

APPENDIX B - Part I. Environmental Scan

Megatrends:

- Globalization and its associated economic and social transformation
- Consolidation and loss of local business-ownership
- A changing ethos in the workplace—multiple career and employer changes, the essential nature of life-long learning, greater interest in entrepreneurship and self-employment, the growth in the immigrant workforce, and a reduction in employee benefits, such as retirement and health care
- Movement of manufacturing facilities and commodity production segments to other countries
- Less reliance on industrial and business recruitment as an economic development strategy
- Emergence of the knowledge economy and its implications of how this relates to “the creative class” and where people wish to live and work
- Growing need to connect with people in neighborhood settings and the importance of a local “sense of community”
- The values and increasing opportunities associated with cultural and other types of diversity
- Growing concern over environmental and land issues, including: biodiversity and urban sprawl; growing demand for non-consumptive use of natural resources; and concern over the recent Supreme Court decision on eminent domain
- Technological change and innovation, including information age technologies
- Decentralization, democratization and transparency of information flows
- Changing demographics, including the rapid growth in the Latino population, the aging U.S. population and the future implications associated with the baby boomer bubble
- Huge inter-generational transfer of wealth that will occur over the next 20-30 years
- Changes in the family structure and mobility of the population, such as latchkey children, single parents, and weakening extended families
- Size and growth of the federal government budget deficit
- Less reliance on traditional institutions and government, such as growth in home schooling and the role of faith-based initiatives
- Growth in partnerships and collaborations within the public and private sectors
- Rapidity of change in our society and the shortening of distance, both virtual and real
- Growing concern over terrorism, natural disasters and associated security issues
- Growing inequality in our society—“the haves” and “the have nots”
- Energy dynamics: costs, growing interest in renewable sources and less dependence on foreign sources
- Obesity

Strengths and Opportunities:

- The sense of urgency created by Governor Mitch Daniels and a rural champion in Lieutenant Governor Becky Skillman, especially in her leadership role as Secretary for Agriculture and Rural Development
- Indiana is a small and compact state, i.e., rural communities and urbanized areas are in relatively close proximity to one another
- Appropriate population and geographic balance between rural and urban Indiana
- An attractive landscape and an abundance of natural resources (fertile soil, coal, forests, lakes, rivers, fish and wildlife) and rural recreational opportunities
- Location—Crossroads of America and geographic proximity to major U.S. markets and population centers
- Transportation systems – interstate highways, Ohio River and Great Lakes ports
- Large network of small rural airports
- Strong statewide philanthropic infrastructure, including a community foundation in each of Indiana’s 92 counties, Lilly Endowment, and other philanthropic entities
- World-class higher education institutions
- Recent effort to develop a true community college system
- Growing network of community-based learning centers
- Willingness of higher education to play a key role in Indiana’s economic development efforts and a network to deliver technology transfer, such as Purdue University’s Extension offices in each of Indiana’s 92 counties
- A strong network of community leadership programs
- Tapping the skills and talents of the disenfranchised in meaningful ways, such as youth, the disabled, racial/ethnic minorities and the elderly
- Youth programs, such as the Indiana Youth Institute, 4-H and FFA
- Strong spirit of volunteerism, good values, civic ethic and a “can do” attitude
- Strong work ethic
- Pragmatic and caring attitude of the public
- Sense of safety and security
- Community owned banks
- Indianapolis
- Reasonably priced utilities
- Unused and/or underutilized infrastructure—both public and private
- Affordable place to live with a reasonably high quality of life
- A strong network of basic rural health care services, including critical access hospitals and rural health clinics and associated support services such as the Area Health Education Centers
- An existing set of partnerships and networks, including the emergence of regional approaches, and a growing openness to these types of collaborative endeavors

- Opportunities exist in many additional sectors and areas, such as: rural tourism and recreation; regional and statewide branding initiatives; rural sourcing (i.e., businesses specifically interested in locating in rural areas); renewable energy; value-added agriculture; brownfields development; Farm Bill funds available for conservation; tele-health; bio-pharmaceutical and biotechnology; transportation, distribution and logistics. .

