



INDIANA REGIONAL CITIES INITIATIVE

12.15.2015



INDIANA
REGIONAL CITIES
INITIATIVE

**WE MADE INDIANA
A DESTINATION FOR BUSINESS.**

**IT'S TIME TO MAKE INDIANA
*A DESTINATION FOR TALENT.***





REGIONAL CITIES RECOMMENDATIONS

No. 1: Seek any necessary approvals to **allocate the Tax Amnesty Program revenues beyond \$90 million** to be utilized under the Regional Cities Initiative.

No. 2: Subject to any necessary approvals for Tax Amnesty funds, **award all three Phase I regional plans [North Central, Northeast, Southwest] \$42 million each.**

No. 3: Continued support from the IEDC for **all four Phase II regional plans [Central, East Central, Northwest, West Central]. This support may include identification of public or private funds to assist with planning** to encourage and enable the continued development of their regional plans with the final amount to be determined based on availability of funds.



THANK YOU, STRATEGIC REVIEW COMMITTEE



John Thompson, Committee Chair
CEO, Thompson Distribution Company



Keira Amstutz
President and CEO, Indiana Humanities



Kathy Davis
President and Owner, Davis Design Group



Larry Gigerich
Managing Director, Ginovus



Stephen Goldsmith
Professor, Harvard University



Gary Hobbs
CEO, BWi



Ryan Kitchell
Executive Vice President and CEO,
IU Health



Chris LaMothe
CEO, Elevate Ventures



Mark Maassel
President, Indiana Energy Association



Mitch Roob
Executive Vice President, KERAMIDA



Paul Wheatley
Principal, The Wheatley Group



IEDC BOARD OF DIRECTORS

12.15.2015



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A STATE THAT WORKS

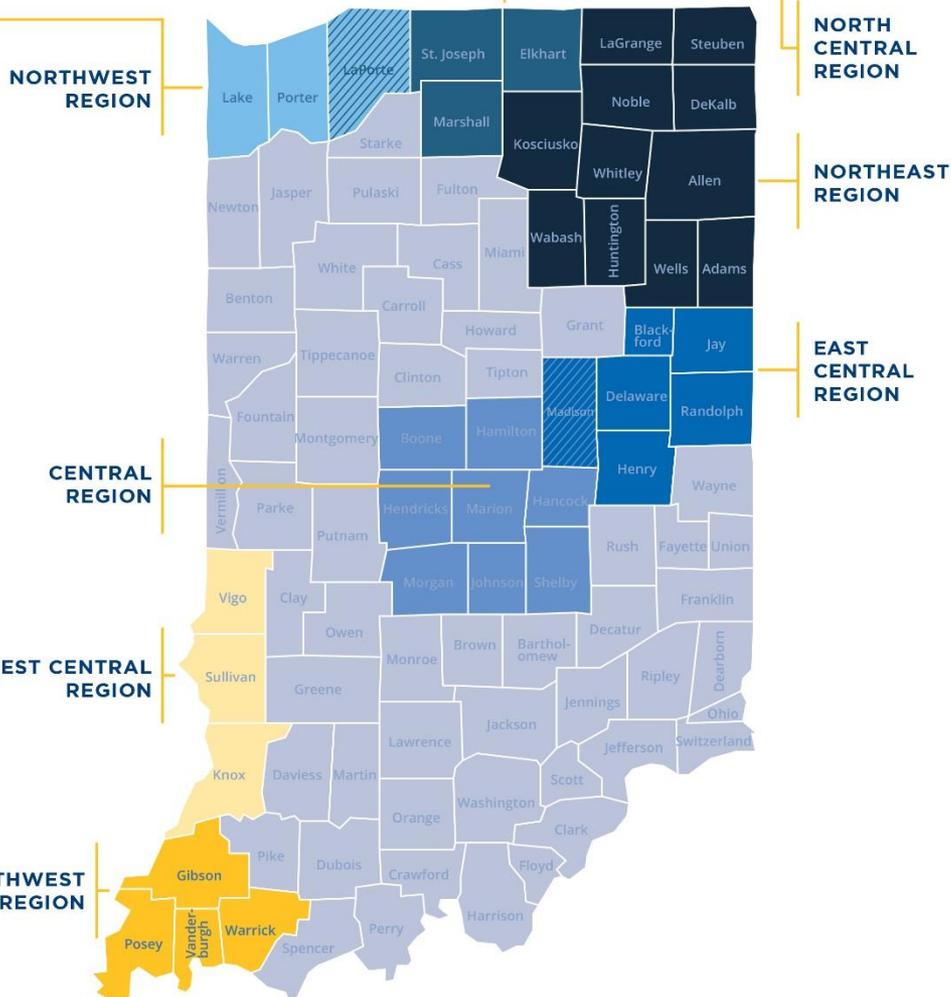


THE GOAL

To spark collaboration across our regions to transform them into destinations where top talent want to live, work and play.



