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# VISION 2001 TO 2006: A REPORT WITH VISION



**MUNCIE-DELAWARE COUNTY, INDIANA  
ECONOMIC DEVELOPMENT ALLIANCE**  
CONNECTING FORCES



# SOME CHANGES ARE GOOD. VERY GOOD.

The “new economy” is here and the business world is changing at an unprecedented rate. Muncie and Delaware County, Indiana has worked hard each day over the past five years through the Vision 2001 economic development program to not only keep up with but also stay ahead of those changes.

Over the past six months, we’ve worked equally hard to develop a plan for our future that will not simply keep up with the changes we are facing but one that will help our community to push the envelope and “break away” from our competition with the most comprehensive and diversified economic development program in the history of Muncie-Delaware County.

As we share the good news of the past five years and the exciting future we foresee in this report, we also want to introduce a few changes of our own. A new name, new logo and new connections.

As we said, some changes are good. Very good.

Muncie-Delaware County, Indiana Economic Development Alliance—The Partners:

- Muncie-Delaware County Chamber of Commerce • Delaware Advancement Corporation • Muncie—Indiana Technology Partnership •
- Muncie Redevelopment Commission • Delaware County Redevelopment Commission •



## LETTER TO INVESTORS

Five years ago the leadership and staff of the Horizon '96 economic development program came together to talk about the need to look toward the 21st century for jobs 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.

A few people who participated in those meetings questioned a need for further economic development. But the majority of the program's supporters did not. And they were right.

The aggressive, proactive program that evolved from those focus group meetings, Vision 2001, has played an integral role in keeping Muncie and Delaware County's economy afloat while faced with some of the worst economic setbacks our community has experienced in nearly 20 years.

The leadership and staff of Vision 2001 attribute much of our success to the unerring support of our investors and volunteers. 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 again. 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, education, labor, and medical profession leaders 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 at the end of the year 2001.

The culmination of those focus group meetings is reported in the second half of this publication beginning on page 21. Vision 2006 is a new plan and a new five year program that we think will help us break away from our competition and emerge as one of the premiere communities in America in which to live and work.

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



To that end, we want to thank the investors and volunteers who have supported Vision 2001 and encourage their continued support in Vision 2006. In turn, we want to invite other members of the business community and community-at-large to rally behind Vision 2006 in 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,

*Suzanne Gresham*

Dr. Suzanne Gresham  
President/CEO, CMHS, Inc.  
Chairwoman,  
Muncie-Delaware County  
County Chamber of Commerce

*Joseph E. Wilson*

Mr. Joseph Wilson  
Chairman/CEO,  
Muncie Power Products  
Chairman,  
Delaware Advancement Corporation





// The collaborative effort to improve the downtown community was instrumental in our decision to expand and invest another \$7 million in our downtown technology campus.

The Vision 2001 program's assistance in securing a \$122,000 job training grant and aid with the tax abatement program contributed to the economic viability of our investment in Muncie.

// —Ron Fauquher, Senior Vice President, Ontario Corporation

# RESULTS COUNT.

## RETURN ON INVESTMENT

Accountability is key for any successful venture. Vision 2001 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 September 14, 2001, Vision 2001 had assisted with the creation of 2,362 new jobs and the retention of 1,344 endangered jobs or 185.3 percent of the five-year goal.

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

## VISION 2001 RESULTS BY THE NUMBERS

Results of the Vision 2001 Economic Development Program as of September 14, 2001

New Primary Income Jobs Committed*	2,362
Endangered Jobs Saved/Retained**	1,344
Projected Primary Jobs New Annual Payroll	\$ 59,821,413
Endangered Jobs Annual Payroll Saved/Retained	\$ 45,667,113
Annual Average Wage Per Job	\$ 28,454
New Capital Investment	\$ 251,022,769
Projected New Taxes Over Next 10 Years After Any Abatements (as a result of new capital investment)	\$ 26,720,548
Projected New Annual COIT/EDIT Revenues	\$ 478,571
Annual COIT/EDIT Revenues Saved Retained	\$ 365,337
Total Number of Projects Assisted	79
Number of New Business Locations Assisted	13
Grants Assisted and Procured	
Economic Development Planning	\$ 137,500
Job Training	\$ 1,320,000
EDGE	\$ 12,950,000
Public Infrastructure	\$ 412,000
Foundations	\$ 312,000
Small Business Incubator	\$ 950,000

Percentage of Five Year Goal Attained To-Date **185.3%**

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

\*\* An endangered job is one that has been identified as being "at risk" of being lost.



Keihin associate Amy Davenport (at right) assembles the heating and blower units for the 2001 Honda Civic following inspection.



# ACTIONS SP THAN AN

SEVERAL KEY PROJECTS CONTRIBUTED  
TO NOTEWORTHY RESULTS.  
INCLUDED AMONG THOSE ARE:

## KEIHIN

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. Opening in July 2000, Keihin currently employs 95 associates in their automotive assembly plant. Plans to expand their facility will increase employment to approximately 250 over the next few years.

## SAVE-A-LOT

A Fortune 100 company, Super Valu Corporation, selected northwest Delaware County as the site of their new 322,375 square foot Save-A-Lot distribution facility. Over \$17 million has been invested in the new building and equipment, which will bring 117 new jobs to our community with an average wage of \$13.50 per hour. The Muncie distribution center, located in Park One/332 business park, services over 50 of the company's 950 Save-A-Lot stores located throughout the country.

Loading grocery products efficiently is the responsibility of shipping supervisor Tony Coyle (foreground) and Eric Paul (background) at Save-A-Lot's new Muncie distribution center.





## BORGWARNER AUTOMOTIVE

Assisting existing businesses to expand was identified as one of the top priorities for Vision 2001. When BorgWarner Automotive had the opportunity to bring new business to their Muncie plant, Vision 2001 staff and volunteers worked closely with them to secure a \$215,000 training grant and a \$4.1 million EDGE (Economic Development for a Growing Economy) tax credit from the State of Indiana. As a result of this assistance, BorgWarner anticipates adding 308 new jobs over the next few years.

BorgWarner operator Mark Eskew (left) gauges the accuracy of a grind by operator Kevin Bridges (right) on an input gear for a four-wheel drive transfer case.

Attempting to resolve their customer's questions or concerns in fifteen minutes or less is the goal of Ontario Systems' "front line" staff, including John S. Bailey, Jr.



# PEAK LOUDER Y WORDS.

## ONTARIO SYSTEMS CORPORATION

When Ontario Systems decided to grow their business in Muncie and develop a world-class high technology park in the old Meadows Shopping Center, Vision 2001 assisted with securing a \$122,000 training grant and tax abatement on real property improvements. This expansion has not only turned a blighted area of our community into a showcase of excellence, it will also add 125 new jobs to our community.

## SHELL BUILDING PROGRAM

One of the most successful marketing tools for Vision 2001 has been the Shell Building program. The first three buildings have sold, resulting directly in 165 new jobs and \$9 million in investments. Having an existing shell building was an inducement that convinced Diamond Plastics and Keihin Aircon to look at Muncie and later decide to build their new facilities here. A fourth building is completed and ready for occupancy.



DIY/Group purchased one of the four shell buildings that have been built, and have since customized it to accommodate their growing custom packaging business. Employee Lisa Archey is one of 197 employees at DIY/Group.



# SMART INVESTING REAPS REW

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 2001 volunteers and staff also took to achieve success in every area of the program. While not as highly publicized as the aforementioned five projects, Vision 2001 had a number of quieter but equally important accomplishments in the program's key target areas.

## 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 2001 volunteers and staff have continued to do their utmost to assist existing companies who are ready to grow.

That effort has paid off as eighty-three percent of the Vision 2001-assisted projects have involved existing business and industry. Personal visits have been made to over 100 existing firms each year.

An equally aggressive attitude has been taken towards attracting new employers to our community. The results of these efforts are 13 new companies to-date. In 1999, our business attraction efforts were instrumental in drawing Muncie and Delaware County's first Japanese automotive manufacturing plant, Keihin Aircon, and a new telemarketing company, Teleservices Direct, that brought 170 jobs into the downtown area.

