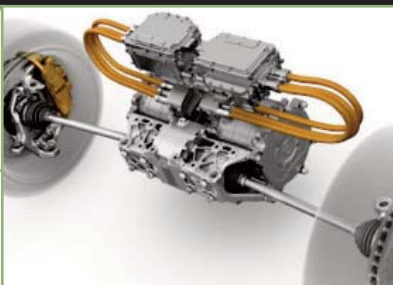
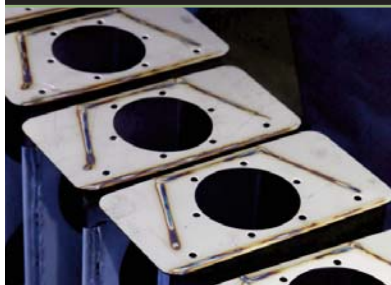


THE MANUFACTURING TRIANGLE

Anderson, Muncie, and New Castle

ECONOMIC VISION AND MANUFACTURING STRATEGIC PLAN



Acknowledgements

U.S. Economic Development Administration



Pat Overall, Indiana Representative, Chicago Region

Investing in Manufacturing Communities Partnership program, EDA Headquarters

Project Management Team

Pam Price, Executive Director, East Central Indiana Regional Planning District (ECIRPD)

Brad Bookout, Project Manager, ECIRPD and City of Muncie

Michael Frischkorn, Deputy Director, Economic Development, City of Anderson

Corey Murphy, President/CEO, New Castle – Henry County Economic Development Corporation

Mayors and Steering Committee Members

Mayor Kevin Smith, City of Anderson

Mayor Dennis Tyler, City of Muncie

Mayor Greg York, City of New Castle

*Pete Bitar, Founder and CEO, Xtreme Alternative
Defense Systems*

*Dr. Andy Bowne, Chancellor, Ivy Tech East Central
Indiana Region*

Stephen Brand, General Manager, Magna Powertrain

Mark Brock, Industrial Engineering Manager, Grede

*Olon Dotson, Associate Professor, Ball State University
College of Architecture and Planning*

*Dr. John A. Fallon, III, Associate VP of Economic
Development and Community Engagement, Ball State
University – Building Better Communities*

Jaime Faulkner, Communications Manager, Mutual Bank

*Dr. Michael Goldsby, Professor and Executive Director,
Ball State University Entrepreneurship Center*

*Dr. Cathy Hamilton, Education Consultant, Cathy
Hamilton and Associates*

Peter Heuer, Deputy Mayor, City of Anderson

Robert (Bob) Hobbs, Director, New Castle Career Center

Kelli Jordan, Architect, Studio Three Architects

Lisa Laughner, President and CEO, Go Electric

Todd Murray, CEO, Mursix Corporation

*Robert (Bob) Neville, Indiana Automotive Council
Member and VP of Marketing, Mursix Corporation*

John Pidgeon, President, Draper, Inc.

*Corey Sharp, Director, Purdue University College of
Technology at Anderson*

*Charles (Chuck) Staley, President and CEO, Flagship
Enterprise Center*

*Dr. Terry Truitt, Dean, Anderson University School of
Business*

*Bill Watson, Vice President, NAACP Anderson
Chapter and Owner of Pittt Barbecue and Grille*

*Molly Whitehead, Central Region Director, Indiana
Economic Development Corporation (IEDC)*

Jesse Wilkerson, Owner, Jesse J. Wilkerson & Associates

*Dennis Wimer, Deputy Commissioner of Field
Operations, Department of Workforce Development*

City Staff Support

The following City staff team members provided key input, in addition to those listed in the Project Management Team and Steering Committee

Greg Winkler, *Executive Director – Economic Development, City of Anderson*

Levi Rinker, *Economic Development Specialist, City of Anderson*

Aaron Kidder, *City of Muncie Mayor’s Office*

Megan Quirk, *City Attorney, Muncie*

Kendra Keanedy, *City of New Castle Mayor’s Office*

Regional Stakeholders

We are grateful to the many people who participated in roundtable discussions and interviews. See the Project Oversight and Engagement Section, page 16-17 for a list of participants.

Consulting Team

Vandewalle & Associates

Rob Gottschalk, *ASLA, AICP, Principal-in-charge*

Colleen Johnson, *AICP, Senior Associate and Project Manager*

Brian Vandewalle, *President and CEO*

Ashley Robertson, *Assistant Planner*

Susan Hansen, *Creative Director/Communications*

Elona Bartnick, *Associate Designer*

Dan Eckberg, *Geographic Information Systems Analyst*

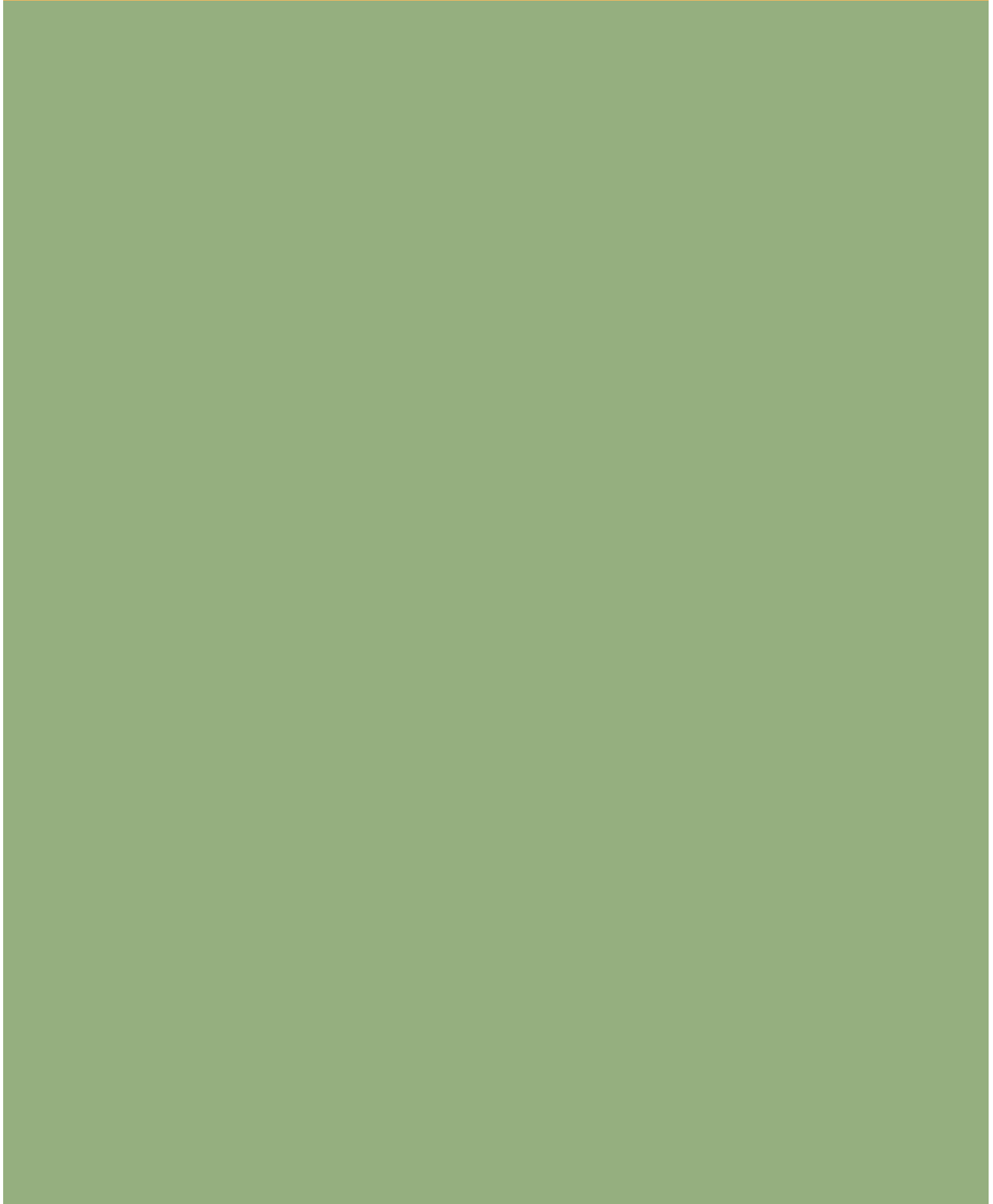
Nicole Anderson, *Communications Specialist*

Dan Johns, *Assistant Planner*

Parker Jones, *Design Intern*

Table of Contents

I.	Executive Summary	3
II.	Introduction	7
III.	Strategic Planning Goals & Approach	13
IV.	Asset Analysis	19
V.	Economic Vision and Strategic Framework	33
VI.	Regional Strategic Directions: Key Initiatives and Catalyst Projects	37
	A. Strategic Directions	37
	1. Retool the Education and Workforce Pathway System and Embrace the Region's Manufacturing Future	38
	2. Build the Regional Innovation Ecosystem & Culture of Collaboration	46
	3. Strengthen the Region's Focus on Target Industries, Technologies, Supply Chains	52
	4. Reinvest in Urban Neighborhoods	58
	5. Position Legacy Industrial Sites for Reinvestment	62
	6. Prioritize Place and Next Generation Quality of Life Investments	68
	7. Bring Vitality Back to Historic Downtowns	74
	B. Community Catalyst Project Maps	79
VII.	Action Plan	85
	A. Action Plan	85
	B. Implementation Structure	92
	C. Implementation Keys to Success	94
	D. Next Steps	95
	Appendices:	
	A. Plans and Documents Reviewed	A-1
	B. Emerging Megaregions	A-2
	C. Foreign Direct Investment in Indiana	A-3
	D. Selected Regional Manufacturers	A-4
	E. Location Quotient by Industry	A-7
	F. Super Sector Location Quotients by County—Comparison to Indiana	A-8
	G. Patents by City, 2000 -2011	A-9



THE MANUFACTURING TRIANGLE

Anderson, Muncie, and New Castle

ECONOMIC VISION AND MANUFACTURING STRATEGIC PLAN



These Midwest manufacturing-built cities cannot rebuild alone...

► *Over the last two decades, these three cities in East Central Indiana lost 40,000 jobs.*

Now **Anderson, Muncie and New Castle** are **joining forces to rebuild** and reposition the region's manufacturing economy for growth and reinvestment. These three cities are the population centers within a 3-county region of nearly 300,000 people in East-Central Indiana. With its rich history of manufacturing billions of dollars worth of products for the automotive, appliance, consumer and other markets, this area is quite literally The Manufacturing Triangle.

With funding from the U.S. EDA as part of the Investing in Manufacturing Communities Partnership, Anderson, Muncie, and New Castle have come together to develop this assets-based Economic Vision and Manufacturing Strategic Plan.

This Plan is focused on **Five Project Objectives**:

1. Focus investment and effort on **catalytic projects**
2. Position the Region for **State and Federal investment**
3. **Align individual efforts around a vision** that helps fuel pride, energy, and return on investment
4. **Enhance Region building** and collaboration for efficiency
5. **Reposition the Region** in the future marketplace

► *The Result: An Economic Vision focused on strategic investments in people, place, and economy:*

Economic Vision

- *An integrated engineering, design, and advanced manufacturing region with a renowned workforce pathway system...*
- *...a Center of Excellence in vehicle electrification and powertrain manufacturing, and...*
- *...a retooled and revitalized tri-city community recharged with a health and wellness mindset.*

Key Outcomes

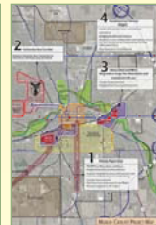
If successfully executed, this Strategic Plan should serve as a key milestone for a long-term regional collaboration. Key outcomes from this process include:

Project Targets

- **A Clear Focus on Education and Workforce:** brings together a variety of partners committed to working together to retool the education and workforce pathway system through further strategic planning and focus on catalyst projects including the Flagship-Purdue Innovation Hub and a Muncie Manufacturing Pathways Facility.
- **Catalyst Projects to Reinvest in Cities:** identifies key projects in each of the three cities that offer the potential to spark additional reinvestment including investments in downtowns, neighborhoods, employment centers, infrastructure, and brownfield redevelopment sites.



- **Innovation Ecosystem:** offers a vision of a regional innovation ecosystem that leverages the region's assets in engineering, design, talent, and access to capital from the nearby Indy metro-area .



- **Vehicle Electrification and Powertrain Manufacturing:** focuses on this economic cluster opportunity that positions the region in the global economy.
- **Regional Greenspace / Water Trail Network:** illustrates and opportunity to build the regional greenspace / water trail network system and uncovered excitement by regional stakeholders for further planning and fund recruitment.



Anderson / Muncie / New Castle ECONOMIC VISION AND MANUFACTURING STRATEGIC PLAN		
Economic Vision	Strategic Directions	Key Initiatives
<p>Economic Vision: A Center of Excellence in Manufacturing Region A Center of Excellence in Manufacturing Region A Center of Excellence in Manufacturing Region</p>	<p>Strategic Direction 1: Attract the Education and Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 1.1: Create a Center of Excellence in Manufacturing Region</p>
<p>Regional Innovation Ecosystem</p>	<p>Strategic Direction 2: Build the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 2.1: Create a Center of Excellence in Manufacturing Region</p>
	<p>Strategic Direction 3: Develop the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 3.1: Create a Center of Excellence in Manufacturing Region</p>
	<p>Strategic Direction 4: Develop the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 4.1: Create a Center of Excellence in Manufacturing Region</p>
	<p>Strategic Direction 5: Develop the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 5.1: Create a Center of Excellence in Manufacturing Region</p>
	<p>Strategic Direction 6: Develop the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 6.1: Create a Center of Excellence in Manufacturing Region</p>
	<p>Strategic Direction 7: Develop the Regional Innovation Pathway System Manufacturing Region</p>	<p>Key Initiative 7.1: Create a Center of Excellence in Manufacturing Region</p>

Tools to Support Implementation

- **Economic Vision and Strategic Framework:** articulates a vision and seven Strategic Directions for regional partners to focus collaborative and individual efforts on.
- **Region Building:** brought together over 100 people from a diverse array of organizations who can support plan implementation.
- **Implementation Approach—A Regional Council:** identifies a public-private partnership approach to push implementation of the Plan and leverage resources and capacities to maximize impact.
- **Funding Targets:** identifies programs from eleven federal agencies that the region should specifically target to fund elements of this Plan.
- **Messaging:** developed messaging and communications tools that project stakeholders can use to communicate about the plan and status of implementation activities.

How to use this Document

This Strategic Plan is organized into four main sections:

1 Asset Analysis

- Mega-Regional Influences
- +
- Regional Assets
- Framed Through Global Trends

2 Regional Economic Vision and Strategic Framework

- Economic Vision
- ▼
- Strategic Directions
- ▼
- Key Initiatives

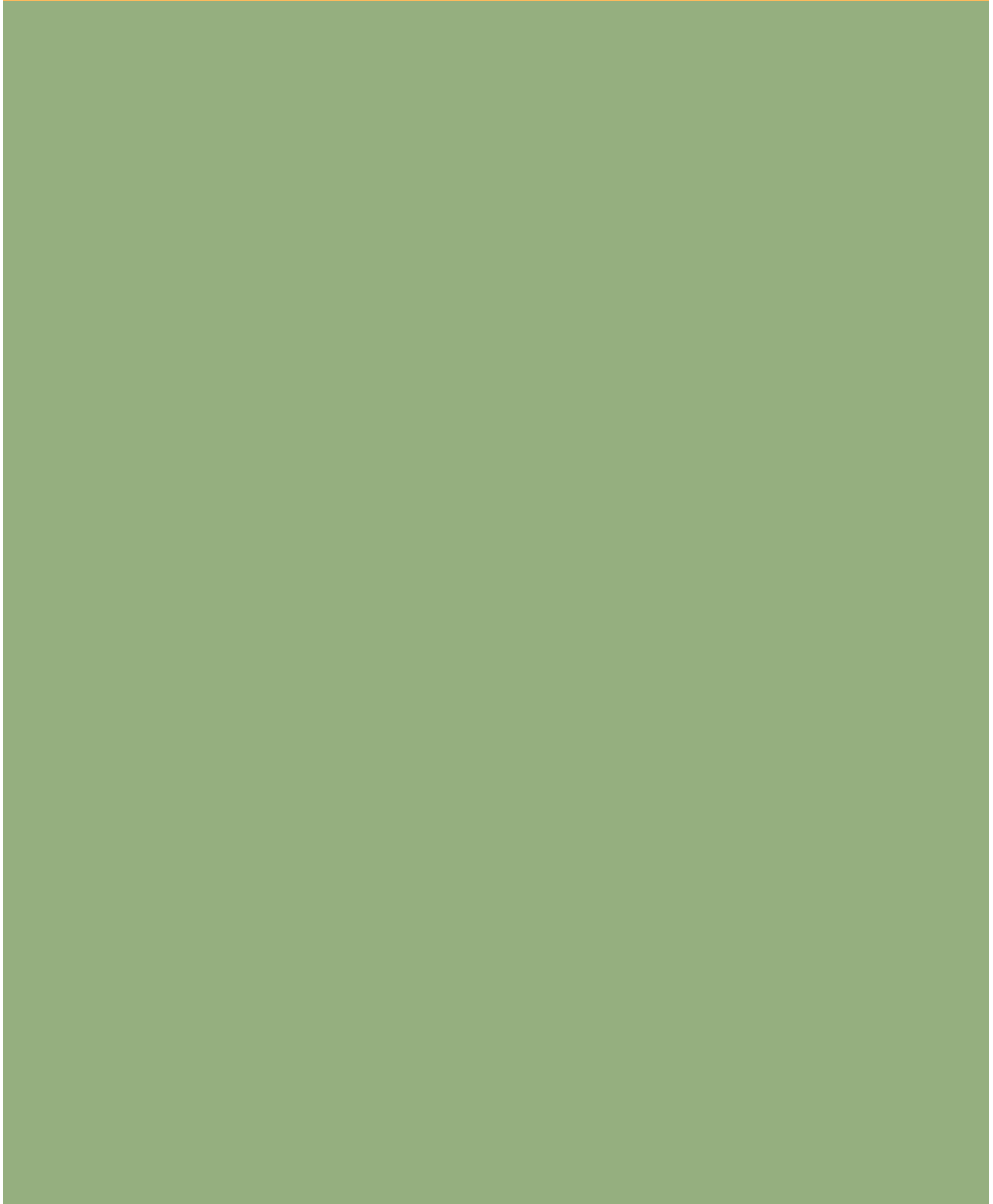
3 Regional Strategic Directions—Key Initiatives and Catalyst Projects

- Key Initiatives: Region-wide and in Each City
- Catalysts to Focus on First

4 Action Plan

- Actions
- Cost Estimates
- Leaders and Key Partner Roles
- Funding Targets
- Timing
- Key Next Steps

The foundation of this plan is an understanding of the key place-based assets that the region can leverage in pursuing future opportunities. The place-based **Asset Analysis** provided the foundation on which the **Regional Economic Vision and Strategic Framework** were developed. This Framework identifies seven **Strategic Directions** and several key initiatives for pursuing each. The Plan concludes with an **Action Plan** focused on 13 Catalyst Projects identifying actions, cost estimates, funding targets, project leaders and partners, timing, and key next steps.



Introduction

Anderson – Muncie – New Castle: A Region of Makers

The Cities of Anderson, Muncie, and New Castle Indiana grew and flourished through the hard work of people who built transmissions, shaped metal and glass, and made tools—and the companies that invested here. The region’s legacy of “making things” produced a base of talent who can build high quality products and solve mechanical, operational, and process challenges.

The three-county region has a combined population of 297,000, centered primarily in its three largest communities: Muncie (population 70,085), Anderson (population 56,129), and New Castle (population 18,114). The region is traversed by Interstates 69 and 70, and is part of the touted Indianapolis-metro “Crossroads of America” where 75% of the populations of the U.S. and Canada can be reached within a 1-day’s drive via six interstate highway systems.

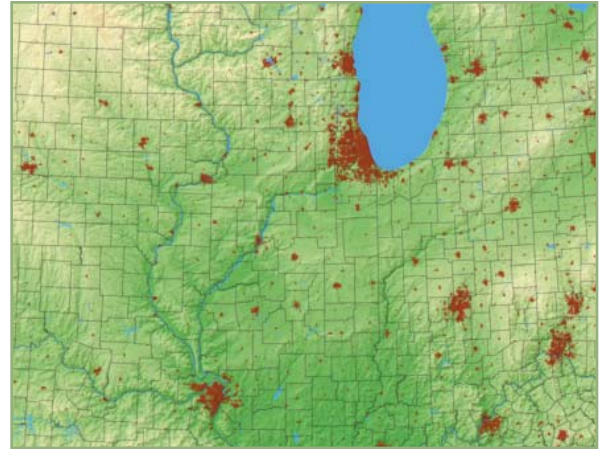
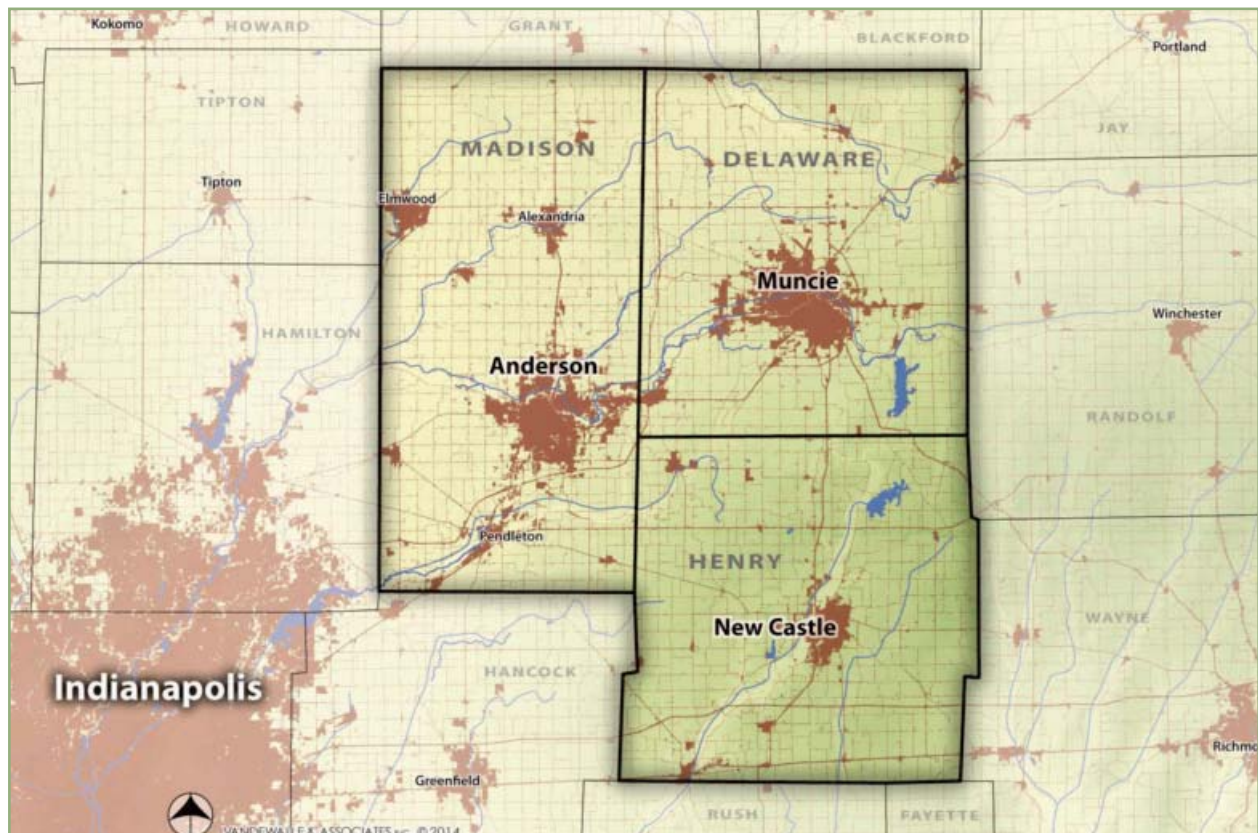


FIGURE 1: TRI-COUNTY REGION



SOURCE: INDIANA DEPARTMENT OF TRANSPORTATION, ESRI, CENSUS BUREAU, VANDEWALLE & ASSOCIATES

Major Economic Restructuring

This region, and Indiana state-wide, has been hugely shaped by the rise and decline of the auto industry.

Such is the nature of a company town: exposure to the extremes of economic boom and bust, and a lack of resiliency in the face of decline.

- **Anderson** alone has lost more than 27,000 General Motors Corporation jobs of skilled laborers, engineers, and technical workers with significant experience in a range of manufacturing technologies. One of the earliest centers of GM employment dating back to the turn of the century, not a single company plant remains in the city today.
- **Muncie** also lost a GM transmission plant and its three thousand workers in 2006, taking with it supplier New Venture Gear's twenty five hundred jobs. The city's employed workforce shrank by over 17% in only a decade.
- **New Castle** has suffered severe job losses from auto industry restructuring, losing over 4,000 jobs from closure of Chrysler facilities over the past two decades.

With these loss of jobs has come aging infrastructure and housing, high poverty and crime rates, and a loss of tax base for reinvestment.



FORMER GENERAL MOTORS PLANT 18 SITE, ANDERSON



FORMER CHRYSLER SITE, NEW CASTLE

Turning the Tide

This region was built on a foundation of a Midwest work ethic and this same hard work and dedication has been the key to each city's strides in repositioning the economy over the past decade.

Public and private-sector leaders within each city can point to many investments that are helping to turn the regional economy around:

- **Preparing new development sites and infrastructure** such as the Flagship Business Park in Anderson, the Park One Business Park in Muncie, and the New Castle-Henry County Industrial Park
- **Developing innovation infrastructure and critical partnerships** including the Flagship Enterprise Center in Anderson and the Innovation Connector in Muncie



FLAGSHIP BUSINESS PARK, ANDERSON



MAGNA POWERTRAIN, MUNCIE

- **Attracting new businesses and helping existing companies expand** including advanced manufacturers such as Mursix, Magna Powertrain, Keihin, Outokumpu and others
- **Reinvestment in major brownfield sites** including Crown Equipment at the former Chrysler site in New Castle and the progressing redevelopment of the Scatterfield Road GM site in Anderson to include the recently announced Flagship - Purdue Innovation Hub.

These are just some examples of how community leaders and employers have rolled up their sleeves to make strategic investments that are showing promise for the region's economic future.



NEW CASTLE INDUSTRIAL PARK, NEW CASTLE

Three City Collaboration to Strategize the Region's Economic Future

These investments over the past decade have been critical in showing promise for rebuilding the regional economy. However, there are still many challenges that these three cities each face including aging infrastructure, widespread blight, and a “tapped out” workforce. These challenges are systemic--rooted in the region's significant poverty levels, high unemployment, and sustained disinvestment in urban areas.



Alone, these cities may only be able to chip away at these challenges, but together—spanning a region of nearly 300,000 people—they can pool resources, share ideas, and align goals to have much greater impact.

IMCP: A Catalyst for Collaboration

In summer 2013, the East Central Indiana Regional Planning District (ECIRPD) convened the Cities of Anderson, Muncie, and New Castle to form a coalition to



compete for a \$150,000 Planning grant through a new multi-agency federal program, the Investing in Manufacturing Communities Partnership (IMCP). The IMCP program is the latest federal economic development initiative to strategically focus on regional approaches to building industry clusters, aligning regional goals and investments, and creating regional “innovation ecosystems.”

In addition to focusing on regional approaches, IMCP was also designed to:

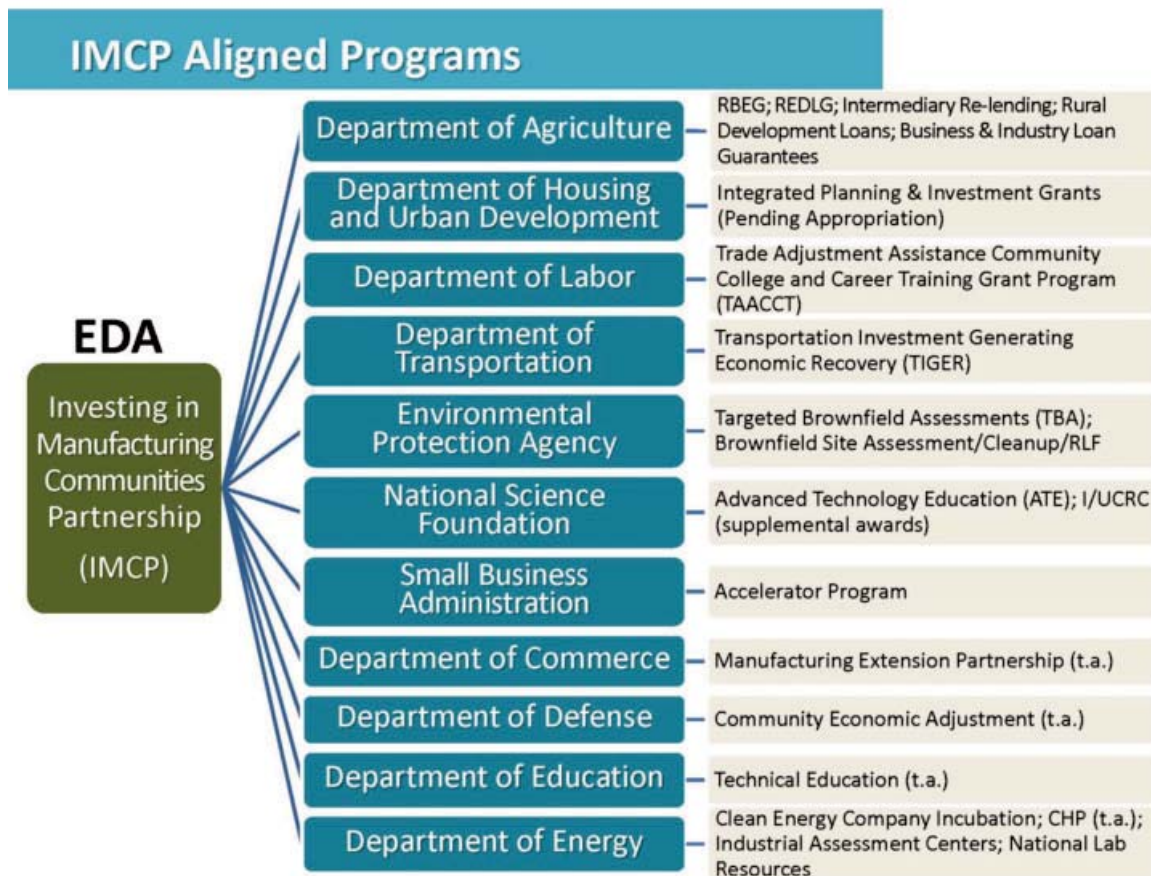
- **Support “re-shoring”** by investing in America’s manufacturing infrastructure
- Help regions that have been particularly hard hit by global and national economic shifts including **economies affected by restructuring of the auto industry**
- Foster investments that integrate workforce training, supplier networks, research and other elements in a **cohesive innovation ecosystem**
- Bring together **multiple federal agencies** to leverage each other’s investments

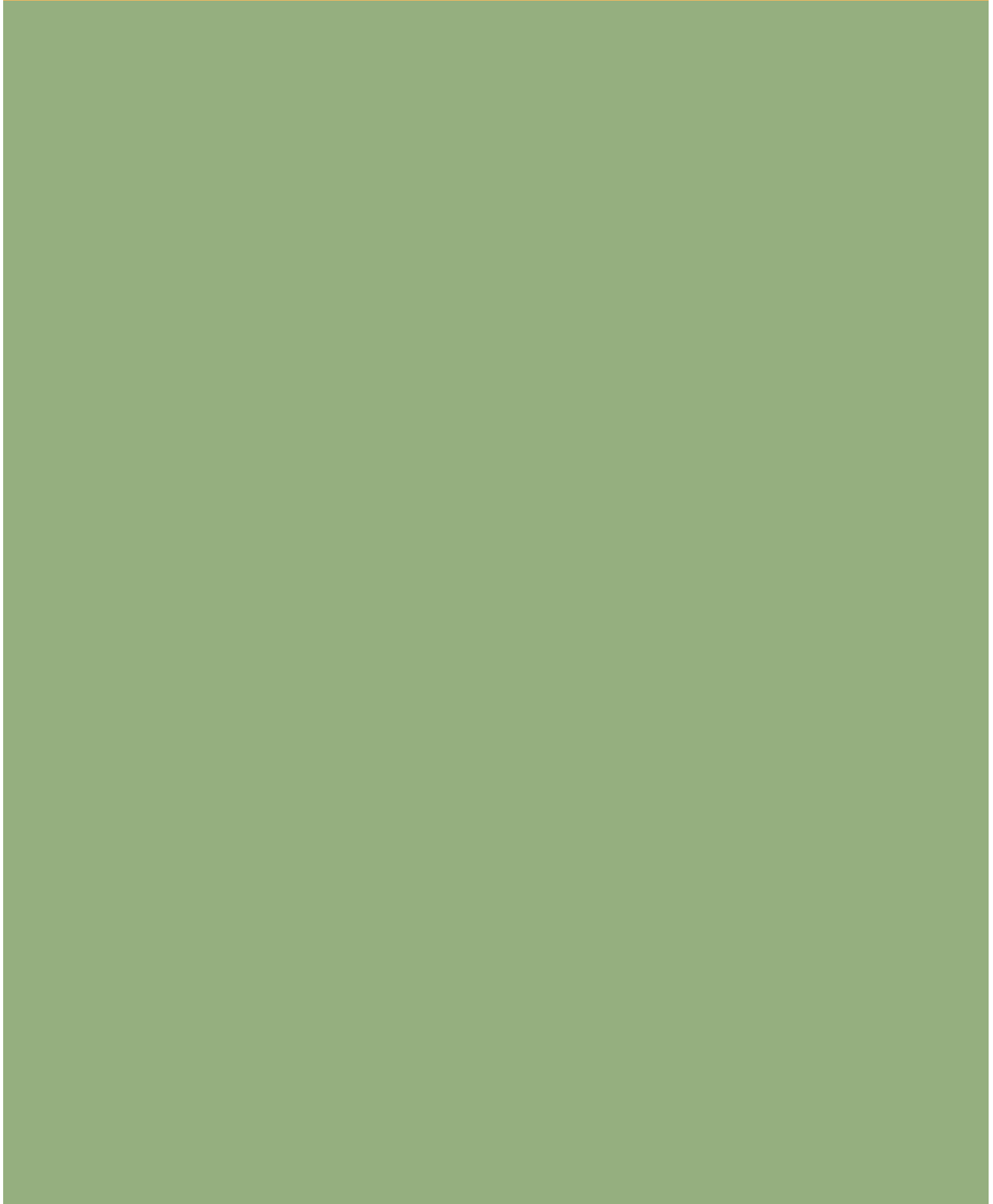
The coalition of Anderson-Muncie-New Castle competed for this grant in order to develop this Economic Vision and Manufacturing Strategic Plan. The grant was awarded in fall 2013 and work began in January 2014. ECIRPD administered the grant which was matched with \$50,000 from each of the three cities.

