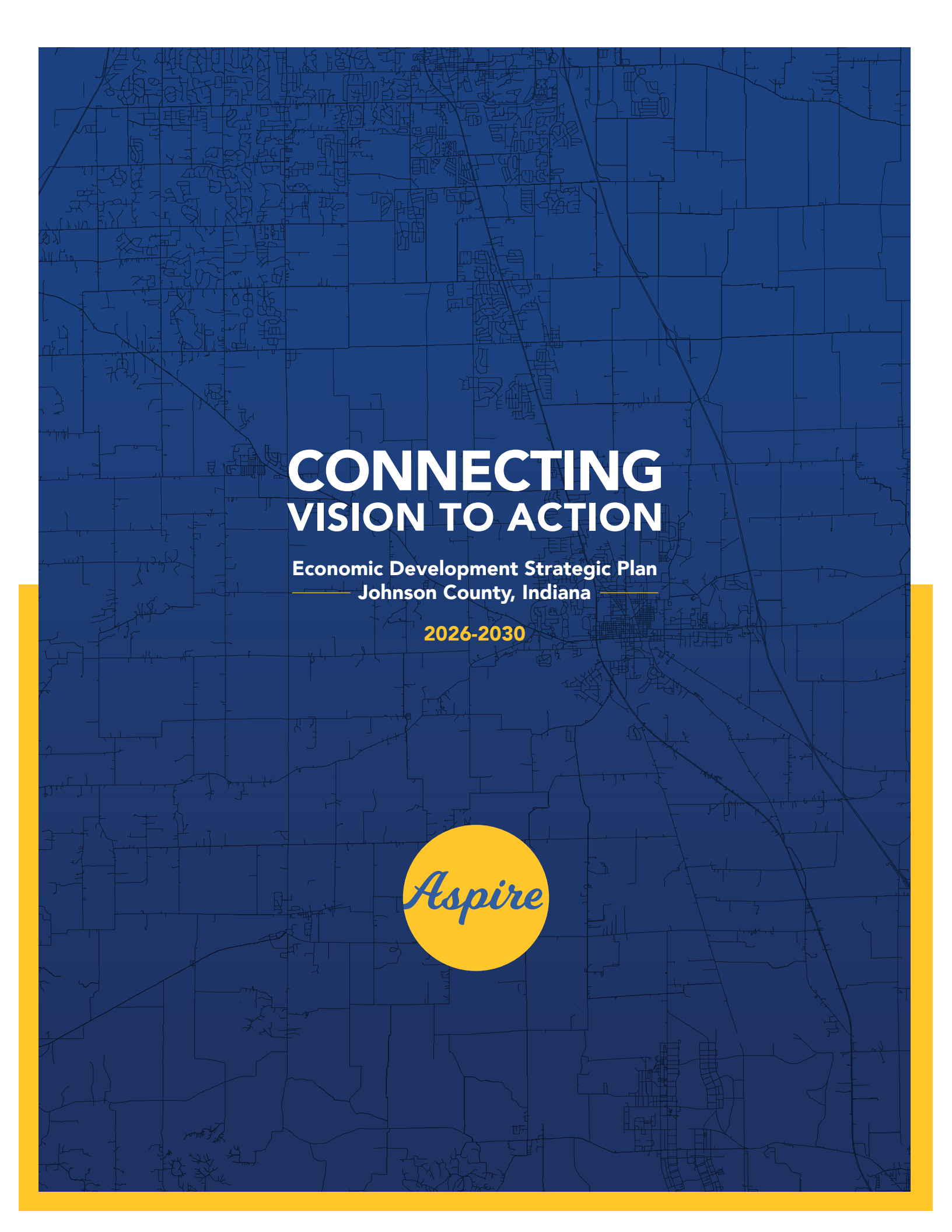




CONNECTING VISION TO ACTION

Economic Development Strategic Plan
Johnson County, Indiana

2026-2030



Johnson County: Where connections create competitive advantages.