SEVEN REGIONS



CURRENT REGIONS

- Seven regions submitted applications for the Indiana Regional Cities Initiative:
 - » Central
 - » East Central
 - » North Central
 - » Northeast
 - » Northwest
 - » Southwest
 - » West Central (Wabash River Region)

- In total:
 - » **38** counties representing **70%** of Indiana's population
 - » **420+** quality of place projects
 - » **\$3.78 billion** planned investment



REGIONAL CITIES RECOMMENDATIONS

The Strategic Review Committee (SRC) found all seven submissions to be **thorough, quality, visionary and highly collaborative**.

Based on the extraordinary efforts put forth by the seven regions, the early success of the initiative and the desire to encourage future phases of the Regional Cities Initiative, the regional plans are classified as follows, in alphabetical order and without ranking:

Phase 1: North Central, Northeast, Southwest

Phase 2: Central, East Central, Northwest, West Central



REGIONAL CITIES RECOMMENDATIONS

The tremendous success of Governor Pence's 2015 Tax Amnesty Program, created primarily to fund the Regional Cities Initiative, provides the **ability to fund three regions instead of two** as originally planned.

Therefore, the Strategic Review Committee has adopted the three following recommendations...



No. 1

Seek any necessary approvals to ***allocate the Tax Amnesty Program revenues beyond \$90 million*** to be utilized under the Regional Cities Initiative.



No. 2

Subject to any necessary approvals for Tax Amnesty funds, **award all three Phase I regional plans [North Central, Northeast, Southwest] \$42 million each.**



No. 3

Continue support from the IEDC for ***all four Phase II regional plans [Central, East Central, Northwest, West Central]. This support may include identification of public or private funds to assist with planning*** to encourage and enable the continued development of their regional plans with the final amount to be determined based on availability of funds.



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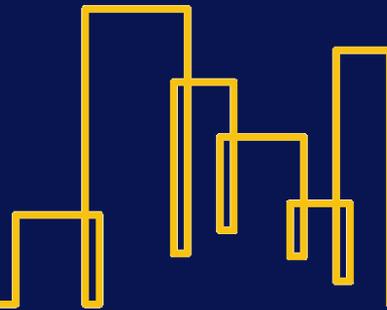


Paul Wheatley
Principal, The Wheatley Group



PLEASE JOIN US FOR A REGIONAL CITIES INITIATIVE PRESS CONFERENCE & CELEBRATION

...The IEDC Board of Directors meeting will resume at 3:30 p.m.



INDIANA REGIONAL CITIES INITIATIVE





IEDC BOARD OF DIRECTORS

12.15.2015



IVY TECH
COMMUNITY COLLEGE



THANK YOU, BOB TAYLOR

- Bob Taylor has served as president and chief executive officer of Fort Wayne's Do it Best Corp. since January 2002.
- Bob will retire at the end of 2015 and is planning to move back to Virginia to be closer to family.
- Bob has served as a valued member of the IEDC Board and the Policy Committee for more than 4 years.





BOARD APPOINTMENT: DOMINIC GROTE

- Madison, Indiana
- **Grote Industries:** President and Chief Executive Officer
 - » Fourth-generation family business which manufactures and markets vehicle lighting and safety systems
- Involvement:
 - » Conexus Indiana Logistics Council
 - » Transportation Safety Equipment Institute
 - » Truck Trailer Manufacturers Association
 - » Madison/Jefferson County economic and community development
- Education:
 - » Bachelor's, Southern Methodist University
 - » MBA, George Washington University
 - » Graduate, Wharton's advanced management program





BOARD APPOINTMENT: MARK NEAL

- South Bend, Indiana
- **Bradley Company:** Chief Operating Officer
 - » Commercial real estate solutions provider in Northern Indiana and Western Michigan
- **City of South Bend:** City Controller (2012-2014) and Deputy Mayor (2014)
 - » Served as deputy mayor during Mayor Pete Buttigieg's deployment to Afghanistan in 2014
- Involvement:
 - » Financial Executives International, Michiana Chapter
 - » YMCA of Michiana
 - » South Bend Parks Department
- Education:
 - » Bachelor's, University of Notre Dame
 - » MBA, George Washington University