IMCP Phase 1 funded strategic regional economic planning for manufacturing communities.

IMCP Phase 2 was originally planned to offer significant implementation grants on the order of \$20 million for approximately six communities to implement regional plans. Unfortunately this funding has not yet been appropriated. In its place, IMCP Phase 2 is designating IMCP “Manufacturing Communities” that can receive “preference and priority” when applying for existing grant programs from a wide variety of federal agencies. Manufacturing Communities also benefit from a single federal point-of-contact to advise on access to federal resources to implement plans. EDA has offered one round of designations so far and has suggested an upcoming round in fall 2014. This plan will position the Anderson-Muncie-New Castle region to pursue this designation as well as many existing and future federal grant programs.

FIGURE 2: IMCP ALIGNED PROGRAMS





Strategic Planning Goals and Approach

Project Goals, Objectives, and Focus Areas

Anderson, Muncie, and New Castle have each made strides to support investment to reposition the economy. However, these efforts have not always been well connected or focused on a longer-term vision.

This Economic Vision and Manufacturing Strategic Plan is bringing these three cities together to advance a Key Goal:

“We focus on what’s here, not what could be”

“We have no idea how all the little projects and efforts fit together and what they could add up to.”

– Stakeholder Interviews

GOAL

Collaborate to develop a regional economic vision and manufacturing strategy that leverages key assets

FIVE PROJECT OBJECTIVES

1. Focus investment and effort on catalytic projects
2. Position the Region for State and Federal investment
3. Align individual efforts around a vision that helps fuel pride, energy, and return on investment
4. Enhance Region building and collaboration for efficiency
5. Reposition the Region in the future marketplace

IDENTIFYING INVESTMENTS IN THREE FOCUS AREAS

1. Retool the education and workforce pathway system
2. Improve “place” and housing
3. Position in emerging growth economies

Strategic Plan Elements

The Economic Vision and Manufacturing Strategic Plan is organized into four core elements:

1 Asset Analysis

- Mega-Regional Influences
- +
- Regional Assets
- Framed Through Global Trends

2 Regional Economic Vision and Strategic Framework

- Economic Vision
- ▼
- Strategic Directions
- ▼
- Key Initiatives

3 Regional Strategic Directions—Key Initiatives and Catalyst Projects

- Key Initiatives: Region-wide and in Each City
- Catalysts to Focus on First

4 Action Plan

- Actions
- Cost Estimates
- Leaders and Key Partner Roles
- Funding Targets
- Key Next Steps

Project Oversight and Engagement

Region-building is a key goal and significant outcome of this planning process. A diverse group of leaders and stakeholders were engaged to provide input and direction. Potential leaders/champions were also identified who can help advance specific projects in implementation. In all, over 100 people participated throughout the planning process.

- **Project Management Team:** The Project Management Team (PMT) met bi-weekly to oversee the planning process and development of the Plan. The PMT included the East Central Indiana Regional Planning District (ECIRPD) and economic development staff from the three cities. The PMT was tasked with providing data and resources, overseeing of the planning process and products, and coordinating regional engagement efforts.
- **Steering Committee:** The Steering Committee is a leadership group of twenty-four people that met three times during the planning process. Members represent leadership from government, manufacturing, education, workforce development, entrepreneurship, and other community leaders. The Steering Committee offered feedback and direction, helped prioritize catalyst projects, and helped identify and connect with key people and organizations to move the project forward.
- **Interviews:** Interviews were conducted with twenty-eight organizations—primarily manufacturers but also other key stakeholders—who offered insight into the unique challenges and opportunities for the region’s manufacturing sector and broader economic growth.
- **City Teams Work Sessions:** The project team met on several occasions with the Mayors and key staff of the three cities to gain an in-depth understanding of the communities’ short and long-term goals, major hurdles, and projects/initiatives that may align with this plan.
- **Economic Development Partners Roundtable:** A roundtable convening regional economic development partners was held on April 10th 2014. The purpose of this roundtable was to connect regional players, understand economic development initiatives underway across the region, and to seek input on the draft Asset Analysis and Strategic Directions.
- **Strategic Directions Roundtables:** The project team facilitated seven roundtables during the process of refining the Strategic Directions. Approximately 40 people provided input in these meetings and/or provided input on the draft Strategic Directions materials distributed after the roundtables.

The Project Management Team and Steering Committee members are listed in the Acknowledgements. Additionally, the following regional stakeholders participated in the Strategic Planning process:

Interviews: March – April

Pete Bitar, Founder and CEO, Xtreme Alternative Defense Systems (XADS)

Dr. Andy Bowne, Chancellor, Ivy Tech East Central Region

Mark Brock, Industrial Engineering Manager and Chris Thrine, Controller, Grede

Stephen Brand, General Manager, Magna Powertrain

Ray Chambers, President and CEO, Muncie Power Products

Rob Davis, Owner and President, Spiceland Wood Products

Dan Ertl, Owner and CEO, ERTL Combustion

Gary Dannar, Founder and CEO and Mark Peters, Engineer, DD Dannar

Dr. John Fallon III, Associate VP for Economic Development, and Delaina Boyd, Director of Business Development, Ball State University Building Better Communities

Jud Fisher, President and COO, Ball Brothers Foundation

Dr. JoAnn Gora, President, Ball State University

Joe Grewe, President & CEO, Verallia Glass

Brian Kennedy, Owner, Kennedy Machine Tool and Die Inc.

Norman McCowan, President and CEO, Bell Aquaculture

Todd Murray, CEO and Bob Neville, VP Marketing Strategy, Mursix

Bob Sikorski, President and CEO, Stored Energy Solutions Inc.

Charles Staley, President and CEO, Flagship Enterprise Center

Gary Townsend, Owner, Townsend Corporation

Dr. Guillermo Vasquez de Velasco, Dean, Ball State University College of Architecture and Planning

Laura Webb, HR Director, Delaware Dynamics

Dave Ring, Owner, Downtown Farm Stand

City Teams Tours and Work Sessions: Throughout the Process

City of Anderson Work Sessions

Mayor Kevin Smith

Greg Winkler, Executive Director – Economic Development

Michael Frischkorn, Deputy Director, Economic Development

Levi Rinker, Economic Development Specialist, City of Anderson

City of Muncie Work Sessions

Mayor Dennis Tyler

Brad Bookout, Project Manager

Aaron Kidder, Mayor's Office

Megan Quirk, City Attorney

City of New Castle Work Sessions

Mayor Greg York, City of New Castle

Corey Murphy, President/CEO, New Castle – Henry County Economic Development Corporation

Roundtables

Economic Development Organizations Roundtable:

April 10, 2014

Chris Allen, Homeownership Counseling Manager, Pathstone Housing Corporation

Brad Bookout, Project Manager, ECIRPD and City of Muncie

Jerrold Bridges, Executive Director, Madison County Council of Governments

Kevin Brown, President, New Castle- Henry County Chamber of Commerce

Sally DeVoe, Executive Director, Madison County Community Foundation

Corey Murphy, President/CEO, New Castle – Henry County Economic Development Corporation

Tom Farris, Project Coordinator, Energize-ECI

Darrin Jacobs, Board Chair, New Castle- Henry County Economic Development Corp.

Missy Modesitt, Executive Director, New Castle-Henry County Chamber of Commerce

Julie Morse, Assistant Principal / AHS Careers, Anderson Community Schools

Annette Phillips, Housing Director, Pathstone Housing Corporation

Lance Ratliff, Executive Director, Region 5 Workforce Board Service Provider

Brenda Brumfield, Community & Government Relations, Muncie Delaware Chamber of Commerce

Rob Sparks, Executive Director, Madison County Corporation for Economic Development

Charles Staley, President and CEO, Flagship Enterprise Center

Kevin Sulc, Member, Anderson Redevelopment Commission

Molly Whitehead, Central Region Director, IEDC

Vicki Veach, Executive Director, Muncie Downtown Development Partnership

Local Food Initiatives Roundtable: March 4, 2014

Matthew Burns, Owner, Barn Brasserie

Deb Gourley, Ivy Tech Culinary Program

Amanda Kavars, Minnetrista

Rob Keisling, Minnetrista

Manufacturing Future Roundtable: June 27, 2014

Brad Bookout, Project Manager, ECIRPD

Jim Handy, Purdue TAP-MEP

Laura Miller, Owner, Laura Miller Communications

Bob Neville, Vice President of Marketing, Mursix, and member, Indiana Automotive Council (Discussion Leader)

Shelly York, Personnel Representative, Crown

Education & Workforce Pipeline Roundtable: June 26, 2014

Dr. Andy Bowne, Chancellor, Ivy Tech East Central Region

Cathy Hamilton, Education Consultant, Cathy Hamilton & Associates (Discussion Leader)

Robert Hobbs, Director, New Castle Career Center

Mellisa Leaming, Director, Regional Advanced Manufacturing Program (RAMP)

Jo Ann McCowan, Director, Muncie Area Career Center

Davis Moore, Career Specialist, Indiana Department of Education

Julie Morse, Assistant Principal/Director, AHS Careers, Anderson High School (Discussion Leader)

Pam Price, Executive Director, ECIRPD

Kevin D. Taylor, PE, Affiliate Director, Project Lead the Way

Eric Borst, Conexus - Hire Technology Program

Power Transfer & Electrification Roundtable: June 27, 2014

Brad Bookout, Project Manager, ECIRPD

Stephen Brand, General Manager, Magna Powertrain (Discussion Leader)

Matt Conrad, Project Director, Conexus Automotive Initiative

Jim Handy, Purdue TAP-MEP

Todd Murray, President, Mursix Corporation

Bob Neville, Vice President of Marketing, Mursix (and member, Indiana Automotive Council)

Aersospace Roundtable: June 27, 2014

Pete Bitar, Owner, Xtreme Alternative Defense Systems (XADS) (Roundtable Discussion Leader)

Jim Handy, Purdue TAP

Ryan Metzger, Project Director, Aerospace and Defense Initiative, Indiana Aerospace & Defense Council, Conexus Indiana

Larry Payton, Controller, GKN Aerospace

Pam Price, Executive Director, ECIRPD

Corey Sharp, Director, Purdue University College of Technology

Housing and Neighborhoods Roundtable: June 26, 2014

Lindsey Arthur, CEO, Habitat for Humanity

Michael Burayidi, PhD, Chair and Professor, Dept. of Urban Planning Ball State University, (Discussion Leader)

Cathy Hamilton, Community leader, New Castle Hope Initiative

Kelli Jordan, Principal, Studio Three Architects

Annette Phillips, Housing Director, Pathstone Housing Corporation

Pam Price, Executive Director, ECIRPD

Regional Greenspace Roundtable: June 27, 2014

Bud Ayers, Park Superintendent, New Castle Parks Department

Stephon Blackwell, Park Superintendent, Anderson Parks and Recreation

Jerry Bridges, Executive Director, Madison County Council of Governments

Bob Bronson, Section Chief, State & Community Outdoor Recreation Planning, Indiana DNR

Brad Newman, Planning Director, Madison County Planning Division

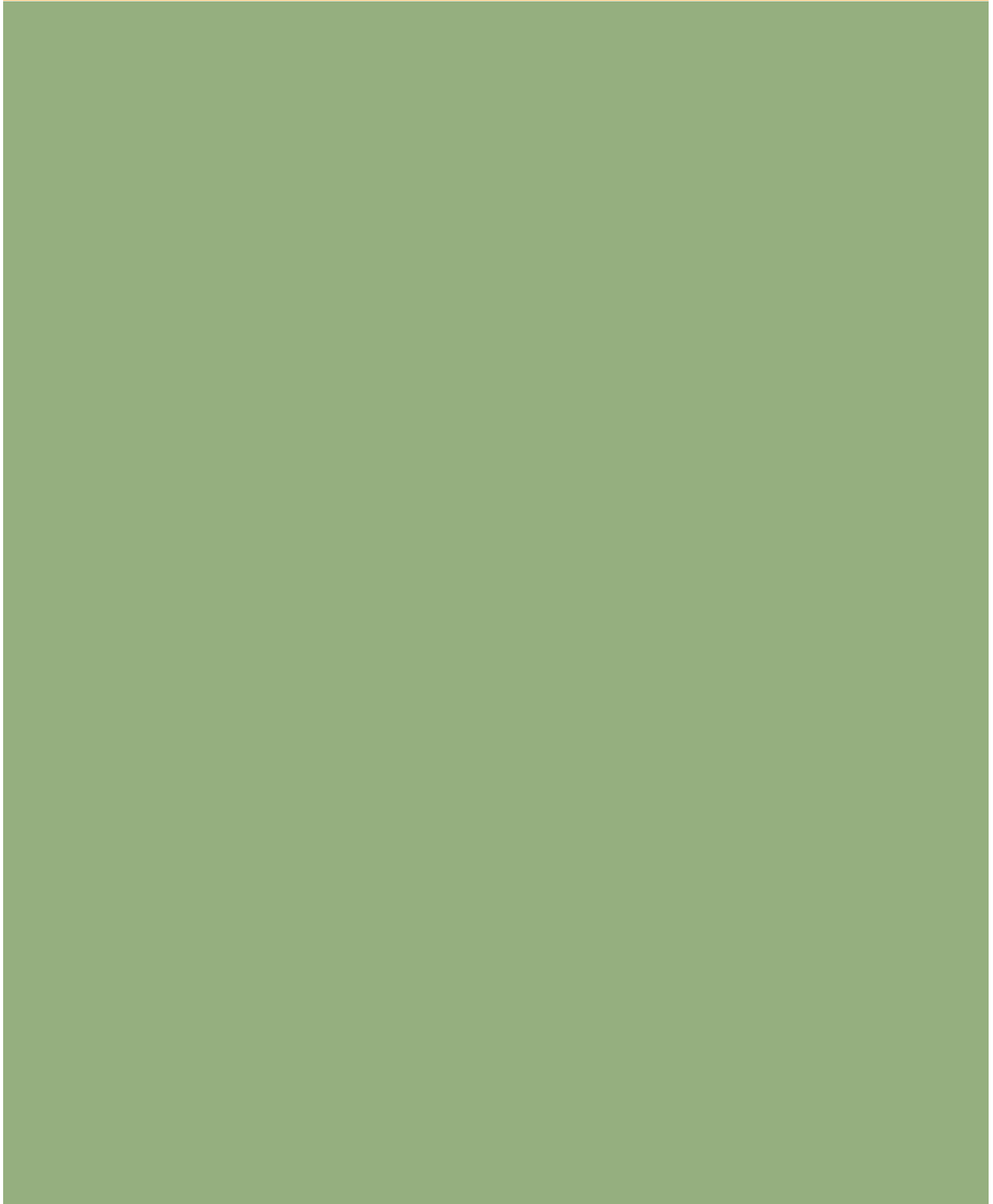
Marta Moody, Executive Director, Delaware-Muncie Metropolitan Plan Commission

Angie Pool, Director, Cardinal Greenway (Discussion Leader)

Jeff Ray, Trail Director, Wilbur Wright Trail

Harvey Wright, Director, Muncie Parks Department

Pam Price, Executive Director, ECIRPD



Asset Analysis

Asset Analysis Approach

Before Anderson, Muncie, and New Castle can come together to pursue unified goals, it was important to understand the key assets within each community and the region at large so that future opportunities can best leverage these place-based strengths and competitive advantages. Data and plans were reviewed from the following regionally-significant categories:

1. **Agriculture and Food** – Stats America cluster data, agricultural producers, major crops
2. **Culture, Tourism, and Recreation** – community and downtown plans, quality of life initiatives
3. **Economic and Industry Clusters** –
 - Plans and reports: jobs reports, economic development plans, Inside Indiana Business newsletter, Chamber of Commerce reports
 - Bureau of Labor Statistics –employment data, wage rates, establishment counts
 - Bureau of Economic Analysis – GDP, income data
 - International Trade Administration –export figures
 - Reference USA –business data
 - Stats America –industry cluster definitions (NAICS), location quotients
 - U.S. Census Bureau –demographics, population data
4. **Environment and Geography** – park plans, greenspace initiatives
5. **Higher Education, Human Capital, and the Workforce** – College and University strategic plans, NSF data on College and University R&D expenditures, local educational programs and workforce training initiatives
6. **Housing** – housing assessments, comprehensive plans
7. **Infrastructure and Development Sites** – transportation improvement plans, comprehensive plans, FHWA priority corridors, brownfield inventories and grant applications, brownfield reuse strategies
8. **Technology, Innovation Capacity, and Economic Development** – CEDS reports, comprehensive plans, entrepreneurship programs, angel and venture capital networks; U.S. Patent and Trademark Office – Patent data

A list of additional community and regional plans / resources reviewed is included in the appendices.

1 Asset Analysis

2 Regional Economic Vision and Strategic Framework

3 Regional Strategic Directions—Key Initiatives and Catalyst Projects

4 Action Plan

Interviews – Key Findings

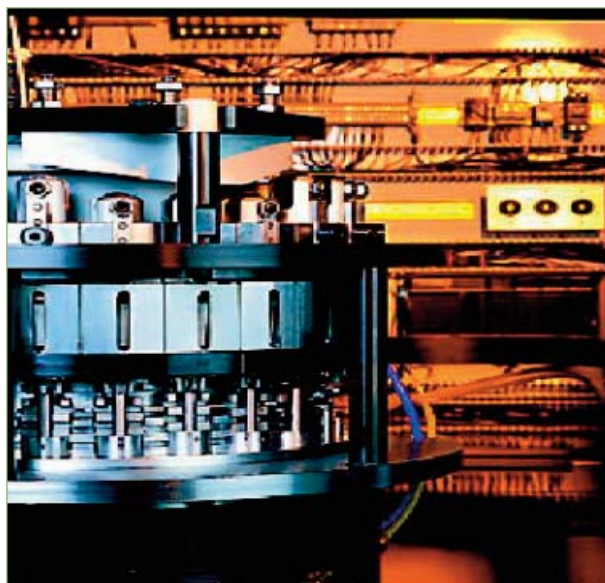
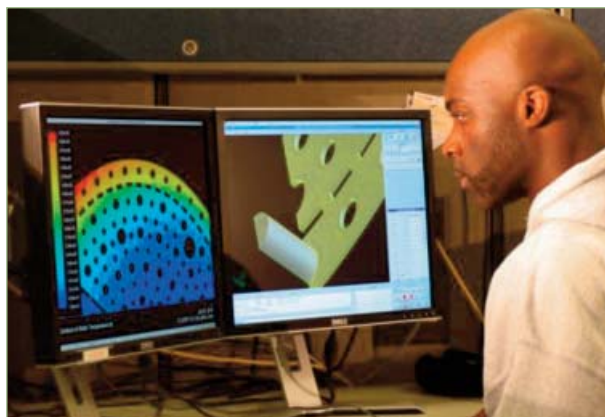
Interviews were conducted with twenty-eight organizations—primarily manufacturers but also other key stakeholders—who offered insight into the unique challenges and opportunities for the region’s manufacturing sector and broader economic growth. Key findings from these interviews addressed three primary topics: Workforce, Entrepreneurship, and Quality of Life.

Workforce:

- The local workforce is “tapped out” with few applicants possessing the hard and soft skills necessary to complete tasks
- Skill requirements increasingly demand programming, robotics, and computing skills and few jobseekers have this training or experience
- The K-12 educational offerings are not preparing the youth for manufacturing careers
- The seasoned “boomer” talent is a viable resource for mentoring and training of the next generation worker

Entrepreneurship:

- The start-up environment is encumbered by limited angel investment, deal flow, and tech culture
- There is space, programming and assistance in place in the form of local business incubators
- Entrepreneurship Program at Ball State University is well respected.

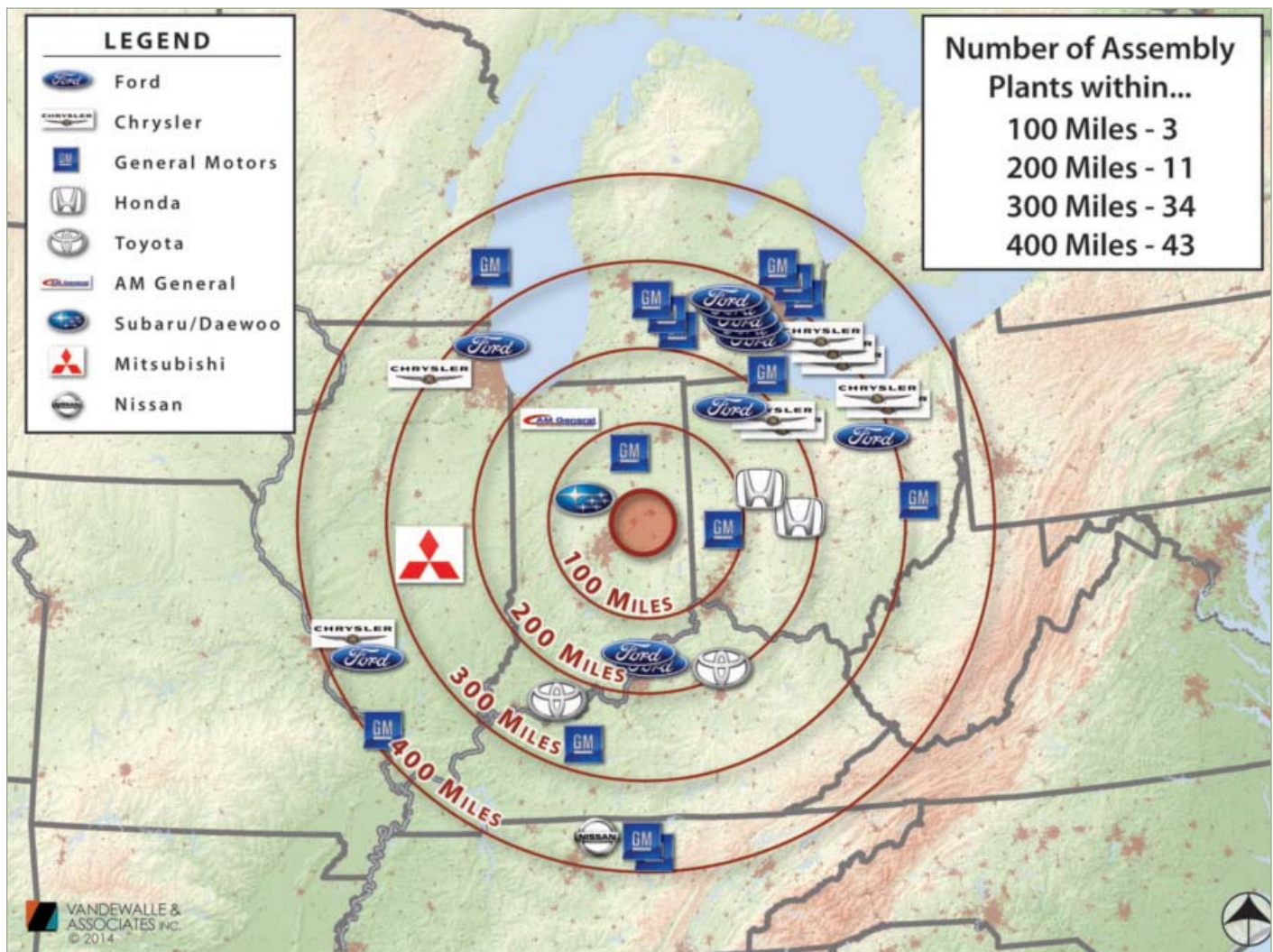


Quality of Life/Place:

- Disinvestment and subsequent blight have depressed the community
- Existing employers find it increasingly difficult to attract top talent, entertain clients, and corporate visitors
- There are key projects underway that are growing jobs and have the potential to stimulate additional reinvestment
- It is a challenge to retain the mid-level workforce as residents within the city



FIGURE 4: AUTO ASSEMBLY PLANTS.



Auto Suppliers- Region is Central to Customers

The Anderson-Muncie-New Castle region's concentration of small and mid-sized Tier 1 and 2 auto suppliers, small tool-and-die shops, metal benders and auto part manufacturers supply over forty auto assembly plants within 400 miles of the Tri-City region. This foundation of the regional economy contributes to the region's expertise and advanced manufacturing capabilities serving the auto industry, especially in powertrain and related technologies.

Infrastructure

Traversed by Interstate 69 (a planned NAFTA trade route) and Interstate 70, New Castle, Anderson, and Muncie lay within a well connected triangle of connectivity affording easy access to Indianapolis and nearby metro areas including Chicago, Cincinnati, Columbus, Louisville, and St. Louis. The Indianapolis area is known as the “Crossroads of America” where 75% of the populations of the U.S. and Canada can be reached within a 1-day’s drive via six interstate highway systems. The region is well served by dedicated north-south and east-west rail lines as well as several airports. The region is also located along the I-Light Fiber Optic Network, providing access to the country’s fiber backbone.

FIGURE 5: INFRASTRUCTURE.

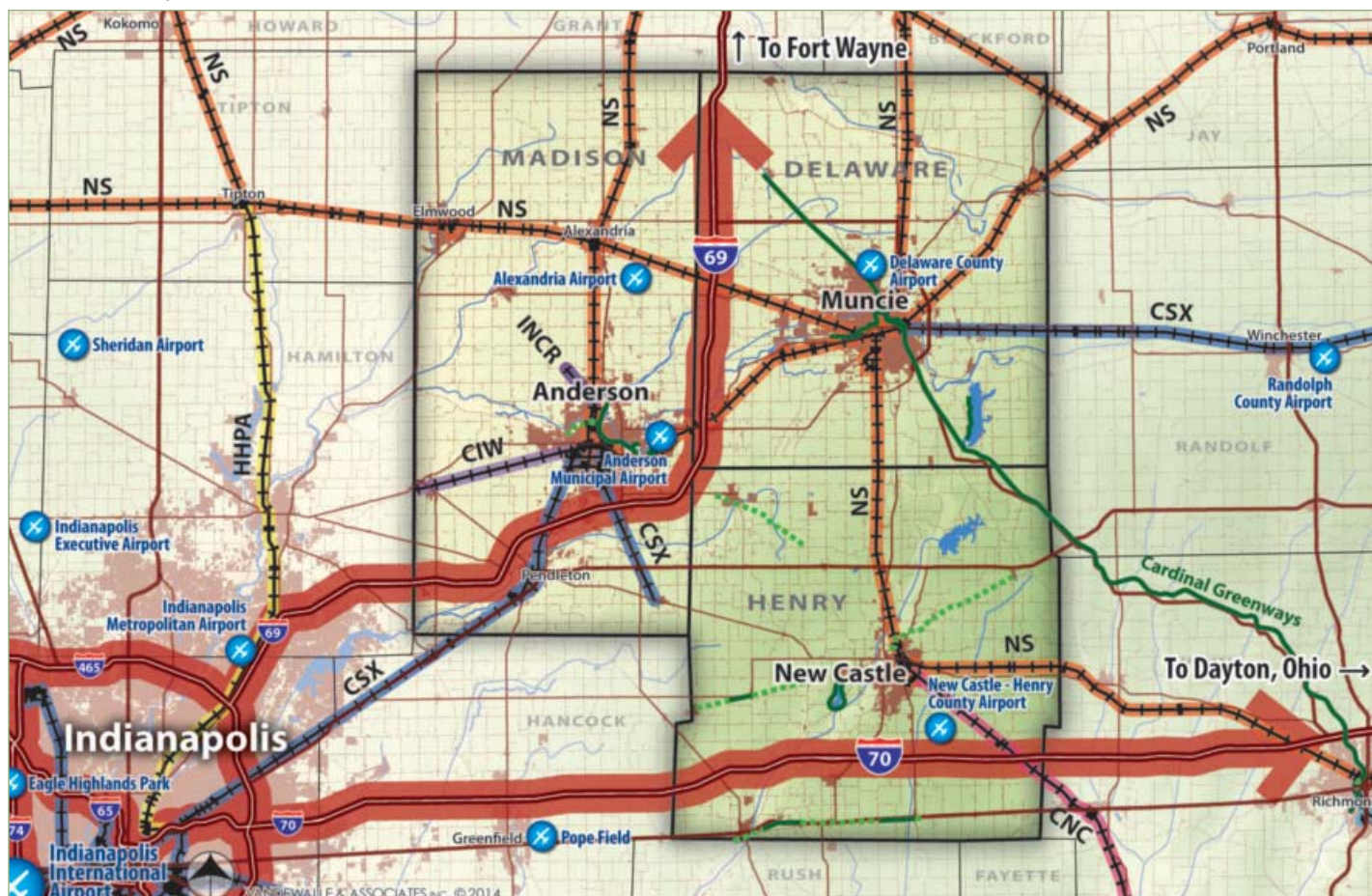
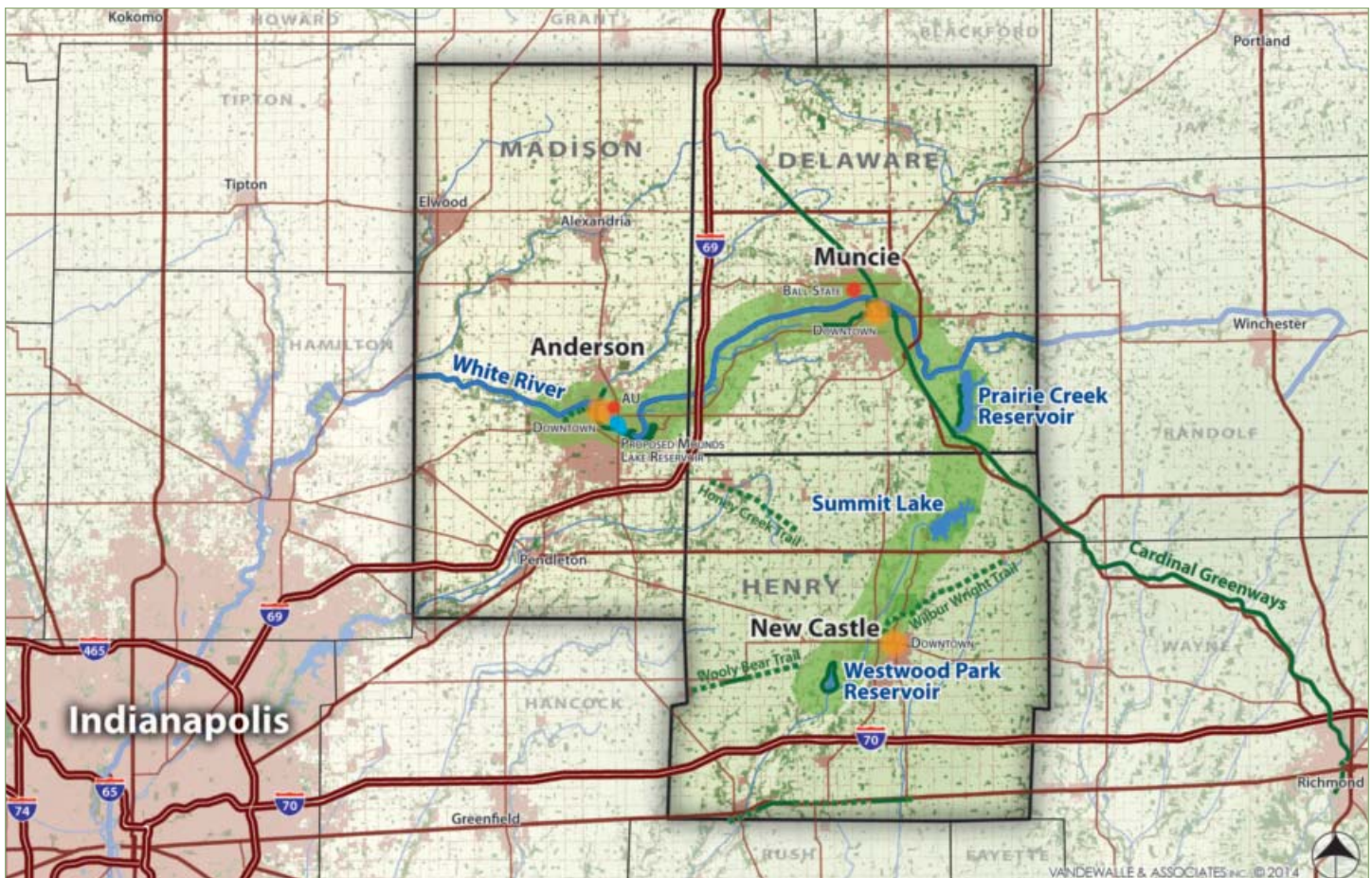


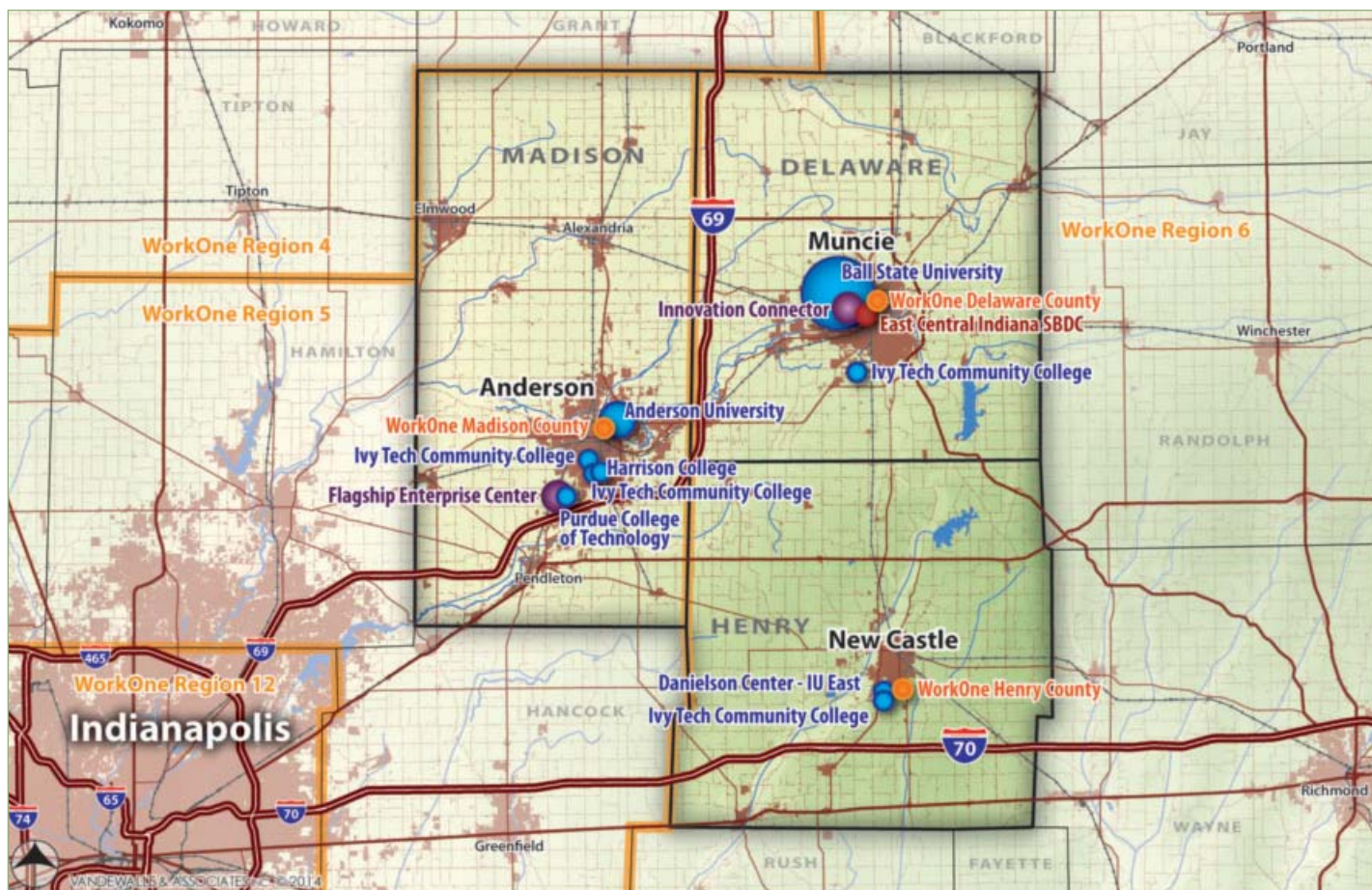
FIGURE 6: NATURAL LANDSCAPE.