Challenges:

- Lack of a long-term vision and strategy for the countryside
- Lack of a constituency and mobilization strategy to make sure a vision or plan is implemented
- Lack of community activism and community organizing skills
- Lack of benchmarks and metrics to measure progress in rural Indiana
- Inadequate statewide appreciation and understanding of how globalization and the knowledge economy require a very different way of doing things, such as regional thinking and action, and the need for changing skillsets
- Lack of economic diversification—too much dependency on the manufacturing sector
- Unwillingness of rural economic developers to think beyond the industrial recruitment model/strategy
- Lack of access to the full-range of financial capital, including microenterprise loan programs and funding linked to venture capital and angel investors
- Inadequate/ineffective land use planning
- Lack of awareness of life long education and skill needs and the low aspirations of Indiana’s rural youth
- Inadequate track record in P-12, such as drop-out and graduation rates and low test scores
- Lack of emphasis/investment by the private sector in workforce development
- Brain drain and out-migration of youth from rural areas
- Intolerance toward new residents, especially if new residents are immigrants and different
- Shortage of health care and other human service personnel in rural areas, inadequate reimbursement rates and the unwillingness of many health care providers to accept Medicaid patients
- Substandard housing and homelessness
- Aging rural infrastructure, especially roads, streets and highways
- Inadequate information technology infrastructure in rural Indiana
- Limited pool of civic leaders and professional staff in rural areas
- Unwillingness to think big or to be bold and creative
- Too much complacency and risk aversion; and not enough willingness to experiment and run the risk of failure
- All too often the thinking and mindsets are provincial, and resist, rather than embrace, change and new ideas
- Too many rural Hoosiers and communities have a negative self-image and inferiority complex

- Inadequate coordination, communications, and creative partnerships exist within and across the public and private sectors
- Inability and/or unwillingness of local governmental entities to share and collaborate across jurisdictional boundaries and to find “win-win” and common ground scenarios
- Threats exist in many sectors and areas, including: funded and unfunded mandates; rising energy costs; international trade agreements that limit local and state sovereignty; invasive species; pollution; substance abuse (especially methamphetamine); an “Indy-centric” focus; competition of all types from other states and countries; big box threats to local businesses; and the potential loss of Indiana’s rich historic, heritage and natural resource base

APPENDIX B - Part II. Summary Statement from Each Work Group

Community Capacity Work Group

Chair: William Graham

Work Group Members: Jim Bobe; Christie Gillespie; Bill Goffinet; Annie Hernandez; Ruthie Purcell Jones; Jenny Kloer; Phil Lehmkuhler; David Lips; David McKinnis; Amy Murphy-Nugen; Mike Novac; Lane Ralph; Stephanie Reeve; Bill Saegesser; Sherry Seiwert; Katherine Tyler Scott; and Robert White

Potential Strategies and Considerations:

A. To aggressively identify, pursue and fund initiatives that embrace and celebrate the diversity of peoples and culture within rural communities.....and to insure this is used as an asset for community pride and advancement.

B. To increase and sustain a culture of innovative and entrepreneurial leadership in rural Indiana via the development, maintenance and strengthening of networks and the investment of additional resources.

C. To create an entrepreneurial culture/system for rural Indiana.

D. To create a “best practice” learning culture across sectors, communities and regions via (a) awareness and sharing of existing successes and (b) encouragement and funding by government and non-government organizations for new pilot projects in which risk-taking and creative approaches are encouraged.

E. To move forward with various strategies, including the establishment of a housing trust fund, to help insure all Hoosiers have access to safe and affordable housing.

F. To improve government effectiveness and outcomes at federal, state, and local levels via (a) alignment of plans being developed in state government (b) opportunities to reduce agency overlap and duplication (c) changes in laws and regulations that currently limit the flexibility of local jurisdictions and (d) creation of incentives for local government collaboration and consolidation. Item “c” is especially critical.

G. To create a technology plan and action strategies for rural Indiana that address a wide spectrum of technological considerations including broadband and other information technology considerations: access, applications, role of public and private sectors, etc.

H. To develop educational processes regarding the importance of regional approaches in a competitive global economy.

I. To insure that key components of rural Indiana’s infrastructure (e.g., utilities) are adequate and sustainable.

J. To enhance the human capital in Indiana in a manner that contributes to both a world class work force and a stronger civic society. Examples include (a) challenge grants for youth groups to pursue civic activities and change and (b) creating and funding a prototype program in schools that foster civic engagement through community service projects (c) civic “shadowing” and (d) empowerment strategies that move youth and other excluded groups beyond token engagement.

K. To diversify the economic base of rural Indiana.

L. To reduce economic and other types of inequality in Indiana, including the digital divide.

M. To enhance community capacity via the further development of Indiana’s philanthropic capacity. Community foundations must play an active and visible role in community leadership and economic development capacity building activities. Leadership programs are needed that focus on *community and servant leadership*, not just leadership skills and activities designed for individual and career advancement. An initial convening of leadership development programs and leaders would be an important first step in this process.

N. To produce new companies that meet key economic growth indicators (e.g, Fortune 500, Inc. 200, etc.) and that are successful in retaining Indiana’s “best and brightest”. Understanding and supporting the entrepreneurial *processes* for achieving these outcomes is what is of greatest importance.

O. To create an explicit “rural prism” assessment mechanism in which relevant state statutes can be assessed relative to any differential impact on rural people and places.

P. To insure that the results of the Indiana Rural Strategy are fed into current discussions associated with the 2007 Farm Bill and forwarded to the Congressional Agricultural Committees.

