

2010 CEDS REPORT UPDATE

March 1, 2011 Edition for

Blackford, Delaware, Grant and Jay Counties and the

**Economic Development Administration
U.S. Department of Commerce**

Prepared by the

Energize-ECI Regional Planning District

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2010 E-ECI RPD CEDS Report/Plan Update

Energize-ECI Regional Planning District

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1. Introduction

1.1 Counties

This document presents the 2010 updated Comprehensive Economic Development Strategy (CEDS) Report / Plan for an East Central Indiana region comprised of four counties:

1. Blackford County
2. Delaware County
3. Grant County
4. Jay County

All four counties are authorized and designated as redevelopment counties by the Economic Development Administration (EDA) of the U.S. Department of Commerce and are participating members of Energize-ECI Regional Planning District.

1.2 Enabling Legislation

The Energize-ECI Regional planning District was formed in September of 2009 under Indiana Regional Planning Commission statute IC 36-7-7 and in accordance with EDA Guidelines. Under this statute, Energize-ECI Regional Planning District functions as a tool to assist local governments with the development process, coordinate management of District programs and services, and function in an advisory capacity in the interrelationship between units of local government. In this role the District is responsible for conducting planning – current, intermediate and long-term.

1.3 District Organization

Energize-ECI Regional Planning District operates with a 37-member board, including one voting member appointed by the Governor of Indiana, as required by IC 36-7-7. The Executive Board consists of 10 voting members (including four officers) and the Governor's (non-voting) appointee. A listing of the board members is included in Section 3.2.

1.4 History of CEDS updates

The CEDS vision Report / Plan is revised once every five years, however, CEDS Performance Reports / Plans are produced annually. The Performance Report tracks the progress of the implementation of the CEDS and updates information where needed – in essence making the CEDS Report / Plan a “living” document. Local and District projects are completely reviewed and updated. The last CEDS Performance Report / Plan for our four-county District was prepared in April of 2009, which replaced the 2003 CEDS. Our plans call for completing performance progress updates to the CEDS in 2010, 2011 and 2012, with undertaking a completely new CEDS Report / Plan in 2013, unless economic conditions dramatically change in the meantime – requiring a comprehensive new CEDS before 2013.

1.5 What the District CEDS Plan includes

This strategic update includes an economic and demographic overview of the four Counties of the district, a description of the updating process, a set of regional strategies, a list of the highest priority projects to carry out these strategies, and a comprehensive list of priority economic development related projects for each of the four counties.

2. Executive Summary

2.1 Overview

This Comprehensive Economic Development Strategy (CEDS) Performance Progress Report / Plan is a compilation of data, information and economic development priorities for the District developed and articulated by community participants and local residents. The purpose of this action-oriented document is to provide a detailed profile of the community's vision for the four-county area. The CEDS will serve as a reference guide and plan to the District in times of economic downturn and expansion. Its purpose is to facilitate regional engagement and discussion, to coordinate, cooperate, and develop comprehensive regional actions to improve and sustain growth in the region.

Based on public feedback, this document has been developed in concert with leaders from a broad group of public, private, and non-profit organizations. Energize-ECI Regional Planning District held a series of economic development strategy meetings this past year, focused on identifying the responsible parties for the identification and implementation of shared goals and objectives. Through this process, a number of collaborative efforts for both ongoing and potential new projects were highlighted. In addition, key economic development plans critical to the growth and enhancement of the regional economy were examined. The development of the CEDS is a multi-faceted process, including input from the community, businesses, the service sector, government, educational institutions, airports and transportation, utilities, human and health services, and the financial sector, compiled in an effort to identify the District's priorities and bring about action to achieve them. This CEDS Performance Progress Report / Plan update contains five main sections as part of this multi-faceted process:

- o **Regional Analysis** – Describes the regional background and provides a realistic picture the current conditions impacting our region. This background discusses the economy, population, geography, workforce, transportation, environment and other relevant information.
- o **Vision** – Describes the community's view for the future which will enhance the development and livability of the District.
- o **Action Plan** – Describes the action steps necessary to achieve the District's vision – priorities, objectives and implementation strategies.
- o **Evaluation** – Measures the District's progress made in achieving the vision as presented in the 2009 CEDS Report / Plan update.
- o **Development Projects** – Identifies and lists projects, programs and activities designed to achieve and implement the District goals and objectives.

Based on government official and public feedback, coupled with the review of many CEDS reports from regional districts throughout the U.S., this updated document has been formatted to maximize user-friendliness. One of the difficult challenges with any new planning effort is maintaining momentum. With this in mind, we have tried to restrict the

use of bureaucratic language in order to support and engage forward thinking action and visioning. The goal is for the CEDS to become a strong resource for the District that is continuously referenced and used – a true CEDS Report / Plan.

Our 2010 CEDS Report / Plan update outlines the region’s vision for the future. It acknowledges our current position and answers the questions “Where are we headed?” and “What do we want our communities and region to be in the next 5, 10 and 20 years?” In answering these and related questions the region can better focus on developing priorities on issues such as workforce, education, target industries, transportation, engagement and quality of life. The CEDS lists specific steps to meet regional priorities so that achievement may be tracked. Also, the CEDS provides evaluation measures by which the region can gauge success.

The CEDS is a living document that can be quickly updated to reflect any changes in the region. This makes the document more effective as a reference guide, funding resource and planning tool.

2.2 Top CEDS Regional Priority Projects to be Developed – 2010/2011

Blackford County – Repave streets which connect Blackford County employers to state road access, including the heavy industrial areas of the Blackford Industrial Park, as well as pocket areas of industrial employment such as Hartford City Foam, 3M Corporation, Emhart Gripco and Indiana Box. Specific streets in Hartford City and Montpelier include: Gilkey Avenue, McDonald Street, Joe Bonham Drive, Renner Drive, Mill Street, Grant Street, Cross Avenue, North CR 400 East and South Standard Oil Boulevard.

Delaware County – Park One Industrial Park road extensions and utility expansion to accommodate future development of the Park.

Grant County – Town of Upland storm water project. An environmental assessment has been performed for this project with a finding of No Significant Impact. Estimated cost of the project is \$264,000.

Jay County – Combined Sewer Overflow (CSO) Corrective Action for Communities in Jay County. Develop a plan of corrective action for each community to meet EPA mandates requiring the separation of sanitary sewage from storm water in their local sewer systems, research funding sources to assist the communities in completing these projects which reduce pollution while improving public health and safety.

2.3 Grant Funding of CEDS Priorities – The projects listed in the region’s CEDS Report / Plan may qualify for funding from state and federal grant sources, including the EDA. Although it is important for an entity to have projects listed in the CEDS, such listing does not guarantee funding. Of the numerous EDA funding categories, we will briefly explain two of the most popular programs:

EDA Public Works Program – These grants cover a wide array of projects including:

- Technology-based development
- Business Incubators
- Cluster-based development

- Aquaculture facilities
- Distance learning facilities
- Export programs
- Commercialization and deployment of innovative technologies
- Redevelopment of brownfield sites
- Development of eco-industrial parks

EDA Economic Adjustment Assistance Program – These grants help regions to improve a declining or downturned economy. The program focuses on areas that have experienced a loss of, or are under serious threat of losing, their economic base, such as a major employer leaving the area. The Revolving Loan Fund (RLF) grants are an important part of the program and give an intermediary the ability to make loans to local businesses that otherwise may not be able to access commercial credit.

2.4 Regional Program Strategies – The East Central Indiana region has chosen five program strategies. These program strategies are based on the general principles of effective economic development. In one sense, these five statements articulate a statement of values for the region’s approach to reaching its long-term vision. The significance of terms and phrases such as “regional planning”, “working in partnership”, “diversification”, “quality of life”, and “collaboration” help both regional leadership and the general public to understand themes that have been used to develop the CEDS Report / Plan.

East Central Indiana Strategies

1. Improve and sustain regional planning and coordination with a particular focus on bringing together workforce and economic development agencies with a shared vision.
2. Work in partnership with the Regional Workforce Boards (RWB) to improve productivity and enhance existing and new products and services by focusing on ways whereby worker skills match business investment in new equipment and technology.
3. Support the diversification of the regional economy into those sectors that use advanced technology and generate higher paying jobs.
4. Recognizing that this region has a high level of commuting into and out of the four counties, ensure that our quality of life and mobility is improved through excellent transportation, telecommunications and basic infrastructure.
5. Collaborate, where appropriate, on creating proposals to prospective employers, particularly when requested by the prospect.

3. Process for Updating Energize-ECI RPD’s 2010 CEDS

3.1 Process – In April of 2010, a core group of economic development professionals and local elected officials representative of the four counties met with the Energize-ECI Regional Planning District team to discuss updating the region’s CEDS. It was last updated in 2009, so it was decided to move forward with the 2010 update.

All of the economic development professionals, county commissioners, mayors of cities and town council presidents, business leaders, representatives from government, the service sector educational institutions, airport and transportation, utilities, not-for-profit sector, human and health services, financial sector were invited to provide ideas, input and projects – and be a part of our CEDS update process. Meetings were held in April, May, June, July and August as information was gathered, reviewed and considered for inclusion in the 2010 CEDS update.

3.2 Participants

2010 Energize-ECI Regional Planning District Board of Directors – CEDS Update Committee

Blackford County

Bob O'Rourke	Rob Cleveland	Bill Hess
Tom Armstrong	Mayor Dennis Whitesell	Mayor Jim McPherson
Missy Shrock		

Delaware County

Todd Donati	Donald Dunnuck	Kevin Nemyer
John Kelly	Kathie Onieal	Brad Razor
Rick Glaub	Michael Murphy	Joe Hardwick
Randy Dunnuck	Gloria Wells	Tim D. Smith

Grant County

Mark Bardsley	Tresa Baker	Lisa Crandall
Mayor Wayne Seybold	Mayor Larry Leach	Robert Couse
Melba Root	Brian Hall	Bruce Long
Tony Manry		

Jay County

Milo M. Miller, Jr.	Gerald Kirby	Mayor Bruce Hosier
Mayor Ron Hunt	Jason Meinerding	Ralph Frazee
Doug Stanley		

Governor's Appointee

Vacant

3.3 Public Participation – From the beginning of our 2010 CEDS update, we have encouraged public engagement by involvement in public meetings and providing information about the CEDS to the media. The District website has been utilized as a tool to communicate the 2010 CEDS updating process. The 2009 CEDS is posted on the website and may be downloaded. The Comprehensive list of 2010 District projects is also posted, along with forms so the public can identify and submit projects for consideration. Upon completion, the 2010 CEDS Report / Plan update will be posted and available to be downloaded.

