have had in the last two years.

By clicking on [www.muncie.com](http://www.muncie.com), business prospects can access over 800 pages of community and economic development information.

As industry reports continue to show that more and more industrial site searches are started using the World Wide Web, it is imperative that Muncie and Delaware County remain on the cutting edge of economic development through increased usage of technology related initiatives.

In addition, Vision staff continues to use the tools of one-on-one meetings with companies and site selectors, trade shows, direct mail and periodical advertising as some of the methods to generate new leads on companies that may be expanding into this area.

Our "cutting edge" efforts were recognized again by the International Economic Development Council (IEDC) as they reaccredited the Vision 2006 program in 2005. Muncie and Delaware County's economic development program is one of only 26 certified Accredited Economic Development Organizations (AEDO) in the United States and Canada among 15,000 economic development organizations.



“Like everyone else in the community, financial institutions stand to benefit from a strong economic base. More higher paying jobs and new investment produce new lending opportunities for us. The results of several five-year “Visions” Economic Development Programs supported by our community, demonstrate how critical such programs are to the well-being of our community with respect to creating new wealth and a better quality of life for all.”

mike cox, president  
FIRST MERCHANTS CORP.

# smart planning strong growth

## [results of VISION 2006 goal 4]

In an effort to help train new workers and retain existing employees, Vision 2006 worked with area businesses to procure over \$500,000 in job training funds.

Planning and refining the plan for Muncie and Delaware County's economic future was key to Vision 2006's success. As part of this effort, several studies have been completed under the direction of Vision 2006.

The Pathfinders Group of Dallas was commissioned to complete an "underemployment study." They are consulting leaders in documenting available workforce in a community that is not necessarily found in the unemployment rate equation. The study gives Vision 2006 a documented record of the workforce that includes not only the unemployed but also the underemployed and those who would re-enter the workforce for a given type of job/wage.

A full-scale wage and benefit survey was completed in 2005. The survey, which was sent to over 1,000 local businesses requesting information on over 100 job classifications, provides an in depth look at not only wage rates, but the prevailing benefit packages associated with those jobs as well.

One of the most recent and extremely important studies was a "technology assessment" completed in 2002. This document, a collaborative effort between Ball State University and Vision 2006, assessed the various community sectors in terms of their existing technology infrastructure. The report is a basis for a full-scale technology development plan.

A study examining the type of wireless broadband services and technologies was completed to assess how best to serve areas of Delaware County that did not have broadband services. This study was a critical component of the Community Technology Initiative and allowed the county to become one of the first counties in the State of Indiana to have high-speed wireless access throughout the entire county. What we've accomplished through Vision 2006 is impressive. What we've done will soon be history. Because of that fact, the leadership of Vision 2006 began, at the start of this last program year, to identify the challenges that Muncie and Delaware County has and will be facing in the "new economy." Taking a hard look at the facts revealed that the new economy is definitely upon us and smart growth is the beneficiary. Recent trends in the global economy—industrial clustering and specialization, diversification of the workforce, and reintegration of work and home – are placing a premium upon community character and quality of life.

What followed this revelation was a painstaking review and planning process – one which included a series of three focus group meetings in April 2006, attended by over 100 people from a broad cross-section of our community. The goal of these meetings was to develop an innovative strategy that would help us to change our course in order to meet the demands of a rapidly changing world. We have already experienced many economic changes in recent years, but in the new economy, the speed with which changes occur is even greater and the stakes of not achieving excellence are higher.

Everyone working on this new strategy recognized that only through high performance and innovation would Muncie and Delaware County gain a competitive edge over the thousands of other cities vying for new businesses or seeking to lure away our existing companies.

## [results of VISION 2006 goal 4]

Grant procurement continued to be an effective economic development tool for Vision 2006. Numerous companies received Vision 2006's assistance in applying for training monies and infrastructure grants as well as state tax credits like the \$4.1 million in EDGE (Economic Development for a Growing Economy) credits awarded to MPT-Muncie.



# KEIHIN



**"Keihin Aircon North America's investment in Muncie, Indiana continues to grow as a result of the positive, pro-business environment that exists in this community. To date, KAC has invested over \$19 million and employs approximately 190 people. The local economic development program has played instrumental roles in our decision to locate and expand here."**

**mike mitsch,  
vice president and plant manager  
KEIHIN AIRCON NORTH AMERICA**

# accountability matters

## return on investment

Accountability is key for any successful venture. Vision 2006 is no exception. Benchmarks were set early on for the program in order to judge whether or not we were staying the course. Nearly five years later, the records show\* that not only did we stay the course, we passed the finish line and kept right on moving. One of the program's main objectives was 2,000 new jobs created and/or endangered jobs saved. As of April 1, 2006, Vision 2006 has assisted with the creation of 1,856 new jobs and/or 265 endangered jobs saved. This figure represents 106 percent of the five-year goal with several months remaining in the program.

The chart to the right, illustrates the other benchmarks that have been achieved or surpassed.

## Vision 2006 Results by the Numbers

Results of the Vision 2006 Economic Development Program as of April 1, 2006

New Primary Income Jobs Committed*/Projected	1,856
Projected Primary Jobs New Annual Payroll	\$ 57,300,000
Endangered Jobs Saved	265
Endangered Jobs Annual Payroll Saved/Retained	\$ 6,912,048
Annual Average Wage Per Job (New)	\$ 30,873
New Capital Investment	\$ 154,000,000
Projected New Annual COIT/EDIT Revenues	\$ 601,650
Annual COIT/EDIT Revenues Saved Retained	\$ 6,581
Total Number of Projects Assisted	73
Grants Assisted and Procured	
Job Training	\$ 500,000
EDGE	\$ 4,100,000
Public Infrastructure	\$ 736,472
Hoosier Investment Tax Credits Approved	\$ 15,500,000
New Tax Increment Financing Districts	1
New Community Revitalization Enhancement Districts (CRED)	2
Percentage of Five Year Goal Attained To-Date	106%

\* A primary income job is a job that represents new money to the local economy.



## VISION 2011: LOOK UP...

### BEYOND THE HORIZON

#### A Comprehensive Effort to Promote Economic Development

We will seek to develop and follow policies that create a sound climate for growth and will make focused investments in five areas:

- Developing workforce skills
- Fostering growth companies and entrepreneurial development – procurement of tech/knowledge based businesses, and tech/knowledge based workers
- Assisting our existing businesses to become more productive and competitive
- Diversifying of our economic base
- Maximizing our quality of life



## still we must do better

From these months of planning came the Vision 2011 program – a new five-year economic development effort that charts a “stayed” course for us as we “Look Up – Focusing on the Far Horizon.”

The goals and objectives of Vision 2011 laid out in the pages ahead are aimed at raising the bar substantially. With the invaluable input of various sectors of our community, we’ve set and adopted goals that will seek to improve wages, increase the number of high skill, high pay and advancement jobs and work to develop a community that is attractive to knowledge based businesses, which in turn will enhance our overall quality of life.

Vision 2011 will be, by far, the most aggressive and comprehensive program our community has ever undertaken. It will also be the most challenging.

### How will Vision 2011 help us break away from the competition?

- 1) By working with existing businesses to improve the performance of mainstay industries.
- 2) By accelerating the attraction and/or development of frontier industries and high growth, high pay companies.
- 3) By forming strong alliances with our business, government, labor, medical and education partners, we will surpass the competition by executing seamless, collaborative initiatives in economic development.
- 4) By encouraging everyone involved to stay the course even when the economy slows down over the short term.