Natural Landscape

Natural amenities add to the sense of place and represent an untapped opportunity for enhancing the region. The White River stretches from Indianapolis through Anderson and Muncie providing recreational offerings like fishing, kayaking and canoeing. The Cardinal Greenways trail, 62 miles of greenway and the longest span of recreational trail in the state, cuts through northern Henry County and through the City of Muncie. Other lakes and reservoirs dot the landscape and fertile soils support the region's agriculture industry.

FIGURE 7: INNOVATION AND HIGHER EDUCATION.



Innovation and Higher Education capacity

The Tri-City Region includes Ball State University in Muncie, Anderson University and Purdue College of Technology in Anderson, and Ivy Tech Community College campuses in all three cities. Combined, these institutions have a student population of more than 33,000. These colleges offer attractive campuses, life-long learning opportunities, and a concentration of students that support the vitality of nearby housing and commercial districts. The colleges also offer a continual source of young innovators and entrepreneurs, faculty and students that come from across the globe, and a rich array of programs and research that support innovation.

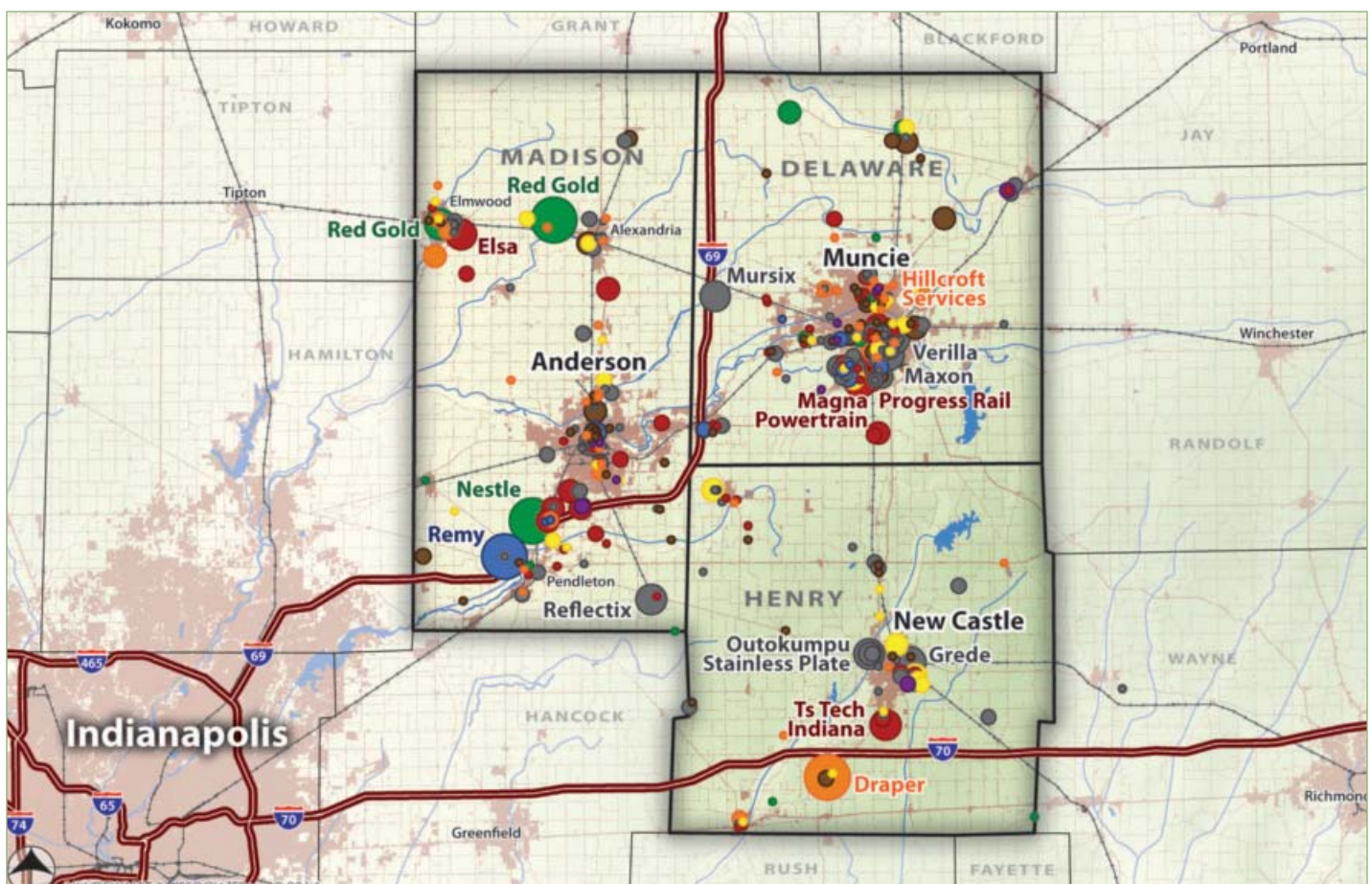
In addition to these campuses, the region offers business incubators and collaborative workspaces like the Flagship Enterprise Center in Anderson and the Innovation Connector in Muncie, providing the offices, equipment, and training, and access to capital needed in order to get start-ups off the ground.

Manufacturing Clusters

The region's legacy of “making things” has produced a base of talent and companies who can build things and solve mechanical, operational, and process challenges. This legacy of manufacturing innovation and skilled workforce provides the foundation for reinvestment in advanced manufacturing in target industries where the region is most able to innovate in the new economy.

Several long-standing manufacturers continue to exist within central cities while new and expanding operations have sought the available space and logistical ease of interstate-accessible industrial parks. Many firms, like Magna Powertrain, Remy, TS Tech, and Mursix, remain engaged in auto related manufacturing. Other major employers including Nestle and Draper demonstrate the diversity of manufacturers throughout the region.

FIGURE 8: MANUFACTURING CLUSTERS.



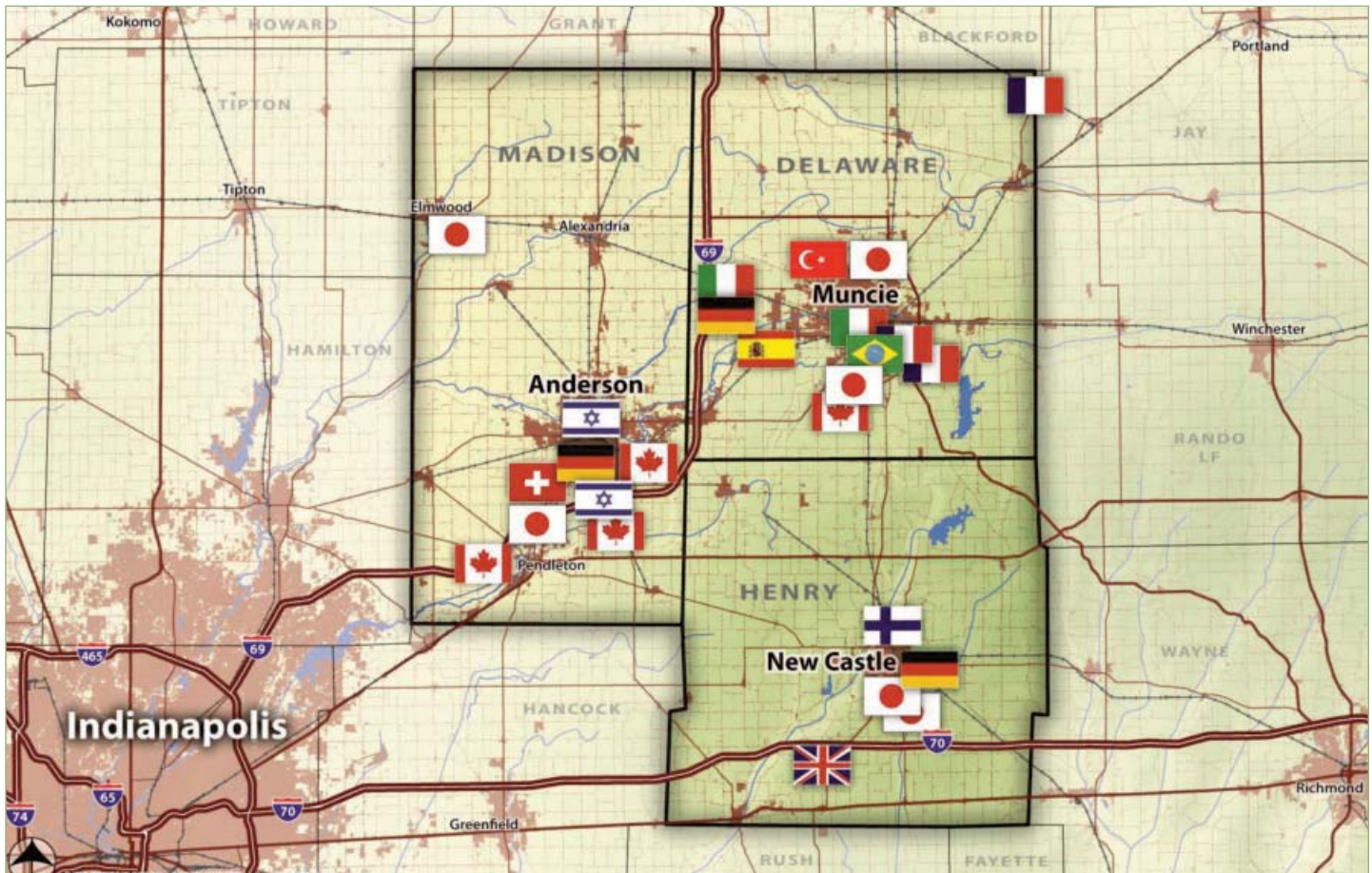
Key Manufacturing Classifications

A review of manufacturers within the Tri-City region reveals four key categories of companies: (1) advanced manufacturing and assembly, (2) “legacy” production facilities, (3) headquarters locations, and (4) early stage companies. Each of these types of companies offer something different to the region and face different challenges as highlighted in the table below.

FIGURE 9: KEY MANUFACTURING CLASSIFICATIONS.

<h3>Advanced Production/Assembly</h3> <ul style="list-style-type: none"> Fully retooled At capacity and growing Provide for OEMs (Tier 1 & 2) Current consumer driven sustainability standards Production in the region / primarily auto/machine industry <hr/> <table border="0"> <tr> <td>Potential Example Companies</td> <td>Needs</td> </tr> <tr> <td>Mursix; Nestle; Magna Powertrain</td> <td> <ul style="list-style-type: none"> Expanding up the supply chain Reliable & trainable workforce </td> </tr> </table>	Potential Example Companies	Needs	Mursix; Nestle; Magna Powertrain	<ul style="list-style-type: none"> Expanding up the supply chain Reliable & trainable workforce 	<h3>Legacy Production</h3> <ul style="list-style-type: none"> Partially retooled Not at full capacity Could get more market share by diversifying <hr/> <table border="0"> <tr> <td>Potential Example Companies</td> <td>Needs</td> </tr> <tr> <td>Delaware Dynamics; Grede</td> <td> <ul style="list-style-type: none"> Help connecting into emerging markets Access to new technologies Revitalized neighborhoods </td> </tr> </table>	Potential Example Companies	Needs	Delaware Dynamics; Grede	<ul style="list-style-type: none"> Help connecting into emerging markets Access to new technologies Revitalized neighborhoods
Potential Example Companies	Needs								
Mursix; Nestle; Magna Powertrain	<ul style="list-style-type: none"> Expanding up the supply chain Reliable & trainable workforce 								
Potential Example Companies	Needs								
Delaware Dynamics; Grede	<ul style="list-style-type: none"> Help connecting into emerging markets Access to new technologies Revitalized neighborhoods 								
<h3>Headquarters</h3> <ul style="list-style-type: none"> Corporate North American headquarters Marketing / Admin / Finance / Sales Some regional production Global companies <hr/> <table border="0"> <tr> <td>Potential Example Companies</td> <td>Needs</td> </tr> <tr> <td>Muncie Power Products ; Verailia Glass; Keihin North America</td> <td> <ul style="list-style-type: none"> Place matters Global access Image important Top talent attraction </td> </tr> </table>	Potential Example Companies	Needs	Muncie Power Products ; Verailia Glass; Keihin North America	<ul style="list-style-type: none"> Place matters Global access Image important Top talent attraction 	<h3>Early Stage</h3> <ul style="list-style-type: none"> In the product development & commercialization phase Focused on emerging markets <hr/> <table border="0"> <tr> <td>Potential Example Companies</td> <td>Needs</td> </tr> <tr> <td>DD Dannar; XADS</td> <td> <ul style="list-style-type: none"> Capital Marketing Modeling & simulation </td> </tr> </table>	Potential Example Companies	Needs	DD Dannar; XADS	<ul style="list-style-type: none"> Capital Marketing Modeling & simulation
Potential Example Companies	Needs								
Muncie Power Products ; Verailia Glass; Keihin North America	<ul style="list-style-type: none"> Place matters Global access Image important Top talent attraction 								
Potential Example Companies	Needs								
DD Dannar; XADS	<ul style="list-style-type: none"> Capital Marketing Modeling & simulation 								

FIGURE 10: FOREIGN-OWNED COMPANIES.



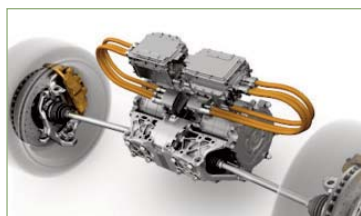
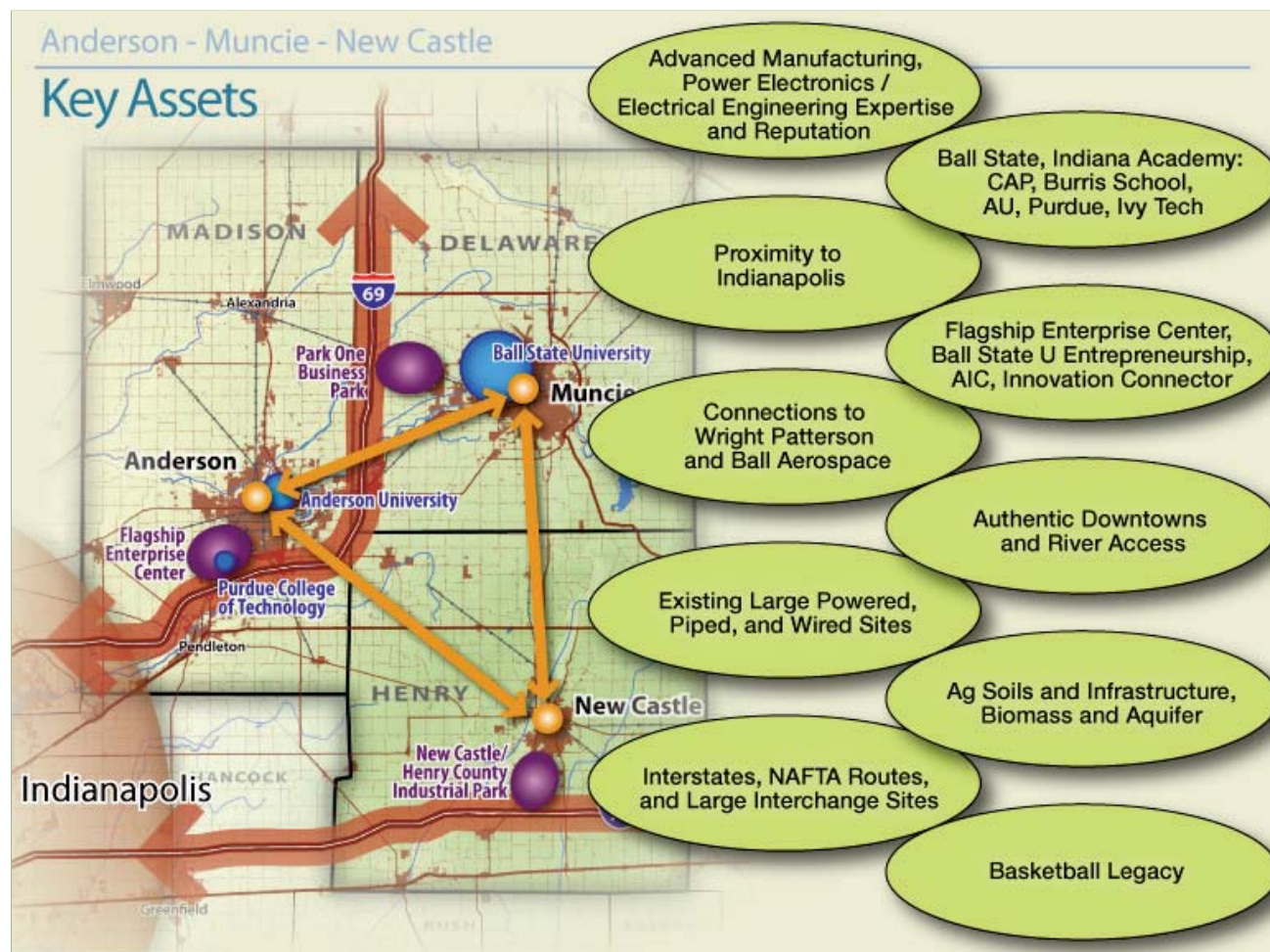
Foreign Owned Companies

The Tri-city region has broad global connections which are critical to its ability to sustain global competitiveness. The Tri-County region is home to twenty-two companies with international headquarters from eleven countries and four continents, including seven Japanese and four Canadian companies. The region has been certified as an investment region for EB-5 investors, and the state leads frequent trade trips to sister cities and other global destinations including economic development professionals from the three coalition communities.

Since 2004, Anderson alone attracted \$1.2 billion in foreign direct investment (FDI). As with existing regional businesses, this FDI spans a variety of products and services. In New Castle, the Finnish company Outokumpu produces high performance stainless steel. Keihin Corporation, a Japanese based leader in engines and vehicle control systems, has located its North American headquarters in Anderson with a manufacturing center in Muncie. Ardagh Group (who just acquired Saint-Gobain of France) is a major glass manufacturer with operations in Muncie. Retention and growth of FDI remains a priority for the region moving forward.

SUMMARY OF KEY ASSETS

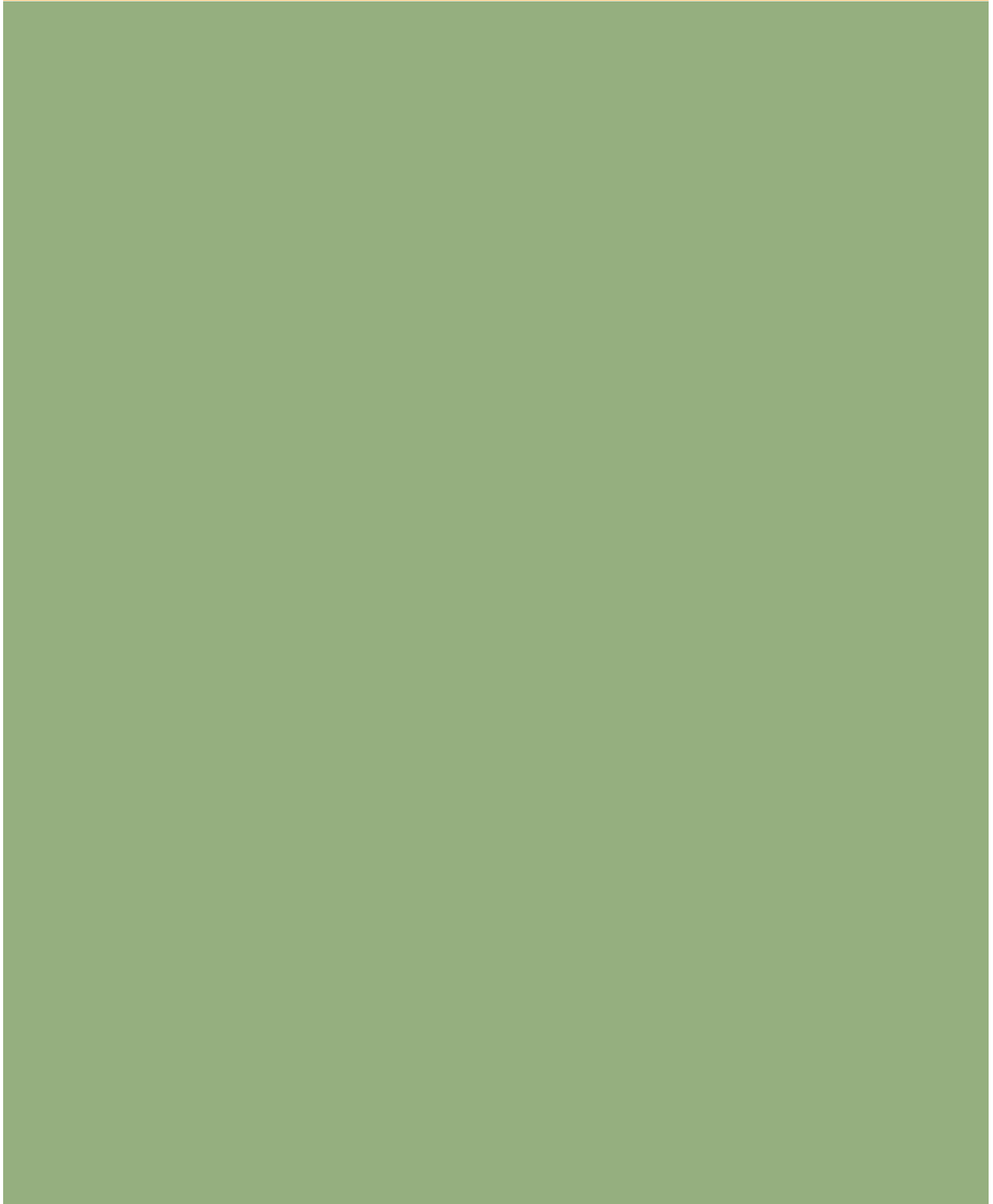
FIGURE 11: KEY REGIONAL ASSETS.



- 1) **Vehicle Electrification and Powertrain Manufacturing:** The region has a reputation and a strong concentration of auto related manufacturing that is utilizing cutting edge techniques to produce power transfer and propulsion systems for mobile machines. Additionally, the veteran workforce offers a wealth of expertise in electrical engineering and electrical component production.
- 2) **Educational Assets:** The region has well known and highly respected educational institutions like the Burris Laboratory School, Ball State University, Anderson University and the Ivy Tech Community College System. Purdue-College of Technology also has an Anderson location and will soon expand to include the most advanced Purdue Polytechnic Institute in the state.



- 3) **Proximity to Indianapolis:** Indianapolis, the state's capital, is less than an hour south of the Tri-city region. This access is attractive to many businesses and entrepreneurs who seek access to big city amenities, but prefer the comfort and ease of doing business in a small town.
- 4) **Innovation Capacity:** In addition to higher education assets described above, the Flagship Enterprise Center has been recognized as a Center of Excellence by the U.S. Department of Commerce and it has originated 74% of the microloans within the State of Indiana between 2012 – 2014. The Anderson Innovation Center is a privately-owned innovation park that serves small defense and aerospace companies. Ball State's entrepreneurship program is award winning and encourages students to apply their education in meaningful ways and the Innovation Connector offers critical support to start up businesses.
- 5) **Aerospace Connection:** The opportunity to diversify the regional economy is supported by the quick access to Wright Patterson and Ball Aerospace located in the Dayton, Ohio region. Wright-Patt is the most important base in the US Air Force and the Ball Family connection between Ball Aerospace and the City of Muncie is prime for growth.
- 6) **Authentic Downtowns:** Major investments in the Anderson, Muncie and New Castle downtowns have begun to restore the small town charm enjoyed prior to the economic shift. This, partnered with access to the winding White River boosts the appeal of downtown living.
- 7) **Developable Land:** Former industrial sites are inventoried, connected to utilities, have access to rail, have been cleaned up to industrial standards (or are in process), and are ready for reuse.
- 8) **Natural Advantage:** Quality soils, high yield aquifers, and affordable energy costs have attracted several industries to the region including the food processing sector which increasingly diversifies the regional economy.
- 9) **Logistical Strength:** Access to interstate 69 and 70, several rail routes, large interchanges and future NAFTA trade corridors make the region and Indiana as a whole an ideal logistics environment.
- 10) **Basketball Legacy:** With the Indiana Basketball Hall of Fame in New Castle, the nation's largest high school gymnasium in New Castle, and the Wigwam in Anderson, the region's history of celebrating the sport runs deep.



Economic Vision and Strategic Framework

The Asset Analysis considered the region's place-based assets (including economy, education, environment, infrastructure, and culture) in the context of global trends, providing a new way of understanding the shape of and strengths of the region.

Insights from this process are synthesized into the Economic Vision and Strategic Framework which articulates:

- **A Regional Economic Vision** to align the three cities and their partners toward a unified long-term direction
- **Seven Strategic Directions** for investing in the economic future, people, and place
- **Key Initiatives** to advance each of the strategic directions

1 Asset Analysis

2 Regional Economic Vision and Strategic Framework

3 Regional Strategic Directions—Key Initiatives and Catalyst Projects

4 Action Plan



Anderson

ECONOMIC VISION AND

Economic Vision:
An integrated Engineering,
Design and Advanced
Manufacturing Region with a
renowned workforce pathway system ...

A Center of Excellence in
vehicle electrification and powertrain
manufacturing

And a Retooled and Revitalized
tri-city community recharged with a
health and wellness mindset.

