

**ECI Regional Planning District
CEDS Report / Plan
2014 Update**

2012 ECIRPD CEDS Report/Plan Update

ECI Regional Planning District

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1. Introduction

1.1 Counties

This document presents the 2014 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 the East Central Indiana Regional Planning District.

1.2 Enabling Legislation

The ECIRPD 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, ECIRPD functions as a tool to assist local governments with the development process, manage District programs and services, and advise in the interrelationships between units of local government. In this role, the District is responsible for conducting planning – current, intermediate and long-term.

1.3 District Organization

ECIRPD operates with a 35-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 list 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; 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 the 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, and undertaking a completely new CEDS Report/Plan in 2014.

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 CEDS Performance Progress Report/Plan is a compilation of data, information and economic development priorities for the District developed and articulated by members of ECIRPD with input from community participants, elected officials 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 and to coordinate, cooperate, and develop comprehensive regional actions that will improve and sustain growth in the region.

Based upon feedback from the Regional Planning District Board, this document has been developed in cooperation with leaders from a broad group of public, private, and non-profit organizations. ECIRPD held a series of Regional Planning District meetings this past year. Members of the Planning District are the responsible parties for the identification and implementation of shared goals and objectives.

Through this process, Planning District Members were given the opportunity to submit projects of importance and concern to be added to the CEDS update. A number of collaborative efforts for both ongoing and potential new projects have been identified and incorporated into the CEDS Plan. In addition, key economic development plans critical to the growth and enhancement of the regional economy have been examined and included.

The development of the CEDS is a multi-faceted process. It includes input from board members with diverse backgrounds in business, the service sector, government, economic development, educational institutions, engineering, industry, transportation, utilities, human and health services, and the financial sector, all 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:

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

5. **Development Projects** – Identifies and lists projects, programs, and activities designed to achieve and implement the District’s 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.

The 2014 CEDS Report/Plan update outlines the region’s vision for the future. It acknowledges the regions current position and answers the questions “Where are we headed?” and “What do we want our communities and region to look like 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 progress 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 – 2014/2015

Blackford County

- Widen State Road 3 (North and South) through Hartford City.
- Add fiber optic
- Improve employment opportunities.
- Expand the Industrial Parks.
- Improve the Montpelier sewage plant.
- Repave streets connecting 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.
- Completion of three shell buildings.
- Acquire land and begin engineering work on a new road connecting Bell Aquaculture to State Road 67.

Grant County

- Town of Upland storm water project.

- Town of Fairmont waste water treatment plant upgrades
- Demolition of the old Fairmont High School.

Jay County

- Sidewalk and curb replacement in Portland.
- Town of Redkey sewage treatment plant upgrades as well as street, water and fire protection improvements.
- Development of a rail spur for Verallia (formerly St. Gobain) glass container plant in Dunkirk, to enable additional expansion and job creation.

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 grants are very difficult to secure and can take many months if not years to come to fruition.

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 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. Support the diversification of the regional economy into those sectors that use advanced technology and generate higher paying jobs.
3. Recognizing that this region has a high level of commuting into and out of the four counties and ensuring that our quality of life and mobility is improved through excellent transportation, telecommunications and basic infrastructure.
4. Collaborate, where appropriate, on creating proposals to prospective employers, particularly when requested by the prospect.

3. Process for Updating ECIRPD's 2014 CEDS

3.1 Process

In January of 2014, members of the Regional Planning District, core economic development professionals and various local elected officials and community representative of the four counties met with the ECIRPD team to discuss updating the region's CEDS.

All of the Regional Planning District members, 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, and financial sector were invited to provide ideas, input and projects – and be a part of our CEDS update process. Meetings were held in January, February, April, June and August, of 2014. Information was gathered at these meetings and subsequently reviewed and considered for inclusion in the 2014 CEDS update.

3.2 Participants

2014 ECIRPD Board of Directors – CEDS Update Committee

Ms. Lisa Dominisse
City of Marion
301 S. Branson Street
Marion, IN 46952

Mayor Randy Geesaman
City of Portland
321 N. Meridian Street
Portland, IN 47371

Mr. Mike Jones
Delaware County Council
1205 N CR 650 E
Selma, IN 47383

Mr. Jacob Everett
Blackford County Economic Development Corp.
121 N. High Street
Hartford City, IN 47348

President James King
Delaware County Commissioners
100 E. Main Street
Muncie, IN 47305

Mr. Mike Row
Alliance for Strategic Growth
122 E. Main Street
Muncie, IN 47305

Ms. Connie Swoveland
Ivy Tech Community College
6061 N. State Road 9
Alexandria, IN 46001

Mr. Bill Hess
Hartford City Council
26 Clubview Drive
Hartford City, IN 47348

Ms. Nora Powell
Muncie City Council
2708 Tacoma Avenue
Muncie, IN 47305

Mr. Milo Miller, Jr.
Jay County Commission
109 Bittersweet Lane
Portland, IN 47371

