

INDIANA VISION

2025

A PLAN FOR HOOSIER PROSPERITY



February 2013



"Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper."

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.

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.
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax. **Passed April 2012**
- 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.
- Return obesity levels to less than 20% of the population.

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.
- Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth.
- 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.
- Increase the amount of technology transfer from higher education institutions and attain "Top 5" ranking per capita among all states.
- 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.

Indiana Vision 2025 Timeline

2000-2010:

Introduction and implementation of *Economic Vision 2010*, the Indiana Chamber and the state's initial long-range economic development plan. Among the policy successes:

- New K-12 education standards and accountability measures
- Adoption of Core 40 high school curriculum
- Establishment of statewide community college system
- Repeal of inventory and corporate gross receipts taxes
- Adoption of Daylight Saving Time
- Major telecommunications reform
- Restructuring of the state's lead economic development agency
- Passage of Major Moves transportation infrastructure program

Summer 2010:

Development of 24-person *Indiana Vision 2025* task force of statewide business and community leaders. (Full list of task force participants at www.indianachamber.com/2025).

September 2010-October 2011:

Monthly half-day task force meetings focused on identification of drivers, analysis of Indiana's progress in those areas and eventual determination of specific goals. More than 20 state and national issue experts either presented to the task force or were consulted.

November 2011:

Indiana Chamber board of directors approves plan.

Early 2012:

Statewide outreach begins through features in each issue of *BizVoice*® magazine (continuing this year), media appearances, meeting presentations, discussions with key stakeholders.

Summer 2012:

Six regional forums allow nearly 200 local leaders to compare *Indiana Vision 2025* to their own efforts, establish priorities and become partners in its ongoing implementation.

In addition, Indiana Chamber policy committees analyze key goals and develop strategies. Chamber issue experts meet with legislators and other policy leaders throughout the state. Many initiatives in now Gov. Mike Pence's Roadmap for Indiana were influenced by *Indiana Vision 2025*.

December 2012:

Statewide summit in Indianapolis brings more than 250 leaders together for keynote presentations on *Indiana Vision 2025* drivers, examples of early regional successes and important next steps.

2013-2025:

Your opportunity to be part of making Indiana a "global leader in innovation and economic opportunity where citizens and enterprises prosper."



Chris LaMothe (left), former Indiana Chamber president, served as chairman of the *Indiana Vision 2025* task force. The 24-person group engaged in passionate discussion in development of the plan.



Fort Wayne (left) and Merrillville were the sites of two of the forums, which allowed participants to prioritize regional challenges and opportunities.

Regional Forums: Summer 2012

Regional sites and co-hosts

- Merrillville (Mark Maassel, Northwest Indiana Forum)
- Fort Wayne (John Sampson, Northeast Indiana Regional Partnership)
- Sellersburg (Kerry Stemler, KM Stemler Co.)
- Evansville (Ed Hafer, Evansville Regional Business Committee)
- Indianapolis (Mike Wells, REI Real Estate Services)
- Elkhart (Shawn Peterson, Corporate Partnership for Economic Growth)

Primary challenges identified through pre-forum surveys and forum discussions and exercises: education excellence, workforce development, transportation infrastructure, quality of life and collaborative efforts.

Opportunities to leverage: logistics and transportation, quality of life, educational resources and economic base.

Full regional reports at www.indianachamber.com/2025.

Statewide Summit: December 2012



Advancing Our Future was the theme of the statewide summit.

Early December featured the current, most recent and future governors of the state. Mitch Daniels keynoted the luncheon opening session, Joe Kernan analyzed local government reform and infrastructure needs and Mike Pence provided the closing address.

Pence, in discussing the Roadmap for Indiana, noted, "Imitation is the most sincere form of flattery, and we drew on ideas that came out of 2025." He added that he hopes he can 'call on people in this room on a regular basis to sit around the table and think out loud about how we can tell the Indiana story more effectively."

Executive summary available at www.indianachamber.com/2025

What They are Saying

Extensive media coverage has taken place throughout the state, including editorials endorsing *Indiana Vision 2025*. Among the comments:

Media

"The plan hits the highlights of what should be done to improve Indiana. ... What better legacy could today's Hoosiers leave future generation than to improve the business climate, the quality of life and individuals' prospects for a brighter future."

– Times of Northwest Indiana

"Chamber leaders were wise to collaborate with regional economic development groups in crafting their goals for Indiana ... the Chamber is taking the right steps to intervene when those social issues (smoking, obesity) affect the economy."