Q. To change state statutes that limit meaningful youth engagement in the civic society of their communities, e.g., serving on councils and boards.

R. To build a disaster management framework that will enhance Indiana’s capacity to respond and adjust to catastrophic events and losses.

Cultural Assets Work Group

Chair: Brian Blackford

Members: Sergio Aguilera; Darla Blazey; Cathy Blitzer; Maxine Brown; Nancy Eckerle; Kathy Ertel; Suzanne Handshoe; Lee Ann Hoenert; Tommy Kleckner; Patricia Lundberg; Scott Massey; Renee McKee; Brenda Myers; Karen Niverson; Kris Parker; David Rice; and Candy Yurcak

Potential Strategies and Considerations:

This work group operated from the premise that art, culture, and heritage have both intrinsic value and are also assets for economic development. The connection to economic development is twofold:

1. Arts/culture/heritage add to the quality of life, therefore helping to retain and attract businesses and people (especially those referred to as “the creative class”)
2. When fully developed the arts, culture, and heritage sectors can become an economic base for a community or region

In using this framework, the arts, culture and heritage components represent the assets; and tourism sector (including convention and visitors bureaus) provides the marketing and access needed to transform these assets into functioning economic activities.

With this framework in mind the work group generated the following strategies and ideas for further consideration and development.

- A. To develop/enhance a collaborative leadership program across the private and public sectors that will (a) heighten awareness of issues and opportunities, especially among policy makers (b) generate additional resources and sustainable funding levels and (c) insure that all communities in Indiana have access to a vibrant cultural environment.
- B. To insure (a) the Indiana arts/culture/heritage community is engaging rural areas with their programs and resources and that (b) residents of rural Indiana, especially youth, also have reasonable access to arts/culture/heritage opportunities in Indiana’s urban areas, have the opportunity to engage in youth exchanges that focus on the arts/culture/heritage, and have an analogue to the K-12 “university tour” but with this venue focusing on the arts/culture/heritage.
- C. To exploit opportunities for regional approaches and strategies in furthering the needs of the Indiana arts/culture/heritage/tourism community, including the possibility of creating model Regional Quality of Life Councils throughout Indiana.
- D. To create a strategy/process/dialogue which better links organizations and agencies working in the arts/culture/heritage areas and to then link them more effectively to organizations, agencies and constituencies involved in tourism and the creative economy.

E. To create a business investment policy model for the arts/culture/heritage and tourism and to insure that culture, arts, heritage and tourism are viewed as a very significant economic development opportunity for rural Indiana. Elements of this model might include the following:

- Making economic development incentives and related programs, including tax abatements and the CDBG program, more amenable to investing in the arts and culture to enhance the prospects of attracting/retaining people and businesses.
- Encouraging the Indiana Arts Commission and other relevant statewide agencies and grantors to allocate a portion of their technical assistance grants to furthering the development of collaborative and regional prototype projects that include rural communities as part of the collaborative.
- Developing Indiana's unique art/cultural/heritage assets to a marketable level, using development models based on investment, not charity, e.g., the opportunities that exist with cultural arts districts, the possible expansion of the definition of cultural arts districts, and fostering the environment and opportunities associated with historic preservation.
- Raising the cap on the state rehabilitation tax credit to enable more funds to be available to support the arts, culture and heritage.
- Having the arts/culture/heritage community represented and on the program at various venues, e.g., IACT, IEDA and the Hoosier Hospitality conference.
- Creating a system for developing cultural and historical maps for Indiana and a collaborative learning community to share and implement this activity; and to consider adding other elements to the venue, e.g., cuisine tours.
- Creating a 21st century, system-based, data framework to support the advancement of the Indiana arts/culture/heritage and tourism.

F. To encourage the adoption of responsible land use policy in Indiana that will be supportive of sustaining those assets that relate to preserving heritage and culture and creating economic development opportunities in these and related areas, e.g., natural resource based tourism.

G. To create artist cooperatives and "incubators" in Indiana that explicitly includes rural artists to assist in marketing, professional development, communications, and shared purchasing (including the purchase of health care insurance). These types of models can be expanded to include those involved with cultural, heritage and tourism businesses.

H. To infuse arts/culture/heritage into the education of our children and to assess the Indiana Department of Education standards in these areas with respect to both curriculum and instructor qualifications.

I. To use the arts/culture/heritage as a vehicle for addressing the challenges faced by youth in rural Indiana; and to create a vehicle or platform that enables youth to volunteer and engage in community-based, community focused art/culture/heritage venues, including service opportunities and linking it to juvenile court options for offenders.

J. To view “the rural arts community/culture/heritage community” as a leader and as an integrative intermediary in celebrating and embracing all types of diversity...and to appreciate, embrace, celebrate and educate a multi-cultural Indiana, premised upon the unique gifts and values inherent within these cultures.

