

INDIANAVISION

2025

A PLAN FOR HOOSIER PROSPERITY



ADVANCING OUR FUTURE

CENTRAL REGION REPORT – DECEMBER 2013

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Indiana Vision 2025 – OUTLINE OF KEY DRIVERS AND GOALS

DRIVER 1: OUTSTANDING TALENT

- Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally.
- Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training.
- Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations.
- Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.
- Increase the proportion of Indiana residents with bachelor’s degrees or higher to “Top 10” status internationally.
- Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to “Top 5” status internationally.
- Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills. **Indiana Career Council in place/progress taking place**

DRIVER 2: ATTRACTIVE BUSINESS CLIMATE

- Adopt a right-to-work statute. **Passed February 2012**
- Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services.
- Reform public pension systems to achieve fairness and cost-containment.
- Preserve and enhance a “Top 5” ranking among all states for Indiana’s legal environment.
- Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment. **Achieved in 2013 Report Card**
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax. **Passed 2012/2013**
- Promote the enactment of a federal solution to the Internet sales/use tax dilemma.
- Streamline and make consistent the administration of the state’s tax code.
- Establish government funding mechanisms to more closely approximate “user fee” model.
- Contain health care costs through patient-directed access and outcomes-based incentives.
- Reduce smoking levels to less than 15% of the population. **Coalition progress and Wellness Council of Indiana’s QUIT NOW tool; first statewide smoking ban passed in 2012**
- Return obesity levels to less than 20% of the population. **Coalition progress, including new Wellness Council grant for 2014**

DRIVER 3: SUPERIOR INFRASTRUCTURE

- Create and implement a plan to position Indiana as a net exporter of energy.
- Diversify Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables.
- Identify and implement workable energy conservation strategies.
- Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business. **Indiana Chamber Foundation study in progress**
- Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth. **More user pay systems and dedicated funding for future needs passed in 2013**
- Aggressively build out the state’s advanced telecommunications networks.

DRIVER 4: DYNAMIC & CREATIVE CULTURE

- Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support. **Creation of Office of Small Business & Entrepreneurship (reduce silos)**
- Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states. **Creation of Indiana Biosciences Research Institute**
- Achieve “Top 12” ranking among all states in number of utility patents per worker.
- Achieve “Top 12” ranking among all states in venture capital invested per capita.
- Strategically recruit foreign direct investment (FDI) and achieve “Top 12” ranking among all states in FDI as a percent of gross state product.
- Increase Indiana exports to achieve “Top 5” ranking per capita among all states.
- Promote a culture that further values diversity and civility, attracting and retaining talented individuals.

Introduction

During 2010-11, a 24-person taskforce of business and community leaders throughout Indiana developed *Indiana Vision 2025 (IV 2025)*, identifying four key drivers: **Outstanding Talent, Attractive Business Climate, Superior Infrastructure, and Dynamic and Creative Culture**. Under those four drivers, 33 goals were determined to be advanced. In June 2012, the Indiana Chamber of Commerce, along with its regional partners, hosted a series of forums consisting of thought leaders from throughout the state. These events were followed by a statewide summit in December 2012.

The Indiana Chamber remains committed to informing stakeholders about promising initiatives and tangible results related to the plan, and encouraging aggressive collaboration to ensure that regions are sharing their best practices. Additionally, the Chamber believes we must continually validate our top priorities, map our assets and strategically engage with business, community and philanthropic leaders and their organizations to keep *Indiana Vision 2025* top of mind.



Building on the 2012 momentum, the Chamber and its regional partners chose to reconvene a forum series for thought leaders to review the progress of *IV 2025* and explore ways of advancing regional prioritized goals. Forum participants heard from a variety of speakers and once again were afforded an opportunity to build upon the goals, comment on the plan's progress and offer their recommendations on how to advance the initiatives in their region.

On December 9, 2013, the Indiana Chamber and its regional partner, **Central Indiana Corporate Partnership**, hosted a half-day forum at the **Indiana Chamber of Commerce** offices in

Indianapolis. Seventy-seven thought leaders attended and participated in a lively combination of presentations, discussions and collaboration.

