

National perspective: In-depth Q&A | State analysis: Roundtable discussion | Community stories: Traveling the state

Magazine of the Indiana Chamber of Commerce

January/February 2015

BIZVOICE



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ONE GREAT STATE



100th
ISSUE

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It's All About One

How many Indianas are there?

No, it's not intended to be a trick question. I'm not talking about Indiana University of Pennsylvania in – you guessed it – Pennsylvania's Indiana County or any other namesakes.

It's more of a rhetorical inquiry. There are a number of "Indianas" when one travels, for example, from the steel country of Lake County to the rolling hills in the southeastern part of the state. Or if you make the 337-mile journey from Angola to Evansville.



Cities, towns and unincorporated areas throughout our state possess unique characteristics. They've formed over the past 200 years (remember that bicentennial celebration starts in December of this year) based on history, geography, business background and more. "Many Indianas" refers to the regional economies that have emerged.

That's why regionalism has been encouraged and, in fact, become a requirement. And while those efforts should – and must – continue, we need to also simultaneously become one. The cumulative impact of the regional enhancement must be added together to allow Indiana to achieve at its highest potential.

That is the impetus and overall goal of the *Indiana Vision 2025* economic development action plan. That is why the cover of this special issue of *BizVoice*® combines the outline of our state with the most important numeral – one.

We have to combine metro savvy with rural resolve, entrepreneurship in our cities with engagement in our communities. It may be an old saying, but it's never truer than today: "The whole is greater than the sum of its parts."

The stories, numbers and analysis in these pages identify and explain a portion of the challenges and opportunities in our Indiana. Our one Indiana. We look forward to being a part of the team that will make Indiana the absolute best it can be in 2025 and for future generations.

Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

Cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises.



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¹ The range of preventive care services covered at no cost share when provided in-network are designed to meet the requirements of federal and state law. The Department of Health and Human Services has defined the preventive services to be covered under federal law with no cost share as those services described in the U.S. Preventive Services Task Force A and B recommendations, the Advisory Committee on Immunization Practices (ACIP) of the Centers for Disease Control and Prevention (CDC), and certain guidelines for infants, children, adolescents and women supported by the Health Resources and Services Administration (HRSA) Guidelines. You may have additional coverage under your insurance policy.

² Employees may have to pay part of the costs if they use a doctor outside the network.

Indiana's Leading Statewide Business Magazine

BIZVOICE

Winner of 69 national, state awards since 1999

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Kotkin, Longworth, Hicks

Three authorities on economics, demographics and societal trends break down the opportunities and challenges for Indiana.

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Roundtable Revelations

Five state leaders engage in a discussion focusing on these questions: Can all areas of the state be economically successful? If so, how?

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Analyzing Indiana

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Indiana University professor and author James Madison sets the stage with a glimpse at how our state's history impacts today's realities.

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Coming Jobs War

Book from Gallup chairman and CEO Jim Clifton offers key national conclusions that apply to the Hoosier state.

Most Bold Idea to Reshape Indiana

Ten *Indiana Vision 2025* regional forum and statewide summit participants were asked by Symone Skrzycki to share their “most bold idea” to reshape Indiana. Their responses, with the Leaders Speak header, can be found on Pages 25, 41, 44, 59 and 63.



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Indianapolis and its metro area proves to be an attractive destination for young professionals. Let them tell you why they're embracing their new home.

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Eyeing the Future

What will Indiana look like if *Indiana Vision 2025* is achieved and we are truly experiencing one great state? Here's what the plan authors forecast.

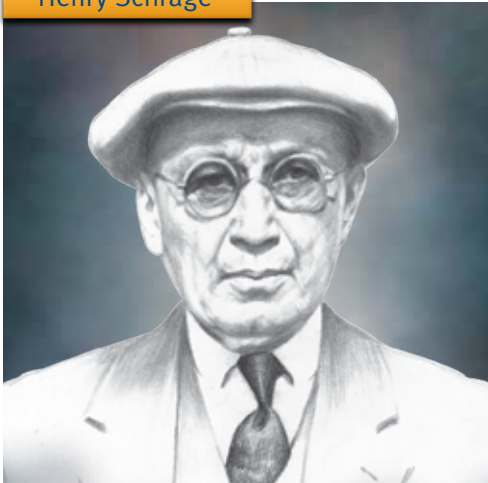
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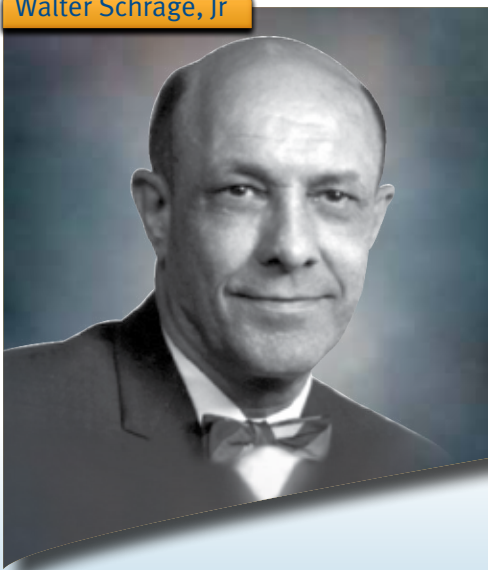
Henry Schrage



Walter Schrage, Sr



Walter Schrage, Jr



Mike Schrage



BizVoice Beginnings: The Inaugural Issue

By Tom Schuman



The BizVoice® debut in July 1998.

My first day at the Indiana Chamber of Commerce on April 13, 1998 went something like this: “Yeah, we’ve got this new magazine we’re going to produce, the first issue is going to be published July 1 – and you’ve got a lot of work to do.”

Actually, I learned about BizVoice® during the interview process but you get the idea. There was a lot of work to do and little time.

As this marks the 100th issue of BizVoice (see some staff recollections of favorite interviews/stories on Page 12), it seems an appropriate time to look back at issue one. I peeked, I cringed (trust me, we’ve come a long way in both the design and content), but I also marveled at a couple of the topics that were covered.

Such as:

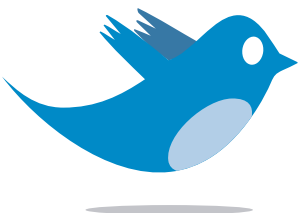
- The first roundtable discussion (they’ve continued in every issue since with only a few exceptions) topped by the headline: “Finding Qualified Workers a Big Challenge.” Hey, is this 1998 or 2015?
- A Two Sides (that’s a pair of guest opinion columns) feature answering the question: Should public employees be forced to pay money to a union to which they do not belong? In a first cousin-type development, little did anyone know that Indiana would become the 23rd right-to-work state 14 years later.
- There was also a feature on a new Indiana Chamber Foundation study titled *Blueprint for a Dynamic Small Business Community*. There have been numerous important Foundation reports – along with results achieved – in these pages ever since.

One might think what great planning to have this special edition focused on *Indiana Vision 2025* and our state’s future as the 100th issue. Our team would like to take credit for that, but the truth is it’s just a happy coincidence. In other words, the issue number is not really all that important.

While we celebrate 100, I’m proud of the effort that our Chamber team puts into each and every issue. We hope you enjoy the results and will continue to do so for years to come.

What’s Chirping on Tweet Street?

The Indiana Chamber has nearly 12,000 Twitter followers. Are you on the list? Here are some examples of recent activity:



@IndianaChamber

Be a part of Small Business Saturday & support your local shops today: <http://goo.gl/WVhpszW>

Gary continues downtown revitalization – includes investment from @centierbank <http://ow.ly/EROSJ> (via @IIB)

Our enhanced <http://IndianaSkills.com> will alert Hoosiers to array of jobs in demand; now includes 4-yr degree & higher <http://tiny.cc/idnmpx>

Chamber Pres. Brinegar on Senate defeat of #KeystonePipeline; praises @SenDanCoats @SenDonnelly for their support <http://tiny.cc/2vukpx>

We honored Sens. Crider & Pete Miller + Reps. Austin, Milo Smith & Ziemke as Small Biz Champs <http://tiny.cc/naihpx>

An IN Chamber 2015 legislative priority: Eliminate small businesses having to file personal property tax returns #CILP15 #INlegis

What others are saying to – or about – the Indiana Chamber:

@ScottDPelath: Participating in the @IndianaChamber pre-session forum, an annual legislative tradition...

@INInstitute: #WorkSharing gives employers choice, workers keep job/benefits & it costs less.” Kevin Brinegar @IndianaChamber goo.gl/NeQRcq @IIB

@ReadyIndiana: Welcome to the @IndianaChamber’s new indianaskills.com! Check it out. Now offering BA+ supply and demand data.

@IUMcKinney: Congratulations to @SusanWBrooks ‘85, named Government Leader of the Year by @IndianaChamber bit.ly/1qFVK3Z

@indystar: The next push for Sunday carryout alcohol sales will get a big boost from the @IndianaChamber. indy.st/1qP8FR4

@morellomedia: More drama in #INSBOE land: @IndianaChamber will advocate for appointing the state superintendent position. ipm.io/1xxW10e

Who should be in the spotlight this year?

Nominate a 2015 Company To Watch.

Nominations are open February 4 through March 10.

Applications will be accepted February 4 through April 10.

Companies will be honored at an awards ceremony on August 27.

For more information, company eligibility requirements, and to nominate a company or to apply, visit inctw.org.

Join the conversation on Twitter – #inctw

The 2015 Indiana Companies to Watch program is presented by The Office of Small Business and Entrepreneurship and its Indiana Small Business Development Center and The Indiana Economic Development Corporation in partnership with the Edward Lowe Foundation.



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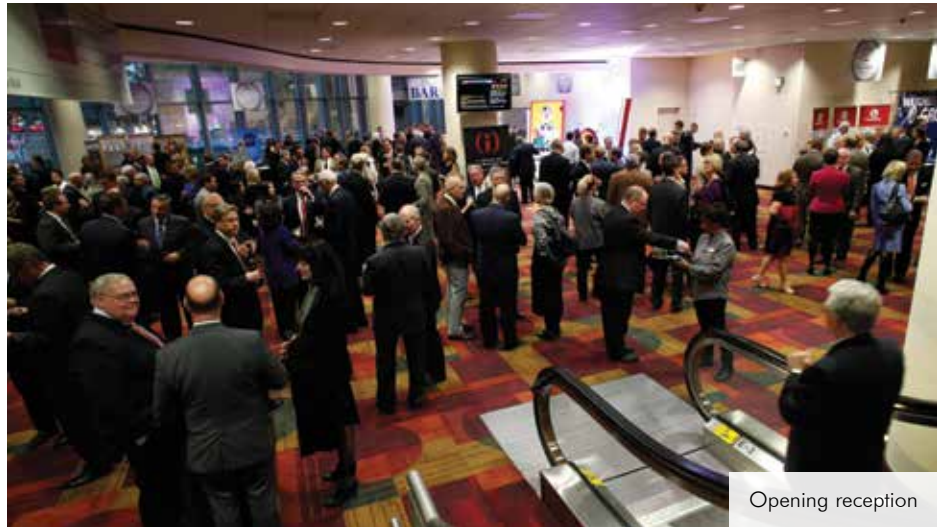
—Centaur Gaming



Eli Lilly and Company

25TH ANNUAL AWARDS DINNER

Coming November 4, 2015:
James Carville and Karl Rove



Opening reception

Record crowd of 1,500-plus



An "operation" awaited Anthem booth visitors at the reception

Business Leader of the Year
Mike Kubacki



Mayor Mark Kruzan
of Community of the
Year Bloomington



Government Leader of
the Year Susan Brooks



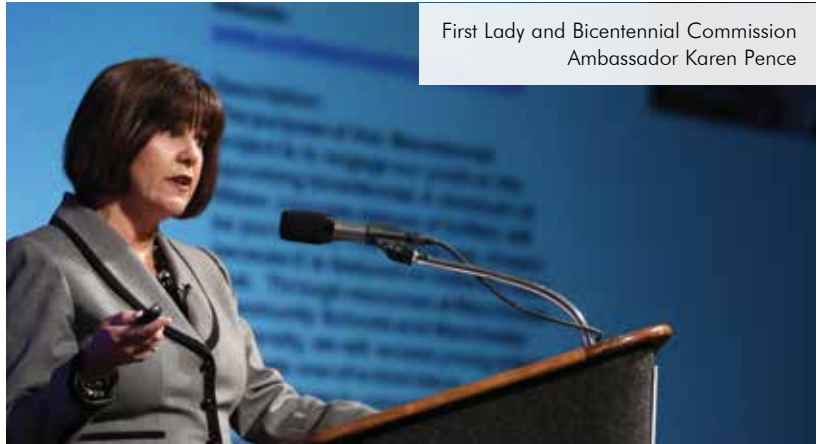


Keynote speaker Dennis Miller

AWARDS LUNCHEON



Volunteers were honored for the 15th year



First Lady and Bicentennial Commission Ambassador Karen Pence



Volunteers of the Year: Jill Ritchie, Heather L. Wilson (with Sam Schlosser and Kevin Brinegar) and Phil Bounsall

BizVoice: 100 Issues and Counting

Current staff members share some highlights along the way (many focused on Annual Award winners and speakers) for the magazine that debuted in July-August 1998.

Through 100 issues of *BizVoice*® magazine, I've had the pleasure of numerous interesting interviews, editing thousands of stories from my talented colleagues and working with the same gifted designer on all but the first two of those publications.

While I asked my co-workers to highlight one or two of their favorites along the way, I'll break the rules with a brief listing that still does a great disservice to many outstanding experiences. Like when:

- Spending the first 25 minutes of an interview with 1999 Business Leader of the Year Bill Cook talking about two of his passions – drum and bugle corps and the Manchester (England) Giants basketball team he owned. That lessened my anxiety and made the media-shy owner and founder of Cook Medical Group also feel a bit more at ease.
- Showing 2009 Business Leader of the Year John Swisher of JBS United in Sheridan a copy of the previous year's Annual Awards issue and having him comment, "I hope I don't end up like that guy" (pointing to 2008 honoree Tony George, who resigned as president and CEO of the Indianapolis Motor Speedway in mid-2009).
- Being offered an ice cream stop along U.S. 30 by then-Gov. Mitch Daniels as we were doing magazine and video work in RV-1 for the 2006 Government Leader of the Year honoree.
- And sadly, learning less than two weeks before that 2006 Annual Awards Dinner that Business Leader of the Year Mac McCormick of Vincennes had been killed in an airplane crash. Thanks to our production partners, the video we had produced for the event was able to be part of the remembrance of a life well lived. In addition, our Chamber team honored McCormick, part of a family long associated with community and statewide leadership, in an appropriate and respectful manner. Mac, we'll dedicate these first 100 issues of *BizVoice* to you.

— Tom Schuman

Art of the Interview: Rebecca Patrick

Sometimes an interviewer is told in advance by "handlers" to expect to have X amount of time and stick to certain topics. But it can be a pleasant surprise when you actually speak to the person.

Such was the scenario in what turned out to be my two most memorable *BizVoice* interviews. The people: four-time Super Bowl champion and NFL Hall of Fame quarterback Terry Bradshaw and General Stan McChrystal, who led the top secret Joint Special Operations Command in Iraq during the Persian Gulf wars and was the chief commander of American forces in Afghanistan.

These two men were our Annual Dinner speakers in 2011 and 2013, respectively; their candor and warmth came through in our 30-minute conversations and, hopefully, in the profiles.

Like many, Bradshaw was clearly shaped by his upbringing. In his case: Humble roots in Louisiana that were long on values pushed him to always strive for his best – and helped him keep perspective. Bradshaw shoots from the hip with a unique brand of self-deprecation.

I found McChrystal surprisingly introspective, including on what he learned from the infamous *Rolling Stone* article that led to his retirement from the Army. But no matter the question, what also resonated was his strength and leadership.

A couple other memorable features:

- "Looking Inside the Life Sciences" was a section for the July-August 2007 issue; seven one-page stories discussed different technologies (forensics among them) under the life sciences umbrella in Indiana.
- A focus on deal-making in September-October 2011 included a look back at how the Colts came to Indianapolis from Baltimore.