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

The return-on-investment (ROI) for Vision 2001 investors is seventy-six successful projects, 13 of which are new businesses. When all the new primary income jobs are in place, they are projected to add 2,362 new jobs. New annual payroll is projected at more than \$59 million. Projected capital investment from these projects exceeds \$251 million. Equally important are the retention of more than 1,300

'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 2001 assistance. Annual payroll for endangered jobs exceeds \$45 million.

## INFRASTRUCTURE DEVELOPMENT

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 2001 continues to provide the staff support needed to oversee these resources known as tax increment financing (TIF) districts.

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 2001's staff administers five active TIF districts in the county that are tied to over \$60 million in new investment.

The Daleville TIF district, formed originally to address the infrastructure needs of the Factory Outlet Mall, is providing water, sewer and road improvements in the Town of Daleville. Prior to the work now being done through the TIF district, Daleville did not have a town sewage system or a sufficient supply of water.

The Morrison Road TIF district was necessary for the widening of Morrison Road and Bethel Avenue to accommodate new development in that area including stores like: PetSmart, Toys 'R Us and Circuit City. This project allowed for the proper development of the whole northwest side of Morrison.

The Muncie Mall TIF area constructed a new road linking Broadway Avenue to McGalliard Road around the western portion of the Mall. This ring road was needed to accommodate new outlets for development and the new Muncie Plaza Shopping area which includes Kohls, TJ Maxx, Office Max and Shoe Carnival as well as some smaller shops. The Central City Muncie TIF district was active in land acquisition for the expanded Horizon Convention Center parking area as well as downtown transportation improvements.

The Park One TIF district was formed to help provide road and drainage improvements. The assistance resulted in the location of Save-A-Lot's 322,375 square foot distribution center being constructed and paves the way for future development of the business park at I-69 and State Road 332.

As mentioned previously, the Vision 2001 program also assisted Keihin Aircon with obtaining a \$197,000 infrastructure grant to construct a new road to connect Superior Drive with Airpark Drive at their site in the Airpark Industrial Park.

A total of \$412,000 in state infrastructure grants have been procured and administered to-date.





# ARDS ALL ACROSS THE BOARD.



“ My family made a multi-million dollar investment in Park One/332 based on our faith in the community's growth opportunities. We also made the decision to locate our business, The Gale Tschuor Co., Inc., to Park One/332 after considering expansion opportunities in Marion, Hamilton and Madison counties.

We would never have taken such a risk if we didn't have faith in the community's strong economic development program. The local effort has also afforded local construction companies like ours and local trades the opportunity to bid on, and ultimately, be a part of the construction of new buildings and installation of new equipment in our community. ”

—Gale Tschuor, Jr., Partner, Park One/332 LLC



# A SUCCESSFUL PLAN S

## DOWNTOWN DEVELOPMENT

Following the call for action by community leaders and investors during the Vision 2001 focus group meetings in 1996, the revitalization of downtown Muncie has continued to be a key element of our economic development strategy. Working in partnership with other organizations having similar goals, such as Heart of the City Development Corporation (for which Vision 2001 provides staff support), the Mayor's Downtown Partnership and the Muncie Urban Enterprise Association, has been essential to the success we've achieved to-date.

In addition to continuing to provide staff support for the Heart of the City Development Corporation, other accomplishments in the area of downtown revitalization include:

- Successfully lobbying the General Services Administration in Chicago to reverse their decision to build the new Social Security offices outside of the downtown. New offices were built on the site of the old armory, which freed up the old Social Security building to be purchased by Teleservices Direct—a new company, which brought 170 new jobs to downtown Muncie.
- Maintaining a leadership role in the development of a new customer parking lot at Jackson and High Streets with period lighting installed.
- Assisting in procuring a new owner for the Delaware Building and providing financial and/or technical assistance with the Mitchell Building, Roger's Jewelry and the Radisson Hotel Roberts projects.
- Developing downtown investment marketing materials and developing a downtown building database showing building characteristics and ownership.
- Facilitating a downtown development and investors conference.
- Developing and establishing a small business loan program for downtown development.
- Procuring a \$23,000 grant from the Community Foundation of Muncie and Delaware County to purchase and install a "bird deterrent system" on Walnut Street.
- Working with the Urban Enterprise Association to initiate a building demonstration project (203 South Walnut Street).
- Working with the Heart of the City Development Corporation, the Mayor's Downtown Partnership and former Congressmen David McIntosh in seeking federal funding in redevelopment of the central city.

The Heart of the City has now merged with a larger and more diversified economic development organization, the Mayor's Downtown Partnership. The cooperation displayed by these organizations, Vision 2001, local government and community leaders has led to a new excitement in downtown Muncie. Substantial investment is occurring, and businesses and people are moving back into our central business district. The future of downtown looks bright and prosperous again.

## SMALL BUSINESS ASSISTANCE

Often overlooked is our role with small and entrepreneurial business assistance. These ventures don't 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.

That is precisely why the development of a small business incubator program emerged as a critical component of the Economic Development Adjustment Strategy. Our plan was embraced by the federal government when they awarded \$950,000 to the project locally. We are continuing to seek outside supplemental funding sources to ensure success for the program.

Providing a strong support network for the incubator project and small businesses is the role of the East Central Indiana Small Business Development Center (SBDC). Ongoing efforts of Vision 2001 through the SBDC include the following activities:

- Providing professional counseling to new and existing businesses in a seven county area; handled 657 cases since January 1997 involving over 2,000 hours of counseling assistance.
- Conducting numerous training opportunities for small businesses; sponsored twenty-nine different activities since 1997 for over 800 participants (including over 3,200 seminar hours) including in-depth training for entrepreneurs with the Academy of Entrepreneurial Development and NxLevel which resulted in continuing education credits for the participants.
- Managing the Rural Revolving Loan Fund which covers the SBDC's seven county service area; \$200,000 in loans involving eight different ventures and resulting in over 50 new jobs.
- Administering the Muncie/Delaware County Revolving Micro Loan Fund (developed by the SBDC) which provides up to \$25,000 for persons

unable to get conventional financing (approved four loans since 1998—first loan recipient has already expanded and been able to obtain conventional financing).

- Conducting annual Muncie/Delaware County business-to-business trade show in conjunction with the Chamber's Small Business Council as well as the High Technology Showcase.
- Sponsoring Women In Business Unlimited, Inc.; successfully wrote the nomination for the





# TARTS WITH A VISION.

Indiana Women Advocate of the Year for the Small Business Administration (SBA) three years in a row.

- Organizing and sponsoring the annual Women's Conference which provides information and networking opportunities to women business owners and managers.
- Housing the Government Marketing Assistance Center (GMAC) which assists businesses doing business with the government.

## ECONOMIC DEVELOPMENT ADVOCACY

Providing businesses a strong voice in government is an important role that Vision 2001 has significantly expanded in the past.

Serving as the community's advocate on economic development-related issues has resulted in frequent interaction with our elected officials and has taken Vision 2001 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 successful projects:

1) securing additional training funds for people laid off during downsizing—this was a partnership effort with Ball State University that gained \$1 million in federal funds; and,

2) working closely with former Congressman David McIntosh—resulted in \$1.6 million in federal funds for the restoration of Walnut Street.

**//** You've got to have a vision for your business. Without it, you'd be lost like a child's first ball. I'm so glad that I was able to match my vision with the resources available through Vision 2001 and the private sector. That connection has enabled me to open my second business in Muncie—a state-of-the-art, licensed childcare facility. **//**

—Nellie Jones, Owner, Great Kids Daycare



Local business owner Nellie Jones, at left above, with some of her young charges and the director of her newest daycare facility, Ginger Slaven.



# SMART WORK WINS IN THE NEW ECONOMY.

## WORKFORCE DEVELOPMENT

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

Vision 2001 has worked to lower dropout rates and keep kids in school. We have worked to integrate business into the educational process. 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 2001 include:


- Teaming up one hundred and twenty 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 2001 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.
- Developing the 'Guaranteed Graduate Program' through which local educators and employers agreed to get the kids back to the basics of reading, writing and arithmetic. Adopted by every school board in Delaware County, 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.
- Securing the business community's commitment to this partnership is through the 'Partners in Education' program. One hundred and twenty employers have signed on to-date, committing to giving preferential hiring consideration whenever possible to Muncie and Delaware County young people who have a high school diploma or GED equivalency. Promoting to area students this commitment on the part of employers to hire locally whenever possible will ideally be an inducement to stay in school.
- Developing 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 do this.