Forum Structure

The regional forums and statewide summit in 2012 focused on introducing the drivers and goals that make up *IV 2025* and giving participants the opportunity to provide input and identify regional priorities and assets. The emphasis for these most recent forums was placed on sharing updates and progress pertinent to the drivers and goals, as well as planning strategically to prioritize areas of needed emphasis.

Betsy McCaw (vice president of strategy and operations) opened the forum on behalf of **David Johnson** (president of the **Central Indiana Corporate Partnership** and regional partner). Indiana Chamber of Commerce senior vice president, foundations & operations **Mark Lawrance** and Chamber vice president of communications **Tom Schuman** provided a brief review on the history and focus of *IV 2025*. Lawrance and Schuman shared an update on the progress made toward achieving the goals. The forum was then facilitated by representatives from **CHORUS®, Inc.**, an Indiana-based management consulting firm that had also facilitated the 2012 forum series and statewide summit.



Following each speaker, forum participants were given the opportunity in small groups to discuss the speaker comments, address their applicability to the Central region, and record additional information that might further advance the goals and priorities.

Speakers addressing goals under each driver included:

DRIVER 1: Outstanding Talent

- Keira Amstutz, President & CEO, Indiana Humanities Council

DRIVER 2: Attractive Business Climate

- Victor Smith, Secretary of Commerce, State of Indiana

DRIVER 3: Superior Infrastructure

- Hon. Greg Goodnight, Mayor, City of Kokomo

DRIVER 4: Dynamic and Creative Culture

- Molly Chavers, President, IndyHub
- Michael O'Connor, Director of State Government Affairs, Eli Lilly & Company

Central Region Participants

Seventy-seven regional leaders attended the *Indiana Vision 2025* forum on December 9, 2013 in Indianapolis.

Keira Amstutz
President & CEO
Indiana Humanities Council

Rep. Jim Baird
House District 44
State of Indiana

Jenna Barrett
President
Newmark Knight Frank Halakar

Elaine Bedel
President
Bedel Financial Consulting

Mike Berghoff
President
Lenex Steel Corp.

Mike Blakley
President & CEO
The Blakley Corporation

Connie Bond Stuart
Regional President
PNC Bank, Indiana

Stephen Borchers
Executive Director
Wayne County Indiana
Foundation

Janet Boston
Executive Director
Indiana INTERNet

Michael Bosway
President & CEO
City Securities Corp.

Rep. Steve Braun
State Representative
Indiana House District 24

Ken Brengle
President & CEO
Terre Haute Chamber of
Commerce

Thresette Briggs
President
Performance 3

Brenda Brumfield
Dir., Community &
Governmental Relations
Muncie-Delaware Chamber of
Commerce

Dan Canan
Executive Director
Fishers Chamber of Commerce

Molly Chavers
President
IndyHub

Dr. Dena Cushenberry
Superintendent
MSD of Warren Township
Schools

Brian Doak
VP of Wealth Management
Legacy Wealth Group of David
A. Noyes

Billie Dragoo
President/CEO
RepuCare

Sen. Doug Eckerty
State Senator
Senate District 26

Dan Elsener
President
Marian University

Doug Esamann
State President
Duke Energy

Maureen Ferguson
Executive Director
Indiana Petroleum Council

David Gard
Asst. VP for Engagement
Indiana University

Hon. Greg Goodnight
Mayor
City of Kokomo

Jill Gordon
Program Director
Youth Philanthropy Initiative of
Indiana

Karissa Hulse
Director of Marketing & Programs
IndyHub

Brooke Huntington
President & CEO
Employ Indy

Brian Johnson
President
AVC Technology

David Johnson*
President
Central Indiana Corporate
Partnership

Kristin Jones
District Director
Office of Rep. Justin Moed

Craig Kinyon
President/CEO
Reid Hospital & Health Care
Services

Carol Kramer
President
C. Kramer & Company

John Krauss
Director
IU Public Policy Institute

Sen. Tim Lanane
Senate Minority Leader
Senate District 25

Jeff Linder
Assoc. VP for State Government
Relations
Indiana University

Mario Ljubas
Marketing Manager
Rook Consulting

Jim MacDonald
Sr. VP, Commercial Banking
Chase

Donna Martz
Business Consultant & CPA
Aspire Consulting

Christian Maslowski
Executive Director
Greater Greenwood Chamber of
Commerce

Dena Mayes-Marietta
Dir. of Marketing & Business
Development
Edinburgh Premium Outlets