3.4 What we learned from process – We learned that a CEDS is much more than a report required by the EDA. It should be called a CEDS Report / Plan – and utilized as a powerful planning tool for all entities of local governments and the District. Planning and vision are not always foremost in the minds of elected officials, so development and implementation of a CEDS update stimulates much strategic thinking. Also, by controlling the length of the

document, and reproducing in an easy to reference format, we encourage all entities to keep a copy handy (always available 24/7 at the Energize-ECI Regional Planning District website www.energize-ecirpd.org) to use as an important resource and planning tool. The CEDS should also connect with other community and regional planning instruments where possible. Planning is the key to the continuing advancement of our region.

3.5 Area LEDO/ economic development organization directors

Blackford County

Dan Borgenheimer	Bill Hess	Missy Shrock
Dr. Glenn Smith	Tom Armstrong	Dave Bowman
Angie Tobey-Van Horn	Dan Maddox	Brad Neff
Mark Townsend	Michael Lee	Ted Leas
Samantha Blumenhorst	Mike Moore	

Delaware County

Ray Cambers	Todd Donati	Doug Eckerty
Joe Grewe	Mike Haley	Ben Hancock
Jim Fisher	Steve Jones	Mike Lunsford
Mayor Sharon McShurley	Tom Miller	Steve Moore
Todd Murray	Alison Quirk	Billie Shepperd
Jeff Sikora	Jim Williams	

Grant County

Tresa Baker	Mick Bates	Mark Bardsley
Chris Bennett	Brendan Bowen	Lucas Bunker
Whitney Bowers Christopher	Sheila Burkhardt	Paul Buetow
Darren Campbell	Jeff Carson	A. J. Fry
Joe Certain	Lindsay Howell	Caleb Crandall
Ronda Jones	Elizabeth Kachel	Tem Lehman
Andy Kirby	David Magner	Mayor Larry Leach
Ed Merchant	Scott Murphy	Tade Powell
Jim Nicholson	Mayor Wayne Seybold	Josh Peters
Mark Sullivan	Karen Turner	Steve Wickes
Ann Vermilion	Justin Wiley	Eric Walts
Steve Wright		

Jay County

Jim Zimmerman	Fred Bailey	Mike Leonard
Ramon Loucks	John Knipp	Bruce Smith
Kim Hathaway	Jim Riggle	Dan Watson
Carl Walker	Keith Muhlenkamp	Doug Stanley
John Coldren	Rosalie Clamme	Chuck Huffman
Sam Shoemaker	Vicki Tague	Barbara Street
Marc Edwards	Renee Moore	John Glassford
Dr. Tim Long	Ron Laux	Gyneth Augsburg
Pat Bennett		

4. Background – Current Economic Condition of the Region

- 4.1 Discussion of the regional and local economies** – The region faces significant challenges in a declining population – primarily due to the great loss of manufacturing jobs during the past three decades. Delaware County alone has lost over 12,000 jobs (most of them good paying jobs) in the last decade. Per capita and household incomes fall below the state average, and well below the U.S. averages. The region has suffered unemployment rates higher than state averages and U.S. unemployment rates. Despite the fact that the region is home to Ball State University, Ivy Tech Community College, Taylor University and Indiana Wesleyan University, the percent of adults with a Bachelor’s degree lags far behind Indiana and U.S. averages. Three significant trends have emerged in East Central Indiana:
1. The region’s population has been in a period of decline, at a time when the State of Indiana has enjoyed significant growth.
 2. Educational attainment in the region is lower than that of Indiana as a whole.
 3. The region is among the most economically distressed in Indiana. Several counties have been among the lowest median income levels and the highest poverty rates in the State. In 2008, when Indiana maintained a 12.9% poverty rate, Blackford County was 13.9%, Delaware County – 17.2%, Grant County – 17.8% and Jay County – 14.3%.

- 4.2 Population** – Communities with a dynamic economy and high quality of life are keeping their citizens and attracting new ones. Residents remain in and move to communities that offer excellence and opportunity for jobs, education, cultural enrichment, recreation, safety and a healthy lifestyle.

As **Table 1** shows, the ECI region experienced a decline in population between 1979 and 2008). During that time the State’s population grew nearly 17 percent for the period. Projections (we are still awaiting 2010 census data) for 2010 and 2015 indicate that the region’s population is expected to continue to decline, although moderately. Only Blackford and Delaware are projected to have growth between 2007 and 2015. In 2008, the population of the four counties totaled 217,799 people. Muncie is the largest city in the District with a population of 65,410 in 2007 – 29.9 percent of the region’s total population.

Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana
1999-2008	-6.53%	-3.26%	-6.48%	-2.81%	5.68%
1989-2008	-6.73%	-4.22%	-7.38%	-1.80%	15.65%
1979-2008	-15.67%	-10.66%	-15.07%	-10.39%	16.68%

*2010 Data not yet available

Source: Regional Economic Information System, table CA05N

Population density measures the total population within a geographic entity divided by the land area of that entity measured in square miles. **Table 2** shows the population density of the ECI region and individual counties as they compare with the state and nation. Delaware

County, with the largest population in ECI, also has the highest population density of the ECI region and higher than the state of Indiana or the United States. However, overall the ECI region has fewer people per square mile than does Indiana.

TABLE 2. Population Density Per Square Mile of Land Area – 2000*						
Blackford County	Delaware County	Grant County	Jay County	ECI Region	State of Indiana	United States
85	302	177	57	155	170	80

*2010 Data not yet available

Source: Density Using Land Area For States Counties, Metropolitan Areas and Places (<http://www.census.gov/population/www/censusdata/density.html>)

Table 3 illustrates that the ECI region and Indiana have similar age distributions by age group. The ECI region has a noticeably higher percent of college age adults due in part to the presence of Ball State University, Taylor University, Indiana Wesleyan University, Harrison College and Ivy Tech Community College. However, a large percentage of those educated adults do not remain in the region. The second biggest gap is between young adults.

TABLE 3. Population By Age – 2000*						
Age Range (in years)	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States
75+	7.1%	6.4%	6.9%	7.2%	5.9%	5.9%
60-74	13.1%	11.3%	12.9%	12.3%	10.4%	10.4%
45-59	20.1%	17.7%	19.0%	18.6%	18.3%	18.2%
25-44	27.5%	25.6%	25.8%	27.3%	29.5%	30.2%
15-24	11.5%	20.8%	15.7%	12.0%	14.5%	13.9%
5-14	14.2%	12.4%	13.7%	15.4%	14.6%	14.6%
Under 5	6.5%	5.9%	5.9%	7.3%	7.0%	6.8%

*2010 Data not yet available

Source: Census 2000 Summary File 1 (SF 1) 100-Percent Data: P12. SEX BY AGE [49] – Universe: Total population

4.3 Geography – The Energize-ECI Regional Planning District includes the Indiana counties of Blackford, Delaware, Grant and Jay – in the East Central part of the State. The region is located in northeast Indiana between Indianapolis and Fort Wayne. The ECI region has a land area of 1,356.0 square miles and a population density of 155 people per square mile.

4.4 Education – Educational attainment and educational opportunities are keys to community success. Communities with higher average educational attainment levels have greater resources for leadership and community problem solving. It also contributes to the productivity and effectiveness of the workforce. The quality of educational resources ensures that the intellectual capital to sustain the community and help it advance will remain in place. Strong local schools are also key factors in attracting new businesses and

new residents. The ECI region reported lower educational attainment levels than the State in 2000. The greatest disparity was among adults with Bachelor's degrees or higher. While Delaware County's percent of adults with a B.A./B.S. degree or higher was greater than the State's, the ECI region average was far lower. **Table 4** shows the educational attainment levels in 2000 for individual counties, the regional average, and the State of Indiana.

TABLE 4. Educational Attainment for Population 25-years and Over – 2000*

Education Level	Blackford County	Delaware County	Grant County	Jay County	Regional Average	State of Indiana	United States
Less than 9 th grade	3.94%	4.96%	5.20%	7.58%	5.42%	5.31%	7.55%
9 th to 12 th grade, no diploma	14.80%	13.44%	15.62%	13.88%	14.44%	12.56%	12.05%
High school grad or equivalent	49.50%	37.23%	41.89%	49.50%	44.53%	37.19%	28.63%
Some college, no degree	16.41%	19.29%	18.16%	14.76%	17.16%	19.75%	21.05%
Associate degree	5.10%	4.70%	5.06%	4.40%	4.82%	5.79%	6.32%
Bachelor's degree	6.64%	10.82%	8.02%	5.80%	7.82%	12.21%	15.54%
Graduate or professional degree	3.62%	9.56%	6.05%	4.08%	5.83%	7.2%	8.86%

*2010 Data not yet available

Source: U.S. Census 2000, Summary File 3, Table P37 – Sex By Educational Attainment For The Population 25 Years and Over (<http://www.census.gov/population/www/censusdata/density.html>)

4.5 Wealth – It's no stretch to call the ECI region the most economically distressed in Indiana, as several of the region's counties are among the lowest personal per capita income levels and highest poverty rates in the State. Personal Per Capita Income (PPCI) levels represent an average obtained by dividing aggregate income by total population of an area. **Table 5** shows PPCI levels that are adjusted for inflation. Although the ECI region's PPCI has increased since 1978, the wealth disparity has consistently widened between the region and the State of Indiana and the U.S.