Strategic Directions

- 1 Retool the Education and Workforce Pathway System and Embrace the Region's Manufacturing Future
- 2 Build the Regional Innovation Ecosystem and Culture of Collaboration
- 3 Strengthen the Region's Focus on Target Industries, Technologies, Supply Chains
- 4 Reinvest in Urban Neighborhoods
- 5 Position Legacy Industrial Sites for Reinvestment
- 6 Prioritize Place and Next Generation Quality of Life Investment
- 7 Bring Vitality Back to Historic Downtowns

Regional Innovation Ecosystem





/ Muncie / New Castle

MANUFACTURING STRATEGY / STRATEGIC FRAMEWORK

Key Initiatives

1.1 Develop a **Regional Workforce Pipeline Strategy**

1.2 Construct and program the **Flagship - Purdue Innovation Hub**

1.3 Develop a **Muncie Manufacturing Pathways Facility**

1.4 **Change the community conversation around manufacturing** to highlight manufacturing as a career pathway and foundation for the region's future

2.1 Support the **Flagship - Purdue Innovation Hub** and the growing **Design programs at Ball State**

2.2 Assemble the ecosystem leaders to **define collaborative projects and grow systemic change**

2.3 **Provide SMEs with facilities and equipment** to stay globally competitive

3.1 Position as a **Center of Excellence in Vehicle Electrification and Powertrain Manufacturing**

3.2 Diversify the economy by **expanding opportunities in Aerospace**

3.3 Support **regional efforts focused on target industry clusters**

3.4 Support the **International Business Center Project**

4.1 Stabilize and **revitalize target neighborhoods around urban employers** to support walkable workforce

4.2 Establish a **Regional Neighborhoods Leadership Team**

4.3 Develop **Innovative** affordable, energy efficient, **urban housing solutions**

4.4 Develop a **reinvestment and owner recruitment program** for historic districts

4.5 **Remove unsafe housing**, especially in proximity to major brownfield sites

5.1 Develop and aggressively implement **comprehensive environmental cleanup and reuse strategies** for priority brownfield sites

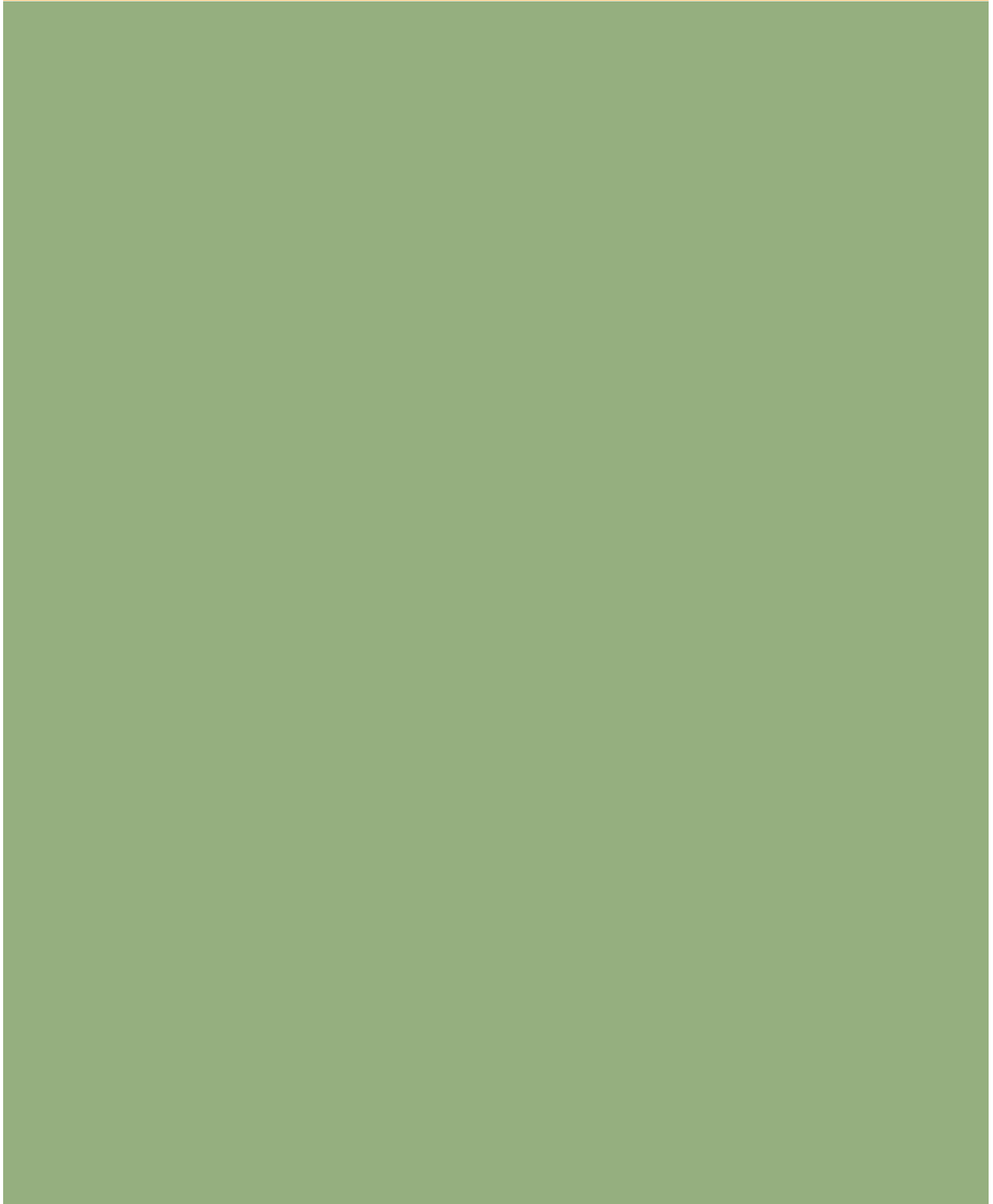
6.1 Develop a **regional greenspace / water trail network plan**

6.2 Develop and promote **urban living options, local/regional food system efforts, design guidelines for corridors, and recreation destinations**

7.1 Identify and execute **priority destination redevelopment projects that create market momentum**

7.2 Develop / update **downtown reinvestment strategies, programming, marketing, and financial tools**, and **regularly network** with other downtown coordinators to share ideas

7.3 Expand **urban living options**, rebuild **business district use mix**, invest in **riverfront development**, and invest / establish **quiet zones** in and near downtowns




Regional Strategic Directions: Key Initiatives and Catalyst Projects

Strategic Directions

The strategic framework identifies seven strategic directions focused on investing in the economic future, people, and place. The following pages focus on each of the Strategic Directions in depth:

1. Retool the Education and Workforce Pathway System and Embrace the Region's Manufacturing Future
2. Build the Regional Innovation Ecosystem and Culture of Collaboration
3. Strengthen the Region's Focus on Target Industries, Technologies, and Supply Chains
4. Reinvest in Urban Neighborhoods
5. Position Legacy Industrial Sites for Reinvestment
6. Prioritize Place and Next Generation Quality of Life Investment
7. Bring Vitality Back to Historic Downtowns

Each Strategic Direction section includes the following:

- **Case Statement:** why is this an important focus for the region?
- **Assets:** What are the key regional assets that form the foundation for this Strategic Direction?
- **Key Initiatives:**
 - o What are the specific initiatives / projects that the region should focus on to advance this Strategic Direction over the next five years?
 - o Of those, which are the catalysts that should be focused on first?
 - o What are specific next steps for each Key Initiative?
- **Funding Targets:** What specific funding targets (focused on federal programs) should the region be positioning for?
- **Catalyst Projects:** Key Initiatives that are identified with a  are "Catalyst Projects" that offer the greatest potential to build regional momentum and stimulate additional reinvestment. These projects are the focus of the Action Plan.

1 Asset Analysis

2 Regional Economic Vision and Strategic Framework

3 Regional Strategic Directions—Key Initiatives and Catalyst Projects

4 Action Plan



Strategic Direction 1: Retool the Education and Workforce Pathway System and Embrace the Region's Manufacturing Future

Our manufacturers consistently tell us that highly skilled labor is “tapped out.” Our colleges, career centers, and school systems could better connect to tackle this issue hand-in-hand with manufacturers. This strategy is focused on taking a holistic approach to developing the manufacturing workforce pipeline. We want all children to see multiple pathways to a prosperous future, including in manufacturing.

Our region is innovating new approaches to education and training at all levels. For this Strategy to succeed, many partners and players within and connected to education and workforce will need to come together to maximize impact:

- **School Districts** – that will play a critical role in developing impactful education reforms
- **Manufacturers** – to articulate their evolving workforce needs
- **Purdue College of Technology** at Anderson and future Flagship-Purdue Innovation Hub
- **Ball State University** – including the Teachers College, Indiana Academy, and Burris Laboratory School
- **Anderson University** – including Schools of Education and Engineering
- **Ivy Tech** – campuses in Anderson, Muncie, and New Castle
- **Technology, vocational, and entrepreneurship programs** – within and connected to schools including the New Castle Career Center, Muncie Area Career Center, Anderson High School Careers, Purdue University Project Lead the Way, Hire Technology program, Young Entrepreneurs Academy
- **Workforce development initiatives and partners** – including RAMP, Work One
- **Early Childhood Partners** – to build the foundation for student success, such as the Muncie Before 5 initiative, preschools, and Head Start programs
- **State of Indiana Departments of Education and Workforce Development** to connect the region with state-wide resources, initiatives, and best practices
- **Media and Communications Partners** – to spread the word on the region's focus on workforce issues and opportunities in manufacturing

▶ **Key Initiative 1.1:** *Develop a Regional Workforce Pipeline Strategy*

As part of this project a roundtable of education representatives was held to start to uncover some of the issues and opportunities for developing the regional workforce pipeline. Roundtable participants were asked to identify some of the key initiatives that are having impact to start to identify what has momentum that needs further

support as well as identify gaps. Figure 12 shows a table that was produced from that meeting that starts to reveal some strengths and gaps. This roundtable just scratched the surface on the opportunities to collaborate regionally to build the workforce pipeline. One of the biggest take-aways from this roundtable was the need for the group to come together to develop a comprehensive Regional Workforce Pipeline Strategy.




Key objectives of a regional workforce pipeline strategic plan include:

- Create a pipeline of projects ready to seek competitive funding
- Coordinate efforts across the region to reduce “re-inventing the wheel,” share best practices, and advance regional-scale projects
- Partner to support the momentum of projects that are demonstrating the greatest impacts
- Partner regionally to seek competitive federal and foundation funding
- Use the regional strategy as powerful context for individual initiatives to show how they fit within a bigger picture when seeking support, partners, and funding

Keys for a successful planning process:

- Break down silos by cross-pollinating ideas of people from the full spectrum of education from early childhood to post-secondary; workforce development; manufacturers; and other thought leaders
- Identify specific projects and next steps including partner roles, project needs (programming, facilities/equipment, etc.) cost estimates and funding targets

FIGURE 12: ROUNDTABLE EXERCISE ON EDUCATION AND WORKFORCE ASSETS.

What programs are underway in the region that are having a big impact or have momentum and support?					
	Anderson	Muncie	New Castle	Regional	State
 Pre K- 5	- Career fairs target 4-5 gr.	- Motivate our Minds (MOMs) K-8	-	-	-
 Middle to High	- High School focused on clear pathways - Young Entrepreneurs Academy - Purdue Polytechnic - Manufacturing Roundtable forum	- Most of efforts focused at this level - 7 th -8 th graders all register career path - PLTW: problem-based learning	- Starting co-op program - 8 th grade – leave with 9-16 career plan - No cost for early college; maxed out enrollment	- PLTW succeeds when MS program is strong as HS feeder - Video tool - Hire Technology program	- College and Career Pathways - Math in CTE program
 Post-Secondary	-	- RAMP	-	- Ivy Tech – redesigned math program	-

[Snapshot from Roundtable Exercise]

Key areas of focus of the strategic plan:

- Curriculum and programming development: support curriculum that is flexible to meet employer needs in rapidly changing technology environment
- Holistically considering and strategically addressing the barriers to workforce readiness including soft skills, work ethic development, access to childcare, jobs-housing mismatch and access to transit, and health and wellness
- Securing resources
 - People resources: need for qualified and adequately compensated teachers, connect with industry for internships/co-ops
 - Facility and equipment resources: to promote tinkering and learning on industry-relevant machines
 - Financial resources – a constant challenge for resource- challenged school districts in particular
- Engaging key influencers of students to highlight manufacturing career opportunities: teachers, counselors, parents
- Partnerships – align the players, define roles, share best practices, and promote stronger collaboration between education and industry

Areas of Exploration for each key age level within the pipeline:

1 Early Childhood and Elementary—foundations for success

- a. Expand early childhood accessibility
- b. Expand success of career fairs model used in grades 4-5 in Anderson schools

2 Middle - High School:

- a. There are many programs in place / directions being tried—what are working the best and should be replicated/expanded?
- b. Hire Technology is showing great promise – how can we support its expansion in our region?
- c. Focus on key influencers: guidance counselors and parents
- d. Expand access to hands-on learning opportunities and direct collaboration with industry
- e. Emphasis on certifications that demonstrate readiness for manufacturing workforce as well as dual-credit opportunities that transfer to post-secondary

3 Post-secondary:

- a. How can we best leverage the higher education assets in our region to have greatest impact?
- b. Capitalize on the planned upcoming investments of Ivy Tech in Anderson and Muncie

4 Unemployed / Underemployed Workforce

- a. Holistically consider and address the barriers to workforce readiness including soft skills, work ethic development, access to childcare, jobs-housing mismatch and access to transit, and health and wellness
- b. Opportunity to tap un/under-employed workforce from other occupations that offer work ethic and problem solving skills
- c. RAMP is a model with promise – how can we help it be more successful?

Key Initiative 1.2:***Advance the Flagship - Purdue Innovation Hub***

The Flagship - Purdue Innovation Hub is a recently announced expansion of the Purdue University College of Technology-Anderson which will not only offer students a broad range of degrees in high-tech disciplines, but offer hand on learning opportunities through the site's Makerspace and labs. The project will offer an introduction to and training in areas including CNC and additive manufacturing/3-D printing.

Anderson Community Schools as well as private school partners will be able to engage with the Flagship - Purdue Innovation Hub to expose K-12 students to applied engineering and manufacturing processes through the classrooms and smaller lab spaces. Ivy Tech may also host facilities that will support their technical and manufacturing based educational offerings at the Innovation Hub.

Flagship Enterprise Center is taking a leading role in the Flagship - Purdue Innovation Hub, connecting the Institute with its programming for small businesses across its 30-mile service area and likely managing the industrial incubator component. The City of Anderson is also a key partner, focusing on the project as a key part of its economic development strategy.

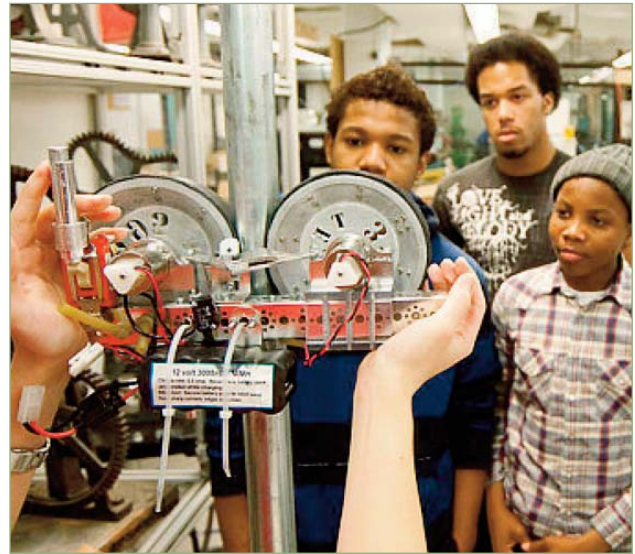
Key Next Steps:

1. Support the project partners in their efforts to seek funding for facilities, equipment, and programming of the Makerspace
2. Identify how the facilities and programming for the Flagship - Purdue Innovation Hub project, which are still being developed, can address needs developed through the Workforce Pipeline Strategy (see Initiative 1.1).



▷ **Key Initiative 1.3:**
Develop a Muncie Manufacturing Pathways Facility

For students to pursue a future in manufacturing, there needs to be easily accessible, hands-on opportunities to explore what manufacturing is and to develop the skills needed to work in manufacturing. Several manufacturers in the Muncie area in particular emphasized the need for equipment for students to train with in middle and high school. This initiative is focused on establishing a location easily accessible to Muncie high school students in particular with the facilities, equipment, curriculum, and partnerships in place to develop a ready workforce.



Ivy Tech is in the process of planning a substantial capital investment in its Muncie facilities. The region should capitalize on this time to work closely with Ivy Tech to ensure this investment helps address gaps in manufacturing training facilities and curriculum.

Additionally, the City of Muncie is interested in opportunities to establish a Makerspace that could be a part of this facility.

Key considerations for such a facility would include:

- Education-industry collaboration space
- Hands on equipment, tools, and software introduction
- Driven by the needs of industry and strongly partnered with workforce development organizations
- Includes Ivy Tech manufacturing programming/facilities
- Easy access for K-12 and beyond

Key Next Steps:

1. Engage the Muncie Manufacturing Alliance to take the lead with this initiative to ensure the project best meets current industry needs, involving key workforce development and education partners across the education spectrum including Muncie School District, Muncie Career Center, Motivating Our Minds (MOMs), RAMP, and others.
2. Work Closely with Ivy Tech to capitalize on opportunities to leverage its investment in Muncie.

▷ **Key Initiative 1.4:**
Change the Community Conversation around Manufacturing to Highlight Manufacturing as a Career Pathway and Foundation for the Region's Future

We have numerous manufacturers producing innovative products in state-of-the art facilities...but who knows about it? The general public's image of manufacturing is generations old. New facilities are isolated, imposing, and typically hard to access. We need to shine a light on our region's industrial horsepower, today's shop floor, and the potential for economic growth in manufacturing. Let's broadcast the story of companies like Keihin North America, Outokumpu, Magna Powertrain, Mursix, and others. This is about exposing our manufacturing future to inspire our future workforce.



The region should develop a marketing/communications strategy focused on “changing the conversation” around manufacturing. The following table can serve as a foundation for this Strategy which should be further developed by a Manufacturing Messaging Team. The Regional Workforce Pipeline Strategy (see Initiative 1.4) should identify specific communications strategies targeted to students, parents, teachers, and counselors.

TABLE 1: MANUFACTURING MESSAGING FRAMEWORK.

Target Audience	Key Concerns	Key Influencers	Communication / Education Tools	Changed Viewpoints
Community at-large	Belief that manufacturing is the region's past and not it's future	Local media Social networks Employers	Newspaper, TV, Radio, web, social media	“I'm surprised by what I've learned about manufacturing today – cutting-edge technologies, clean facilities, advanced skills needed”
Workforce pipeline: youth and their parents	Lack of exposure to manufacturing career pathways	Parents Teachers Counselors Peers Mentors Employers	Schools Other multi-media Internships Manufacturing events, expos, competitions*	“Manufacturing is cool. I can be a part of innovating and producing products of the future that no one has even dreamed of today. I could have a bright future in this and there are resources available to get me the training I need.”
School Administrators, Teachers, Counselors	Manufacturing doesn't offer the same promising future as a college education	Manufacturers exposing successful pathways of their workforce	Plant tours, internship opportunities for students, and other industry collaboration	“I see real opportunities for students to pursue career pathways in manufacturing that I want to support”
Political, Community, and Business Leadership	Belief that manufacturing is the region's past and not it's future	Economic development organizations Other community leaders	Business journals Chamber of Commerce Local/Regional News outlets	“Manufacturing is an important part of the work to rebuild our community and the regional economy.”

*Examples include: National Manufacturing Day: Manufacturers open their shop doors to the public specifically to communicate to parents and students that modern manufacturing is clean, safe and advanced. Regional Manufacturing Expo and Gala concept: showcase regional manufacturers, bring school field trips through, award Manufacturer of the Year/Startup of the Year.

This work should extend far beyond communications to maximize opportunities for hands-on, exciting experiences with manufacturing from an early age.

Key Next Steps:

1. Convene a Manufacturing Messaging Team to develop and champion this initiative. Seek participation from the communications strengths in the region including Ball State and others.
2. Collaborate with the Workforce Pipeline Team to identify communications tools, events, internship opportunities, and other hand-on methods of reaching students, parents, and educators.

Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization/foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.

TABLE 2: POTENTIAL FUNDING TARGETS - STRATEGIC SECTION 1.

Program	Eligible Activities	Eligible Entities	Type/Amount	Due	Link
Advanced Technology Education <i>NSF</i>	<ul style="list-style-type: none"> Curriculum development Professional development of college faculty and secondary school teachers Career pathways to two-year colleges from secondary schools and from two-year colleges to four-year institutions 	<ul style="list-style-type: none"> Universities/colleges; Non-profit; for-profit organizations; State and local gov.; Unaffiliated individual; Foreign organizations; Other federal agencies 	\$25k-\$300k	Annual October	http://www.nsf.gov/funding/pgm_summ.jsp?ims_id=5464
Workforce Innovation Fund Grants <i>DOL</i>	Innovative solutions that: <ul style="list-style-type: none"> Improve coordination among programs and partners Improve service delivery at American Job Centers Pilot or scale programs and strategies Implement new strategies 	<ul style="list-style-type: none"> State Workforce Agencies Local Workforce Investment Boards 	\$53 M/8-15 grants	June 14th	http://www.dol.gov/dol/grants/SGA-DFA-PY-13-06.pdf
YouthBuild <i>DOL</i>	Oversee the provision of : <ul style="list-style-type: none"> Educational services Occupational skills training Employment services To disadvantaged youth in the communities while performing meaningful work and service to their communities	<ul style="list-style-type: none"> Public agencies Private non-profit agencies Organizations that serve disadvantaged youth 	\$1.1M/ each 73 grants	April 2014	http://www.doleta.gov/youth_services/youthbuild.cfm
Investing in Innovation Fund <i>DoEd</i>	Funding to develop, validate and scale innovative practices that are demonstrated to have an impact on: <ul style="list-style-type: none"> Improving student achievement or student growth; Closing achievement gaps; Decreasing dropout rates; Increasing high school graduation rates; or Increasing college enrollment and completion rates 	<ul style="list-style-type: none"> Local Education Agency (LEA); Partnership between a nonprofit organization and LEAs or a consortium of schools 	Funding amount depends on the scale: <ul style="list-style-type: none"> Development-\$3M/award Validation-\$12M/award Scale-up-\$20M/award 	<ul style="list-style-type: none"> Depends on Tier NOFAs are released separately 	http://www.w2.ed.gov/programs/innovation/2014competition.html
Investing in Manufacturing Communities Partnership <i>EDA</i>	Until more funds are appropriated, program is not a new grant but rather a competition to be a designated "Manufacturing Community" for regions strengthening their manufacturing economies	<ul style="list-style-type: none"> Local government and consortiums 	"Preference and priority" for funding from 13 federal agencies existing grant programs including Dept of Education, Dept of Labor and others and others	Fall 2014	https://federalregister.gov/a/2013-29422
Kauffman Foundation	<ul style="list-style-type: none"> Programs/initiatives with significant potential to demonstrate innovative service delivery and support education and entrepreneurship 	<ul style="list-style-type: none"> Organizations 	Grant amounts vary based on project and organization; can be over \$1M but most under \$100K	No due date; Submit letter of inquiry (LOI), 3 pages or less	http://www.kauffman.org/grants
Surdna Foundation	Several program areas including "Strong Local Economies" focused on: <ul style="list-style-type: none"> Business Development and Acceleration Equitable Economic Development Job Quality and Career Pathway 	<ul style="list-style-type: none"> Nonprofits only 	Grant amounts vary based on project and organization; many are over \$100K	No due date; Rolling	http://www.surdna.org/
Kellogg Foundation	Funding for efforts that achieve the following strategic goals: <ul style="list-style-type: none"> Educate Kids Increase the health of kids Secure Families Racial Equity Civic Engagement 	<ul style="list-style-type: none"> Nonprofit local government Individual 	Unspecified range: Funding dependent on project	None: Apps. accepted throughout the year and reviewed at HQ	http://www.wkcf.org/what-we-do/overview
Other Education Grants <i>DoEd</i>	The three communities should identify opportunities to successfully secure federal and state Department of Education funds to enhance educational outcomes in the region. DoEd programs provide grants related to STEM education, community learning centers, teacher enrichment, and increasing college enrollment. By working together Anderson, Muncie and New Castle better their chances of receiving funds for projects in these and other focus areas. The estimated funding allocations for Indiana for 2015 can be found on page 37-38 of the link provided. The region should also seek to position for future rounds of "Race to the Top" types of funding programs				http://www.w2.ed.gov/about/overview/budget/state-tables/15stbystate.pdf

Strategic Direction 2: Build the Regional Innovation Ecosystem & Culture of Collaboration

What is an Innovation Ecosystem and why is it important?

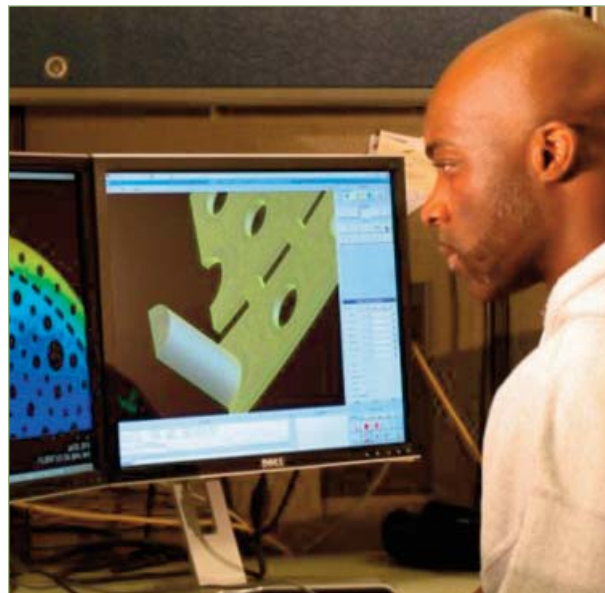
Manufacturers need ready access to a wide variety of resources to innovate, stay globally competitive, and meet the needs of OEMs. Regions that have been most successful in adapting to the ever-evolving needs of the global economy have focused on developing their regional innovation ecosystem. A regional innovation ecosystem is a network of resources that can come together to ultimately support commercialization of new ideas and products.

The National Science Foundation describes these resources to include essentially material resources and human capital:

- Material resources (funds, equipment, facilities, etc.)
- Human capital (students, faculty, staff, industry researchers, industry representatives, etc.) that make up the institutional entities participating in the ecosystem (e.g. the universities, colleges of engineering, business schools, business firms, venture capitalists (VC), industry-university research institutes, federal or industrial supported Centers of Excellence, and state and/or local economic development and business assistance organizations, funding agencies, policy makers, etc.).

This NSF article also highlights that “the innovation ecosystem comprises two distinct, but largely separated economies, the knowledge economy, which is driven by fundamental research, and the commercial economy, which is driven by the marketplace.”¹

This Strategic Direction is focused on supporting the existing elements of the region’s innovation ecosystem and filling gaps where they exist. This strategy is also focused on **building the regional culture of collaboration**. Cities can easily get caught up in working within their jurisdictional boundaries and competing with their neighbors. The economic development players in this region for the most part recognize the critical importance of thinking and working as a region, but that can sometimes be challenging to do in practice when reporting to the leadership of a particular jurisdiction. By focusing on developing the Regional Innovation Ecosystem, economic development and jurisdictional leaders will have more tools in place to champion regional collaboration.

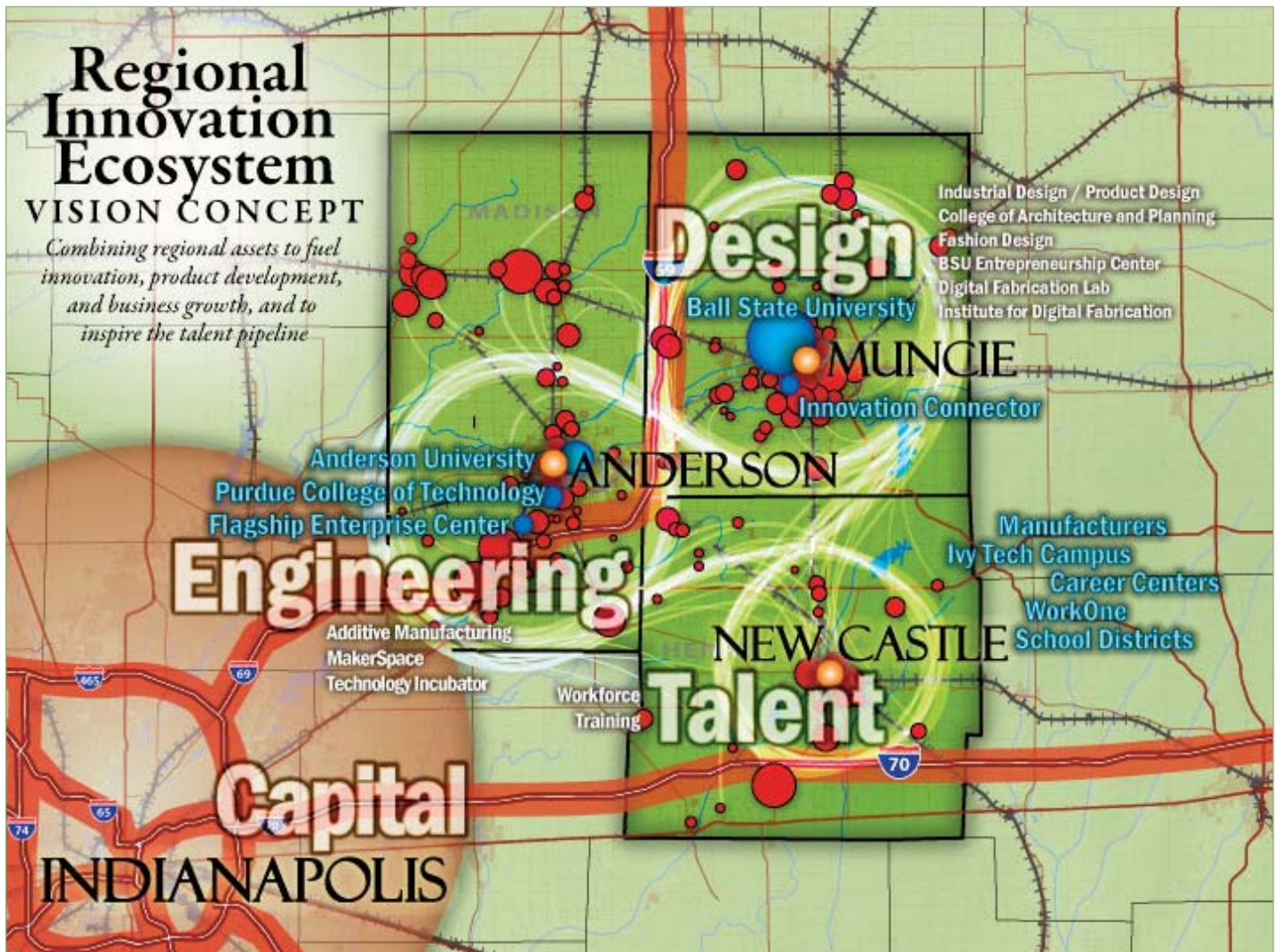


¹ The bullet points in this citation were adapted from this article:

Jackson, Deborah. National Science Foundation, Arlington, VA. *What is an Innovation Ecosystem?*

http://erc-assoc.org/sites/default/files/topics/policy_studies/DJackson_Innovation%20Ecosystem_03-15-11.pdf

FIGURE 13: REGIONAL INNOVATION ECOSYSTEM VISION CONCEPT.



Regional Innovation Ecosystem Concept

The Regional Innovation Ecosystem Vision Concept above highlights some of the key regional assets in engineering, design, and talent/human capital that could be better integrated in the region.



Key Initiative 2-1:

Advance the Flagship - Purdue Innovation Hub and growing design programs at Ball State

Developing new products and processes requires both innovative engineering and design. The Flagship - Purdue Innovation Hub and the expanding design programs at Ball State University are two projects with significant momentum that the Regional Innovation Team could support individually as well as identifying opportunities to bring regional engineering and design initiatives together.

The Flagship - Purdue Innovation Hub is an expansion of the Purdue University College of Technology-Anderson which will not only offer students a broad range of degrees in high-tech disciplines, but offer hands-on learning opportunities through the sites Makerspace and labs. This project is being advanced by many partners including the Flagship Enterprise Center, City of Anderson, Ivy Tech, K-12 schools, and others. The Flagship - Purdue Innovation Hub will spark innovation by offering Makerspace for students that could lead to new products or companies and introduce new ideas to companies through collaboration with Purdue students and faculty. This project is also helping to grow the region's engineering programs at Anderson University and can help regional companies to retain these engineers who are more likely to stay long-term than engineers recruited from universities outside the region.

Ball State University's College of Architecture and Urban Planning (CAP) is the only accredited architecture program from a public university in the state. CAP offers a Digital Fabrication Lab, "Fab Lab" for making prototypes and models of building components—a unique asset to build students skills in digital fabrication that they can apply not only in architecture but other fields, including manufacturing, if they're seeking other career pathways. BSU-CAP is investigating and advancing opportunities to grow its design programming.

Key Next Steps:

1. The Regional Innovation Team should engage BSU-CAP to identify how its programming and facilities could help meet gaps in design innovation in the region. Design talent can emerge directly out of industrial design programs but from a wider range of design fields as well since designers, at their core, are creative problem solvers.
2. Support the The Flagship - Purdue Innovation Hub partners in their efforts to seek funding for facilities, equipment, and programming of the Makerspace

Key Initiative 2.2:***Assemble the ecosystem leaders to define collaborative projects and grow systemic change***

This initiative is aimed at forming a team of bold leaders who can champion regional collaboration to build the innovation ecosystem.

Key Next Steps:

1. Form a Regional Innovation Team of people who offer bold leadership, vision, and commitment to regional collaboration
2. Define goals for building the ecosystem
3. Review the ecosystem assets – what is missing that has not yet been uncovered through this regional planning process?
4. Identify the innovation initiatives with momentum that should be strongly supported to ensure momentum
5. Identify the key gaps to be filled including support for entrepreneurs, product commercialization, access to capital, and export assistance
6. Implement priority projects together to build on-the-ground momentum and demonstrate regional collaboration

Through this strategic planning process, we have identified two initial key initiatives that could be the near-term focus of this leadership team:

1. **Advance the Purdue Polytechnic Institute and growing design programs at Ball State University**
2. **Provide Small and Medium Enterprises (SMEs) with facilities and equipment to stay globally competitive**

The process of forming this leadership team to support advancement of key projects will be a critical step in building the regional culture of collaboration.

Key Initiative 2-3:

Provide Small and Medium Enterprises (SMEs) with facilities and equipment to stay globally competitive

Sixty percent of this region's manufacturers have 20 or fewer employees, relating to the region's economic history built around Tier 2 and 3 tool and die makers. Some of these small suppliers may need stronger access to the skills, software, and technologies to meet the evolving demands of the OEMs that they supply.

Key Next Steps:

A key next steps would be to identify the more specific technology and equipment needs of SMEs in this region through a survey/interview process. The focus would be to understand what equipment and software are too cost prohibitive for individual companies to invest in but that would be beneficial for companies to perform faster and with greater efficiency and precision.



Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization/foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.

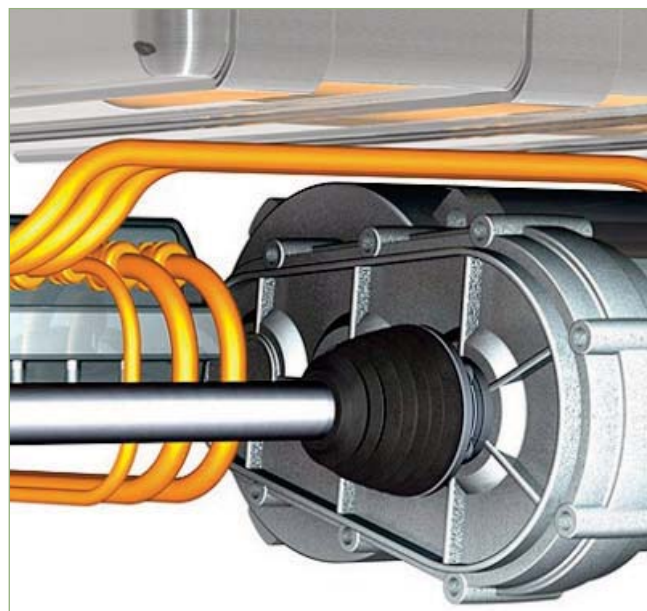
TABLE 3: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 2.