Aspire Johnson County's inaugural 2020 economic plan was bold and comprehensive. Aspire 2030 identified the vision and roadmap to build on Johnson County's evolving economic foundation.

Aspire Johnson County's 2030 economic plan steering committee convened early and often. The plan's creation connected government, business, and economic development professionals. Throughout the process, the participants studied the county's entire geography, assets, infrastructure, and industries to shape an informed plan to drive economic development and shepherd talent growth through 2030. Aspire's economic development advisory council and board of directors provided final adoption.

One theme emerged: **Connectivity is Johnson County's distinct competitive advantage!**

A connected culture allows the public and private sectors – driven by smart, innovative talent – to authentically collaborate, driving business success.

A connected community allows Johnson County residents to benefit from proximity to the greater Indianapolis and Central Indiana regions. A variety of arts, sports, recreation, and entertainment venues are a short drive away and very affordable.

A connected infrastructure delivers Johnson County goods to 160 million consumers within a day. Johnson County companies are easily connected to national and global markets via interstate, rail, and air service that is unmatched.

And a connected workforce provides Johnson County employers with access to a talent pool of nearly a million people within a 40-minute drive.

This is a five-year economic development strategy for Johnson County, Indiana. It is a dynamic and unified blueprint designed to create a prosperous and sustainable economy. The plan is the culmination of contributions from dozens of leaders, with a goal to connect the ideas and energy within Johnson County to the next stage of its economic frontier.

Aspire Johnson County's 2030 Connecting Vision to Action economic strategic plan is focused on two key aspirations:

- Attract, grow, and retain business.
- Attract, grow, and retain talent.

Progress toward success will be measured by two main goals:

- Increase direct lead generation within our target industries by 15% year over year.
- Increase average wages within the county by 25% over the next five years.

With our growing workforce, enviable infrastructure, and cutting-edge innovation centers, Johnson County is poised to connect those looking for a welcoming community in which to start or expand their business with a chance to succeed.

Our Shared Economic Vision / Guiding Principles

Throughout the development of the strategic plan, thought leaders and stakeholders stressed the desire to build Johnson County's 2030 economy on **shared, unifying guiding principles**:

- Integrate with Johnson County's cities and towns.
- Value current industry clusters.
- Elevate target industries.
- Elevate key assets.
- Remain flexible and open to projects of opportunity.

Integrate with Johnson County's cities and towns

Johnson County is home to Greenwood, the county's largest city. Franklin is the county seat. At the last census, Bargersville is Indiana's fastest-growing town. And Whiteland hosts a rapidly growing I-65 exchange.

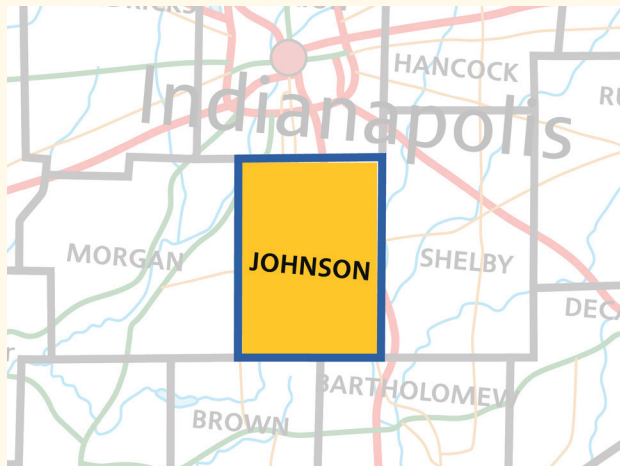
These cities and towns have spearheaded robust efforts to create outstanding quality-of-life amenities for residents. Bargersville has established a new amphitheater and trails to make the community more appealing. It's also opened Kephart Park, which features a playground, pickleball courts, green space, and more. Downtown Franklin was voted Indiana's Best Main Street and has also expanded its trail system and introduced a new amphitheater.