IEDC BOARD COMMITTEE UPDATES

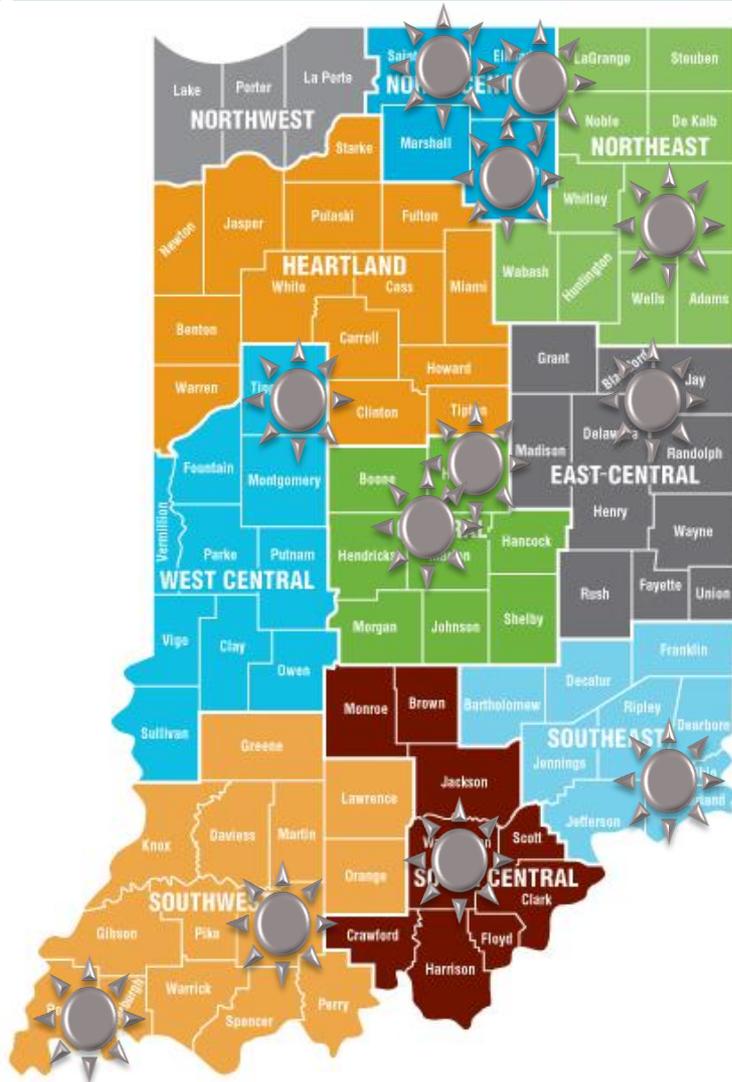
- Audit
- Policy
- Entrepreneurship



ELEVATE VENTURES

12.15.2015

Elevate Ventures Developing Leadership Footprint



Stakeholders (to list a few)

NW Indiana

Regional Partnerships

Public/Private Universities

Local Economic Development Organizations (LEDOs)

Angel Investors/Venture Capital Firms/Private Equity Firms

Law Firms

Banks

Indiana Chamber of Commerce

Co-Working Spaces

Local Entrepreneurship Initiatives

Industry Groups

Elected Leadership

Lessons Learned

Return on community (entrepreneurship-based economic development) and return on investment (nationally competitive investment opportunities) are distinctive missions, especially when quality deal flow takes time and effort to cultivate.

The entrepreneurial ecosystem infrastructure/density is important to Indiana's future, but will take a decade to drive entrepreneurship into the cultural DNA of communities and regions.

Each region has its own strengths and weaknesses. While a statewide entrepreneurial network can facilitate knowledge transfer and drive programmatic efficiency, any investment program effectiveness based on quality may not produce equal outcomes. That's consistent with how national venture capital is distributed.

The one-on-one EIR consulting model in itself is limited in scalability, and needs to be leveraged against a strong network of partners and project-based venture advisors.

As more and more organizations are equipped to provide mentoring and consulting, a statewide leadership is critical to coordinating deployment of resources through established market credibility and trust-based partnerships.

Overarching Goal –To Be Indiana’s Leading Early-Stage Investment Firm

- Increased volume of deal flow
- Improvement in quality deal flow
- Complementary investment strategies to allow capital deployment where the best opportunities are present, from seed to growth stage
- Professional and thorough investment due diligence
- Close partnership with individual and institutional investors for deal syndication
- Ability to manage and operate a diverse portfolio, with added diversification benefits
- Strong relationships with capital sources outside Indiana

Vision
Mission



Leading Investment Firm – Building Blocks



Deepened investment and portfolio capabilities

- Add talent to our investment and operations team
- Build out partner network to complement in-house expertise
- Operate a leading investor network in the State
- Study and implement best practices
- Execute!