## 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 ability to find new and creative ways to do just that has earned the Vision 2001 program five awards since 1997 from both the Mid-American Economic Development Council (MAEDC) and American Economic Development Council (AEDC) and has also garnered an average of 52,000 hits per month on the Vision 2001/Chamber of Commerce-managed website.

By clicking on [www.muncie.com](http://www.muncie.com), business prospects can access over 800 pages of community and economic development information. Muncie and Delaware County remains on the cutting edge of economic development with this website as industry reports continue to show more and more initial industrial site searches are being started using information available on the world wide web

Our "cutting edge" efforts were recognized again by the American Economic Development Council (AEDC) as they reaccredited the Vision 2001 program in 1999. Muncie and Delaware County's economic development program is one of only 25 certified American Economic Development Organizations (AEDO) in the United States and Canada among over 15,000 economic development organizations. 

## GRANTS AND PLANNING

The loss of 1,700 good paying jobs in the early days of Vision 2001 did not cause you, the program's supporters, and staff to lose heart. Instead, all economic development efforts were accelerated to address this serious situation.

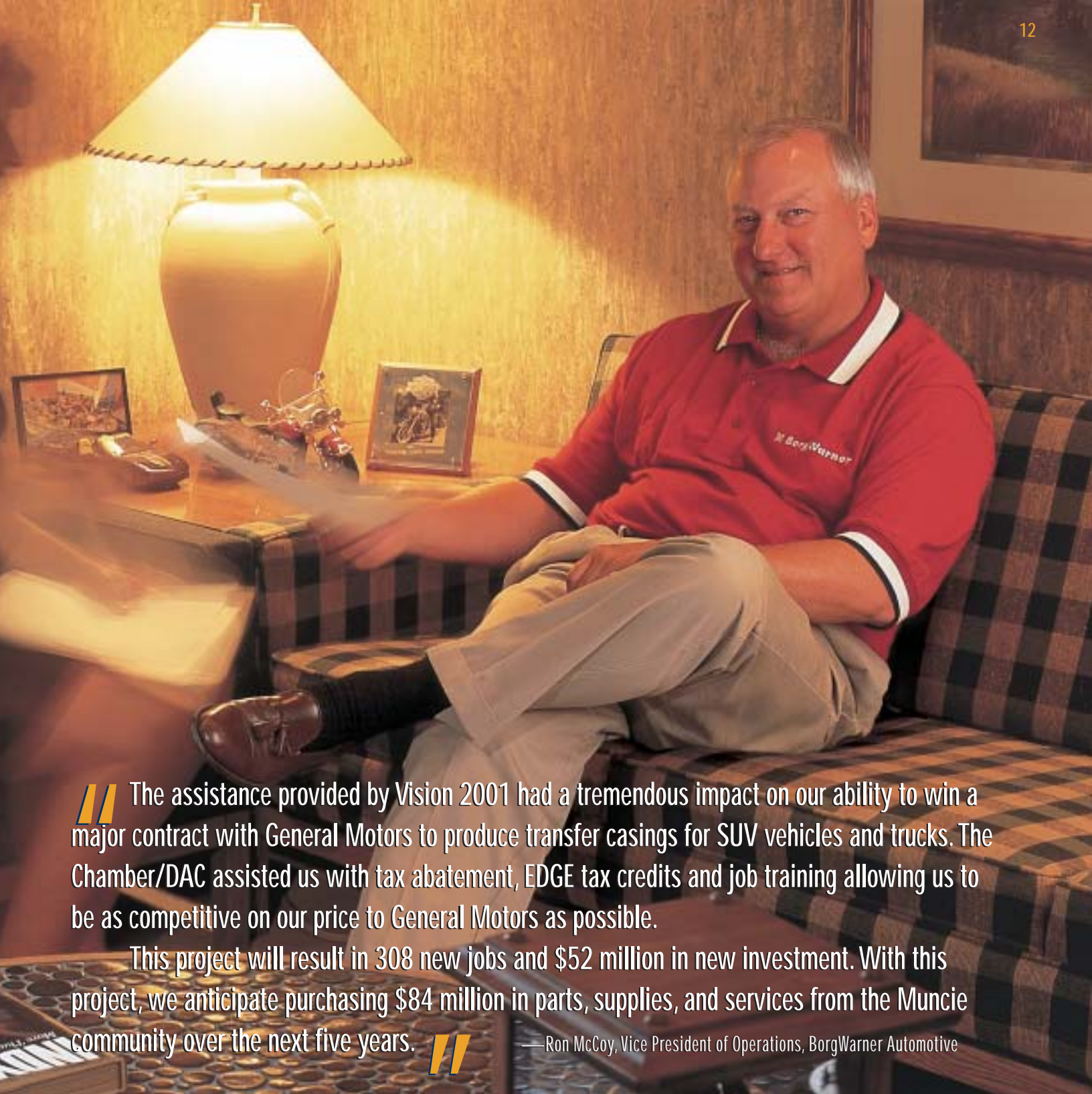
As part of the response to these job losses, Vision 2001 staff members wrote a community 'Economic Adjustment Plan' which was approved by the Economic Development Administration (EDA) in Chicago in August, 1998. This plan called for: 1) an economic analysis of the job and tax loss; 2) a feasibility plan for a small business incubator; and, 3) an economic development adjustment strategy. EDA approved the plan along with the economic development adjustment

strategy that was a part of it, awarding Vision 2001 a \$100,000 grant to help implement it. A second planning grant for the strategy was procured from the State of Indiana for \$37,500.

In their approval letter for the local Economic Adjustment Plan, EDA officials noted that "the overall draft strategy document was found to be of exemplary quality, and ranks among the most clear, direct, concise strategy documents reviewed by this office in recent memory." Following EDA's







“ The assistance provided by Vision 2001 had a tremendous impact on our ability to win a major contract with General Motors to produce transfer casings for SUV vehicles and trucks. The Chamber/DAC assisted us with tax abatement, EDGE tax credits and job training allowing us to be as competitive on our price to General Motors as possible.

This project will result in 308 new jobs and \$52 million in new investment. With this project, we anticipate purchasing \$84 million in parts, supplies, and services from the Muncie community over the next five years. ”

—Ron McCoy, Vice President of Operations, BorgWarner Automotive

approval, Vision 2001 staff submitted a grant request on behalf of the City of Muncie and the Urban Enterprise Association in the amount of \$950,000 to help fund a small business incubator. The full amount of the grant was approved in September, 2000.

Grant procurement continued to be an effective economic development tool for Vision 2001. Numerous companies received Vision 2001's assistance in applying for training monies

and infrastructure grants as well as state tax credits like the \$7.6 million in EDGE (Economic Development for a Growing Economy) credits awarded to New Venture Gear and \$4.2 million awarded to BorgWarner Automotive. A total of nearly \$13 million in EDGE credits have been secured through the assistance of Vision 2001.

In an effort to help train new workers and retrain existing employees, Vision 2001 worked with area businesses to procure \$1,320,000 in

job training funds.

In 1998, on behalf of the Heart of the City Development Corporation, Vision 2001 applied for and received a \$16,000 grant to put lighting in a new downtown customer parking lot, and a \$23,000 grant from the Community Foundation to help purchase and install a “bird deterrent” system for the downtown as mentioned previously.

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Planning and refining the plan for Muncie and Delaware County's economic future is also key to Vision 2001's success. As part of this effort, several studies have been completed under the direction of Vision 2001.

Hammer Siler George & Associates completed a "target industry study" in 1999. This report lists the business and industry sectors that most closely match our community and labor assets.

In turn, the Pathfinders Group of Dallas completed an "underemployment study". They are consulting leaders in documenting available workforce in a community that is not necessarily found in the unemployment rate. The study gives Vision 2001 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.

Ball State University, in cooperation with Vision 2001 and a federal grant, invested the resources necessary to complete the project.

