

INDIANAVISION

2025

A PLAN FOR HOOSIER PROSPERITY



ADVANCING OUR FUTURE

NORTH 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, which included the North Central region, 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 5, 2013, the Indiana Chamber and its North Central regional partners, **Warsaw/Kosciusko Chamber of Commerce** and **The Chamber of Commerce of St. Joseph County**, hosted a half-day forum at **Swan Lake Resort** in Plymouth. Fifty 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.

At the North Central Regional Forum (made possible by title sponsor **Chase**), **Mark Dobson**, president & CEO of the **Warsaw/Kosciusko Chamber of Commerce**; **Jeff Rea**, president & CEO of **The Chamber of Commerce of St. Joseph County**; and **Indiana Chamber of Commerce** president and CEO **Kevin Brinegar** launched the event with a brief review on the history and content of *IV 2025*. Brinegar shared an update on the progress made toward achieving the goals. The forum was then facilitated by representatives from **CHORUS®**, 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 North 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 <ul style="list-style-type: none"> • Phil Newbold, President & CEO, Beacon Health System • Larry Garatoni, Founder, South Bend Career Academy 	DRIVER 2: Attractive Business Climate <ul style="list-style-type: none"> • Mark Dobson, President & CEO, Warsaw/Kosciusko County Chamber of Commerce • Jeff Rea, President & CEO, The Chamber of Commerce of St. Joseph County
DRIVER 3: Superior Infrastructure <ul style="list-style-type: none"> • Eric Powell, Manager, Intermodal & Economic Development, The Indiana Rail Road Company 	DRIVER 4: Dynamic and Creative Culture <ul style="list-style-type: none"> • Rich Carlton, President & COO, Data Realty • Brad Bishop, Executive Director, OrthoWorx
Accelerating Regional Impact <ul style="list-style-type: none"> • John Sampson, President/CEO, Northeast Indiana Regional Partnership and Kathleen Randolph, President & CEO, Northeast Indiana Workforce Investment Board 	

North Central Region Participants

Fifty regional leaders attended the *Indiana Vision 2025* forum on December 5, 2013, in Plymouth.

Dr. Terry Barker
Superintendent
School City of Mishawaka

Larry Garatoni
Founder
South Bend Career Academy

Judy Jankowski
Director, External Affairs
AT&T

Aaron Perri
Executive Director
Downtown South Bend, Inc.

Jim Story
VP, Business Banking
PNC Bank

Brad Bishop
Executive Director
OrthoWorx

Barkley Garrett
Economic Development Director
City of Elkhart

Paul Laskowski
Executive Vice President
St. Joseph County Chamber of
Commerce

Jean Perrin
Special Projects Director
Ivy Tech Community College

Robert Thatcher
General Manager
Concord Mall

Christian Brown
Research Specialist
St. Joseph County Chamber of
Commerce

Julia Glaser
Admin. Asst. to the Campus
President
Harrison College

Breanna Lee
Manager of Student Services
Harrison College

Robert Piechocki
Branch Manager
PNC Financial Services Group

Brad Toothaker
President & CEO
Bradley Company

Rich Carlton
President & COO
Data Realty

Chris Godlewski
Elkhart County Plan Director
Elkhart County Government

Krystal Levi
Vice President of Operations
Northern Indiana Workforce
Investment Board

Terrence Ploetz
Relationship Manager II
Chase Bank

Daniel Tyree
Superintendent
Plymouth Community School
Corp.

Kyle Chamberlain
Corporate Counsel
Bradley Company

Matthew Gray
Sr. VP, Commercial Banking
Key Bank

Marissa Manlove
President & CEO
Indiana Grantmakers Alliance

Eric Powell
Manager, Intermodal &
Economic Development
The Indiana Rail Road Company

Blake Unger
VP, Business Development
Majority Builders

Tammy Cotton
Executive Director
Syracuse/Wawasee Chamber of
Commerce

Kyle Hannon
President
Greater Elkhart Chamber of
Commerce

Bob Marion
Business Consultant
Northern Indiana Workforce
Investment Board

Shery Purkeypile
CEO
Allied Physicians of Michiana, LLC

Greg Vollmer
President & CEO
Northern Indiana Workforce
Investment Board

Laura Coyne
Elkhart County Redevelopment
Planner
Elkhart County Government

Dina Harris
Director of Development
Indiana University South Bend

Gerard McDonald
Government Relations Officer |
Business Development
St. Joseph Regional Medical
Center

Jeffrey Rea*
President & CEO
The Chamber of Commerce of
St. Joseph County

Steve Watts
Community Bank President
Centier Bank

Rep. Dale Devon
State Representative
Indiana House District 5

Mark Harman
President
Stanz Foodservice, Inc.