Expanded access to quality deal flow

- Work to build cooperative and effective regional and local entrepreneurial communities/culture
- Partner with private, local and regional entrepreneurial efforts
- Create a competitive public/private university IP & commercialization program
- Connect & motivate private sources of capital





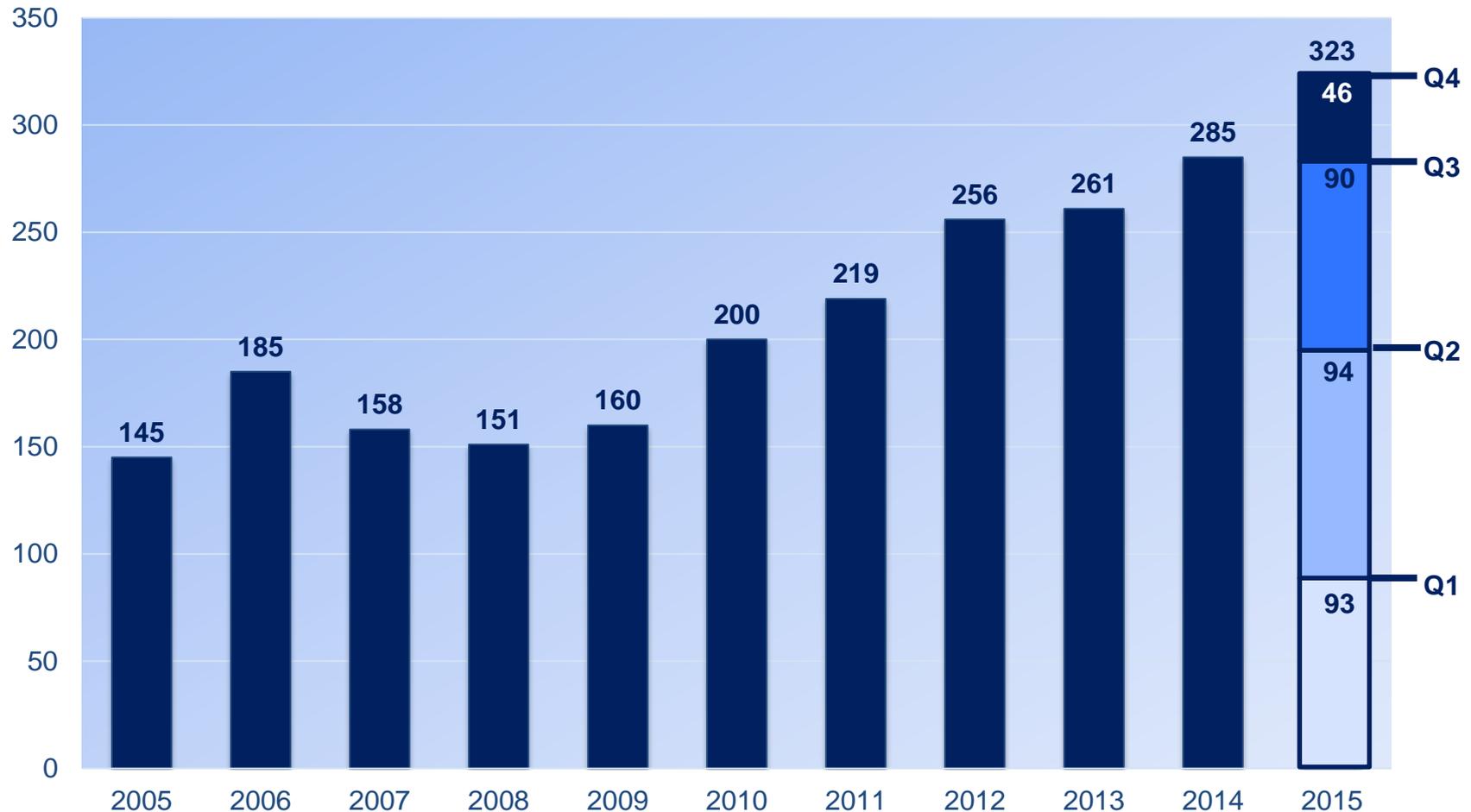
INDIANA: A STATE THAT WORKS

- Unemployment: **4.4%**
 - » Lowest since August 2001
 - » -4% since January 2013 (No. 2 in the United States)
- **2,625,400** private sector jobs
 - » +12,800 above March 2000 peak
 - » +5.3% growth since January 2013
- 2015 Rankings:
 - » **#1** – Pacific Research Institute, Small Business Regulation Index
 - » **#1** – CNBC, Cost of Doing Business
 - » **#3** – Pollina Corporate Real Estate/American Economic Development Institute, Pro-Business States
 - » **#6** – Chief Executive Magazine, Best & Worst States for Business
 - » **#8** – Forbes, Best States for Business
 - » **#8** – Tax Foundation, 2016 State Business Tax Climate Index