This new long-term vision calls for Muncie and Delaware County to be one of the best small cities in the Midwest while achieving national recognition in four areas of excellence: free enterprise, smart government, superior education and quality of life.

Is this program “doable?” We answer that with a resounding “yes!” By connecting the invaluable resources we possess as a community, this new vision – while bold—is definitely achievable.

“School Districts naturally thrive as new and expanding businesses ensure the sustainability of a stable tax base. New business generates new jobs, which results in new residents joining our community. A strong economic and business development strategy provides an integral component of the foundation of a healthy community.”

dr. marlin creasy, superintendent  
MUNCIE COMMUNITY SCHOOLS



VISION  
2011

look up.

"Never look down to test the ground before taking your next step;



only he who keeps his eye fixed on the far horizon will find his right road." - Dag Hammarskjöld



# like a pebble in a pond, ripples make waves.



## ESSENTIAL STEPS FOR SUCCESS

Communities that are livable have strong, vibrant economies that encourage local enterprise, serve the needs of residents and promote stable employment. Livable communities also make sure that their economic development helps to increase social equity and that it nurtures the natural environment. In working to develop the Vision 2011 economic development programs, the Ahwahnee Principles adopted by the local Government Commission (a California-based, non-profit, nonpartisan, membership organization composed of forward-thinking elected officials, city and county staff, and other interested individuals) were examined and incorporated into the final plan. These principles state that: "We can no longer afford to waste our resources, whether financial, natural or human. Prosperity in the 21st Century will be based on creating and maintaining a sustainable standard of living and a high quality of life for all."

To meet this challenge, a comprehensive new model is emerging for smart growth, which recognizes the economic value of natural and human capital. Embracing economic, social, and environmental responsibility, this approach focuses on the most critical building blocks for success. It emphasizes community-wide and regional collaboration for building prosperous and livable places.

While each community and region has unique challenges and opportunities, the following common principles should guide an integrated approach by all sectors to promoting economic vitality within their communities and in partnership with their neighbors in the larger region. These principles were followed as part of the Vision 2006 and Vision 2011 planning process:

## INTEGRATED APPROACH

Business, government, education, labor, and the community as a whole should work together to create a vibrant local economy through a long-term strategy.

**Our response:** All segments of our community were invited to and did participate in a series of focus group meetings.

## VISION AND INCLUSION

"Visioning", planning and implementation efforts should continually involve all sectors, including the voluntary civic sector and those traditionally left out of the public planning process.

**Our response:** In an effort to achieve inclusiveness, the community at large was invited and encouraged to participate in the planning meetings for Vision 2011; this invitation was promoted through several articles in the Star Press and an e-mail to alert all Chamber members. Additionally, several hundred written invitations were mailed to a large cross-section of Muncie-Delaware County residents.

## POVERTY REDUCTION

Economic development efforts should be targeted to reducing poverty by promoting jobs that match the skills of existing residents and improving the skills of low-income individuals. Equally important will be efforts to retain and attract a well-educated workforce.

**Our response:** Strong education initiatives and workforce development are integral parts of the Vision 2011 program. Attracting new businesses paying high wages is also a goal.

## LOCAL FOCUS

Because each community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local job growth. Communities should focus on promoting local entrepreneurship to build locally based industries and businesses.

**Our response:** Assisting existing businesses continues to be a top priority for our community and is addressed in Goal One (1), page 23 of the new Vision 2011 plan.

## INDUSTRY CLUSTERS

Communities and regions should identify specific gaps and niches their economies can fill and promote a diversified range of specialized industry clusters drawing on local advantages to serve local and international markets.

**Our response:** As stated in Goal Two (2), Objective 2A, page 26 of the Vision 2011 program, we will work to attract new business and industry through an aggressive, targeted marketing campaign, utilizing the "Targeted Business" approach.

## WIRED COMMUNITY

Communities should use and invest in technology that supports the ability of local enterprises to succeed, improves civic life and provides open access to information and resources.

**Our response:** Our commitment to further enhance our technology expertise continues as demonstrated in Goal Three (3), page 28 of the Vision 2011 program. Our support of several milestones already reached, such as the development of the Angel Network, the ability to provide county-wide broadband capabilities and the establishment of our Certified Tech Park leave little doubt about our community's proactive movement in the area of technology.



## LONG TERM INVESTMENT

Publicly supported economic development programs, investment, and subsidies should be evaluated on their long term benefits and impacts on the whole community, not on short term job or revenue increases.

**Our response:** Vision 2011 will continue to focus on the big picture. Successful communities cannot afford to settle for instant gratification that will sacrifice the long-term plan.

## HUMAN INVESTMENT

Because human resources are so valuable in the information-technology age, communities should provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions and opportunities for continuous training available to all.

**Our response:** Focusing on people and our workforce is addressed extensively in the Vision 2011 plan, but this area must be a 2011 and beyond priority.

## ENVIRONMENTAL RESPONSIBILITY

Communities should support and pursue economic development that maintains or improves, not harms, the environmental and public health.

**Our response:** While not a stated goal of Vision 2011, it is well understood that we are the custodians of the future and it is our civic duty to be environmentally responsible in the businesses we attract.

## CORPORATE RESPONSIBILITY

Enterprises should work as civic partners contributing to the communities and regions where they operate.

**Our response:** Muncie and Delaware County has always had a rich history of demonstrating corporate responsibility by giving back to the community as evidenced by numerous charitable efforts and the private sector's generous support of Vision 2006.

## COMPACT DEVELOPMENT

To minimize economic, social and environmental costs and efficiently use resources and infrastructure, new development should take place in existing urban, suburban and rural areas before using more agriculture or open space. Local and regional plans and policies should contain these physical and economic development planning principles to focus development activities in desired areas.

**Our response:** This is what our comprehensive land use plan was all about. We must continue to adhere to its proper and orderly execution.

## LIVABLE COMMUNITIES

To protect the natural environment and increase quality of life, neighborhoods, communities and regions should have compact, multi-dimensional land use patterns that ensure a mix of uses and promote transit access to employment, education, recreation, entertainment, shopping and retail services.

**Our response:** This component is again addressed in the Master Land Use Plan. Vision 2011 will work with community leaders to see that the plan is adhered to.

## CENTER FOCUS

Communities should have an appropriately scaled and economically healthy center focus. At the community level, a wide range of commercial, residential, cultural, civic and recreational uses should be located in the town center or downtown.

**Our response:** Muncie's downtown will continue to be a focus of Vision 2011 as we work closely with the Mayor's Downtown Partnership.

## DISTINCTIVE COMMUNITIES

Having a distinctive quality of life will help communities create a quality of life that is attractive for business retention, future residents and private investment. Community economic development efforts should help create and preserve each community's sense of uniqueness, attractiveness, history and cultural and social diversity to include public gathering places with a strong local sense of pride.

**Our response:** Goal Seven (7), page 34 of the Vision 2011 program, demonstrates that we are dedicated to creating and communicating both internally and externally a positive, unique, image of Muncie-Delaware County as a means of retaining current residents as well as spurring population growth in our area.

## REGIONAL COLLABORATION

Since industries, transportation, land uses, natural resources and other key elements of a healthy economy are regional in scope, communities and the private sector should cooperate to create regional structures that promote a coherent metropolitan whole that respects local character and identity.