TABLE 5. Per Capita Personal Income Decline / Growth – 2008*

Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States
2008	\$27,570	\$29,349	\$29,422	\$28,446	\$34,543	\$40,166
1998**	\$26,484	\$29,827	\$27,762	\$25,321	\$33,245	\$36,004
1988**	\$23,672	\$26,006	\$26,140	\$21,789	\$28,071	\$31,384
1978**	\$23,627	\$23,611	\$24,664	\$22,088	\$26,252	\$27,220
30-Year % Change	16.7%	24.3%	19.3%	28.8%	31.6%	47.6%
2008 Rank in State (of 92 Counties)	84	73	82	79		

*2010 Data not yet available

** Adjusted for inflation

Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce (<http://www.bea.gov/regional/reis/default.cfm?selTable=CA05N&series=NAICS>) Table CA05N (<http://www.census.gov/did/www/saige/data/statecounty/data/2008.html>)

The poverty rate tracks the percentage of individuals who are below the poverty threshold. These thresholds are the dollar amounts used to determine poverty status, and vary according to the size and age of family members. The same thresholds are used throughout the United States and do not vary geographically. Overall, the ECI region reports higher poverty rates than the State or nation. In 2007, the regional average was 14.7 – nearly two full points higher than Indiana’s poverty rate and the U.S. poverty rate. Delaware County had the third highest poverty rate in the State in 2007, while Grant County had the fourth highest. Table 6 shows the increase in poverty – children under 18 years of age – for the counties, which increase is greater than the State of Indiana and the United States.

TABLE 6. Poverty Increase – Children Under 18 – 2000 & 2008*

Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States
2008	21.2%	21.7%	25.6%	24.7%	17.9%	18.2%
2000	13.4%	15.2%	16.7%	15.8%	12.1%	16.2%

*2010 Data not yet available

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates; STATS Indiana, Updated July 8, 2010
<http://www.census.gov/did/www/saipe/data/statecounty/data/2008.html>

4.6 Employment – The changes in the percentage of jobs by sector can be an indication of how communities are transitioning from old-line manufacturing to the high-tech, knowledge-based, service-oriented economy. As the higher paying manufacturing jobs decline, the quality of the service sector jobs replacing them becomes paramount. The ECI region’s total employment consisted of 118,135 workers in 2006. Of those workers, 97.5 percent were engaged in work that is classified as nonfarm. The manufacturing sector reported the highest average wage per job at \$62,343, while the arts, entertainment and recreation had the lowest average wage at \$8,889. Manufacturing remains the dominant force in the ECI regional economy. It comprised the largest employment sector in 2006 with 15,826 employees. The ECI region had higher percentages than the State in accommodations and food services, retail trade, healthcare and social services. However, the total employment counts for the ECI region do not include county data that are unavailable due to U.S. Bureau of Economic Analysis (BEA) non-disclosure requirements. Employment earnings in the ECI region are well below the state average – particularly in the arts, entertainment and recreation sectors, where there is a gap of \$15,861 in average earnings.

The unemployment rate was higher in the ECI region than the State or nation in 2009, and so far in 2010. Seasonally adjusted unemployment rates for ECI counties for September of 2010 are:

Blackford County	13.1%
Delaware County	9.7%
Grant County	10.8%
Jay County	10.6%
Indiana Average	9.5%
U.S. Average	9.6%

4.7 County Economic Profiles - Blackford County

Blackford County was founded in 1838 – named for Judge Isaac Blackford, the first speaker of the Indiana General Assembly. The smallest county in the ECI region in terms of land area, Blackford County consists of 165.1 square miles. The population of Blackford County was 13,093 in 2008. The county, along with much of East Central Indiana, experienced tremendous growth in the late 19th century due to the discovery of natural gas deposits in the area. Located seven miles east of Interstate 69, the county includes three incorporated communities - Hartford City, Montpelier and Shamrock Lakes. Hartford City is the largest city with 6,347 people in 2008, and serves as the county seat. The county has among the lowest indicators in the state: Blackford County ranked 80th or lower (of Indiana's 92 counties) in terms of population, population growth, number of households, labor force, and income levels.

Overview of Blackford County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2009)	13,051	84
Growth (%) since 1990	-7.2%	88
Households (2000)	5,690	82
Labor Force (persons) (2009)	6,494	84
Unemployment Rate (2009)	13.5	10
Per Capita Personal Income (2008)	\$27,570	84
Median Household Income (2008)	\$38,769	88
Poverty Rate (2008)	13.9	26
H.S. Diploma or More - % of Adults 25+ (2000)	81.3	39
Bachelor's Deg. or More - % of Adults 25+ (2000)	10.3	69

Source: STATS Indiana, Updated July 8, 2010

Blackford County - Average Earnings – 2008 Top Seven (7) Jobs						
NAICS Place of Work	County Total Earnings (In \$000)	County Rank in State of IN	County Average Annual Earnings/Job	State Average Annual Wage/Job	Deficit/Surplus Compared to State Average	State Rank in U.S.
<i>Total by Place of Work</i>	\$183,248	76	\$32,723	\$44,134	-\$11,411	31
Manufacturing	\$64,653	69	\$47,504	\$69,340	-\$21,836	18
Gov. & Gov. Enterprises	\$29,137	75	\$42,474	\$51,016	-\$8,542	46
Retail Trade	\$15,712	35	\$22,446	\$25,846	-\$3,400	44
Health Care, Social Assist.	\$14,000	44	\$31,390	\$48,062	-\$16,672	23
Farming	\$11,412	35	\$43,892	\$40,682	\$3,210	12
Other Services, exc. Publ. Admin.	\$9,742	53	\$26,837	\$31,588	-\$4,751	26
Transport. & Warehousing	\$7,959	41	\$36,342	\$47,613	-\$11,271	34

Source: STATS Indiana; Bureau of Economic Analysis

Delaware County

Delaware County was formed in 1827. It was named for the Delaware Indians, a Native American People who still lived in the county. The Delaware were removed from the county in the 1840's. The county was once home to The Prophet, the brother of Tecumseh who instigated a native uprising in 1811. David Conner was the first white settler to live in the county in the early 1810s. Following the American Civil War the county experienced an economic boom following the discovery of natural gas that fueled rapid industrial growth in the region. The first discovery of gas occurred in the Town of Eaton in 1876. A company was drilling for coal and had reached a depth of 600 feet when a loud noise and bad smelling fumes began to come from the hole. That first gas well was put into use in 1884. Reports say the gas was so abundant from the well that, when lit, the flames could be seen from Muncie, over 10 miles away.

Delaware County has land area of 396 square miles (393 in land and 3 in water). The county population in 2008 was 114,685 and has been declining over the past two decades because of major plant closings and resulting job losses. There are seven incorporated areas in the county (Albany, Daleville, Eaton, Gaston, Muncie, Selma and Yorktown). Muncie is the largest city with 65,410 people in 2008, and serves as the county seat. Delaware County has among the lowest population growth and median household income levels in the state. However, the county reported the 14th largest population in the state in 2009.

Health care and social assistance comprises the largest private employment sector in Delaware County. It accounted for 15.5 percent of the county's total employment in 2009 and had an average wage of \$40,669. Retail trade was the county's second largest employment sector for that year with 8,498 employees. Long known for automotive component manufacturing, the decline in the U.S. automotive industry has brought about many plant closing resulting in losses of over 10,000 jobs in the past decade. Over 1000 jobs were permanently lost so far in 2010.

Overview of Delaware County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2009)	115,192	14
Growth (%) since 1990	-3.7%	81
Households (2000)	47,131	11
Labor Force (persons) (2009)	54,619	15
Unemployment Rate (2009)	10.5	41
Per Capita Personal Income (2008)	\$29,349	73
Median Household Income (2008)	\$39,190	87
Poverty Rate (2008)	17.2	5
H.S. Diploma or More - % of Adults 25+ (2000)	81.6	36
Bachelor's Deg. or More - % of Adults 25+ (2000)	20.4	15

Source: STATS Indiana, Updated July 8, 2010

Delaware County - Average Earnings – 2008 Top Seven (7) Jobs						
NAICS Place of Work	County Total Earnings (In \$000)	County Rank in State of IN	County Average Annual Earnings/Job	State Average Annual Wage/Job	Deficit/Surplus Compared to State Average	State Rank in U.S.
<i>Total by Place of Work</i>	\$2,330,335	47	\$37,009	\$44,134	-\$7,125	31
Gov. & Gov. Enterprises	\$511,475	34	\$46,911	\$51,016	-\$4,105	46
Health Care, Social Assist.	\$454,143	15	\$44,203	\$48,062	-\$3,859	23
Manufacturing	\$283,633	33	\$57,138	\$69,340	-\$12,202	18
Retail Trade	\$177,751	31	\$22,777	\$25,846	-\$3,069	44
Professional, Technical Services	\$135,242	12	\$44,313	\$52,926	-\$8,613	38
Construction	\$113,157	27	\$36,644	\$47,078	-\$10,434	25
Finance & Insurance	\$109,098	20	\$38,619	\$50,935	-\$12,316	35

Source: STATS Indiana; Bureau of Economic Analysis

Grant County

Grant County was formed in 1831 and named after Captains Moses and Samuel Grant of Kentucky. The Battle of Mississinewa was fought in December 1812, just north of the current City of Marion, as an expeditionary force sent by William Henry Harrison against the villages of the Miami Indians. Today, the battle is reenacted every fall by residents of Grant County and many reenactment enthusiasts from throughout the U.S. and Canada during the annual *Mississinewa 1812* festival, the largest reenactment in the United States. Important paleontological discoveries dating from the Pliocene epoch have been made at the Pipe Creek Sinkhole site in Grant County.

Grant County is the largest county in the ECI region in terms of size with a land area of 415 Square miles (414 in land, 1 in water). There are ten incorporated areas in Grant County (Fairmount, Fowlerton, Gas City, Jonesboro, Marion, Matthews, Swayzee, Sweetser, Upland and Van Buren). Marion is the county seat and the largest city in Grant County with 30,363 people in 2008, and Gas City is the second largest with a population of 5,689. In 2008, the population of Grant County was 68,609 people. Grant County is one of two counties in Indiana to border nine other counties (Huntington, Wells, Blackford, Delaware, Madison, Tipton, Howard, Miami and Wabash).