Remembering Their Roots: Symone C. Skrzycki

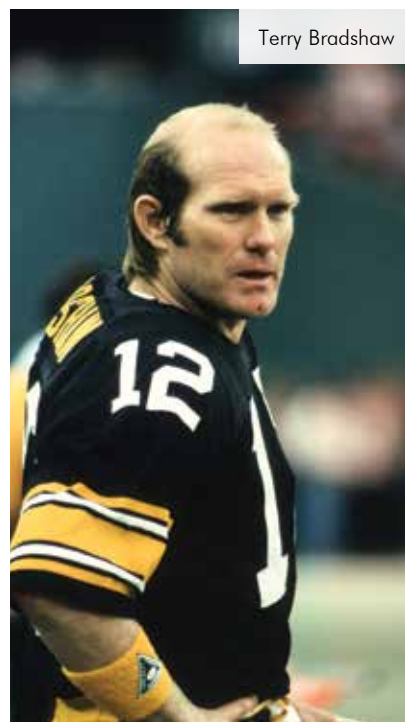
Months after meeting Ted and Tom McKinney, I still haven't decided what struck me most: their farming legacy and community involvement or their humility.

Born into one of Indiana's foremost farming families, you could say they were destined for great things.

And they delivered.

Tom is a seventh-generation Indiana farmer. Twin brother Ted is director of the Indiana State Department of Agriculture. Their knowledge of farming, I discovered when visiting the family farm in Tipton where they grew up, is rivaled only by their passion.

They described their youth, which was full of work, play and philanthropy. Many formative experiences blended all three, such as a seed corn detasseling business Tom operated for



Terry Bradshaw



Ted and Tom McKinney



Mac McCormick

30-plus years. The nature of the (detasseling) beast is brutal. During the 1970s, at age 16, the twins began managing their own crews of teens – mentoring, motivating and inspiring them to cultivate an extraordinary work ethic and to believe in themselves.

As I walked alongside Ted and Tom at the farm, step after step revealed another fascinating detail about their heritage. Childhood memories – poignant and comical – and modest stories about their accomplishments brought the family history to life.

Today, they continue to make a difference in the community. Among many other roles, both have served in leadership positions at Purdue University (they're third-generation graduates of the College of Agriculture) and work closely with youth to promote farming careers.

My day on the farm was memorable. The McKinneys' legacy: unforgettable.

Click of a Moment: Tony Spataro

Click. There I am, standing in the middle of the RCA Dome. Feet firmly planted in the middle of the Colts helmet on the 50-yard line. Only moments ago I made the call to have all the lights turned on inside the stadium. Now illuminated as if during a Sunday game, the dome is aglow and I am in the middle of it all.

About two hours earlier, I was all set to take a photo of our 2005 business leader of the year, David Frick, in front of the Colts stadium – a tribute to his work in helping get it built and bringing the team here 20-plus years earlier. But it was pouring rain and I was scrambling to figure out other options. I phoned Frick and explained that we would probably have to shoot the photo inside a garage that faced the dome. His only response, "Why don't we just go inside the stadium?" Of course, why didn't I think of that?

So, after a couple of phone calls, we walk through the Colts tunnel and onto the sideline. A dream come true for a super fan like myself. Sure there was no one else really there – no crowd, no players, but that really made it even more special for me. I (with David and our photographer) got to run out onto the field.

Whether it's instances like the one above or watching the owner of the Indy Eleven play a little soccer in his business suit once we get the shot we wanted, my job is telling someone's story. It is the part of

my job that I love the most. I want to show all our readers something in these people that you might not read on the pages.

I've had the pleasure of meeting thousands of people along the way. Some photos were easier than others, but I cherish them all, along with the memories of getting to know them before, during and after that final click.

Dennis and Me: Matt Ottinger

I grew up watching *Saturday Night Live*, especially during some of its best years in the late 1980s/early 1990s.

So you can imagine my excitement when I discovered I'd have the privilege of interviewing comedian Dennis Miller via phone for our September-October 2014 feature on him. This would serve as a promotion for the Indiana Chamber's 25th Annual Awards Dinner on November 6, as he was slated as the keynote speaker.

He called promptly at the specified time and was to-the-point during what can often be a small-talk laden introduction, but gave very thoughtful answers to my questions. In fact, I got the 2,000 words I needed in 12 efficient minutes. That may be a *BizVoice* record!

We were all pleased with how the interview turned out. While the quality of a Q&A depends primarily on the "A," I was proud of it.

Fast forward to the night of the dinner, and – I assume due to our tightly forged 12-minute bond – I was selected to greet Miller as he entered the lobby of the Westin following his flight from the West Coast.

I had prepared a greeting – and even had a joke or two in the queue for our conversation. Nothing knee-slappy, but a wry reference to something he'd said on *Fox News* the night before. (To be clear, that network makes me nauseous, but I caught the interview online as a means to prepare for the evening ahead.)

He was just as succinct as before, however. Fair enough.

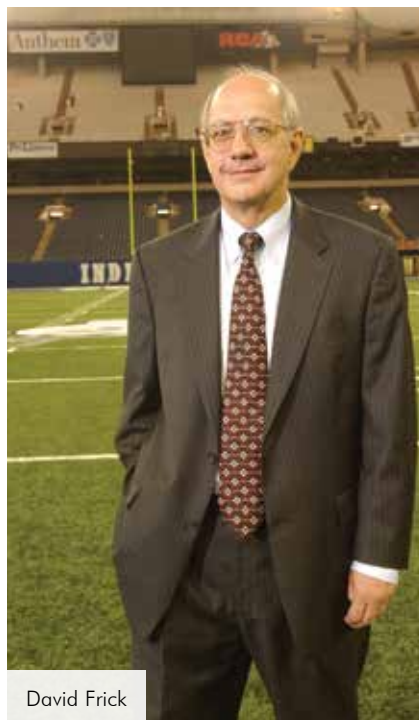
As we strolled over to the Indiana Convention Center, he lagged behind me by about three feet and sung to himself. I whistled my own tune – in my own key. And that was that.

Fortunately, he was much more verbose during his speech and had the record number of Annual Awards Dinner attendees rolling with laughter.

And that, after all, was music to our ears.



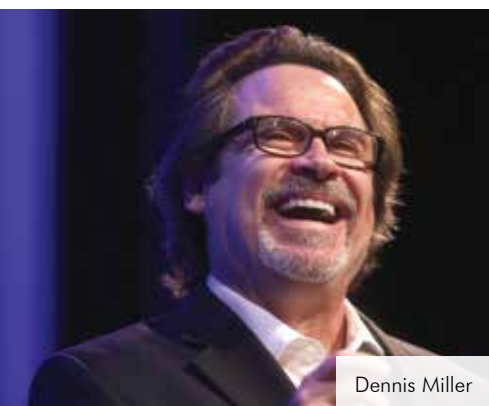
Ersal Ozdemir



David Frick



Mitch Daniels



Dennis Miller



John Swisher



By James H. Madison

Drifting Toward Two Indianas?

Disturbing signs suggest that we are moving toward two Indianas. One prosperous; the other struggling. One educated; the other not. One mostly situated in the 21st century; the other stuck in the 1970s.

Of course the contrasts are not so stark. Not yet. Perhaps there is no problem with two Indianas. We might care only about our small portion, perhaps Central Indiana, particularly the prosperous counties around Indianapolis. We're doing fine, thank you very much. But venture south to places like Crawford County, where nearly all numbers of well-being rest near the bottom of the 92. Or to Orange County, where the future remains shaky even with massive hotel, gambling and recreation investments. Read *Crimes in Southern Indiana*. Frank Bill's rural noir fiction may be more revealing than all the tables and charts. Or glance northward to the rural counties with dwindling populations and to those of the once booming gas belt/auto region. And finally to Lake County, which a member of the state legislature decades ago suggested should be made into a separate state.

Once upon a time, there was one Indiana. In 1916, when we celebrated our state centennial, small towns and rural counties were not much different from Indianapolis. Indeed, there was a certain pride in thinking of Indianapolis as just a larger county seat town.

Those 92 county seats a hundred years ago were alive with buzzing retail stores and offices around the square, chiming bells from First Methodist and other churches off the square, and, further from downtown, the clanging of new factories.

Most important, there were engaged citizens in those towns: businessmen, doctors, lawyers, schoolteachers, Rotary Club presidents and others who cared deeply about their community. Many men and even larger numbers of women volunteered. They led. They built. They invested in a community that was more than a place name on a map. Some of the finest public libraries in the nation were among their many steps toward the general well-being.

And they innovated, as did Elwood Haynes when he drove his combustion-engine vehicle along the Pumpkinvine Pike outside Kokomo in 1894.

Not so long ago there was a touch of reality to the romantic poetry of James Whitcomb Riley. And in William Herschell's 1919 poem "Ain't God Good to Indiana?"

*Where there's sunshine in the clover
An' honey in th' comb;
Where the ripples on th' river
Kinda chuckles as they flow-
Ain't God good to Indiana?
Ain't He, fellers? Ain't He, though?*

A smart historian at this point in wistfully looking back might charge mythmaking. It was, after all, these

places, including the big small town of Indianapolis, that offered fertile soil for the Ku Klux Klan of the 1920s.

It was these small towns that began in the late 19th century to send large numbers of their sons and daughters to Chicago, Detroit and New York. Even Indianapolis was not big enough for some of the best and brightest.

Still, there is an element of truth in the argument that Indiana a century ago was one place, filled with a people who had a sense of belonging together in an imagined community. A people who knew they were Hoosiers.

Recent decades have not been kind to these old traditions.

What is to be done?

The first necessity is to see the problem, particularly from leaders sitting comfortably in Indianapolis homes, restaurants and offices. Around tables in the big city, one sometimes hears conversation that can only be labeled limited. Perhaps even provincial.

We Hoosiers are bound together, all of us, in webs of social, cultural and economic connections. And, certainly, in our state government. Even a goal of individual self-interest or narrow profit maximizing requires acknowledgment of that truth.

Some may think that the privileged places can thrive without the rest of the state. Taking what they need in the way of low cost labor and tax revenues, pulling out the talented few and moving toward a colonial-mother country model. They very likely are wrong.

Part of the good news is that we're blessed with a brand name, among the best of any state. (That we don't know what the word "Hoosier" means makes it even more attractive.) We can use our brand to sell Indiana duck entrées in fancy California restaurants. And to bring us closer together.

Our Hoosier brand is most important as the headline for our shared traditions, our citizenship, our obligations to each other.

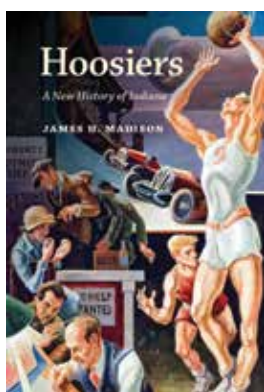
It's good, too, that sprinkled in the old Indiana are islands of light.

Warsaw provides one bright light. The Japanese auto factories in old cornfields provide others. Signs of change in towns like Kokomo offer hope.

Our community foundations often do superb work, revitalizing some of the best Hoosier traditions.

But too many places are not on the varsity team. Indeed, some aren't sure which end of the court is theirs to score.

Indiana's bicentennial will offer plenty of room for thinking about where we have been, where we are today, where we want to go. And perhaps to counter the drift toward two Indianas.



AUTHOR: James H. Madison is the Thomas and Kathryn Miller Professor Emeritus of History, Indiana University, Bloomington. His most recent book is *Hoosiers: A New History of Indiana*, recently published by the Indiana University Press and the Indiana Historical Society Press. He can be contacted at Madison@indiana.edu

Clifton: It's All About the Jobs

In 2011, Gallup chairman and CEO Jim Clifton authored a book titled *The Coming Jobs War*. The Indiana Chamber provided copies of the book to its board members as well as Indiana legislators in 2013 – and brought Clifton to its board of directors meeting that fall.



Using data and opinion gathered in Gallup surveys, Clifton wrote:

- There are three billion adults on Earth who work or want to work. But there are only 1.2 billion full-time, formal jobs in the world.
- As of 2010, the world has a total GDP (gross domestic product) of \$60 trillion. Of this, the United States has nearly \$15 trillion or 25%. Over the next 30 years, the global GDP will grow to an estimated \$200 trillion. So a new \$140 trillion will come into the global mix. The global war for jobs will be an all-out battle for that \$140 trillion.
- The war for global jobs is like World War II: a war for all the marbles. This is America's next war for everything.

Clifton offers 10 key findings on how to win that war:

1. The biggest problem facing the world is an inadequate supply of good jobs. Every leader in every institution and organization must consider this in every decision he or she makes every day.
2. Job creation can only be accomplished in cities. The federal government cannot create sustainable jobs. Cities are job power plants of human energy.
3. There are three key energy sources of job creation in America: the top 100 cities, the top 100 universities and its 10,000 local tribal leaders. These are America's super collider for jobs.
4. Entrepreneurship is more important than innovation. It is far better to invest in entrepreneurial people than in great ideas.
5. America cannot outrun its health care costs. Every leader must put physical fitness at the core of every decision.
6. Because all public education results are local, local leaders need to lead their cities and youth programs to war on the dropout rate with a strategy of one city, one school and one student at a time.
7. The U.S. must differentiate itself by doubling the number of engaged employees. This would create more customers, more jobs and more start-ups – and would double the economic energy of the U.S.
8. Jobs occur when new customers appear. Deep customer insight is essential to the jobs war.
9. Every economy rides on the back of small- to medium-sized businesses. Most jobs occur when entrepreneurs start companies. Cities have to create environments where this is highly encouraged, supported, mentored and celebrated.
10. As exports go, so goes the coming jobs war. The U.S. needs to more than triple exports in the next five years and increase them by 20 times in the next 30 years. Exporting is the next man-on-the-moon moment.

RESOURCE: *The Coming Jobs War* at www.gallup.com/businessjournal/147848/Coming-Jobs-War.aspx

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Joel Kotkin



Richard Longworth



Michael Hicks

Kotkin, Longworth, Hicks: **THREE VIEWS ON STATE'S CHALLENGES, OPPORTUNITIES**

By Charlee Beasor

Who better to ask about the unique (or is it?) makeup of Indiana than three well-regarded authorities on geography, demographics and economics.

It doesn't hurt that the three have diverse backgrounds and viewpoints on the topics at hand:

- **Joel Kotkin (JK)** is author of *The Next Hundred Million: America in 2050* and a recognized voice on global economic, political and social trends. He is the Roger Hobbs Distinguished Fellow in Urban Studies at Chapman University in California. www.joelkotkin.com
- **Richard C. Longworth (RL)** is a senior fellow at the Chicago Council on Global Affairs, author of *Caught in the Middle: America's Heartland in the Age of Globalism* and a former economic journalist for the *Chicago Tribune*. www.richardclongworth.com

- **Michael J. Hicks, Ph.D. (MH)** is director of the Center for Business and Economic Research and a professor of economics at Ball State University. He is a book and scholarly paper author and has appeared on/in numerous national media programs and publications. www.bsu.edu

BizVoice® asked all three about the challenges and opportunities facing Indiana today and the possibility of having economically successful metro and rural areas. Their analysis – varying dramatically in some respects – looks at what Indiana has to offer and what it can continue to do to try to make the state one that is prosperous for all of its residents.

BV: Is Indiana unique in its metro/rural makeup or does it closely compare to many other states?

JK: “The idea that the state is dominated by one metropolitan area is not unusual. There seems to be a trend, which is that the larger communities in more rural states tend to pretty much dominate over everything else.”

RL: “I don’t think it’s unique. It is very much like other states and I’ll explain why. Major cities – Indianapolis in your case – are growing in population, growing in importance, growing in the economy. Metro areas are growing. What we are finding is that farm towns are having a hard time, simply because the number of farmers are shrinking and their natural market is shrinking.”

“The fact is that single, major cities in states are growing and becoming stronger and more powerful, quite often at the expense of the hinterland. The reason is the decline of the number of jobs available in agriculture, the decline in the number of jobs in manufacturing.”

MH: “There are a number of uniquenesses. What distinguishes Indiana from most of the rural states is what we’re calling ‘compactness.’ By that, I mean somewhere between 95% and 100% of Hoosiers live within an urban labor market shed. That’s different from western Iowa or the Dakotas or Kansas or Texas, which are vast rural areas where commuting to and from (urban areas) is not possible.”

BV: There are three major metro areas (Cincinnati, Louisville, Chicago) in adjacent states – how do those impact Indiana’s economy?