Mr. Ralph Frazee
P. O. Box 291
Pennville, IN 47369

Mr. Eric Kelly
Ball State University
AB 305
Muncie, IN 47306

Mr. Harry Pearson
Blackford County Commission
590 N 200 W
Hartford City, IN 47348

President Mike Burton
Grant County Commission
705 N. Cottonwood
Fairmount, IN 46928

Mayor Kathy Bantz
426 W. Green Street
Montpelier, IN 47359

Kevin Cope
4601 S. Meeker Ave
Muncie, IN 47302

3.3 Public Participation

From the beginning of the 2014 CEDS update, we have encouraged public engagement by involvement in public meetings and providing information about the CEDS to members of the Regional Planning District. The District website has been utilized as a tool to communicate the CEDS updating process to the public. The 2012 CEDS is posted on the website and has the capability to be downloaded. The Comprehensive list of District projects is also posted, along with forms so the public can identify and submit

projects for consideration. Upon completion, the 2014 CEDS Report/Plan update will be posted and available for download.

3.4 What we learned from the 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 helps to stimulate strategic thinking. Also, by controlling the length of the document, and reproducing it in an easy to reference format, we encourage all entities to keep a copy on hand (copies are always available at the ECIRPD website www.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.

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 well-paying) 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 2012, when Indiana maintained a 15.5% poverty rate, Blackford County was 14.9%, Delaware County – 22.4%, Grant County – 18.7% and Jay County – 14.2%.

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 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 2010 while the State’s population grew nearly 17 percent. Projections for 2020 indicate that the region’s population is expected to continue to decline, although moderately. In 2012, the population of the four counties totaled 220,562 people. Muncie is the largest city in the District with a population of 70,087 in 2012 — 31.8 percent of the region’s total population.

TABLE 1. Population Decline / Growth – 1979-2008*					
Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana
2000-2010	-9.1%	-0.9%	-4.6%	-2.5%	6.6%
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
76	299	169	56	149	182	88

*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 – 2010

Age Range (in years)	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States*
65+	21.9%	14.8%	16.5%	11.3%	13.3%	12.9%
45-64	25.1%	24.1%	27.2%	26.5%	26.4%	25.9%
25-44	22.6%	21.9%	21.5%	23.4%	25.7%	27.1%
20-24	5.2%	13.4%	8.8%	9.5%	6.9%	9.9%
5-19	19.3%	20.4%	20.3%	22.3%	21.1%	17.3%
Under 5	5.9%	5.4%	5.7%	7.0%	6.6%	6.9%

Source: Census 2010 Summary File 1 (SF 1) 100-Percent Data: P12. SEX BY AGE [49] – Universe: Total population

*US Population data 2009 – later data is not available

4.3 Geography

ECIRPD 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 162.7 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. Education 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 only slightly lower than the State’s, the ECI region average was far lower. **Table 4** shows the educational attainment levels in 2009 for individual counties, the regional average, and the State of Indiana.

TABLE 4. Educational Attainment for Population 25-years and Over – 2005-2009*							
Education Level	Blackford County	Delaware County	Grant County	Jay County	Regional Average	State of Indiana	United States
Less than 9 th grade	3.9%	5.0%	5.2%	7.6%	5.4%	5.3%	5.1%
9 th to 12 th grade, no diploma	14.8%	13.4%	15.6%	13.9%	14.4%	12.6%	7.3%
High school grad or equivalent	49.5%	37.2%	41.9%	49.5%	44.5%	37.2%	30.6%
Some college, no degree	16.4%	19.3%	18.2%	14.8%	17.2%	19.7%	17%
Associate degree	5.1%	4.7%	5.1%	4.4%	4.8%	5.8%	9.5%
Bachelor’s degree	6.6%	10.8%	8.0%	5.8%	7.9%	12.2%	19.5%
Graduate or professional degree	3.6%	9.6%	6.0%	4.1%	5.8%	7.2%	11%

*Most recent data available

Source: U.S. Census Bureau & American Community Survey, 2005-2009 5 Year Estimates By Educational Attainment For The Population 25 Years and Over

http://www.stats.indiana.edu/dms4/new_dpage.asp?profile_id=302&output_mode=1

4.5 Wealth

It's no stretch to call the ECI region the most economically distressed region 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 of Indiana. 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 adjusted for inflation. Although the ECI region's PPCI has increased since 1980, the wealth disparity has consistently widened between the region, the State of Indiana, and the U.S.