**Our response:** Energize ECI is just one example of our efforts to combine region-wide resources. Vision 2011 will continue to work with and support the efforts of other development organizations including, but not limited to: Mayor's Downtown Partnership Office, Muncie Visitor's Bureau, Sports and Hobby Development Group, Cardinal Greenway, Muncie Clean and Beautiful, Horizon Convention Center, and local governments.

**Vision 2011 has a goal of creating or retaining 2,000 jobs over the next five years. The capital investment goal is \$380 million. It is projected that these jobs, when fully implemented, will produce annual payroll exceeding \$64 million per year. Of the new jobs created, 50% are targeted for placement within the knowledge-based industry sector. Specific targets for knowledge-based jobs include 300 jobs in health-related businesses, 150 jobs in agribusiness and 50 jobs in the downtown area.**



**V I S I O N  
2 0 1 1**

# goals that look up beyond the far horizon

Achieving our vision requires goals that look beyond the far horizon...not business as usual aspirations, but goals that focus on quality jobs and quality of life well into the future.

## GOAL 1:

### EXPANSION AND RETENTION OF EXISTING BUSINESSES

- 500 New Jobs Created or Endangered Jobs Saved
- \$75M New Capital Investment
- \$32M New or Retained Annual Payroll

National statistics show that 80% of all new job growth in a given year comes from existing businesses. The primary focus of Vision 2011 will be the retention and expansion of existing business.

#### OBJECTIVE 1 A: Technical and Financial Assistance to Local Businesses

(1) Work with local businesses regarding permitting, zoning, and infrastructure issues. (2) Work with and educate businesses to help them access 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.

#### 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 current data on specific targeted industries to ensure the greatest effectiveness in our marketing and recruitment initiatives. (4) Maintain and enhance real estate database of industrial sites and commercial office space. (5) Utilize our enhanced software prospect tracking system for all new project activities.

#### OBJECTIVE 1 C: One Stop Shopping for Economic Development Services

(1) Provide a one-stop approach for economic development services including financing, site and building location, infrastructure development, job training assistance, state programs assistance, business marketing, retention and expansion services, and technology related issues.

#### OBJECTIVE 1 D: Workforce Development

(1) Serve as a clearinghouse for local business and industry applications for the Skills Enhancement Fund, Tech Fund, and DWD job training programs offered through the Indiana Economic Development Corporation. (2) Promote the "Guaranteed Graduate," "Partners in Education," and "Community Alliance to Promote Education (CAPE)" programs as means to help keep students in school and thus raise the educational attainment level in Muncie-Delaware County. (3) Encourage the early adoption of cutting-edge education programs that can be adopted at the high school or college level that provide direct career path training to high paying jobs in the information age economy. (4) Work with city and county government to maintain a viable partial tax abatement program. The abatement program is designed to encourage investment in the community and allows our local businesses to remain competitive with competing companies in other communities. (5) Work with businesses and educational institutions to make sure that skilled training demands of the marketplace are being addressed. (6) Make employers aware of productivity enhancement programs. (7) Work with existing employers and schools to help make high school students aware of high paying, high skilled employment opportunities that exist in the community that do not require a college education. These "non-college" career opportunities require skill development and enhancement. (8) Promote intern opportunities with local businesses through Ball State University, Ivy Tech Community College and other education institutions.

#### OBJECTIVE 1 E: Recognition and Communication

(1) Promote public awareness of local industry with publicity, nominations for recognition awards, and tours. (2) Personally visit 75 businesses per year to determine local needs of existing industry. (3) Hold a Business Appreciation Day once a year. (4) Work to increase small business awareness and consider developing an Entrepreneurial Appreciation Day. (5) Lobby for expanded coverage of business in the local media.

ciation Day once a year. (4) Work to increase small business awareness and consider developing an Entrepreneurial Appreciation Day. (5) Lobby for expanded coverage of business in the local media.

#### OBJECTIVE 1 F: Promoting a Pro-Business Environment

(1) Gain recognition of the Muncie-Delaware County community as the 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 in Muncie-Delaware County. (3) Continue ongoing communications with the Indiana Economic Development Corporation business attraction agencies to further promote our community as the "one stop" shop for all of Delaware County. (4) Develop a "Legislative Appreciation Day."

### GOAL 1: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County need leadership from, among others:

- Economic Development Alliance
- Higher Education
- Indiana Department of Commerce
- Labor and Management
- Local Financial Institutions
- Local Government
- Local Utilities and Telecommunications Companies
- Schools
- Training Providers

### GOAL 1: MEASUREMENT

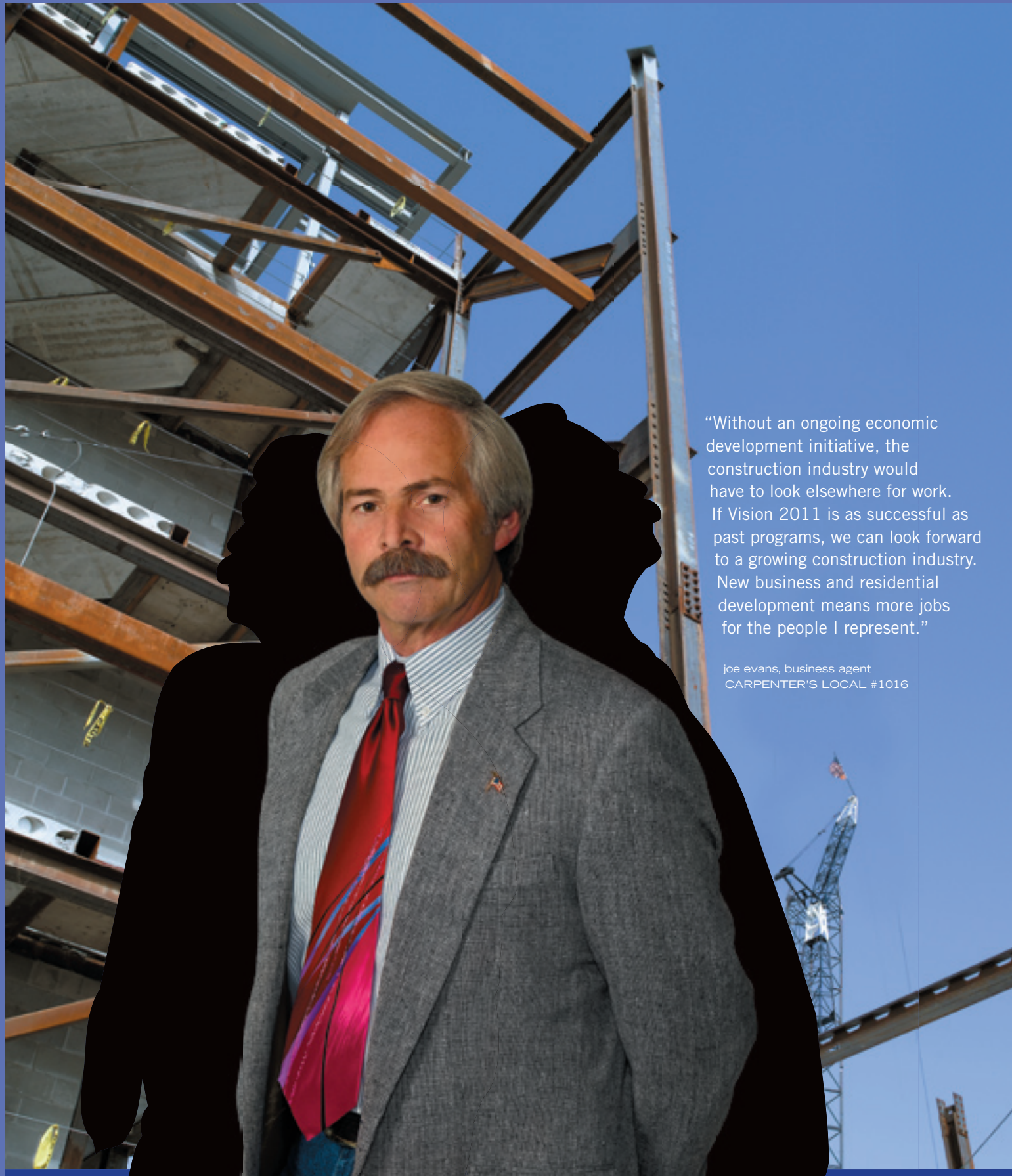
To help measure progress toward this goal, the following indicators will be evaluated:

- Job creation and retention goals versus actual
- Number of businesses assisted and visited
- Job training grants procured
- Financial assistance provided
- Number of businesses recognized
- Seminars and educational programs provided
- Effectiveness of implemented educational initiatives

A photograph of a man with glasses and a light green button-down shirt standing in a factory. He has his arms crossed and is looking towards the camera. Behind him is a large piece of industrial machinery with a large fan and various components. In the foreground, there are two black silhouettes of people, one on the left and one on the right, partially obscuring the man and the background. The entire image is set against a bright green background.

“Vision 2006 has worked with our company on several occasions making us aware of financing and incentive programs. These are the types of programs that progressive cities have and Summit Technologies is proud to call Muncie-Delaware County home.”

wade fisher, president  
SUMMIT TECHNOLOGIES, LLC



“Without an ongoing economic development initiative, the construction industry would have to look elsewhere for work. If Vision 2011 is as successful as past programs, we can look forward to a growing construction industry. New business and residential development means more jobs for the people I represent.”

joe evans, business agent  
CARPENTER'S LOCAL #1016



## GOAL 2:

### NEW BUSINESS ATTRACTION AND TAX BASE EXPANSION

- 500 New Jobs Created
- \$125M New Capital Investment
- \$32M New or Retained Annual Payroll

Muncie and Delaware County have a strong and diverse manufacturing base. Its high concentration of tool and die companies provide excellent support services to existing as well as new companies considering our area. The United States Chamber of Commerce reports that nationally there is a turnover of 7% of all jobs in a given year. Our community must constantly recruit new business and industry to replace the jobs and the tax base lost as a result of businesses closing or leaving the area. New investment creates a larger tax base thereby lowering the overall tax rate and makes the community more attractive to potential businesses. Emphasis should be placed on the expansion of the existing tax base.

### OBJECTIVE 2 A:

#### New Job Creation

(1) Attract new businesses and industry through an aggressive, targeted marketing campaign, utilizing the "Targeted Business" approach. Targeted businesses include: advanced manufacturing, information technology, life science, agri-business, and logistics and distribution. (2) Attract new businesses and assist existing businesses in order to create or save 400 primary income jobs per year. The targeted rate for these jobs will be at a wage higher than that of the current county average. It is anticipated that these jobs will produce two "spin-off" jobs for every one primary job for a total economic impact of 6,000 new job opportunities for Muncie-Delaware County residents. Accomplishment of this objective would net approximately \$22.5 million in new payroll each year, compounding over the next five years, creating an overall economic impact of \$345 million dollars in new payroll. (3) Attract businesses that make large capital investments but do not overburden and are compatible to city and school services. The investment target is \$200 million over the next five years. This investment will help to lower the overall tax rate of the community while increasing the net assessed valuation. It is estimated that this investment could bring in over \$25 million dollars in new taxes (even after any tax abatement). (4) Assist developers in increasing their inventory of zoned land sites. (5) Develop and implement a minority business assistance and minority development program.

### OBJECTIVE 2 B:

#### Aggressively Market Muncie-Delaware County Regionally, Nationally and Internationally

(1) Promote Muncie-Delaware County's outstanding quality of life and sense of community to gain recognition regionally, nationally, and globally as an optimal business location. Promote proposed future enhancements. (2) Promote Muncie-Delaware County to site consultants and corporate decision makers as a highly desirable business location in the Midwest. (3) Continue to develop high-impact, professional marketing and communications tools. (4) Develop and implement a "Global Strategy" to help attract foreign investment.

### GOAL 2: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County need leadership from, among others:

- Economic Development Alliance
- Local Government
- Higher Education Schools
- Training Providers
- Indiana Department of Commerce
- Local Utilities and Telecommunications Companies
- Local Financial Institutions
- Land and Building Developers

### GOAL 2: MEASUREMENT

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

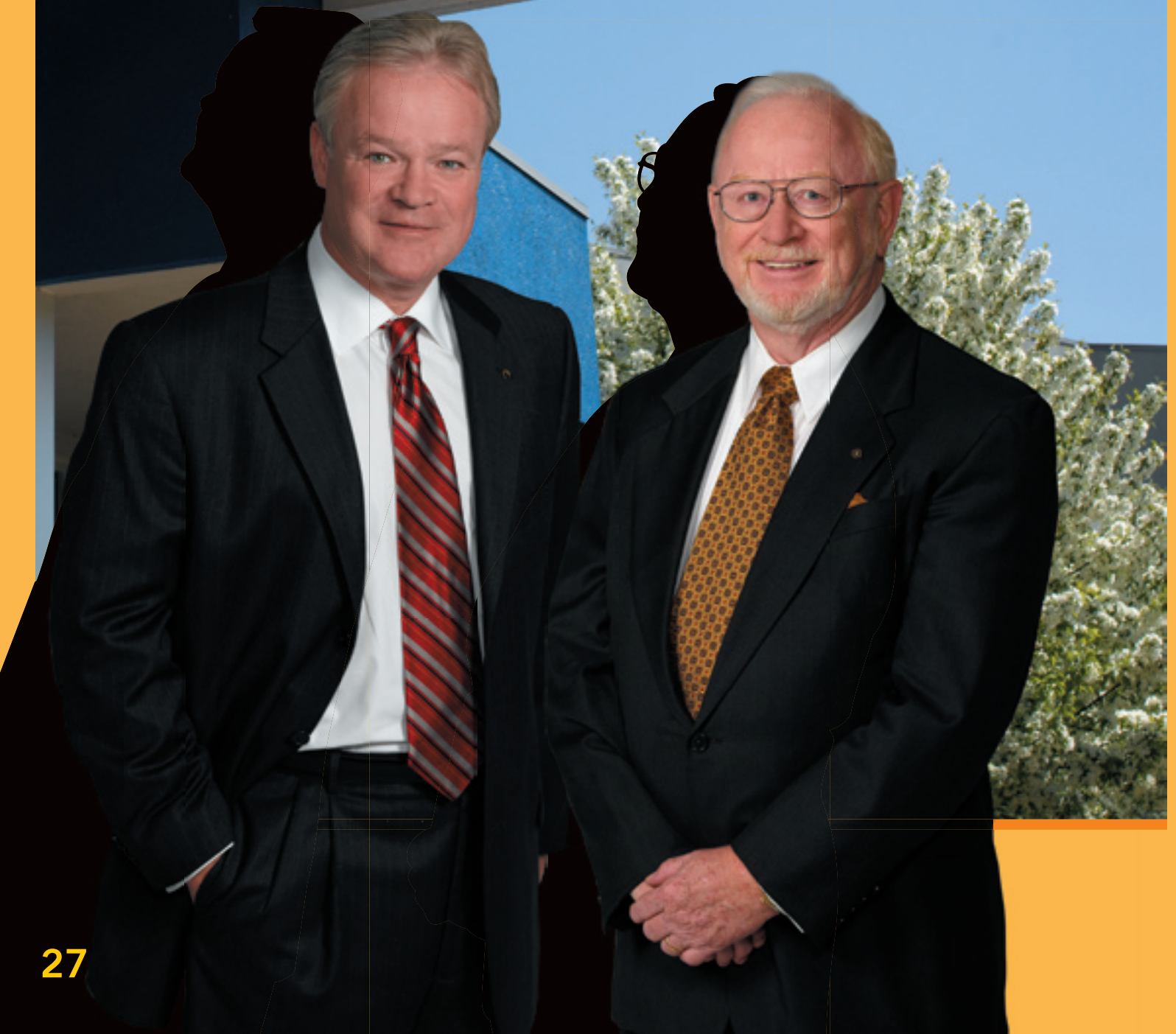
- Job creation and retention goals vs. actual
- Number and type of new business recruited
- Capital Investment made
- Marketing Efforts