JK: “Your big competitor is Chicago. Louisville and Cincinnati aren’t so attractive that they’re going to be something that’s going to lure people or companies from Indiana. Chicago is a different story. But for better or worse, Chicago is rapidly disintegrating economically. There is less competition from Chicago today than you might have had 10 years ago. The patina of the Chicago comeback has started to dissolve a bit. There may be companies and individuals located in Chicago who may start looking at Indianapolis and Indiana as better places to be.”

RL: “I’m always surprised and dismayed ... the degree to which economies and urban areas in their management of their organization

have such a hard time crossing state lines. You’d have much more of an urban area if you didn’t have those state lines. Indiana is very guilty of this. It very much thinks Indiana. It’s a balkanized situation in the idea of cooperating across state lines (and that) has got to be bad for Indiana. Commerce tends to ignore artificial political boundaries.”

MH: “I think the big future story is going to be in terms of growth percentages. We’re going to see most of the expansion in Louisville happening north into Indiana as the new bridges are complete. If you have an urban area that’s plopped down without imposing geography around it – like in Indianapolis – you get uniform distribution. Or they move up transportation corridors. The growth in Louisville has been constrained by the river, but it’s natural that it will expand into Clark and Floyd counties.”

BV: What are the challenges/opportunities with Indiana’s metro/rural mix?

JK: “I would say from an international business point of view, the biggest challenge is logistical. It’s not easy to get to; that’s a big disadvantage. Coming from Los Angeles, getting to Indianapolis isn’t so easy. Getting to Chicago – there are an infinite number of choices. That’s a major problem. But the area has a lot of advantages too. Indiana in general has a pro-business climate, relatively low taxes and living costs.”

RL: “Indianapolis has got to keep doing what it’s doing. It is strong. And it’s growing and it’s focused on a certain number of industries and you have good universities there ... you have a good mix of people and a cultural life.

“But is Indianapolis as a city responsible for the rest of Indiana? The answer is no. ... The idea is to get rid of this balkanization (and move to) regional cooperation – which means towns and the counties that share a certain history or economy or geography along a river get together.”

MH: “Indiana is doing great. We have a great tax climate. We have what we think are the right workers, great public-private infrastructure, but we’re not getting population growth in the rural area. There aren’t places to live – connections between rural and



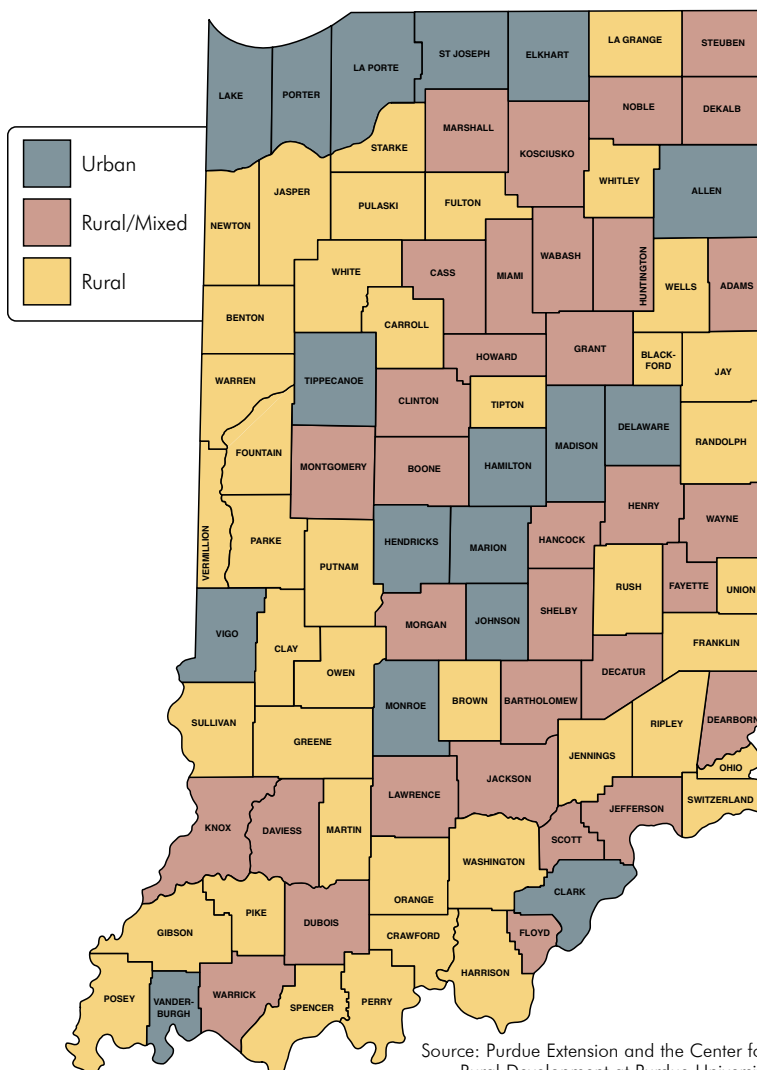
Population Change by Classifications

	Population			Percentage Change	
	1990	2000	2010	1990 to 2000	2000 to 2010
Rural	807,430	875,140	891,906	8.40%	1.90%
Mixed Rural	1,402,284	1,525,295	1,579,354	8.80%	3.50%
Urban	3,334,442	3,680,050	4,012,542	10.40%	9.00%
Indiana	5,544,156	6,080,485	6,483,802	9.70%	6.60%

Criteria Used for Classifying Indiana Counties

Criteria	Rural	Rural/Mixed	Urban
Population	Less than 40,000	40,000 – 100,000	Over 100,000
Density (people per sq. mi.)	Less than 100	100 to 200	Over 200
Population of largest city	Less than 10,000	10,000 to 30,000	Over 30,000
Identity	Rural	Rural with larger town(s)	Urban/suburban
Number of counties	42	33	17
Total population; percent of state's population	891,906 (14%)	1,827,247 (24%)	4,012,542 (62%)
Area (sq. mi.); percent of state's total land mass	15,963 (44%)	12,783 (35%)	7,674 (21%)

Indiana Counties: Rural-Urban Classification



Source: Purdue Extension and the Center for Rural Development at Purdue University

urban places are not as strong as they need to be to work.

“And opportunities, we have the full range of those. We have Indianapolis, which is turning into a dynamic, breathtaking American city – one of those places with runaway growth. At the same time, Muncie is in its fifth decade of decline and public policy in Muncie is just beginning to wrestle with that. Thinking out of the box is going to be necessary.”

BV: A 2010 report from Ball State University and the Indiana Fiscal Policy Institute (Intrastate Distribution of State Government Revenues and Expenditures in Indiana) defeats the perception that urban areas are the big “takers” of state resources. In other words, these areas do not get more back from the state than they provide in taxes. What does that imply for the future of the rural areas?

RL: “That’s true. Again, very common. Certainly see it in Illinois. Chicago complains about it all the time. We send a lot more (money) to Springfield than we get back. It reflects the power of the rural areas and legislatures. It reflects the fact that if you’re going to put 10 miles of new highway in Indianapolis, you’re going to put 10 miles of new highway down in Brown County, even though the highway in Indianapolis is used by a lot more people and is much more badly needed.”

“You get this at all levels. How long can this go on? You would have thought cities would have rebelled already. As cities become bigger and more powerful, they’re in a bigger position to rebel. I don’t see any big groundswell of opposition to this yet. It will happen sooner, rather than later, especially as cities become strapped for funds.”

MH: (Hicks was lead author on the above-mentioned study). “Not everybody likes that study. Rural areas are also big recipients of federal aid. There is, across the U.S., a contentious point: The fact is that rural areas are getting a disproportionate share of federal and state tax dollars.

“That spending is not really helping rural areas, in part because the composition of it is so heavily toward agricultural subsidies: You’re paying people not to work. There’s not a lot of appetite for continuing that.

“We’re subsidizing the continued existence of

rural sprawl and the traditional rivalries that date back. We're subsidizing livestock areas in rural Indiana, broadband, you name it. If we're going to spend money in rural areas, (we should) spend money to make people better off, such as relocation assistance to households that have no employment prospects."

BV: Is there a divide between suburbs and cities?

JK: "If you're talking about young families (moving into the city), you have to improve the schools and public safety – that's a big part of it. If living in the suburbs means a 15-minute drive instead of a 10-minute drive, the good schools are worth the five minutes. You're not going to be able to appeal to people on a convenience issue. You're less likely to attract the single childless person in Indiana than you are in Chicago or New York.

"What is Indiana's value proposition? Affordable family-friendly places, a little bit of a slower pace. That's what you're selling. You're never going to win the war of hipper, cooler. If you have people who are doing well, they're coming from the culturally-sophisticated areas; there will be a market ... they will demand amenities.

"But trying to say we want to be a hip, cool center is kind of ridiculous. If I'm a 27-year-old and my interest is hopping around bars and hearing the latest music and food trends, I'm going to live somewhere other than Indianapolis. But for the sophisticated person, you can eat well, see a good play and get a new-run movie, (Indianapolis) might be okay. It's a tradeoff."



"I'm always surprised and dismayed ... the degree to which economies and urban areas in their management of their organization have such a hard time crossing state lines. ... Indiana is very guilty of this. It very much thinks Indiana."

– Richard C. Longworth

RL: "Basically, I think you're part of one economic area: the city and the suburbs. If the city thrives, the suburb will thrive.


"The middle class has been forced out of the city. You want that mix. San Francisco is a big example: They found out that the person making an average income in San Francisco cannot afford to buy a house in San Francisco. London is this way. It is a problem."

BV: How should the state balance investing in metro areas, with their growth and tax revenues, compared to rural areas?

JK: "With rural policy, you have to say, 'Where would investment make the most sense? Are there rural areas on the fringes of the metropolitan areas? Are there small towns that might have some

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potential for economic growth?’ You have to have a proactive investment policy, not a ‘How do we sustain what’s already here?’ That could be the problem with servicing every small town. This one isn’t likely to grow, but this one has some possibilities. Maybe a highway widening or small airport might make a difference.”

RL: “How much do we want to enable areas of the state that do not have a future? If people in those areas get angry, more power to them. Meanwhile, Indianapolis is proving day after day it is part of a vibrant economy – young people from Indiana and outside Indiana are going to be able to make a decent life. I do not know how the Governor of Indiana sells this to rural areas.”

MH: “Almost all the growth in Indiana is going to come as a consequence of urban places. However, this is important: Almost all rural places in Indiana can benefit from that if they are connected to an urban area. The growth in urban areas will be faster and better for the urban places if they have a connection to the rural areas.”

BV: Indiana’s four largest cities – Indianapolis, Fort Wayne, Evansville and South Bend – experienced strong population increases over the past three years. Why are cities so outpacing the rural areas in population growth?

JK: “Because the rural economy requires less and less work. It’s more automated, so there’s less to do there and you happen to be going through this big Millennial period. The demographic trends are not working out well for a lot of (major) metropolitan areas. Particularly, Indianapolis (and similar cities) are serving as alternatives for people from the coasts. You’re seeing the beginning of a brain drain into the Great Lakes and Midwestern cities.”

MH: “If you look at places settled for 4,000 years, cities have seen all the net growth. If a place grows really fast, it’s a city. The only time we ever had a period of rural growth in the United States happened in the first hundred years after settlement by European settlers. Rural growth peaked 100 years after; by 1910 rural areas in America were in decline. Urban areas were growing.

“Some economists use the term endogenous – dual causation (which comes first, the chicken or the egg?). Some amenities are endogenous: Private sector amenities, golf courses, movie theaters, bars – those follow the population. The households you want to attract – with things like park land and public spaces and touchy-feely stuff that attracts people – for years we’ve ignored those things and it’s biting us very hard right now.”



What is Indiana’s value proposition? Affordable family-friendly places, a little bit of a slower pace. That’s what you’re selling. You’re never going to win the war of hipper, cooler.

– Joel Kotkin



“Almost all the growth in Indiana is going to come as a consequence of urban places. However, this is important: Almost all rural places in Indiana can benefit from that if they are connected to an urban area.”

Michael J. Hicks

BV: Will Indiana (and other states) continue on this metro growth/rural decline path in population and jobs?

JK: “I think the rural areas have some potential. Baby Boomers and dispersed work allowing young professionals to work from home (will make an impact). I wouldn’t necessarily write off the rural areas. One of the reasons for the rural decline is areas that were rural have been mixed into the metropolitan areas. Exurbs 30 years ago were rural areas and they grew and got put into the metro.”

RL: “Yogi Berra said ‘Never make predictions, especially about the future.’ Who knows? At the present, as far as we can see, yes. There’s this business of costs going up in the cities; this may end up driving people out into rural areas where living is cheap and they have the possibility of making a living online. That’s a theory, a possibility.”

MH: “Yes. The only difference will be some places that will grow well that are currently rural will turn into urban places. Lapel in southern Madison County is a rural area. But it is close enough to a cluster of employment in Indianapolis. In Lapel, I can live here and work in Indianapolis and so Lapel by the 2030 census won’t be a census tract that will meet a traditional rural definition.”

BV: Is it plausible for Indiana to have a full plate – economically successful metros and rural areas? If so, how?

JK: “I think it’s entirely possible. As long as you have an expanding economy and relatively robust demographic growth, the vast majority of the growth will be in the metropolitan areas, but there are many rural parts of Indiana that are quite attractive. You could conceivably attract Baby Boomers and young families down the road.”

RL: “I would say no, because the rural areas are based on an economy that is vanished: relatively small-scale farming, and that’s not coming back. And all the niche farming and market gardening isn’t going to change that. Indianapolis is where it is because there is an economic need. And Chicago is where it is because there is an economic need. South Bend and Elkhart and all these places are there because of an economic purpose to the place. And when that goes away, the place will die unless they find a new economic purpose. That’s up to them. But I’ve been surprised before.”

MH: “Yes, as long as they’re well connected with each other. They have to be well connected. A rural place that is unconnected to a vibrant city has a dismal future.”

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INDIANA'S GAME PLAN

Putting the Pieces Together Statewide

By Rebecca Patrick

“Success isn’t defined the same for downtown Indianapolis as it would be for Paoli. And if you start with that premise that success can vary, then you find there are different strategies to get to success,” declares Drew Klacik, senior policy analyst, Indiana University Public Policy Institute.

It’s about making sure communities are started along that path – whatever theirs looks like.

That’s a simple enough statement but there are overriding factors and it’s not something that can happen in the blink of an eye.

Yet it’s a process that needs to be ramped up and strived toward, according to the Indiana Chamber’s *Indiana Vision 2025* plan, which contends all areas of the state must be successful for Indiana to reach its potential.

Joining Klacik (www.policyinstitute.iu.edu) to discuss how we get to that lofty destination are:

- Tom Easterday, executive vice president, Subaru of Indiana Automotive, Inc.; www.subaru-sia.com

- Indiana Lt. Governor Sue Ellspermann; www.in.gov/lg
- David Johnson, president and CEO, BioCrossroads (www.biocrossroads.com) and Central Indiana Corporate Partnership (www.cicpindiana.com); and
- Tom Snyder, president, Ivy Tech Community College; www.ivytech.edu.

Shared dilemma

The workforce will ultimately tell the story for Indiana. And an integral part of continuing that talent pipeline is retaining graduates.

Nine out of every 10 college students say they want to live in a big city, Klacik shares.

“A decade ago it was only six out of every 10. Yes, they’re Indiana trends, but they’re also global trends.

“That doesn’t mean every college student is going to go to a big city, but when you work in a Monticello or a Jasper and one of the first things people say is, ‘What are we doing wrong? We’ve worked really hard, we send our kids off to college and they don’t come back.’ That’s really seeing that nine of 10 trend,” he surmises.

“So the challenge for rural Indiana is that to some extent the more education you have

the more likely you are to relocate to a metropolitan area.”

That puts an even greater emphasis on reaching the students before they get their degrees.

“We know that if students – particularly college graduate level, but high school as well – have experiences in working in their area of the state (no matter where it is), they’re much more likely to take those positions



“I think nationally and internationally Indiana has become a location where people and companies want to be.”

– Tom Easterday

rather than go off into the yonder to take some job opportunity,” Ellspermann asserts.

“We (the state and Indiana Career Council in particular) will be working with Indiana employers to encourage them to create many more of those kind of opportunities to have our talent see what’s in their own backyard because quite often our kids just don’t know.”