Greenwood has dedicated a new fieldhouse and sports park, enhanced its park system, and introduced new downtown housing. And Edinburgh, Trafalgar, and Whiteland continue master-planning and vision-casting for enhanced placemaking in their communities. All these efforts are critical for residential growth and lead to talent attraction and retention.

While we are one county, each Johnson County community possesses its own distinct identity, assets, and priorities. Every community is balancing the preservation of the qualities that make it unique, whether that is small-town charm, historic character, deep agricultural roots, established neighborhoods, or strong community connectivity, alongside increasing growth, innovation, employment opportunities, and quality-of-life investments. This plan recognizes both the opportunities and challenges that come with growth and intentionally maintains flexibility to support each community's individual vision while advancing shared countywide economic goals.



Value current industry clusters



Aspire recognizes our existing industries and business community as one of Johnson County's greatest assets and the foundation for future economic growth. This plan supports and strengthens these established industry clusters by fostering a deeper network of suppliers and buyers, cultivating a supportive workforce ecosystem, and creating opportunities for continued growth and investment within our communities.

Process automation, instrumentation, and measurement

- Example of companies: Endress+Hauser Flow, Endress+Hauser Level and Pressure, Alfa Laval, George E. Booth Company
- This industry attracts foreign direct investment and supports a global market. It's also a stable industry that serves a variety of legacy and emerging industries. Johnson County has a strong local talent pool, and process automation, instrumentation, and measurement is a unique cluster for the county.



Prototyping and automotive manufacturing



- Examples of prototyping companies: Rapid Prototyping & Engineering, Innovative 3D, Holbrook Manufacturing
- Examples of automotive manufacturing companies: KYB, NSK, NACHI
- Johnson County has a rich history of community support for this industry that stretches across the globe. With a deep, homegrown talent pool and established and expanding industrial parks ready for new firms, our county provides strong benefits to this industry cluster.

Professional services

- Examples of companies: Bailey and Wood Financial Group, Core Managed, Tilson HR, Process Alliance
- Johnson County is home to postsecondary education providers with degree programs that prepare individuals for professional services roles. Positions in professional services range from engineering to information technology to financial services, insurance, and more. A strong base of college-educated residents provides an existing talent pool to support growth in these industries. Johnson County also offers access to a robust base of nearby clients and customers for professional services firms to serve.



Construction services and trades

- Examples of companies: ERMCO, Milwaukee Tool, Peterman Brothers, Poynter Sheet Metal, Indiana/Kentucky/Ohio Regional Council of Carpenters Training Center IKORCC
- Johnson County's built environment touches all aspect of our lives: our homes, distribution systems, roads, bridges, etc. The construction and trades industry continues to develop our built environment. This industry offers strong wages to support housing and retail, while our county offers a strong talent pool to drive industry growth and existing-company project expansions.



Medical / Healthcare

- Examples of companies: Johnson Memorial Health, Franciscan Health, Community Health Network, IU Health
- Johnson County is strategically positioned within Central Indiana's growing healthcare and life sciences economy, with strong access to regional hospital systems and healthcare support services. The county's proximity to Indianapolis and Indiana's globally recognized life sciences ecosystem creates opportunities for growth in healthcare delivery, medical technology, clinical support services, and related professional occupations.



Elevate target industries

Aspire's 2030 economic plan sharpens our focus within the advanced-industries supersector toward high-growth industries that strategically leverage Johnson County's existing assets and competitive advantages. We have identified two target industries for growth: defense and life sciences cGMP (current good manufacturing practice). Johnson County's alignment with these targets is supported by industry experts and an analysis of the workforce's strengths; regional clusters; and other assets, such as real estate, large employers, supply chain, infrastructure, and education providers.

Defense

How does Johnson County connect?

Workforce strengths, supply chain proximity, infrastructure

Proximity to Camp Atterbury-Muscatatuck and NSW Crane; large regional employers, such as Rolls-Royce, Allison Transmission, Cummins, etc.

Emerging technology testing and R&D programs within the county, such as Camp Atterbury's T-REX program, nearby education providers

What are the subsectors, products, and processes within defense?