A full-scale wage and benefit survey was completed in 1999. The survey, which was sent out to over 1,000 local businesses and asked for 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.

Through Vision 2001, an "Existing Business Survey" was also completed. This detailed survey involved 90 to 120 minute discussions with nearly 50 companies detailing their concerns, issues and plans for the future. Indiana Energy was a significant partner in this survey.

One of the most recent and extremely important studies was a "technology assessment", completed in 2001. This document, a collaborative effort between Ball State University and Vision 2001, assessed the various community sectors in terms of their existing technology infrastructure. The report is a basis for a full-scale technology development plan.

## SMART PLANNING. STRONG GROWTH.

What we've accomplished through Vision 2001 is impressive. What we've done will soon be history. Because of that fact, the leadership of Vision 2001 began at the start of this last program year to identify the challenges that Muncie and Delaware County is and will be facing in this "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.

// The economic development efforts of Muncie-Delaware County provide a direct benefit to everyone, including financial institutions.

New jobs and new investment create new lending opportunities for us, but more importantly they create new wealth for our community. //

—Stefan Anderson, Chairman of the Board, First Merchants Corporation

# WHAT COMES AROUND

What followed this revelation was a painstaking review and planning process—one which included a series of five focus group meetings in April and May of this year, 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 this 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.





## STILL, WE MUST DO BETTER

From these months of planning came the Vision 2006 program—a new five-year economic development effort that charts a course for “break away growth” for Muncie and Delaware County. The goals and objectives of Vision 2006, 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 2006 will be, by far, the most aggressive and comprehensive program our community has ever undertaken.

## VISION 2006 “BREAKAWAY GROWTH”

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 knowledge-based businesses, and knowledge-based workers.
- Improving infrastructure and advanced logistics.
- Assisting our existing businesses to become more productive and competitive.
- Maximizing our quality of life.

How will Vision 2006 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 to help us stand out from among the competition through seamless collaborative initiatives between business, government, education and labor.
- 4) By encouraging everyone involved to stay the course even when the economy slows down over the short term.

This new 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, quality education and livable places.

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.



# CONNECTI



It's about people. It's about businesses that grow, it's about lives that flourish, and it's about a community that thrives in a changing world.



# CONNECTING FORCES



giving economy. That's why the Muncie-Delaware County, Indiana, Economic Development Alliance is Connecting Forces. It's Simple.



// For government services to keep up with taxpayer's demands, the community must maintain and increase its tax base.

The real estate and personal property taxes generated by new businesses that have been recruited to our community and the expansions that have taken place through the assistance of the economic development efforts, have greatly enhanced our ability to provide services.

The new jobs have generated wages that have expanded our COIT and EDIT taxes. //

—Ron Bonham, President, Delaware County Commissioners





# 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 2006 economic development program, the 1991 Ahwahnee Principles adopted by the Local Government Commission (a California-based nonprofit, 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 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 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 2006; this invitation was promoted through articles in the Star Press and an e-mail alert to all Chamber members.

## 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 2006 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 1 of the new Vision 2006 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:** This area is a key objective of our Targeted Industry Study and Goal 2 of the Vision 2006 program.



# SUCCESS IS A HIGHER QUALITY OF LIFE FOR ALL.

## 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:** A joint effort with Ball State University discovered that Muncie is wired; it's an objective under Goal 4 to exploit that advantage.

## LONG TERM INVESTMENT

Publicly supported economic development programs, investments, 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 2006 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-nation 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 2006 plan but this area must be a 2006 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 2006, it is well understood that we are the custodians of the future and it is our civic duty to be environmentally responsible in the business 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 2001.

## 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 and 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, recreations, entertainment, shopping and services.

**Our response:** This component is again addressed in the Master Land Use Plan. Vision 2006 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 2006 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 and future residents and private investment. Community economic development efforts should help create and preserve each community's sense of uniqueness, attractiveness, history, and cultural







“ My family and I are so thankful that Muncie did what it needed to do to convince Keihin to locate here. It’s an incredible place to work.

I’ve never worked anywhere else where I’ve been treated with so much respect. My goal is to retire from here because this is more than just a job—it’s my future. ”

—Esther Kirby, Production Associate, Keihin Aircon

and social diversity, and include public gathering places and a strong local sense of place.

**Our response:** Goal 3 of Vision 2006 addresses this need head on. Muncie has historically sold itself short when it comes to identity but Vision 2006 will seek to create an image that’s real and will spur population growth.

## 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:** The East Central Indiana Small Business Development Center is just one example of our efforts to combine region-wide resources. Vision 2006 will build on this and other opportunities throughout east central Indiana.

In Muncie, Vision 2006 will continue to work with and support the efforts of other development organizations including, but not limited to; Mayor’s Downtown Partnership, Muncie Visitor’s Bureau, Sports and Hobby Development Group, Cardinal Greenway, Muncie Clean and Beautiful, Horizon Convention Center, and local governments.

Keihin Aircon associate Esther Kirby is pictured above with her husband Pat and grandchildren Thomas (in her arms), Branden and Kindra.



## GOAL 1: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs 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

### VISION 2006 GOALS THAT RAISE THE BAR

Achieving our vision requires "break away" goals—not business-as-usual aspirations, but goals that focus on quality jobs and quality of life.

### GOAL ONE: EXPANSION AND RETENTION OF EXISTING BUSINESSES

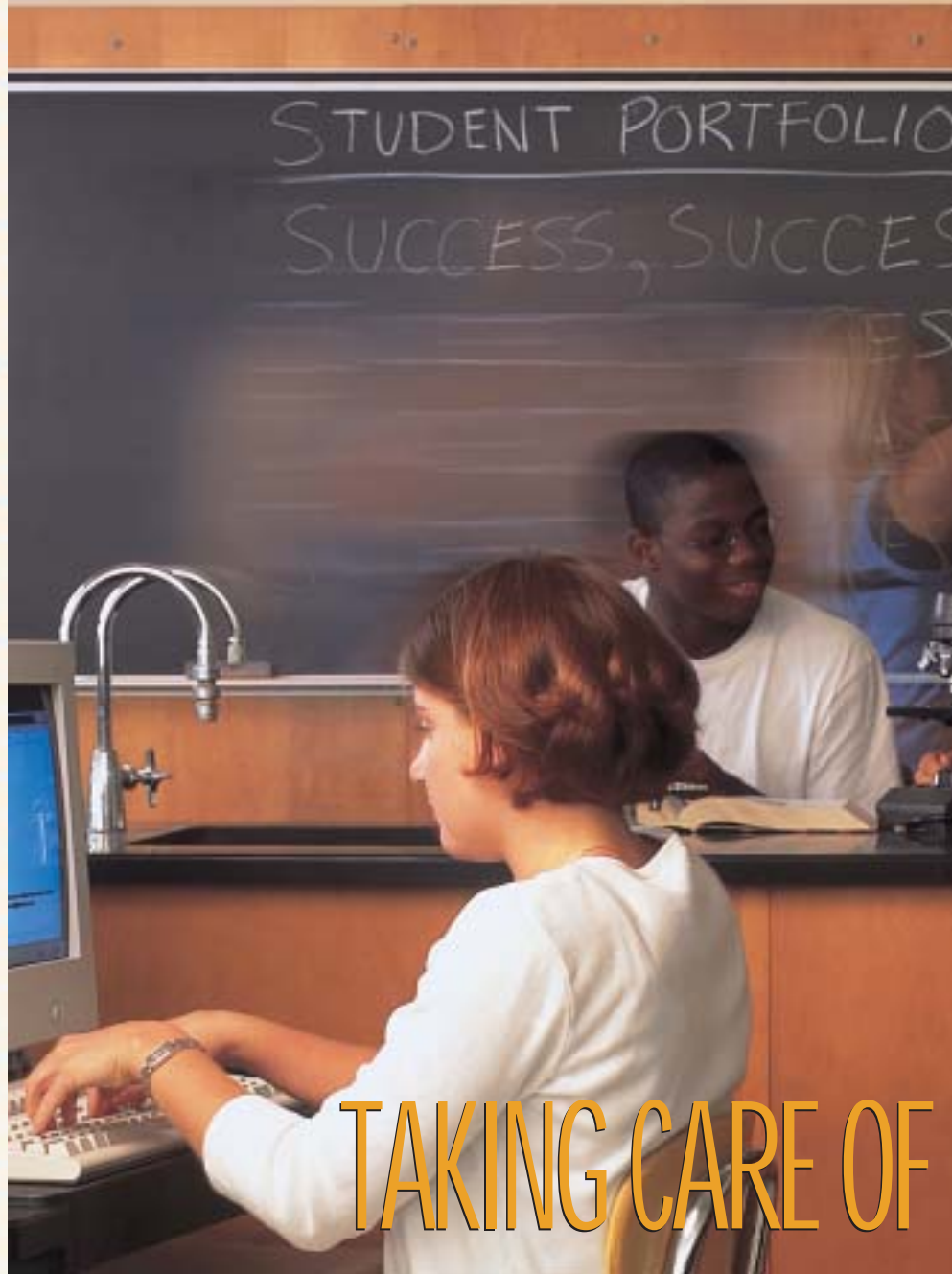
National statistics show that 80% of all new job growth in a given year comes from existing businesses. The primary focus of Vision 2006 will be the retention and expansion of existing business.