Of Indiana's 92 counties, Grant County had the slowest growing population between 1990 and 2008, losing over 7 percent of its population. Poverty and unemployment rates are among the highest in the State of Indiana.

Overview of Grant County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2009)	68,796	23
Growth (%) since 1990	-7.2%	88
Households (2000)	28,319	20
Labor Force (persons) (2009)	32,293	25
Unemployment Rate (2009)	11.7	28
Per Capita Personal Income (2008)	\$29,422	72
Median Household Income (2008)	\$38,677	89
Poverty Rate (2008)	17.8	4
H.S. Diploma or More - % of Adults 25+ (2000)	79.2	67
Bachelor's Deg. or More - % of Adults 25+ (2000)	14.1	35

Source: STATS Indiana, Updated July 8, 2010

Grant County - Average Earnings – 2008 Top Seven (7) Jobs						
NAICS Place of Work	County Total Earnings (In \$000)	County Rank in State of IN	County Average Annual Earnings/Job	State Average Annual Wage/Job	Deficit/Surplus Compared to State Average	State Rank in U.S.
<i>Total by Place of Work</i>	\$1,413,781	35	\$39,436	\$44,134	-\$4,698	31
Manufacturing	\$314,795	13	\$73,328	\$69,340	\$3,988	18
Health Care, Social Assist.	\$198,209	11	\$47,036	\$48,062	-\$10,26	23
Educational Services	\$100,441	7	\$28,738	\$28,546	\$192	29
Retail Trade	\$88,920	42	\$22,280	\$25,846	-\$3,566	44
Wholesale Trade	\$70,755	60	\$44,924	\$63,856	-\$18,932	35
Other Services, exc. Publ. Admin.	\$59,653	52	\$27,314	\$31,588	-\$4,274	26

Source: STATS Indiana; Bureau of Economic Analysis

Jay County

Jay County was formed in 1836. It is the only county in the U.S. to be named for John Jay, co-author of the Federalist Papers, Secretary of Foreign Affairs under the Articles of Confederation, and the first Chief Justice of the United States. Jay County has an area of 384 square miles. In 2008, the county had a population of 21,412 people. Portland is the county seat of the county and in 2008 had a population of 6,190. The county has six incorporated communities (Bryant, Dunkirk, Pennville, Portland, Redkey and Salamonia).

Overview of Jay County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2009)	21,117	70
Growth (%) since 1990	-1.8%	77
Households (2000)	8,405	67
Labor Force (persons) (2009)	11,652	65
Unemployment Rate (2009)	10.8	36
Per Capita Personal Income (2008)	\$28,446	79
Median Household Income (2008)	\$41,800	77
Poverty Rate (2008)	14.3	23
H.S. Diploma or More - % of Adults 25+ (2000)	78.5	72
Bachelor's Deg. or More - % of Adults 25+ (2000)	9.9	77

Source: STATS Indiana, Updated July 8, 2010

Jay County - Average Earnings – 2008 Top Seven (7) Jobs						
NAICS Place of Work	County Total Earnings (In \$000)	County Rank in State of IN	County Average Annual Earnings/Job	State Average Annual Wage/Job	Deficit/Surplus Compared to State Average	State Rank in U.S.
<i>Total by Place of Work</i>	\$405,154	56	\$35,512	\$44,134	-\$8,622	31
Manufacturing	\$163,337	64	\$50,242	\$69,340	-\$19,098	18
Gov. & Gov. Enterprises	\$59,706	74	\$42,526	\$51,016	-\$8,940	46
Retail Trade	\$17,715	72	\$19,340	\$25,846	-\$6,505	44
Accommodation, Food Svs.	\$18,738	15	\$16,223	\$17,123	-\$900	43
Construction	\$16,734	51	\$31,633	\$47,078	-\$15,445	25
Other Services, exc. Publ. Admin.	\$15,010	81	\$22,812	\$31,588	-\$8,776	26
Farming	\$41,759	31	\$45,939	\$40,682	\$5,257	1229

Source: STATS Indiana; Bureau of Economic Analysis

4.8 Workforce Development

Workforce development in the region has been performed through a multi-county approach generally administered by the State through the Indiana Department of Workforce Development, funded by the federal government and implemented regional workforce development organizations. The State and federal partnership to workforce development has brought to the region a significant amount of training for incumbent workers and re-training for workers who have lost their jobs.

The WorkOne and Regional Workforce Boards have been very effective in assessing the needs of existing employers, prospective employers, workers, students and schools, plus the needs of the under-employed who need higher level of skills in order to increase their income potential. The regional workforce development agencies do a good job in

coordinating federal and State programs and making them work at the regional and local levels, while providing consistency and continuity.

The impact of plant closings and layoffs has made available a supply of available workers. However, many of these people need additional training to develop new skill-sets appropriate to the new job opportunities.

The region is benefiting from the private-public workforce development collaborations being initiated and managed by the Regional Workforce Boards. The connection between worker knowledge and skills and the positive impact has been understood in the region for many years. Understanding and managing the region's skill surpluses and shortages is an ongoing process and is helping make our region more competitive from an economic development viewpoint.

Local Economic Development Organizations in the region have taken a more active approach in workforce development, and resulting collaborations have resulted in bringing a number of new employers to the region. In some cases, Regional Workforce Boards team with area educators to train new workers to meet the needs of new employers before the plant opens. Such teamwork is indicative of effective workforce development in East Central Indiana.

4.9 Transportation Access

East Central Indiana is well positioned to provide excellent access to regional, national, North American and global markets. Located in the "Crossroads of America" the region is well-connected with state roads, U.S. highways and interstates. Seventy-five percent of the populations of the U.S. and Canada are within a day's drive from East Central Indiana via access to six interstate highway systems.

Railways also serve East Central Indiana, plus the region has easy access to ports on Lake Michigan and the Ohio River. Commercial airports in Indianapolis, Fort Wayne and Dayton are nearby with interstate access to those communities. The counties in the region each have general aviation airports with the Delaware County airport offering a 7,000 foot runway and is frequently used by corporate planes and large commercial jets. It serves as a regional center for large corporate aircraft and aircraft maintenance.

Many trucking companies serve the region, and the area is home to numerous terminals, warehouses and logistics centers. The region is well-served by package and freight delivery and expediting operations, with the leading providers having logistics operations in the region.

4.10 Resources

East Central Indiana enjoys a plentiful supply of resources important to economic development and growth. The low cost of utilities in the area provides a valuable competitive advantage in attracting new businesses and in retaining and expanding existing businesses. Broadband availability helps attract technology-based businesses.

4.11 Environment

The bountiful natural resources of East Central Indiana enhance the quality of life and

recreational enjoyment of living, working and playing in the region. Communities have a growing awareness of environmental issues and are working, along with area businesses, to be good stewards of these resources. Several organizations exist in the region to preserve and maintain natural resources – waterways, prairies, wetlands, forests and woods. A network of greenways throughout the region (currently totaling 49.95 miles) provides attractive recreational opportunities for residents and visitors.

Organizations in the region are taking a well-planned approach to redeveloping industrial sites by the identification, assessment, remediation and redevelopment of brownfields. In 2010, the Energize-ECI Regional Planning District established a four-county brownfield coalition consisting of Blackford, Delaware, Grant and Jay counties. E-ECI RPD has applied for a \$609,000 EPA grant to implement a regional plan toward brownfield redevelopment. Other local entities have also applied to the EPA regarding site specific projects. This approach will also help address the issue of urban sprawl.

5. Analysis of Economic Development Problems and Opportunities

5.1 Strengths of the Region

1. Public/Private partnerships and advocacy for economic development strategies
 - a. Technical knowledge of local and regional economic development processes
 - b. Strong regional and local leadership – civic engagement
 - c. Clearly defined direction and vision for developing and executing strategies
 - d. Good working relationship with the State and federal agencies
 - e. Energize-ECI, Inc. is a strong catalyst of regional economic development
2. Commitment to advance economic develop efforts forward
3. Low cost of doing business and low cost of living throughout region
4. Strong community foundations with an interest in economic development
5. Safe communities with low crime rates
6. Good quality of life
7. High-ranking colleges and universities
8. Quality health care facilities and practitioners
9. Well-developed community spirit of volunteerism
10. Human and economic assets
11. Local government entities involved in economic development
12. Economy is growing more diverse
13. Region is addressing environmental issues
14. Region has many amenities – high quality of life
15. Established workforce development resources

5.2 Weaknesses of the Region

1. Infrastructure is aging or inadequate in many areas of region
2. K-12 educational system
3. Perception of union representation
4. Identification and sourcing of federal and State grant revenue
5. Entrepreneurial support system
6. Negative focus on region by some of the media

7. Need greater community leadership of all ages
8. Some government entities in the area suffer from political in-fighting
9. Massive job losses resulting in persistent high unemployment
10. Lack of economic diversification, innovation and entrepreneurship
11. Lack of investment capital
12. Government entities continue to face decreasing revenue streams

5.3 Economic Development Advantages of Region

1. Central location to North America
2. Well-connected transportation network, access to interstate highways
3. Available, low-cost utilities
4. Low cost of operation and living
5. Inventory of available housing at all price levels
6. Available buildings and sites, shell buildings
7. Strong Indiana values and work ethic
8. Quality workers of all skill levels
9. High level of work-life balance
10. Welcoming business environment
11. State of Indiana is strong financially (AAA bond rating)
12. Low taxes, property tax caps
13. World-class colleges and universities
14. Over 32,000 college students in the region
15. Home to many corporate headquarters and international businesses
16. Temperate four-season climate
17. Easy access to metropolitan areas and international commercial airports
18. Competitive economic development incentives
19. Economic and cultural diversity
20. Well-developed workforce development and training opportunities
21. Clean, friendly and safe communities
22. Public-private collaborations
23. Personalized choices – suburban, rural, urban – old, new
24. Wide variety of recreational and leisure activities
25. Nearby Division I collegiate and professional sports teams
26. Vibrant community spirit
27. Excellent general aviation airports
28. Very short commute times – workforce mobility
29. Leadership in green technology and advanced manufacturing

5.4 Key Issues Facing the Region

1. A shrinking and aging population
2. A shrinking household size
3. Per capita incomes less than State and U.S. averages
4. Lower than average level of educational achievement (but improving)
5. Closings or reductions in employment by major employers
6. Inefficient use of land resources
7. Declining prosperity due to loss of higher-paying manufacturing jobs
8. Economic disparity
9. Governmental entity budget constraints

10. A recognition of the region's economic situation and issues and a community willingness to address these issues to transition the region upward
11. Strong educational assets of colleges and universities
12. A legacy of entrepreneurship
13. Pervasive recession
14. Need for economic diversification

5.5 Human Assets

East Central Indiana is wealthy with human assets and has plans in place to address the issues of unemployment, education and retraining – with a goal of better attracting new businesses to provide economic stability provided by a more diverse industrial base.