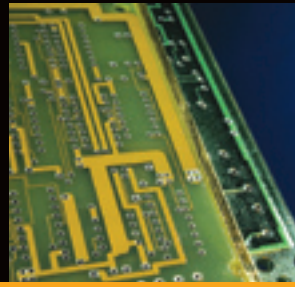
"The ability to attract new business to our community depends in part on our continued investment in the world of high technology. Ongoing support provided by the strong Muncie-Delaware County Economic Development Program, has been instrumental in ensuring that, as a community, we are not standing still, but rather, we are embracing the fast paced area of technology in ways that demonstrate our ability to stay abreast of the new economy."

wil davis, president & chairman  
ONTARIO SYSTEMS, LLC

"It's so important for the medical community to stay on the cutting edge of medical technology and East Central Indiana is no exception. The Muncie and Delaware County medical community continues to embrace new technologies, which is why I'm so proud to be a part of it."

dr. marshall roch, founder  
MUNCIE EYE CENTER GROUP





# GOAL 3:

## MARKETING & RECRUITMENT OF TECH/KNOWLEDGE-BASED BUSINESSES & RETENTION OF TECH/KNOWLEDGE BASED WORKERS

- 500 New Jobs Created or Endangered Jobs Saved
- \$20M New Capital Investment

Knowledge based businesses pay their workers significantly more in wages and benefits than traditional manufacturing, service and retail sectors. Focusing resources on high-tech, high-wage, growing industry clusters will develop a powerful and successful framework for our community. Information solutions (including insurance, banking, telecommunications and software development), advanced manufacturing and biotechnology are fast-growing industries that will be targeted. This strategy emphasizes continued development of leading curriculum-based program specialties at Ball State University and seeks improved linkages between research and applications of all development partners.

### OBJECTIVE 3 A:

#### Technology and Innovation

(1) Develop strategies to utilize Ball State's Center For Media Design for expertise in areas of technology. (2) Link Ball State's nationally known entrepreneur program with technology companies.

### OBJECTIVE 3 B:

#### Capital and Economic Incentives

Further develop and facilitate mechanisms to allow entrepreneurs to access capital by continuing with existing the Angel Network Program as well as forming a partnership with the Indiana Angel Network. (2) Coordinate with state legislators to re-align incentive packages to be supportive of knowledge based recruitment. (3) Participate in development of economic incentive programs both at the state and local levels that will encourage investment in our area.

### OBJECTIVE 3 C:

#### Workforce and Education

(1) Assist in developing and implementing a nationally recognized workforce development plan for the development of technology-related workers. (2) Work with Ball State, business, and educational leaders to increase Ball State's internship program designed to provide businesses with better educated students and retain the knowledge based worker in the community.

### OBJECTIVE 3 D:

#### Community Image Building

(1) Lead efforts to develop and market a community image campaign targeted to position Muncie as a technologically advanced community with an accessible pool of potential employees provided by Ball State University and the other nearby four-year institutions. (2) Implement a "Back Home in Muncie" campaign designed to encourage Ball State graduates and workers to return to Muncie-Delaware County.

### OBJECTIVE 3 E:

#### City and Physical Structure

(1) Work with planning officials to implement stronger environmental enhancement programs throughout the county. (2) Continue efforts to improve gateways and signage to the community. (3) When appropriate, seek Federal and State grants to assist with the investment in infrastructure projects.

### OBJECTIVE 3 F:

#### Statewide Core Issues

(1) Work with Techpoint in addressing issues that will enhance the growth of knowledge based businesses in Indiana. Core issues include: (A) Connectivity – Need for direct flights to technology centers in other parts of the country (Austin, Silicon Valley, etc.); (B) Need for a master plan for wiring the state for access to the internet or expansion of the Internet II pipeline; (C) Tech Park Expansions – need for availability of tech park expansions not currently allowed under Indiana Statute. (2) Work with legislators to adopt aggressive new initiatives to promote knowledge-based business growth in the State of Indiana.

### GOAL 3: ACHIEVEMENT

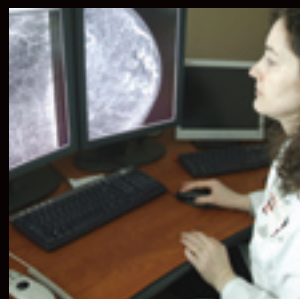
To achieve this goal, Muncie and Delaware County needs leadership from, among others:

- Economic Development Alliance
- Community and Business Leaders
- Local Government
- Higher Education and Local School Districts
- Training Providers
- Indiana Department of Commerce
- Local Utilities and Telecommunications Companies
- Local Financial Institutions
- Governor and Legislature
- Land and Building Developers

### GOAL 3: MEASUREMENT

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

- Technology businesses recruited or started up
- Technology related educational programs
- Entrepreneurial assistance programs
- Community image marketing program
- Local and statewide technology core issues



## GOAL 4:

### MARKETING & PROMOTION OF THE MEDICAL COMMUNITY AS THE DESTINATION POINT FOR HEALTHCARE IN EAST CENTRAL INDIANA

- 300 New Jobs Created
- \$120M New Capital Investment

The medical industry continues to play a major role in the expansion of the economy and the quality of the region's residents. A strong medical community is crucial to the long-term development of our community and the attraction and growth of new and existing businesses.



### OBJECTIVE 4 A:

#### Advancement and Growth of Medical Services

(1) Promote Cardinal Health System as a Top 100 Integrated Healthcare System and Ball Memorial Hospital as the destination point and regional leader for cardiac, cancer, orthopedics, and women's health services in the region. (2) Promote the economic and clinical importance of BMH's \$120 million expansion program and its significance in addressing the long-term healthcare needs of the community. (3) Coordinate strategic efforts with the medical community to attract other healthcare professionals, providers, and related industries, which will expand access to services, create new jobs, and increase the comprehensiveness of healthcare services for all our citizens. (4) Coordinate strategic initiatives with the broader healthcare community, and future needs of East Central Indiana to ensure the delivery of medical services and programs.

