



BOARD OF DIRECTORS GUIDE



Grant County

Economic GROWTH Council

Trust

Share

Attend

Contribute

Participate

Advocate

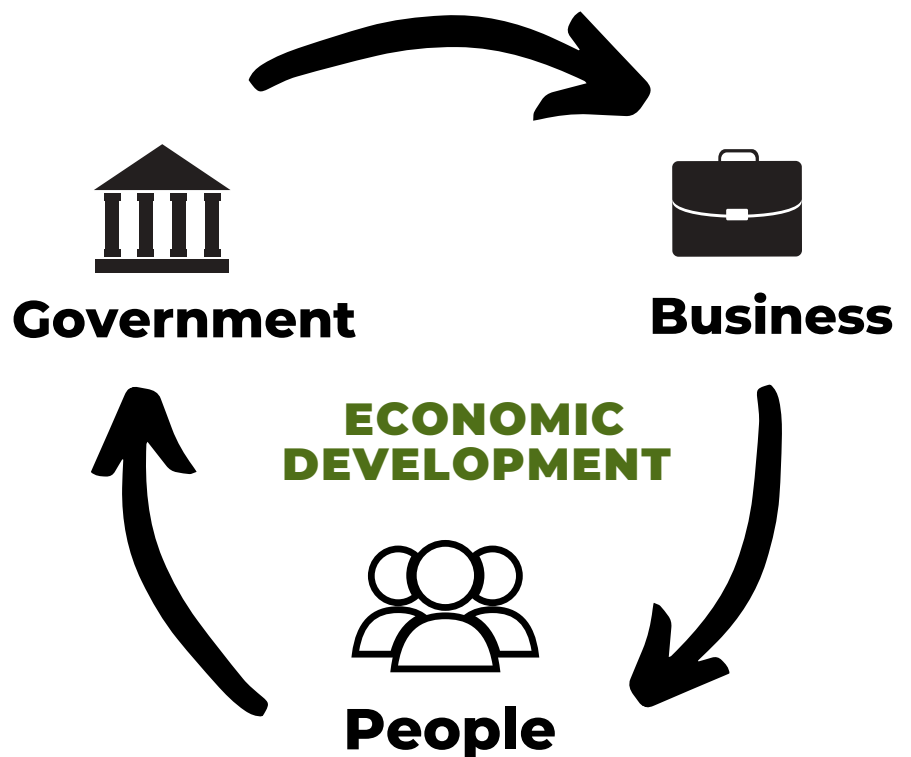


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Follow the Growth Council on social media:



www.facebook.com/GCEGC/



@gcegc



@gcegc

Having an active board of directors that regularly participates and maintains the highest ethical standards is crucial to the Grant County Economic Growth Council achieving their mission.

Attendance

- Attend at least 75% of the Board Meetings (9 of 12) during a calendar year.
- Attend at least one Growth Council special event during the calendar year.

Active Participation

- Pose questions during board meetings to challenge, clarify, and understand.
- Review and analyze organization's financials and budget.
- Contribute ideas, advice, and strategy during meetings.

Advocacy

- Speak on behalf of Growth Council whenever the organization arises in personal conversations or corporate events etc.

Financial Contribution

- Make an annual contribution at a minimum amount of \$500.
- Ask people to make a contribution the Growth Council to a letter, bringing people to events, or making face-to-face solicitations
- Information shared at board meetings is considered confidential.
- Sign a Non-Disclosure agreement and Conflict of Interest form.

Share Network

- Share your list of contacts to help the Growth Council identify new leads
- Invite individuals or companies to Growth Council events, social media pages, or meetings with organization staff

Goal: Make one new introduction to the Growth Council staff per quarter.

Our Promise to You:

- Meetings will last 45 minutes, unless divisions meet in which case meetings will be 1 hour
- Meeting materials will be distributed no later than noon the Friday before board/division meeting
- Agendas will clearly state the action being request

Growth Council Meeting Rules

1. Timeliness –

Meetings will start on time and end at the set time.