TABLE 5. Per Capita Personal Income Decline / Growth – 2010*						
Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States
2010*	\$29,194	\$29,565	\$31,252	\$27,478	\$33,981	\$39,937
2000*	\$27,166	\$31,294	\$28,532	\$26,566	\$34,771	\$38,393
1990*	\$24,041	\$27,316	\$26,933	\$22,521	\$29,120	\$32,290
1980*	\$21,689	\$23,121	\$22,663	\$20,065	\$24,751	\$26,704
30-Year % Change	34.6%	27.9%	37.9%	36.9%	37.3%	49.6%
2010 Rank in State (of 92 Counties)	72	65	43	84	41 (rank in US)	

* Adjusted for inflation

Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce
http://www.stats.indiana.edu/dms4/new_dpage.asp?profile_id=339&output_mode=2

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 2010, the regional average was more than 26% – more than five full points higher than Indiana's poverty rate and the U.S. poverty rate. Grant County had one of the highest poverty rates in the State in 2010, with Delaware, Jay and Blackford close behind. Table 6 shows the rate of 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 & 2010						
Period	Blackford County	Delaware County	Grant County	Jay County	State of Indiana	United States
2010	24.3%	27.5%	29.7%	26.0%	21.6%	21.6%
2000	13.4%	15.2%	16.7%	15.8%	12.1%	16.2%

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates; STATS Indiana, Updated June 15, 2012
<http://www.census.gov/did/www/saipe/data/statecounty/index.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 108,759 workers in 2011. Of those workers, 97.8% were engaged in work that is classified as nonfarm. The manufacturing sector reported the highest average wage per job at \$67,724, while the arts, entertainment and recreation had the lowest average wage at \$8,570. Health care and social service jobs have jumped to 13.8% of the workforce in the ECI regional economy. It comprised the largest employment sector in 2011 with 14,978 employees. The ECI region had a slightly higher percentage than the State in accommodations and food services, retail trade, healthcare and social services at 7.1%. 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 below the state average by more than \$5,600.

The unemployment rate was higher in the ECI region than the State or nation in 2009, and in 2012. Seasonally adjusted unemployment rates for ECI counties for July of 2012 were:

Blackford County	10.3%
Delaware County	10.2%
Grant County	10.3%
Jay County	7.1%
Indiana Average	8.3%
U.S. Average	8.6%

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 12,502 in 2012. 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 6,091 people in 2012, and serves as the county seat. The county has among the lowest indicators in the state: Blackford County ranked 83rd 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	Value	Rank in State

(By Place of Residence)		
Population (2012)	12,502	85
Growth (%) since 2010 Census	-2.1%	91
Households (2012)	5,293	83
Total Resident Labor Force (2012)	5,903	84
Unemployment Rate (2012)	10.6	5
Per Capita Personal Income (2012)	\$32,754	72
Median Household Income (2012)	\$38,927	89
Poverty Rate (2012)	14.9	41
H.S. Diploma or More - % of Adults 25+ (2012 ACS 5yr)	86.1	44
Bachelor's Deg. Or More - % of Adults 25+ (2012 ACS 5yr)	10	85

Source: STATS Indiana, Updated August 1, 2012

Blackford County - Average Earnings – 2011 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>	\$175,690	74	\$42,546	\$40,248	\$2,298	38
Manufacturing	\$54,691	53	\$52,386	\$55,393	-\$3,007	20
Gov. & Gov. Enterprises	\$28,795	83	\$43,695	\$41,769	\$1,926	46
Retail Trade	\$19,752	77	\$31,253	\$23,825	-\$3,566	45
Health Care, Social Assist.	\$14,651	51	\$33,298	\$41,265	\$15,640	37
Farming	\$11,641	36	\$40,280	\$31,314	\$3,825	17
Professional, Tech Serv..	\$4,635	48	\$36,496	\$57,289	-\$5,153	40
Transport. & Warehousing	n/a	n/a	n/a	\$40,541	n/a	43

Source: STATS Indiana; Bureau of Economic Analysis

Delaware County

Delaware County, formed in 1827, 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. This 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 as a result of 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 a land area of 396 square miles (393 in land, 3 in water). The county population in 2012 was 117,364, a slight decrease over declining population for the past four decades due to 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 70,087 residents in 2012, 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 10th largest population in the state in 2010.

Health care and social assistance comprises the largest private employment sector in Delaware County. It accounted for 19.8 percent of the county's total employment in 2012 and annual earnings totaled at \$484,924. Manufacturing was the county's second largest employment sector for that year with 10.6 percent of the county's total employment. Long known for automotive component manufacturing, the decline in the U.S. automotive industry has brought about many plant closings resulting in losses of over 10,000 jobs in the past decade.