Program	Eligible Activities	Eligible Entities	Type/Amount	Date	Link
Investing in Manufacturing Communities Partnership <i>EDA</i>	Until more funds are appropriated, program is not a new grant but rather a competition to be a designated "Manufacturing Community" for regions strengthening their manufacturing economies	<ul style="list-style-type: none"> Local government and consortiums 	"Preference and priority" for funding from 13 federal agencies existing grant programs such as EPA, DOL, EDA, SBA, DoD, DoEd, DOT, etc.	Fall 2014	https://federalregister.gov/a/2013-29422
National Network for Manufacturing Innovation (NNMI) <i>Multi-agency</i>	How can we tap into existing centers and position our region for participation in future consortiums?				http://manufacturing.gov/nnmi.html
Advanced Manufacturing Technology Consortia (AMTech) <i>NIST</i>	Planning Awards to establish new and strengthen existing industry-driven consortia that identify and support basic and applied research on long-term, pre-competitive and enabling technology development for advanced manufacturing	<ul style="list-style-type: none"> States Local Government Institutions of Higher Ed Nonprofit Organizations 	Award Ceiling: \$500k	October 31 2014	http://www.nist.gov/amo/upload/2014_AMTech_FFO.pdf
EDA Planning <i>EDA</i>	<ul style="list-style-type: none"> Development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS) Support planning programs with investments designed to create and retain jobs 	<ul style="list-style-type: none"> State and local governments and tribes Nonprofits Higher education 	Award Ceiling: 100,000	Rolling	http://www.grants.gov/view-opportunity.html?oppld=189193
Multi-agency "Challenge" Grants	EDA has been a part of several multi-agency initiatives in the past several years that focus on innovative economic development strategies. Many are related to cluster development such as the Make it in America Challenge, IMCP, i6 Challenge, and Jobs & Innovation Accelerator Challenge. How can we position ourselves for future EDA challenges?				http://www.eda.gov/about/multi-agency-initiatives.htm
Regional Innovation Clusters Planning Grant <i>SBA</i>	To be eligible for funding, the lead organization must provide the small businesses in the cluster with matchmaking opportunities, business training, counseling, and mentoring.	<ul style="list-style-type: none"> Nonprofit Private company <p>These clusters may span a variety of industries that include, but are not limited to: energy, manufacturing, agriculture, and advanced defense technologies.</p>	<ul style="list-style-type: none"> \$600,000 to support activities during the base year Up to 4 awards will be made 	July 31st	http://www.sba.gov/about-sba/sba-initiatives/clusters-initiative/about-the-clusters-initiative
Small Business Innovation Research (SBIR) / Small Business Technology Transfer (STTR) <i>SBA and 11 other agencies</i>	Program encourages small businesses to engage in Federal Research/Research and Development that has the potential for commercialization. Some topics for last NSF solicitation included: Advanced Manufacturing; Nanotechnology; Advanced Materials and Instrumentation. For current DOE solicitation: Advanced Scientific Computing Research; Advanced Digital Network Technologies; Increasing Adoption of HPC Modeling and Simulation in Advanced Manufacturing	Varies depending on round and agency requesting applications. For example, for NSF request: <ul style="list-style-type: none"> For Profits: 51% owned and controlled by citizens, no more than 500 employees Nonprofits: universities, research organizations, R&D centers For DOE request: Small independent U.S. businesses 	Varies For DOE: Max: \$150k-\$225k depending on the topic Match: Not required but will be considered in evaluation	Varies. Last NSF Solicitation was June, 2014. Current DOE Solicitation: Oct 14 th 2014	http://www.grants.gov/view-opportunity.html?oppld=261591
SBIR/STTR Matching Program <i>Indiana Small Business Development Center (ISBDC)</i>	<ul style="list-style-type: none"> Technical Writing Assistance for SBIR and STTR proposals Proposal Review Services Phase I Matching assistance 	Small business or Non-profit	Technical Assistance Max: \$5,000 Match Assistance Max: Up to \$50,000 per award Proposal Review Max: \$500		http://isbdc.org/sbirsttr-matching-program-provides-cost-technical-assistance-sbir-proposals/

Strategic Direction 3: Strengthen the Region's Focus on Target Industries, Technologies, and Supply Chains

Case Statement:

Our region lost 40,000 jobs over the past 30 years in large part due to restructuring of the auto industry. We know that diversifying our economy is critical to a more sustainable economic future. At the same time, we can also focus investment in our region's existing manufacturing strengths in power transfer from our auto industry legacy, focusing on moving not only consumer vehicles but a wide range of mobile machines of the future.

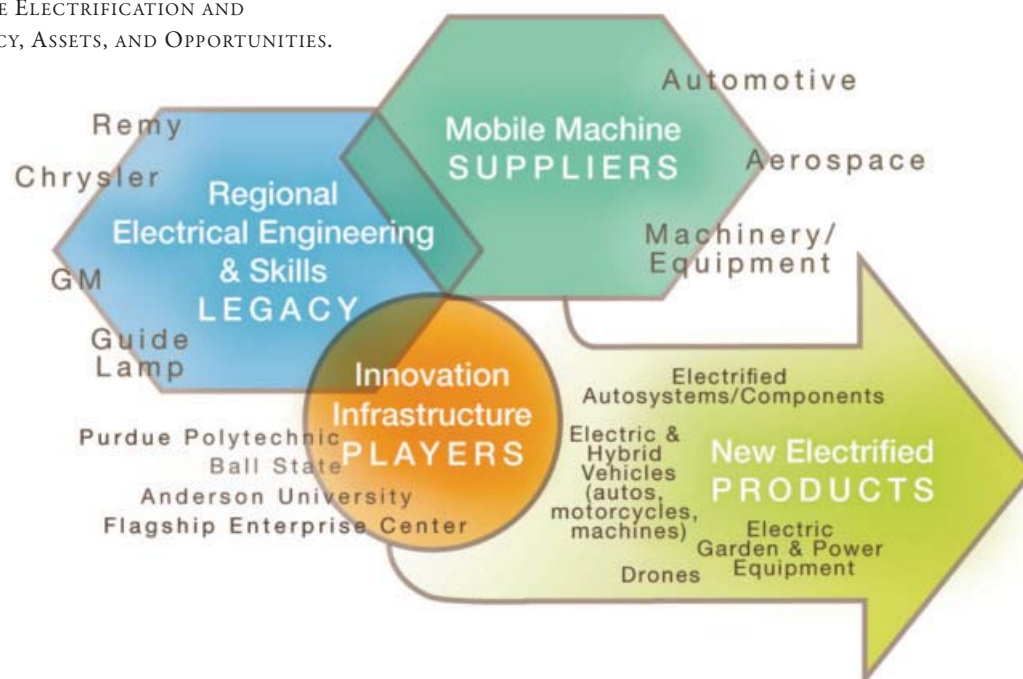


Key Initiative 3.1:

Position as a Center of Excellence in Vehicle Electrification and Powertrain Manufacturing

Our region has a legacy of innovating, developing and building automotive transmissions, power transfer and electrical systems. This legacy is evident in the proud Motorsports heritage and long-standing cluster of companies engaged in transportation systems and electrical engineering. Forty-three auto assembly plants lie within 400 miles that these companies supply. Companies like Magna Powertrain, Mursix and Muncie Power Products are

FIGURE 14: VEHICLE ELECTRIFICATION AND POWERTRAIN LEGACY, ASSETS, AND OPPORTUNITIES.



global leaders in powertrain technologies. Progress Rail is one of the largest producers of diverse railroad and transit system products worldwide. Companies like XADS, DD Dannar, and Crown, are innovating in electrification technology, meeting the expanding market demand for electric vehicles. Most recently, Chrysler dedicated a Transmission plant in Tipton which is set to make 800,000 transmissions a year. The Electric Drive Transportation Association just held its prominent annual conference in Indianapolis, and groups like the Energy Systems Network are focused on strengthening the region's global position in energy technologies.

We have these assets and a growing demand for electric vehicles and the electrification of automotive systems. How can the region position itself over the next 10-20 years to best benefit from these market realities?

This catalyst project will focus on these competitive advantages to grow our current companies and attract new ones as we put our region on the global map as a Center of Excellence for Vehicle Electrification and Powertrain Manufacturing.

Center of Excellence Next Steps

- 1) Convene a working team that is industry led and supported by economic development partners to advance the following next steps, prioritize focus areas, and develop more detailed strategic plans
- 2) Communicate the region's assets and comparative advantages in this area to position and drive growth of existing companies and suppliers, attracting further investment in power transfer and electrification businesses and attract top managerial and technical talent to work in a region with critical mass in this area
- 3) Focus on meeting the workforce needs of existing companies in Vehicle Electrification and Powertrain Manufacturing to ensure availability of skilled workers and support future growth of these companies and the industry cluster as a whole (see Strategic Direction 1)
- 4) Advocate for federal funding supporting the growth of electrification technologies and cluster development. Focus the regional application to the EDA Investing in Manufacturing Communities Partnership program on this economic cluster.
- 5) Build strategic partnerships including with Energy Systems Network, Conexus Indiana, and other Indiana metropolitan and state-wide electrification initiatives
- 6) Develop strategic plans to focus on the following:
 - a) Support business efforts to vertically integrate the electrification supply chain
 - b) Facilitate commercialization of university and industry research of needed technologies by strengthening partnerships with public and private research and development partners
 - c) Connect companies with national and global markets through export assistance and other services
 - d) Assist with access to capital to grow existing companies in this region

Key Initiative 3.2:

Diversify the economy by expanding opportunities in Aerospace

This initiative focuses on more specific opportunities to connect the region's business to aerospace supply chains to efforts underway at the state and broader regional level. Aerospace is a growth industry – with anticipated single- to double-digit growth in 2014 and growth of commercial aircraft production by 25% by 2023. Diverse supply chains/products within the aerospace industry (commercial aviation, defense, astronautics, drones) align with the region's manufacturing assets and capabilities with the aerospace efforts underway state-wide.



Several major aerospace innovators and assets are located within the greater region:

- Local companies – that serve the aerospace industry include: GKN Aerospace, XADS, and Delaware Dynamics, to name a few. Several others have interest in entering this growing industry
- Indiana is focused on this opportunity – supported by Indiana Aerospace & Defense Council (IADC) – an initiative of Conexus Indiana, and state and industry leadership which has led to major investment in the state by leading aerospace manufacturers
- Wright Patterson Air Force Base in Dayton – Within less than one and a half hour drive of the study area, and home to Air Force's aeronautical R&D, Wright-Patt is the largest and most important base in the US Air Force
- Purdue University College of Engineering – West Lafayette/Anderson – The College of Engineering's graduate programs rank #8 in the nation and hosts the School of Aeronautics and Astronautics. This top ranked school has industry affiliations with leading aerospace companies like Lockheed Martin and Rockwell Collins and has come to be affectionately known as the Cradle of Astronauts for the 21 U.S. astronauts who are graduates of the program.
- Indiana and Chicago-area boasts several premier aerospace and defense companies like Boeing, Alcoa, GE, BAE Systems, and Bosch. These companies are engaged in defense and commercial aerospace as well as related products including satellites, communication systems, and electronics which have application in multiple industries. Greater involvement in these supply chains will help diversify the client base and market reach of local manufacturers.

- Southwestern Ohio Aerospace Region Manufacturing Community – On May 28th, 2014 Southwestern Ohio was designated by the federal Economic Development Administration as one of 12 “Manufacturing Communities” nationwide. This region, which includes eastern Indiana, includes 64 companies in the aerospace supply chain and is about an hour from East Central Indiana, offering tremendous opportunity to build supply chain connections.

Aerospace Target Next Steps

- 1) Identify a liaison (one person/organization or a small working group) to focus on strengthening the tri-cities region’s role in state-wide efforts strengthen aerospace supply chain.
- 2) Communicate the region’s aerospace assets and the potential to position the region for further attention and investment in aerospace
- 3) Form / strengthen partnerships with:
 - a) Indiana Aerospace and Defense Council (Conexus)
 - b) Purdue:
 - i) School of Aeronautics and Astronautics
 - ii) Technical Assistance Program
 - iii) College of Technology-Anderson and the planned Purdue Polytechnic Institute to be located in Anderson
 - c) Indiana Advanced Aerospace Manufacturing Alliance – how can we best plug into state-wide efforts?
- 4) Enrich the existing foundation of the tri-city region’s aerospace assets:
 - a) strengthen trade organizations, communicate the existence of programs
 - b) increase output of existing firms
 - c) Support the small grouping of aerospace and defense-related companies at the Anderson Innovation Center as a centerpoint for this strategy in the region.
- 5) Identify potential customer base for aerospace companies to market to and open up international markets, overcoming challenges that companies can’t overcome on their own
- 6) Connect into Southwest Ohio aerospace initiative to identify how our region help fill gaps in their net work
- 7) Further explore strategic opportunities related to accessibility to Wright Patterson and Ball Aerospace including access to R&D that can be commercialized

Key Initiative 3.3:

Support regional efforts focused on target industry clusters

In addition to greater focus on power transfer / electrification and aerospace, this tri-city regional initiative should collaborate more on other target industry cluster efforts for greater impact. Food processing is an example of a cluster that each city's economic development teams has focused on individually that could benefit from greater regional strategy and collaboration.

Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization / foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.



Key Initiative 3.4:

Support the International Business Center Project

The International Business Center on the Flagship Enterprise Center Campus is planned to provide a wide range of small business support services for foreign companies looking to start manufacturing in the region. The Flagship Park already hosts eight businesses that have parent companies in Italy, China, Japan, and Switzerland, and many more companies from these and other countries including German and Israel are located or are interested in locating in the region. Working with Anderson University's Falls School of Business and Purdue University's College of Technology, Flagship will greatly expand and attract small European and Asian companies who see the many advantages of this region but who are intimidated by the complexities of expanding or relocating.

Key Next Step: Support the efforts of Flagship and its partners to secure funding to provide space for the Center at Flagship and to operate the Center in start-up operations.

TABLE 4: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 3.

Program	Eligible Activities	Eligible Entities	Type/Amount	Date	Link
Investing in Manufacturing Communities Partnership <i>EDA</i>	Until more funds are appropriated, program is not a new grant but rather a competition to be a designated "Manufacturing Community" for regions strengthening their manufacturing economies	<ul style="list-style-type: none"> Local government and consortiums 	"Preference and priority" for funding from 13 federal agencies existing grant programs such as EPA, DOL, EDA, SBA, DoD, DoEd, DOT, etc.	Fall 2014	https://federalregister.gov/a/2013-29422
National Network for Manufacturing Innovation (NNMI) <i>Multi-agency</i>	How can we tap into existing centers and position our region for participation in future consortiums?				http://manufacturing.gov/nnmi.html
Advanced Manufacturing Technology Consortia (AMTech) <i>NIST</i>	Planning Awards to establish new and strengthen existing industry-driven consortia that identify and support basic and applied research on long-term, pre-competitive and enabling technology development for advanced manufacturing	<ul style="list-style-type: none"> States Local Government Institutions of Higher Ed Nonprofit Organizations 	Award Ceiling: \$500k	October 31 2014	http://www.nist.gov/amo/upload/2014_AMTech_FFO.pdf
EDA Planning <i>EDA</i>	<ul style="list-style-type: none"> Development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS) Support planning programs with investments designed to create and retain jobs 	<ul style="list-style-type: none"> State and local governments and tribes Nonprofits Higher education 	Award Ceiling: 100,000	Rolling	http://www.grants.gov/view-opportunity.html?oppid=189193
Multi-agency "Challenge" Grants	EDA has been a part of several multi-agency initiatives in the past several years that focus on innovative economic development strategies. Many are related to cluster development such as the Make it in America Challenge, IMCP, i6 Challenge, and Jobs & Innovation Accelerator Challenge. How can we position ourselves for future EDA challenges?				http://www.eda.gov/about/multi-agency-initiatives.htm
Regional Innovation Clusters Planning Grant <i>SBA</i>	To be eligible for funding, the lead organization must provide the small businesses in the cluster with matchmaking opportunities, business training, counseling, and mentoring.	<ul style="list-style-type: none"> Nonprofit Private company <p>These clusters may span a variety of industries that include, but are not limited to: energy, manufacturing, agriculture, and advanced defense technologies.</p>	<ul style="list-style-type: none"> \$600,000 to support activities during the base year Up to 4 awards will be made 	July 31st	http://www.sba.gov/about-sba/sba-initiatives/clusters-initiative/about-the-clusters-initiative
Small Business Innovation Research (SBIR) / Small Business Technology Transfer (STTR) <i>SBA and 11 other agencies</i>	Program encourages small businesses to engage in Federal Research/Research and Development that has the potential for commercialization. Some topics for last NSF solicitation included: Advanced Manufacturing an Nanotechnology; Advanced Materials and Instrumentation For current DOE solicitation: Advanced Scientific Computing Research; Advanced Digital Network Technologies; Increasing Adoption of HPC Modeling and Simulation in Advanced Manufacturing	Varies depending on round and agency requesting applications. For example, for NSF request: <ul style="list-style-type: none"> For Profits: 51% owned and controlled by citizens, no more than 500 employees Nonprofits: universities, research organizations, R&D centers For DOE request: Small independent U.S. businesses 	Varies For DOE: Max: \$150k-\$225k depending on the topic Match: Not required but will be considered in evaluation	Varies. Last NSF Solicitation was June, 2014. Current DOE Solicitation: Oct 14 th 2014	http://www.grants.gov/view-opportunity.html?oppid=261591
SBIR/STTR Matching Program <i>Indiana Small Business Development Center (ISBDC)</i>	<ul style="list-style-type: none"> Technical Writing Assistance for SBIR and STTR proposals Proposal Review Services Phase I Matching assistance 	Small business or Non-profit	Technical Assistance Max: \$5,000 Match Assistance Max: Up to \$50,000 per award Proposal Review Max: \$500		http://isbdc.org/sbirsttr-matching-program-provides-cost-technical-assistance-sbir-proposals/

Strategic Direction 4: Reinvest in Urban Neighborhoods

Case Statement:

Across America, cities like Muncie, Anderson, and New Castle are facing the same challenge: an overwhelming amount of deteriorating housing stock that's both energy inefficient and too costly to rehab. We want to take a lead in developing innovative solutions for “right sizing” cities like ours by developing attractive, energy efficient, affordable housing solutions for central city neighborhoods.



Key Regional Assets:

- **Infrastructure:** Investing in historic neighborhoods takes advantage of roadways, parks, utilities, and other urban infrastructure
- **Design innovation:** Ball State College of Architecture & Planning (CAP) is a nationally recognized source of design education and innovation and offers the only accredited architecture program at a public institution in Indiana
- **Downtown reinvestment:** Targeted public and private investments are bringing vitality back to these historic downtowns
- **Models of infill housing innovation:** The Millennium Place project in Muncie is one potentially replicable design model for other large-scale, multi-block housing redevelopment projects. There are also examples of individual single-family and multi-family housing renovations in distressed neighborhoods that can help motivate other nearby property owners to reinvest as part of a comprehensive neighborhood improvement program.
- **Local Nonprofit partners:** Local organizations like PathStone, Bridges, Rebuilding Together, Habitat for Humanity, and ecoREHAB are focused on innovative and affordable home ownership solutions for the region

How can this Strategy Help the Region?

- **Retain and attract employers by connecting jobs with housing** – combat the “jobs-housing mismatch” by providing quality housing in walking distance to urban employers
- **Retain and attract young professionals** – by offering attractive urban living options
- **Stabilize neighborhoods and tax base** – by combating blight and promoting reinvestment in historic central city neighborhoods
- **Creates accessible jobs in the trades** – by creating demand for construction and the diverse skilled trade jobs and businesses associated with rebuilding urban housing stock

Initiatives to Reinvest in Urban Neighborhoods

These initiatives will target neighborhoods with deteriorating housing stock that is both energy inefficient and too costly to rehab. “Right sizing” cities and developing attractive, energy efficient, affordable housing solutions for central city neighborhoods is imperative to providing existing and future residents with a healthy, attractive environment to call home.



Key Initiative 4.1:

Stabilize and revitalize target neighborhoods.

Combat blight and promote reinvestment in targeted historic central city neighborhoods. These efforts should start first in areas with existing employers to help ensure the retention of these existing jobs (and to promote additional employment in these areas walkable to workforce.) Neighborhood reinvestment should be based on a comprehensive approach that considers housing, parks, and neighborhood-scale commercial areas including grocers, restaurants, and retailers. Suggested focus areas include:

- **Anderson:** Neighborhoods south of Downtown surrounding St. Vincent Health System; West Eight St. and West Central Historic Districts
- **Muncie:** Neighborhoods walkable to Muncie’s concentration of manufacturing employers (predominantly in South Muncie) as well as Central Muncie neighborhood reinvestment initiatives being advanced through the Muncie Action Plan
- **New Castle:** Focus on investment in neighborhoods that are not proximate to threats from brownfields but that are walkable to urban manufacturing employers

Anderson and Muncie both received funding through the federal “Hardest Hit Fund” program. Both communities pre-identified areas to direct this funding toward. These communities should identify ways in which this funding can leverage additional investment within target neighborhoods.

Key Initiative 4.2:

Establish a regional Neighborhoods Leadership Team.

This Team should develop a regional strategy, funding options and assess best practices moving forward. New funding resources for housing initiatives at the federal level are especially few and far between. By collaborating regionally, this Team could share best practices and innovative approaches to use funding currently available through CDBG and other sources for greatest impact. Additionally, regional collaboration could more effectively attract funding through any future federally competitive housing programs outside of CDBG. The Neighborhoods Leadership team can provide a new forum to collaborate on all of these recommended initiatives.



Key Initiative 4.3:

Design and deploy innovative, affordable, energy efficient, urban housing solutions.

The Neighborhood Leadership Team could bring together the many non-profit and other organizations interested in supporting innovative housing solutions to focus on this initiative. The Team could explore and adapt smart building systems like those demonstrated in eco-prefabricated housing to best address the region's most pressing housing and neighborhood reinvestment challenges. Investigate the opportunity for Ball State College of Architecture and Planning to use Immersive Learning student projects and faculty research to develop novel designs/solutions, collaborating with other departments including the Entrepreneurship Center.

Key Initiative 4.4:

Develop a reinvestment and owner recruitment program for historic districts.

Reinvestment should be targeted to historic districts (both existing and potential future designated districts) containing housing stock that contributes to the unique character of these communities. The availability of historic homes in stable condition can help attract people to move to central city neighborhoods when coupled with comprehensive neighborhood and school investments and amenities. Historic districts and downtown areas are target areas for new and rehabbed market rate housing that can provide unique housing options to help attract and retain management and technical talent, especially young singles and families.

Key Initiative 4.5:

Remove unsafe housing, especially in proximity to major brownfield sites.

HUD's Choice Neighborhoods program offers one potential funding source for comprehensively planning for redevelopment of neighborhoods including "severely distressed: public and HUD-assisted housing developments. Of all the brownfield sites within the three cities, the former Firestone Brake Plant in New Castle may be the site of greatest concern from the perspective of threats to health and safety. The City and its partners through the Hope Initiative are currently undergoing a comprehensive housing strategy for the City. As part of that work, a strategy should be developed to work with neighborhood stakeholders to evaluate long-term housing options that get residents out of the path of real threats to health and safety from brownfield sites in this area while at the same time maintaining the critical social fabric and networks among neighbors.

Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization/foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.

TABLE 5: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 4.

Program	Eligible Activities	Eligible Entities	Type/Amount	Due	Link
Promise Zone HUD	<ul style="list-style-type: none"> Creating jobs Increasing economic activity Improving educational opportunities Reducing serious and violent crime Leveraging private capital 	Local Governments	Designated communities receives Federal staff, technical assistance and non-competitive support	Solicitation in 2014 and funding in 2015	www.onecpd.info/promise-zones
Choice Neighborhoods Planning Grant HUD	Development of Transformation Plans for neighborhoods that include severely distressed public and/or assisted housing (HUD defines severely distressed based on age, deterioration, etc.). Implementation Grants exist but not funded in recent years.	<ul style="list-style-type: none"> Nonprofit Organizations Local governments Public housing authorities 	<ul style="list-style-type: none"> \$500k/award in 2013; 5% match required 	Annual; in 2014, application was due in August	www.grants.gov/web/grants/search-grants.html?keywords=choice%20neighborhoods
Brownfields Assessment, Cleanup, RLF, Area-wide Planning USEPA	Brownfield assessment, clean-up, and planning for areas (neighborhoods, corridors, etc.) that include “catalyst” brownfield redevelopment sites.	<ul style="list-style-type: none"> Local governments Non profits 	\$200K each for assessment, cleanup, and planning; \$1 million for RLF	Cleanup, Assessment, RLF annually fall; Planning; Sept, 2014 (not always annual)	www.epa.gov/brownfields/grant-info/
CDBG Housing Programs HUD	A regional Neighborhoods Leadership Team should discuss strategies for using CDBG formula funds, HOME, Section 108, and other programs to maximize impacts on catalyst neighborhood redevelopment areas.	Entitlement communities Anderson and Muncie receive funding directly from HUD. New Castle must apply through the state office	www.in.gov/ocra/2375.htm		
Neighborhood Revitalization Initiative HUD, ED, DOJ, HHS, Treasury	The White House Neighborhood Revitalization Initiative (NRI) has been aligning federal programs across HUD, ED, DOJ, HHS, and the Treasury to maximize impacts in neighborhoods. The Choice Neighborhoods and Promise Neighborhoods programs are part of NRI. Funding for each of the programs with NRI has varied annually and funding is highly competitive nationally. This region should connect with the NRI contacts at the White House to position for future funding anticipated across these partner agencies.		NRI: www.whitehouse.gov/administration/eop/oua/initiatives/neighborhood-revitalization NRI-sponsored Building Neighborhood Capacity Program: www.buildingcommunitycapacity.org/		
Office of Energy Efficiency and Renewable Energy (EERE) DOE	The office works with eligible entities to increase the use of renewable energy and energy efficiency technologies (including energy innovations in building systems) by offering financial assistance for their development and demonstration.	<ul style="list-style-type: none"> Varies by announcement Business Industry Universities Other organizations 	Varies by program	Varies by program	http://www1.eere.energy.gov/financing/current_opportunities.html
SBIR Phase I EPA	EPA issues annual solicitations for Phase I and Phase II research proposals from science and technology-based firms. Phase II contracts are limited to small businesses that have successfully completed their Phase I contracts.	2015 Solicitation includes focus on technology development related to innovative building materials	Varies- See webinar (http://epa.gov/ncer/events/news/2014/07-30-14-calendar.html) or register with FedConnect for full details	Oct. 9 th 2014	http://epa.gov/ncer/sbir/

Strategic Direction 5: Position Legacy Industrial Sites for Reinvestment

This collaboration among Anderson, Muncie, and New Castle was sparked by these cities' shared challenges in redeveloping large-scale brownfield sites. Although the focus of this Strategic Plan extends far beyond just brownfield strategy, the redevelopment of these massive sites—all of which were former locations of auto industry OEMs or suppliers—is one of the seven major Strategic Directions because redevelopment of any of these sites can be a “game changer” for revitalizing these cities and the region.

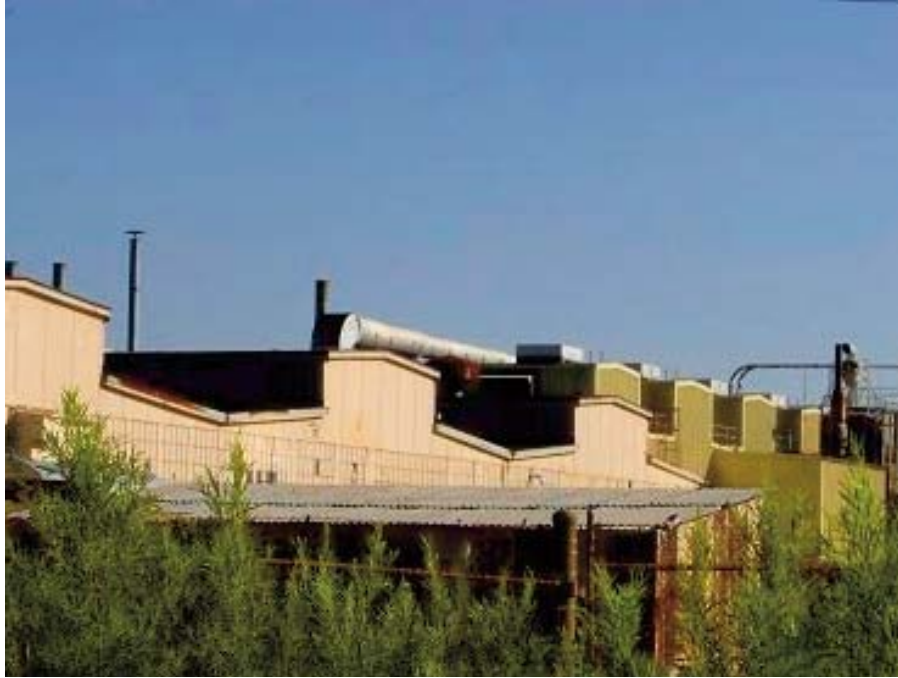
Brownfield redevelopment is not for the impatient or the faint of heart and that is especially true when it comes to these large-scale sites. Strategies for cleanup and redevelopment can be very complex, the costs to prepare sites in order to attract end users can be too great without leveraging significant resources, and changes in political leadership can derail progress if there isn't a broad base of champions to carry a vision and commitment forward over the long term.

While recognizing all of these challenges, redevelopment of these sites is an imperative to the economic future of this region. Every year that these sites remain inactive, they contribute more and more to the blight of surrounding neighborhoods and commercial areas and threaten the health and well-being of residents in these areas, not only from potential exposure to contamination but also from a variety of health risks associated with living in disinvested neighborhoods. These sites are also potent symbols of past economic decline that act as a negative force against each city's efforts to turn around these communities and the regional economy.



*A brownfield site is defined by
the federal Brownfields Law as:*

*“Real property, the expansion,
redevelopment, or reuse of which
may be complicated by the
presence or potential presence of a
hazardous substance, pollutant,
or contaminant.”*



Fortunately, there is real reason to have hope for the future of these sites. First and foremost, each city has at least one site that is already going through a transformative reuse: the former Chrysler plant in New Castle is now home to Crown Equipment Corporation; former GM site in Anderson is now home to a successful auto dealership and is the recently announced location of the Flagship-Purdue Innovation Hub;

and the former Car Doctors site in Muncie has been reclaimed as a nature preserve. These successes are the result of sustained focus on brownfield redevelopment by these cities and their regional partners including ECIRPD which manages a successful regional brownfields program.

Redevelopment of these sites has also occurred not only because of committed leadership but also because these sites, once cleaned up, can be viewed as real assets. These sites offer:

- Rail access
- Urban infrastructure: power, water, roadway network
- Walkable workforce: potential to access a reliable workforce of people who can walk or access transit to work
- Potential for adaptive reuse of historic buildings



Key Initiative 5:

Develop and aggressively implement comprehensive environmental cleanup and reuse strategies for priority brownfield sites.

There is just one Key Initiative within this Strategic Direction because of the inter-connected nature of the brownfield redevelopment process. Environmental assessment, cleanup, site control, site preparation, and reuse strategy should be advanced together as part of a comprehensive reuse strategy with an end vision for a site in mind.

Key Next Steps:

The following are generally recommended steps for successful brownfield redevelopment. Each city has undertaken many of these steps for the highest priority sites, so this list should be considered a tool for identifying gaps where steps have not yet been taken as well as a guide for redevelopment of future sites.

Following this section are site-specific next steps for priority sites within each City.