2. Focused Agenda & No Rabbit Holes –

The agenda will have clear objectives and every effort will be made to stick to items that are listed on the agenda.

3. Action-Orientated Outcomes –

There will be a clear outcome for each agenda item, whether it be a vote or discussion of further steps.

4. Be Inclusive —

No one is valued over anyone else. Each thought and opinion should be heard and considered.

5. Strong Leadership –

There will be a clear meeting leader who will keep the meeting on time and on task.

6. Give Information –

If there is an agenda item that needs more clarification, every effort will be made to provide background information. If something is unclear, it is expected that clarification is sought and provided.



Why Economic Development?

On behalf of the Grant County Economic Growth Council, we would like to express our most sincere and genuine thanks for serving our community. Your willingness to serve our community is a testament to the amazing people that make up Grant County, Indiana.

Economic Development is the process of improving a community's economic health by bringing together government, business, and people to increase the wealth of an area. As an elected official, you play a vital role in that process.

Why should a community put time and resources into economic development? As a community member, it ensures that there are ample job opportunities available.

"We are in this for the betterment of the community, which means everyone has a role in bettering the community."

**Richard K. Blackwell
Executive Director
Oconee Economic Alliance**

As an elected official, it increases the tax base so that the government may serve its citizens better.

Economic Development serves the entire community, and seeks to help everyone flourish.

What do we do?

The Grant County Economic Growth Council is a public/private partnership, meaning funding comes from both local government (county and certain municipalities) and private donors.

The mission of the GCEGC is to promote a vibrant, sustainable economy in Grant County that attracts and empowers business growth and innovation.

We do this by:

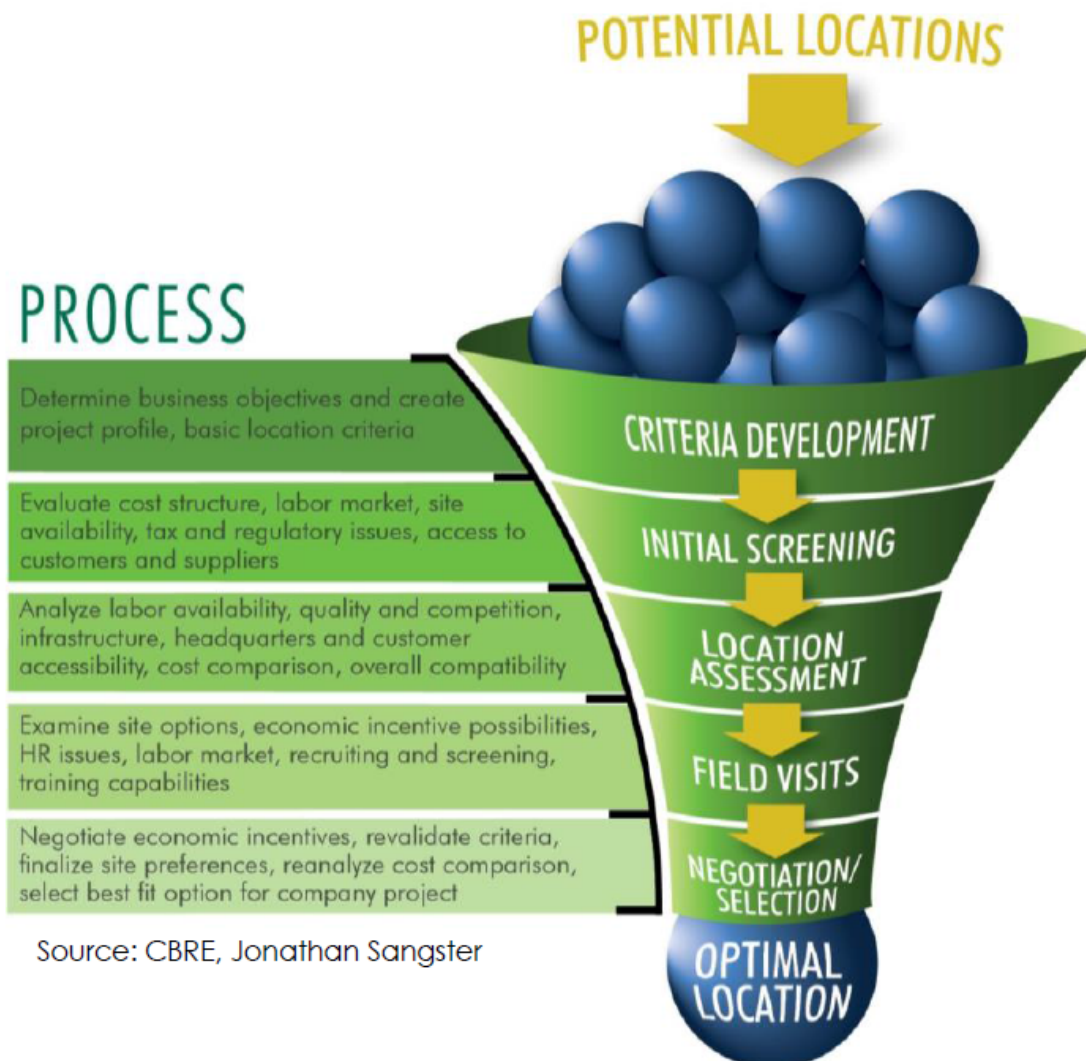
- **Facilitating Retention & Expansion of existing businesses**
- **Recruiting new business through Site Selector Assistance**
- **Assisting Businesses with Councils on Zoning Changes, Abatements, Etc.**
- **Financial Incentives**
- **Infrastructure Improvements**
- **Workforce Training Grants**
- **Business Start-Up Assistance**
- **Administration of Special Incentive Districts**