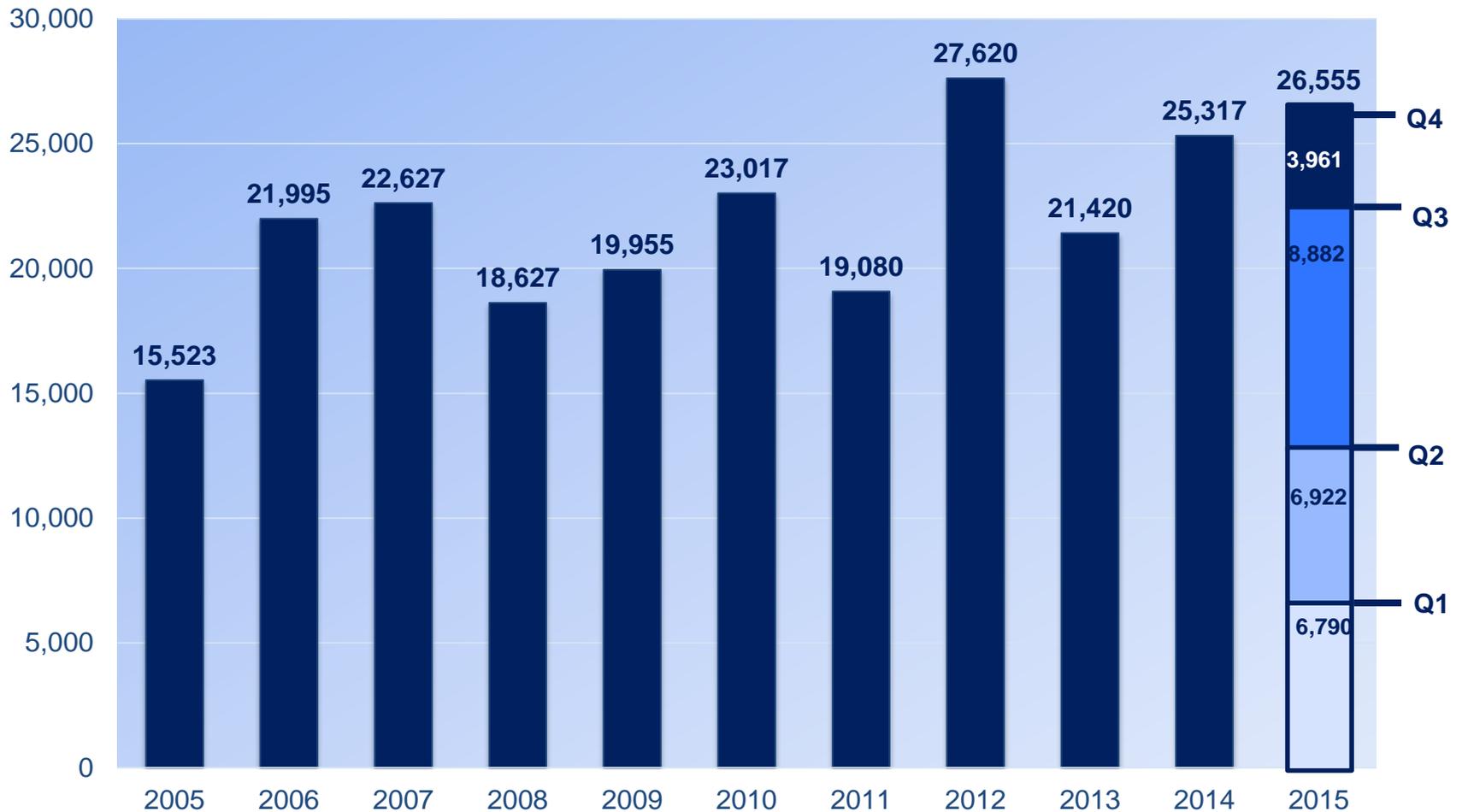


TOTAL COMPETITIVE PROJECTS



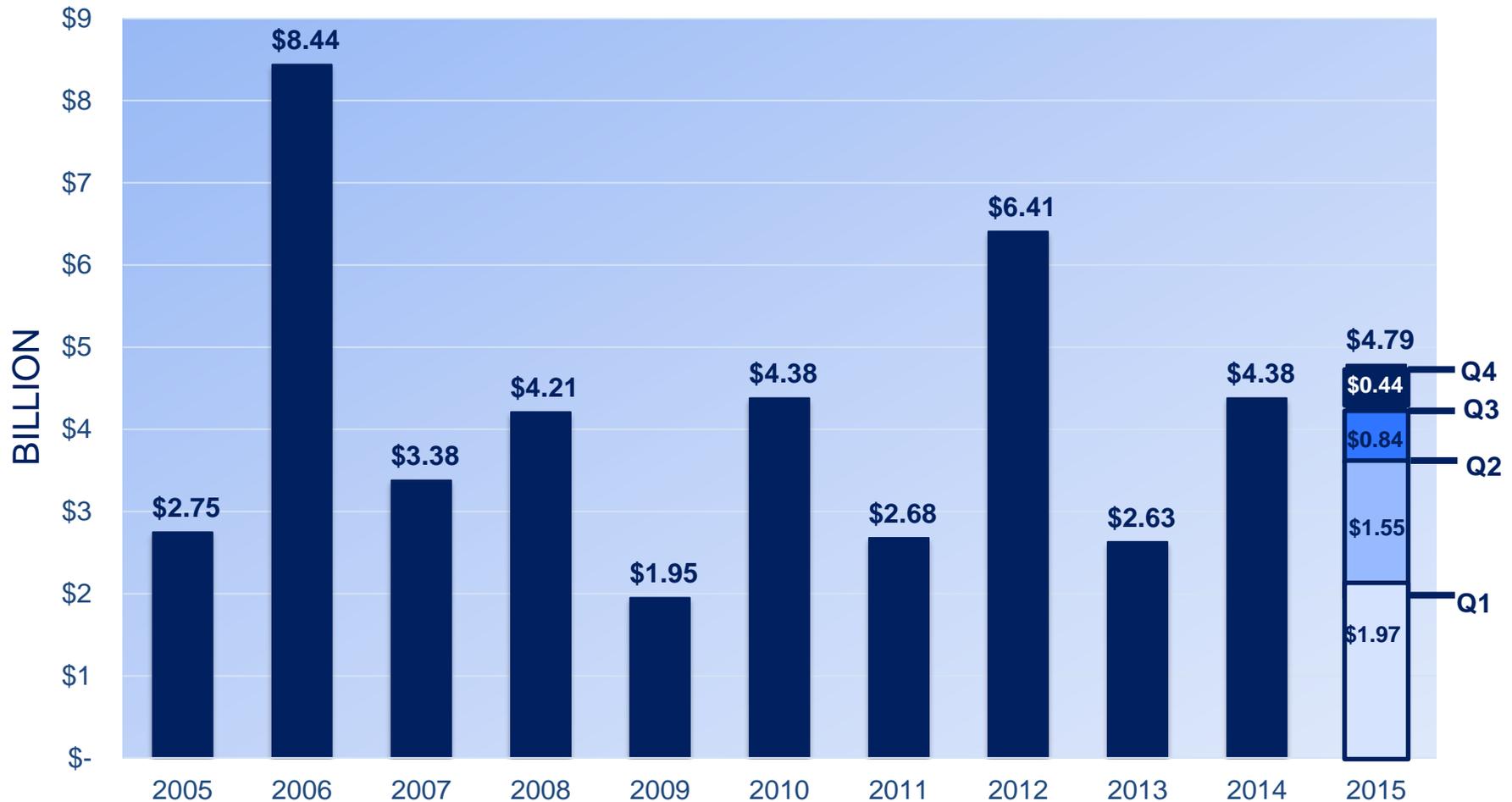


PRIVATE SECTOR JOB PROJECTIONS





PRIVATE SECTOR INVESTMENT PROJECTIONS





CONDITIONAL INCENTIVES PER JOB





HOOSIER AVERAGE WAGE



Source: Quarterly Census
Employment and Wages
(QCEW)