Philip Newbold
President & CEO
Beacon Health System

Jim Richey
VP, Business Banking
PNC Bank

Rep. Tim Wesco
State Representative
Indiana House District 21

Mark Dobson*
President & CEO
Warsaw/Kosciusko County
Chamber of Commerce

Brian Hartman
Bank Manager
PNC Bank

Dan Oakley
Market President
Chase

Jerry Scott
Director of Commercial Risk
Management
Gibson Insurance

Andrew Williams
Vice President
The Charter Group

Regina Emberton
President
Michiana Partnership, Inc.

John Hill
Asst. Superintendent for
Instruction
Elkhart Community Schools

Jeff Parker
Sr. Banker & Vice President
Chase

James Seitz
President
1st Source Corp./1st Source
Bank

Linda Yoder
Executive Director
Marshall County Community
Foundation



* Denotes Regional Partner

North Central Region Challenges & Opportunities

Through survey results and forum discussions, the challenges, opportunities and assets characterizing the economic environment in North Central Indiana were identified.

PRIMARY CHALLENGES

- 1. Educational Excellence:** As is a priority in every region of Indiana, exceptional preparation for productive, relevant careers and vocations is of utmost importance to the future of North Central Indiana. This critical need must be assured from pre-K education through higher education. Forum participants believed strongly that the region should also emphasize career preparedness for many students where college preparedness may have traditionally been the only option encouraged. Although the region has a number of school districts aggressively addressing science, technology, engineering and math (STEM) related career paths, there are multiple challenges related to increasing student achievement that will require systemic change.
- 2. Transportation Infrastructure:** The region must continue to build superior pathways for moving people, products and ideas. The region's geographical advantage – positioned squarely between major manufacturing and transportation hubs – necessitates the area growing and maintaining effective roadways and railways. Additionally, high speed broadband access for all areas of the region is crucial to the region's growth as the economy recovers.
- 3. Workforce Development:** In lockstep with educational excellence, the North Central region must develop a talented, technically-competent and innovative workforce to meet the demands of a 21st century economy. This means assuring that those entering the workforce and incumbent workers are adequately equipped. Forum participants noted that there are excellent resources in the region to address the gaps, but that exceptional cooperation between the education and business communities will be required.
- 4. Growth-oriented Culture:** North Central Indiana must continue to build a cultural, business and recreational environment that attracts and retains the best and brightest talent. There are some strong and successful initiatives in the region aimed at growing the "quality of life" factors, which need to continue. Addressing the competition for talented young people will mean assuring that the region not only generates economic opportunity, but that it effectively creates communities where those individuals can establish roots and then flourish.
- 5. Collaborative Effort:** Following a model in which other regions in the state are finding success, North Central Indiana will need to consolidate strategic initiatives and work across city and county lines to create dramatic impact. Participants were able to identify multiple programs – many of them with the potential for success – that replicate and reinforce existing initiatives and efforts. Working together, municipalities and economic development organizations will likely generate far greater results.

OVERARCHING OPPORTUNITIES TO LEVERAGE

- 1. Geographic Location:** With its proximity to major manufacturing markets, North Central Indiana is in an advantageous location for growth-minded people, businesses and organizations. Located squarely between Chicago and Detroit and their multi-modal transportation networks, the region is a logical and attractive locale for businesses looking to expand or launch new ventures.
- 2. Higher Education Resources:** Outstanding colleges (both public and private) position the region as an academic center of excellence. With an expanding research focus and growing life science opportunities in both higher education institutions and within businesses, the region finds itself with many of the tools necessary to attract and retain the best and brightest young talent. Additionally, forum participants noted that the educational resources for vocational and career training are also excellent and growing.
- 3. Transportation:** A versatile infrastructure prepares the region to capitalize on its geographic location and proximity to manufacturers. North Central Indiana can readily move people and products via road, rail and waterway. Mindful of gaps and challenges regarding air travel, participants noted that leaders in the region were aggressively pursuing options for regional airports.
- 4. Quality of Life:** Midwestern values, including a strong work ethic, and a low cost of living are helping the region recover from the economic downturn and grow. As have leaders in other regions of Indiana, forum participants commented on the importance of "hubs" for cultural and recreational activity. As an example, South Bend's downtown is experiencing a revitalization that will help meet the business and cultural needs and wants of young, talented people.
- 5. Natural Resources:** Ample water and land make the region attractive for both business and leisure. As water infrastructure and planning becomes a greater focus, the region finds itself significantly better positioned than some other areas of the state or the Midwest.