The Process

A site selector or location consultant is a person who a company hires to choose the best location for a relocation or expansion. This person will look at many factors including site suitability, infrastructure (roads, railway, waterways), taxes, proximity to suppliers, and customer preference. Often, highly subjective factors such as quality of life will be given a number figure in order to compare against other possible sites.

**— For this reason, it's often —
easier to think of the process
as site elimination**



SAMPLE RFI

Site Name and Address (including County)

Site in City Limits (Yes/No)
If yes - Identify City

Owner (or Representative)

Total Site Acreage
Additional Acreage Available

Reported Asking Price
Per Acre

Road Serving Site

Rail Provider Serving Site /
Distance to Rail Spur

Zoning
(If none, please indicate if currently
agriculture)

Nearest Interstate
Highway (Distance)

Electric Power Provider
(distance to substation)

Natural Gas Provider
(line size / distance to site)

Water Provider (Name)
(line size / distance to site)

Sanitary Sewer Provider (Name)
(line size / distance to site)
Also please specify (mg/l) upper limits
for the following effluents for BOD,
COD and TSS

Telecommunication Provider

Effective Tax Rates
Per \$1,000 at Site
Land / Building / Machinery / Equip /
Inventories

When a site selector begins a project, he or she will send out a document called a Request for Information (RFI). In this document, they will ask for details of any building or property available, including: size of property, cost of property, zoning, utility rates, easements, available incentives, and a variety of other data.

**This is an
actual RFI**



These are a just a few of
the companies the
Growth Council attracted
through this process:

- **Agricor**
- **Huhtamaki**
- **Dollar General DC**
- **American Woodmark**
- **Cafe Valley**
- **Earthwise Plastics**
- **Walmart DC**

WHY COMPANIES LOCATE WHERE THEY DO

Infrastructure

- Highway Accessibility
- Proximity to Major Markets/Suppliers
- Availability of Buildings/Sites

Costs

- Occupancy or Construction Costs
- Inbound/Outbound Shipping Costs
- Energy Costs

Labor

- Availability of Skilled Labor
- Cost of Labor
- Right to Work State
- Quality of Life

Incentives

- Corporate Tax Rate
- Exemptions & Incentives

There are any number of reasons why a company may choose one location over another.