While Indiana does see its share of returnees who come back later to settle down and raise a family, for example, Johnson notes that “studies do indicate that we still need to do a better job of retaining people coming out with associate’s degrees and bachelor’s degrees at that point.

“That’s one of the things that the Lilly Endowment has been very focused on with their grants, and have gone to all the schools across the state, to the higher institutions, to try to have more connectivity between graduates of those institutions and opportunities in the workplace.”

Help wanted

The Indiana tech sector, including life sciences, actually has more job openings than people to fill them. Ditto modern manufacturing.

“That’s an area where we can actually attract people to move here who didn’t grow up here,” Johnson begins. “We just need not to undersell the attributes of this state. We need to do a better job of telling our story.”

Case in point: The reaction last summer of 50 people from around the country who came to Indianapolis to take internships in technology-intensive jobs through the Indy Xtern program.

In the beginning, Johnson says 78% indicated they weren’t interested in moving to Indiana for a career but were attracted to the internship experience. After their time on the job, a whopping 90% said they would be open to living here “in part because of the work, in part because of the place.”

It’s also a case of needing to change perception regarding the manufacturing industry.

“I grew up in manufacturing; it really wasn’t the most attractive work environment. But today, the technology, the cleanliness, the environment is fabulous and yet so many don’t know,” Ellspermann laments.

“We’ve not done a very good job of educating our younger workers on what modern manufacturing looks like.”

Ellspermann reiterates that lack of awareness by sharing the results of a survey in her home community of Dubois County that found only 1% of local high school students were interested in manufacturing.

She concludes, “If students knew what those jobs were, if they had an accurate view of them, many more would choose advanced manufacturing for a career.”

Easterday agrees. “Modern manufacturing, which is what we have in Indiana right now, is leading the nation. If you walk into an automobile plant nowadays, for example, all of our body assembling/welding is robotic. All of our paint application is robotic, and so we require a lot of robotic techs, a lot of engineers. A lot of high-skilled maintenance associates that work on problem-solving and trouble-shooting with their laptops all day.”

He believes internship and co-op education programs are invaluable avenues “to give students a chance to see what’s actually done in these companies to see if that’s the type of thing they’d like to do.”

Snyder, whose lengthy General Motors career included leadership of Delco Remy, believes incorporating wage data into the picture would certainly help.

“Manufacturers have always been reticent (to do that) because of the inflationary impact.



“With our life sciences, there’s an innovation element which suggests metropolitan areas, but there’s a production element which suggests rural areas and small towns. ... Not every state is blessed to have that kind of diversity of economic opportunity.”

– Drew Klacik



“We should look at peer states we want to emulate; find out if they’re doing some things that we haven’t thought about doing or are doing them better.”

– Tom Snyder

Whereas everybody in our RN program knows exactly how much a nurse is going to make when they graduate and they know the starting pay is going to be \$20 an hour at a minimum so it’s well worth it to go through nursing school.”

Also at issue, Klacik believes, is that Indiana did too good of a job selling the need for four-year degrees, which aren’t required for many modern manufacturing positions.

“We’ve been so effective at saying that for the last 25 years that we’re now struggling with how we say: ‘Not everyone needs a bachelor’s degree.’”

Grow or wither?

Established mindsets are changing along another front too.

It wasn’t long ago there was some reluctance from rural areas to modernize – to the point of even maybe not pursuing a possible employer if that meant losing farmland.

That notion, Ellspermann emphasizes, has “shifted and shifted rapidly because you realize if you don’t grow, you die.”

Easterday interjects, “I think smaller cities and towns in Indiana have really come to realize that they can maintain their unique characteristics and history, and grow at the same time. And to grow, they need to engage in and develop activities on a pretty major scale.”

On Ellspermann’s 92-county tour of the state last year, she didn’t encounter one community leader or official who wasn’t concerned about growth.

“My hometown of Ferdinand (2,200 people) said 10 years ago: ‘We’re not where we used to be. Even though we’re the same size, we’re older. We’re not getting as much talent back, we do need to be recruiting companies, we do need to grow, and we do need to look at our quality of place,’” she shares.

“The challenge is how we do that with limited resources coming out of a recession where assessed values are dampened, so they’re trying to figure that out.”

She adds that the Office of Community and Rural Affairs is “working very hard to partner with those communities to try and help them as they envision what they want to be and how they want to grow.”

The opportunity is definitely there in rural Indiana, particularly to grow the manufacturing sector, Easterday says.

“If you just look at our supply base. Subaru has 30 direct suppliers in the state and many of them are in small communities from Topoka to Auburn to Mooresville to Greensburg to Elwood, all across the state,” he tells. “It’s primarily because of the infrastructure that’s already been put in place that allows those small communities to be able to supply some of the larger manufacturers in the state.”

Instilling rural leadership

Ellspermann is hoping the state’s five-location pilot program called My Community, My Vision will spur engagement among Hoosier youth.

Ball State University students act as consultants to high school students in planning for the future of their local rural communities. Student leaders participating



“There is a role increasingly for public and university funding in helping very small ideas and companies get started with some sort of seed capital or early stage commercialization funding. ... It’s something you do to invest longer term in the economy.”

– David Johnson

hail from Hanover, Pekin, Rushville, Vevay and Lawrence County. The goal is to grow the program across Indiana’s rural landscape.

“Our young people need to be at the table and driving a lot of the change. We need to make sure that we have our young talent being a part of these conversations about what we want our communities to be going forward,” Ellspermann offers.

“They may not know all of the tools of economic development and things like that, but we need to listen to that (unique) wisdom and we need to engage them so that they have buy-in and a commitment to want to be a part of the future someday.”

And it’s not just the next generation of rural leaders that could use a helping hand.

While Snyder praises the efforts of Bedford (the Indiana Chamber’s 2013 Community of the Year) under Mayor Shawna Girgis – “she thought through what she could do with the downtown and what her resources were” – he speculates about how to best encourage other small towns to do the same.

“If you are in a rural county and you’re an elected official or businessperson, do you know the assets that you have to make a change, or do we all help? Do we need a rural leadership academy?”

“We can’t move all these people to metro areas,” he states.

Johnson wonders about striking that right balance for community assistance.

“One thing that will become increasingly important to look at as we think about different regions of the state developing in different ways is whether they have the proper tools and whether, in fact, we can make these communities truly responsible for their own future by giving them more tools to do that.

“Indiana has overall a very low, low tolerance for a government state,” he asserts. “Yet oftentimes local governments find themselves in a position where they have to go to the General Assembly every time to take any steps. That’s an issue really worth looking at. It’s a complicated policy issue and question.

“Would they be willing to take responsibility for themselves more if they had tools to do so? And frankly had to deal with the policy and political choices, which is all part of the game,” he concludes.

Let’s play nice

The dynamics of a metropolitan region are also tricky, specifically the relationship



“We don’t want to be a state of haves and have-nots. We want the opportunity for prosperity across the state, and sometimes that will mean making a big investment like I-69 in southwest Indiana.”

– Lt. Gov. Sue Ellspermann

between the core and its surrounding communities.

“They need each other to thrive and they all have to realize that. But that kind of means that they all need to both win and lose as they work together as a region, and that’s really a hard thing to get folks to understand,” Klacik explains. “If you need to come out on top in every negotiation, then somebody else is not, and you can’t have a thriving region if only one of the places is thriving.

“If we were on a basketball team, I push you as hard as I can and you push me as hard as you can; that theoretically means we both get better. That’s what we do with Carmel and Indianapolis. That’s kind of the way we want to learn to function as regions.”

This doesn’t mean competition shouldn’t and isn’t going to happen within a region, Klacik continues, “but you have to learn better how to cooperate within a region in order to make sure that our regions thrive.”

Adds Easterday, “Particularly those sectors that are competing against the world; we’ve got to cooperate with each other.”

Snyder puts it this way: “If Carmel’s expanse is successful at the total expense of IPS (Indianapolis Public Schools), that’s not good. Then that’s a zero sum game.”

While that may be beneficial to Carmel short-term, Klacik says eventually it won’t.

“If Indianapolis is not thriving relative to the other major metropolitan areas in the U.S., then Carmel eventually won’t thrive.”

Biggest reason Indiana succeeds

The group is optimistic that Indiana’s communities will be able to seize the opportunities that are here or on the horizon.

“We have such genuine collaboration of the public, the private and the philanthropic sectors. This is a state that has really, really mastered the ability for people to come together, to be honest and open about what the challenges and opportunities are and to try to take very concrete steps to solve them,” Johnson praises.

“It doesn’t mean it always works, but it does mean that people remain willing and open to do that. I’ve seen it happen with increasing urgency, frankly, over the last decade or 15 years.”

The lieutenant governor points to the state’s attractive business climate.

“Assuming those policies we’ve put in place stay, what says to me that we’re going to succeed is our current focus on the workforce and really, for the first time – through the Career Council and regional Works Councils – helping to align the futures of our young incumbent workers to the jobs out there, those priority high-growth, high-tech kinds of jobs that are coming.

“Then I think we set ourselves up for a great future, a great place for young talent to choose to remain here,” she determines.

Klacik looks for Indiana’s appeal to start coming into play more and more, with all the walkable downtown areas and general livability.

“We’re not Austin (Texas, named one of *Forbes* Coolest Cities in 2014), but we really are pretty cool in Indiana. When you add in convenience and affordability, we pretty much blow any place in the United States out of the water.”

Leaders Speak: Most Bold Idea to Reshape Indiana by 2025



“Indiana Humanities is a statewide nonprofit, so part of why I was so interested in attending the sessions in different regions is because we work statewide and have a statewide audience. It was exciting for me to visit so many corners of our state and listen to the feedback from all of the community leaders who attended.

“What excited me about the exchange is that the conversations at many of the tables I sat in were about important subjects such as education – both K-12 and beyond. I was glad

to see there was so much conversation on the need for talent attraction and the need for Indiana to be viewed as a place that’s welcoming to all people.

“The big idea is that this broad notion of economic development is one that appears to be embraced by the leaders of our state. I certainly sensed an urgency in the air that we are a great state, but we can do better, and there was a real desire to pull around these elements.

“The way we’re going to see progress in all of these areas is to bring a wide sector together to solve the problems – it isn’t something just shouldered by the business community.”

– Keira Amstutz, President and CEO, Indiana Humanities, Indianapolis



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Indiana Counties: By the Numbers

County	2000 Population	2010 Population	Annual % Change	Density (persons per square mile)	2025 Population Projections	2050 Population Projections	Largest City	Population of Largest City in 2010
Adams	33,625	34,387	0.2	101.4	36,171	39,875	Decatur	9,405
Allen	331,849	355,329	0.7	540.6	391,546	435,559	Fort Wayne	253,691
Bartholomew	71,435	76,794	0.8	188.7	83,085	88,112	Columbus	44,061
Benton	9,421	8,854	-0.6	21.8	8,399	7,410	Fowler	2,317
Blackford	14,048	12,766	-0.9	77.3	11,093	8,343	Hartford City	6,220
Boone	46,107	56,640	2.3	133.9	70,532	88,552	Lebanon	15,792
Brown	14,957	15,242	0.2	48.9	15,195	12,785	Nashville	803
Carroll	20,165	20,155	0.0	54.1	19,900	17,857	Delphi	2,893
Cass	40,930	38,966	-0.5	94.5	37,277	34,451	Logansport	18,396
Clark	96,472	110,232	1.4	295.6	128,509	149,115	Jeffersonville	44,953
Clay	26,556	26,890	0.1	75.2	27,045	25,133	Brazil	7,912
Clinton	33,866	33,224	-0.2	82	32,572	30,950	Frankfort	16,422
Crawford	10,743	10,713	0.0	35.1	10,532	9,431	Marengo	828
Daviess	29,820	31,648	0.6	73.7	35,312	41,972	Washington	11,509
Dearborn	46,109	50,047	0.9	164.1	26,931	26,909	Lawrenceburg	5,042
Decatur	24,555	25,740	0.5	69.1	44,202	43,169	Greensburg	11,492
DeKalb	40,285	42,223	0.5	116.4	54,726	56,302	Auburn	12,731
Delaware	118,769	117,671	-0.1	300.1	116,018	109,859	Muncie	70,085
Dubois	39,674	41,889	0.6	98	44,853	45,058	Jasper	15,038
Elkhart	182,791	197,559	0.8	426.5	218,988	248,764	Elkhart	50,949
Fayette	25,588	24,277	-0.5	112.9	22,346	18,877	Connersville	13,481
Floyd	70,823	74,578	0.5	504.1	79,006	80,179	New Albany	36,372
Fountain	17,954	17,240	-0.4	43.6	16,214	13,784	Attica	3,245
Franklin	22,151	23,087	0.4	60.1	24,434	24,305	Brookville	2,596
Fulton	20,511	20,836	0.2	56.6	21,130	20,504	Rochester	6,218
Gibson	32,500	33,503	0.3	68.7	35,238	36,416	Princeton	8,644
Grant	73,403	70,061	-0.5	169.2	65,827	57,327	Marion	29,948
Greene	33,157	33,165	0.0	61.1	32,677	30,246	Linton	5,413
Hamilton	182,740	274,569	5.0	696.4	398,011	547,758	Carmel	79,191
Hancock	55,391	70,002	2.6	228.8	87,060	107,476	Greenfield	20,602
Harrison	34,325	39,364	1.5	81.2	44,785	47,832	Corydon	3,122
Hendricks	104,093	145,448	4.0	357.4	200,496	268,199	Plainfield	27,631
Henry	48,508	49,462	0.2	126.2	46,761	41,151	New Castle	18,114
Howard	84,964	82,752	-0.3	282.4	80,706	73,435	Kokomo	45,468
Huntington	38,075	37,124	-0.2	97	35,769	30,934	Huntington	17,391
Jackson	41,335	42,376	0.3	83.2	43,891	43,160	Seymour	17,503
Jasper	30,043	33,478	1.1	59.8	37,536	41,315	Rensselaer	5,859
Jay	21,806	21,253	-0.3	55.4	20,866	20,232	Portland	6,223
Jefferson	31,705	32,428	0.2	89.9	32,880	31,914	Madison	11,967
Jennings	27,554	28,525	0.4	75.7	29,832	30,449	North Vernon	6,728
Johnson	115,209	139,654	2.1	435.8	169,232	204,409	Greenwood	49,791
Knox	39,256	38,440	-0.2	74.5	37,380	35,663	Vincennes	18,423
Kosciusko	74,057	77,358	0.4	145.6	82,361	84,441	Warsaw	13,559
LaGrange	34,909	37,128	0.6	97.8	512,741	519,363	LaGrange	2,625
Lake	484,564	496,005	0.2	994.1	112,551	106,949	Hammond	80,830
LaPorte	110,106	111,467	0.1	186.3	40,185	44,592	Michigan City	31,479