Rep. Peggy Mayfield
State Representative
Indiana House District 60

Betsy McCaw
VP, Strategy & Operations
Central Indiana Corporate
Partnership

Mary McConnell
Indiana State Director
The Nature Conservancy

Bob McElwain
President
JPMorgan Chase

Mo Merhoff
President
Carmel Chamber of Commerce

Dayton Molendorp
Chairman & CEO
OneAmerica Financial Partners

Byron Myers
Chief Managing Partner
Ice Miller LLP

Mark Newman
Executive Director
Indiana Office of Tourism
Development

Michael O'Connor
Director of State Government
Affairs
Eli Lilly & Company
Justin Ohlemiller
Executive Director
Stand for Children

Tim Oliver
Senior Vice President
Chase

John Otteson
Senior Vice President
Chase

Patty Prosser
Managing Partner
Career Consultants-Oi Partners

Tim Rushenberg
Vice President
Indiana Manufacturers
Association

Nour Sadek
Intern
Indiana Chamber of Commerce

Scott Sadler
Information Security Analyst
Rook Consulting

Scott Sanders
Commissioner
Indiana Department of
Workforce Development

Daniel Seitz
Principal
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Corp.

Jefferson Shreve
President
Storage Express

Barbara Simpson
President
Indiana Wildlife Federation

Victor Smith
Secretary of Commerce
State of Indiana

Rep. Mike Speedy
State Representative
Indiana House District 90

William Stephan
Vice President for Engagement
Indiana University

Mike Terry
President & CEO
IndyGo

Brooke Thomas
Sr. Planner, Division of Planning
Office of the Mayor, City of
Indianapolis

Katie Thomas Glick
Industry Relations Program
Manager
Indiana Soybean Alliance

Jim Thompson
President
Gibraltar Design

John Thompson
President
Thompson Distribution

Tom Utley
Councilman At-Large
Montgomery County Council

Steve Whitehart
Director of Development
City of Kokomo

Julia Whitehead
Executive Director
Kurt Vonnegut Memorial Library

Misty Wick
Director of Development
Music for All

Audra Zechman
Business Development Associate
Adayana

* Denotes Regional Partner

Central Region Challenges & Opportunities

Through survey results and forum discussions, the challenges, opportunities and assets characterizing the economic environment in Central Indiana were identified. Though there was considerable alignment between the challenges and opportunities identified during the 2012 and 2013 forums, there were areas that received slightly different emphasis from 2013 participants.

PRIMARY CHALLENGES

- 1. Educational Excellence:** As they have in common with other regions of the state, the forum participants in Central Indiana noted the region's need for better preparation for productive, relevant careers and vocations. This need runs from early childhood development through higher education. Addressing the problem will require strategy and collaboration from both the public and private sector. While the approaches recommended by participants varied considerably, there was universal agreement on the importance educational excellence will play in the state's future.
- 2. Workforce Development:** Closely related to educational excellence, developing a talented, technically competent and innovative workforce is necessary for economic growth. The need exists for both a more skilled current workforce, as well as helping guide students toward a clearer career focus. Close ties between educational institutions – both K-12 and higher education – and business entities is essential to building a 21st century workforce. When educational excellence and workforce development are combined, these two issues easily comprised the overarching area of greatest concern for forum participants.
- 3. Mass Transit:** More than in any other region of the state, the need for significantly improved mass transit was noted by forum participants, both in 2012 and again in 2013. Inadequate funding systems appear to be the biggest roadblock. Publicly funded transportation is a significant "marker" for growing economies and will only become more so as transportation costs increase. Transit affects multiple aspects of life beyond simply moving people to and from work.
- 4. Quality of Life:** Central Indiana, with Indianapolis as its epicenter, has long been recognized as a Rust Belt success story, effectively transitioning much of its economy away from an over-reliance on heavy manufacturing to a more diverse industry mix. However, other areas of the Midwest are also aggressively addressing quality of life issues critical to attracting and retaining the best and brightest talent. An environment that offers world-class culture and recreational opportunities should be the goal for the region.
- 5. Diversity and Inclusion:** Forum participants believed strongly that Central Indiana must become an environment that is more welcoming to a diverse population. An important component in quality of life going forward will be a region that people and their organizations find inviting and culturally aware.
- 6. Infrastructure:** Building and maintaining superior roads, utilities and technology pathways will continue to be both a challenge and an opportunity for Central Indiana. The region has long been known for the number of major highways feeding in and out of it; however, the condition of many of the utilities and information technology infrastructure needs immediate and long-term attention.
- 7. Healthy Communities:** The health of the population will dramatically affect the health of the region's future. Forum participants expressed increasing concern that a lack of wellness, characterized by such issues as obesity and smoking, threaten to rob the region of economic opportunity.