Manufacturing typically focuses more on shipping and energy costs.

Technology sector businesses typically focus more on quality of life issues, as they have flexibility in where they locate. In either case, availability of skilled labor is a huge issue.



BUSINESS RETENTION & EXPANSION

Business Retention & Expansion is a fundamental part of economic development.

According to the Small Business Administration, 60% of net new private sector jobs are from existing establishments. It is extremely important that we do what we can to keep the businesses we have and allow them to grow in Grant County.

WHAT ARE GRANT COUNTY BUSINESSES CONCERNED ABOUT?

business support Finding local employees workers
Labor qualified good

From the 2019 GCEGC Business Climate Survey

For the first time ever, labor was identified as the #1 issue keeping Grant County businesses from growing.



INCENTIVES



There are several incentives communities often use when recruiting a new business or helping a current one expand. The cost of doing business has become so high, communities must compete to become the best environment for businesses to thrive. Incentives can come from the state and/or municipalities.

The Growth Council serves as the conduit to regional, state, and federal incentives and programs. The most common types of incentives are Tax Increment Financing (TIF) and property tax abatement.

Tax Increment Financing (TIF)

TIF is a tool often used by communities to help finance a new development. TIF captures the increases in assessed value from a new development and channels those funds back into the development area for public infrastructure improvements or bonds. TIF districts and the use of funds are voted on by the Redevelopment Commission, as well as a City or County Council. **NO ONE PERSON or ENTITY allows TIF to happen. The original (base) assessed value STILL belongs to the Original Taxing Districts.**

Property Tax Abatement

Tax Abatement is a phasing in of real estate and/or personal property taxes over time with the understanding that a project will benefit the community. Abatements are performed based on the assessed value, meaning projects that do not change the assessed value do not receive any tax relief. Abatements can be on real estate and/or equipment.

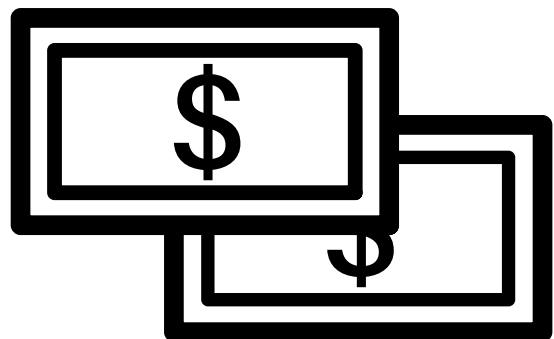
WHY INCENTIVES?

Incentives level the playing field. Owning a business may seem glamorous, but in reality entrepreneurship is incredibly difficult. There are many hoops to jump through in regards to things like zoning, taxes, regulations and more. Incentives help to ease some of that burden, and make Grant County an attractive place to do business.

If we don't offer incentives, other communities WILL.

Below is an excerpt from an actual email the Growth Council received, listing reasons a company chose the Detroit area for their ideal location:

- local automotive business network and other suppliers
- local skilled and experienced automotive engineers and technicians (research intensive product)
- local training assistance
- direct flights to headquarters in Germany
- cash grant of USD 2.24 million



TAX INCREMENT FINANCING (TIF)



1. City creates TIF allocation area
2. The existing taxable property in the area remains at the base Assessed Value
3. The City issues a bond, borrowing money to build infrastructure
4. The road represents the new infrastructure provided by the bond
5. The new "incremental" property is assessed, and the additional funds are diverted from the overlapping units to the City to pay the bond
6. The infrastructure is in place, the development occurs, the bond is repaid, and the TIF district expires
7. Taxes on the additional development now go on to the county, City, schools, and other overlapping units

PROPERTY TAX ABATEMENT

Property tax abatements can be for real property, personal property, or both. Real property is property that cannot be moved, such as land or a building. Personal property is property that can be moved, such as equipment.