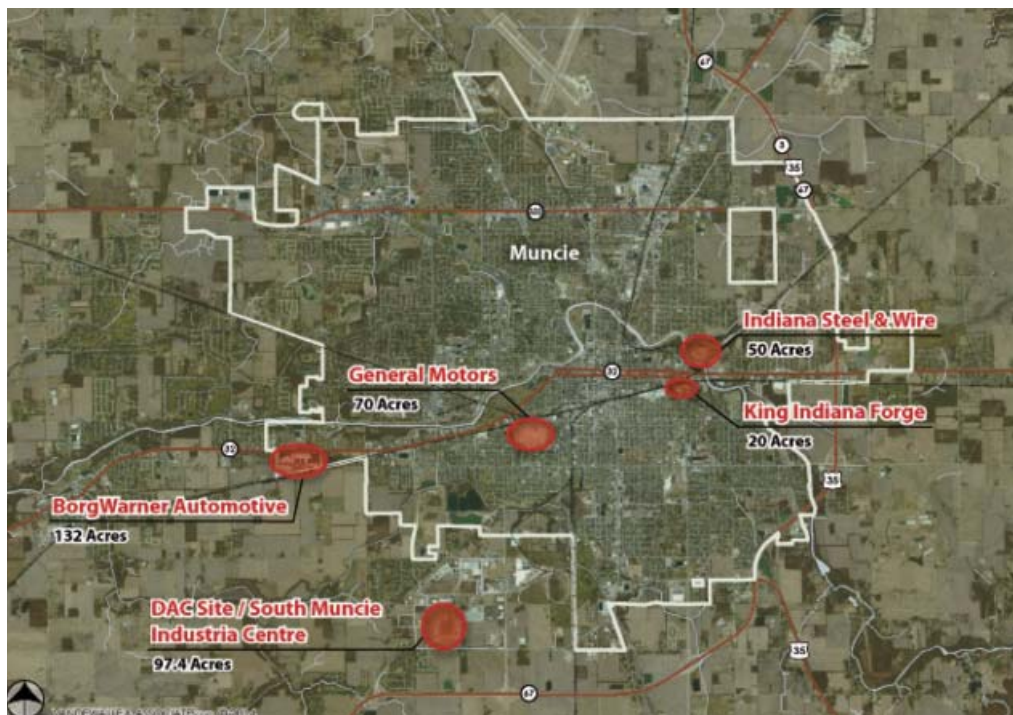
- **Comprehensive Brownfield Redevelopment Planning.** Develop detailed redevelopment plans and reuse strategies for these sites that are intimately tied to the site's physical capacity to be redeveloped in both a use- and site-specific manner. For sites well positioned for industrial reuse, targets should include businesses needing rail access and companies/organizations focused on the environmental, social, and economic "Triple Bottom Line" that would see the benefit of investing in a brownfield site.
- **Partnership Building and Stakeholder Engagement.** Redevelopment of these large-scale brownfields is a complex and long-term undertaking. To help ensure success, it will be important to engage property owners, neighborhood residents, area employers, and other stakeholders in the planning and implementation processes. This not only helps to leverage a wider variety of potential resources, but also ensures that there are champions to carry a vision forward that can weather changes in local government leadership.
- **Resource Procurement.** In order to ensure the successful redevelopment of these sites, considerable capital must also be raised for remediation and redevelopment. The cities and ECIRPD should continue to aggressively seek funding assistance from the Indiana Brownfields Program and USEPA. Federal agencies are focused more than ever on leveraging each other's investments, so this EDA-funded plan should be highlighted as part of USEPA grant proposals.
- **Environmental Assessment.** Successful redevelopment of brownfields is not possible without a thorough understanding of the environmental conditions present on the site. For any sites that have not yet gone through the Phase I and Phase II Environmental Site Assessment process, seeking funding to do so should be a top priority.
- **Site Control.** Successful brownfield assessment, cleanup, and redevelopment hinges on access to the site. This can be achieved either through a cooperative relationship with the property owner, or through purchase of the property by the municipality. Some funding sources, particularly USEPA Brownfield Cleanup grants, require that the municipality own the site.

- **Developer Recruitment and Enrollment in the Indiana Brownfields Program.** The City should seek out developers whose skills and portfolios best meet the end use and site specific requirements of each brownfield redevelopment project. A determination of a developer's desire of a No Further Action (NFA) letter from the Indiana Brownfields Program should be made early in the discussions, and enrollment in this voluntary program should occur early to facilitate state buy-in to the project, if an NFA letter is required by the developer.
- **Environmental Remediation and Construction.** Once issues of site control have been adequately dealt with, any necessary environmental remediation should occur. Remedial actions are often developed most efficiently when a developer has been secured for the site, so that new construction can be used as a remedial method (providing an engineered barrier).

Muncie: Brownfield Redevelopment Next Steps

1. **South Muncie Brownfield Area-wide Planning:** Muncie's three highest priority brownfield redevelopment sites (GM site, King-Indiana Forge, and Indiana Steel and Wire) are all located on Muncie's south side along the rail corridor that bisects the city. The City should pursue a USEPA Brownfield Area-wide Planning grant to develop comprehensive redevelopment plans for these sites and the surrounding neighborhoods. This work should coordinate with a focus on neighborhood reinvestment strategy targeted on the South Side (see Strategic Direction 4).
2. **Former GM site / RACER Trust:** Redevelopment of this site is paramount to the City's ability to reinvest in south Muncie. The City should continue to proactively work with RACER Trust to ensure that cleanup plans are closely coordinated and timed with site reuse plans.

FIGURE 15: MUNCIE: KEY BROWNFIELD SITES



Anderson: Brownfield Redevelopment Next Steps

1. **Scatterfield Business Park:**

This site is a brownfield success story in the making, with the next big investment planned for the Flagship-Purdue Innovation Hub at the site of the former Plant 18 GM site. This site should remain a high priority redevelopment target, leveraging the City's many partners including Flagship, Purdue, Ivy Tech, Anderson Community Schools, Madison County Economic Development, and others to plan for and achieve the next phases of redevelopment.

FIGURE 16: ANDERSON: KEY BROWNFIELD SITES.



2. **Former GM - Guide Corporation / RACER Trust:** Redevelopment of this site should be a key focus of efforts to reinvest in the Dr. Martin Luther King Jr. Boulevard corridor that is one of the key entryways in to central Anderson from the interstate. The City should continue to proactively work with RACER Trust to ensure that cleanup plans are closely coordinated and timed with site reuse plans. Reuse of this site should be coordinated with plans to reinvest in adjacent neighborhoods in south Anderson surrounding St. Vincent Health System as part of a strategy to connect urban employment centers with workforce in walking / transit distance.
3. **USEPA Area-wide Planning:** Anderson should consider applying for a USEPA Area-wide Planning grant for an area containing one or both of the above sites.

New Castle: Brownfield Redevelopment Next Steps

1. **Former Firestone Brake Plant:** Of all the brownfield sites within the three cities, this site may be the site of greatest concern from the perspective of threats to health and safety. After a recent fire destroyed the buildings on site, IDEM and EPA identified “the presence of friable asbestos in debris piles” at the site. The City of New Castle should continue its efforts to stay in very close contact with IDEM and USEPA Region 5 to secure agency assistance to identify and undertake any time-critical cleanup actions to ensure resident health and safety. The City should continue to seek USEPA grant funds to undertake assessment for the site that falls outside of any “time critical” activities. The City should seek advisement from an environmental attorney for overall next steps and approaches to engaging with potentially responsible parties.

FIGURE 17: NEW CASTLE: KEY BROWNFIELD SITES.



2. **Eastside Manufacturing District:** In addition to the former Firestone site, the City has identified other smaller brownfield sites within an Eastside Manufacturing District area that offer potential for industrial reuse once assessed and cleanup plans are in place. The City should continue to aggressively seek USEPA funding to undertake these next assessment activities. Once assessment activities are underway and strategic next steps for the former Firestone site are identified, the City should also consider applying for a USEPA Area-wide Planning grant for this area.

TABLE 6: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 5.

Program	Eligible Activities	Eligible Entities	Type/Amount	Due	Link
Brownfields Area-wide Planning <i>USEPA</i>	Area-wide planning focused on catalyst brownfield sites; also includes community involvement and capacity building	Local governments Non profits	\$200K, no match	Sept. 22, 2014 Currently in 3 rd round (FY10, FY13, FY15)	http://www.epa.gov/brownfields/grant_info/
USEPA Brownfields Assessment <i>USEPA</i>	Inventory, assessment, and cleanup planning for brownfield sites. Can apply for site-specific or community-wide.	Local governments Regional Council or group of General Purpose Units of Local Government State Land clearance authority	\$200K per site or per community-wide; can apply separately for petroleum and hazardous substances grants	Annual, typically fall	http://www.epa.gov/brownfields/grant_info/
Brownfields Cleanup <i>USEPA</i>	Brownfield remediation planning and cleanup	Local governments Regional Council or group of General Purpose Units of Local Government State Land clearance authority Nonprofit	\$200K per site, 20% match	Annual, typically fall	http://www.epa.gov/brownfields/grant_info/
Brownfields Revolving Loan Fund <i>USEPA</i>	Brownfield remediation loans and sub-grants	Local governments Regional Council or group of General Purpose Units of Local Government State Land clearance authority	\$1 million	Annual, typically fall, though RLF not necessarily available every year	http://www.epa.gov/brownfields/grant_info/
Revolving Loan Fund <i>Indiana Brownfield Program</i>	Environmental cleanups Facilitate public or private redevelopment of brownfield sites	<ul style="list-style-type: none"> Indiana political subdivisions Non-profit organizations Private, for-profit organizations 	Low-to-zero interests loans	<ul style="list-style-type: none"> Rolling through July 31, 2015 	http://www.in.gov/ifa/brownfields/2366.htm#RLF
Petroleum Orphan Sites Initiative (POSI) <i>Indiana Brownfield Program</i>	Address petroleum contamination on brownfield sites resulting from leaking underground storage tanks (USTs) that cannot be addressed by the party responsible for cleanup	<ul style="list-style-type: none"> Enforcement section of IDEM makes recommendations Political Subdivisions can contact program and request evaluation of site 	\$1,000,000 for 6-8 sites		http://www.in.gov/ifa/brownfields/files/POSI_Fact_Sheet_Final_2-20-14%281%29.pdf

Strategic Direction 6: Prioritize Place and Next Generation Quality of Life Investments

All of the cities' efforts to create and retain manufacturing jobs will not succeed in the long-term without also having a sustained focus on "quality of place" investments in these three cities. This strategy is about:

- making these cities attractive to corporate decision makers weighing decisions about locating or expanding facilities;
- creating healthy, livable communities for workforce;
- providing environments and amenities attractive to the millennial generation who seek out urban living and working opportunities; and
- providing quality neighborhoods and schools necessary to attract management and technical talent to not only work but live in these three communities.



Several of the Strategic Directions focus on these quality of place investments. Strategic Direction 4 focuses on urban neighborhoods and housing, Strategic Direction 5 focuses on brownfield redevelopment, and Strategic Direction 7 focuses on downtowns. This Strategic Direction 6 identifies a number of other specific city and regional investments with the greatest potential to catalyze additional reinvestment. The projects described in this section are highlighted on the Community Catalyst Project Maps on pages 75-79.

Key Initiative 6-1: *Create a Regional Greenspace and Water Trail Network Plan*

Why are we targeting a greenspace/trail network as part of a manufacturing strategy? It comes back to offering the quality of life amenities that employers and employees demand. This long-range project would connect our existing trails and greenspace amenities, including the Cardinal Greenway—Indiana's longest paved trail—to offer a unique biking and hiking amenity for residents of our region as well as a destination attracting people from across the greater Indianapolis area.

Key Regional Assets:

- **Cardinal Greenway** – Spans 62 miles from Marion through Muncie to Richmond in East Central Indiana
- **Mounds State Park, Tuhey Park, and Memorial Park** – These parks offer a plethora of cultural and recreational experience to residents of all ages
- **White River** – This River winds through Muncie, Anderson and Indianapolis, offering many natural and conservation areas along its banks such as the Mounds Fen Nature Preserve and River Bend I and II near Anderson
- **State Road 3 connecting Muncie and New Castle** – This state road, with its scenic views of farmland, dense forests, rolling hills, and large landscaped medians, could be designated as a scenic parkway
- **Water Recreation** – In addition to White River, this region boasts many water amenities including Summit Lake in Summit Lake State Park, Prairie Creek Reservoir, and Westwood Park Reservoir

- Proximity to major markets – The region’s proximity to Indianapolis, Dayton, and other regional markets has the potential to make the Tri-city area a major tourism destination

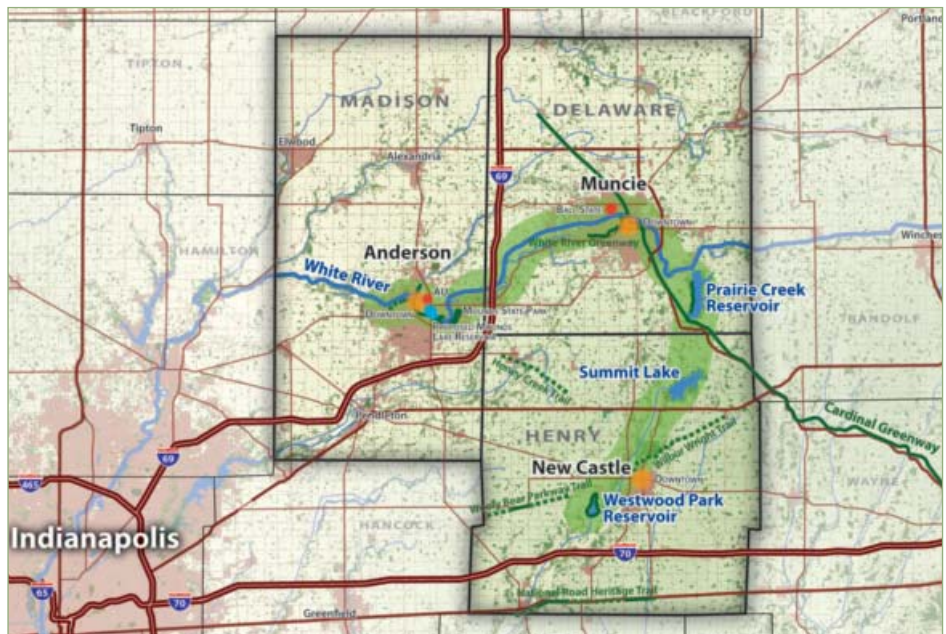
How can this Strategy help the Region?

- **Creates a Regional Destination** – The Cardinal Greenway is a regional amenity. Expanding it in the Tri-city region will create a vibrant destination. Well connected regional bike trails can attract tourists from across the greater Indianapolis metro-area to spend time and dollars in these communities.
- **Promotes Economic Development**- Biking and other recreational activities have a calculable positive impact on the economies of cities of all sizes
- **Promotes Healthy Living** – Walkable and bikeable communities encourage active lifestyles that promote community health.
- **Enhances Quality of Life** – A well connected regional trail system is the kind of recreational assets valued by residents, visitors, employers and employees alike, making this system important for attracting and retaining a top talent workforce, and can be a source of pride for existing residents.
- **Advances Regional Collaboration** – This project would contribute to efforts to meaningfully collaborate as a region which would help regional players to better collaborate on a wider range of projects beyond this one.

Key Next Steps

1. Develop a regional greenspace plan connecting numerous regional destinations. The creation of this plan should be overseen by a regional greenspace coalition and will help the region better compete for funding (See Fig.18).
2. Approach the development of a greenspace system holistically including trails, parks, waterways, and diverse recreational activities.
3. Integrate the greenspace / water trail plan into community-specific and region-wide “healthy community” initiatives.
4. Place additional focus on the development of stronger urban bike networks within each community.

FIGURE 18: REGIONAL GREENSPACE AND WATER TRAIL NETWORK CONCEPT.



Key Initiative 6-2:

Focus on catalyst city re-building investments including urban living options, local/regional food systems, corridor and gateway plans, and recreation destinations.

This Key Initiative focuses on investment in catalyst city rebuilding projects that in addition to those already focused on in other strategies (including Strategy 4: Urban Neighborhoods; Strategy 5: Brownfield Redevelopment; and Strategy 7: Downtown Reinvestment).

Areas of focus applicable to all three of these cities include:

- **Urban living:** a variety of housing options should be available to enable manufacturing employers to better attract and retain technical and managerial talent. Quality and diverse urban living options can help the tri-city region retain graduates from Ball State, Anderson, Purdue, and Ivy Tech. See also Strategic Direction 7 for more on investing in downtown housing and Strategic Direction 4 for more on investing in target urban neighborhoods.
- **Community Gateways and Corridors:** Entering the urban centers of the three cities takes visitors and residents through long corridors, many of which expose areas of disinvestment and lack of planning and design consistency evident through signage, development form, and aging infrastructure. These key gateways and corridors should be reinvestment priorities to improve the first impression these corridors give of the entire community for businesses that may be considering investment, potential residents who may consider a job in these cities, or visitors traveling to these cities' historic downtowns.
- **Recreation Amenities and Infrastructure:** One of the three core elements of the Economic Vision is “a retooled and revitalized tri-city community recharged with a health and wellness mindset.” A key part of developing places that support healthy lifestyles is providing quality recreation amenities and infrastructure. Key Initiative 6-1 describes potential investments in biking and water recreation amenities (as well as urban roadway networks that support bicycle commuting.) Beyond that, this planning process uncovered specific community recreation amenities within each community to focus investments in the near-term.
- **Local Food System:** The local and regional food movement has taken hold across the country and promises to only continue to grow. Local has even surpassed organic in terms of consumer demand as consumers seek greater information about and connection to where their food is grown. Beyond the core environmental and health goals, though, local food initiatives help put cities on the map, especially for younger generations. Forbes 2014 list of “Coolest Cities” across the U.S. included a “foodie” factor, focusing on cities with a greater number of locally owned restaurants and bars.¹ While local food initiatives in the tri-city region are not as mature as other places in the Midwest, the potential to support and expand these initiatives is clear. Assets including Ivy Tech’s culinary program, the Downtown Farm Stand in Muncie, the local Slow Foods chapter, restaurants featuring local foods including Muncie’s Barn Brasserie, local farmers markets including the Minnetrista, and events like the Anderson Brew Fest are just a few examples of initiatives that can serve as a foundation for continued investment in the local food scene.

¹ Carlyle, Erin, Forbes.com. Washington, D.C., Tops Forbes 2014 List of America's Coolest Cities, August 6, 2014. Available: www.forbes.com/sites/erincarlyle/2014/08/06/washington-d-c-tops-our-list-of-americas-coolest-cities/

- **Fiber Infrastructure and Wireless Networks:** The cities should ensure that fiber infrastructure and wireless networks have adequate bandwidth and accessibility to meet the ever-changing technology needs of residents, students, and businesses.

The following are catalyst projects for focusing investment within each city. These are illustrated on the Community Catalyst Project Maps on pages 79-83. See Strategy 4 for more specific strategies related to target neighborhood investments and Strategy 7 for more on downtown initiatives.



▶ Anderson Catalyst Projects

- Support maintenance and expansion of the White River and Shadyside Park greenspace network
- Support rehabilitation of the historic Wigwam basketball arena and plan for additional reinvestment in the surrounding area
- Enhanced community gateways at main interchange entrances to the City from I-69 and corridor design guidelines and investments along Scatterfield Road and Dr. Martin Luther King, Jr. corridors into downtown
- Build off of the momentum generated from the highly successful Brew Fest to promote more downtown and local food/drink initiatives and events

▶ Muncie Catalyst Projects

- Develop a vision and redevelopment plan for the downtown riverfront to stimulate mixed-use development including urban living, and promote continued investment in the riverfront greenway network
- Corridor design guidelines and investments in University Avenue connecting Ball State University with Downtown, along Hoyt Avenue Corridor, and along Madison Street Corridor
- Develop strategy to capitalize on the cluster of food system assets in and near downtown to connect initiatives and partners to put Muncie on the map as a “foodie” destination. Seek partnership with Ball State University as this initiative can also help to retain students in Muncie after graduation.

▶ New Castle Catalyst Projects

- Leverage the Indiana Basketball Hall of Fame and the city’s and region’s rich basketball history to enhance the “New Castle Basketball Experience” by establishing a Sports Health and Wellness District:
 - o Support continued planning of a Sportsplex to host regional tournaments and events
 - o Establish a trail connections across Highway 3 to connect Sportsplex facilities
 - o Create a trail connection between the District and downtown
 - o Install banners and signage to help direct visitors at key corridors
- Invest in the Memorial Drive corridor: adopt design guidelines to ensure quality development and community image for this key entryway into New Castle from I-70.

Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization/foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.

TABLE 7: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 6.

Program	Eligible Activities	Eligible Entities	Type/Amount	Due	Link
Greenspace / Water Trail Related Funding					
Land Water Conservation Fund <i>DNR</i>	Acquisition and/or development of outdoor recreation sites and facilities.	Park and recreation boards	<ul style="list-style-type: none"> Minimum of \$10,000 up to a maximum of \$200,000 Match: 50% 	June 2014; Annual	http://www.in.gov/dnr/outdoor/4071.htm
LWCF Outdoor Recreation Legacy Partnership Program <i>DOI</i>	Matching grants to support projects that would acquire or develop public land for outdoor recreation purposes located within or serving jurisdictions with a population of 50,000 or more people that are densely settled.	Local governments, state government	Ceiling: \$500,000	Aug 15, 2014	http://www.grants.gov/view-opportunity.html?oppId=257670
Recreational Trails Program <i>DNR</i>	<ul style="list-style-type: none"> Development and rehabilitation of trailside, trailhead facilities, and trail linkages Construction of multi-use trails Acquisition of easement or property for trails Providing stream and river access sites Construction of bridges, boardwalks and crossings 	All units of government and agencies incorporated as not-for-profit corporations are eligible	Award Floor: \$10k Award Ceiling: \$150k	May 1	http://www.in.gov/dnr/outdoor/4101.htm
Transportation Alternatives Program <i>INDOT</i>	<ul style="list-style-type: none"> Infrastructure and systems to provide safe routes for non-drivers Conversion of Abandoned Railroad Corridors to Trails Construction of turnouts, overlooks and viewing areas Inventory, control or removal of outdoor advertising Environmental mitigation 	Counties, cities and towns not inside the urbanized area of a Metropolitan Planning Organization (MPO) are eligible for these funds, except those LPAs inside of the urbanized areas are eligible to apply for Transportation Alternatives Program (TAP) funding.	<ul style="list-style-type: none"> Funding will be well distributed but no exact amount of funding will be assigned to each district. Match: 20% 	May 12, 2014	http://www.in.gov/indot/2390.htm
Bicentennial Nature Trust <i>DNR</i>	Preserve and protect important conservation and recreation areas throughout Indiana by matching donations of land or dollars. Property acquired with this fund will become part of the public trust to ensure that the land is protected for future generations of Hoosiers to use and enjoy.	Unrestricted; examples include: Community Foundations, Land Trusts, trails groups, non-profit organizations, individuals, and local units of government.	<ul style="list-style-type: none"> Award Ceiling: \$300,000 Match: 50% project cost 	Quarterly (Feb, May, Aug, Nov)	http://www.in.gov/dnr/heritage/7309.htm
Indiana Heritage Trust <i>DNR</i>	Acquisition of property for new and existing state parks, state forests, nature preserves, fish and wildlife areas, and outdoor recreation, historic, or archaeological sites.	<ul style="list-style-type: none"> Divisions of the Department of Natural Resources (DNR). The general public which includes, nonprofit organizations, local units of government, corporations, individuals, etc. 	<ul style="list-style-type: none"> Funding: Varies by program Match: For every \$3, there must be \$1 in matching funds 	February 1 May 1 August 1	http://www.in.gov/dnr/heritage/4420.htm
Urban Waters Small Grant	Advances the restoration of urban waters by improving water quality through activities that also	States, local governments, territories, Indian Tribes, and	\$40,000 to \$60,000 each	Biannual	http://www2.epa.gov/urbanwaters

EPA	support community revitalization and other local priorities.	<ul style="list-style-type: none">• Possessions of the U.S. (including the District of Columbia), public and private universities• and colleges, public or private nonprofit institutions/organizations, intertribal consortia, and• Interstate agencies.			/urban-waters-small-grants
PeopleForBikes Community Grants	Bike paths, lanes, trails, and bridges; Bike parks and pump tracks; End-of-trip facilities; programs like Ciclovias/Open Street; Initiatives designed to increase ridership or investment in bike infrastructure	Government and non-profit	Funding of up to \$10,000	<ul style="list-style-type: none">• August 1 LOI due• Oct 10th App due	http://www.peopleforbikes.org/pages/grant-guidelines
Transportation System					
TIGER – Planning and Construction USDOT	Surface transportation projects with the potential for economic impacts of “national or regional significance” including highway or bridges; bicycle and pedestrian related projects; Passenger and freight rail; Port infrastructure investments; intermodal projects	<ul style="list-style-type: none">• State, local, and tribal governments• Transit agencies, port authorities, metropolitan planning organizations (MPOs), other political subdivisions of State or local governments,• Multi-State or multi-jurisdictional groups	<ul style="list-style-type: none">• Construction grant: No less than \$10M; No greater than \$200M• Planning Grants: No restriction• Match: 20%	<ul style="list-style-type: none">• 2014 deadline April 28• Annual	http://www.dot.gov/tiger
Local Food Initiatives					
Farmers Market Promotion Program (FMPP) USDA	Developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of, domestic farmers markets, and other direct producer-to-consumer market opportunities.	<ul style="list-style-type: none">• Economic Development Corporations• Local Governments• Nonprofit Corporations• Producer Networks• Producer Associations• See site for full list	Max is \$100,000; the minimum award is \$15,000.	<ul style="list-style-type: none">• June 2014• Annual	http://www.ams.usda.gov/AMSv1.0/fmpp
Local Food Promotion Program (LFPP) USDA	Development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets.	<ul style="list-style-type: none">• Nonprofit corporations;• Economic development corporations;• Regional farmers’ market authorities;• and local and tribal governments.• See site for full list	<ul style="list-style-type: none">• Planning: \$5k-\$25k• Implementation: \$25k-\$100k• Match: 25%	<ul style="list-style-type: none">• June 2014• Annual	http://www.ams.usda.gov/AMSv1.0/lfp
Other USDA Local Food Resources	The USDA has several programs in addition to LFPP and FMPP that support local food systems and seek to improve food access, community food security, nutrition and health including: Rural Business Opportunity Grants (http://www.rurdev.usda.gov/BCP_rbog.html) Rural Business Enterprise Grants (http://www.rurdev.usda.gov/BCP_rbeg.html) Community Food Projects program (http://www.nifa.usda.gov/funding/rfas/community_food.html) Healthy Foods Financing Initiative (http://www.acf.hhs.gov/programs/ocs/resource/healthy-food-financing-initiative-0)				
Tax Credits					
Indiana Historic Tax Credits DNR	Qualified expenditures include the cost of work for preservation or rehabilitation that enables the structure to be principally used and occupied by the taxpayer as the taxpayer’s residence.	Indiana State Income taxpayers	State Income Tax credit can be claimed for 20% of the total qualified rehabilitation	Rolling	http://www.in.gov/dnr/historic/3679.htm
Federal Historic Tax Credit DOI	Qualified investments in rehabilitating historic properties listed on the National Register	Property owners	20% federal tax credit for the rehabilitation of historic properties	Rolling	http://www.nps.gov/tips/tax-incentives/before-you-apply.htm
Rental Housing Tax Credit (RHTC aka LIHTC) IHCA	Tax credits offset the building acquisition, new construction, and/or substantial rehabilitation costs for rental housing developments	Developers (for-profit or non-profit)	Competitive 9% tax credit Non-competitive 4% credit		http://www.in.gov/myihcda/2483.htm

Strategic Direction 7: Bring Vitality Back to Historic Downtowns

Four of the seven Strategic Directions focus on critical investments in urban infrastructure and redevelopment that will help lay the foundation for growing the manufacturing sector and the regional economy as a whole. Targeted reinvestment in downtowns—similar to the strategies that precede it—is about:

- making these cities attractive to corporate decision makers weighing decisions about locating or expanding facilities;
- providing urban living options and a downtown nighttime and weekend scene attractive to technical and managerial talent—especially of the millennial generation who aren't yet seeking single family homes
- changing perceptions about the vitality of these cities since the state of a downtown is a bellwether for the condition of the city overall.



Each of the three cities can point to recent or in-progress downtown investments. This Strategic Direction focuses on the next places to focus within each City in order to build momentum. The projects described in this section are highlighted on the Community Catalyst Project Maps on pages 75 – 79.

Key Initiative 7.1:

Identify and execute priority redevelopment projects with specific uses that create market momentum.

A well planned, designed, and executed redevelopment project at the right scale can have a significant impact in these downtowns. If done right, catalyst redevelopment projects not only increase the population of people living, working, and visiting downtown but also build confidence in others who may want to invest in other projects. Each city should focus on a catalyst project by proactively strategizing site control, creating a site development vision, and recruiting developers.

Anderson:

A well-planned, designed, and executed mixed-use riverfront redevelopment has the potential stimulate a new level of reinvestment in downtown Anderson. The river is a major asset but is not very accessible or visible through downtown. A site near the 8th Street bridge may have the greatest catalytic potential. A Downtown Strategy would help to identify a specific site and use mix.

Muncie:

Develop and implement a mixed-use riverfront redevelopment strategy focused on the area between High St. and Washington St. Ensure the success of the ARC Hotel project by focusing on a quiet zone for the adjacent rail line, blight elimination, and overall planning of this area.

New Castle:

New Castle is currently undergoing a significant reinvestment in the historic Jennings building that will include four restaurants and upper floor housing. This project has tremendous potential to spark additional reinvestment in downtown so the City and NC-HCEDC continue to focus on ensuring its success. The City has just begun to develop a Downtown Strategy that will identify more specific public improvements and redevelopment projects to continue this momentum.

Key Initiative 7.2:

Develop/ update downtown reinvestment strategies, programming, marketing, and financial tools and regularly network with other downtown coordinators to share ideas.

In essence, this initiative is about strategic planning, well developed programing, and the tools to implement plans.

Anderson:

As described in 7.1, the City of Anderson would benefit from a Downtown Strategy that identifies target redevelopment sites, infrastructure investments, programming enhancements, and implementation tools. Anderson's Brew Fest is an example of a highly successful recent event that should continue and be used as a catalyst to focus more attention on Downtown.

Muncie:

Downtown Muncie has gone through transformative changes already with a cluster of successful restaurants, upper floor housing, façade improvements, and well-designed streetscape as a few examples. Muncie is also recognized regionally for its successful downtown marketing campaign. The Muncie Downtown Development Partnership recently went through a strategic planning process. This regional planning process can help bolster the MDDP's efforts to implement their plan by shining a light on the critical role that downtown plays in broader city reinvestment efforts.

New Castle:

New Castle has a committed group of citizens who are committed to leading an effort to make downtown a key city priority. The City is currently undergoing a Strategic Plan that will identify areas to focus in terms of redevelopment, infrastructure, and programming. This plan in combination with the commitments of these community leaders will help to better position New Castle to pursue Indiana Main Street designation. The Main Street program—a part of a highly successful national program—offers technical assistance and education to participating Main Street communities.

Key Initiative 7.3:

Expand urban living options, rebuild business district use mix, invest in riverfront development, and invent/establish quiet zones and in and near rail lines that cross downtowns.

Key Initiative 7.1 focuses on catalyst redevelopment project and 7.2 focuses on planning, programming, and implementation tools. This Key Initiative 7.3 is about achieving the use mix and density needed to transform downtown and providing critical infrastructure.

Anderson:

- Targeted uses should include dining and coffee shops and adaptive reuse of historic properties for upper-floor housing
- Infrastructure focus should include elimination of a majority of the one-way system and continued investment in the riverfront recreational path system

Muncie:

- Targeted uses should include greater housing options, capitalizing on the student and graduating population from Ball State
- Infrastructure focus should include a quiet zone for the rail line that borders downtown

New Castle:

- Targeted uses and infrastructure projects are currently being identified as part of the Downtown Strategy process, but those uncovered as part of this plan include a trail connection between Downtown and the proposed Sports Health and Wellness District and public improvements in support of the Jennings redevelopment currently underway.

Potential Funding Targets:

To realize the goals of this Strategy, the region must position itself to pursue significant funding at state and national levels. Local economic development, government, corporate, and community organization/foundation support will also be critical as match or leverage (both dollars and in-kind time) toward these types of grants.

TABLE 8: POTENTIAL FUNDING TARGETS - STRATEGIC DIRECTION 7.

Program	Eligible Activities	Eligible Entities	Type/Amount	Due	Link
Downtown Enhancement Grants <i>OCRA</i>	Innovative approaches to activities, which support and promote community based planning, pre-development, and research initiatives. Ideal projects could include, but are not limited to, façade renovations or rehabilitations, creation of wayfinding signage, streetscape/landscaping, mural restoration and other more permanent initiatives.	Indiana Main Street communities (Anderson and Muncie participate, New Castle is working toward it)	\$10,000 grant max with 1:1 match	Annual	http://in.gov/ocra/2362.htm
See Funding Targets in Strategic Direction 6 specific to greenway / riverfront improvements, transportation infrastructure including bicycle and pedestrian improvements, local food system projects including farmers markets, and tax credit programs for housing and historic property investments.					

Community Catalyst Projects Maps

These Community Catalyst Project Maps highlight the specific community reinvestment projects discussed in the Strategic Directions narrative. These succinct maps focus on projects that not only can transform each city but also contribute to the larger Regional Economic Vision.