K. To position rural communities as a potentially ideal environment for welcoming and stimulating creativity and innovation.

Economic Development Work Group

Chair: Greg Wathen

Work Group Members: Phil Anderson; Beth Bechdol; Brian Bergsma; Mike Brooks; Mark Cahoon; John Elliott; Elaine Fisher; Katrina Hall; Randy Haymaker; Dorinda Heiden; Bruce Kidd; Ken Klemme; Vic Lechtenberg; Lee Lewellen; Bill McCormick; Sara McGoun; Ed Morrison; Chris Rogers; Wayne Seybold; Mike Snyder; Graham Toft; Allen Varner; and Jim Wheeler

Potential Strategies and Considerations:

Removing barriers and facilitation

A. To gather and analyze data, develop information, create new tools and assemble strategic intelligence, including statewide GIS capacity, that will help communities and regions identify their specific comparative and competitive advantages; and once competitive advantages and niches have been identified, provide assistance in the process and steps involved in capitalizing upon these opportunities. These steps and processes include strong leadership, technical assistance and strong facilitation and organizational skills.

B. To remove existing barriers and to develop new incentives that will encourage a regional approach in two areas: economic development and governance (including collaboration and/or consolidation across community, county and school district boundaries). For example, legislation is needed to allow for the sharing of property, sales, and income taxes for the establishment of regional industrial and tech parks. Cooperating counties who share in the cost should also share in the revenues. Most local government officials can grasp the ideas of revenue sharing but need to have barriers removed that currently impede cooperation. State funding for economic development projects and programs—such as funding from the Indiana Economic Development Corporation—should be based on regional approaches and cooperation.

C. To create an effective branding and marketing strategy for Indiana that highlight Indiana’s assets, including the assets found in rural Indiana.

D. To create a broader understanding and associated cultural change that economic development is part of a broader community development process....and internalize this

reality in the actions, decisions and behaviors of agencies and organizations involved in economic development. The reality is that not all communities and regions are prepared for economic development. This is most likely to be true in smaller communities that may not have the professional staff and capacity to move aggressively into the economic development arena. Community development training should be a mandatory requirement for all state employees involved in economic development programming, including those in the Indiana Economic Development Corporation, Indiana Department of Transportation, Indiana State Department of Agriculture, Indiana Department of Workforce Development and the Office of Rural Affairs. Such a training can be developed as a corollary to the Ball State Economic Development Academy.

E. To insure that Indiana is taking full advantage of SBA's Historically Underutilized Business (HUB) Zone program <http://www.sba.gov/hubzone/>

Educational assets

A. To more fully integrate Indiana's higher education institutions into the economic development needs of Indiana. There are many examples and avenues that need to be explored. For example, many of the state's colleges and universities—both public and private—have placed greater emphasis in recent years on entrepreneurship. Despite this greater emphasis, it is still inadequate. It may be desirable to have one or more programs focus on some of the unique aspects associated with entrepreneurship in rural areas....or perhaps there is the need for an annual rural entrepreneurial summit (as has been done in Utah and other states). Every college or university that has a school or department of business should work to insure that entrepreneurship courses and certification programs are available to all students regardless of their course of study. Finally, it is not clear whether there is sufficient coordination and cooperation among the entrepreneurial efforts and programs among the various institutions. More generally, improved coordination and cooperation among colleges and universities related to economic development is needed. Perhaps the General Assembly should appropriate specific funding for economic development to each state college and university with the expectation that each would offer a specific (and nonduplicative) set of services that would be regional or statewide in nature.

B. To create a "best practice" learning culture by collecting, sharing and publicizing success stories and innovative practices in rural Indiana, especially those cases featuring (a) small and rural communities with a high quality of life and community amenities (b) efforts to bring about meaningful youth engagement and (c) leadership models and programs tied to a community orientation (not personal or career advancement).

C. To enhance rural technology transfer through its various stages: research, adaptation and commercialization. Careful thinking is needed to identify best practices for explicitly targeting technology and commercialization opportunities to rural areas and businesses; and to make them synergistic with broader entrepreneurial goals. The capacity of the Cooperative Extension Service is one vehicle that is likely underutilized in this regard.

D. To create a more responsive education and training system that generates a world class workforce while simultaneously building career and economic ladders for the Indiana's workforce.

Entrepreneurship

A. To change certain aspects of the Indiana mindset, attitude, values and culture that resist change and inhibit risk taking and other behaviors that are essential if Indiana, including rural Indiana, is to become competitive in today's innovative and knowledge based economy. Specific programs and tools are needed to do this...and models for doing this already exist. One avenue for helping to address this need is to incorporate entrepreneurial training in elementary and secondary schools by utilizing Junior Achievement (JA). For example, Tell City High School has used JA for the past several years. Another action step would be to initiate a state-wide secondary school entrepreneurial challenge whereby teams from every school system in the state can compete for school and student venture capital via a new business competition.