Below is an example of the estimated savings on \$1 million dollars of investment

Indiana Tax Abatement Results

- Grant County, Marion City-Center Township
- Tax Rate (2019): 4.3900
- Project Name: \$1 Million Investment Example

Real Property: \$1,000,000.00

	Abatement Percentage	With Abatement			Without Abatement			Estimated Tax Abatement Savings
		Property Taxes	Circuit Breaker Tax Credit	Net Property Taxes	Property Taxes	Circuit Breaker Tax Credit	Net Property Taxes	
Year 1	100%	\$ 0.00	\$0.00	\$0.00	\$43,900.00	(\$13,900.00)	\$30,000.00	\$30,000.00
Year 2	80%	\$ 8,780.00	\$0.00	\$8,780.00	\$43,900.00	(\$13,900.00)	\$30,000.00	\$21,220.00
Year 3	60%	\$ 17,560.00	\$0.00	\$17,560.00	\$43,900.00	(\$13,900.00)	\$30,000.00	\$12,440.00
Year 4	40%	\$ 26,340.00	\$0.00	\$26,340.00	\$43,900.00	(\$13,900.00)	\$30,000.00	\$3,660.00
Year 5	20%	\$ 35,120.00	(\$5,120.00)	\$30,000.00	\$43,900.00	(\$13,900.00)	\$30,000.00	\$0.00
Totals		\$87,800.00	(\$5,120.00)	\$82,680.00	\$219,500.00	(\$69,500.00)	\$150,000.00	\$87,320.00

Personal Property: \$1,000,000.00

	Abatement Percentage	With Abatement			Without Abatement			Estimated Tax Abatement Savings
		Property Taxes	Circuit Breaker Tax Credit	Net Property Taxes	Property Taxes	Circuit Breaker Tax Credit	Net Property Taxes	
Year 1	100%	\$0.00	\$0.00	\$0.00	\$17,560.00	(\$5,560.00)	\$12,000.00	\$12,000.00
Year 2	80%	\$4,917.00	\$0.00	\$4,917.00	\$24,584.00	(\$7,784.00)	\$16,800.00	\$11,883.00
Year 3	60%	\$7,375.00	\$0.00	\$7,375.00	\$18,438.00	(\$5,838.00)	\$12,600.00	\$5,225.00
Year 4	40%	\$8,429.00	\$0.00	\$8,429.00	\$14,048.00	(\$4,448.00)	\$9,600.00	\$1,171.00
Year 5	20%	\$10,536.00	(\$1,536.00)	\$9,000.00	\$13,170.00	(\$4,170.00)	\$9,000.00	\$0.00
Totals		\$31,257.00	(\$1,536.00)	\$29,721.00	\$87,800.00	(\$27,800.00)	\$60,000.00	\$30,279.00

*Estimates from <https://www.hoosiersites.com/doing-business-here/tax-abatement-calculator/>

WHY GRANT COUNTY

Why would a business choose to locate in Grant County?

Here are a few quotes from local business leaders:

"There were a number of reasons for locating the facility in Grant County.

First and foremost was the quality/availability of the work force.

You also had an excellent building site that was available for our proposed facility with the appropriate infra-structure to support it (at the time this all had to be brought to the site, but the City/County presented a credible plan to have it completed within the required time frame). There was lots of interest and support for our project in the community which we thought would provide a good environment to support our business as it grew. Logistically, Grant County provided an efficient location for movement of materials to and from our other facilities as well as delivering finished product to our customers. My experience in working with Grant County on this project was delightful. Tim was my primary contact and he proved to be very professional, proactive and helpful. He was an excellent representative and advocate for Grant County."

Gary Hinger

American Woodmark

"I was so impressed by the speed at which the economic development officials operated at. I couldn't believe they could get so much done in such a short time. It was always a joy to work with them and everything was so positive. We came at the beginning of their economic development efforts and everyone was energized by a new enterprise. It seemed to be a very important goal to get us in business and everything they did was speedily done. We were welcomed to the community. Anybody who had anything to do with helping us was a part of our move here. It truly was a wonderful experience. We always had the most favorable service from other local businesses as well. Everyone always tried to have prompt deliveries and went above and beyond to search for extra parts we needed them. Definitely a "glad to help you!" attitude."