Overview of Delaware County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2012)	117,364	14
Growth (%) since 2010 Census	-0.3%	45
Households (2012)	46,068	14
Labor Force (persons) (2012)	54,245	15
Unemployment Rate (2012)	9.5%	24
Per Capita Personal Income (2012)	\$32,318	74
Median Household Income (2012)	\$37,339	91
Poverty Rate (2012)	22.4	2
H.S. Diploma or More - % of Adults 25+ (2012 ACS 5yr)	86	46
Bachelor's Deg. Or More - % of Adults 25+ (2012 ACS 5yr)	22.2	16

Source: STATS Indiana, Updated August 1, 2012

Delaware County - Average Earnings – 2009 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>	\$2,293,750	42	\$38,136	\$44,620	-\$6,484	30
Gov. & Gov. Enterprises	\$533,112	38	\$47,929	\$52,971	-\$5,042	47
Health Care, Social Assist.	\$485,671	15	\$47,180	\$50,287	-\$3,107	23
Manufacturing	\$251,833	27	\$61,709	\$71,752	-\$10,043	18
Retail Trade	\$172,611	30	\$23,098	\$25,708	-\$2,610	44
Professional, Technical Services	\$134,060	14	\$46,874	\$56,535	-\$9,661	36
Construction	\$94,803	29	\$36,337	\$47,308	-\$10,971	27
Finance & Insurance	\$107,148	19	\$37,477	\$47,634	-\$10,157	34

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 fought 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 29,639 residents in 2012, and Gas City is the second largest with a population of 5,909. In 2012, the population of Grant County was 69,330. 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 (2012)	69,330	24
Growth (%) since 2010 Census	-1.0%	74
Households (2012)	26,968	23
Total Resident Labor Force (2012)	31,881	24
Unemployment Rate (2012)	9.9	14
Per Capita Personal Income (2012)	\$34,651	51
Median Household Income (2012)	\$39,151	88
Poverty Rate (2012)	18.7	10

H.S. Diploma or More - % of Adults 25+ (2012 ACS 5yr)	84.6	63
Bachelor's Deg. Or More - % of Adults 25+ (2012 ACS 5yr)	17.2	31

Source: STATS Indiana, Updated August 1, 2012

Grant County - Average Earnings – 2009 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>	\$1,433,591	29	\$40,974	\$44,620	-\$3,646	30
Manufacturing	\$298,914	12	\$77,399	\$71,752	\$5,647	18
Health Care, Social Assist.	\$277,360	9	\$50,558	\$50,287	\$271	23
Educational Services	\$105,456	5	\$30,844	\$29,469	\$1,375	30
Retail Trade	\$87,541	36	\$22,452	\$25,708	-\$3,256	44
Wholesale Trade	\$71,942	50	\$46,807	\$63,111	-\$16,304	34
Other Services, exc. Publ. Admin.	\$54,577	52	\$26,978	\$30,433	-\$3,455	31

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 2012, the county had a population of 21,366. Portland is the county seat with a population of 6,260 in 2012. The county has six incorporated communities (Bryant, Dunkirk, Pennville, Portland, Redkey and Salamonina).

Overview of Jay County		
People & Income Overview (By Place of Residence)	Value	Rank in State
Population (2012)	21,366	70
Growth (%) since 2010 Census	0.5%	24
Households (2012)	8,188	70
Total Resident Labor Force (2012)	10,874	65
Unemployment Rate (2012)	7.3	75
Per Capita Personal Income (2012)	\$33,928	58
Median Household Income (2012)	\$42,410	68
Poverty Rate (2012)	14.2	44
H.S. Diploma or More - % of Adults 25+ (2012 ACS 5yr)	85.1	59
Bachelor's Deg. Or More - % of Adults 25+ (2012 ACS 5yr)	9.8	88

Source: STATS Indiana, Updated August 1, 2012

Jay County - Average Earnings – 2011 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>	\$362,072	63	\$34,608	\$44,620	-\$10,012	30
Manufacturing	\$139,755	69	\$50,135	\$77,752	-\$27,617	18
Gov. & Gov. Enterprises	\$63,210	68	\$44,862	\$52,971	-\$8,109	47
Retail Trade	\$17,108	61	\$20,563	\$25,708	-\$5,145	44
Accommodation, Food Svs.	\$19,798	21	\$15,688	\$16,667	-\$979	44
Construction	\$12,596	65	\$28,692	\$47,308	-\$18,616	27
Other Services, exc. Publ. Admin.	\$13,266	83	\$22,073	\$30,433	-\$8,360	31
Farming	\$33,176	41	\$36,022	\$35,800	\$222	11

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 and funded by the federal government and regional workforce development organizations. The State and federal partnership for workforce development has brought a significant amount of training for incumbent workers and re-training for workers who have lost their jobs to the region.

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 that require a 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.

Plant closings and layoffs have made available a decent supply of 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 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. This understanding and management of the region's skill surpluses and shortages is an ongoing process; it 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, resulting in collaborations that have brought a

number of new employers to the region. In some cases, Regional Workforce Boards team up with area educators to train workers to meet the needs of employers before a new 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 days drive from East Central Indiana via access to six interstate highway systems.