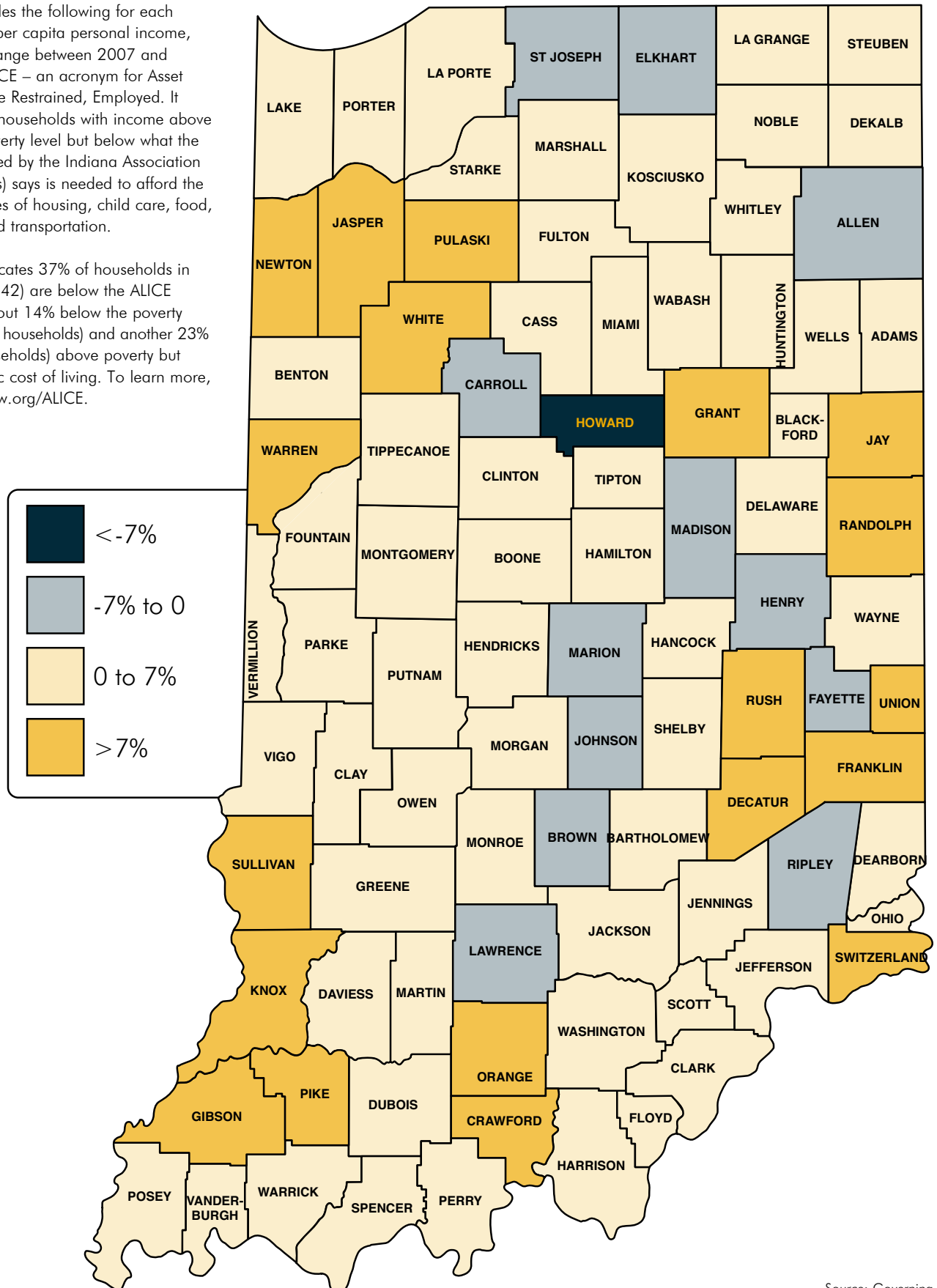
Sources: Purdue Department of Agricultural Economics, Indiana Chamber research and STATS Indiana

County	2000 Population	2010 Population	Annual % Change	Density (persons per square mile)	2025 Population Projections	2050 Population Projections	Largest City	Population of Largest City in 2010
Lawrence	45,922	46,134	0.0	102.7	45,451	41,481	Bedford	13,413
Madison	133,358	131,636	-0.1	291.3	128,742	121,239	Anderson	56,129
Marion	860,454	903,393	0.5	2279.6	973,789	1,066,848	Indianapolis	820,445
Marshall	45,128	47,051	0.4	106.1	49,368	49,694	Plymouth	10,033
Martin	10,369	10,334	0.0	30.8	10,246	9,606	Loogootee	2,751
Miami	36,082	36,903	0.2	98.7	35,613	31,635	Peru	11,417
Monroe	120,563	137,974	1.4	349.7	157,683	183,286	Bloomington	80,405
Montgomery	37,629	38,124	0.1	75.6	38,606	36,366	Crawfordsville	15,915
Morgan	66,689	68,894	0.3	170.5	72,972	74,521	Martinsville	11,828
Newton	14,566	14,244	-0.2	35.5	13,567	11,152	Kentland	1,748
Noble	46,275	47,536	0.3	115.7	49,354	48,343	Kendallville	9,862
Ohio	5,623	6,128	0.9	71.1	6,671	6,623	Rising Sun	2,304
Orange	19,306	19,840	0.3	49.8	20,293	19,497	Paoli	3,677
Owen	21,786	21,575	-0.1	56	21,051	18,399	Spencer	2,217
Parke	17,241	17,339	0.1	39	16,702	14,779	Rockville	2,607
Perry	18,899	19,338	0.2	50.7	19,098	17,417	Tell City	7,272
Pike	12,837	12,845	0.0	38.4	12,847	11,854	Petersburg	2,383
Porter	146,798	164,343	1.2	393	186,212	206,532	Portage	36,828
Posey	27,061	25,910	-0.4	63.3	24,113	19,134	Mount Vernon	6,687
Pulaski	13,755	13,402	-0.3	30.9	12,843	11,164	Winamac	2,490
Putnam	36,019	37,963	0.5	79	39,220	38,554	Greencastle	10,326
Randolph	27,401	26,171	-0.4	57.9	24,560	21,421	Winchester	4,935
Ripley	26,523	28,818	0.9	64.6	31,582	33,692	Batesville	6,520
Rush	18,261	17,392	-0.5	42.6	16,141	13,286	Rushville	6,341
St. Joseph	265,559	266,931	0.1	583	21,132	19,173	South Bend	101,168
Scott	22,960	24,181	0.5	127	272,788	274,940	Scottsburg	6,747
Shelby	43,445	44,436	0.2	108.1	25,574	25,899	Shelbyville	19,191
Spencer	20,391	20,952	0.3	52.8	45,367	43,359	Santa Claus	2,481
Starke	23,556	23,363	-0.1	75.6	22,959	21,441	Knox	3,704
Steuben	33,214	34,185	0.3	110.7	34,612	30,754	Angola	8,612
Sullivan	21,751	21,475	-0.1	48	20,742	18,909	Sullivan	4,249
Switzerland	9,065	10,613	1.7	48.1	12,484	14,892	Vevay	1,683
Tippecanoe	148,955	172,780	1.6	345.7	197,949	225,765	Lafayette	67,140
Tipton	16,577	15,936	-0.4	61.2	15,045	12,581	Tipton	5,106
Union	7,349	7,516	0.2	46.6	7,670	7,332	Liberty	2,133
Vanderburgh	171,922	179,703	0.5	769.7	188,931	194,468	Evansville	117,429
Vermillion	16,788	16,212	-0.3	63.1	15,445	13,651	Clinton	4,893
Vigo	105,848	107,848	0.2	267.4	110,269	108,448	Terre Haute	60,785
Wabash	34,960	32,888	-0.6	79.7	30,465	26,146	Wabash	10,666
Warren	8,419	8,508	0.1	23.3	8,613	8,207	Williamsport	1,898
Warrick	52,383	59,689	1.4	155.1	68,090	75,613	Boonville	6,246
Washington	27,223	28,262	0.4	55	29,415	29,681	Salem	6,319
Wayne	71,097	68,917	-0.3	171.5	66,250	61,618	Richmond	36,812
Wells	27,600	27,636	0.0	75.1	27,992	26,069	Bluffton	9,897
White	25,267	24,643	-0.2	48.8	23,638	20,464	Monticello	5,378
Whitley	30,707	33,292	0.8	99.2	36,085	36,320	Columbia City	8,750

Per Capita Personal Income: County Changes (2007-2012)

Page 29 includes the following for each county: 2012 per capita personal income, percentage change between 2007 and 2012, and ALICE – an acronym for Asset Limited, Income Restrained, Employed. It represents the households with income above the federal poverty level but below what the report (produced by the Indiana Association of United Ways) says is needed to afford the basic necessities of housing, child care, food, health care and transportation.

The report indicates 37% of households in Indiana (933,342) are below the ALICE threshold – about 14% below the poverty level (352,042 households) and another 23% (570,300 households) above poverty but below the basic cost of living. To learn more, go to www.iauw.org/ALICE.



Source: Governing

County	2012 Per Capita Income	Five-Year Change	ALICE (see page 28)
Adams	31,964	2.2	25%
Allen	37,371	-2.4	22%
Bartholomew	43,419	4.6	23%
Benton	41,546	10.2	22%
Blackford	32,754	5.6	21%
Boone	56,362	1.1	16%
Brown	39,584	0.0	21%
Carroll	35,241	-2.0	20%
Cass	33,363	0.2	23%
Clark	36,567	1.4	21%
Clay	33,022	6.1	24%
Clinton	34,169	2.3	23%
Crawford	29,512	8.9	21%
Daviess	35,491	6.8	17%
Dearborn	37,656	0.8	22%
Decatur	38,463	10.9	22%
DeKalb	34,533	2.6	21%
Delaware	32,318	1.6	25%
Dubois	46,001	6.7	17%
Elkhart	35,550	-5.4	24%
Fayette	30,470	-1.9	23%
Floyd	43,176	0.1	19%
Fountain	35,210	6.4	20%
Franklin	39,341	8.2	22%
Fulton	34,363	6.0	27%
Gibson	38,088	9.3	22%
Grant	34,651	10.5	23%
Greene	33,783	3.2	22%
Hamilton	56,051	1.6	17%
Hancock	45,576	1.3	21%
Harrison	34,038	1.1	22%
Hendricks	39,057	1.1	20%
Henry	30,917	-3.4	27%
Howard	34,107	-8.0	26%
Huntington	34,783	0.8	21%
Jackson	35,824	3.3	24%
Jasper	39,100	7.4	20%
Jay	33,928	11.1	21%
Jefferson	31,923	1.0	29%
Jennings	35,048	10.9	20%
Johnson	39,287	-0.9	20%
Knox	38,618	10.5	25%
Kosciusko	39,568	1.3	22%
LaGrange	26,846	1.9	24%
Lake	37,460	1.5	25%
LaPorte	33,399	1.3	21%

County	2012 Per Capita Income	Five-Year Change	ALICE (see page 28)
Lawrence	32,808	0.0	23%
Madison	32,097	-3.5	28%
Marion	40,132	-3.3	26%
Marshall	33,650	2.9	28%
Martin	35,012	5.8	16%
Miami	28,966	2.6	19%
Monroe	32,962	1.2	28%
Montgomery	34,202	1.1	21%
Morgan	40,139	0.9	24%
Newton	35,604	9.0	23%
Noble	31,846	3.3	19%
Ohio	36,429	6.7	22%
Orange	32,381	7.3	23%
Owen	32,008	0.4	25%
Parke	29,932	4.1	21%
Perry	32,058	2.7	19%
Pike	33,842	10.8	23%
Porter	46,907	3.3	17%
Posey	42,745	5.9	19%
Pulaski	37,651	10.5	18%
Putnam	33,289	3.2	24%
Randolph	35,551	12.8	26%
Ripley	30,480	-1.7	28%
Rush	39,909	8.4	17%
St. Joseph	38,152	-1.5	25%
Scott	29,894	4.3	25%
Shelby	38,039	1.5	24%
Spencer	34,809	1.4	18%
Starke	29,264	5.6	29%
Steuben	33,231	3.6	19%
Sullivan	31,791	11.3	18%
Switzerland	31,601	7.1	26%
Tippecanoe	33,278	1.2	23%
Tipton	41,103	3.7	23%
Union	36,722	8.6	22%
Vanderburgh	40,728	3.7	29%
Vermillion	35,427	2.4	26%
Vigo	33,624	3.9	24%
Wabash	36,851	4.3	19%
Warren	38,731	13.5	19%
Warrick	44,042	4.0	16%
Washington	32,052	4.6	24%
Wayne	33,251	3.0	25%
Wells	36,775	5.9	26%
White	36,712	8.4	24%
Whitley	36,023	1.7	17%

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(USA Today)

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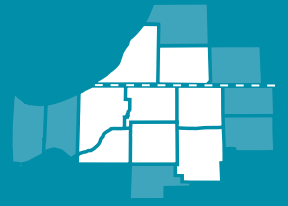
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TO CHICAGO

80/90

ACCESS FOR
LOGISTICS

45

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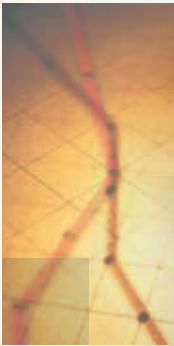
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The Indianapolis Cultural Trail, Massachusetts Avenue and other amenities are attractive to (from left), Brad Beutler, Molly Sender, Alex Miser, Ashley Herring and other young professionals.

CAREER STARTERS

Discovering and Embracing Indianapolis

By Alyssa DelPrete

College graduation is a time for young adults to not only decide *what* career path to pursue, but *where* to begin establishing roots.

Many are discovering that Indianapolis is brimming with opportunities.

“I’m truly surprised at how much I love Indy,” shares Molly Sender, associate community manager at Courseload at the time of this interview (she has since moved on to KSM Consulting). “I feel like Midwesterners are so humble and don’t want to brag about Indy, but I really think the city is this little treasure and we shouldn’t be so hesitant to brag about it.”

BizVoice[®] talked with Sender and four others who received the prestigious Orr Fellowship, a selective two-year program offering graduates paid positions at high-growth companies in the Indianapolis

area along with peer and professional networking. We also caught up with a pair of winners from the 2012 Indiana INTERNnet IMPACT awards.

Opportunities abound

Sender, originally from Central Illinois, came to Indiana to attend DePauw University.

"I joined the fellowship thinking I would move to a bunch of cities afterward, but there were just so many different opportunities afforded to me in Indy," she confesses. "It's just so easy to become part of the fabric of this city. It's pretty incredible for a 24-year-old to say, 'I'm part of this city and getting involved.'"

Sender is not alone in her enthusiasm.

"It didn't take long for me to know I wanted to stay in Indiana," asserts Brad Beutler, another recent Orr alum whose hometown is West Lafayette. "As a young professional, it's easy to get connected in the local tech and business community in Indy. It's a welcoming atmosphere. If there's a business leader in Indy, that person's just a phone call away for you to meet and pick their brain."

Entering the working world can be intimidating, but the two former interns of the year have embraced the networking capabilities the city has to offer.

"Someone described Indy to me as the intersection between access and opportunity," states Alex Miser, now communications coordinator of the Indianapolis Department of Metropolitan Development. "The city offers a circle of people small enough to be involved with you."

According to Ashley Herring, current project associate at Deloitte Consulting, "Indy is a large city with a small feel and has opportunities for young professionals to make an impact. That's rare for a city this size."

An emerging city

Bo Dietrick, a video producer in the marketing department at Salesforce ExactTarget Marketing Cloud, completed his Orr Fellowship in May 2012. He has lived in Indianapolis his entire life, and while he cites proximity to family as a reason for staying in the city, he is quick to note that it is a "bonus" but not the main motive. "The past five or six years have been special for Indy," he explains. "It has a lot going for itself now. It's transforming from what it used to be to become a hopping downtown."

Dietrick mentions all the events and attractions that the city has to offer. From professional sports to concerts, people are

coming to Indianapolis for a number of reasons.

Sender echoes Dietrick's enthusiasm for the capital city's future. "There's an attitude that Indy will succeed. ... Everyone is willing to pitch in to make the city better, and I want to be part of that."

Herring, who lived in South Bend before coming to Indianapolis to attend Indiana University-Purdue University Indianapolis, also expresses a desire to be part of the city's success.

"The potential and growth of the city is very attractive to me," she maintains. "I've also seen the global presence that we're trying to bring for the city and for young professionals to live here. I've gotten really involved in those efforts, and they've encouraged me to invest in Indy." She adds that Deloitte's growing impact in Indiana is another key factor influencing her to stay.

"We're all (coming) together to put Indy on the map," Beutler says. "Major cities like Chicago and New York have already formed what their city's going to be. But Indy has yet to be put on the map, so there's an opportunity to be part of that."

Dietrick attributes part of the city's progression to the development of different neighborhoods.

"It used to just be downtown and then the suburbs. But now, for instance, I can live in Broad Ripple, which feels like a natural step from college, and then go downtown and work or meet with businesspeople. Neighborhoods give people more opportunity to feel comfortable where they live but then work where they want."

Miser, whose roots are also in Indianapolis, makes similar claims. "There are so many cool distinct areas and cultural districts in Indy."

But Dietrick is also quick to address a common perception that Indianapolis is an attractive place to live because of its affordability. "I don't think that's the reason people stay. If you want to live in a bigger city like Chicago that's more expensive, you make other sacrifices, like not having a car. ... It's not the money. It's the community and the lifestyle."

Branching out

The reality, however, is that some native Hoosiers and those transplanted here for school or work do move on.

Van Hoang, director of operations at SoapBox Consulting in Washington, D.C., grew up in Columbus, Indiana. Another Orr Fellow, she spent her first two post-graduation years in Indianapolis.

"As much as I've enjoyed all my time in Indiana, I really wanted to challenge myself and move out on my own and live in a new place," Hoang explains.