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

- (1) Work with local businesses with 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) Continue funding of the Small Business Development Center as a direct aid to area small businesses and to help foster entrepreneurial development.
- (5) Match local companies that are purchasing products from outside the county with local suppliers.
- (6) Assist in expediting process for qualified firms to obtain low cost loans.
- (7) Lend support and participation to the Labor/Management Partnership.

Economic development is essential to the growth of expanding businesses fuel the sustainability of the tax base, an integral component of the foundation of a healthy community.

—Dr. Marlin Creasy, Superintendent, Muncie Community Schools



#### OBJECTIVE 1 B: Building 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 an enhanced real estate database of industrial sites and commercial office space.
- (4) Utilize our enhanced software prospect tracking system for all new project activities.

#### OBJECTIVE 1 C: Workforce Development.

- (1) Serve as a clearinghouse for local business and industry applications for the Training 2000, Tech Net 2000, and the QS9000 job training programs offered through the Indiana Department of Commerce.
- (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



and development of any school district. New and base and the generation of new jobs and residents is community environment. //

# OUR OWN IS KEY.

County. (3) Encourage the early adoption of cutting edge education programs that can be adopted at the high school or college level that provides direct career path training to high-paying jobs in the information age economy (i.e. Cisco Training Program). (4) Work with local educational institutions to adopt the "Machine Trade Initiative" and the "Plastic Trade Initiative" geared toward providing a student a job in an advanced manufacturing field. (5) Work with the city and county government to maintain 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. (6) Work with businesses and educational institutions to make sure that skilled training demands of the marketplace are being addressed. (7) Make employers aware of productivity enhancement programs. (8) 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.

(9) Further encourage the advancement of the "Teachers in the Workplace" program as a method to help educate instructors of opportunities that exist in the community. (10) Promote Intern opportunities with local businesses through Ball State University and other educational institutions.

## OBJECTIVE 1 D:

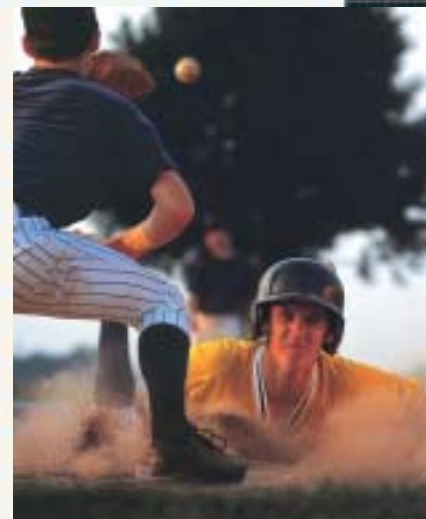
### Recognition and Communication.

(1) Promote public awareness of local industry with publicity, nominations for recognition awards, and tours. (2) Personally visit 100 businesses per year to determine local needs of existing industry. (3) Hold a Business Appreciation Week once per 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 E:

### 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 Department of Commerce 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: 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



## GOAL 2: ACHIEVEMENT

To achieve this goal, Muncie and Delaware County needs 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
- Legislature
- Land and building developers

NEW COMPANIES  
+ NEW JOBS  
+ HIGHER WAGES  
+ INCREASED TAX BASE  
= YOU DO THE MATH.

### GOAL TWO:

#### NEW BUSINESS ATTRACTION AND TAX BASE EXPANSION

Muncie and Delaware County has as a strong and diverse manufacturing base. It's 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 "Target Industry Analysis Study" completed by the national consulting firm of Hammer, Siler, & George in 1999. Targeted industries include: machine tool, automobile parts, distribution, plastics, medical devices, headquarter and regional offices, high technology service, and manufacturing businesses. This study should be updated every four to five years.

(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 2 "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). Assist developers in increasing their inventory of zoned land sites. Develop and implement a minority business assistance and minority development program.

##### OBJECTIVE 2 B: Aggressively Market Muncie-Delaware County Regionally, Nationally and Internationally

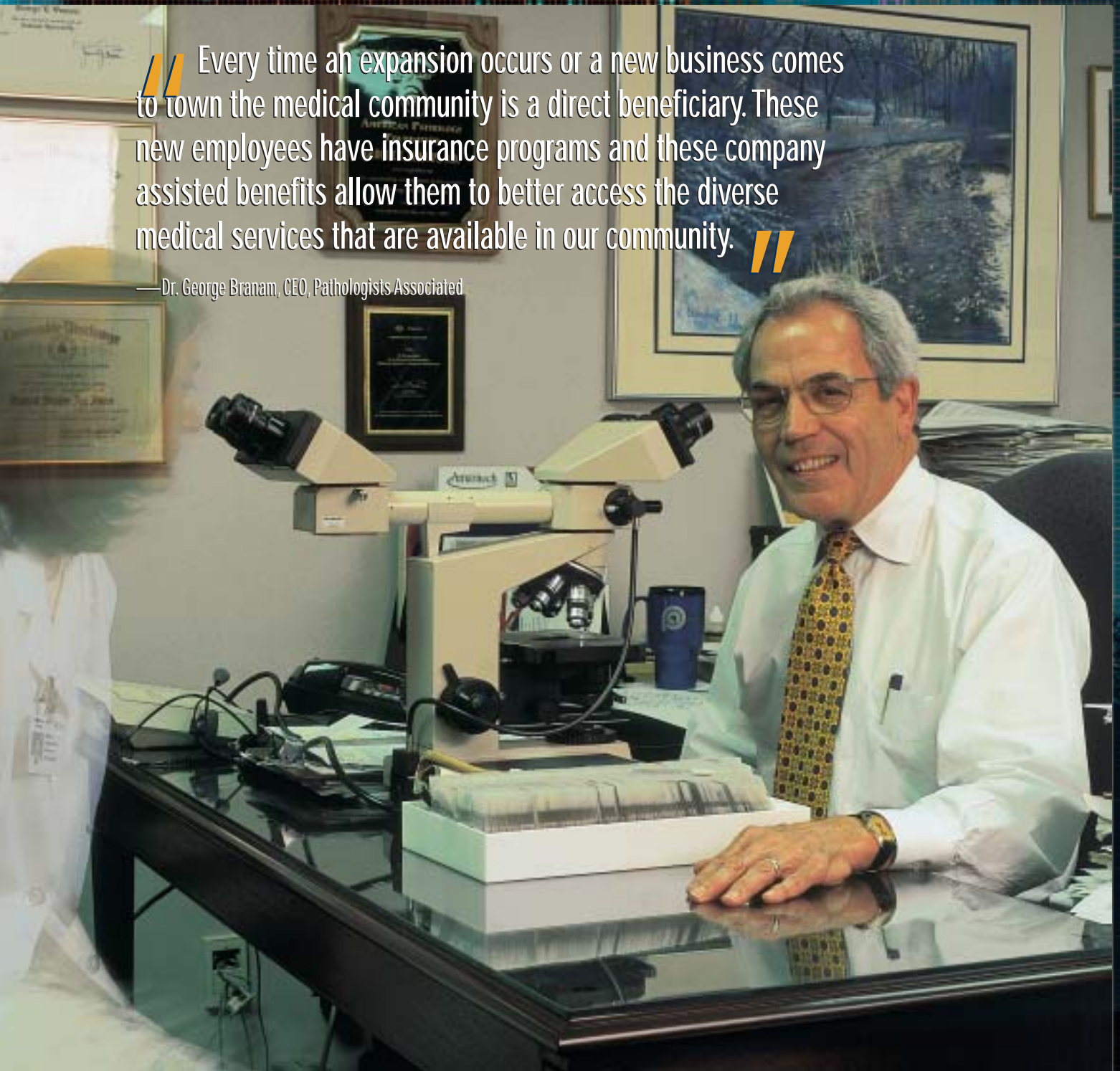
(1) Promote Muncie-Delaware County's outstanding quality of life and sense of community to gain recognition regionally, nationally, and globally as an optimal business location. Promote proposed future enhancements. (2) Promote Muncie-Delaware County to site consultants and corporate decision makers as a highly desirable business location in the Midwest. (3) Establish a consistent market position and develop marketing strategies for companies wanting to locate in the Midwest. (4) Create and communicate a "Strong Community Identity" by utilizing all media venues. Look at the attraction of developers of business parks that would enhance our efforts to attract technology-related businesses.