Jim Giguere

Agricor

Common Terms

Brownfield

a site for development where previous use contributed to environmental contamination.

Claw-back Provision

a provision sometimes included in an economic development agreement whereby the local governmental entity can require the developer to pay back part or all of an incentive if the developer fails to satisfy specified commitments (such as creating a minimum number of jobs).

Industrial Revenue Bond

a debt issued by a government agency on behalf of a private sector company and intended to build or acquire factories or other heavy equipment and tools.

Multiplier Effect

spin off jobs that are created by companies adding new jobs, often in the service and construction sector, that are the result of base employment creation. (For example, XYZ companies adds 20 new jobs which means those people are shopping more, and therefore retailers have to add positions).

Redevelopment Commission

a 5 or 7 member commission (depending on which municipality) made up of city council members and mayoral appointees. The goal of the commission is to address issues associated with blight by creating redevelopment areas, and to remove barriers to economic growth (in economic development areas).

Tax Base

the total amount of assets or revenue a government can tax. Each resident and for-profit business in the community makes up part of the tax base.

TIF District

an area within a city that, after much careful study by the Redevelopment Commission, is found to be “blighted” and without hope of attracting private investment without some governmental intervention. The funds generated from a TIF are used in areas truly in need of redevelopment

Zoning

the process of dividing land into areas where only certain land uses are permitted. This is important because businesses must ensure buildings are properly zoned before purchase.

Staff



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What Makes for a Dynamic EDO Board Member?

By Carrie Ridgeway, Chris Girdwood and Louise Anderson

For public/private economic development organizations, an effective board is critical to guide the organization's mission, goals and strategic objectives and to ensure the sustained success of economic development initiatives

A diverse and effective board possesses knowledge and expertise about economic development and the corporate world; leadership and management techniques; access to financial capital through networks to support the organization; and provides status and political legitimacy.

Board members should be nominated and selected because they bring professional expertise from a variety of industries, occupations and walks of life. It is this blend of diversity in professional experience, cultural understanding, community leadership, and economic development knowledge that serves as a catalyst to organizational innovation and partnership-led economic development.

As part of a recent research project, IEDC developed a set of criteria to assist with the selection of dynamic board candidates. (The work of management expert Doug Eadie was an invaluable resource in this effort.) These criteria are not exhaustive, but rather a reference to identify and prioritize the most qualified candidates.

Qualities of dynamic board members

Characteristics are organized according to three categories – activity, governance and support:

1. **Organizational Activity.** Board members are primarily responsible for directing the organization's mission, vision, goals, and strategic objectives. A board member must be willing to devote the necessary time and resources to carry out their role and responsibilities as a board director, committee member, and/or board chair. A board member must work in partnership with and display strong support for the CEO and the executive management team. This includes staying abreast of the short- and long-term economic development issues and efforts and providing productive feedback.
2. **Organizational Governance.** Board members must possess a high level of governance and leadership skills in order to protect and enhance an EDO's mission, vision, goals and strategic objectives. Responsibilities in governance include: 1) selecting the top executive, 2) assessing the executive management team's performance, 3) reviewing, revising and authorizing strategic plans, 4) approving the use of significant financial resources, 5) ensuring that the organization is in compliance with legal and contractual requirements, and 6) overseeing benchmarking efforts. The selection committee must carefully determine the governance capacity of potential board members.
3. **Organizational Support.** Board members need to be able to evaluate the financial performance of the organization as well as determine whether the organization's financial resources are aligned to fulfill its mission. Board members need to be able to review operational performance measurements to measure the progress of the organization's initiatives. They also need to serve as ambassadors, leveraging their network of resources, expertise and funds to support the EDO. Political resources are important as well: The degree to which a nominee has nurtured important relationships with key community and business stakeholders may indicate how well they can support the EDO.

Executive Board 2020



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County Council Rep



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