She describes her experience living and working in Indianapolis as positive and valuable, but "personal motivation" and her passion for socially-conscious businesses drew her to Washington. "When I was networking in Indy and looking at different opportunities in Indiana, many of the opportunities I saw were purely tech companies or marketing companies. They didn't have a social aim or, if they did, they were non-profits."

Hoang concedes that there may be more Indiana prospects than what she found. "(But) opportunities in bigger cities were more available to me. And I didn't feel that I was in a place in my life where I could start my own venture."

When she found SoapBox, she recognized a chance to work for an organization that meets her need for a career with a deeper purpose. SoapBox dedicates a portion of its proceeds to a charity or the community. "I love working at SoapBox and having that reason to go to work."

She adds, "Washington, D.C. is a great city for young people."

Melissa Jackson, another departee, is still employed with the Hoosier company she worked for during her fellowship. Meeting her request to return to her home state of New Jersey, Teradata allows her to work remotely. She is thankful for the company's growing global presence and the ability to perform her duties as marketing program manager from home.

"I wanted to get closer to family, and I wanted to get back to the beach," Jackson admits with a chuckle. "And get back to a place where people can understand my accent!"

However, family ties were not the only reason she felt compelled to return to the East Coast. "There's more of a metropolis of big cities on the East Coast. In Indy, there are a lot of opportunities in the tech space. But on the East Coast, there are more opportunities in the industries I'm interested in: marketing and finance."

But Jackson notes the difficulty of her decision to leave the Hoosier state. "I really loved my six years in Indiana," she states. "If you could transport my family to Indiana, I would be there in a second. I see a lot of potential in the city (Indianapolis)."

She concludes, "Who knows, I might be back someday!"

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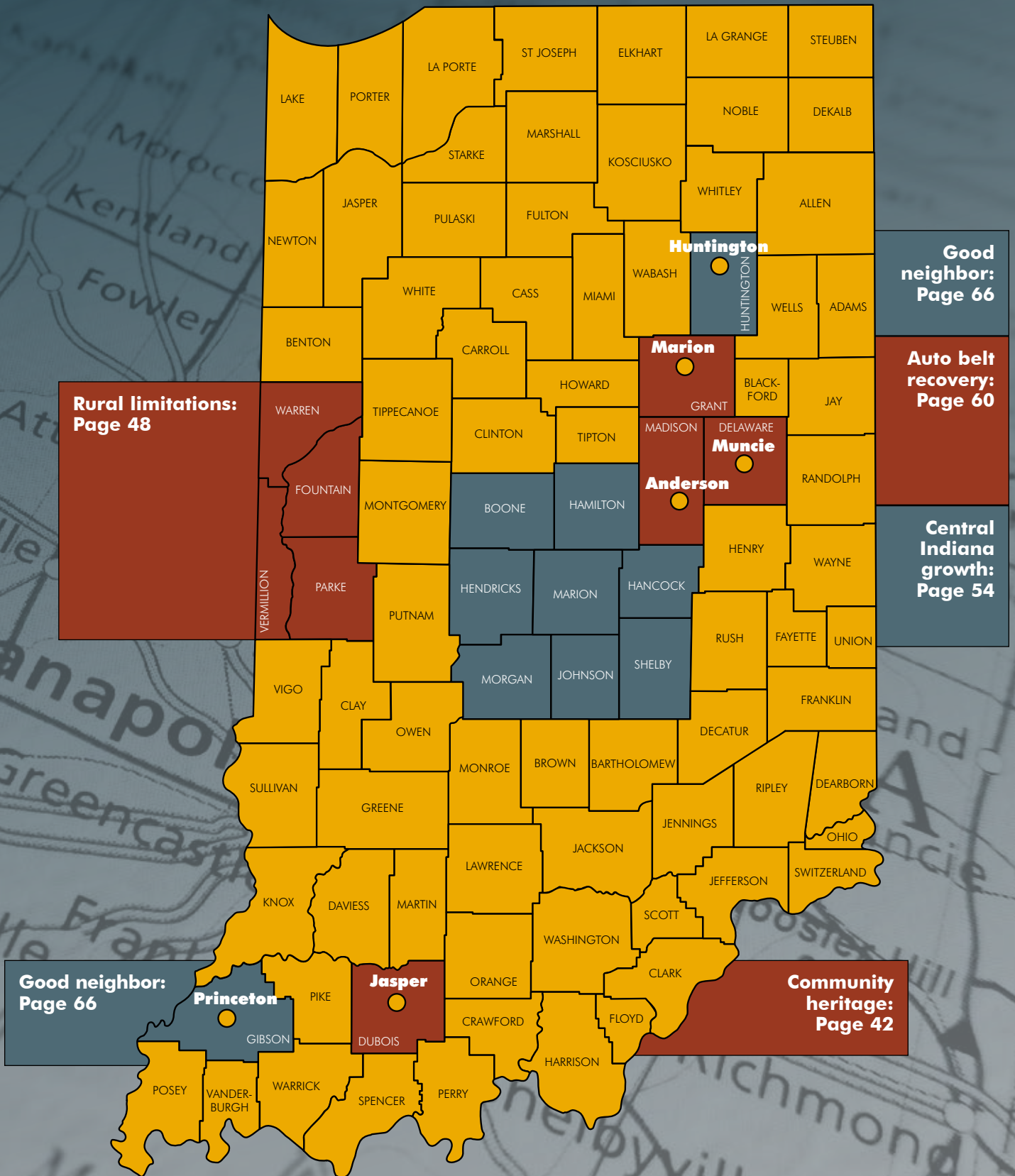


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STATEWIDE STORIES



Leaders Speak: Most Bold Idea to Reshape Indiana by 2025



"I think the aspect (of *Indiana Vision 2025*) that I'm passionate about and one that's consistent with what we've been doing in our administration is the talent aspect – to attract, to cultivate, to really hone and develop the best talent in Indiana, and particularly in all sectors.

"It's easier for business to develop and attract talent because they typically pay an above-market rate or

certainly higher than other sectors, but we need to develop that same talent in government, in our non-profit sector, in all aspects of our economy so that the talent that is developed can work collectively to (move) Indiana forward.

"Of course, that has to be based on the level of education that we make available to all Hoosiers, so it starts in preschool and it continues into elementary and junior high and high school, and ultimately at the postsecondary level. But it can't simply be that we're going to have a top tier of schools, or some really good schools and some that aren't as good; we have to be willing to invest in the level of education that is accessible to the largest number of Hoosiers – and that's public education.

"I would really like to see a greater investment in preschool education. I think, also, to emphasize STEM (science, technology, engineering and mathematics) education for our students, particularly at the elementary and middle school level (is important) because if you do it early, you have a real opportunity to get kids involved and interested early."

– Karen Freeman-Wilson, Mayor, Gary



"I think the boldest idea for reshaping Indiana's future is the one which can be achieved quickest, has the greatest impact and can be implemented at the lowest cost. As a state, Indiana has the immediate ability to become 'the most attractive tax climate in our nation.' It's the ultimate tagline.

"The inevitable impact of innovative tax law restructuring would provide the means for improving our talent

pool, finance infrastructure and market our creativity to the world by portraying Indiana as the ultimate business climate. It's a big, bold, achievable Hoosier idea and the fruit is dragging on the ground.

"Reinventing Indiana as 'the best business climate in the U.S.' requires key elements. *Indiana Vision 2025* has done an admirable job of honing our multitude of deficient keys to a fine edge. Now, we've consolidated what's needed to raise the bar.

"Would revamping Indiana's tax structure be easy? Obviously not. But, neither would it be for our competitors. Somebody's going to do it. And *Indiana Vision 2025* is fundamentally a competitive response to our need for tactical change.

"While change is notoriously difficult, 'lower taxes' (and both business and personal taxes are what we're talking about) is a relatively soft political sell. Reinventing Indiana's business climate demands one actionable political caveat: Every decision, at every level, must be weighed against its impact on job creation. And, taxing less than everybody else is a great place to start."

– Tom Utley, Montgomery County Councilman At-Large, Linden



"To me, so much of what we need to do in this state is related to a culture where I think aspirations are just too low and too many people are satisfied with the status quo – this grates on me because I'm never satisfied with things the way they are. What we really need to do in this state is raise aspirations.

"We rank low in the things you want to rank high in and we rank high in

the things you want to rank low in, and sometimes I get the impression that the only thing we excel in is mediocrity.

McClelland suggests "a 10-year campaign to raise aspirations. Maybe the overall theme could be 'Aim High.' You could use that in a variety of areas of emphasis: Aim high in efforts to raise

educational attainment levels, to encourage people to have healthy lifestyles, to (build) more attractive communities people want to move in and stay in. Each area of emphasis – whether it's education or healthy lifestyles or just amenities in a community – could have its own set of short-, medium- and long-term goals, action steps and progress indicators.

"(With) anything like this, you need constant repetition, constant reinforcement and you need it over a long period of time. I'm not a psychologist, but it seems to me that there's so many things to improve on; it was really hard for me to say there's one thing that could make a difference.

"If this idea is adopted, we have to make darn sure that the campaign itself is funded properly and you get the best talent you can to serve as an example."

– Jim McClelland, President and CEO
Goodwill Industries of Central Indiana, Indianapolis

The annual Jasper Strassenfest festival celebrates the city's rich German heritage with food and activities such as a parade, Polka music, train rides and more.



TAKING CARE OF ITS OWN

Heritage, Pride Propel Jasper

By **Symone C. Skrzycki**

Believe you can and you're halfway there. – Theodore Roosevelt

Jasper's renowned German craftsmanship and work ethic is palpable as one enters City Hall. You can almost touch it. On second thought, you can. All of the furniture – the chairs, the desks, the cabinets – is manufactured by local companies.

"It's significant that I can sit here saying that I may be the only mayor whose entire city hall is furnished by items manufactured in their city," Mayor Terry Seitz declares. "I find that just phenomenal."

With a population of approximately 15,000, the Dubois County community is one of Indiana's most successful.

Jasper is small, but mighty.

Dubbed the wood office furniture capital of the world, it also houses headquarters for several global manufacturing giants. In Dubois County, approximately 42% of jobs are manufacturing related compared to slightly more than 20% in the state.

What truly sets the community apart, Seitz asserts, is the people and their celebrated work ethic.

"I'd like to bottle it. I think it's the intangible that really is beyond definition," he proclaims. "We're competitive. We want to work. We respect a good day's work and that doesn't apply just to the workplace. Our city's cleanliness, our city's focus on doing things well – regardless of what it is – leads to strength in charitable organizations, in volunteer time.

"We really take great pride in that work ethic beyond the workplace."

Crafting a legacy

The year was 1876. Alexander Graham Bell patented the telephone. Rutherford B. Hayes became president after a controversial election and German immigrants founded the nation's first wood office furniture manufacturer: Jasper Desk Company.

Generations later, Jasper Desk and other homegrown businesses have become international leaders and continue to thrive.

Among them (to name a few) are commercial furnishings producer Kimball International, which recently completed a spin-off of its electrical service business, and MasterBrand Cabinets (the largest cabinet manufacturer in North America is planning an \$8.8 million expansion at its production facility in neighboring Ferdinand).

"I think a major component (of Jasper's success) is the sheer number of businesses that either today are locally owned or at their

start, it was the entrepreneurial spirit from two generations ago probably that started many of the woodworking furniture factories that are here,” contends Mark Schroeder, chairman and CEO of German American. The \$2.2 billion financial services company, which he describes as a super community bank, was founded in Jasper in 1910 and is headquartered there today.

“That entrepreneurial spirit has continued, not just in that area (woodworking), but in companies like JASPER Engines & Transmissions and Meyer Distributing. The companies that are still based here in many cases, where there’s still a strong element of local ownership – all of those companies basically started as a small operation with local investors, local management and have grown to the international companies that they are today.”

Their ability to adapt has driven long-term prosperity.

Seitz explains: “Our (woodworking) industry has responded very well either through becoming international marketers, diversifying and aligning with partners. There’s been some downsizing within that, but fortunately many of the brands that are known and came out of our community have been developed by other manufacturers within the community, so competitors became partners. And that has made our footprint in Jasper very, very strong.”

Brenda Stallings is president of Matrix Integration, a technology solutions provider that serves the education, health care and government sectors as well as small- to-medium-sized businesses and enterprises. The culture among its approximately 90 employees revolves around taking care of customers and taking care of each other.

Stallings points to that famous Jasper work ethic, which she says starts at home.

“A lot of us (in the community) came from big families,” she remarks. “I come from a family of 10. A lot of the people I have working here have probably come from families that have more than five. Today, a family of three or four is considered large. I think that growing up with a big family, everybody has to pitch in.”

Doug Bawel, president and CEO of JASPER Engines, takes it a step further.

“At the end of the day, I don’t even call it a work ethic. I really call it more of a pride perspective because if you travel in the community and drive around, they (residents) take pride in their homes. In the school systems, we have a lot of parental involvement. To me, it’s more than just a work ethic. It’s really about taking pride in what you have,” he asserts.

Building connections

Bawel takes a hands-on approach at JASPER Engines. He may not know all of the company’s 2,500-plus associates by name (as he did when the organization was smaller), but each has his home telephone number.

“The idea that you can ride your car or plane in from Chicago and get what’s going on in that business – I’m sorry I don’t buy it,” he emphasizes. “You’ve got to live it. You’ve got to be on the shop floor. You’ve got to talk to your people.”

Established in 1942, the company is one of Dubois County’s largest employers. It operates four remanufacturing facilities (with a fifth slated to open later this year) and announced in 2014 a local expansion of manufacturing operations that will create approximately 235 jobs by 2017.

The challenge for JASPER Engines and other employers in Dubois County is recruiting workers to fill the county’s approximately 1,000 unfilled positions.

“We’re both blessed and cursed with the lowest unemployment rate (3.8% in October) in the state – consistently,” declares Alan Johnson, dean of Vincennes University Jasper (VU Jasper) and chair of the Dubois Strong economic development group. “We’ve been fortunate that some of the companies have expanded locally, but they’re starting to say, ‘How are we going to do that in the next round of growth if we can’t find workers here?’ ”

Neil Dauby, regional president at German America and member of the Dubois Strong board of directors, also reflects on the obstacles the county’s low unemployment rate brings.

“It creates a different set of problems,” he acknowledges. “It’s kind of a unique issue the county has. It’s a great problem to have. We’ve got the success and the growth. We

need to get the people to live here.”

To help bridge the gap, seven area employers – including JASPER Engines – partnered with VU Jasper to launch the Career Advancement Partnership (CAP) in which students can earn an associate’s degree in technical maintenance.

The program blends classroom training at VU Jasper’s Advanced Manufacturing and Technology Center (established in 2013, the 54,000-square-foot facility provides education and training for individuals and employers in Dubois County) and paid, on-the-job experience. Students receive financial assistance for tuition and related fees.

“The building has industrial labs, it has classrooms, it has a large theatre and a lot of office space,” Johnson explains. “With each (participating company) employing one, two, three, four individuals, we now have a core group of about 27, I believe, enrolled. Their work experiences at the company are coordinated with what they’re learning in their classes and labs here.

“They’ll come out ... with probably a guaranteed job because the company has been mentoring them all along. It’s a dynamite program.”

Adds Bawel, “So many young people today go off to school and come out with tremendous debt. This is a program where in two years, you should have zero debt and you can even (subsequently) go to a four-year program.

“I stole the idea from Toyota (which has done something similar at the university’s Vincennes campus and in other locations). We put together our own steering committee of local people and we went to VU and said, ‘This is what we want.’ ”

Linking curriculum with workforce development needs, he says, is crucial.

“We believe in continuing education, but



JASPER Engines became a 100% ESOP (employee stock ownership plan) company in 2010. “We own the company, so we want to do well,” says team leader Lori Cronin (left) pictured with team member Cori Sturgeon. “We do it for our customers. If they’re not happy, we’re not happy. We always have the end in mind.”

Singing a Successful Tune

Gaither Grows Big Business in Small Town

Bill Gaither was born in Alexandria in Madison County. He has been performing since founding the Bill Gaither Trio gospel music group in 1956. He and his wife have composed more than 700 songs. Gaither Music Company (in Alexandria, population approximately 5,000) includes a record company, television production, recording studio, retail center and more.

How do you grow such a successful company in Alexandria, Indiana?