East Central Indiana has easy access to ports on Lake Michigan and the Ohio River. The region is also served by railways and has nearby commercial airports in Indianapolis, Fort Wayne and Dayton as well as interstate access to those communities. The counties in the region each have general aviation airports. The Delaware County airport offers 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 ones. 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. Our communities have a growing awareness of environmental issues and are working, along with area businesses, to be good stewards of their natural 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 ECIRPD established a four-county brownfield coalition consisting of Blackford, Delaware, Grant and Jay counties. ECIRPD was awarded a \$609,000 EPA grant to assess brownfields and implement a regional plan toward brownfield redevelopment. In addition, the City of Muncie, Delaware County and the Town of Yorktown were awarded a \$600,000 EPA grant to assess brownfield sites.

We are confident that this grant funded assessment approach will not only remove questions about vacant buildings, but will also make brownfield sites more attractive as locations for new and existing businesses to expand. Since the grant was awarded, ECIRPD has assessed 13 sites in our four-county region.

5. Analysis of Economic Development Problems and Opportunities

5.1 Strengths of the Region

- Public/Private partnerships and advocacy for economic development strategies
 1. Technical knowledge of local and regional economic development processes
 2. Strong regional and local leadership – civic engagement
 3. Clearly defined direction and vision for developing and executing strategies
 4. Good working relationship with the State and federal agencies
- Commitment to advance economic development efforts forward
- Low cost of doing business and low cost of living throughout region
- Strong community foundations with an interest in economic development
- Safe communities with low crime rates
- Good quality of life
- High-ranking colleges and universities
- Quality health care facilities and practitioners
- Well-developed community spirit of volunteerism
- Human and economic assets
- Local government entities involved in economic development
- Economy is growing more diverse
- Region is addressing environmental issues
- Region has many amenities – Cardinal Greenway, Bear Creek Farms, Emens Auditorium, etc.
- Established workforce development resources

5.2 Weaknesses of the Region

- Infrastructure is aging or inadequate in many areas of region
- K-12 educational system
- Identification and sourcing of federal and State grant revenue
- Entrepreneurial support system
- Need greater community leadership of all ages
- Some government entities in the area suffer from political in-fighting
- Massive job losses resulting in persistent high unemployment
- Lack of economic diversification, innovation and entrepreneurship
- Lack of investment capital
- Government entities continue to face decreasing revenue streams

5.3 Economic Development Advantages of Region

- Central location to North America
- Well-connected transportation network, access to interstate highways
- Available, low-cost utilities
- Low cost of operation and living

- Inventory of available housing at all price levels
- Available buildings and sites, shell buildings
- Strong Indiana values and work ethic
- Quality workers of all skill levels
- High level of work-life balance
- Welcoming business environment
- State of Indiana is strong financially (AAA bond rating)
- Low taxes, property tax caps
- World-class colleges and universities
- Over 39,000 college students in the region
- Home to many corporate headquarters and international businesses
- Temperate four-season climate
- Easy access to metropolitan areas and international commercial airports
- Competitive economic development incentives
- Economic and cultural diversity
- Well-developed workforce development and training opportunities
- Clean, friendly and safe communities
- Public-private collaborations
- Lifestyle choices – suburban, rural, urban – old, new
- Wide variety of recreational and leisure activities
- Nearby Division I collegiate and professional sports teams
- Vibrant community spirit
- Excellent general aviation airports
- Very short commute times – workforce mobility
- Leadership in green technology and advanced manufacturing

5.4 Key Issues Facing the Region

- A shrinking and aging population
- A shrinking household size
- Per capita incomes less than State and U.S. averages
- Lower than average level of educational achievement (but improving)
- Closings or reductions in employment by major employers
- Inefficient use of land resources
- Declining prosperity due to loss of higher-paying manufacturing jobs
- Economic disparity
- Governmental entity budget constraints
- A recognition of the region's economic situation and issues and a community willingness to address these issues to transition the region upward
- Strong educational assets of colleges and universities
- A legacy of entrepreneurship
- Pervasive recession
- Need for economic diversification

5.5 Human Assets

East Central Indiana is rich in 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 created by a more diverse industrial base.

The region is fortunate to have three outstanding universities: Ball State University, Taylor University and Indiana Wesleyan University as well as 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 that needs to be marketed in attracting new businesses to East Central Indiana. The region is placing a renewed collaborative focus on the value of education and continuing education to people of all ages.

5.6 Economic Clusters within the Region

In addition to agribusiness and food processing, the region has been well known for production of primary metal and the manufacture of fabricated product 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 businesses and industries compatible with the resources and competitive advantages of the region and build on existing and developing industry clusters.

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

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 shall guide all of our regional activities. They are:

1. Skill levels of incumbent and future workers at or above the U.S. and Midwest averages.
2. Superior 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 four action strategies detail how East Central Indiana will reach its goals. The strategies are based upon the region’s goals. Each of the following four strategies has one or more supporting initiatives. Individual initiatives are listed below.