The region is fortunate to have three outstanding universities: Ball State University, Taylor University and Indiana Wesleyan University plus campuses for Ivy Tech Community College. Not only does the region enjoy the benefits of having these students attain advanced educations, they also contribute greatly to our local economies. We hope to attract more of these graduates to remain in the region. This is a real advantage which needs to be marketed in attracting new businesses to the region. The region is placing a renewed collaborative focus on the value of education and continuing education to people of all ages.

5.6 Relevant material from other government-sponsored plans – As a newly created planning district, we plan to develop this section of the CEDS in the 2011 update.

5.7 Economic Clusters within the Region – In addition to agribusiness and food processing, the region is has been well-known for primary metal and fabricated product manufacturing and transportation equipment. With the decline of the domestic automotive industry, the region has become more diversified – by business survival and by plan. The plans are based on attracting new business and industry which is a good fit to the resources and competitive advantages of the region, building on existing and developing industry clusters. In 2010, Ginovus, a national economic development advisory firm, conducted a comprehensive Industry Cluster Study for East Central Indiana.

The industry clusters identified for the District included:

- Advanced Materials
- Alternative Energy and Green Technology
- Agribusiness and Food processing
- Apparel and Textiles
- Biomedical and Biotechnical (Life Sciences)
- Defense and Security
- Education and Knowledge Creation
- Glass and Ceramics
- Manufacturing Super Cluster
 - Primary Metal Manufacturing
 - Fabricated Metal Products Production
 - Machinery Manufacturing
 - Transportation Equipment Manufacturing
- Transportation and Logistics

You may read the entire Ginovus Industry Cluster Study by visiting the Energize-ECI, Inc. website at www.energize-eci.org.

6. ECI Region's Vision, Goals and Action Strategies

6.1 The Vision – This particular vision for ECI covers a ten-year period and plans an ideal future for the region. This vision will serve as the touchstone for the region's plans and projects.

The East Central Indiana Economic Development Vision

By 2019, the civic leaders and residents of East Central Indiana will have fully embraced the competitive realities of the new economy, characterized by high performance, innovation and pursuit of quality in business, government and education. Growth doesn't mean bigger, it means better – more competitive, technologically advanced, and agile in an ever-changing economy.

The Region will be known for:

- **Excellence in education and training at all levels.**
- **Scholastic and vocational excellence in education and training at all levels.**
- **Efficient and accessible transportation.**
- **Quality communities in which to raise a family.**
- **A pleasant living environment, well planned and attractive.**
- **A productive workforce teamed with management to advance mutual goals.**
- **A diversified, high-technology business and industrial base.**
- **High degrees of collaboration and cooperation among units of government, labor, education, faith-based and civic organizations.**
- **An entrepreneurial climate.**

6.2 The Goals – A region's goals should be based upon its vision and should be structured in such a way that the vision can be achieved. The goals are the fundamental targets on which an organization should focus as it articulates its activities. The activity in turn should support one or more goals.

The Goals of East Central Indiana

East Central Indiana has eight basic goals that will guide all of our regional activity. They are:

- 1. Skill levels of incumbent and future workers at or above the U.S. and Midwest averages.**
- 2. 100 Percent high school graduation rates.**
- 3. The region's educational attainment level should be at or above the State average by 2018.**
- 4. Improved access to and efficiency of transportation throughout the region.**
- 5. Average wages per worker at or above the U.S. average by 2015.**
- 6. Access to information technology equal or superior to anywhere in the world.**

7. **Highly coordinated and collaborative regional planning, action and financing.**
8. **Tax, regulatory and information policies that enable the region's firms to compete nationally and globally on a level playing field.**

6.3 Action Strategies – The five action strategies detail how East Central Indiana will reach its goals. The strategies are based upon the region's goals. Each of the following five strategies has one or more supporting initiatives. There are a total of 21 initiatives.

Note: Creation of the EDA-approved Regional Planning Commission was achieved in September 2009 – this was the Number One Initiative of the 2009 CEDS Report / Plan. Energize-ECI, Inc., regional economic development marketing partnership, was instrumental in launching Energize-ECI Regional Planning District, serving Blackford, Delaware, Grant and Jay Counties, with a goal to become an EDA-designated Economic Development District.

Action Strategy One: Work in partnership with the newly-formed, EDA-approved Energize-ECI Regional Planning District to manage the CEDS Report / Plan and to improve regional planning and to seek funding for priority projects; and to support the programs, services and activities of Energize-ECI, Inc., the regional economic development marketing partnership, to diversify the ECI economy and bring new, higher-paying jobs to the region.

Initiative One: Continue to support and be engaged with the Energize-ECI Regional Planning District, related programs, services and meetings.

Initiative Two: Continue to work together as a regional economic development marketing group through Energize-ECI, Inc., to bring additional, higher-paying jobs to the region and to diversify the economy of ECI.

Suggested Action Steps

1. Work closely with Energize-ECI Regional Planning District
2. Financially support Energize-ECI Regional Planning District
3. Participate in developing CEDS Report / Plan updates
4. Consider possible growth of Energize-ECI Regional Planning District
5. Work closely with and support Energize-ECI, Inc.

Immediate Priorities

1. Present 2010 CEDS Report / Plan update to local officials
2. Begin implementation of each initiative by accomplishing each action step
3. Organize plans, alliances and collaborations – as per CEDS

2010-2011 Priorities

1. Begin plans for 2011 CEDS Report / Plan update
2. Continue to support Energize-ECI, Inc. efforts to bring new jobs to the region

Action Strategy Two: Work in partnership with the Regional Workforce Boards (RWB) to improve productivity and enhance existing and new products and services by focusing on ways whereby worker skills match business investment in new equipment and technology.

Initiative Three: Continue the regional Health Care Alliance.

Initiative Four: Develop an advanced manufacturing, skills-based alliance as a means of articulating skill needs of firms and delivering training services that meet the needs of the marketplace (local industries and agriculture).

Initiative Five: Using the organizational structure and broad leadership representation (from business, education and economic development) of the RWBs, create a council to implement WorkKeys skills assessment and job profiling system into the region's schools and businesses.

Initiative Six: Organize and conduct an annual Workforce Development Summit to share and discuss progress and new challenges in the Workforce development arena.

Initiative Seven: Assure continuation of a workforce development infrastructure for the provision of value-added workforce development services in the region.

Suggested Action Steps

1. Meet with the leadership of the Northeast and East Central Regional Workforce Boards to discuss joint projects in the region.
2. Support the two regional workforce boards as they seek new funding for ECI projects.

2010-2011 Priorities

1. Create a work team for a workforce summit in 2011.
2. Assist the regional workforce boards in reviewing the status of the WorkOne Centers in ECI.
3. Develop a team to move the WorkKeys initiative forward.
4. Hold the first ECI Workforce Summit.
5. Begin implementing WorkKeys in a broader set of schools and businesses.

Action Strategy Three: Support the diversification of the regional economy into those sectors that use advanced technology and generate higher paying jobs.

Initiative Eight: Secure funding to develop a Regional Technology and Innovation Plan (RTIP) that will identify and create the overall business climate, infrastructure and physical environment for new business development.

Initiative Nine: Use the new RTIP in supporting entrepreneurs and other growth businesses. This support includes the attraction of alternative energy generating businesses in areas such as wind and solar power.

Initiative Ten: Use the new RTIP to attract and retain members of the creative class, which is commonly recognized as the core workforce for knowledge-based business.

Initiative Eleven: Work with the Indiana Department of Workforce Development and East Central Indiana Workforce Boards on a variety of new programs such as "Dream It, Do It."

Initiative Twelve: Identify current and emerging regional growth industries and clusters. Use the Center for Automotive Research's Automotive Community Program as a template to develop retention and attraction strategies for the identified sectors.

Initiative Thirteen: Evaluate the region's agricultural economy and explore opportunities and funding resources for value-added food products, fuels and pharmaceuticals.

Initiative Fourteen: Recognize and promote post-secondary education (vocational and academic opportunities) as a critical element of the region's economy, both as a way to improve our workforce and quality of life, and as an important means of creating wealth.

Initiative Fifteen: Support the creation of new infrastructure for business and industrial development throughout the region. This support would include business parks and speculative buildings in areas where facilities do not exist.

Initiative Sixteen: Support the rehabilitation and reuse of vacant industrial facilities and promote infill opportunities.

Suggested Action Steps

1. Form an ECI economic development team to target growth industries.
2. Support K-12 schools that will promote post-secondary training and education.

2010-2011 Priorities

1. Find funding for infrastructure projects that are critical to employment growth.
2. Begin work on the Regional Technology and Innovation Plan.

Action Strategy Four: Recognizing that this region has a high level of commuting into and out of the four counties, ensure that our quality of life and mobility is improved through excellent transportation, telecommunications, and basic infrastructure.

Initiative Seventeen: Explore regional and state options for public transportation. Identify key transportation issues and seek to influence transportation policy decisions that impact the region's development. Look for opportunities to encourage multi-modal transportation operations.