OVERARCHING OPPORTUNITIES TO LEVERAGE

- 1. Quality of Life:** As noted earlier, quality of life is both a challenge and an opportunity for citizens of the region. To its advantage, Central Indiana's cost of living and its access to quality health care, housing, culture, philanthropy, arts, entertainment and recreation all make the region a great place to live and raise families.
- 2. Higher Education Resources:** Forum participants accurately noted the impressive number of prestigious and affordable educational opportunities and the centers for research excellence at Central Indiana's doorstep. Multiple public and private educational institutions provide regional students with exceptional resources, as well as serve as magnets for some of the world's budding young talent.
- 3. Location and Infrastructure:** Figuratively and literally, Central Indiana is the Crossroads of America with the means and infrastructure to leverage considerable economic opportunity. With its well-known access to major metropolitan areas, the region boasts transportation advantages that few economic competitors can match.
- 4. Business Climate and Regional Economy:** Central Indiana's diversified business base, operating costs, tax structure and entrepreneurial opportunity are clearly among its greatest strengths. While many regions of the Midwest (and throughout the country) struggle to regain footing after the economic downturn, Central Indiana appears to be rebounding much more quickly.



Central Region Prioritized Goals

In 2012 and again in 2013, Central forum participants were surveyed regarding how they would prioritize the 33 goals listed under the four drivers. There was a great deal of alignment in the two surveys with only minor movement in the priorities between the two years. Below are the four drivers with the top three or four prioritized goals in each.

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| <p>DRIVER 1: Outstanding Talent</p> <ol style="list-style-type: none"> 1. Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training. 2. Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally. 3. Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations. 4. Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills. | <p>DRIVER 2: Attractive Business Climate</p> <ol style="list-style-type: none"> 1. Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment. 2. Contain health care costs through patient-directed access and outcomes-based incentives. 3. Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services. |
| <p>DRIVER 3: Superior Infrastructure</p> <ol style="list-style-type: none"> 1. Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth. 2. Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business. 3. Identify and implement workable energy conservation strategies. 4. Aggressively build out the state’s advanced telecommunications networks. | <p>DRIVER 4: Dynamic and Creative Culture</p> <ol style="list-style-type: none"> 1. Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support. 2. Promote culture that further values diversity and civility, attracting and retaining talented individuals. 3. Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states. 4. Achieve “Top 12” ranking among all states in venture capital invested per capita. |

Central Regional Forum Observations & Recommendations

Key Driver #1: Outstanding Talent

CHORUS Observations:

Participants at the Central Indiana forum provided input on a broad range of educational and workforce issues, including leveraging existing resources, supporting disadvantaged populations and building collaborative partnerships. They noted numerous outstanding assets that the region could leverage to improve both education and workforce development. These assets are well balanced between the public and private sectors and, in many cases, already have good initiatives underway addressing the problems. The participants encourage these assets to work together to tackle the issues.

Participant Statements and Themes:

- Support/mandate early education (preschool, kindergarten) and advocate for public and voucher funding for pre-K education.
- Parental responsibility: focus on getting tools to parents and educating them too.
- Align education with employment opportunities. Develop regional relevance with industry and educational partnerships.
- Utilize Indiana Works Council as statewide clearinghouse to identify resources and efforts for employers, academics, venture capitalists and economic development.
- Determine ways to provide training to incumbent workers for today’s and tomorrow’s jobs.