B. To capitalize on rural Indiana's natural resource base for new and sustainable approaches to job creation and economic development, e.g., value added agriculture, renewable energy and agritourism.

C. To elevate the importance of business creation and entrepreneurship as an economic development strategy and to strengthen networks and relationships among existing and potential entrepreneurs. Access to capital is another critical variable. One novel idea would be to capture a portion of employee state withholding taxes of new or start-up companies and earmark it for use as regional and/or statewide venture capital.

D. To insure that access to capital and financing keeps pace with Indiana's entrepreneurial needs. A bold approach would be to raise the state sales tax by one cent and allocate the proceeds to venture capital, research and development and to college scholarships.

E. To systematically network with Indiana's expatriates who have become successful entrepreneurs elsewhere and to determine how this community can be of assistance to entrepreneurial development in Indiana.

F. To create an Entrepreneurial Development System (EDS) in Indiana that will provide seamless support for entrepreneurs across service providers. For example, Indiana has created the Wisconsin Entrepreneurs Network.

Infrastructure

A. To insure that every community has access to high speed connectivity and communications technologies, including the option of creating local finance authorities to achieve this goal. Access to broadband and high speed connectivity at reasonable rates is

absolutely essential in today's era...and a tremendous sense of urgency needs to surround this critical need.

B. To effectively leverage and enhance Indiana's Interstate and intrastate transportation systems as unique "supply chain assets". Consideration should be given to connecting every county seat to an Interstate by a four-lane limited-access highway.

Education and Workforce Work Group

Co-Chairs: Ty Handy and Steve Daily

Work Group Members: Debbie Bishop Trocha; Cathy Bastin; Morgan Breedlove; Brian Burton; John Demerly; Ron Dow; Ted Fiock; Tom Heady; Scott Hutcheson; Rob Jeffs; Jim Meece; Robert Peacock; Don Richardson; Mark Scott; Timmie Westfall; and Brett Wineinger

Potential Strategies and Considerations:

A. To build upon existing "experiments" and pilot efforts designed to enhance education, life-long learning, and workforce development in Indiana, especially rural Indiana. Inventorying and creating awareness of innovative models and "best practices" to enhance education and workforce development is essential. Some examples include:

- Community based learning centers, distance education technologies and online learning campuses.
- The use of EDIT and Food and Beverage taxes to support local educational and workforce development initiatives
- The nationally recognized workforce teacher training program that is a partnership between Ball State University and the Division of Adult Basic Education, Indiana Department of Education
- Lessons learned from Lily's CAPE initiatives
- Profiling in local newspapers of the specific type of skills needed for jobs and occupations in which there is a local shortage
- Job and occupational "shadowing"
- A high school class devoted to career exploration and not relying just on counselors
- The Indiana Department of Workforce Development's work ethics certification program

- Meaningful engagement of youth in civic affairs (Kokomo as an example)
- The “Your Encore” Program and how it could be piloted with schools and in relation to career counseling www.yourencore.com
- Businesses that “adopt” a school (e.g., Plainfield) and institutions of higher education that “adopt” a school system or an entire community
- Businesses that “loan” executives to schools and communities as a public service
- An agriculture education pilot program focusing on regional strategies for workforce development needs and which uses the Indiana Agricultural Leadership Institute’s alumni as champions for the program

B. To create an awareness and understanding within Indiana that workforce development needs to lead, not follow economic development...and that the type of education and training that was sufficient in the very recent past to generate a middle-class income is obsolete and insufficient in today’s highly competitive global economy. A tremendous sense of urgency needs to accompany these realities.

C. To create a more seamless and user-friendly system of articulation and credit transfer systems among institutions of higher education (see, for example, <http://indstate.edu/transfcentral/>), including greater use of dual credit and concurrent enrollment programs. This is something the General Assembly has under consideration. Advance Placement (AP) should be an option at all high schools...and online access to college courses is essential.

D. To generate and leverage additional funding to support additional investments in education and workforce training, including greater leveraging of philanthropic support, better leveraging of Federal programs, leveraging of science and technology initiatives, and greater use of tuition credits and incentives to train more teachers. Economic development incentives are more likely to go to businesses for capital investment than for workforce investment. That needs to be rethought as does the possibility of tax credits to individuals to fund Lifelong Learning Accounts (LLAs). Teachers’ salaries in Indiana remain a problem in that we are not necessarily getting “the best and the brightest” going into this critical profession. Some type of incentives or other enticements need to be put in place to increase the number of talented individuals entering the teaching profession. The areas of math, science and foreign languages are of particular concern.