Every time an expansion occurs or a new business comes to town the medical community is a direct beneficiary. These new employees have insurance programs and these company assisted benefits allow them to better access the diverse medical services that are available in our community.

—Dr. George Branam, CEO, Pathologists Associated



#### OBJECTIVE 2 C: Shell Building Program.

(1) Work with local developers, city and county officials and Ball State University, to continue a successful speculative industrial "shell building" program. (2) Examine the feasibility, and implement if desired, a similar "shell building" program designed to attract office-based technology companies initiatives. (3) Maintain an enhanced real estate database of industrial sites and commercial office space and

communicate this information to the State.

(4) Utilize our enhanced software prospect tracking system for all new project locations and expansion activities.



#### GOAL 2: MEASUREMENT

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

- Job creation and retention goals versus actual
- Number and type of new business recruited
- Capital investment made
- Marketing efforts



## 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 THREE:

#### MARKETING AND RECRUITMENT OF KNOWLEDGE-BASED BUSINESSES AND RETENTION OF KNOWLEDGE-BASED WORKERS.

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.

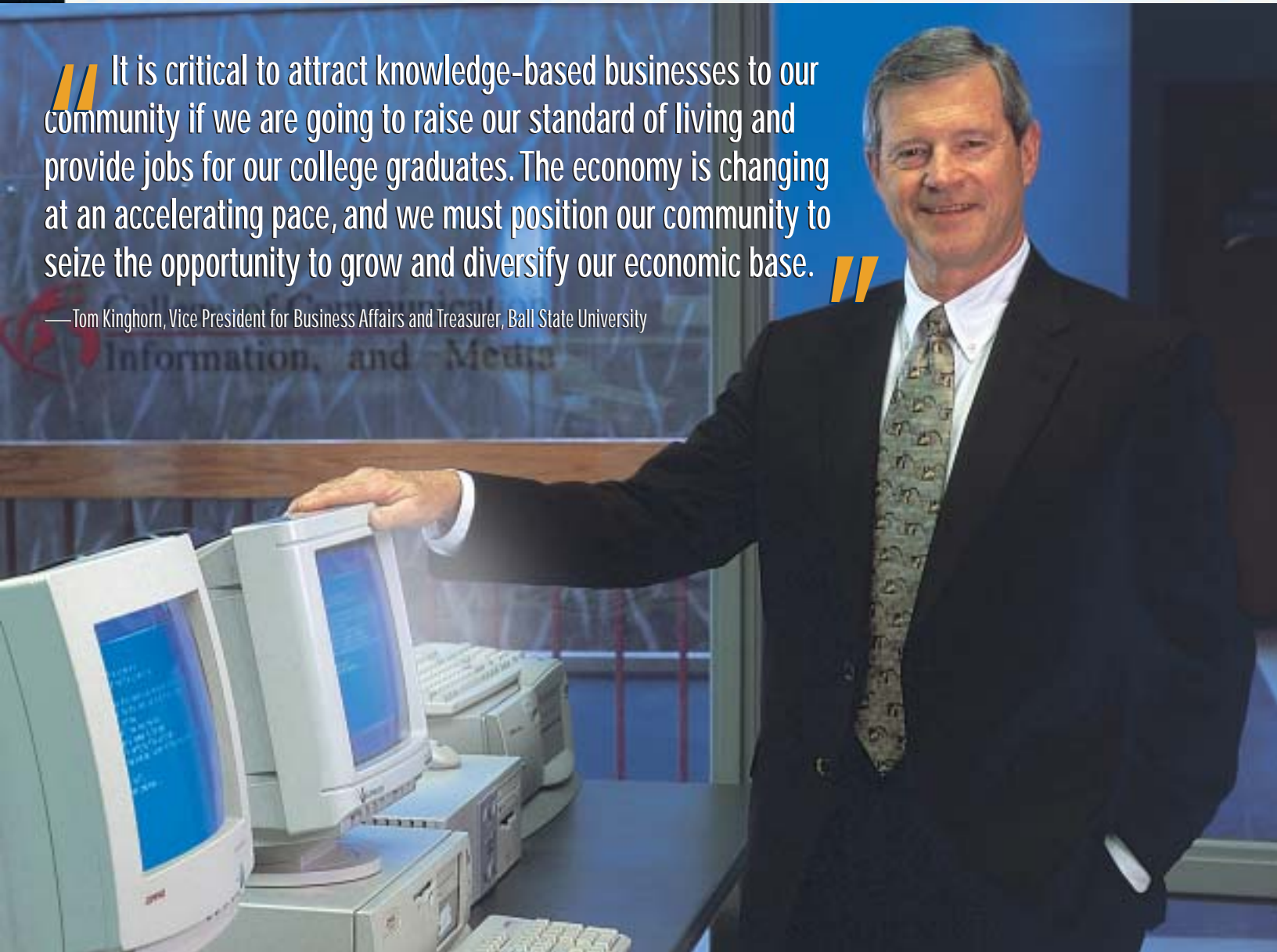
#### OBJECTIVE 3 A:

##### Technology and Innovation.

(1) Establish a city small business incubator. (2) Recruit new and expanding technology-based businesses to the small business incubator. (3) Work with developers

“It is critical to attract knowledge-based businesses to our community if we are going to raise our standard of living and provide jobs for our college graduates. The economy is changing at an accelerating pace, and we must position our community to seize the opportunity to grow and diversify our economic base.”

—Tom Kinghorn, Vice President for Business Affairs and Treasurer, Ball State University





# BETTER EDUCATION. BETTER WORKERS. MAKES PERFECT SENSE.

to design a virtual 21st century building with complete state-of-the-art telecommunications infrastructure to help attract knowledge-based businesses. (4) Establish a partnership to examine the feasibility of the development of a research and/or high technology business park. (5) Create a *Ball State University / Economic Vision 2006 Alliance Committee* that will head joint projects. The committee will be a catalyst and facilitator of education and technology related initiatives. (6) Make use of nationally known entrepreneur program at Ball State University.

## OBJECTIVE 3 B:

### Capital and Economic Incentives.

(1) Develop and facilitate mechanisms to allow entrepreneurs to access capital. (2) Participate in development of economic incentive programs both at the state and local levels that will encourage investment in our area. (3) Maintain a database of venture capital companies that will consider funding high technology and advanced manufacturing startup businesses in Muncie-Delaware County. (4) Work with local financial institutions in order to improve funding for business ventures through non-traditional funding sources.

## OBJECTIVE 3 C:

### Advancement and Growth of Medical Services.

(1) Market Ball Memorial Hospital's recognition as a "Top 100 Hospital" in the United States to help market and qualify the quality of medical care available in our community. (2) Work with hospital and medical care professionals to attract health care services and high paying professional jobs to meet the needs of this service industry. (3) Work to appropriate personnel to recruit service industry companies that will meet the needs of our senior citizen community and help retain these citizens in our community. (4) Work with hospital and medical professional in assessing the needs of the community in the field of health care.