### GOAL 4: ACHIEVEMENT

To achieve these objectives, Muncie and Delaware County must engage community leaders from:

- Economic Development Alliance
- Community and Business Leaders
- Cardinal Health System and BMH
- Other Healthcare Providers

### GOAL 4: MEASUREMENT

To gauge progress towards these objectives, the following indicators will be measured and evaluated:

- Community awareness of the advanced services and programs provided by CHS and BMH and its position as the regional healthcare leader for ECI.
- Number of medically-related jobs recruited to Muncie-Delaware County and their economic impact on ECI.
- Number of health-related industries attracted to ECI.
- Active participation in a community-wide "health needs assessment" project slated for 2007

## BALL MEMORIAL HOSPITAL 2010



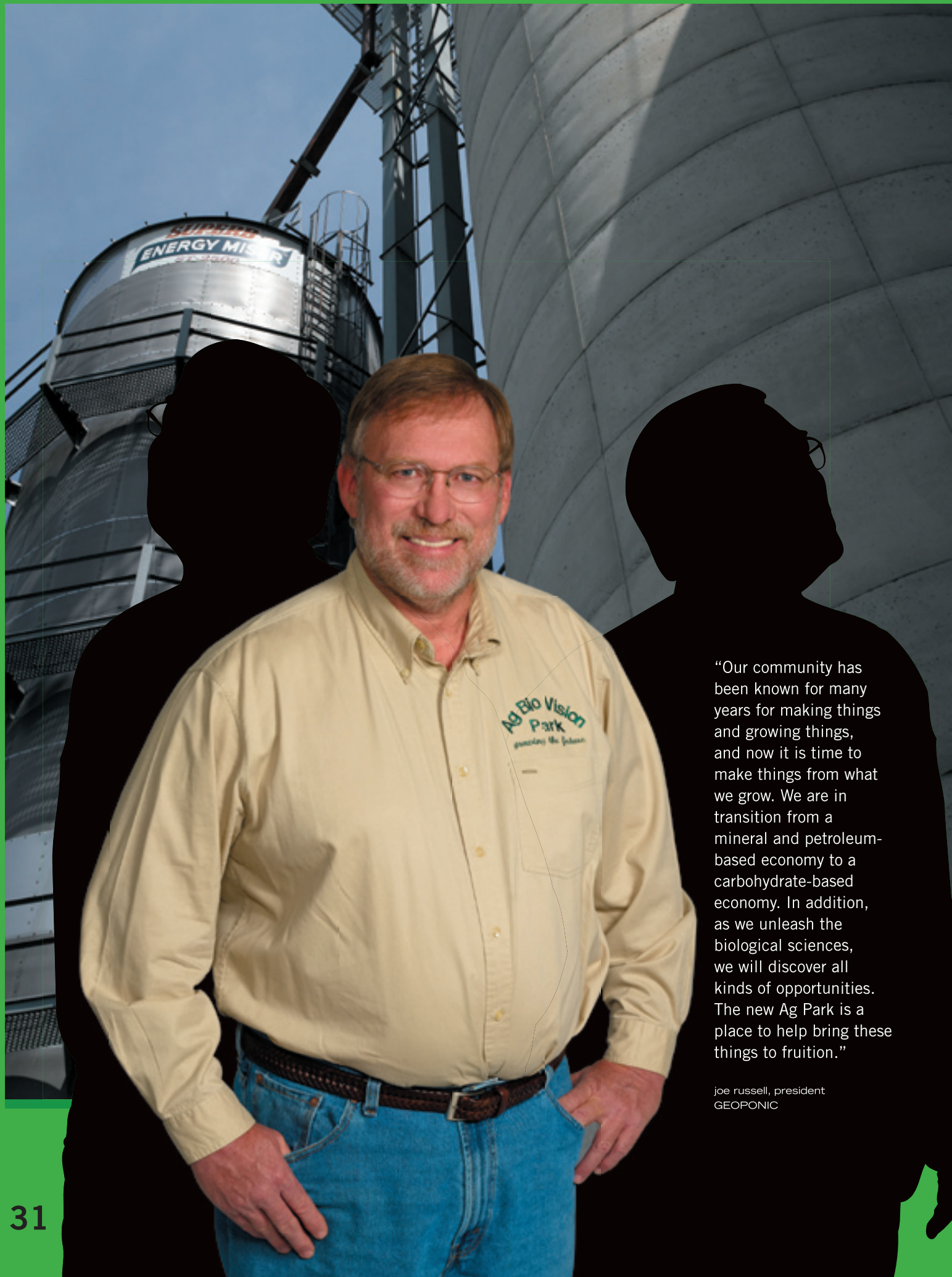
Ball Memorial Hospital's officials recently unveiled their vision for the renovation of BMH's patient-centric south wing – a \$120 million facility master plan that includes 300,000 square feet of new and revitalized space by 2010. In four years, The hospital's footprint will change dramatically with the addition of a new South Tower, expanded surgical suites, patient observation units, improved access to outpatient services, and a move toward a new private-patient-room environment.

In addition to private rooms, patients can look forward to many other enhanced features. The plan has been strategically and logically developed based on research and economic data, anticipated and planned growth throughout the region, and Cardinal Health System's commitment to supporting the needs of the community for generations to come.

"As a regional health care provider, our goal is to be the destination point for health care in ECI by continually raising the bar and offering quality, accessible, care that exceeds the expectations of the people we serve. Achieving this goal not only benefits our patients, but the entire community."

robert curtis, president & ceo  
CARDINAL HEALTH SYSTEM





"Our community has been known for many years for making things and growing things, and now it is time to make things from what we grow. We are in transition from a mineral and petroleum-based economy to a carbohydrate-based economy. In addition, as we unleash the biological sciences, we will discover all kinds of opportunities. The new Ag Park is a place to help bring these things to fruition."

joe russell, president  
GEOPONIC



**PROMOTE AGRI-BUSINESS AS A METHOD TO HELP DIVERSIFY THE LOCAL ECONOMIC BASE AND PROVIDE NEW OPPORTUNITIES FOR THE REGION'S FARMING INDUSTRY**

- 150 New Jobs Created
- \$30M New Capital Investment

Delaware County has a strong farming and agricultural base. The recruitment and development of agri-business and value-added processing is seen as a way to build upon the area's natural resources and help diversify the economic base.

## GOAL 5:

### OBJECTIVE 5 A:

#### **Attraction of value-added agricultural businesses**

(1) Work to attract businesses in the areas of food processing, ethanol, biodiesel, and pharmaceutical products, (2) Work to attract alternative energy companies that use agricultural products.

### OBJECTIVE 5 B:

#### **Assisting in promoting the new Agricultural Industrial Park and completing infrastructure build-out**

(1) Promote the Agricultural Industrial Park as a location for businesses involved in the agri-business including food processing and alternative energy. (2) Examine the feasibility of establishment of a new tax increment financing (TIF) district to help complete the build-out of the infrastructure that will service the park. (3) Work with developers/land owners in establishing "Park Covenants" to establish guidelines for developments that will occur in the Park. (4) Promote the capacity of water and sanitary sewer system to perspective businesses.

### OBJECTIVE 5 C:

#### **Promote a qualified and trained workforce to businesses**

(1) Work with local educational institutions to assure that programs are in place or can be put into place that address the needs of agri-business related companies.