– Fort Wayne Journal Gazette

Participants

"Bringing together so many people who are already doing great work in their communities was one of the goals of the event (statewide summit). I personally believe Indiana is on the edge of greatness. We have so many positive things that have happened in recent years, and we have all the tools to be one of the premier states in the country."

– Kerry Stemler, Southeast region partner and 2013 chairman of the Indiana Chamber board of directors



"That (thinking big) is what I like about it. It's not this session of the Legislature and how do we make a step forward, but how in the next decade do we really make changes."

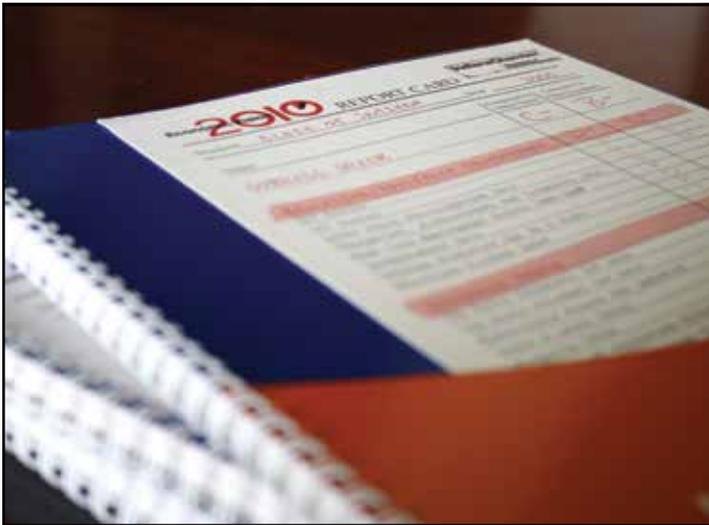
– Ed Hafer,
Southwest region partner

"It's important that we are proactive in determining the direction of the state. With the success of *Economic Vision 2010*, it was pretty apparent that we found a good mechanism to help move the state forward. I think *Indiana Vision 2025* is exactly the next step needed."

Mike Wells,
Central region partner



Tracking Progress



Annual report cards during *Economic Vision 2010* evaluated the progress Indiana was making – both in its own achievement and compared to other states and nations. An initial benchmark of how Indiana is faring in statistical measures related to the *Indiana Vision 2025* goals will be released in May 2013. Follow-ups in subsequent years will help determine initial progress.

A lesson reinforced in *Economic Vision 2010* was that it takes substantial time before statistical results are achieved. Advancements, whether new policies or private sector programs, must be devised, implemented and given time to have an impact. At the same time, others are not standing still. Improvements in Indiana may not always keep pace with efforts in other states.

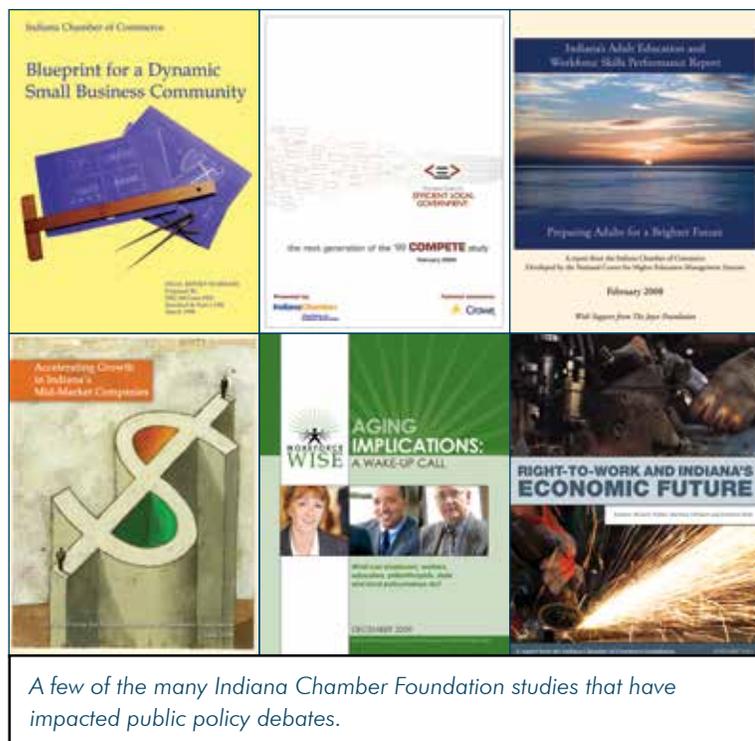
Research

Studies conducted by the Indiana Chamber Foundation in the late 1990s prompted the development of both *Economic Vision 2010* and *Indiana Vision 2025*. Subsequent studies also set the stage for some of the policy accomplishments – tax policy changes and incentives, education reforms, etc. – of the first decade of the 21st century.