Action Strategy One: Work in partnership with the EDA-approved Regional Planning District to manage the CEDS Report/Plan and to improve regional planning and to seek funding for priority projects.

Initiative One: Continue to support and be engaged with the ECIRPD, related programs, services and meetings.

Suggested Action Steps

1. Work closely with member communities
2. Continue financial support for the Regional Planning District
3. Participate in developing CEDS Report / Plan updates and project implementation
4. Reapply for further EPA funding to continue the regions brownfield assessments program.
5. Continue to develop the IMCP plan and related catalyst projects.

2014-2015 Immediate Priorities

1. Present 2014 CEDS Report / Plan update to local officials
2. Finalize IMCP designation
3. Organize plans, alliances and collaborations – as per IMCP/CEDS
4. Seek federal funding sources for IMCP catalyst projects.

Initiative Two: Continue to foster the Investing in Manufacturing Communities Partnership (IMCP) Regional Master Plan. Coordinate activities and cooperation to develop and fulfill catalyst projects focusing on the cities of Anderson, Muncie and New Castle and developing ways for the IMCP to benefit the entire regional planning district.

Initiative Three: 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). Bring together regional workforce development efforts to work collaboratively and develop a unified workforce development strategy to assist the regions manufacturers.

7. CEDS Goals and Objectives – Defining Regional Expectations

- Goals are broad, primary regional expectations.
- 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.
- Any strategic project, program or activity identified in the CEDS should work to fulfill 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, ECIRPD is working 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 the Regional Planning District

2009

\$2,300,000 – Economic Development Administration, U.S. Department of Commerce.

Provided 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, Brevini Wind and Mursix Corporation to the park, resulting in 450 new committed jobs and capital investments of over \$47 million. Following four years of obtaining right-of-way easements and negotiations between EDA, Brevini and Delaware County, the rail spur was completed in 2014.

\$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.

\$50,000 – United States Department of Agriculture Grant.

Funded 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 ECIRPD serving Blackford, Delaware, Grant and Jay Counties.

\$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 that will save over \$30,000 annually for a payback of about 8 years.

\$75,000 – United States Department of Agriculture Grant.

Provided 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 areas of the region.

2011

\$609,000 – United States Environmental Protection Agency Grant.

Funded inventory, assessment and clean-up planning for brownfields sites in the four-county ECI Brownfields Coalition (Blackford, Delaware, Grant and Jay Counties).

\$60,000 – Economic Development Administration, U.S. Department of Commerce – Economic Development District Planning Grant.

Funded the 2009 CEDS Plan update and furthered the development of ECIRPD

2012

\$1 Million – Office of Community and Rural Affairs, State of Indiana.

Built infrastructure modifications for Progress Rail, Muncie, Indiana.

\$300,000 – Indiana Department of Government Finance.

Delaware County rail spur grant for Park One.

\$100,000 – Indiana Brownfields Program

Funded further clean-up for Muncie Paper Processing site (Delaware County).

2013

\$300,000 – United State Economic Development Administration Investing in Manufacturing Communities Partnership

Develop a plan to market the region for advanced manufacturing investment

\$60,000 – United State Economic Development Administration

Short term planning grant to support CEDS Update

\$24,000 – Ball Brothers Foundation

Continue the ECI Regional Planning Districts brownfield inventory program to satisfy the Muncie Action Plan (MAP) initiative.

\$22,500 – George and Francis Ball Foundaiton

Funding to install four brownfield monitoring wells and installation of a new lawn irrigation system for the City of Muncie to assist in the development of the new Gateway Park.

9.2 2010 CEDS Projects Identified by Counties in the District

Blackford County - 2014

Blackford County Projects

- 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, including 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 to ensure that Blackford County has broadband services accessible to each and every resident and business in the County.
- **Vacant Buildings:** Entice new businesses to occupy 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 economic 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.
- **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 give largest Blackford County employers State Road access, including heavy industrial areas of the Blackford Industrial Park, and 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 increase 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**
- **Combined Sewer Overflow (CSO):** Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety. Four phases through 2026—Estimated Cost: \$19.7 million.
- **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.
- **Develop additional rail spurs in the Hartford City Industrial Park to attract new development and jobs.**
- **Widen SR 3 through Hartford City.**
- **Extend Water and Sewer Utilities:** Extend service to site of former bowling alley on SR-3 and to nearby businesses (including the Elks and Town Financial).

- Ongoing sanitary sewer improvements.