### GOAL 5: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs leadership from, among others:

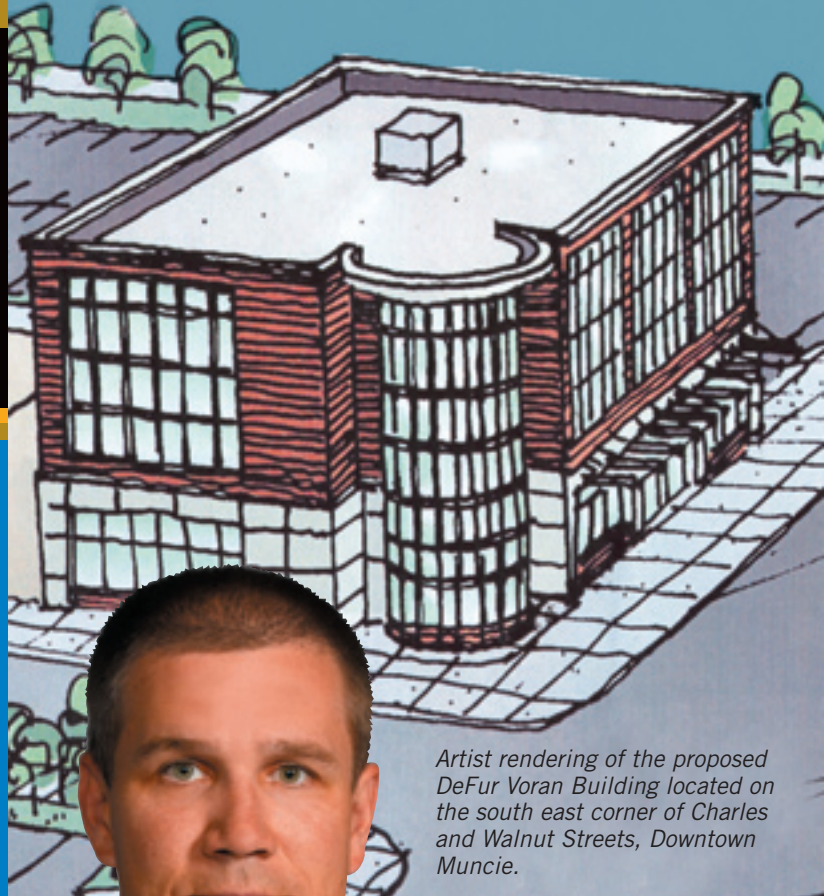
- Farm Bureau
- Developers / Land Owners
- Economic Development Alliance
- Local Government
- Purdue University Delaware County Extension Service

### GOAL 5: MEASUREMENT

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

- Capital Investment
- New Jobs created and/or retained
- New business locations
- Infrastructure completion





## GOAL 6:

### DOWNTOWN DEVELOPMENT

- 50 New Jobs Created
- \$32M New Private Investment

The downtown area is seen as a direct reflection of the “economic viability” of the community. A strong and vibrant downtown is a necessary component to the overall economic development of our community.

*Artist rendering of the proposed DeFur Voran Building located on the south east corner of Charles and Walnut Streets, Downtown Muncie.*

### OBJECTIVE 6 A:

Work to assist the Mayor's Downtown Partnership in creating a Downtown community that is recognized as a “Premier Location to Live, Work and Play”

(1) Pursue additional and desirable downtown housing. (2) Ensure downtown development organizations and business owners continue their focus on cultural and entertainment activities that will enhance the downtown's economic viability. (3) Encourage the investment of public and private funds to attract businesses and employees to the downtown workplace. (4) Encourage new public and private loan programs targeted to building owners and business owners downtown. (5) Look at the feasibility of using an existing downtown building as a “Retail Small Business Incubator”. (6) Implement the “Quiet Zone” plan as part of an effort to enforce the noise abatement codes for downtown. (7) Continue to advocate funding projects that will enhance the aesthetics of Downtown. (8) Provide assistance to the smaller towns in the county with their downtown improvement goals and projects.

### GOAL 6: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs leadership from, among others:

- Downtown Partnership
- Economic Development Alliance
- Local Government

### GOAL 6: MEASUREMENT

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

- Investment in central business district
- “Quiet Zone” implementation as a method of reducing noise pollution
- New Jobs created and/or retained
- New business that complement the downtown

“Downtown Muncie has always been an important part of my life. I am thrilled to see the DeFur Voran project taking shape and to participate in the redevelopment of Muncie's City Center.”

frank petty, principal,  
WALNUT AND  
CHARLES  
PROPERTIES, LLC





## GOAL 8:

PROMOTE A POSITIVE “QUALITY OF LIFE” IMAGE OF MUNCIE-DELAWARE BOTH INTERNALLY AND EXTERNALLY

## GOAL 7:

### COORDINATE COMMUNITY & REGIONAL RESOURCES TO GENERATE ECONOMIC GROWTH

The Vision 2011 partners need to position themselves as leaders and catalysts in coordinating local and regional resources in the distribution of a comprehensive economic development services delivery system.

#### OBJECTIVE 7 A:

Assume a leadership role in coordinating local and regional economic development initiatives

(1) Continue to assume the lead responsibility for coordination of local development partners. (2) Leverage development opportunities through meaningful and collaborative relationships with regional allies (i.e. Energize ECI). (3) Increase deal flow and positive public perceptions of Delaware County through development of relationships with key state and national audiences.

#### GOAL 7: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County need leadership from, among others:

- Energize ECI
- Community and Business Leaders
- Local and State Government

#### GOAL 7: MEASUREMENT

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

- Number of initiatives successfully orchestrated with the assistance of Vision 2011 partners
- Positive marketing pieces to increase visibility of partnership efforts

#### OBJECTIVE 8 A:

Work to promote internally and externally the existing positive examples of why Muncie-Delaware County is a “Quality Place to Live, Work, and Play” as compared to other similar sized communities (1) Assume a leadership role in promoting Muncie-Delaware County (internally) to our own citizens by having assisting Chamber and DAC Board Members, and the Mayor, or designated employees of said entities to make presentations to local business organizations. (2) Lead efforts to actively promote the image of Muncie-Delaware County (externally) by working with other Community partners such as the Mayor’s Downtown Partnership; Ball State University, Ball Memorial Hospital, Minnetrista, and Ivy Tech Community College (3) Strive to promote our community to outsiders as a quality place to live, work, and raise their families; encourage students to remain in our community after college graduation, and entice the baby boomer populace to retire here. (4) Work with area businesses and local government in using available media outlets to promote positive events in Muncie. (5) Encourage conditions which facilitate the development of minority businesses and professions. (6) Seek to promote and support understanding and cooperation among citizens of differing ethnic, cultural, and racial backgrounds.

#### GOAL 8: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs leadership from, among others:

- Economic Development Alliance
- Community and Business Leaders
- Local Government
- Downtown Partnership

#### GOAL 8: MEASUREMENT

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

- Number of presentations made by Chamber and DAC Boards, the Mayor, or their designated representatives
- Track number of times Community Image is promoted in partnership with other community partners such as Mayor’s Downtown Partnership; Ball State University, Ball Memorial Hospital, Ivy Tech etc.
- Positive Image Stories



## GOAL 9:

### STRENGTHEN WORKFORCE EDUCATION

Delaware County possesses tremendous educational assets from K-12 through higher education. Increasing the capacity of our local institutions to collaborate in the delivery of academic programs linked to high skill, high wage occupations will enhance efforts to attract additional investment. A capstone project under this goal is the proposed expansion of the Muncie campus of Ivy Tech Community College.