Key Driver #2: Attractive Business Climate

CHORUS Observations:

Participants encouraged close examination of the effects of tax code reform and the effects it might have on communities. While they often support the reform, they did so while encouraging that alternative revenue resources be identified before reform takes place. They also support revisiting legislation that would consolidate local and county government service delivery. Growing concern for healthy communities drew special attention at the forum. The overall wellness of citizens and the workforce is affecting our economy and will continue to do so.

Participant Statements and Themes:

- Identify replacement options for revenue if business personal property tax is eliminated.
- Tax caps are having a negative effect on growth and local budgets for schools, fire and police.
- Organize regionally instead of by county.
- Corporate wellness programs, tax deductible gym memberships; increase these programs thereby incentivizing healthy choices.
- Promote healthy communities to emphasize reducing smoking and obesity levels.

Key Driver #3: Superior InfrastructureCHORUS Observations:

More so than in any other region of the state, effective mass transit is a priority. Participants noted the importance mass transit plays in growing metropolitan areas. Additionally, the information technology infrastructure throughout the region needs upgrading as it will be especially critical to attracting high-tech industry and entrepreneurs. Water, a relatively abundant resource in the region, will require improved infrastructure for delivery and treatment. Alternative forms of transportation, also important assets for growing regions, were encouraged.

Participant Statements and Themes:

- Mass transit is vital to our future: fund it as an alternative to roads; treat it as a public utility.
- Utilize private and public funds more to increase the technological infrastructure; be strategic on where it is spent.
- Interstates in the region need attention and increased capacity as traffic/usage rises.
- Leverage airport opportunities: the airport is an underutilized asset.
- Promote alternative transportation such as bike lanes, light rail, cultural trails/walkability, etc.

**Key Driver #4: Dynamic & Creative Culture**CHORUS Observations:

Forum participants placed considerable focus on entrepreneurship and quality of life issues, noting that the two often run hand-in-hand. Attracting and retaining entrepreneurial ventures will require providing them assets to grow and sustain their businesses. Participants believe the region must promote a culture that allows entrepreneurs to thrive and includes providing adequate funding, space and mentorship. The quality of life in the area will also help draw talent to the area. With an already attractive low cost of living, excellent educational resources and good recreational opportunities, the region is positioned to become an entrepreneurial hub if it continues to be mindful of the amenities, culture and business assets that distinguish a thriving regional economy.

Participant Statements and Themes:

- Encourage existing companies and older entrepreneurs to mentor young entrepreneurs.
- Support and harness grassroots entrepreneurial movements to build robust ecosystem and support networks.
- As a region and a state, we must do a better job of telling our story.
- Promote quality schools, whether public, private or charter – an important resource for drawing and retaining talent to the region.
- Discover means by which not-for-profits and for-profits connect effectively to mutually benefit both.

MOVING FORWARD >>>

There was clear optimism among the forum participants that seems to be the result of 1) the progress the region has made recovering from the economic downturn, and 2) the commitment of regional leaders to work together to keep economic momentum going. Participants represented a large geographic area and a wide range of professions, but their observations and recommendations were surprisingly similar. They recognize the importance of the Indianapolis metropolitan area as the hub for economic activity, but are equally mindful of the critical role other communities play in generating jobs and resources. In fact, participants believe the economic initiatives that several of the smaller communities have underway can serve as a model for the region as a whole. Developing educational excellence and a skilled workforce remains absolutely critical to the region's future. Participants place these two areas front and center in the list of regional priorities.

Just as cooperation within the region is emphasized here (as well as in several other areas of the state in which forums took place), it is important for regions to share best practices and learn from each other. While the challenges in each region are somewhat unique, solutions often revolve around effective communication and collaboration. Strategies and initiatives that prove successful in one location could provide valuable lessons for others in different regions. For true statewide progress toward the goals of *Indiana Vision 2025*, each region must be as strong as possible. The best way to help make that happen is by working together.

INDIANA VISION

2025

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