North Central Region Prioritized Goals

North Central forum participants were surveyed in 2013 regarding how they would prioritize the 33 goals listed under the four drivers in *Indiana Vision 2025*. Below are the four drivers with the top four prioritized goals in each.

<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. Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills. 3. Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally. 4. Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials. 	<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. Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services. 3. Eliminate the business personal property tax. 4. Preserve and enhance a “Top 5” ranking among all states for Indiana’s legal environment.
<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. Aggressively build out the state’s advanced telecommunications networks. 3. Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business. 4. Create and implement a plan to position Indiana as a net exporter of energy. 	<p>DRIVER 4: Dynamic and Creative Culture</p> <ol style="list-style-type: none"> 1. Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states. 2. Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support. 3. Promote a culture that further values diversity and civility, attracting and retaining talented individuals. 4. Achieve “Top 12” ranking among all states in venture capital invested per capita.

North Central Regional Forum Observations & Recommendations

Key Driver #1: Outstanding Talent

CHORUS Observations:

The observations of participants focused on student educational issues and issues related to educating the workforce. They noted the need to direct additional funding toward education to replace lost income from reductions in property taxes. Also, the concentration of life science technology companies in the region draws attention to the necessity for business and educational institutions to work closely together to meet specific skill sets.

Participant Statements and Themes:

- Consider lengthening time in school to help drop the number of latchkey kids and to provide students with greater consistency.
- Strengthen our overall educational culture so there is greater parental involvement and stronger work ethic.
- Increase continuous education for those already employed.
- We must help students take more advantage of internships to help slow the brain drain.

Key Driver #2: Attractive Business Climate

CHORUS Observations:

Providing a business-friendly climate that encourages and enables growth is critical to the state’s economy. The diversity in participants’ insights reflect the multiple approaches they considered for improving the business climate of the region. They encourage legislation that will build on Indiana’s business-friendly regulatory environment and join other regions’ participants in calling for reform of local government to improve the delivery of services.

Participant Statements and Themes:

- We must increase the speed and ease of doing business.
- Streamline our government structure (e.g. Unigov). Reduce individual government jurisdictions.
- We must market and brand our region.
- Information infrastructure is important for individuals to be able to respond to changing business needs.

Key Driver #3: Superior Infrastructure

CHORUS Observations:

Effectively moving people, resources, products and ideas requires a superior infrastructure. Participant discussion addressed improving the overall quality of the region’s infrastructure, including multi-modal transportation and information technology. They also devoted time to discussing water and wastewater infrastructure, which they recognize as vital to manufacturing growth.

Participant Statements and Themes:

- We must control electric costs.
- Connect existing infrastructure modes through a true inventory, conditions and needs assessment.
- There are still logistics obstacles along the way even on the “new” U.S. 31. This is potentially the key to logistics in Northern Indiana.
- Shorten the process for infrastructure approval, but not the standards. Cut the red tape and time for approvals. Discuss marketing the toll road corridor.
- We need to improve technological infrastructure to help make us more competitive.
- Leverage our access to large rail shipping yards in Elkhart.



Key Driver #4: Dynamic & Creative Culture

CHORUS Observations:

A clear area of focus for the participants was increasing their collaboration throughout the region in regards to attracting and growing their collective economy. They placed emphasis on unprecedented cooperation between cities and counties to create broad economic opportunity and quality of life. They also stressed the importance of securing quality jobs over the quantity of jobs. Young talent leaving the region is a concern and participants discussed strategies for retaining the best and brightest, both those native to the area and those who come here for their higher education.

Participant Statements and Themes:

- Encourage communities to think regionally. Smaller cities must work together and not against each other.
- Promote close interaction and collaboration between universities and communities.
- Focus on managing Millennial generation’s expectations and offer them “cultural value”.
- Ensure quality of jobs: wages vs. just the number of positions; especially when “tax phase-in” is involved. Don’t underwrite low-wage jobs and hence, create a culture of declining/subpar performance.



MOVING FORWARD >>>

Thought leaders throughout the region seem ready to embrace a much higher level of collaboration to draw economic opportunity to their area. Forum participants recognize the synergy their neighbors in Northeast Indiana have generated working together and are prepared to model those successful efforts. They seem especially ready to promote and support entrepreneurship and are keenly aware of the importance this will play in the region’s economic future. Given the concentration of life sciences technology in the area, participants see this region especially well-positioned to capitalize on technology ventures.

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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Since 1981, the Indiana Chamber Foundation has provided leadership through practical policy research to improve Indiana's economic climate. The Foundation is coordinating the funding of *Indiana Vision 2025*. Contact Mark Lawrance at (317) 264-6893 to learn about sponsorship opportunities in your community.