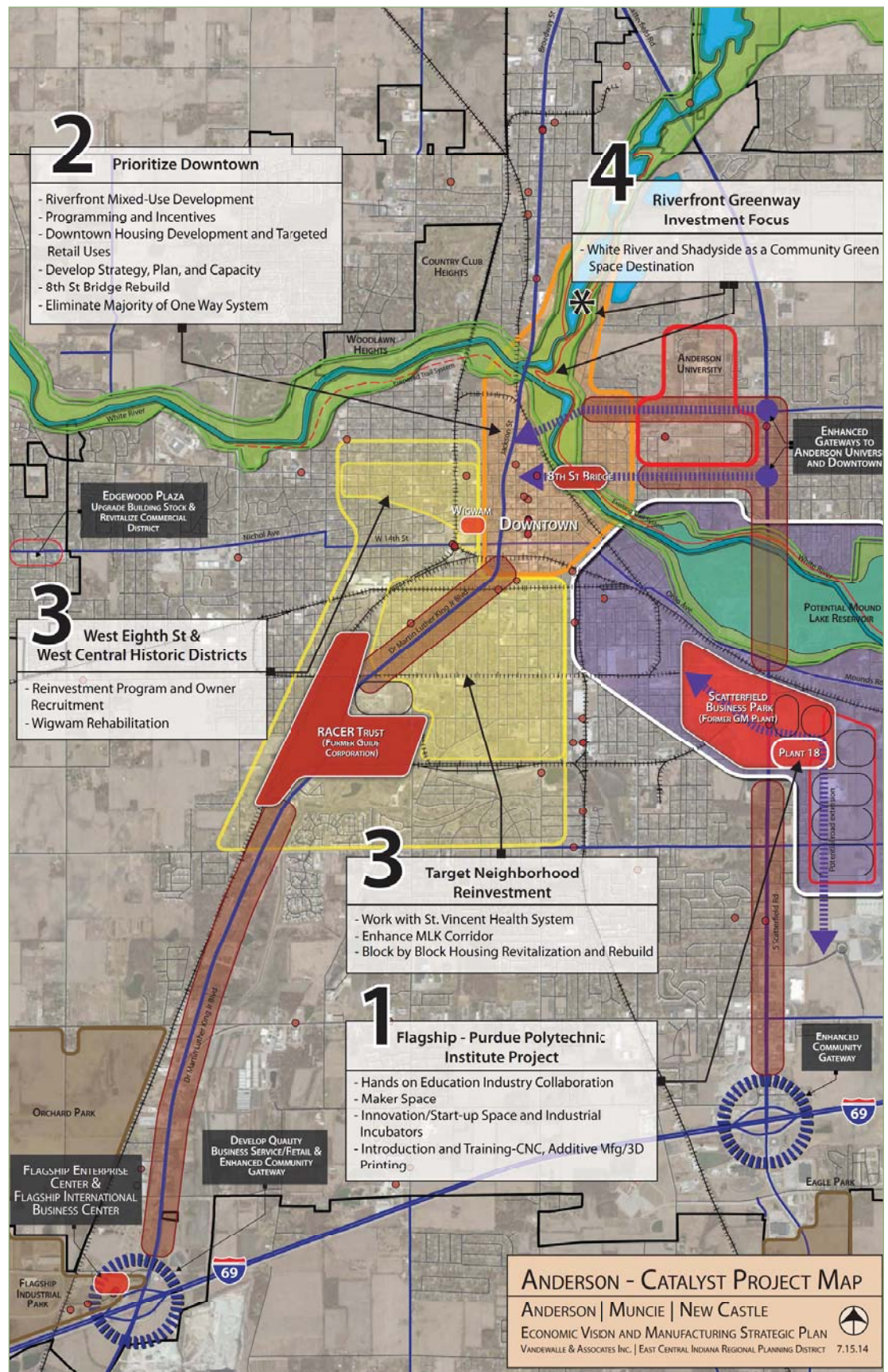


FIGURE 19: ANDERSON CATALYST PROJECTS.

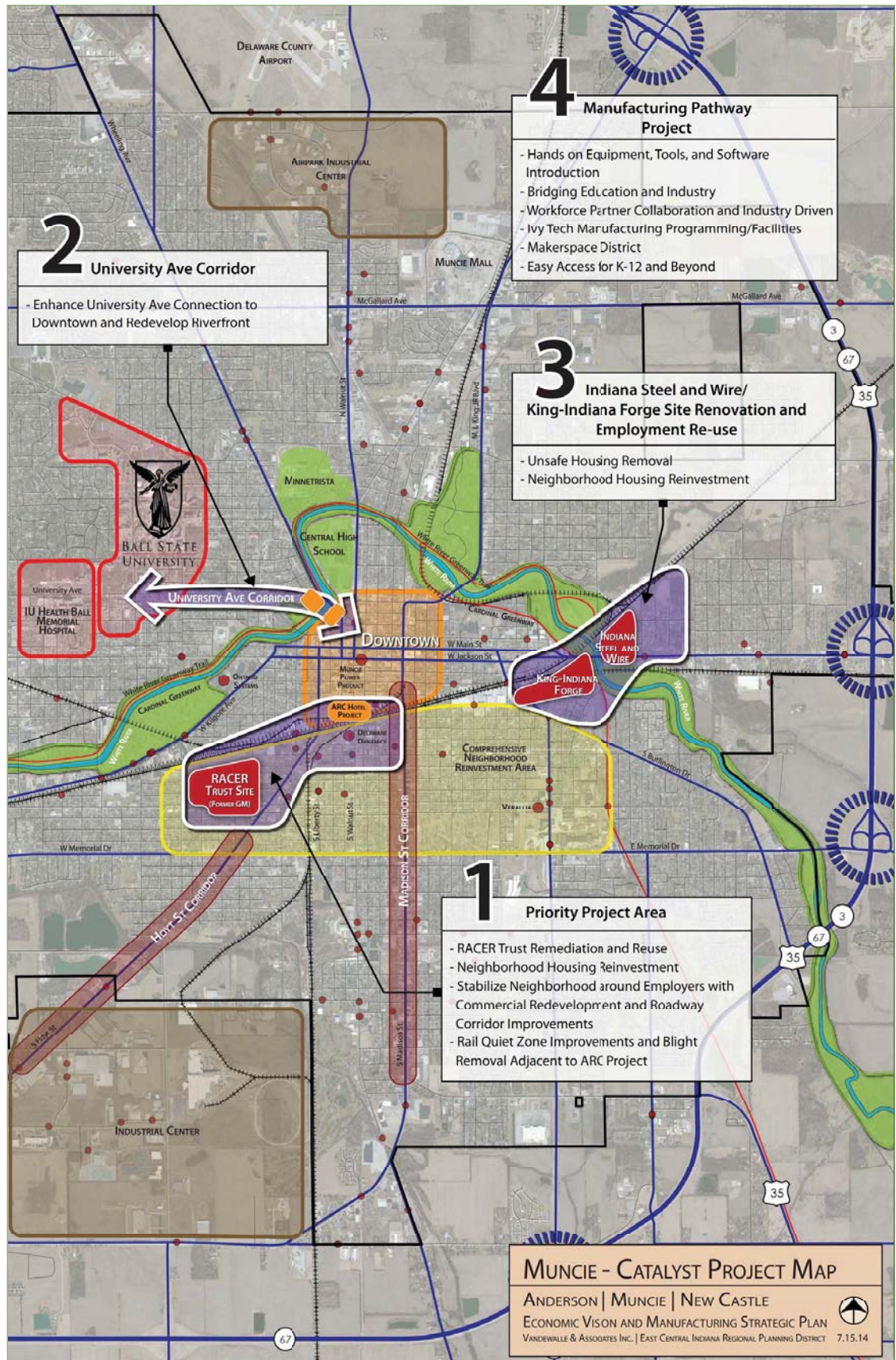
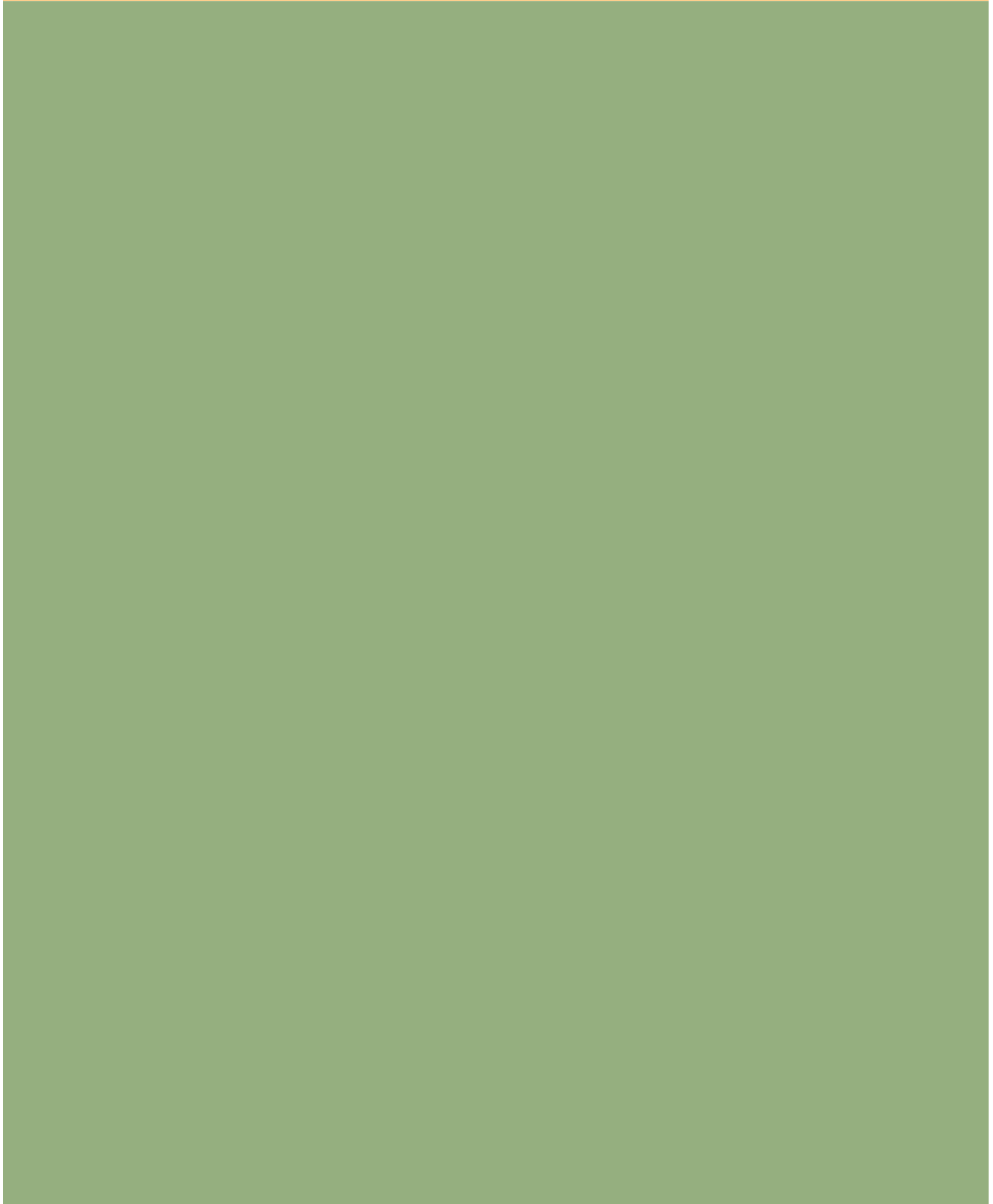


FIGURE 20: MUNCIE CATALYST PROJECTS.



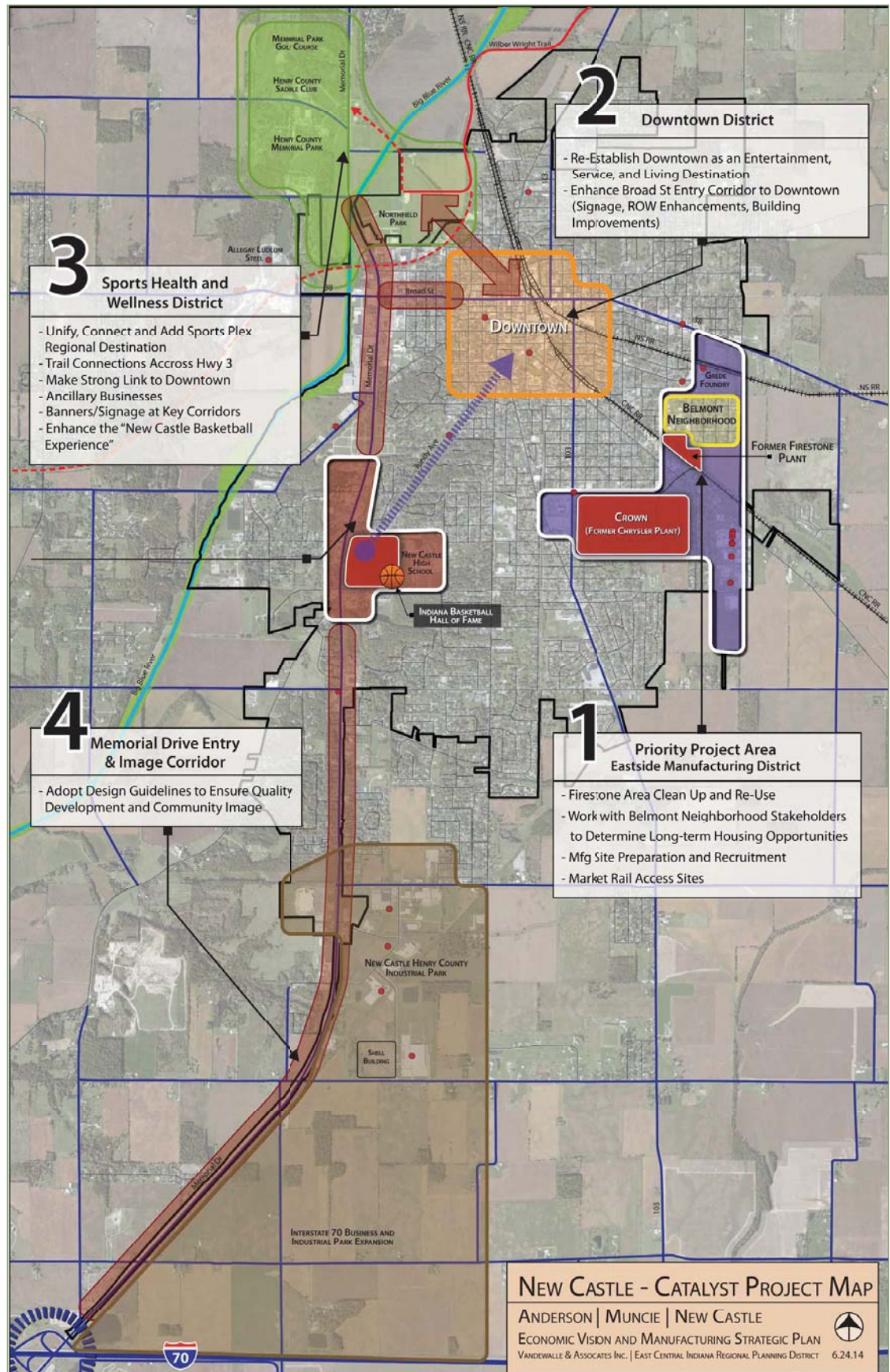
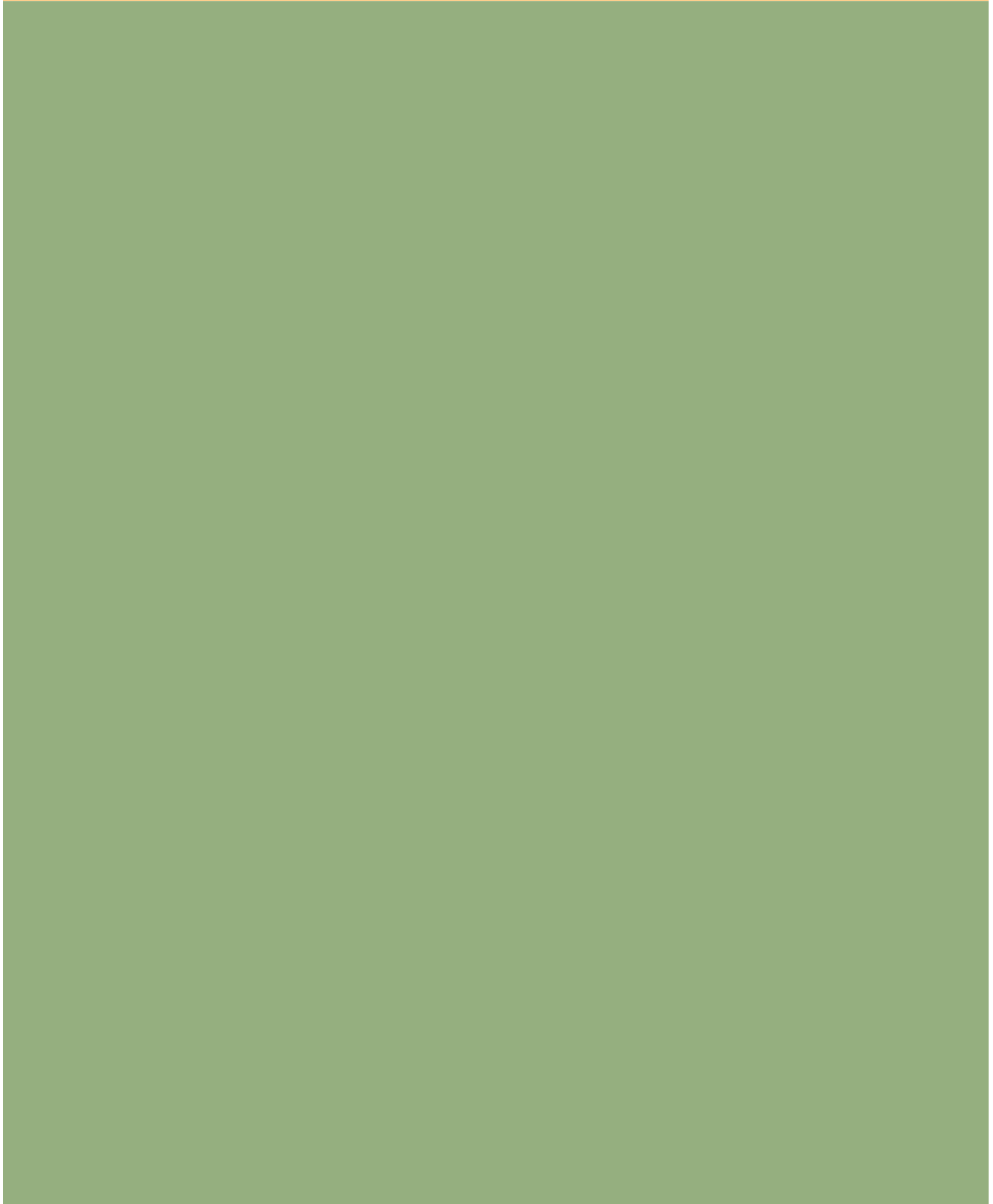


FIGURE 21: NEW CASTLE CATALYST PROJECTS.



Action Plan

Regional Council: An Implementation Approach

Anderson, Muncie, and New Castle first came together through the leadership of the East Central Indiana Regional Planning District because of the potential for significant federal resources to implement projects to catalyze reinvestment in the regional manufacturing sector. This Strategic Plan positions the Tri-city region to achieve the federal “Manufacturing Community” designation through the Investing in Manufacturing Communities Partnership in order to more successfully compete for targeted funding from at least eleven federal agencies as identified in the Action Plan that follows.

This focus on viable funding sources was a consistent theme voiced by Steering Committee members. A variety of plans and strategies have been developed in the region, but only those that are backed up with viable funding strategies have been successfully implemented.

The Steering Committee also emphasized the need to focus efforts and therefore this Action Plan focuses on steps for 13 Catalyst Projects that should be the focus of plan implementation.

This Action Plan is organized into four sections:

1. **Action Plan** – for each Catalyst Project, identifying key actions, funding targets, cost estimates, and project leaders/partners
2. **Implementation Structure** – describing roles of project partners and leaders
3. **Keys to Success** – based on experience from other regional initiatives
4. **Next Steps** – where this effort should focus next to move into the implementation phase

1 Asset Analysis

*2 Regional
Economic
Vision and
Strategic
Framework*

*3 Regional
Strategic
Directions—
Key Initiatives
and Catalyst
Projects*

4 Action Plan

Action Plan

The Action Plan table on the following pages identifies next steps for the thirteen catalyst projects. These steps are broken down into:

Project Development

- Identifies the near-term steps to develop more detailed plans/strategies, cost estimates, and grant targets from state/federal sources that can be matched by local/regional funds (government, foundation, corporate) when required.
- *Total Project Development Cost Estimate: \$2 - \$3 Million Total over the next 5 years.*

Project Implementation

- Identifies the long-term outcomes, order-of-magnitude, preliminary cost estimates for project implementation, and grant targets from state/federal sources that can be matched by local/regional funds (government, foundation, corporate) when required.
- *Total Implementation Cost Estimate: The total cost estimate of all projects listed in the action plan is in the \$100 million range.*

To meaningfully implement these catalyst projects, the project team should recruit approximately \$5 million per year (from a variety of public, corporate, and foundation sources at regional, state, and federal levels) to develop and implement catalyst projects over the next ten years.

FIGURE 22: CATALYST PROJECTS MAP.



TABLE 9: CATALYST PROJECTS ACTION PLAN.

Catalyst Project	Next Steps	Lead	Key Partners
Regional Catalyst Projects			
1 Develop a Regional Workforce Pipeline Strategy	Develop a regional workforce pipeline strategy that aligns programs and partners toward shared goals and positions the region to pursue funding from Dept. of Education, Labor, NSF and others. (See page 39).	School Districts, Ivy Tech, Work One	Diverse spectrum of education & workforce partners
2 Complete design and program development and construct the Flagship-Purdue Innovation Hub	1. Aggressively seek remaining gap funding to ensure facility opening by September 2016. 2. Project leaders should participate in the Workforce Pipeline Strategy development (Initiative 1.1) in order to identify how the project's facilities and programs can best address regional workforce pipeline goals (See pages 42 and 48).	Flagship, Purdue-COT	City of Anderson, Anderson Community Schools, Ivy Tech, Anderson Univ.
3 Develop a Muncie Manufacturing Pathways Facility	Bring key partners together to refine goals for the facility and then to develop facility plans and programming. Actively engage with Ivy Tech to capitalize on opportunities to leverage its planned capital investments in Muncie. (See page 43).	Muncie Manuf. Alliance, Ivy Tech, Muncie Comm. Schools	RAMP, Work One, City of Muncie
4 Position as a Center of Excellence in Vehicle Electrification and Powertrain Manufacturing	Convene a Vehicle Electrification and Powertrain Manufacturing Working Team to develop a strategic plan for positioning/communications, workforce, supply chain, commercialization, export assistance, and access to capital. Focus efforts to position for federal implementation funding. (See page 52).	Industry leaders such as Magna Powertrain, Mursix, Crown Equipment, Muncie Power Products	Energy Systems Network, Conexus
5 Develop innovative affordable, energy efficient, urban housing solutions	Develop next steps through Neighborhood Leadership Team, identifying roles of partners including housing non-profits and Ball State U. College of Architecture and Planning and other departments. (See page 58).	Neighborhood Leadership Team	BSU-CAP, Housing / neighborhood stakeholders, development community, banks
6 Develop a regional greenspace / water trail network plan	Convene Regional Greenspace Coalition to develop next steps for plan. (See page 68).	Regional Greenspace Coalition	Coalition members to include city and county park, trail, and waterway authorities and non-profit partners

Project Development			Project Implementation			
Project Development Outputs	Preliminary Cost Estimate	Federal/State Grant Funding Targets	Long-Term Outputs	Long-Term Outcomes	Preliminary Cost Estimate	Federal/State Grant Funding Targets
Workforce Pipeline Strategy; Implementation Funding secured	Strategy / grant positioning: \$200,000 - \$300,000	NSF Advanced Technology Education; ED Investing in Innovation Fund; Foundations (Kauffman, Surdna, Kellogg)	Innovative and better connected curriculum, programming, facilities	Significant increase in people prepared for diverse manufacturing talent and workforce needs	TBD, likely in the \$20 - \$25 million order of magnitude	DOL Workforce Innovation Fund; ED Investing in Innovation Fund
Construction gap funding secured; programming developed	Project business planning, programming, grant writing - \$50,000 range or less if done in-kind by partners	In-kind partner contributions; focusing funding on project implementation	Facility successfully operating; increased engineering and technical workforce graduates from Purdue-COT and Ivy Tech	Increased engineering and technical workforce pipeline; increased # of start-ups, growth of existing manufacturers	\$12 - \$15 million	EDA Public Works or Economic Adjustment
Project plan (space plan, programming, funding targets, partner roles); Implementation funding secured; Ivy Tech investments coordinated with project.	Project Plan: \$100,000; Architecture and engineering for building rehab/new construction: up to 6% construction cost	EDA Technical Assistance Grant	Facility operating	Significant increase in people prepared for diverse manufacturing talent and workforce needs	Facility and equipment: \$2 - \$4 million (potential for use of existing facility rather than new)	EDA Public Works or Economic Adjustment
Strategic Plan; Implementation funding secured	Strategy and grant positioning: \$100,000	EDA Planning/Technical Assistance, NIST AMTech	Plan to determine specifics, but likely a focus on programming / services for business development as well as communications to position the region, facilities as needed	Expansion of existing businesses (highest priority) as well as recruitment of new and support of start-up businesses	TBD - likely order of magnitude \$1 - \$3 million for programming/services	EDA I6 and other multi-agency "challenge" grants ; SBA Regional Innovation Clusters
Innovative housing solutions strategy defining partner roles including BSU Immersive Learning	\$150,000 range over 3 years to bring partners together, develop strategic plans, engage private sector construction/design partners	DOE Energy Efficient research grants; EPA SBIR research grants for innovative building materials/technologies	Models for housing design, neighborhood development, creative financing investigated and advanced	Innovative housing constructed in target neighborhood reinvestment areas in each city	Project development focused on supporting entrepreneurs/private-sector investment in design innovation development	Discuss with HUD , investigate future funding opportunities and reauthorized funds for White House Neighborhood Revitalization Initiative
Regional Greenspace / Water Trail Network Plan	\$70,000 - \$100,000 for planning	Local funds for planning (government, foundations) to leverage state/federal for implementation	Implemented plan expanding outdoor recreation amenities	Increased outdoor recreation promoting health and wellbeing , asset to market the region to recruit talent to the region.	TBD through planning process identifying projects	DOI Land Water Conservation Fund, EPA Urban Waters, multiple IN-DNR grants; INDOT Transportation Alternatives

TABLE 9: CATALYST PROJECTS ACTION PLAN (CONTINUED).

Catalyst Project	Next Steps	Lead	Key Partners
City of Anderson Catalyst Projects			
7 Develop neighborhood reinvestment strategies for target neighborhoods	Develop neighborhood reinvestment strategy for neighborhoods surrounding St. Vincent Health System and the West Eighth St. and West Central Historic Districts. (See also recommendations for Initiatives 4.1 and 4.4 pages 59 and 60.)	City of Anderson	St. Vincent Health and other employers, resident/neighborhood stakeholders, schools, social service agencies, urban living boosters, historic preservationists, housing agencies/non-profits
8 Reinvest in Downtown and Riverfront	Develop strategic plan to identify key downtown redevelopment opportunities. Eliminate majority of one-way system. Aggressively seek 8th Street bridge replacement funding. Focus on riverfront redevelopment site. (See recommendations for Strategic Direction 7 on page 74).	City of Anderson	Downtown stakeholders, riverfront stakeholders
See also #2 above - Flagship-Purdue Innovation Hub			
City of Muncie Catalyst Projects			
9 South Muncie Strategic Reinvestment Area	Develop neighborhood reinvestment strategy for South Muncie Reinvestment Area that includes focus on edge between industrial area and downtown especially around ARC Hotel and Delaware Dynamics, reuse of major brownfield sites, and Hoyt Av. and Madison St. Corridor reinvestments. (See also recommendations for Initiatives 4.1, 5.1, and 7.3 on pages 59, 62, and 76.)	City of Muncie	Major employers, resident/neighborhood stakeholders, schools, social service agencies, downtown, housing agencies/non-profits
10 Downtown Riverfront Redevelopment and Connection to Ball State	Aggressively pursue comprehensive, mixed-use riverfront redevelopment; strengthen connections between downtown and Ball State via University Avenue Corridor. (See also recommendations for Initiatives 6.2 and 7.1 on pages 70 and 74.)	City of Muncie	BSU, Downtown and riverfront stakeholders
See also #3 above - Muncie Manufacturing Pathways Facility			
City of New Castle Catalyst Projects			
11 Eastside Manufacturing District	Develop plan for Eastside Manufacturing District that supports investment in sites to attract additional employment, aggressively focuses on cleanup and reuse of former Firestone site, and addresses housing needs of residents proximate to brownfields, especially Firestone. (See also recommendations for Initiatives 4.1, 4.5, and 5.1 on pages 59, 60, and 62.)	City of New Castle, NCHCEDC	Neighborhood stakeholders; major employers, resident groups, schools, social service agencies
12 Implement Downtown Strategy	Implement recommendations of Downtown Strategy (currently underway) including public improvements, focus redevelopment sites, pursuing Main Street designation, and strategies for ensuring success of the Jennings project. Focus on riverfront redevelopment site. (See also recommendations for Strategic Direction 7 on page 74.)	City of New Castle, NCHCEDC, Main Street group	Downtown stakeholders
13 Sports Health and Wellness District	Develop strategy for implementing the Sports Health and Wellness District. (See also recommendations for Strategic Direction 6.2 on page 70.)	City of New Castle, NCHCEDC, developers	Recreation and other community stakeholders

Project Development Outputs	Preliminary Cost Estimate	Federal/State Grant Funding Targets	Long-Term Outputs	Long-Term Outcomes	Preliminary Cost Estimate	Federal/State Grant Funding Targets
Two Neighborhood reinvestment strategies	\$75,000 - \$100,000 per strategy (two total)	EPA Brownfields Area-wide Planning; future HUD funding (Sustainable Communiites or whatever may replace it)	Targeted and comprehensive investments to revitalize walkable workece neighborhoods; historic district reinvestment strategies	Manufacturing employment growth, neighborhood stabilization	\$3 - 6 million per neighborhood, \$6-12M total: (\$1-2M: acquisition/demo/site prep; \$1-2M infrastructure and amenities; \$1-2M incentivize new construction)	HUD , White House Neighborhood Revitalization Initiative , EPA Brownfields
Project development strategies; funding proposals	Downtown Strategic Plan: \$50,000 - \$75,000 range	IN-OCRA Downtown Enhancement Grants	Catalyst redevelopment and infrastructure projects constructed	Downtown reinvestment - housing, employment, activities	\$2 M/year; \$10 M over 5 years - sustained long-term investment. Specific projects TBD through downtown strategy.	DOT TIGER for 8th St.; EPA Urban Waters, Housing: Historic Tax Credits ; Rental Housing Tax Credits ; New Markets Tax Credits
South Muncie Comprehensive Reinvestment Strategy; Implementation funds secured	South Muncie-wide neighborhood strategy: \$150,000 range	EPA Brownfields Area-wide Planning; future HUD funding (Sustainable Communiites or whatever may replace it)	Targeted and comprehensive investments to revitalize walkable workece neighborhoods; brownfield reuse strategies	Manufacturing employment growth, neighborhood stabilization	\$15 - 30 million-range (excluding brownfield cleanup costs TBD)	DOT for quiet zone, HUD , White House Neighborhood Revitalization Initiative , EPA Brownfield Planning, Assessment, Cleanup
Riverfront redevelopment plan; University Ave. Corridor plan	Riverfront redevelopment planning/design: \$300,000 - \$350,000 range; University Ave. Corridor design & engineering: \$500,000 range	INDOT Transportation Alternatives (University Ave).	Catalyst redevelopment and infrastructure projects constructed	Additional downtown reinvestment stimulated; BSU-Downtown better connected	Riverfront redevelopment - \$5 - \$10 million range; University Ave Corridor: \$3 million range	IN-DNR Recreational Trails, INDOT Transportation Alternatives, EPA Urban Waters, HUD , Historic Tax Credits ; Rental Housing Tax Credits ; New Market Tax Credits
Eastside Manufacturing District Reinvestment Strategy; Implementation funds secured	Strategy development: \$75,000 - \$100,000	EPA Brownfields Area-wide Planning; future HUD funding (Sustainable Communiites or whatever may replace it); EDA Technical Assistance	Targeted and comprehensive neighborhood and employment investments; Firestone cleanup and reuse strategy	Manufacturing employment growth, neighborhood stabilization, brownfields cleaned up/reused	\$3 - 5 million range (excluding brownfield cleanup costs TBD)	EPA Brownfields Area-wide Planning; future HUD funding (Sustainable Communiites Planning grant or its replacement)
Advancement of Catalyst Projects currently being identified	TBD through Downtown Strategy currently underway	TBD through Downtown Strategy currently underway	Catalyst redevelopment and infrastructure projects constructed	Downtown reinvestment - housing, employment, activitise	TBD through Downtown Strategy currently underway	HUD , Historic Tax Credits ; Rental Housing Tax Credits
Health and Wellness District near-term investments and funding sources identified	\$40,000 range	Local funds for planning to leverage state funds for implementation	Regional destination; part of healthy community infrastructure	Tourism, health and wellness of residents, reinvestment in the District area	\$3 million range	DNR Recreational Trails, Others TBD

Partner Roles

Regional Council

- Champion plan implementation, act as spokespersons
- Support project leaders to keep catalyst projects moving forward
- Guide implementation – give direction on regional priorities. Advocate to decision-making bodies on behalf of projects

Project Management Team

Core team of ECIRPD and economic development staff from each City that supports the Regional Council. Team meets at least twice in between semi-annual Regional Council meetings. Key roles:

- Prepare for and help facilitate Regional Council meetings in coordination with Regional Council Chair
- Provide project development support to project leaders as requested by the Regional Council and supported by City and ECIRPD leadership

FIGURE 23: IMPLEMENTATION STRUCTURE.