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.
- Expand Montpelier Industrial Park and increase capacity of sewage package plant.
- 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 - 2014

Delaware County Projects

- Locate users for the Rail Spur.
- Construct 200,000 sq. ft. Industria Centre Shell Building.
- Repave roads and upgrade infrastructure in the Industria Centre.
- Create New entrance ways and features to define the perimeters of the Industria Centre.
- Option land in Park One for future development and expansion.
- 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.
- Continue to promote development in the Park One Industrial Park.
- Daleville Shell Building.
- Continue to market the Daleville Shell Building.
- Exit 245/I-69 and St. Rd. 28 Utilities: Utilities need extended to this intersection to allow for new business attraction at this optimal interstate exchange.
- 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.
- Complete Bell Road from St. Rd. 67/28 to Bell Aquaculture.
- Continue to market and foster business growth at the former Twoson Building.
- Address the current funding for bridge reconstruction in the county.
- Filter Strip Education: Develop and provide education related to filter strips along creeks and other waterways.
- Corrective action needed to improve the CSO problems within the communities of Delaware County to reduce pollution.
- 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.
- Brownfield Redevelopment Initiatives: Further development of special Delaware County and regional brownfield coalition projects, including: site inventory and status; assessments; remediation; re-use of sites; grant sourcing; and public/private collaborations.

Albany Projects

- Corrective action to improve CSO problems and reduce pollution.
- Construct road for Aquaculture Park.
- Annex Aquaculture Park.
- Create new TIF District for Aquaculture Park.
- Upgrade sewers and drainage in the Aquaculture Park area.
- Purchase of Trailer Court for conversion to Park/Splash Park/Skating multi-purpose recreation area.
- Brownfield assessment of old McCormick Bldg for possible plant renovation/expansion for new business.
- Purchase of land in the Aquaculture Park for possible satellite sewage plant.
- Satellite sewage plant in Aquaculture Park.
- Installation of retention basin for storm water near Albany Heights. Annexation and land purchase for industrial park.
- Infrastructure Plan for Aquaculture Park to include streets, utility requirements, and drainage.
- Sidewalk revision/reconstruction to incorporate ADA requirements.
- Expansion of shelter house in large park.

Daleville Projects

- Complete Downtown Master Plan.
- Plan for Mounds Lake connectivity to the town.
- Seek funding for splash pad and park development.
- Complete five year Parks Master Plan.
- Acquire abandoned Downtown properties.
- Seek DNR trail funding.
- Daleville Water Treatment: Creation of a new water treatment operation and/or cooperative agreement for treatment with other entities.
- Corrective action to improve CSO problems and reduce pollution.
- Increase business attraction.
- Make streets and roads more community friendly with the addition of sidewalks.
- Create a 501c3 nonprofit organization to benefit the Parks Department.
- Create a trail in Shellabarger Park and make general improvements to playground equipment.

Eaton Projects

- 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 Sidewalks: Modify/repair sidewalks to be ADA compliant.
- Eaton Community Center/Town Hall: Renovate and update this 35-year-old facility.
- Combined Sewer Overflow (CSO): Corrective action needed to improve the CSO problems to reduce pollution and improve public health and safety.
- Demolish unsafe Downtown buildings.

Gaston Projects

- Corrective action needed to improve the CSO problems to reduce pollution.
- New Sewer System Lift Station.
- Road and infrastructure repairs and updates.

Muncie Projects

- Continue efforts to promote “Quality of Place” in within the City.
- Implement the Quite Zone project in the Downtown.
- Redevelopment of Madison Street to ADA standards.
- Complete construction of the ARC Hotel and parking garage.
- Complete Gateway Park Project at Madison and Main Streets.
- Complete pedestrian bridge over White River near Liberty Street.
- Continue to work on IMCP Catalyst identified 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 in cooperation with the Ross Center.
- Promote redevelopment of the Indiana Steel and Wire site.
- 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.
- Blight Elimination Program: Organizational and financial assistance to further promote and develop existing housing stock.
- Reuse of Vacant Industrial Facilities/Brownfields: Promote further redevelopment and reuse of abandoned and underutilized industrial and brownfield locations within the City of Muncie.
- Continue to assess brownfield properties with the Muncie Coalition Brownfield grant.
- 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.
- Install bike lanes and parking Downtown.
- Continue to market and promote the Airpark Shell Building and surrounding properties.
- 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”).

- 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.
- Create and fund programs to increase employment skills.
- South side Gateway project.
- Roundabout at Riggin and Walnut Streets.

Selma Projects

- Combined Sewer Overflow (CSO): Corrective action to reduce pollution and improve public health and safety.
- Create Downtown TIF District.
- Complete an OCRA Planning Grant Application.
- Complete OCRA Income Survey.

Yorktown Projects

- Combined Sewer Overflow (CSO): Corrective action to reduce pollution and improve public health and safety.
- Development of downtown retail, dining and commercial district.
- Expand upon the North-South Transportation Study.
- Expand on the facade grant program.
- Design and implement Master Plan projects.
- Expand trail system.
- New entry way signs at 332/169 and Gateway signs at 600/332.
- Roundabouts Partnering with Delaware County at Jackson Nebo.
- Fire aerial truck, police station expansion.
- Downtown park connecting with Morrow's Meadow and redevelopment mixed use area located along Canal Street.
- Currently putting in a 4th water well and will be in the future looking at adding an additional storage tower.
- Sewer plant needs upgrades.
- Like to see a spec building at Park 1.
- Industrial Development Area next to Marsh and South of Borg Warner
- Transportation planning that includes partnering with Salem Township and Delaware County to straighten Marsh Rd (CR 600) south of town and expend it to make it the same size parameters as a State Highway.