Initiative Eighteen: As a component of the RTIP, prepare an analysis of the current and potential use of advanced telecommunications by regional businesses and manufacturers. Create strategies for closing the gap between the actual and the optimum situation.

Initiative Nineteen: Ensure that all of the region's citizens and employers have excellent transportation access to near-by metro areas such as Indianapolis and Fort Wayne.

Suggested Action Steps

1. Begin working with appropriate State agencies on transportation and communication projects.
2. Develop survey instruments for the region's employers on telecommunication needs.

2010-2011 Priorities

1. Develop a regional transportation task force.
2. Develop a regional telecommunications task force.
3. Work with faculty and staff at Ball State University, Ivy Tech Community College, Taylor University and Indiana Wesleyan University on telecommunications options.
4. Obtain funding for and complete a study of the costs of building and operating a light rail system between Muncie and Indianapolis.

Action Strategy Five: Collaborate on creating proposals to prospective employers.

Initiative Twenty: Use Energize-ECI, Inc. as a vehicle for collaboration.

Initiative Twenty-one: Support State legislation for multi-county tax revenue sharing; this would enable multiple counties to directly benefit from the tax revenue from new basic employers.

Suggested Action Steps

1. Review the current marketing plan of each county and Energize-ECI, Inc. to promote collaboration where possible.
2. Work with Energize-ECI, Inc. to maximize the efficiency and effectiveness of county-level marketing plans through joint operations.
3. Research other states' experience with multiple-county tax revenue-sharing.

2010-2011 Priorities

1. Work with other Indiana regions on Initiative 21.
2. Explore Energize-ECI, Inc.'s ability to foster collaboration in all areas of economic development.

7. CEDS Goals and Objectives – Defining Regional Expectations

- 7.1 Goals are broad, primary regional expectations
- 7.2 Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the 5-year time frame of the CEDS
- 7.3 Any strategic project, program or activity identified in the CEDS should work to fulfill these goals and objectives

8. Community and Private Sector Participation

- 8.1 Discuss the relationship with the community in general and the private sector in the development and implementation of the CEDS
- 8.2 As a new entity formed in September of 2009, Energize-ECI Regional Planning District is trying to increase the community and private sector participation in developing and implementing the CEDS Report / Plan
- 8.3 Public and private partnerships are critical to the implementation of the CEDS

9. Strategic Projects, Programs and Activities

9.1 Successful Grant Performance of Energize-ECI Regional Planning District

2009 - \$2,300,000 – Economic Development Administration, U.S. Department of Commerce. Funding to complete a rail spur at the Park One Industrial Park in Delaware County to serve businesses in the park. Rail spur addition attracted Brevini USA and Brevini Wind to the park – resulting in the creation of 450 new jobs and capital investments of over \$62,000,000.

2009 - \$114,306 – Indiana Brownfields Program Grants. Funded three brownfields projects that included Phase I and Phase II Environmental Site Assessments for the Muncie Paper Processing site (Delaware County); Sodders Lumber Yard site (Blackford County); and a former gas station site near the City of Muncie's "gateway" and Cardinal Greenway pedestrian and bike trail.

2009 - \$50,000 – United States Department of Agriculture Grant. To fund the newly established ECI Rural Revolving Loan Fund administered by the East Central Region of the Indiana Small Business Development Center to assist existing and start-up businesses in the rural areas of the region.

2010 - \$50,000 – Economic Development Administration, U.S. Department of Commerce – Economic Development District Planning Grant. Helped establish the Energize-ECI Regional Planning District serving Blackford, Delaware, Grant and Jay Counties.

2010 - \$250,000 – Indiana Office of Energy Development , Energy Efficiency and Conservation Block Grant. Replaced the old and inefficient boilers and HVAC system at the Delaware County Justice Center with a new system which will save over \$30,000 annually for a payback of about 8 years.

2010 - \$75,000 – United States Department of Agriculture Grant. Additional funding to expand the ECI Rural Revolving Loan Fund administered by the East Central Region of the Indiana Small Business Development Center serving businesses in rural ECI.

9.2 2010 CEDS Projects Identified by Counties in the District

Blackford County - 2010

Blackford County Projects

Updated 1/3/11

- **Entrepreneurship Initiative:** Promote entrepreneurship within Blackford County to expand small business growth.
- **Workforce Development – High School:** Work with the Blackford County School Corporation, WorkOne and area universities to develop new programs focusing on workforce development among Blackford County high school students and residents, as well as with high school students that do not plan to pursue additional education following high school.
- **Greenway:** Partner with neighboring communities to bring a greenway and bike paths into Blackford County.
- **State Roads 26 and 18:** Widen State Road 26 and State Road 18 from the Hartford City Industrial Park and from Montpelier, respectively, to Interstate 69.
- **Broadband Services:** Discover the best option of ensuring that Blackford County has broadband services accessible to each and every resident and business in the County.
- **Vacant Buildings:** Entice new businesses into the vacated buildings in Blackford County.
- **Shovel-Ready Sites:** Acquire property and extend infrastructure to increase shovel-ready employer sites throughout the County.
- **Safe Routes to Schools:** Construct sidewalks to all schools in Blackford County to provide safe passage for students.
- **Blackford County Promotion:** Attract younger, higher-educated residents to Blackford County by promoting the County's economical advantages and low crime rate.
- **Build A Better Blackford:** Improve the appearance of Blackford County and the safety of its residents through demolition and rehabilitation of homes by working closely with Build a Better Blackford to pinpoint and improve areas in need of redevelopment.
- **Internet College Courses:** Search for funding to develop internet-based college courses at Blackford High School.
- **State Park:** Develop the Godfrey Indian Reserve into an Indiana State Park.
- **Spec Building:** Develop a spec building for new employers.
- **Millgrove:** Sewage system infrastructure updates.

- **Brownfield Redevelopment Initiatives:** Further development of specific Blackford County and regional brownfield coalition projects, including: website development; site inventory and status; assessments; remediation; re-use of sites; grant sourcing; and public/private collaborations.

Hartford City Projects

- **Industrial Park Streets:** Repave streets to connect largest Blackford County employers to State Road access, including heavy industrial areas of the Blackford Industrial Park, as well as pocket areas of industrial employment, to improve conditions for semi traffic, retain and grow jobs.
- **Municipal Technology Center:** Create a municipal technology center in Hartford City.
- **Hartford City Industrial Park:** Continue promotion of park in an effort to grow Blackford County's tax base and to reduce its unemployment figures.
- **State Road 3 Sidewalks:** Redevelop sidewalks on State Road 3 in Hartford City.
- **Downtown Revitalization**
- **Former Hospital Site:** Work with a developer interested in utilizing the former hospital facility in Hartford City.
- **Combined Sewer Overflow (CSO):** Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety.
- **Hartford City Industrial Park:** Develop a rail spur to Petoskey Plastics. They are considering the addition of two new recycling lines, creating 10 – 14 new jobs and several million dollars in investment.
- **Extend Water and Sewer Utilities:** Extend service to site of former bowling alley on SR-3 and on to businesses nearby (including the Elks and Town Financial).

Montpelier Projects

- **Municipal Technology Center:** Expand the municipal technology center in Montpelier.
- **Montpelier Industrial Park:** Continue promotion of park in an effort to grow Blackford County's tax base and reduce unemployment figures.
- **Norfolk Southern Rail:** Bring a new arm of the Norfolk Southern Railway nearer to the Montpelier Industrial Park.
- **Downtown Revitalization.**
- **Combined Sewer Overflow (CSO):** Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety.

Delaware County - 2010

Delaware County Projects

Updated 1/3/11

- **Riggin Road Project:** Road and utility expansions and extensions are needed to accommodate future development.

- Ag Bio Vision Park: Extension of utilities, infrastructure and roads to and within the Park, needed to accommodate future business expansions and growth.
- Exit 45/I-69 and St. Rd. 28 Utilities: Utilities need extended to this intersection to allow for new business attraction at this optimal interstate exchange.
- Park One Road Extensions: Plan and complete road extensions needed to accommodate future development in the Park.
- Park One Utility Expansion: Water and sewer utility expansions are needed to accommodate future development in the Park.
- Park One Rail Extensions: Rail extensions to the spur needed to accommodate future business expansions and growth within the Park.
- Fuson Road and Bypass Gas Line Relocation: Gas line needs to be relocated within the Muncie Industria Centre Industrial Park to further allow for new business expansion/attraction.
- Filter Strip Education: Develop and provide education related to filter strips along creeks and other waterways.
- Regional Light Rail System: Create and improve public transportation systems and ultimately passenger rail service to Delaware County.
- Business, Industrial and Technology Parks: Prepare plan to properly acquire, construct and market available business, industrial and technology parks utilizing existing assets.
- Combined Sewer Overflow (CSO) of Delaware County: Corrective action needed to improve the CSO problems within the communities of Delaware County to reduce pollution and improve public health and safety.
- State Road 5 Extension: Local interest in extending SR 5 from north of Upland (Grant County) through Matthews (Grant County), Gaston and Yorktown to State Road 67 in Daleville – intersecting highways SR 28, SR 332, SR 32 and US 67. Commercial, economic development, education, safety and geographic access benefits are primary reasons supporting the proposed project.
- Ag-Bio Agribusiness Park: Improvements to Park, including utilities, sewer lift station, power, water and gas. Services need to be extended into Park to meet the needs of several active prospects.
- Brownfield Redevelopment Initiatives: Further development of special Delaware County and regional brownfield coalition projects, including: website development; site inventory and status; assessments; remediation; re-use of sites; grant sourcing; and public/private collaborations.

Albany Projects

- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Cowan Projects

- Cowan Sewer Project: Corrective action for sewer including addition of a grinder system.

- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Daleville Projects

- Daleville Water Treatment: Creation of a new water treatment operation and/or cooperative agreement for treatment with other entities.
- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Eaton Projects

- Eaton Sewer: Proceed with planning grant application in 2010, evaluation of options and ultimate construction for repairs/replacement to correct failing system, ultimately controlling contaminants flowing into the Mississinewa River.
- Eaton Bridge (Culvert), Indiana Avenue: Repairs needed to culvert, due to erosion from underneath on south side, to return to two-lane traffic, serving the residents, business and emergency traffic.
- Eaton Water Leak, Romy Street: Assessment and repairs needed to correct water leak coming from under this bridge crossing the Mississinewa River to avoid freezing and to mitigate further infrastructure issues.
- Eaton Salt Storage: Building needed for storage of salt for use on roadways during winter weather.
- Eaton Energy Efficiency: Replacement or retrofit of lighting, updating windows, doors and HVAC to reduce energy consumption and cost at Community Center/Town Hall.
- Eaton Street Signs: Install new traffic signs to meet new Federal retroreflectivity requirements for most traffic signs (by 2015) and street name signs (by 2018).
- Eaton Sidewalks: Modify/repair sidewalks to be ADA compliant.
- Eaton Community Center/Town Hall: Renovate (35-year-old) facility including updated restroom, tables, chairs and install working water fountain for the many organizations that use this Community Center.
- Eaton Street Barn: Assess and repair building used for storage to preserve and keep safe from weather the City equipment stored therein.
- Combined Sewer Overflow (CSO): Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety.

Gaston Projects

- Combined Sewer Overflow (CSO): Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety.
- New Sewer System Lift Station
- Repave Sycamore Street

Muncie Projects

- Borg-Warner Site: Reuse/redevelopment of the site as well as rail expansion.
- Muncie Manual Transmissions Site Remediation: Environmental remediation and reuse/redevelopment of the site, including rail spur expansion.
- Ivy Tech Initiative: Develop and implement a plan to coordinate with and capitalize on the relocation of Ivy Tech to downtown Muncie.
- Livable Cities Initiative: Expand on opportunities to create/promote competitive wage jobs, neighborhood councils, downtown plans, parks, neighborhood enhancement projects, mentoring programs and all educational opportunities.
- Land Bank: Organizational and financial assistance to further promote and develop the existing land bank program.
- Reuse of Vacant Industrial Facilities/Brownfields: Promote further redevelopment and reuse of abandoned and underutilized industrial and brownfield locations within the City of Muncie.
- Muncie Street and Sidewalk Issues / Special Consideration to ADA Compliance: Develop a sidewalk and recreational paths plan, as well as existing street and sidewalk infrastructure improvements. In many locations, sidewalks need to be brought up to ADA standards.
- Muncie Action Plan ("MAP"): Expand on or implement any and all actions further identified in the July 2010 Final Report of the Muncie Action Plan ("MAP"). These actions were identified from the ideas and input of more than 2,000 residents of the City of Muncie and County of Delaware in multiple politically neutral and unbiased forums. The ideas and input were then compiled and bound into a single document that is intended to be used by both public and private organizations to steer decision-making and effect positive outcomes to local projects.
- Combined Sewer Overflow (CSO) of Muncie: Corrective action needed to improve the CSO problems within the City of Muncie to reduce pollution and improve public health and safety.
- Ivy Tech Initiative: Develop and implement a plan to coordinate and capitalize on the relocation of Ivy Tech Community College to the downtown area.
- Alternative Energy: Secure funding for alternative energy, as a joint effort with Ball State University to complete BSU's geothermal conversion project, which will (i) improve quality of life by reducing particulate matter and noxious emissions and (ii) generate hundreds of new construction jobs.
- Digital Media Project: Work with Ball State University's Digital Media Project to retain and grow more digital technology-based employers
- Energy Efficiency: Improve energy efficiency on the Ball Memorial Hospital campus by completing certain upgrades and installations.
- Helipad: Construction of helipad at Ball Memorial Hospital.
- Green Roof Maintenance: Ongoing maintenance of "green roof" installed in 2009 at Ball Memorial Hospital.
- Cancer Center/Cafeteria Renovations: Renovations to the Cancer Center and cafeteria at Ball Memorial Hospital.

- Second Floor Renovations: Renovate 2nd floor of Ivy Tech Fisher Building Campus for additional, suitable classrooms and staff use.
- Former Whiting Building: Raze and demolish former Whiting Building to prepare for additional Ivy Tech parking.
- Ball Memorial Hospital technology upgrades including: Computerized Physician Order Entry (CPOE); and integration on Clarian's platform by converting to the Cerner system.
- Ball Memorial Hospital: Evaluating remodeling of Sleep Lab to an off-site location to Increase capacity and service capabilities.
- Ball State University Geothermal Conversion: Secure funding to complete Phase II of The University's geothermal project for heating the campus as well as Ball Memorial Hospital, eliminating particulate matter and noxious emissions resulting from the prior method of steam heat production.
- Industria Centre: Relocation of gas transport line in industrial park to make a specific site more marketable.
- Industria Centre: Deliver utilities to a specific site ready to be marketed in Centre.

Selma Projects

- Combined Sewer Overflow (CSO): Corrective action to reduce pollution and improve public health and safety.

Yorktown Projects

- Combined Sewer Overflow (CSO): Corrective action to reduce pollution and improve public health and safety.

Grant County – 2010

Grant County Projects

Updated 1/3/11

- Combined Sewer Overflow ("CSO") of Grant County: Corrective action needed to improve the CSO problems within the communities of Grant County, specifically to unincorporated southeast Marion, to reduce pollution and improve public health and safety.
- Water / Sewer District Study and development for economic development growth and housing starts in the area proximate to Interstate 69 and State Road 26 at Exit 55.
- State Road 5 Extension: Local interest in extending SR 5 from north of Upland through Matthews, Gaston (Delaware County) and Yorktown (Delaware County) to State Road 67 in Daleville (Delaware County) – intersecting highways SR 28, SR 332, SR 32 and US 67. Commercial, economic development, safety and geographic access benefits are reasons for the proposed project.
- Eastbrook School Corporation: Possible wind turbine to generate electrical power.
- Greenways / Trails Development: County-wide projects and completion of connection to existing Cardinal Greenway in Delaware County.

- Brownfield Redevelopment Initiatives: Further development of specific Grant County and regional brownfield coalition projects, including: website development; site inventory and status; assessments; remediation; re-use of sites; grant sourcing; and public/private collaborations.

Fairmount Projects

- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Fowlerton Projects

- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Gas City Projects

- Street Rebuild: Total rebuild of First Street in Gas City (main route, heavily traveled by trucks) – from the high school on the north to South “H” Street – a total of 1.5 miles, including street, curbing and sidewalks.
- Street Repairs: On the east end, near I-69, repair street and add new streets to aid economic development.
- North Sloan Drive: Repair and install curbs along 1,350 feet of street.
- Wheelteck Drive: Rebuild, including base and curbing from Sloan Drive to the rear of an industrial building and bordering to north side of many acres of shovel ready land.
- New Water Meters: Upgrade water meters to radio-read meters.
- Water Lines: Loop 5100 feet of 6-inch and 8-inch water mains on the east and west sides of town at an estimated cost of \$264,000. An environmental assessment has been completed with findings of no significant impact.
- Combined Sewer Overflow(CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Jonesboro Projects

- Combined Sewer Overflow (CSO): Corrective action to improve CSO problems and reduce pollution while improving public health and safety.

Marion Projects

- Water Tower: Build a water tower at SR-18 & I-69. The “Water Storage Needs Analysis” completed by a consulting firm determined that this location requires a one-million-gallon tank in order to provide adequate water supplies and pressure to existing and potential employers in the SR-18 corridor.
- Butler Avenue: Extend Butler Avenue from Factory to Braewick Ave., plus add a New traffic signal at Braewick and SR-9.
- 44th Street Enhancement: Modify 44th Street (from SR-9 to Washington St.) for new entrance to Indiana Wesleyan University.

- SR-18 Corridor Enhancement: Park Avenue widening for truck traffic from SR-18 west to Factory Avenue.
- Corridor Drive: Extension of Corridor Drive west to 500 East for access to traffic signal from new Ivy Tech Community College.
- Combined Sewer Overflow (CSO): Develop combined sewer overflow project to correct CSO problems and reduce pollution while improving public health and safety.
- Business Incubator: Build a new business incubator – acquire or build a 30,000 SF facility. Costs estimated from \$3 million to \$4 million. Preferred location is proximate to the SR-18 – I-69 intersection.
- Marion Municipal Airport: Improve airport infrastructure.
- Make SR-18 & SR-9 Area Pedestrian Friendly: Bury power lines. Focus on the Five Points Business Area.
- Pedestrian Bridge in downtown Marion.
- Purchase of rail line to connect SR-9 & Sr-18 to downtown and Cardinal Greenway.
- Construct water tower at SR-18 and I-59.
- Extend water and sewers to airport far side and to SR-22.

Matthews Projects

- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.
- Matthews Elementary School: Possible use of this closed school as a community center.
- Downtown Beautification: Office of Community and Rural Assistance (OCRA) Planning Grant obtained. In future will move toward obtaining Construction Grant.