E. To create a world-class workforce, based on a partnership between business and education, that is recognized globally as one of Indiana’s major assets.

F. To improve tools and strategies for better assessing future demand and then develop strategies by which that future demand is filled.

G. To create a sense of shared leadership and responsibility for life-long learning and workforce development *at the local level* in which individuals, families and communities value education and are expected to share in the responsibility for education and career advancement....and which enable Indiana citizens to be effective in an economy and workplace environment that is increasingly diverse and competitive. Role models, awareness building and “success stories” from businesses and other communities need to be identified and lifted up for others to emulate. The Workforce Investment Boards (WIBs) are expected to create much of this interface with the local community but strengthening and broadening the WIB-community connection is something that requires additional attention.

H. To increase the leadership capacity of local leaders and local champions who are particularly knowledgeable and influential about future needs, opportunities and strategies in the education, life-long learning and workforce arenas. One essential part of the message must be that education is an investment, not a cost.

I. To have rural Indiana recognized as the leader or role model in educational and life-long learning efforts designed to enhance civic engagement and to produce the next generation of good citizens and leaders.

J. To create a more responsive education and training system that generates a world class workforce while simultaneously building career and economic ladders for the Indiana’s workforce.

K. To increase entrepreneurial spin-offs and new businesses directly related to investments in education and workforce training.

L. To establish and reach the following goal: at least 50% of Indiana residents 30 years of age will graduate from a post-secondary institution.

M. To create a central portal for information about educational programs and opportunities in which all public and private institutions of higher education and other closely related organizations can participate.

N. To make better use of public school systems for a broader range of civic and community needs and affairs.

O. To insure that the structure and funding of K-12 public education in rural Indiana is adequate to meet three important criteria: efficiency; effectiveness and the achievement of quality outcomes and standards.

Finance Work Group

Chair: Joe DeHaven

Work Group Members: Steve Beck; John Colvin; Gabe Connell; Jim Ditto; Carrie Henderson; Roger Frick; Jim Kraft; Damian Maggos; Joy McCarthy-Sessing; Dean Robinson; Jill Saegesser; John Vince; and Bud Walther

Potential Strategies and Considerations:

A. To develop/enhance an integrated and strongly networked post-secondary education system that focuses on future needs and opportunities and which includes both public and private institutions. It is important to realize that many of the state's rural areas are in closer proximity to regional campuses, Ivy Tech and private schools than they are to the flagship campuses of the state's larger public universities. These institutions are very important assets for the future of rural Indiana.

B. To create a dynamic financial system—built upon private, public and philanthropic capital sources—that provides reasonable access to capital for the full range of business types, sizes and stages of growth. Creative approaches will be needed to help create incentives and mechanisms for generating funding pools. Indiana should inventory and review laws that encourage investments and funding pools in other state and learn from these “best practices”.

C. To build a strategy specifically designed to fund and encourage entrepreneurship in rural Indiana, with special attention focused on youth and young adults....and to create/expand incentives for new and emerging businesses to locate in rural areas. It is essential to recognize that business creation and development in rural areas have both similarities *and differences* to doing so in urban areas.

D. To expand the reach of local philanthropic sources (United Way, community foundations, hospitals and others) to promote and support economic development efforts in rural Indiana. For example, Iowa has a program that supports such efforts called *Endow Iowa*.

E. To initiate a study of wealth transfer projections as has been done in other states, e.g., Iowa <http://www.cvcia.org/content/wealth.transfer/>

F. To develop a strong network of micro-loan and micro-enterprise programs and activities in Indiana, especially in rural Indiana. Local foundations and other nongovernmental organizations have the capacity of offer these types of programs and assistance and some may already be doing so. However, better marketing of existing programs and filling “gaps” in areas where such programs do not currently exist should be aggressively pursued.

G. To create early stage investment programs for new and emerging businesses.

- H. To generate options that allow for 401k funds to be allocated to a venture capital pool.
- I. To develop structures that make it easier for community banks to be an intermediary for loan guarantees and other types of state and federal programs and incentives designed to stimulate local business development.
- J. To develop an improved understanding and awareness of rules, regulations and other barriers that have a differential impact on the ability of banks and other institutions to provide capital to rural businesses and communities.
- K. To develop regional approaches and structures to enable existing financial institutions—public, private and philanthropic—to work together on a regional basis in providing investment capital to businesses and communities.
- L. To expect financial institutions—public, private and philanthropic—to provide support and encouragement for broad based community and regional leadership development programs that include representation from relevant financial institutions and the financial services communities.
- M. To capture a greater share of Federal funding and taxes paid by Indiana businesses and residents. This involves greater awareness of Federal funding opportunities, a more aggressive attitude in pursuing these funds and creative mechanisms such as a pool of state funds that can be used for matching Federal grant opportunities.
- N. To be internationally competitive and recognized as a leader in an innovation and knowledge-based economy.
- O. To create a quality of life and related conditions necessary to become a magnet for retaining/attracting the best and brightest minds in the world.
- P. To design economic development strategies that are specifically built upon the geographic location of Indiana.
- Q. To build an employment structure that provides well paying jobs and opportunities for career advancement.
- R. To empower communities to successfully plan for their futures and to move from planning to action.
- S. To generate and use productively the broad range of capital found in Indiana—human and intellectual capital, social capital, and financial capital.
- T. To transform the culture and mindset of Hoosiers from one of self-doubt to pride and self-reliance.