Implementation Structure



East Central Indiana Regional Planning District (ECIRPD)

- Facilitate PMT meetings
- Serve as a common voice for the region and its future vision
- Lead preparation of regional-scale grant requests

Project Leaders

- Lead project implementation with support from Regional Council, PMT members, and strategic partners



Implementation Keys to Success

1. **Effective Regional Council Meetings and Project Champions:** Visible champions will help to sustain the commitment needed from all project partners. Private sector leadership will be especially critical to sustain regional collaboration and to uphold a long-term vision during changes in city-level leadership. Sufficient time should be spent to prepare for Regional Council meetings to ensure they are well attended, have strategically crafted agendas, and make the best use of members' time and energy both during and in between meetings.
2. **Resources:**
 - a. **For Regional Council and Project Management Team:** By forming a Regional Council supported by a Project Management Team (PMT) of existing economic development staff (ECIRPD and the three cities), this implementation approach uses resources as efficiently as possible—focused on projects rather than on creating and sustaining a new regional organization with its own staff. The PMT will need modest resources to ensure staff of ECIRPD and the cities can commit to the work needed to implement this plan. These resources would include commitments of both in-kind time and funds to secure assistance with project development and grant writing.
 - b. **For Project Implementation:** A major driver of this new regional collaboration is the potential to compete for federal resources as a region of 300,000 people that each city would otherwise be unlikely to compete for on its own. This potential for funding is the most compelling way to sustain involvement from the variety of people and organizations needed to implement this Strategic Plan. As projects advance, detailed funding strategies will be critical to ensure that plans can be implemented. Project leaders should keep state and federal representatives and agencies apprised of the progress of this to build support and uncover future funding opportunities.
3. **Focus and Visible Progress:** This Strategic Plan identifies twenty-one initiatives that invest in the region's economy, people, and places. While taking this comprehensive approach it is also important to stay focused on catalyst projects that can be implemented in the near-term to demonstrate visible progress and build momentum necessary to move forward to the next projects.

Next Steps

1. Regional Council

- a. Seek commitment for participation from Regional Council members
- b. Schedule Regional Council meeting for first quarter 2015
- c. Regional Council select a chair and potentially an executive committee to provide input on key issues and on setting Regional Council

2. Project Management Team

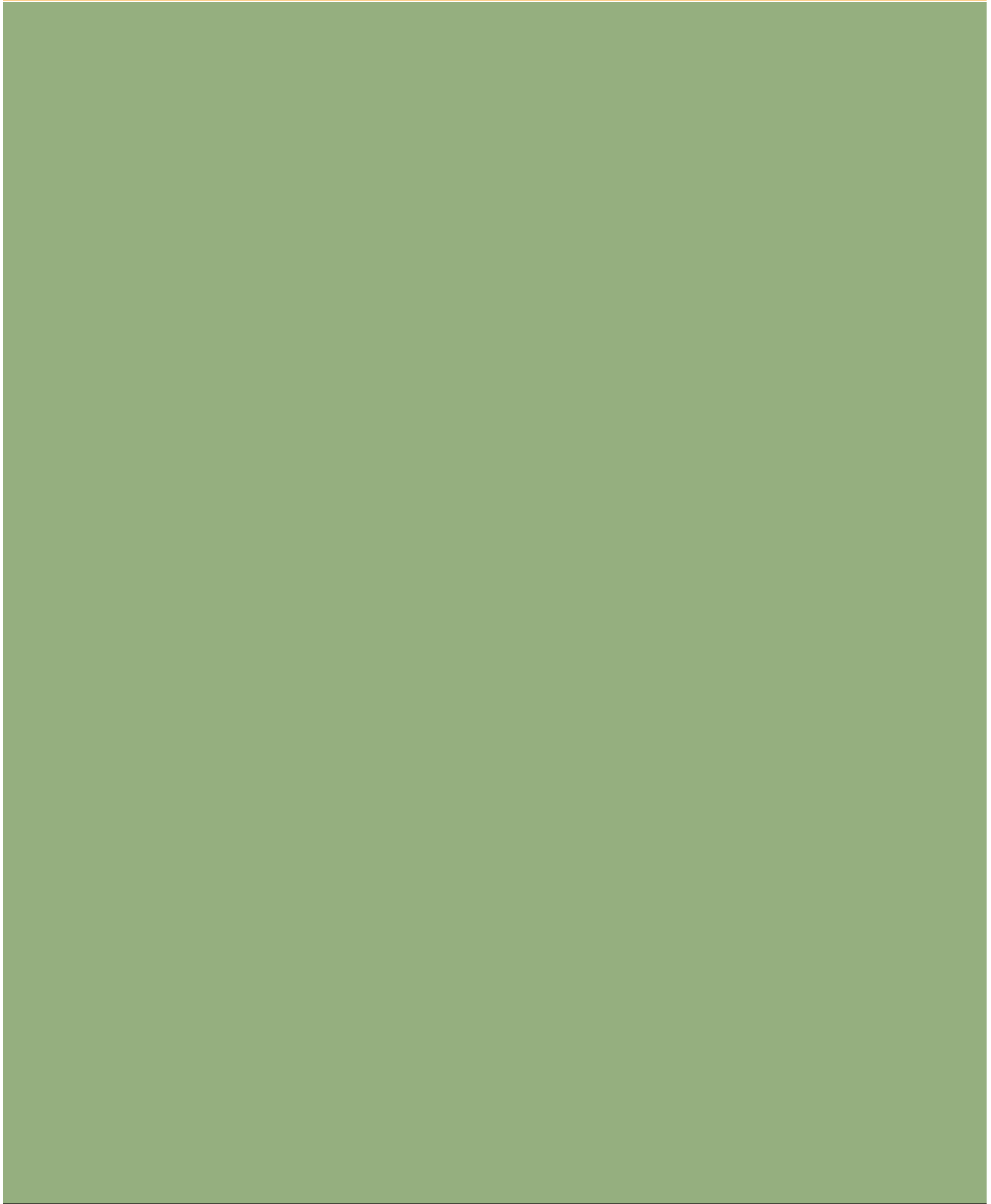
ECIRPD and current PMT members from the three cities discuss approach to the PMT moving forward – schedule, focus of agendas, roles of members, etc.

3. Plan Presentations / Adoption

The Strategic Plan should be presented to the ECIRPD board and the three City Councils (and other groups as determined by each City such as Redevelopment Commissions and Plan Commissions). The plan should either be adopted or otherwise recognized as a guiding document for City economic development strategy.

4. Plan Roll-out

- a. Plan a regional event to “roll out” the plan publicly. Invite local media.
- b. Distribute press releases to local and regional media outlets.
- c. Send the final plan to all regional stakeholders who provided input and ask for their continued involvement in plan implementation



Appendices - Table of Contents

Plans and Documents Reviewed.....	A-1
Emerging Megaregions.....	A-2
Foreign Direct Investment in Indiana.....	A-3
Selected Regional Manufacturers.....	A-4
Location Quotient by Industry.....	A-7
Super Sector Location Quotients by County –Comparison to Indiana.....	A-8
Patents by City, 2000 -2011.....	A-9

Plans and Documents Reviewed

The following Plans and other documents were reviewed as part of the Assets Analysis. See Page 19 of the Strategic Plan for additional data sources reviewed as part of this phase of the project.

Anderson Plans and Documents

- Anderson Comprehensive Plan
- Anderson Jobs Report
- Scatterfield Business Park information
- Anderson USEPA Brownfields Assessment Grant Application
- Madison County, Indiana Comprehensive Economic Development Strategy
- Anderson Incentives Program
- Anderson Metropolitan Planning Area-Transportation Improvement Program FY 2012-2015
- 2013 Economic Development Guide- Brownfields Database

Muncie Plans and Documents

- Muncie Central City Plan
- Downtown Muncie Strategy
- Muncie Action Plan
- Muncie Action Plan 2
- Delaware-Muncie Transportation plan Update- A Multi Modal Approach for a Healthy Community
- Industrial Centre Industrial park
- Park One Industrial Park
- Muncie –Delaware County Comprehensive Plan
- Muncie-Delaware County Vision 2016. 5- year Economic Plan
- Flatland Resources- GM and Racer Trust site in the Thomas Park/Avondale Community project- 2014
- Ball State University Strategic Plan 2012-2017
- BSU College of Architecture and Planning Strategic Plan

New Castle Plans and Documents

- Zoning Map
- Henry County Interstate 70/State Rd 3 Preliminary Corridor Study- May 2008
- FY 2014 USEPA Brownfields Assessment Grant Proposal
- Historic Jennings Apartments Market Analysis
- Eastern Indiana Development District Comprehensive Economic Development Strategy 2012-2015
- Ginovus New Castle/Henry County-Asset Mapping/Target Industry Meeting 3.11.10
- Creating a Vision for the Future Henry County, IN

Regional Plans, and Documents

- Energize ECI Regional Planning District Comprehensive Economic Development Strategy Report/Plan- 2012 Update
- Ginovus East Central Indiana: Unlocking The Region's Critical Assets- August 2010
- Indiana Automotive Council- A strategic Plan for Indiana's Automotive Industry
- Accelerating Greatness 2025- Ivy Tech Community College plan
- Purdue Center for Regional Development –Local Decision Maker

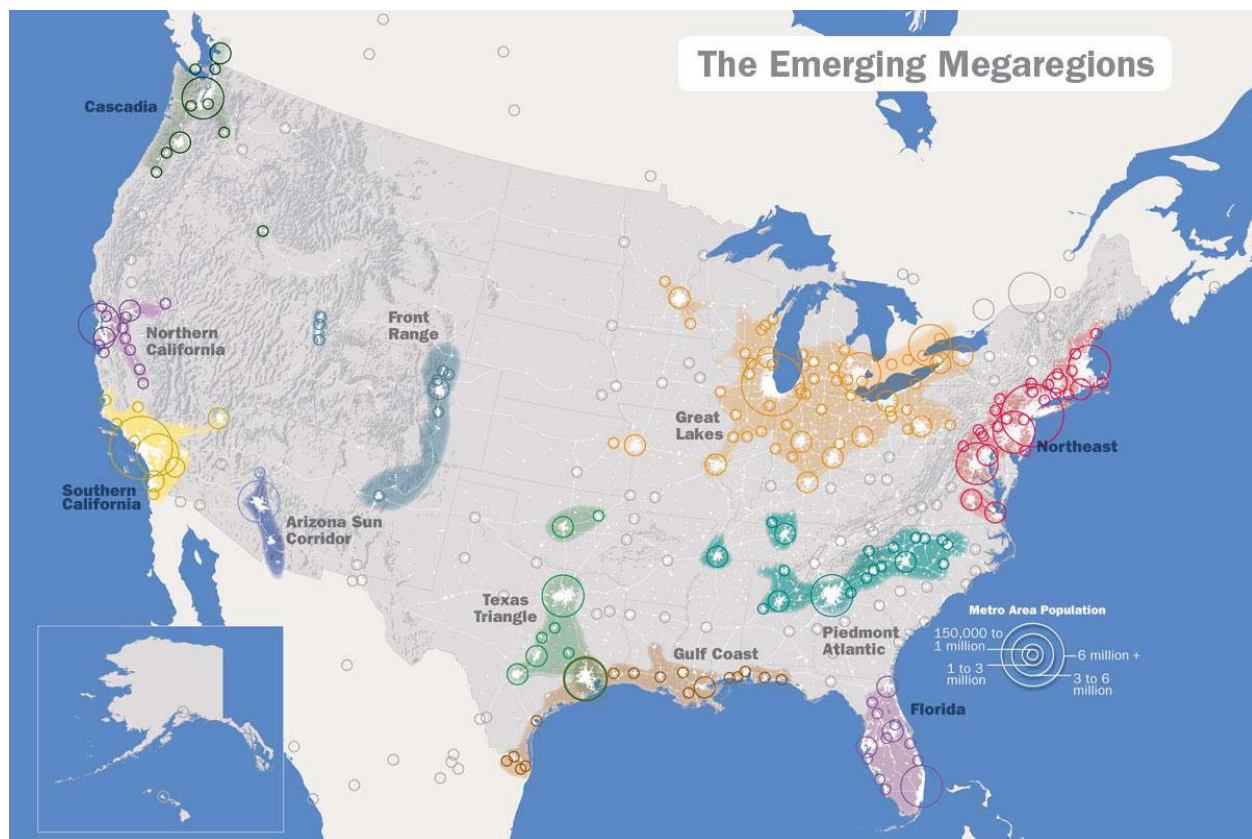
Emerging Megaregions

This map is the result of extensive research and analysis by the Regional Plan Association's national infrastructure planning and policy program, America 2050. This research suggests that as regions expand in geographic size, population and influence, they merge with other regions to form megaregions with "interlocking economic systems, shared natural resources and ecosystems, and common transportation systems" that link their population centers. The Anderson-Muncie-New Castle region is nestled on the edge of the Great Lakes region depicted in orange. This is the largest of the megaregions identified by the program.

For more information on this study and the megaregions depicted below see the America 2050 website:

<http://www.america2050.org/megaregions.html>

FIGURE A-1 THE EMERGING MEGAREGIONS

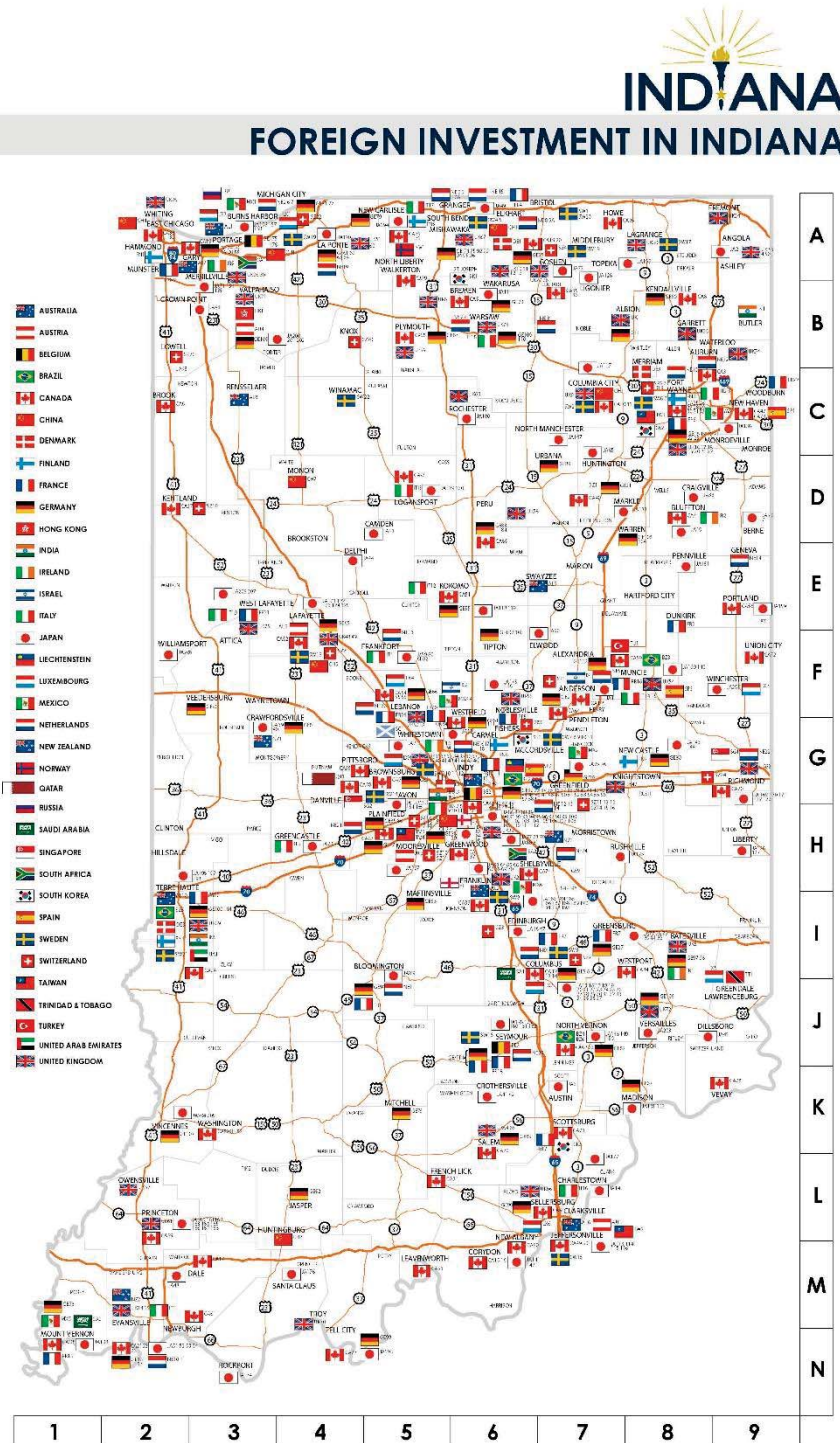


Source: America 2050, <http://www.america2050.org/megaregions.html>

Foreign Direct Investment in Indiana

The region has, and continues to attract significant foreign direct investment (FDI) in the manufacturing sector. The Foreign Investment in Indiana graphic on this page illustrates the distribution and origin of this investment in the three-county region. This map shows the statewide FDI.

FIGURE A-2 FOREIGN INVESTMENT IN INDIANA



Updated 06/13

Indiana Economic Development Corporation | One North Capitol, Suite 700 | Indianapolis, Indiana 46204
800.463.8081 | Tel: 317.232.8800 | Fax: 317.232.4146 | iedc.in.gov

Selected Regional Manufacturers

The Anderson-Muncie-New Castle region contains over 435 businesses that are classified by NAICS as manufacturing. This list was reduced to highlight key manufacturers engaged in advanced manufacturing processes pivotal to the regional supply chain. These companies had a number of the following characteristics:

- Major employer engaged in manufacturing
- Company engaged in high-tech manufacturing of automotive products, innovating new products, manufacturer of power transfer related components, or engaged in regional emerging markets like aerospace or food processing
- Company with global reach and/or is headquartered in the region
- Located in the urban core walkable to workforce
- Has made or plans to make sizable investment in the region, or recently located in the region
- Heavily engaged in the community and recommended for further engagement during initial site visits

TABLE A-1 SELECT REGIONAL MANUFACTURERS

Business/ Manufacturer	Location	Employees	Products and Services	Website
American Keeper Co.	New Castle	50-99	Automotive products	www.keeper.co.jp/index-en.html
ATI Allegheny Ludlum	New Castle	130	Alloys, Net-Shaped Products, Components, Cutting Tools	www.atimetals.com/businesses/business-units/ludlum/about/Pages/default.aspx
Bell Aquaculture	Redkey	50-99	Yellow Perch Aquaculture Facility. Fish fertilizer	www.bellaquaculture.com/
BI Inc	Anderson	100	Offender monitoring technologies and community reentry services for parolees, probationers, pretrial defendants and illegal aliens involved in the U.S. immigration court process.	www.bi.com
Brevini Wind	Muncie		Main gearboxes for wind turbines ranging up to 3 MW and more	www.breviniwind.com/
Crown	New Castle	20	Offers a range of forklift trucks and other equipment for pallet moving, order picking & specialized tasks	www.crown.com/usa/index.html
DD Dannar LLC	Muncie	4	Produces alternatively powered heavy equipment for the governmental sector	http://dannar-pressrelease.com/mobile-powerstation
Delaware Dynamics	Muncie	115	Largest producer of die cast molds in North America	www.hoosieragtoday.com/bell-aquaculture-announces-major-expansion-plans/
Draper	Spiceland	524	Projection screens, lift & mounts, window shades, gym and athletic	www.draperinc.com/index.asp

Business/ Manufacturer	Location	Employees	Products and Services	Website
			equipment, video conferencing solutions and related products	
Echo Automotive	Anderson		Engineer and manufacturers of EchoDrive, a hybrid system quickly installable in existing fleet vehicles to increase fuel efficiency	www.echoautomotive.com/index.php
Elsa Corporation	Elwood	350-475	Automotive components: Fuel tanks , exhaust systems, and structural components for OEM customers	www.elsallc.com/
Exide Technologies	Muncie	150	Manufacturer of lead-acid batteries, including automotive and industrial batteries	www.exide.com/
Foam Rubber LLC	New Castle	100	Leading foam supplier in the school bus industry. Also has markets in office furniture, institutional and upholstery furniture and related markets	www.foamseating.com
GKN Aerospace	Muncie	34	First tier supplier to the global aviation industry.	www.gkn.com/aerospace/Pages/default.aspx
Go Electric	Anderson		Green-tech early stage company developing micro grid control systems & turn-key energy resiliency solutions.	www.goelectricinc.com/
Henman Engineering and Machine	Muncie	100	Manufacturer of automobile component manufactured and machined metal parts	www.henmaneng.com/
Keihin North America, Inc.	Anderson & Muncie	130-175	Anderson HQs: Responsible for North American Business/R&D; Muncie production: automotive air conditioning and engine cooling components and systems, including condensers,	www.keihin-na.com/
Kennedy Tool Co.	Alexandria	80	CNC and Production Machining, Production Assembly, Special Machine Building, and Inspection and Testing	www.kennedyentinc.com/custombase.asp
Magna Powertrain	Muncie	325	Develop technologies and produce products for auto manufacturers	www.magna.com/capabilities/powertrain-systems
Maxon	Muncie	301	Furnaces, Heating, Heating Equipment and Systems.	www.maxoncorp.com/
Muncie Power Products	Muncie	116	Automobile parts and accessories	www.munciepower.com/
Mursix	Muncie	265	Close-tolerance precision stamping & machining of precious metals, plating, wiring harness expertise	http://mursix.com/
Nestle	Anderson	700	Produces: Boost and Carnation breakfast drinks;COFFEE-MATE® non-dairy creamer ;NESQUIK® ready-to-drink;Stores/Distributes for USA: NESTLÉ® TOLL HOUSE® Refrigerated Cookie Dough, BUITONI® pastas and other products	www.nestle.com/#
Outokumpu Stainless Steel Plate	New Castle	200	Global leader in stainless steel and high performance alloys	www.outokumpu.com
Owens-Illinois	Lapel	Worldwide:	Manufacturer of glass containers	http://www.o-i.com/

Business/ Manufacturer	Location	Employees	Products and Services	Website
		22,500		
Plastech Decorating Systems	Elwood	175	Top and auto trim	
Precision Soya	New Castle		Corn seed production, soybean seed production, wheat seed production, identity preserved production, conditioning of seed, packaging of seed, and related processes	www.precisionsoya.com
Progress Rail Services	Muncie		Locomotive assembly	www.progressrail.com
Red Gold	Elwood	900	Nation's largest tomato supplier outside of California	www.redgold.com
Reflectix	Anderson	100	World's largest manufacturer of reflective insulation products	www.reflectixinc.com
Reliance Machine	Muncie	150	Alternative energy, suspension/breaking components, transmission components, engine components, orthopedic, agriculture/mini	www.reliancemachinecompany.com/aboutus.html
Remy International	Anderson	175	Alternators, starters, and electric and hybrid motors for the heavy-duty and light-duty original equipment markets	www.delcoremy.com/Home.aspx
Stored Energy Solutions	Anderson	11-15	Green technology start-up company	www.insideindianabusiness.com/newsitem.asp?ID=63088
Townsend Corp	Parker City	35+	Vegetation management, power line clearance, custom blending and repackaging of herbicides, electric utility line construction, and related processes	www.townsendcorporation.com/contact-us/
TS Tech	New Castle	356	Manufacturing and sales of automobile seats; automobile interiors; motorcycle seats; and resin-based products for motorcycles	www.tstna.com/tstechindiana.php
Verallia North America	Muncie	300	Manufacturer of glass bottles and jars	http://us.verallia.com/
XADS	Anderson		Pioneering producer of Non-Lethal and Anti-Materiel Directed Energy Weapons (DEW).	www.xtremeads.com/

Sources: Number of employees derived from either *referenceUSA*: www.referenceusa.com or, if available, directly from company websites. Products and services summarized from company websites.

Location Quotient by Industry

The U.S. Economic Development Administration (EDA) Investing in Manufacturing Communities Partnership (IMCP) program supports regions' efforts to grow a "key technology or supply chain," a.k.a. KTS. The KTS focused on in this Strategic Plan is the collection of companies within the Vehicle Electrification and Powertrain supply chain. This supply chain crosses eighteen four-digit NAICS codes (i.e. the North American Industry Classification System for classifying business establishments). As part of the IMCP program, EDA suggests that a strong regional industry cluster should be nationally ranked within the top-third by location quotient (LQ) either for the number of businesses (i.e. establishments) or number of employees.

The following table illustrates the eighteen NAICS codes within this supply chain that are within the top third by LQ for establishments.

TABLE A-2 INDUSTRY LOCATION QUOTIENTS RELATED TO THE VEHICLE ELECTRIFICATION AND POWERTRAIN INDUSTRY CLUSTER (4-DIGIT NAICS)

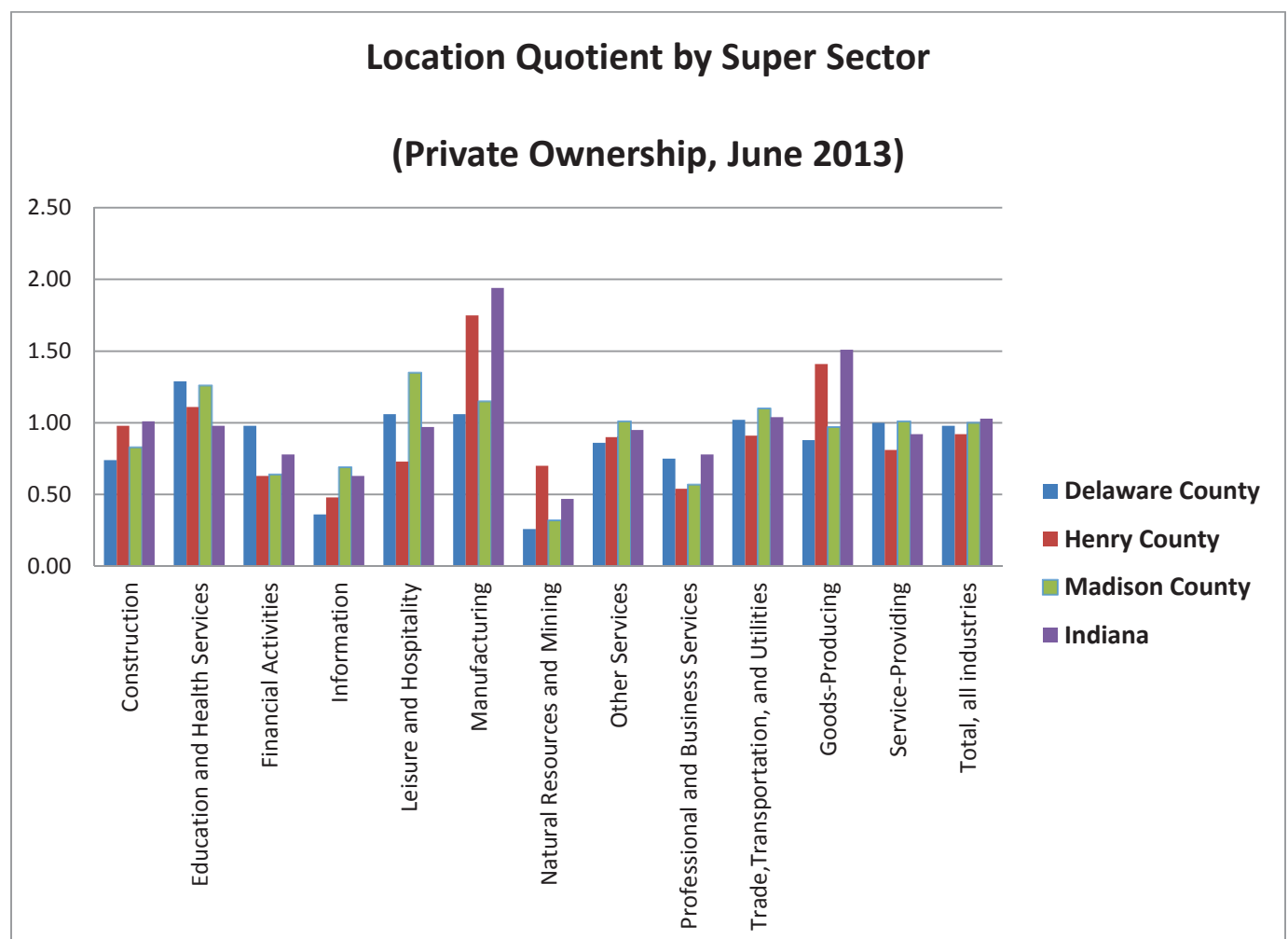
NAICS	Description	AMNC Region Establishment	AMNC Region LQ	Top-Third LQ Requirement
3312	Steel Product Manufacturing from Purchased Steel	2	3.29	1.07
3314	Nonferrous Metal (except Aluminum) Production and Processing	2	3.30	1.12
3315	Foundries	7	6.10	1.04
3321	Forging and Stamping	6	4.31	1.00
3323	Architectural and Structural Metals Manufacturing	10	1.20	1.11
3324	Boiler, Tank, and Shipping Container Manufacturing	4	3.52	1.27
3325	Hardware Manufacturing	1	2.46	1.11
3326	Spring and Wire Product Manufacturing	5	6.32	1.08
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	24	1.80	1.03
3328	Coating, Engraving, Heat Treating, and Allied Activities	15	4.00	1.00
3332	Industrial Machinery Manufacturing	7	3.17	1.14
3335	Metalworking Machinery Manufacturing	31	6.10	1.00
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	3	4.25	1.05
3339	Other General Purpose Machinery Manufacturing	5	1.30	1.02
3353	Electrical Equipment Manufacturing	3	1.81	1.03
3361	Motor Vehicle Manufacturing	1	3.69	1.21
3363	Motor Vehicle Parts Manufacturing	18	5.54	1.00
3365	Railroad Rolling Stock Manufacturing	1	5.21	1.00

Source: Bureau of Labor Statistics, *Quarterly Census of Employment and Wages- Annual Averages 2013*; Top-Third location quotients: EDA, Investing in Manufacturing Communities Partnership.

Super Sector Location Quotients by County – Comparison to Indiana

This graph shows the concentration of establishments in different super sectors by county using the state as a comparison. Concentration of establishments is valued using location quotient. A location quotient greater than one indicates the concentration is higher than the national concentration.

FIGURE A-3 SUPERSECTOR LOCATION QUOTIENTS BY COUNTY



Source: Bureau of Labor Statistics, *Quarterly Census for Employment and Wages June 2013*

Patents by City, 2000 -2011

Patents are a calculable way to assess the innovation capacity of a region. As the chart shows, the decline of the auto industry negatively impacted research and development activity in the region. However, Remy is still a source of patenting in the region as well as small number of entrepreneurs and small businesses. This table underscores the importance of partnering with research institutions and R&D offices of OEMs in the greater mega-region so that suppliers in this region are prepared to quickly meet specifications to manufacture new products and use new processes expected by OEMs.

TABLE A-3 PATENTS BY CITY, 2000-2011

ASSIGNEE	CITY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Delphi Tech.	Anderson	4	16	14	15	18	11	2	1	0	1	0	0	82
Guide Corp.	Anderson	1	1	0	4	4	7	9	0	0	0	0	0	26
Individual	Anderson	1	0	1	1	0	2	3	1	1	3	7	2	22
Remy Tech	Anderson	0	0	0	0	0	0	0	0	0	0	9	8	17
Remy International	Anderson	0	0	0	0	0	0	2	1	3	3	1	1	11
Aero Ind.	Anderson	0	0	3	1	0	1	0	1	1	0	0	0	7
Barber Manufacturing	Anderson	0	0	1	1	0	2	0	0	0	0	0	0	4
Delco Remy	Anderson	0	0	0	3	1	0	0	0	0	0	0	0	4
Delco Remy International	Anderson	0	1	1	0	1	1	0	0	0	0	0	0	4
Eli Lilly & Co.	Anderson	0	0	2	1	1	0	0	0	0	0	0	0	4
Magnequench International	Anderson	2	2	0	0	0	0	0	0	0	0	0	0	4
Dynaloy, LLC	Anderson	0	0	0	0	0	0	0	0	0	1	2	0	3
Xtreme ADS Limited	Anderson	0	0	0	0	0	0	0	0	0	0	2	1	3
Individual	Muncie	2	3	3	1	1	3	2	1	1	0	0	4	21
Maxon Corp	Muncie	1	0	1	0	2	2	1	0	0	1	0	0	8
Delphi Tech	Muncie	1	0	1	1	3	0	0	0	0	0	0	1	7
Ball State Univ.	Muncie	1	0	1	0	0	1	0	0	0	0	0	1	4
BorgWarner	Muncie	0	0	0	0	1	1	1	0	1	0	0	0	4
Remy, INC.	Muncie	0	0	0	0	0	0	0	1	1	2	0	0	4
Car-Tec Co.	Muncie	0	2	1	0	0	0	0	0	0	0	0	0	3
Cardemon Inc.	Muncie	0	0	0	0	1	0	1	1	0	0	0	0	3
Rev-a-shelf Co.	Muncie	0	0	0	0	0	0	0	2	0	0	0	1	3
Individual	New Castle	1	1	0	0	2	1	0	0	2	0	0	2	9
Draper, Inc.	New Castle	2	0	1	1	1	0	0	0	0	1	0	0	6
Careside, Inc.	New Castle	0	0	2	1	0	0	0	0	0	0	0	0	3
TOTAL		16	26	32	30	36	32	21	9	10	12	21	21	266

Source: U.S. Patent and Trademark Office