Grant County – 2014

Grant County Projects

- 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.
- Demolish former high school: Building is in extreme decline; adjacent Madison-Grant Youth Basketball League needs the property for parking and expansion of their program

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.
- 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.
- Construct water tower at SR-18 and I-59.
- Extend water and sewers to airport far side and to SR-22.
- Establish an integrated and functional wayfinding system that is clear and concise on a resident and visitor level that is based on a highly programmed design package.
- Dedicated pedestrian crosswalks needed in multiple areas.
- Improve gateways.
- Improve parking lot landscaping and design standards
- Buffer surrounding neighborhoods and boundaries in the Industrial Park District. Also rezone underutilized residential properties to industrial.
- Trail system connections to parks, schools, senior centers and other recreational opportunities.
- Create separate zoning classification for the IWU campus that allows for the uses needed by a campus of this type. Current residential zoning creates never-ending development and permitting issues.
- Buffer needed between neighborhood and IWU campus.
- Improve drainage in the West Marion residential district.
- Redevelop riverfront for festivals and commercial activity.
- Place businesses back at the neighborhood level in Downtown and Village areas.
- Commercial and residential blight elimination.

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.
- New firestation needed.
- Improve sidewalks (currently working through with IDEM).

Jay County - 2014

Jay County Projects

- 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.
- Development and implementation of fiber optics into and within Jay County.
- Ag Sector: Develop, nourish and strengthen the agriculture sector of local economy.
- Develop leadership in alternative energy development.

- Encourage growth in the Jay County park system, trails (hiking/walking) in order to increase the health and vitality of the community and add to quality of life.
- Develop and promote further use of outdoor recreational facilities in Jay County.
- Assist with roads and other infrastructure projects needed in connection with 2011 completion of the wind turbine farm.
- Acquisition and installation of new computer system to provide electronic health records (EHR) for Jay County Hospital.
- Replacement of Jay County Hospital's 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.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Dunkirk Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Pennville Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Portland Projects

- Continued infrastructure development.
- Downtown revitalization.
- Historic Renovation: Fund historic renovation projects.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Infrastructure: Improvements to the northern corridor coming into the city.

- Develop shovel ready sites.
- Water Lines: Provide water lines to the County Home site in north Portland.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.
- Demolition or remediation of Sheller Globe site.
- Sidewalk and curb replacement.

Redkey Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

Salamonia Projects

- Continued infrastructure development.
- Downtown revitalization.
- Develop new industrial sites.
- Examine and implement plans to improve community access points.
- Develop shovel ready sites.
- Combined Sewer Overflow (CSO): Correct CSO problems to reduce pollution while improving public health and safety.

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 the Regional Planning District members as well as 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):

- **Economic Development**
 1. 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 that demonstrate growth regionally, nationally and globally and 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 the Regional Planning District.

- **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 the best possible 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.

- **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.

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

- **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.
 - Continuation of local governments working together regionally.

- **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).

- **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.

- **Investing in Manufacturing Communities Partnership (IMCP)**
 Although the IMCP Project includes areas outside of ECIRPD, the information obtained during research for the project has already proven beneficial to the region.

- **Infrastructure**
 - Support 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 networks 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 connections and spurs throughout the area.
 - Encourage the efficient utilization of rail and intermodal freight.

- **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.

- **Technology**
 - 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.

- **Transportation**
 - Help make regionally coordinated and connected public transit systems readily available for those most in need.

- 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.
- **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, 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 that 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

The 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 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 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 ECIRPD 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 a greater purpose 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

- 1 www.ecirpd.org (ECI Regional Planning District)
- 2 www.blackfordcoedc.org (Blackford County Economic Development)
- 3 www.muncie.com (Delaware County Economic Development)
- 4 www.grantcounty.com (Grant County Economic Development)
- 5 www.jaycountydevelopment.org (Jay County Economic Development)
- 6 www.iarc.cc (Indiana Association of Regional Councils)
- 7 www.bsu.edu/cber (BSU Center for Business Research)
- 8 <http://cms.bsu.edu/About/AdministrativeOffices/BBC//> (BSU Building Better Communities)
- 9 www.stats.indiana.edu (Stats Indiana)
- 10 www.eda.gov (Economic Development Administration)
- 11 www.iedc.in.gov (Indiana Economic Development Corporation)
- 12 www.in.gov/ocra/ (Office of Community and Rural Affairs)
- 13 www.usda.gov (U.S. Department of Agriculture)
- 14 www.epa.gov (U.S. Environmental Protection Agency)