"About 40 years ago we said, 'We think we can do the publishing part better ourselves.' Unlike a Nashville company, we will get up every morning thinking about what we can do for the songs we have written. What can we do to get those out to artists who will perform them? What can we do to promote them?"

"I said I would rather do this at home and control it. I think we can do better that way. Gloria and I have been married 51 years. We are still the publisher and the writer. We would have given 50% of that (income) away (if utilizing the traditional business route).

"The big one was geographical. Somewhere we missed the turn in the road between Alexandria and Nashville. Our studio was simply an outgrowth of our own recording. We were saying, 'We're spending a lot of time and money going to Nashville; if we can get some of this done here' ...

"We built it just for audio; in 1991, I discovered a video camera – I guess I'm a slow learner – and realized the power of putting pictures with words. Then this studio probably became more known for the video and the whole editing process. We did it mainly because of the work we had to have done. Recording simply has been an outgrowth of needs we had; then other people saw the quality of the work we had."

Why was it so important for you to do this in your hometown?

"I'm sitting right now at a desk that is probably about a half mile from the place I was born, and I'm 78 years old. Gloria and I live in the same house we built 48 years ago when we were teaching school. For us as creative people, that has been a major plus mainly because our roots are so deep. I think there's something about Midwest integrity; that is one of the values that was driven home as a kid. You don't stay in

Performing has been only one part of business success for Bill Gaither.



business over 50 years by shading the truth. You might do it for a while, but sooner or later it's going to catch up with you.

"At one time, GM in this county meant General Motors. If I would have bet what would be a viable company with retirees and people getting some benefit out of good fiscal management, I don't think I would have bet on the music business. For people who want to go into the music business, my first advice still is to get a day job."

What has been the impact on the community?

"It makes me feel good people have worked here 40, 45 years. They have a pension plan, they've put back for retirement.

"(As for the Gaither Family Resources bookstore/retail outlet/coffee bar) In the back of my mind, it's a little ray of hope in Madison County. I like to come here and get lunch. It gets you out of the doldrums. I just use the phrase it's a place of hope. From a business perspective, a little oasis of hope for people – I think that's good. It's really an extension of who we are. Our songs have been songs of hope from the beginning."

Leaders Speak: Most Bold Idea to Reshape Indiana by 2025



"As a leader, what I think Indiana needs to do is get exceptionally aggressive in attracting technology-based companies. The reason why is because with those types of industries come really high-paying jobs, which translate into higher tax bases, which translate into better schools and producing just an entirely different generation of people.

"Technology breeds technology – I say that all the time. What we need

to do is invest in getting that started. We dabble into it by saying we have incubators or we encourage start-ups. But 99% of start-ups fail. We need to go after the big companies and bring them here. And it's just going to require an enormous investment.

"Companies are seeking new homes that are favorable to their balance sheets. Indiana needs an entire makeover and it needs to be thought of as a progressive state instead of a farming state.

"We build software for the most part for the federal government – high-end, defense related software mostly in cyber security. We're building a 54,000-square-foot software facility in Southern Indiana to house 200 expert software developers. We can't find them, so we're trying to hire people from Louisville and get them to come to Southern Indiana, and the only thing the state has offered us is basically tax incentives. ... Indiana is great at putting incentives (on the table) for manufacturing, but they (state officials) do not understand and do not have a vision for technology companies."

– Joey Rivera, President and CEO, Rivera Consulting Group, Sellersburg

make it continuing education that's meaningful, that you're enthused about," he emphasizes.

Wanted: talent and tourists

Jasper's quality of life offerings make it an attractive place to raise a family. College graduates who have left the community for new careers and experiences sometimes return around age 30 to start the next chapter of their lives. What's missing is affordable housing.

"Young people coming out with a bachelor's degree who want to come back here and get a job have a dickens of a time finding someplace to live without moving in with their parents, so we need more apartment complexes built in addition to single-family houses," Johnson notes.

Schroeder points out that those types of jobs – and the competitive salaries that come with them – help entice youth.

"It's a great place to raise a family. But with that, you've got to have the positions that provide them that (desired) level of employment. Because we do have the types of companies that we have here, we can provide (higher-level income) positions perhaps more than other communities of our size that really don't have those types of homegrown companies that have developed into significant operations."

Those jobs also draw residents from surrounding cities and counties to Jasper during the workweek, when the "population" nearly doubles due to an influx of commuters.

"That in itself helps feed the economic base here because the people who work here, but perhaps don't live here, they shop here, they come here for health care," Schroeder comments.

Charles Stafford, vice president of technical operations at Matrix, drives nearly 90 minutes each way to work from his home in Louisville. What makes that long drive worth it?



The Advanced Manufacturing and Technology Center at Vincennes University Jasper provides students with practical learning opportunities. "These students are thrilled. They're enthused. They're smiling. They love what's happening because they're in a hands-on kind of program," declares campus dean Alan Johnson.

"Brenda does a good job letting us be creative," he reflects. "It goes back to the people and my ability to impact the culture we're trying to drive here. I came from corporate America, so I was used to a large company with a lot of people and was looking for something a little more intimate. Matrix provides that for me."

Marveling at the city's ability to double in size as a result of commuters, Stallings contends, "I think that's a huge benefit and I don't know if other small towns have that. And if they do, then (what

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distinguishes Jasper) goes back to leadership. It's about the vision of your community leaders and how important it is to get the people involved and build something that the people want to be a part of."

As an example, she describes downtown revitalization efforts and recalls how the city sought residents' feedback on repurposing 500,000 square feet of unoccupied former factory space along the riverfront and developing a vision for the Parklands of Jasper, which consists of 60 acres of managed meadows. (The riverfront potential includes urban

housing, hospitality entities, cultural amenities and more).

"When they were looking at the downtown and the riverfront and what we could do here, they held town hall meetings and we had hundreds of people show up," Stallings observes. "They took our input and CityVisions (the consulting group partnering on the initiative) came back and showed us the plan. To take that and then show us a vision of what they're thinking is important."

A vital downtown, Seitz emphasizes, is critical in attracting talent and tourists. Like so many other elements of Jasper's success, quality of life, business prosperity and culture are all woven into the fabric of the city center.

"In many communities, you can have a very strong business community, but the community at the core has a rotten downtown," he shares. "In today's world, you have to be competitive and that's where the quality of life comes in."

Dauby, who didn't grow up in Jasper, shares his perspective on what may be the community's most unique feature.

"One thing I really notice – not being born here and coming in – is how vested people are, how much participation there is. The commitment they make. Typically, people want to stand in the background and say, 'Others will take care of that.' I've lived in a number of communities and I think that makes all the difference in the world."

Bawel pauses thoughtfully when asked what sets Jasper apart. Clapping his hands and leaning forward, he puts it simply: "I think it's our people. To me, it's all about the people."



Take care of the customers and take care of each other. That philosophy drives the culture at Matrix Integration.

RESOURCES: Terry Seitz, city of Jasper, at www.jasperindiana.gov | Neil Dauby and Mark Schroeder, German American, at www.germanamerican.com | Doug Bawel, JASPER Engines & Transmissions, at www.jasperengines.com | Brenda Stallings, Matrix Integration, at www.matrixintegration.com | Alan Johnson, Vincennes University Jasper, at www.vinu.edu/jasper

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SETTLING THE WEST

Rural Counties Face Population, Workforce Challenges

Driving through west central Indiana – not far from the Illinois border – elicits a feeling of freedom. The open sky. The rolling fields. A bald eagle launching from a branch in Parke County.

But for many employers – and potential workers – in the area, there are limitations. Namely in terms of access to well-paying jobs – and the metaphorical cement boots of limited education. Only 11% of Fountain County residents have a bachelor’s degree or higher, for example, and Parke County is one of just six in Indiana with a per capita income below \$30,000.

Furthermore, rural counties across the United States are slowly but steadily losing inhabitants to metro areas. In 1910, for example, 72% of the country lived in rural areas. Today, that number is well below 20%. Indiana is no different. According to the 2010 Census, less than 14% of Indiana’s 6.48 million residents lived in strictly rural counties (map and charts on Page 18).

Fountain, Parke, Vermillion and Warren counties are projected by Indiana University’s Kelley School of Business to continue losing population (Page 26), with Vermillion estimated to drop from 16,212 inhabitants in 2010 to 13,651 by 2050. Warren County is already the third smallest in the state with 8,500 residents.

Drops like this can lead to not only a reduced workforce – but an aging population.

“It’s a serious issue, and quite challenging,” explains Brigitte Waldorf, Ph.D., agricultural economics professor at Purdue University. “These four counties have been losing population for quite a long time; it’s been going on for about 100 years.

“The population decline is selective, meaning the people still in the counties are older,” she adds, noting that older residents have greater health care and transportation needs. “The median age of Warren County is almost 44 – and the others are in the same ballpark;



Lucas White (left), vice president and director of The Fountain Trust Company, catches up with COO Brian Dowers. The bank’s multiple locations make it one of the area’s largest employers.



While Covington’s downtown is not as populated with businesses as it once was, it has become a destination for antique seekers.

whereas in the rest of Indiana, it’s around 32. So fewer people are living there, and they’re getting older, on average.”

Lucas White is vice president and director of The Fountain Trust Company and a fourth-generation banker based in Covington. He lives in the heart of town – taking up residence in the 150-year-old house that once belonged to his great-grandfather. White remains proud of his hometown and remarks how Covington has become a destination for antique seekers, but laments the overall departure of businesses.

“In the Covington town square, there are businesses on all sides, but there are big gaps,” he denotes, adding that his bank is one of the larger employers in the area with over 100 employees spanning 11 locations. “When I was a kid, you had a whole row of businesses along that side (where there is now just a grocery store) – and there was a hardware store that has since gone out of business. They knocked it down and it’s just a parking lot. There have been a lot of businesses that have gone out.”

Open (range) for business

All is not lost in the region, however.

In fact, some consultants may find such rural areas appealing, according to a September 2012 *Site Selection* magazine article “Middle of Somewhere.” Attractive qualities like a central location, red carpet

treatment, move-in ready industrial parks, experienced workforces and access to raw materials can make some companies keen on the prospect of moving to such a location.

Leveraging its open spaces is a beneficial strategy, asserts Steve Eberly, director of the Warren County Local Economic Development Organization. The potential offerings to the agriculture and aquaculture industries are vast.

“In Romney (in Tippecanoe County, near Fountain County), there’s an amazing tilapia operation, marketing 3,000 pounds of live fish a week to oriental restaurants in Chicago, so (that owner has) found a niche,” he relays.

He adds that expanding dairy and animal operations in Warren County makes sense due to population density.

“As the public understands more about modern dairy and the humane practices with the animals and doing all they can to minimize the environmental footprint, I see a place for expanding dairy-type operations through our corridor because we’re sparsely populated.”

Industrial parks have also been erected in Vermillion (see story on Page 52) and Warren counties as a means to bring businesses into facilities with existing infrastructure.

“The industrial park in Williamsport is fully subscribed,” Eberly states. “The Williamsport park has six tenants, including a sister plant (to locally-based construction equipment component manufacturer TMF Center) and a hospital clinic.”

Additionally, the Bowman Business Park in Pine Village has up to 80 acres for potential development. It has been recently equipped with access to natural gas, water and electricity – and will have sewer access shortly.

A consolidated economic development organization and movement is important for rural locations to attract businesses, according to Eberly. He thinks that could be hindering neighboring Fountain County at the moment.

“Fountain County doesn’t have an organized economic development entity as yet,” he emphasizes. “Their ability to be nimble can be challenged because if you don’t have cash in the bank or a single point of contact to start with, it’s a challenge.”

Wrangling the workforce

AccuBurn, Inc. – a flame, laser and plasma cutting and precision forming operation in Williamsport – is able to provide relatively well-paying jobs and employs over 30 people. Vice President Steve Smith explains his company has trained local people to use its technology, and a vast majority of the staff has been on board for at least a decade.

“For us, in what we do, if you can give me an 18-year-old, bright-



AccuBurn Plant Manager Adam Johnson (left), Vice President Steve Smith and Production Coordinator Tod Whetstone strive to keep the company’s workforce as well trained as possible. The company’s 10,000-square-foot laser production facility is one area where staff is put to work.

External View: Parker Hinshaw

Hamilton County native who founded Westfield-based MaxIT Healthcare Holdings in 2001 and sold it in 2012. Earned his business degree from Indiana University. Has lived in California (currently the San Diego suburb of Del Mar) since 1996. Investor in three Indiana technology companies (through Bootstrap Venture Fund), with additional deals in the works.



What sets Indiana apart?

"Number one is the people. We didn't have any trouble finding all kinds of skill sets. I have a true appreciation for the work ethic, the access to affordable talent, the culture of the people. I think it is true across the Midwest, but I'm definitely prejudiced to Indiana.

"The cost of office space, especially in rural Indiana, is significantly less than we could have ever thought about in other locations."

How does Indiana balance rural charm with metro growth?

"We were able to reach talent that didn't really want to commute into the city (Indianapolis), so we were able to hire local people. We hired people willing to commute from Frankfort, Tipton, those kinds of areas. I don't know if that works where you actually have to have people, potential customers, coming into the office. Ours was definitely a back-office operation.



Indigo BioSystems is one of several Indiana companies benefiting from California-based venture capital.

"There might be the opportunity to attract talented people to come back. If you go up to the Bay Area, there are all kinds of people from Purdue and IU up there. How do you keep them in Indiana? I don't know how you do that."

Why are you so loyal to Indiana?

"It's important because it was good to me. If I wasn't married to a woman from Southern California, I would be living in Indiana. There are examples of people I have hired out here, from Indiana, several who got to the point when they were ready to have children, they wanted to come back to Indiana to raise their kids. I think that happens often actually. Many people from small towns, when it comes to raising a family, want to have those values – family, church, community. That's pretty pervasive."

Is Indiana a flyover state?

"I don't think there's any doubt that all states can do a better job of that (selling itself). People on the coasts – you would get that reaction if on the East Coast because they never seem to leave, in my opinion. But people out West, whether it's Texas or Denver, most of them are from the Midwest. I don't think you get that reaction there."

What is one thing Indiana could do to improve its business climate?

"The thing I hear most often from people, the reason we've been able to make some really nice investments there, is access to capital is a real problem. Outside of the angel community, a little from the state, there aren't a lot of private equity organizations. That's where the conservative part probably works against you a little bit. They don't take risks as easily is what I'm hearing. It's problematic about growing the businesses that you do have there. I hear that often actually."

minded farm kid who's been working on tractors and has a good understanding of mechanics, I can put him on a \$600,000 laser and train him internally with some phenomenal operators," Smith asserts. "It's amazing how that type of individual will understand the work and the processes if you just give them the ability to."

While a number of areas focus on postsecondary degrees and certifications, the education prospects for many in this region are far less lofty.

Smith notes that some AccuBurn applicants lack the basic math skills required for the job and have to receive additional education. Yet he's grateful the local library helps people in the area attain GEDs, calling the facility a "great partner" in developing his workforce.

"You can go there as an adult, or if you're a struggling student, you can go there to apply for your GED. ... They do a tremendous amount because we need it."

He adds that some schooling does fall on the company, which is encouraging workers to get up to speed.

"We'll also start implementing an incentive program if you don't have your GED, and are maybe at a fourth-grade level in math; if you bump up to a sixth-grade level, we can give you a 25-cent or 50-cent (per hour) raise. That's our way of helping them be the best they can be."

Enhanced job-specific training for manufacturing positions remains a focus for employers in the area.

Smith relays a personal story: "I have a friend who went to college and he's a full-blown engineer – and I have machine operators making more than him right now. Now, they've been here, they've put their time in and have a phenomenal understanding. But they graduated from high school and it didn't take them \$120,000 to go to college to be able to make \$60,000 to \$80,000 a year, and in our area that's a really decent wage."

At the K-12 level, Fountain Central High School boasts an award-winning welding program. Eberly is pleased that students from several counties benefit from the resource – although logistically not having that type of education in every school is a setback for the region, he stresses. He contends that students traveling from other schools lose curriculum exposure in such a program simply because they have a 35- to 40-minute commute to the facility.

"It's interesting that as education funds were cut over the last 10 years, lots of press was given to cutting music and art programs – but no one really howled a lot about shop class going away," Eberly points out. "That (restoring those courses) would help establish



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Rise and Shine: Vermillion Co. Commerce Park Open for Business

The Vermillion Rise Mega Park is an example of efforts to draw more businesses and jobs into its region.