Precision machining and advanced manufacturing; aerospace component manufacturing and avionics repair; vehicle and tactical systems manufacturing/integration; cybersecurity; systems integration and C4ISR; energy/power systems and battery technology; maintenance, repair, and overhaul; construction/infrastructure/base engineering; nonlethal and directed energy technologies; R&D/test facilities and defense labs

Life Sciences cGMP (Current Good Manufacturing Practice)

How does Johnson County connect?

Cost-effective land, access to logistics, infrastructure, available workforce, and proximity to Indianapolis

Substantial life sciences growth within Central Indiana; assets along Interstate 69 corridor, including highly educated workforce, IU Bloomington, and downtown Indianapolis; proximity to the LEAP district; Innovation Park at Franklin College

What businesses use cGMP?

Contract development and manufacturing organizations, biologic and monoclonal antibody production, cell and gene therapy, vaccine production, sterile fill-finish and injectable drug manufacturing, radiopharmaceutical manufacturing



Station Crane as the corridor's southernmost point, the Quantum Corridor offers multiple economic development opportunities for Johnson County. The Naval Weapons Station Crane is the military's third-largest base by land mass and hosts the Naval Surface Warfare Center, supporting armed forces materiel, innovation, and testing.

Site planning and readiness is underway at the I-69/State Road 144 interchange, and company projects are already taking interest. The interest in this new corridor has spurred conversations about sites all around Johnson County.

Camp Atterbury and Muscatatuck Urban Training Center support military readiness through mission deployment, specialized training, and munitions and equipment testing. This military installation is a key player in the U.S. Department of Defense's movement to achieve military drone dominance, providing both sites and airspace to develop and test the latest technology.

Innovation Park at Franklin College will soon call Johnson County home. Franklin College, a residential four-year private liberal arts college attracting students from across the Midwest and around the world is located in Franklin, Indiana. Building on its success in preparing students for professions and/or graduate study, the college is developing a new center on campus to host private industry offices and labs where students will gain access to experiential learning and research opportunities, and industry partners will have access to an enhanced talent pipeline. Innovation Park at Franklin College will foster collaboration with companies in life sciences, defense, technology, and other high-tech industries. The overall project includes the development of 200 acres of contiguous real estate into single- and multifamily residential homes and commercial and retail properties.

Elevate key assets

Johnson County boasts robust land opportunities and economic centers along **Interstate 65 and U.S. Highway 31** that connect workers, products, and consumers with Gulf ports and Canadian markets.

We will continue to highlight areas ready for development along the I-65 corridor, capitalizing on development that is in progress, planned, or move-in ready.

We will help develop the industrial clusters that are already taking shape in automotive component manufacturing, process automation, and construction and skilled trades.

Indiana's newly completed I-69 extension through Johnson County presents high-value land opportunities, accelerating access to Indiana's high-growth defense and life sciences sectors and a high-value workforce.

The final stretch of I-69 from Indianapolis to Martinsville completes what many call the "Quantum Corridor." With the Naval Weapons

Flexible and open to projects

Johnson County will remain flexible and open to vigorously competing for projects that align with our vision for innovation, sustainable growth, and values.

Values:

- Support higher residential wage growth.
- Support innovative and high-growth industries.
- Enhance our community's capacity to adapt to changes in trending industries.
- Support existing county or regional industry clusters.
- Attract residents and enhance quality of life.
- Have the potential for spin-off economic development opportunities and/or to exceed initially estimated job creation.

Aspire will work alongside local communities to help evaluate and communicate the opportunities, impacts, and long-term value of transformational projects. Through data, education, stakeholder engagement, and partnership-building, Aspire will support informed decision-making and help communities thoughtfully navigate economic opportunities in a way that aligns with local priorities and values.

To advance our aspirations for business and talent growth, we will leverage our key resources, partnerships, and the broader initiatives happening across the state and nation.



Key resources

Johnson County's key resources will support corporate investment and further talent growth.



Land

Shovel-ready and master-planned sites and greenspace are all still readily available around the county's key corridors and within established industrial/commercial districts.