## OBJECTIVE 3 D:

### Workforce and Education.

(1) Develop and implement a nationally recognized workforce development plan for the development of technology-related workers. (2) Improve the retention of future workers and entrepreneurs and improve Indiana's, Muncie's and Delaware County's ability to educate and retrain existing workers. (3) Develop an entrepreneurial assistance and education center to mentor start-up companies. (4) Facilitate the use of the technology-based services offered by Ball State University and Ivy Tech State College by local businesses. (5) Increase awareness of the Cisco Networking Academy Program as a strong method of entry into the internet economy. (6) Market the constant availability of technology-informed Ball State graduates as a selling point to encourage knowledge-based companies to Muncie. (7) Work with business and educational leaders to develop and implement a world-class internship and cooperative education program designed to provide businesses with better-educated students and retain the knowledge-based worker in the community. (8) Create more job-training partnerships with Ivy Tech State College and Ball State University through the use of long distance education. (9) Work with education leaders to develop strong standardized K-12 programs that will enhance performance in the workplace and encourage implementation of those programs in every local school system. (10) Work with business to help define specifically what role they can play in improving education and training and then make the public aware of how to access these initiatives.

## OBJECTIVE 3 E:

### 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 assessable 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 F:

### City and Physical Structure.

(1) Work with planning officials to implement stronger environmental enhancement programs throughout the county. (2) Develop a countywide technology infrastructure development program. (3) Improve gateways and signage to the community. (4) When appropriate, seek Federal and State grants to assist with the investment in infrastructure projects.

## OBJECTIVE 3 G:

### State-Wide Core Issues.

(1) Work with the Indiana Technology Partnership in addressing issues that will enhance the growth of knowledge-based businesses in Indiana. Core issues include: (A) A serious need to implement a daylight savings time to alleviate unnecessary time issues; (B) Connectivity—Need for direct flights to technology centers in other parts of the country (Austin, Silicon Valley, etc); (C) Need for a master plan for wiring the state for access to the internet or expansion of the Internet II pipeline. (2) Work with legislators to adopt aggressive new initiatives to promote knowledge-based business growth in the state of Indiana.

## GOAL 3: MEASUREMENT

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

- Small Business incubator progress
- Technology business recruited or started up
- Technology related educational programs
- Entrepreneurial assistance programs
- Community image marketing program
- Local and statewide technology core issues
- Percent of local government licensing, registration and permitting process that can be done electronically.



## GOAL 4: ACHIEVEMENT

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

- Economic Development Alliance
- Community and business leaders
- Ball State University
- Local Government
- Delaware-Muncie Plan Commission
- Indiana Department of Commerce
- Indiana Department of Transportation
- Local utilities and telecommunications companies

### GOAL 4:

#### PLANNING, TRANSPORTATION, AND INFRASTRUCTURE ASSISTANCE

The Muncie-Delaware County community must continue to plan and implement new and existing community and economic development plans for the improvement of the community. In order for our community to remain competitive, we must support the growth and upgrading of Muncie-Delaware County's advanced transportation, air service, logistics, telecommunications, public utilities and information systems infrastructure.

#### OBJECTIVE 4 A:

**Continue to Work with the City and County on Short and Long-Term Infrastructure Issues.**



(1) Work with local leaders to ensure the Comprehensive Land Use Plan developed by the national consulting firm of HNTB is implemented.

(2) Implement the findings of the Computer Science Policy Project (CSPP) "Self Assessment" report on the community's technology readiness and develop and implement a full scale "Technology Development" plan for the community.

(3) Support the extension of Interstate 69 through southern Indiana and eventually to Mexico. Support efforts to improve the appearance of our community through code enforcement of all areas of the city and county.

(4) Implement the findings of the "Gateways" study and "Green Space" ordinance. (5) Work with officials to ensure that adequate air traffic control is maintained and continue to seek airlines that will come to Muncie and provide air transportation service.

(6) Work with government agencies to address long-term improvements needed in the infrastructure system.

(7) Work with government officials to adopt a master policy plan for wiring of the community and businesses to the Internet and other forms of e-commerce.

(8) When possible, leverage federal and state resources and grants to help implement the goals of the economic development initiative. (9) Work with local airport authority in seeking the attraction of a commercial airline to provide passenger service for East Central Indiana. (10) Work toward re-routing of the trains around Muncie as part of a long-range transportation plan. (11) Pursue north-south route in western Delaware County to connect linking SR 332 and SR 67.

**An ongoing economic development program is critical to the economic viability of our community.**

**New jobs and new investment must continue to take place to replace jobs and tax base that are lost.**

**New jobs and new investment raise the standard of living in the community and help to control tax rates.**

—Dan Canan, Mayor, City of Muncie





# BUSINESS AND GOVERNMENT MAKE STRONG PARTNERS.

## GOAL 4: MEASUREMENT

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

- Implementation of community enhancement efforts
- Procurement of federal and state grants
- Implementation of railroad enhancement projects
- I-69 extension status
- Computer Science Policy Project (CSPP) study advancement



## GOAL 5: ACHIEVEMENT

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

- Economic Development Alliance
- Higher Education and local school districts
- Local government
- Indiana Department of Commerce
- Labor and Management

# BUILDING THE FUTURE ON OUR STRENGTHS TODAY.

## GOAL FIVE:

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

Despite successful efforts to bring new jobs to this community, the overall population has declined. Muncie-Delaware County needs to implement programs and create new and expanded initiatives to grow the population of the county.



It will be the goals of this program to work to bring the local per capita income level from 93% of the State of Indiana average to 100% of the State average by the year 2010.

Increasing the wage rates to this higher level will enable Muncie-Delaware County residents to enjoy a standard of living that sustains workers and their families in dignity, comfort, and economic security.

#### OBJECTIVE 5 A:

##### Population Growth.

(1) Continue the Residential Tax Abatement Program in Muncie as a method to encourage home building in the city limits of Muncie. (2) Seek to obtain a population growth equal to or greater than that of the State of Indiana over the next ten years.

(3) Work with local realtors and the local home builders association to develop a plan of action to get people to work and live in Muncie-Delaware County. (4) Work with government officials in developing an annexation policy

before development occurs in the area. (5) Increase/enhance Ball State student internship/co-op programs locally to encourage students to accept local jobs.

(6) Make Muncie "elderly friendly" or attractive to seniors to encourage them to stay or retire here. (7) Continue job fairs (especially for BSU students).