Health and Human Services Work Group

Chair: Shawna Girgis

Work Group Members: Ann Alley; Barbara Anderson; Inis Bardella; Frank Clark; Kathy Cook; Mark Dooley; Jeni Embree; Spencer Grover; Mary Heyob; Diane Hollerman; Pat Howard; Don Kerr; David Miller; Sarah Renner; David Roos; Gary Schepper; Sarah Snider; Scott Tittle; Sue Uhl; and John Winenger

Potential Objectives/Strategies:

- A. To remove barriers and create financial incentives to assure Medicaid-supported services can be offered and supported by all providers, including but not limited to, primary care physicians, physician specialists, and physician extenders (i.e., nurse practitioners, advanced practice nurses, and physician assistants, etc.).
- B. To insure that all residents of Indiana have reasonable access (geographically and financially) to basic medical care and health services (including mental and oral health services).
- C. To increase, enhance, and sustain rural school-based health clinics by:
- Insuring adequate funding
 - Utilizing mobile clinics
 - Collaborating with local organizations and service providers
- One example of this type of approach is the Affiliated Service Providers of Indiana, Inc. (ASPIN)
- D. To increase funding for Indiana health and human service programs from federal, state and private sources through:
- Grants
 - Collaborative agreements among diverse organizations
 - Advocating for equitable distribution of dollars to rural and urban areas
 - Reducing urban bias associated with state statute match requirements
 - Others as deemed appropriate
- E. To develop a reimbursement strategy and program designed to recognize and support the telehealth and telemedicine delivery in rural Indiana.
- F. To insure that adequate and affordable in-home support services are available to the elderly and to those with disabilities.
- G. To create a health and human service delivery system that is viewed as the national model for addressing the special needs and circumstances of those living in rural areas.
- H. To insure that every county has adequate public transportation that meets the special needs of those who are geographically isolated or are otherwise unable to access local health and human services.

I. To create and enhance admission strategies and incentive programs, including community based scholarship programs that are designed to increase the number of health care professionals entering primary care and/or working in rural Indiana.

Examples of these types of programs and related activities are available at:

www.mcrh.org

www.indianaruralhealth.org

www.dochollywoodday.com

<http://www.nrharural.org/groups/sub/RME.html>

J. To use a comprehensive family assessment to meet the full range of health, wellness and human service needs of low resource families in a coordinated and efficient fashion.

K. To create a health and human service delivery system that improves the quality of life and acts as a magnet in stemming the brain drain and in attracting innovative businesses and talented people.

L. To use existing and new creative mechanisms to address the special needs of the homeless and to help all Hoosiers gain access to affordable housing (e.g., some locales have used small real estate transaction fees to help fund homeless programs, not all counties participate in Housing Now, and Housing Trust Fund is not fully funded).

M. To sustain a population base in rural Indiana that is capable of supporting a quality health and human service delivery system.

Natural Resource Assets Work Group

Chair: Lynn Dennis

Work Group Members: Jim Carpenter; Jim Epperson; Jim Heitkemper; Tom Kirtley; Jim Klinstiver; David Kovich; Tim Maloney; Nancy Michael; Nat Noland; Ron Noll; Jill Reinhart; Jerall Ross; Amy Vaughan; Adam Warnke; and Craig Zandstra

This work group operated from the foundation that natural resource assets have both inherent and functional value. The workgroup was representative of these values. The inherent values range from the obvious of forests, lakes, rivers, streams, wetlands, prairies, rich soils, etc., to the less obvious as air filters, water purifiers, etc. The functional values include farmland, extraction industries (timber and mining), tourism and recreation. While the latter two are functional, by necessity they are closely tied to the inherent values. Both inherent and function values contribute to economic development. And as the cultural assets work group noted, the contributions are two-fold: improving quality of life, therefore helping to retain and attract businesses and people; and, when developed, an economic base for a community or region.

Potential Strategies and Considerations:

A. To identify and develop model local ordinances that are supportive of Indiana's unique natural resource base. These models should recognize that preservation and conservation are critical goals, while also recognizing that the wise use and management of natural resources are critical to Indiana's economy, e.g., the extraction industries (timber and mining) and agricultural production (renewable systems.) It is also essential that appropriate stewardship practices consistent with state and federal laws are followed.