Energy

The county's municipal-owned, investor-owned, and cooperative utilities continue to upgrade infrastructure. These investments fortify service in order to eliminate or shorten outages, meet peak load demands, and create capacity for anticipated – and welcomed – new users, especially in emerging and targeted industries.



Transportation infrastructure

In addition to the aforementioned key corridors, Johnson County is served by two rail lines offering rail-accessed sites and multimodal shipping opportunities. The Indy South Greenwood Airport offers a 5,001-foot runway, aircraft maintenance service, and both Jet A and 100LL fuel. And just 29 miles away, the Indianapolis International Airport offers over 140 daily flights to 54 destinations and is home to FedEx's second-largest hub.



Water

Ample local aquifers support bottling for consumption and use in industrial and food manufacturing and are the home of Indiana's leading investor-owned water utility headquarters.



Talent

Aspire is already making significant strides in growing and retaining talent, and this plan builds on those ongoing efforts. By leveraging our strong existing workforce and talent pipeline, the plan will support strategic corporate investment while further strengthening the competitive advantage our employers have in recruiting and retaining skilled workers.

Johnson County is projected to grow by 3% over the next five years. The county's success is powered by its high graduation rates, with 93% of adults holding a high school diploma, and 43% having earned at least an associate degree. Aspire's School to Work (S2W) program was built to nurture this talent pipeline and create career discovery and experiential learning opportunities for kindergarten through undergraduate students. We seek to build the pipeline by engaging students, educators, and employers. The program resulted in over 3,500 engagements during the 2025-2026 school year.

Partnerships

Education

Aspire remains strongly connected with our K-16 education partners to further develop the local talent pipeline, connecting students with local career and residential community opportunities. This includes the area's public and private K-12 school corporations; [Franklin College](#); [Ivy Tech](#); [University of Indianapolis](#); and the state's R1 research universities, including Indiana University and Purdue University, supporting Johnson County companies and student career pathways.

Regional, state, and national initiatives

To advance our aspirations for business and talent growth, we will leverage broader initiatives happening across the region, state, and nation.

CEOs of Indiana Corporate Partnership (CICP)

The CEOs of Indiana Corporate Partnership is a coalition of industry, education, and philanthropic leaders focused on strengthening Indiana's advanced industries and long-term economic competitiveness. Through its branded initiatives, CICP supports key sectors that align with Johnson County's target industries and economic development goals.

Within the life sciences sector, BioCrossroads connects Indiana's growing life sciences ecosystem through research, investment, and industry collaboration, helping fuel continued growth in areas such as current good manufacturing practice production and medical innovation. In 2026, Indiana's biosciences organizations also launched the "BioHeartland" initiative to better align and market Indiana's strengths in human health, animal health, plant science, and biotechnology innovation.

In advanced manufacturing and logistics, Conexis Indiana connects industry, education, and public-sector partners to develop talent

pipelines, advance technology adoption, and address industry challenges. Their work supports the continued growth and competitiveness of current and future Johnson County employers.

Indy Partnership

[Indy Partnership](#) plays a critical role in supporting Johnson County's economic development efforts by marketing the broader Indianapolis region, including Johnson County, to national and international site-location decision-makers and influencers. Johnson County and the Indy Partnership share several target industries, including mobility and advanced manufacturing, life sciences, information technology, and cybersecurity, allowing for a coordinated regional approach that strengthens competitiveness and expands opportunities for growth and investment.

Beyond marketing, the Indy Partnership continues to be a valuable partner by providing industry and workforce data, supporting project leads and site selection opportunities, conducting regional wage and labor analysis, and amplifying Johnson County's message through regional business attraction and talent initiatives. Their extensive reach and strategic alignment help position Johnson County as a competitive location for high-growth industries and future investment.

Central Indiana Regional Development Authority (CIRDA)

Central Indiana Regional Development Authority was established to strengthen regional collaboration and economic competitiveness across Central Indiana. As the state continues to emphasize regional approaches to economic development through initiatives like READI, CIRDA helps align communities, infrastructure, talent, and investment strategies across the region. Johnson County communities are active participants in CIRDA initiatives focused on long-term growth, quality of place, and

regional competitiveness.