PROJECT WIN REPORT: EMARSYS

- The Vienna, Austria-based company announced plans to locate its North American headquarters in Indianapolis. The company will invest \$3.2 million to establish a 15,000-square-foot office in Market Tower
- Emarsys is a global cloud-based e-marketing firm that provides an integrated commerce marketing platform, serving more than 1,200 clients in 140 countries.
- The project will create up to 167 new high-wage jobs for Hoosiers by 2020.



emarsys

*“The appeal of Indianapolis, which has already been dubbed **Midwest’s Silicon Valley** is evident. The Eastern Time Zone is ideal for conducting business on both American coasts, Europe and in Asia. Additionally, companies like Geofeedia, TinderBox and Interactive Intelligence have helped make the area attractive to a highly talented workforce.”*

–Ohad Hecht, Chief Operating Officer



PROJECT LOSS REPORT: PROJECT AURORA

- A global partner to the automotive industry, the tier 1 supplier offers innovative and high-quality iron-foundry products
- Project summary:
 - » New manufacturing facility, requiring a 70-acre footprint with rail access
 - » Investment: **\$193.7 million**
 - » New jobs: **343**
 - » Wages: **\$3/hour** above the final county average
- Company considered 40 sites nationwide, and two sites in Indiana made the final list. Company singled in on one site, but Indiana lost the project due to utility costs.



2015 Outreach Plan

Digital	Traditional	Events	Sports Sponsorship
<p>Search</p> <p>Display</p> <p>Email</p> <p>Landing Page/Microsite</p> <p>Social</p>	<p>Print</p> <p>Radio</p> <p>Signage</p> <p>TV</p>	<p>101 <i>events</i></p> <p>with notable global events in China, Japan, Germany and France.</p>	  <p>Television, radio and social media exposure to a national audience through sponsorship packages with the Indiana Pacers and Indianapolis Colts.</p>

Hyperlocal



Geotargeting: specific digital messaging within a 2-mile radius of 2 corporate headquarters.



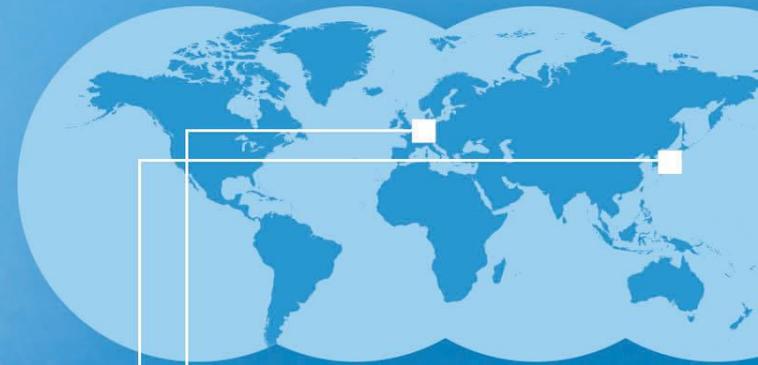
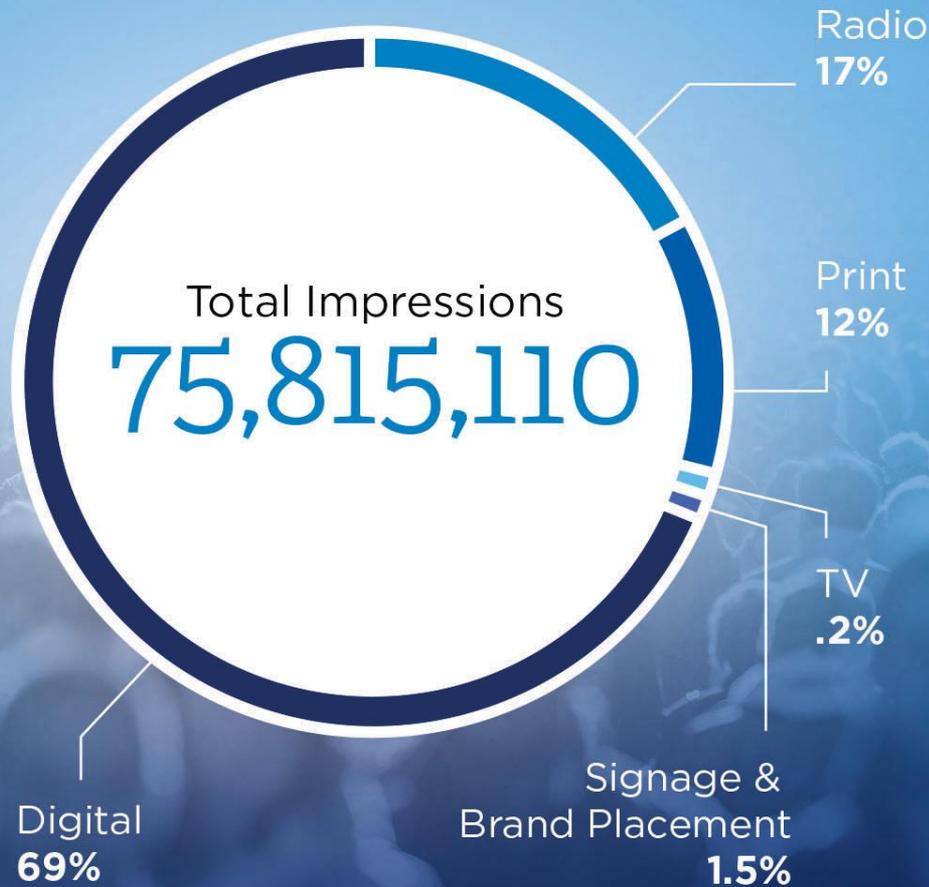
Bombardier
Montreal, Canada