Swayzee Projects

- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Sweetser Projects

- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Upland Projects

- Upland Storm Water Project: An environmental assessment has been performed for this project with a finding of no significant impact. Estimated cost is \$264,108. Town engineers have been approved by the Council to proceed with a storm water project on the southeast corner of town.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Van Buren Projects

- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Jay County - 2010

Jay County Projects

Updated 2/7/11

- Combined Sewer Overflow (CSO) Corrective Action for Communities in Jay County. Develop a plan of corrective action for each community to meet EPA mandates requiring the separation of sanitary sewage from storm water in their local sewer systems, research funding sources to assist the communities in completing these projects which reduce pollution while improving public health and safety.
- Community Partnerships: Continue to build community partnerships that foster growth in Jay County.
- Renewable Energy Opportunities: Work with the Renewable Energy Task Force to create opportunities in Jay County.
- Jay County 20/20 Vision: Implementation of 20/20 Vision Plan for Jay County.
- Ag-Based Growth: Target value-added agriculture-based industries for growth in Jay County.
- Housing: Develop new stock in all categories of housing opportunities (single-family, apartments and condos) for future growth in Jay County.
- Spec Buildings: Develop spec industrial buildings.
- Zoning: Enforce current zoning regulations.
- Infrastructure Improvements: Fund key infrastructure improvements.
- Community Access: Examine and implement plans to improve access points into each community.
- Brownfield Redevelopment Initiatives: Further development of specific Jay County and area community brownfield projects and regional brownfield coalition projects, including, website development; site inventory and status; assessments; remediation; re-use of sites; grant sourcing; and public/private collaborations..
- Fiber Optics: Development and implementation of fiber optics into and within Jay County.
- Ag Sector: Develop, nourish and strengthen the ag sector of local economy.
- Alternative Energy: Develop leadership in alternative energy development.
- Park System: Encourage growth in the Jay County park system, trails (hiking, walking) in order to increase the health and vitality of the community.
- Outdoor Recreation: Develop and promote further use of outdoor recreational facilities in Jay County.
- Infrastructure: Assist with roads and other infrastructure projects needed in connection with 2011 completion of the wind turbine farm.
- Jay County Hospital: Acquisition and installation of new computer system to provide electronic health records (EHR).
- Jay County Hospital: Replacement of their 16-slice CT scanner within the next several years.
- Bring high-speed internet to the county.

Bryant Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.

- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Correct combined sewer overflow infrastructure.

Dunkirk Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Correct combined sewer overflow infrastructure.

Pennville Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Correct combined sewer overflow infrastructure.

Portland Projects

- Continued infrastructure development.
- Downtown revitalization.
- Historic Renovation: Fund historic renovation projects in Portland.
- Develop new industrial sites.
- Examine and implement plans to improve community access points
- Infrastructure: Improvements to the northern corridor coming into the City of Portland.
- Develop shovel ready sites.
- Portland – Water Lines: Provide water lines to the County Home site in north Portland.
- Correct combined sewer overflow infrastructure.

Redkey Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Correct combined sewer overflow infrastructure.

Salamonia Projects

- Continued infrastructure development.

- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Correct combined sewer overflow infrastructure.

10. Summary of Regional Action Plan

10.1. The priorities of the region's vision, the implementation strategies of the action plan, and the success measures of the valuation plan were compiled through community input from citizens, business people, professionals, economic development directors and local elected officials. The following list explains the Action plan topic groups and a brief summary of the priorities developed for each (listed in alphabetical order):

1. Economic Development

- Promote the region to potential new businesses and industries by highlighting the availability of a highly-skilled workforce, Indiana work ethics and low cost of living/operation.
- Encourage the proactive attraction of new businesses while continuing to retain and grow existing businesses.
- Attract high-paying, high-quality jobs in industries demonstrating growth regionally, nationally and globally which fit the region's core industry focus.
- Promote green-based industries and alternative energy sectors.
- Encourage regional industries to conduct business with each other where possible.
- Facilitate private-public partnerships and leverage local resources to advance economic development.
- Utilize the CEDS Report / Plan as a useful and effective tool.
- Support the efforts of Energize-ECI Regional Planning District.

2. Education

- Create an environment to foster a culture embracing education and life-long learning.
- Leverage the expertise of area universities and resources.
- Provide access to educational opportunities for all residents of the region.
- Work to achieve a 100% high school graduation rate.
- Encourage workforce/school collaborations to improve educational quality of high school graduates.
- Establish effective human capital and facilities to provide optimal education opportunities.
- Increase the percentage of area residents with a bachelor's degree.

3. Environment

- Focus on remediation and redevelopment of brownfields.
- Enhance the water quality of the region.
- Improve the region's air quality.

- Support the use of land trusts to prevent overdevelopment of land.
- Decrease the amount of solid waste entering the region's landfills.
- Support local community recycling programs.

4. Financial Resources

- Improve credit and capital access for local businesses.
- Research and capture more State and federal grant revenue for region.
- Develop and promote a local economy that supports and assists the development of small businesses.
- Build a collaborative attitude towards entrepreneurship.

5. Government

- Encourage right-sizing of local government entities based on efficiency.
- Encourage innovation in filling funding gaps to supplement traditional sources.
- Improve the policy governance of local entities.
- Demand accountability and civility from elected officials.
- Improve governmental efficiency to improve service delivery and reduce costs.
- Continue the past cooperation of local governments to work together regionally.

6. Health & Human Services

- Improve access to human, health and social services by increasing public knowledge of services available.
- Encourage the human services system to be more interdisciplinary by housing multiple services in central locations (where possible).

7. Housing

- Create affordable and safe sustainable communities for people and families.
- Encourage the development of affordable new housing to meet community needs.
- Support housing rehabilitation and redevelopment.
- Support the remediation, redevelopment and re-use of brownfield properties.
- Support the green construction techniques.

8. Infrastructure

- The Energize-ECI Regional Planning District and the development of priority projects listed in the CEDS Report / Plan.
- Support the separation of combination storm and sanitary sewer systems.
- Develop and maintain road and street network to meet the current and future needs of our communities.
- Support smart growth planning and land use practices throughout region.
- Develop and maintain local and regional connectivity for businesses and residents to larger State, U.S. and federal Interstate highway systems.
- Develop enhanced rail line connects and spurs throughout area.
- Encourage the efficient utilization of rail and intermodal freight.
- Enhance and protect water resources in the region.
- Enhance and protect air quality in the region.

9. Quality of Life

- Help educate ECI residents about the high quality of life and place we enjoy.
- Develop and support local leadership from businesses, neighborhoods and organizations.
- Encourage communities to develop community programs that promote family involvement.
- Support quality of life improvement plans such as the “Muncie Action Plan.”
- Promote the region to non-residents focusing on quality of life and economic opportunities.
- Encourage people who work in ECI, but live outside the region, to consider locating here to gain their community engagement and leadership.

10. Technology

- Encourage a culture of entrepreneurship within the region.
- Promote sustainable cities through the use of technology and infrastructure.
- Help the entire region obtain wireless services.
- Leverage the technology expertise of students and faculty at area schools, colleges and universities, as well as those of technology companies.
- Actively develop local and regional abilities to grow technology for government, non-profits and business.

11. Transportation

- Help make regionally coordinated and connected public transit systems readily available for those most in need.
- Support a light rail system to connect counties in the region to each other and Indianapolis.
- Promote alternative forms of transportation to help improve regional air quality.
- Support the development of bicycle trails and routes connecting trails throughout the region.
- Promote the region’s connection with Indiana ports – Lake Michigan and the Ohio River.

12. Workforce Development

- Create a diverse regional economy for employers and employees.
- Help connect the region’s many workforce development resources and encourage collaboration with each other, with educational institutions, workers and employers.
- Encourage further development of the “internationalization” of the ECI economy.
- Provide opportunities for the underemployed who need additional training and retraining to increase their income potential.
- Support programs which work to increase the per capita income of the region.
- Encourage an atmosphere for entrepreneurship opportunities and activities.
- Help connect regional entrepreneurial programs and resources.
- Provide affordable access to educational opportunities and jobs that require higher levels of education.

10.2 Integrating the District CEDS with the State's ED Priorities – Energize-ECI Regional Planning District is an active member of the Indiana Association of Regional Councils (IARC), a proactive group of peer planning districts in the State. Through IARC and direct relationships, we work closely with State agencies, including the Indiana Economic Development Corporation. We are aware of State and agency programs and priorities and utilize them where possible. Our economic development goals are in alignment, just at different levels of government. We help act as an intermediary between the State and State and federal agencies and our District constituency.

11. Performance Measurement

11.1 Measurement of Impact - As a newly formed District we are developing quantifiable methodology to illustrate the impact of District Priority Projects listed in the CEDS. We plan to incorporate measured evaluation of the ECI priorities in the 2011 CEDS update. We plan to address the following:

- Number of jobs created after the implementation of the CEDS
- Number and types of investments undertaken in the region
- Number of jobs retained in the region
- Amount of private sector investment in the region after implementation of CEDS
- Changes in the economic environment of the region
- Use additional qualitative and quantitative measures

12. Use of CEDS Report as a Strategic Action Plan

12.1 Importance of collaboration and partnerships – Optimum implementation of the CEDS Report / Plan can be best achieved with the collaboration of public / private partnerships and engagement by all governmental and planning entities within the District, plus appropriate State and federal agencies. It is a priority of Energize-ECI Regional Planning District to facilitate collaborations and partnerships – both traditional and innovative. This approach proves the value of the District goes way beyond just grants received.

12.2 Value of CEDS Document as a Useful Plan – Although the EDA refers to the document as a report, we have learned that the document serves much greater value as a planning document for all levels of government within the District – plus the economic development offices and other organizations. Entities which should identify and submit projects and use the CEDS as a tool and planning aid include:

- Government Officials and Department Heads
 - County
 - City
 - Town
- LEDO's
- Chambers of Commerce
- Regional Economic Development Groups
- Workforce Agencies
- Planning Officials
- Business Leaders

- Neighborhood Groups
- Interested Citizens

12.3 Useful websites

- www.energize-ecirpd.org (Energize-ECI Regional Planning District)
- www.blackfordcoedc.org (Blackford County Economic Development)
- www.muncie.com (Delaware County Economic Development)
- www.grantcounty.com (Grant County Economic Development)
- www.jaycountydevelopment.org (Jay County Economic Development)
- www.eci-brownfields.org (Energize-ECI Regional Planning District Brownfields Assessment Coalition)
- www.energize-eci.org (Energize-ECI, Inc.)
- www.iarc.cc (Indiana Association of Regional Councils)
- www.bsu.edu/cber (BSU Center for Business Research)
- <http://cms.bsu.edu/About/AdministrativeOffices/BBC/> (BSU Building Better Communities)
- www.stats.indiana.edu (Stats Indiana)
- www.eda.gov (Economic Development Administration)
- www.iedc.in.gov (Indiana Economic Development Corporation)
- www.in.gov/ocra/ (Office of Community and Rural Affairs)
- www.usda.gov (U.S. Department of Agriculture)
- www.epa.gov (U.S. Environmental Protection Agency)

13. Appendix

Supplemental documents