Defense

In June 2025, President Trump issued an executive order, "[Unleashing American Drone Dominance](#)," aimed at securing the United States' drone supply chain, reducing reliance on foreign-made drones and accelerating domestic development, testing, and deployment. Since then, the state of Indiana and [IEDC](#) have taken the lead, [assembling experts in the industry](#) and preparing Indiana's advanced manufacturing industry to [lead](#) in American drone technology.

Aspire will expand and leverage our relationships with local innovators and state leaders as well as Camp Atterbury to connect Johnson County assets to this rapidly growing sector. By strengthening collaboration between industry, government, education, and defense partners, Aspire will position Johnson County to support emerging technologies,

attract strategic investment, and create opportunities for innovation-driven business growth. These partnerships will also help elevate awareness of the county's workforce strengths, infrastructure, and proximity to key regional assets that support advanced industry development.

T-REX

As the U.S. Department of Defense ramps up spending through its [Technology Readiness Experimentation](#) program (T-REX), our proximity and easy access to Camp Atterbury (and NSWC Crane) present myriad opportunities for business growth. T-REX identifies and accelerates the development of emerging technologies for national defense. Aspire will expand and leverage our relationships with Camp Atterbury and Crane to help bring developers of those technologies to Johnson County.



Goals

Goal

Increase direct lead generation within our target industries by 15% year over year.

Why this matters: It indicates our relationship-building with site selectors and brokers is working. We're telling our story well and decision-influencers are taking notice and reaching out to us directly. We are top of mind when a client or company within our target industries has a need. We are doing something special here in Johnson County.

Additional items we'll be tracking:

- Engagements with site selectors – measuring digital, grassroots, in-person efforts by Aspire and our partners in telling Johnson County's story of opportunity
- Domestic and foreign company capital investment, job creation – foundational and traditional metrics that track company attraction and expansion outcomes for incentivized projects Aspire influenced and/or supported
- Business retention visits, employer engagement in Aspire's growth and stability programs – indicating community support for employer success and retention, which can lead to investment and job growth





Goal

Increase average wages within the county by 25% over the next five years.

Why this matters: Our target industries generate higher-wage career opportunities. Johnson County will prioritize attracting and supporting companies that align with our goals for wage growth, workforce development, and long-term economic impact while using incentives strategically and selectively to support projects that deliver meaningful community value. This approach also reinforces our commitment to upskilling and strengthening the existing workforce to meet the demands of high-growth, innovation-driven industries.

Additional items we'll be tracking:

- Real estate trends, such as inventory, absorption rate, and vacancy rates – indicating marketability of current sites and

buildings, how fast sites and buildings are being leased or purchased, and any challenges or real estate gaps we need to address

- Commuting patterns of Johnson County residents – wanting to reduce exporting of resident workers into other counties which shows an increase in desirable/higher wage jobs within the county
- Population growth by age – indicating that college grads are either staying or returning to Johnson County and growing families and that current high school students who directly enter the job market are remaining in the county

Closing

Our goals for 2030 are to increase direct lead generation within the target industries and increase wages. We will achieve this through strategies and actions that attract, grow, and retain businesses and talent in Johnson County.

Simultaneously, we will build on the success of our key current industry clusters – such as automotive manufacturing, prototyping, and advanced manufacturing – and pursue two target sectors Johnson County is uniquely positioned to support: life sciences cGMP and defense.

We are committed to remaining open and flexible; we will strongly compete for projects that align with our values and vision for economic prosperity and sustainability, especially those in high-growth, innovative industries.

We will achieve this together, working collaboratively and connecting with new opportunities to propel the Johnson County economy.

And when we arrive at 2030, we will look back, and we will remember it began with the connections leveraged in 2026. We will then arrive at a familiar question we will be ready to take on once again with insight and enthusiasm:

What's next?