#### OBJECTIVE 5 B:

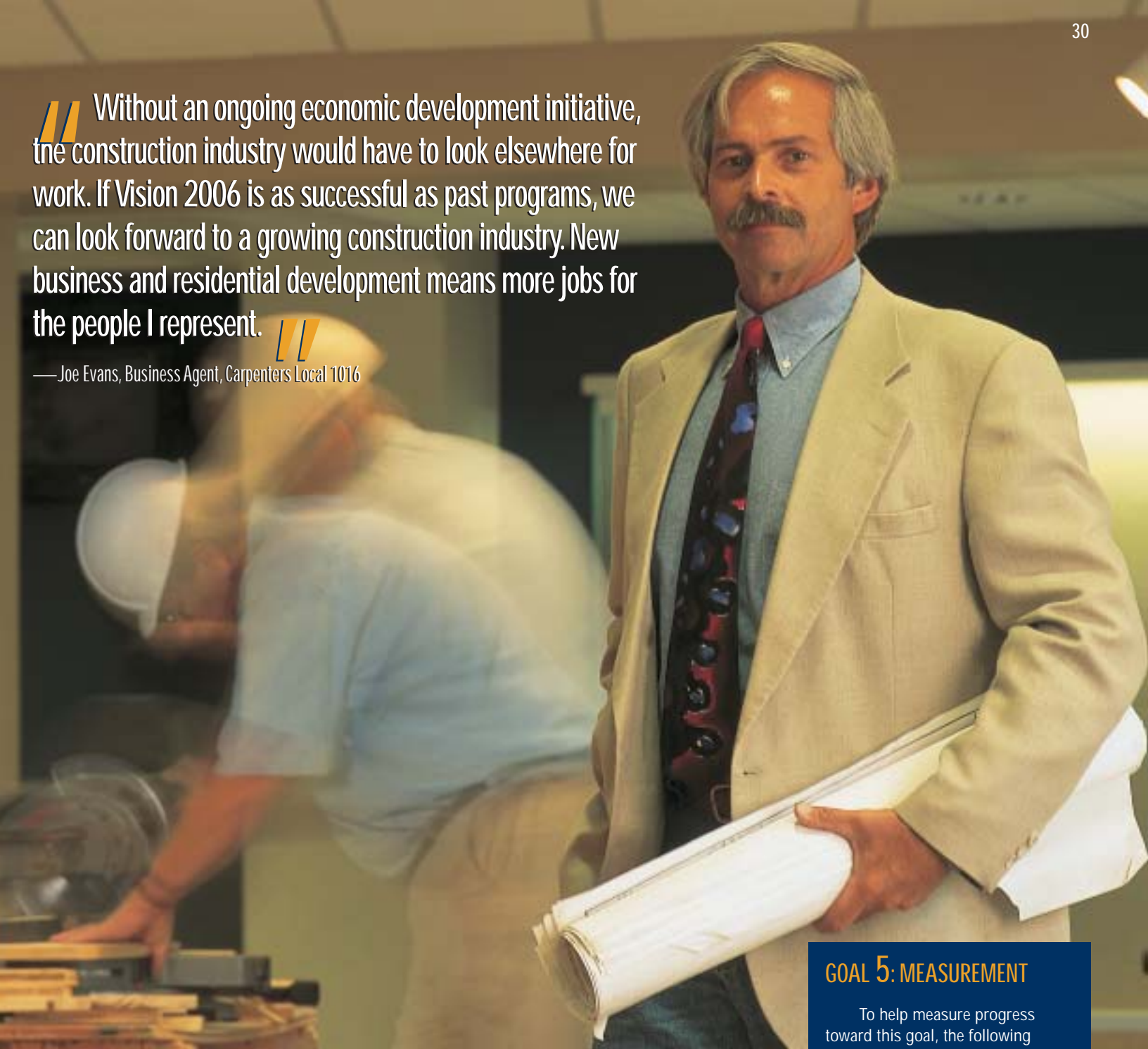
##### Labor Supply and Higher Wages.

(1) Create a system to collect and publish available jobs in the community and people looking for work on the Chamber's web site at [www.muncie.com](http://www.muncie.com). (2) Aggressively promote education initiatives and education programs that



Without an ongoing economic development initiative, the construction industry would have to look elsewhere for work. If Vision 2006 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, Carpenters Local 1016



are available in our communities designed to raise the skill levels of our workforce. Market these enhanced skills to potential employers. (3) Market the Underemployment Study as a method to increase local residents wages and

thereby add to the overall wealth of the community.

(4) Through the recruitment of business and industries identified in the Hammer Siler George & Associates "Target Industry Study", the recruitment of technology businesses, and the upgrading of the skills of workers in the community, raise the per capita income level in the county to that of Indiana and surrounding states average by the year 2012.



## GOAL 5: MEASUREMENT

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

- The population of Muncie-Delaware County.
- Demographics of Muncie-Delaware County residents
- The per capita income of residents
- The percentage of working age adults with post-secondary certificates, diplomas or degrees residing in Muncie-Delaware County.
- Total number of students enrolled in higher education institutions
- Average wages/income compared to the regional, state, and national averages.



## GOAL 6: ACHIEVEMENT

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

- Downtown Partnership
- Economic Development Alliance
- Local government



# HEALTHY CENTER MA

## GOAL 6: DOWNTOWN DEVELOPMENT.

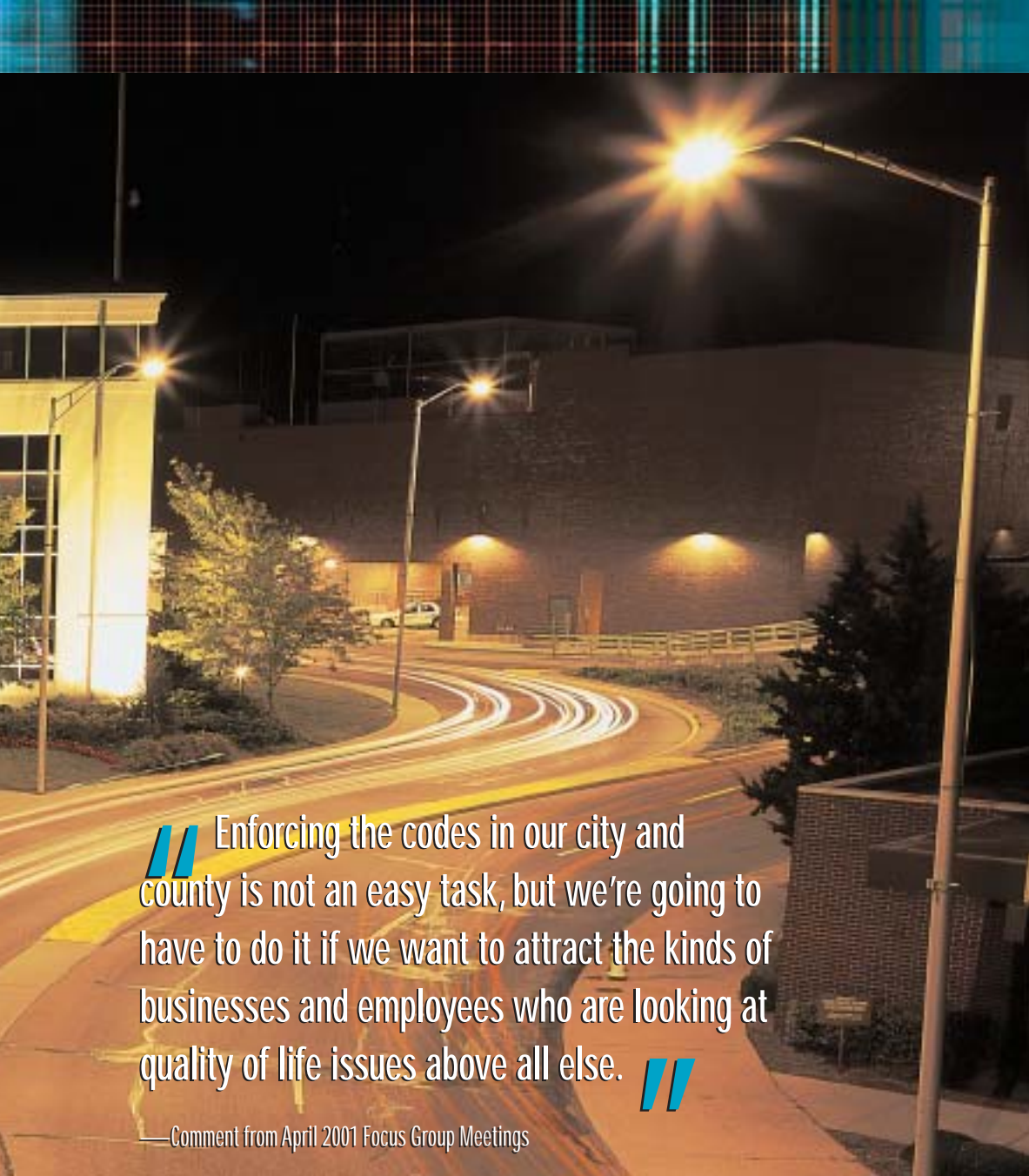
The downtown area is seen as a direct reflection of the “economic viability” of the community. A strong and vibrant downtown is a necessary component to the overall economic development of our community.

## 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





“ Enforcing the codes in our city and county is not an easy task, but we’re going to have to do it if we want to attract the kinds of businesses and employees who are looking at quality of life issues above all else. ”

—Comment from April 2001 Focus Group Meetings

# MAKES A HEALTHIER CITY.

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 and projects that will enhance the aesthetic appearance of Downtown. (8) Provide assistance to the smaller towns in the county with their downtown improvement goals and projects.

## 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 businesses that complement the downtown