### OBJECTIVE 9 A:

#### Ivy Tech Expansion

(1) Advocate for legislative approval for a significant capital expansion of the Ivy Tech Community College campus in Delaware County. (2) Support Ivy Tech efforts to develop additional academic programs directly linked to local employment opportunities.

### OBJECTIVE 9 B:

#### Academic Pathways

(1) Convene and/or support K-12 and higher education partnerships to develop new academic and technical skill programs targeted to emerging industries targeted in employer recruitment efforts. (2) Support creation of clear K-12 · Community College · University · Employer pathways that encourage talented individuals to remain in our community. (3) Assist new and expanding local employers in obtaining grants for workforce training. (4) Support efforts of academic institutions to promote educational opportunities to displaced or underemployed workers.

### OBJECTIVE 9 C:

#### Capitalizing on Ball State University Strengths

(1) Support development of programs that encourage Ball State graduates to remain in Delaware County. (2) Assist in efforts to promote Ball State's signature, nationally-ranked programs to top area students. (3) Identify candidates for Ball State's Ground Floor Executive MBA program emphasizing entrepreneurship in technology-related fields. (4) Encourage county-wide participation in Building Better Communities, Business Fellows, and other University-led initiatives targeting local economic development.

### GOAL 9: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs leadership from, among others:


- Economic Development Alliance
- Ball State University
- Ivy Tech Community College
- Muncie Community Schools
- Delaware County School Corporations
- State and Federal commerce/workforce development agencies
- Community and Business Leaders

### GOAL 9: MEASUREMENT

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

- Capital investment in educational facilities
- Growth in menu of academic program options at local educational institutions
- Educational attainment levels of area residents (census data)
- Participation in educational initiatives





"We live in an era where new technologies are constantly pushing employers to refine their workforce needs. The presence of a strong community college allows local residents to upgrade their skills for new jobs and new careers without re-locating and uprooting their families. Ivy Tech's recent growth has positioned the Muncie campus for a major capital expansion. We look forward to significantly boosting our capacity to meet Delaware County's needs for a highly skilled workforce."

gale chesterfield, acting chancellor  
IVY TECH COMMUNITY COLLEGE



# special thanks



VISION 2011

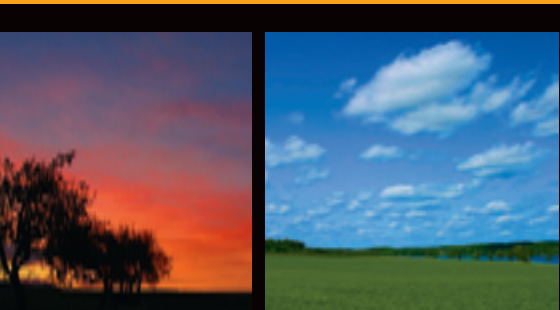
As we reflect over the past five years, it is gratifying to see the progress that Muncie-Delaware County has made in our effort to become a community that is fully engaged in the "new economy."

Our community continues to face many challenges. However, as proven in the past, we are not a people that "lay down" in the face of adversity; we are much more apt to "stay the course" as we work even harder to provide the economic diversity necessary to continually improve our home and workplace...**Muncie-Delaware County.**

Special thanks are in order for all the business owners and other business professionals who took time from their busy schedules to contribute to our Vision 2011 booklet. Also, I wish to thank the members of the Vision 2011 Steering Committee as well as the Board Members of the Muncie-Delaware County Chamber of Commerce and Delaware Advancement Corporation for their strong support of this major ongoing program.

Lastly, I want to extend my sincere appreciation to all participants in the focus group meetings held this past April (See a complete list of participants on the adjacent page). Your input was instrumental in the final set of goals and objectives established for our Vision 2011 Economic Development Plan. Without interested citizens like you, the economic path followed would likely lose sight of the real focus of any successful plan.... that of creating a diverse economic base, providing sufficient well paying jobs, causing our citizens to choose, and, influence others to choose, Muncie-Delaware County as their desired destination to live, work and play.

Jack Demaree, Chairman,  
Delaware Advancement Corporation



# focus

## beyond the horizon

# group

## participants

Ken Adkins  
Steve Anderson  
Terry Whitt Bailey  
Doug Bakken  
Eric Banter  
Brent Batman  
Kim Bennett  
Tom Bennington  
Brad Bookout  
Pat Botts  
John Bowles  
Tanya Brock  
Jack Buckles  
Roy Budd  
Dan Canan  
Jeff Carnes  
Gary Chenault  
Dave Clamme  
Bill Conn  
Marlin Creasy  
Larry Crouch  
Andrew Dale  
Gary Demaree  
Mathias DeMink  
Mary Dollison  
Bryan Douglass  
Steve Edwards  
Mike Ellis  
Tarik Elsheikh  
Amber Evans  
Elaine Fisher  
Jud Fisher  
Katie Frederick  
Jerry Friend

Paul Garrison  
Keith Gary  
Jim Gooden  
Joseph Grewe  
Phil Grice  
Carolyn Grieves  
Marilyn Guillaume  
Nicole Hawkins  
David Heeter  
Jeff Helm  
Bob Holt  
David Howell  
Mary Howell  
Tim Hutson  
Rich Huyck  
Nicki Johnson  
Roni Johnson  
Steve Jones  
Eric Kelly  
Tara King  
Thomas Kinghorn  
Jeff Lang  
Melissa Leaming  
Mike Lunsford  
Jim Mansfield  
Terri Matchett  
Jo Ann McCowan  
Tom Miller  
Charles Miraglia  
James Mitchell  
Jon Moll  
Jud Motsenbocker  
Ron Orebaugh  
Celina Osborn

Bill Peckinpaugh  
Donna Penticuff  
Tony Piazza  
Ronald Quakenbush  
Jonna Reece  
Jill Ritchie  
R. Donn Roberts  
Larry Robinson  
Mike Rost  
Keian Roudebush  
Keith Roysdon  
Deane Rundell  
Joe Russell  
Paul Russell  
Frank Sabatine  
Neil Schmottlach  
Cindy Shaw  
Dick Shirey  
Jackie Siefker  
Rickie Sipe  
O'Neal Smitherman  
David Spade  
Kelly Stanley  
Charles Sursa  
Jim Tackett  
David Taylor  
Rick Taylor  
Jim VanLeer  
Terry Walker  
Brenda West  
Eugene Whitehead  
Regina Williamson

## muncie-delaware co.

# chamber of commerce

## board of directors

Terry Whitt Bailey  
Mayor Dan Canan  
Jeffrey Carnes  
David Donahue  
Tarik Elsheikh  
James Estep

Carolyn Grieves  
David Heeter  
Sylvester Johnson  
John Laverty  
Douglas Owenby  
James Riggle

Robert Scott, Chair  
Charles Sursa  
Tara Smalstig  
Richard Taylor  
Michael Thompson

## delaware

# advancement corporation

## board of directors

Jay Allardt  
Robert Curtis  
Jack Demaree, Chair  
David Hahn  
Lora Jones-McClure

Jeffrey Lang  
Terri Matchett  
Jon Moll  
R. Donn Roberts  
Billie Sheppard

Steve Smith  
O'Neal Smitherman  
Tom Thise  
Peter Walters  
Wayne Winney

## VISION 2011

# steering committee

R. Donn Roberts, Chair  
Mayor Dan Canan  
Jon Moll  
Richard Taylor  
Robert Scott  
Jack Demaree  
Robert Curtis  
Tom Bennington



## VISION 2011

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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



Accredited Economic Development Organization