B. To facilitate a new rural economic model that is synergistic with the concepts of natural resource and heritage conservation and assets; and the importance of having this economic model reflected in integrated land use planning.

C. To increase within our citizenry an understanding and appreciation of our natural resources, with special attention to integrating natural resource content throughout the K-12 curriculum. Activities should be developed to go beyond the school system. Special areas of emphasis might include the value of recycling and the use of biodegradable products, renewable fuels and green materials to protect and conserve natural resources.

D. To increase the public ownership of Indiana's natural resource base, including greenways, hiking trails, statewide bicycle routes, and related types of public uses that reflect the growing importance of recreation and healthy lifestyles and an appreciation for heritage and natural resource assets.

E. To create the funding and political inspiration/courage to conserve and protect our natural resources assets. This funding shall support: (a) provision of technical assistance and organizational support for communities to secure Federal funding (b) the strengthening of the local funding base (c) the strengthening of educational and awareness initiatives. Support innovative ways to raise the funds necessary conservation and protection through the leveraging of private and federal dollars, e.g., a supporting organization made up of the land trust community, local parks and recreation, historic landmarks, and farmland preservation and the DNR. Create innovative taxing mechanisms or fees to fund natural resource conservation and education programs, e.g., impact fees and taxes/fees on water parks, nonconsumptive use passes, etc.

F. To increase Indiana's natural resource based tourism industry. In general, incentives for small business development in Indiana need to be expanded, and in doing so, explicit recognition should be made for the important future role of tourism-oriented businesses and the potential for making Indiana a more recreation-friendly state.

G. To manage wisely and in a sustainable fashion our existing natural resource assets, including the importance of biodiversity.

H. To insure that all landowners who wish to participate in conservation/protection initiatives are able to do so.

- I. To promote sustainable development.
- J. To assist in the development of at least one conservation club (with an expanded focus), or something of an equivalent nature, in each of Indiana's 92 counties.
- K. To expand and strengthen leadership development programs specifically targeted to the special challenges of managing Indiana's natural resource assets.

Transportation Work Group

Chair: David Lips

Work Group Members: Jim Allbaugh; K.D.Benson; Brian Bergsma; Mike Bowman; Will Friedman; Helen Hauke; Nancy Kinder; Phelps Klika; Morton Marcus; Scott Ortman; Scott Sigman; and Jim Witzerman

Potential Strategies and Considerations:

A. To create a dynamic integrated transportation plan and system for Indiana that (a) serves the economic needs of all portions of the state, (b) recognizes the importance of intermodal development, (c) is integrative in nature and in sync with recent technological developments and (c) explicitly links rural communities and opportunities into the larger statewide framework. This plan must carry with it major changes in decision-support and decision making processes. For example, there is the need for:

- Emphasis on long-term projects and associated long-term funding streams, including public and private sources, to strengthen multiple-year transportation planning and project development. Part of this involves working with Indiana's congressional delegation to insure the state gets a greater share of Federal transportation dollars.
- Strengthening decision support and policy analysis via improved information and data systems, including more detailed GIS and spatial planning tools, common language and standards, sophisticated modeling techniques, land use planning and standards, technical assistance and transparency and aggressiveness in involving the public.

B. To use existing platforms to "grow" discussions elsewhere regarding the importance of regional frameworks for planning and action which align local, state, and Federal priorities. Discussions must include needs for passenger transit and freight movement networks.

C. To design and implement a process that will build an integrated state land use strategy that will include the following components: standards that cross geo-political boundaries; more uniformity in the public sector decision making process and capacity (e.g., more use of professional expertise); and the possibility of creating Rural Regional Planning Organizations (to mirror Metropolitan Planning Organizations).

D. To create and nurture processes which will guide state and local jurisdictions toward a more common strategic vision for Indiana; and integrate metrics into the planning process to insure evaluation and accountability.

E. To enhance and promote the Specialty Air Transportation System (SATS) program in Indiana...and to more fully utilize and exploit the capacity of Indiana's large network of small airports.

F. To recognize the important role railroads play in the transportation equation, especially in rural areas, and some of the issues associated with this component of the transportation industry. Issues include the fact rural communities are often bypassed in the upgrading of railroad crossings. Additionally, maintenance incentives need to be considered, e.g., Iowa provides tax credits. Finally, additional attention needs to be given to abandoned right of way areas vis-à-vis easements, rails-to-trails initiatives and related considerations.

G. To examine fundamental changes in the way Indiana's highways are funded by linking taxes to use (i.e., miles traveled and weight).

I. To give additional attention to the variety of issues associated with transmission lines and pipelines in rural communities.

J. To create a "cultural change" in the way Hoosiers think about themselves, their state, and future opportunities.