Ascension Health
St. Louis, MO



Brand Impressions

From our neighbors within the state lines to the eastern hemisphere, Indiana reached an expansive audience in 2015.



- Germany
- Japan

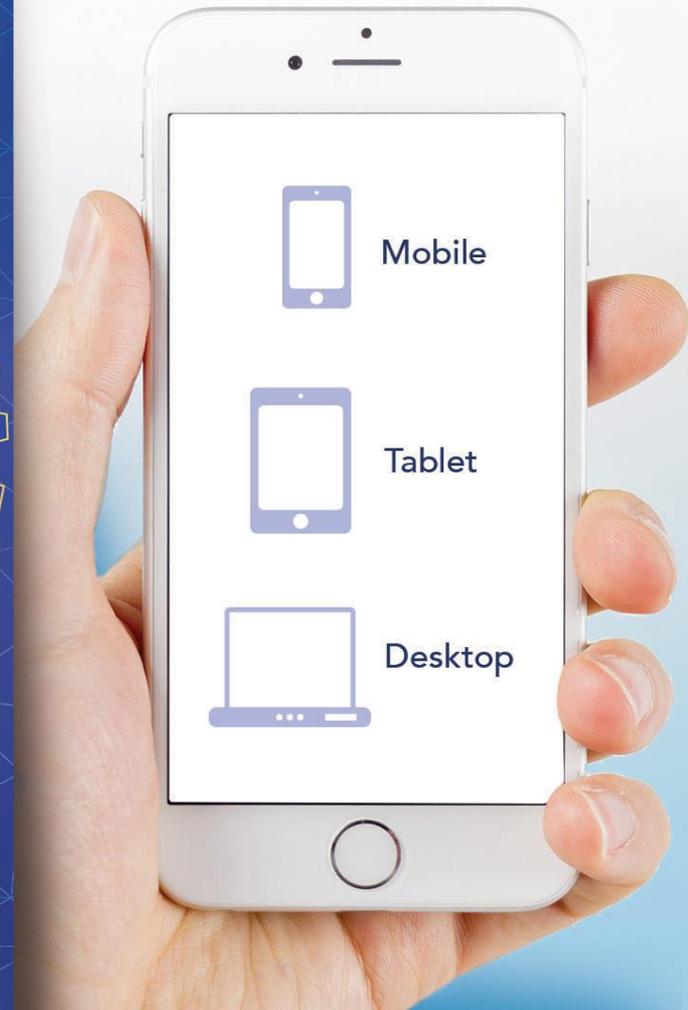
Focused efforts on Germany (14,995,180 Impressions) and Japan (28,933,339 Impressions) yielded bountiful global exposure.

Web Interactions

The world's digital audiences directed their attention to Indiana through a coordinated digital strategy featuring *The Economist*, *Forbes* and *The Wall Street Journal*.



Device ready. We engaged with our global audience, regardless of their preferred device.



Global Reach



We traveled throughout the world on international trade missions while continuing our US growth with domestic sales trips. In addition, we invested within our state lines through Innovation Summits and local networking events.

Our first ever in-language digital ads were produced in 2015.



German Display Ad



Japanese Display Ad

Indiana's Impact

Indiana ranks
1st
for cost of
doing business

CNBC America's Top
States for Business 2015

Capital Investment

\$4.8b

Unique Impressions

78,000,000

2015 Job Commitment

26,580

Indiana ranks
2nd
Nation's Best
Regulatory
Environment

Forbes' 2015 Best States
for Business & Careers



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