Acknowledgements

Thank you to everyone giving so selflessly of their time and resources to continue our vision for Johnson County.

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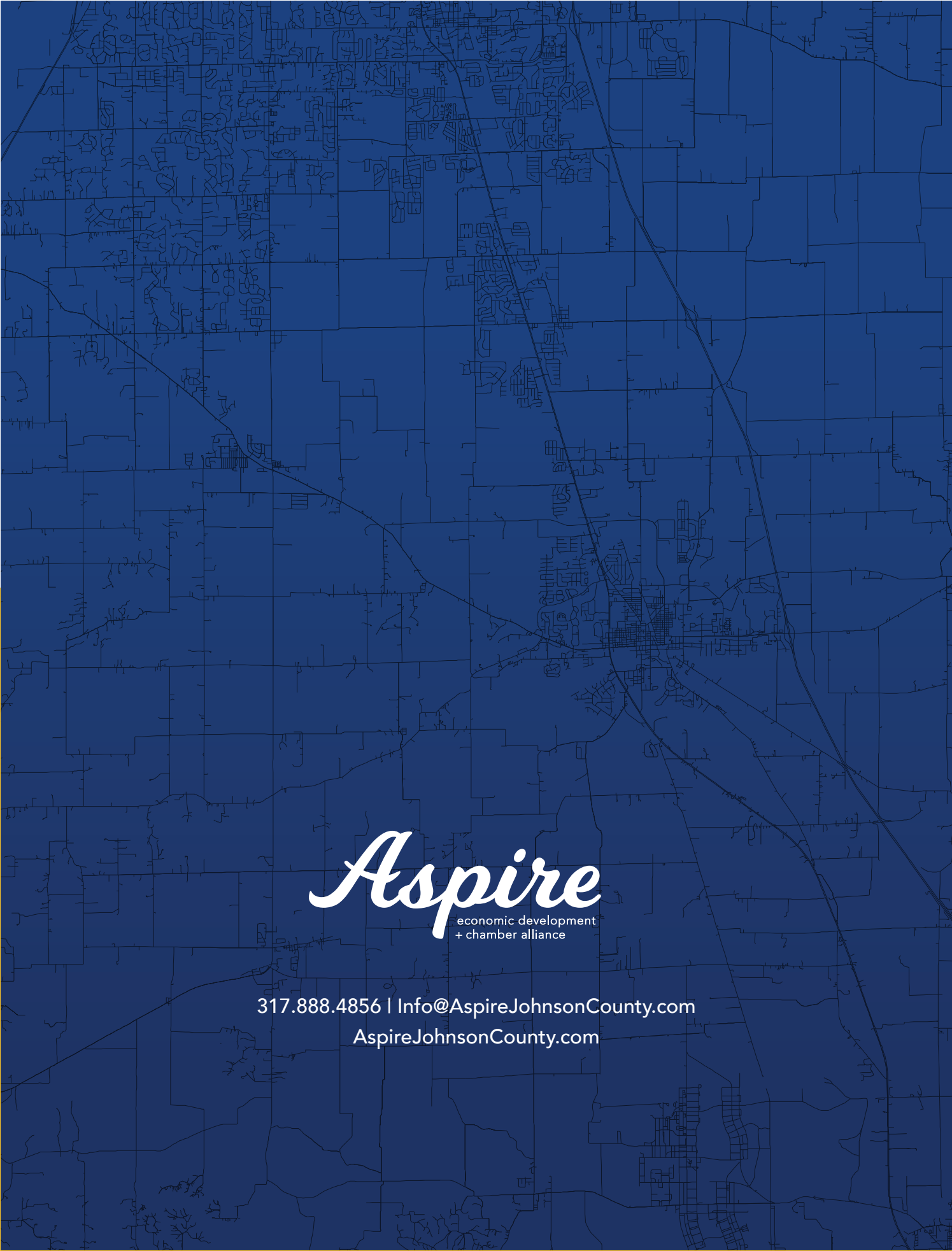
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