Workforce development has been a strong focus of Foundation studies in recent years. The identification of nearly one million Hoosier worker lacking the basic skills to compete in today's workforce has helped drive the current emphasis on better assisting both current workers and the next generation of talent.

Potential study topics directly related to *Indiana Vision 2025* include:

- Improving guidance counseling/career advising effectiveness
- Identifying additional energy conservation opportunities
- Benchmarking best practices in healthy states
- Protecting and enhancing the state's water resources



Future State

The premise of this plan is that by engaging now in thoughtful consideration of the future we may shape it. We are not willing to leave the future prosperity of Hoosiers to chance, but rather **seek to enhance it by our actions today**. Through this plan, we have attempted to establish a roadmap to prosperity where Hoosiers can achieve a higher quality of life than otherwise possible.

Today, Indiana is a very, very good place to live, work and raise a family. But we are greedy, in a good sense. We want Indiana to be the very best. We want to build on our current advantages and shore up our weaknesses. An honest self-assessment reveals we must improve on today's reality when:

- At least one in four young people fail to achieve the bare minimum of a quality high school education.
- Only slightly more than one-third of high school graduates go on to achieve the postsecondary credentials necessary to succeed in today's competitive jobs market.
- High smoking and obesity levels contribute to ever-rising health care costs and, most importantly, cut short far too many lives.
- We waste tens of millions of taxpayer dollars on local government systems that are inefficient and, in many cases, ineffective.
- A few "chinks" in an otherwise positive tax system drive some business and personal resources elsewhere.
- Our valuable energy and water resources are at risk due to a lack of upkeep and long-term planning.
- Despite robust investment, transportation and telecommunications infrastructure is likewise at risk.
- We don't provide entrepreneurs with nearly enough resources to start and grow their businesses close to home.
- We send subtle (and sometimes more blunt) messages that some people are not welcome based on who they are or their country of origin.

While the year 2025 may appear far off, it is never too soon to begin going from "very good" to "great" as a state. Embodied in *Indiana Vision 2025* is a framework for action that will lead to numerous desirable outcomes.

If we work together to accomplish initiatives within this plan, we see Indiana as a future leader in which:

- At least 90 percent (with the ultimate goal of 100 percent) of students are fully prepared to enter college or the workforce.
- A minimum of 60 percent of Indiana residents have the postsecondary credentials or degrees that lead to personal achievement and business development.
- Individuals embrace wellness to enhance their own quality of life, workplaces and communities.
- Local government becomes a more effective resource, rather than serving as an impediment, to facilitate jobs and economic growth.
- Tax policy attracts additional investment and allows successful individuals to remain in our state and serve as valuable mentors and contributors throughout their lifetimes.
- We are assured that flipping the light switch and turning on the faucet will deliver the affordable power and water we are accustomed to for personal and business needs.
- Our physical and digital infrastructure prove to be valuable advantages over regional and national competitors.
- We not only keep more young people and future business leaders at home, but attract talented individuals from around the country and across the world.
- We have a culture that is open and accepting, paving the way for invention, creativity and prosperity.

As we examine each key economic driver, we can foresee the likely benefits: By striving to educate and train Hoosiers better than we do today, we make them better citizens and prepare them for a lifetime of productive work, adaptable to changing labor markets and less vulnerable to economic upheavals.

By constraining the size and scope of government, we create an attractive place for new investment and job creation. We will ease the financial burden government places on Indiana families, farms and businesses while making government more transparent and accountable. We will maximize individual liberty and economic opportunity while promoting the social welfare.

By creating strategies for long-term investments in key infrastructure, we ensure that Hoosiers will have available to them the necessary tools for commerce and a high quality of life. We will make the state more accessible and attractive to investment.

By promoting a tolerant, open society, we lay the groundwork for creativity and innovation. By encouraging public institutions and private enterprise to embrace diversity, creativity and risk-taking, we make it more likely that the next crucial breakthroughs in science, technology and business will be Indiana-born.

By planning, debating and then working hard toward a shared vision for the future, we can ensure that indeed "Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper."

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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.