As a means to repurpose the old Newport Chemical Depot, a former chemical weapons storage facility for the United States Army, a quasi-governmental reuse authority has taken control of the space.

Housing four tenants with over 120 employees, the space now includes several manufacturers, as well as a company that produces pet products and treats.

“When the base closed (in 2005), there were a lot of displaced workers,” offers Elizabeth Burrows, director of the Vermillion Rise Mega Park. “The goal is to create jobs that are tailored specifically for our workforce and to put local people back to work – and attract new people to the area and create jobs of all income levels.”

The park has over 7,100 acres, and a spec building is slated for completion in about a year. That facility is planned to span 50,000 square feet and 31 acres.

Developments are also under way to bring rail access to the park, and area schools may play a role in enhancing the workforce as well.

“We’re looking at developing internships with Rose-Hulman (Institute of Technology) and Indiana State University,” Burrows says. “We’re also working closely with Ivy Tech, specifically the Parke County Learning Center, as well as the Parke-Vermillion Education Training Interlocal and high schools. We would also be glad to partner with other colleges in the area.”

As the park’s officials work to fill its space with employers, one recruiting tool is the county’s recent designation as having access to a large amount of water in the Indiana Chamber of Commerce’s 2014 water resources study.

The Association of Defense Communities named the Newport Chemical Depot Reuse Authority the 2013 Base Redevelopment Project of the Year “for serving as a national model in assessing and addressing regional economic needs following installation realignment or closure.”

RESOURCE: Elizabeth Burrows, Vermillion Rise Mega Park, at www.vermillionrise.com

With over 7,100 acres at their disposal, Vermillion Rise Mega Park officials hope to house many more companies and bring down the county’s high unemployment rate.

a framework for high schools to get back in the game stronger.

“A dream of mine would be a tech education center located somewhere along the Interstate 74 corridor that would benefit these counties,” he adds. “I’m confident our manufacturing partners would step up to help fund the original capital build out. But finding the raw financial horsepower to support the educators over time is why it remains a dream.”

A lack of balanced educational opportunities isn’t the only setback plaguing such areas, according to Smith.

“There’s also a big struggle in rural areas with the whole drug issue,” he declares. “My plant manager and I both went to (Indiana Testing, Inc.) in Indianapolis and got certified to do our own drug screenings. With the costs we have to pay for health care and 401(k) and everything, you have to meet a certain criteria if you want to keep this job.”

The homestead

A recent Regional Cities Initiative (Page 70) by the Indiana Economic Development Corporation (IEDC) studied 11 communities nationwide that have rebounded through successful economic development initiatives. A notable commonality between the areas studied was a focus on “quality of place” in an effort to keep or recruit talent and draw businesses to the area.

Both Eberly and Waldorf point out that the scenic nature of the region can likely be a tremendous asset for these counties, along with the land and water resources they feature.

“The Wabash River and Pine Creek are big draws for us, especially with kayakers. We’re also trying to collaborate with other counties to increase hiking along the watershed,” Eberly qualifies.

He adds that there have been “modest expansions” among Warren County manufacturers. And as job opportunities grow, he believes workers will be able to take advantage of the quality of life the area can provide.

“Couples can get together, get married and find the work they need to fit their lifestyle. ... People can buy two acres in these counties and their kids can see the most amazing natural things they otherwise would never see.”

For now, the challenge remains in not only maximizing the local workforce, but keeping the area’s brightest minds near home. White explains that his bank hosts an academic awards banquet for local high school students each year, and he reaches out to them.

“I give a speech at that event, and one thing I always tell the students is that if you want to stay in the area, call me and I’ll find a job for you,” he reports. “I’ve been doing that for about eight years, and nobody has taken me up on my offer.”

He frankly wishes more Indiana companies would put a focus on keeping young minds – and hearts – engaged in places like Covington and “reverse this trend of everybody wanting to move to the bigger cities.”

“It’s a damn nice place to live out here,” he concludes.

RESOURCES: Steve Eberly, Warren County LEDO, at www.warrenadvantage.com | Steve Smith, AccuBurn, Inc., at www.accuburninc.com | Brigitte Waldorf, Purdue University, at www.purdue.edu | Lucas White, The Fountain Trust Company, at www.fountaintrust.com

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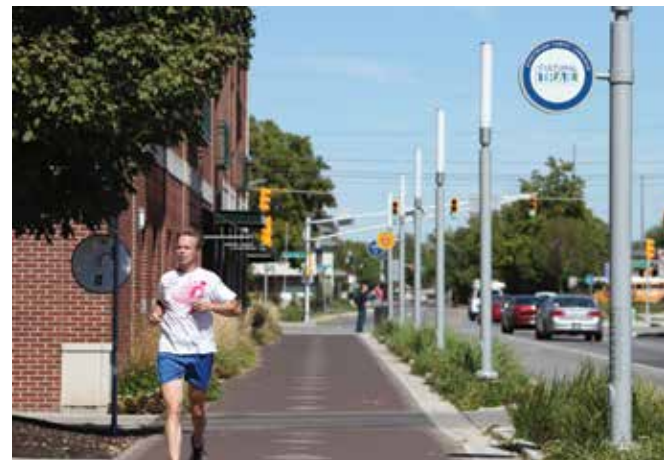
By Charlee Beasor

Growth is never by mere chance; it is the result of forces working together.

James Cash Penney (founder of J.C. Penney Company department stores) wasn't talking about Central Indiana when he uttered those words, but they do apply. It wasn't by accident or some fated design – it was the hard work and cooperation of a number of communities (small and large), government entities, businesses and citizens that has propelled the region into the most prosperous economic engine in the state.

A few regional highlights:

- Fostering an educated population and a number of retail, industry and recreation opportunities in Hamilton County, the 55th fastest growing county in the country (2012 U.S. Census)
- Turning the rural area south of Lebanon along Interstate 65 into a retail and industry powerhouse with the development of Anson
- Converting open land in Plainfield into a logistics and distribution hub
- Supporting the motorsports industry, which is indirectly responsible for over 421,000 jobs and directly employs over 23,000 people in the state (according to a 2012 study)



At the heart of Central Indiana's flourishing economy, Indianapolis continues to build upon its cultural and urban lifestyle amenities, including the Downtown Transit Center, slated to open later this year (top left photo by Indy Eleven/Zach Dobson).

- Providing an urban lifestyle in downtown Indianapolis with a number of infrastructure updates and cultural amenities that continue to attract new residents and businesses

Communities step up in Hamilton County

Good schools, thriving industries and individual communities pulling their weight are just a few of the pieces that make Hamilton County such an economic boon to the region, says Hamilton County Economic Development Corporation Director Tim Monger.

A 2013 report from the Lumina Foundation shows that Hamilton County has the highest percentage of Indiana adults (ages 25-64) with at least an associate degree, at just under 65% of the county's population. The state as a whole hovers just slightly above one third of its population with at least a two-year degree – lower than the national average.

While employers across the state toil to recruit talented employees, the highly educated population in Hamilton County lessens that struggle. But it's still a major focus for the county, which has a concentration of finance, insurance, real estate, information technology, manufacturing and agriculture industries.

"That's part of the growing pains as well. The businesses we have here that are growing, are there enough of the right kind of workers? That includes both the office standpoint as well as manufacturing; we continue to focus on that," Monger notes.

Hamilton County is well known for commerce centers Carmel, Fishers and Noblesville. But the county is also home to many growing rural communities with companies focusing on innovation and ingenuity, such as JBS United, an animal health and nutrition company based in Sheridan.

Company president Donald E. Orr, Ph.D., says the rural and metro communities offer a balance of the things that employees and prospective employees are looking for.

"Obviously, it offers some advantages for people that are wanting that kind of lifestyle (metro comforts). It's been an easy way to introduce key prospects and employees to JBS United. With the more rural lifestyle that we have here with our facility, it allows them to have access to excellent schools and all the other resources as far as youth sporting events and excellent 4-H programs in Hamilton County," Orr maintains.

The mix of offerings plays into attracting master's- and Ph.D.-level professionals for the company, Orr notes.

"As a company, we're excited about the opportunities we have here and we're excited to be able to offer the kind of opportunities to these employees and families that work at our headquarters here at JBS United, and so we're very optimistic and we're looking forward to even further growth in Hamilton County," he adds.

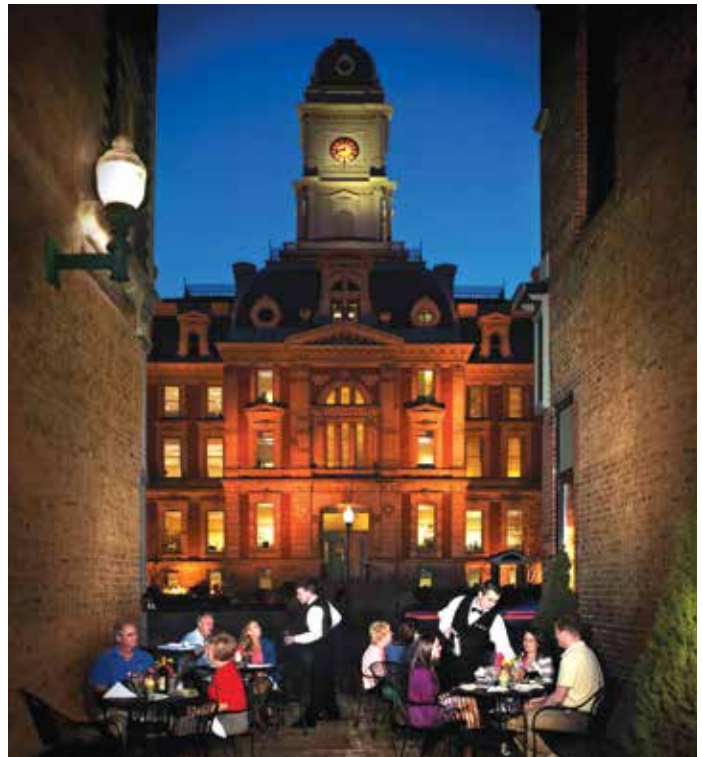
One unparalleled amenity is Westfield's Grand Park, an athletic and recreational facility on 400 acres with 31 multi-purpose fields, 26 baseball and softball diamonds and plans for two indoor facilities. Over one million visitors are expected annually.

The facility has spurred additional plans and investments, including by Grand Park developer Steve Henke, who looks to create a retail boardwalk south of the facility, according to Monger.

"If you think about those traveling teams and families deciding rather than to run off to the ocean or somewhere, they can have a family vacation around a soccer tournament," Monger reasons. "They've been very thoughtful about the size of Grand Park, as well as what would be done there. Kudos to the community and developer for being able to pull that off."

Location, location, location

Anson, located just off of I-65 north of Indianapolis, is a very intentional mix of industrial, retail and residential areas. The "master-



Hamilton County is known for its commerce and retail centers, but rural communities are also keeping all corners of the county strong.

External View: Mike Hatfield

Born in Anderson, lived in Logansport and went to high school in Middlebury. Electrical engineering degree from Rose-Hulman Institute of Technology and master's in finance from Indiana University. Worked three years in Indiana, leaving in 1987. Sold high-speed networking company Cerent Corporation to Cisco Systems in 1999. President and co-founder of Cyan, a Petaluma, California-headquartered company delivering software-defined network solutions. Funded the Indiana Venture Center in 2003.



Why did you invest in the Indiana Venture Center?

"To raise awareness around entrepreneurship and investment in Indiana. I wanted to be an entrepreneur in Indiana, but I didn't see a venue for that myself. Jeff Reedy (Scale Computing) and Joe Muldoon (FAST BioMedical) are graduates. It was a collection of like-minded people who lifted awareness. I think we helped that quite a bit."

What do you see in Indiana now?

"I'm actually quite encouraged by the change." Hatfield mentions former Gov. Mitch Daniels, TechPoint and "some of the big wins like ExactTarget – all things that didn't exist then. There is a whole group with an entrepreneurial focus, more awareness that contributes to that space. Thirty years ago large companies hired most of the students."

How does Indiana balance rural charm with metro growth?

"There used to be a real economic program in which large companies hired a lot of people in a big factory, so much of the way work got done was in physical proximity. Now, we're really driven by the knowledge economy. The notion that you have to be physically located is no more. We have people all over."

"One way rural areas continue to benefit is the high quality of life. With high-speed communication networks doing more than ever dreamed of years ago, it's people and their skill sets. That's true regardless of where they live. Get people wherever they are access to first-class education. If you had to physically go to every hamlet in Indiana, that would not be possible. People are free agents as knowledge workers."

Is there a fear of failure in Indiana?

"I'm not as aware of that. Entrepreneurs don't start because they're sure they're going to be successful; they do it in spite of that. If you don't succeed, there is a second life. That's why California has that approach. We just need a few more cycles in Indiana for people to see it's not one and done. It just takes time for that to happen."

What is one thing Indiana could do to improve its business climate?

"With legislative policy, it's putting together plans to foster start-ups. A lot of those pieces have been done. Second is education. If you don't have a skilled workforce, you're going to struggle to be competitive today. Education is increasingly a lifelong item. It's important that the state has that mentality."

planned community" was designed to be a place where people could "work, live and play," according to Charlie Podell, senior vice president in charge of Indiana operations for Duke Realty.

In a joint venture with Browning Investments, Duke Realty developed Anson, along with much of the industrial warehouse and logistics distribution area in Plainfield.

"Browning has a large land mass in Plainfield – over 900 acres. We were starting a large mixed-use development of which the northern portion would be industrial. Anson being northwest of the city off of I-65 and Plainfield is west of the airport – we thought this was a good time to tag up and be involved in both of these," Podell recalls.

Anson is "a great example of turning a rural area that didn't have much into a business powerhouse," he adds.

How much of a powerhouse? Enough to attract Meijer, Lowe's, banks, fast food restaurants, hotels, a 340,000-square-foot automated pharmacy, a 600,000-square-foot facility for a number of other companies at AllPoints at Anson, and a 100,000-square-foot Amazon operation. Additionally, the corporate headquarters for Weaver Popcorn Company relocated to Anson in early 2014.

Plainfield is home to AllPoints Midwest, a bulk distribution hub similar to the one at Anson, and in December 2013 it began construction on a new 1.1-million-square-foot WalMart distribution center. They join a number of longstanding logistics and distribution facilities.

Motorsports speeds along

Central Indiana is famous for being home to the Indianapolis Motor Speedway. But beyond that, many don't realize just how much of an impact motorsports plays in the state's economy. The industry pays an average wage of nearly \$63,000 (well above the state average) and impacts nearly every county in the state, according to a 2012 report from Purdue University, the Indiana Public Policy Institute and the Indiana Motorsports Association.

Just west of Indianapolis, Brownsburg is home to a number of racing teams such as John Force Racing and Don Schumacher Racing. And Speedway has seen a revitalization with a newly-redeveloped Main Street. An announcement in October that legendary racing team AJ Foyt Racing is planning to open an office in Speedway is more good news for the town.

Don Schumacher Racing moved to its facility in Brownsburg in 2005. Once again, location was key for the company and also for employees, says Mike Lewis, senior vice president for the organization.

"Eighty percent of our employees have moved here from somewhere outside of Central Indiana and they find it's a great place," he explains. "They can invest in a home. If they're younger and raising a family, you can afford to live here and find good schools here. It's a great place for people, unless you have an aversion to snow in the winter."

Continuing to improve the capital city

And at the center of Central Indiana's growth is the state's capital city. Safety and education challenges, however, can keep young families out of an area, a reality that Indianapolis Mayor Greg Ballard and his staff are constantly working to enhance.

"A lot of it is schooling, having the best schools we can in the city. We have 11 school districts, private, charter schools, and collectively they're all improving, but we have to make sure everybody realizes how important it is to attract the people, because we are dependent on the income tax and property tax," Ballard asserts.

It's not just young families, but also professionals that are desired in the city. A mass transit system that would attract and support those professionals has struggled to get off the ground. That simply cannot continue, Ballard says.

"The region is going to live and die as a whole. We have to keep



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Duke Realty and Browning Investments teamed up to create a logistics and distribution powerhouse combination of AllPoints Anson (just south of Lebanon on Interstate 65) and AllPoints Midwest in Plainfield.

the center strong, Indianapolis strong, no question,” he emphasizes. “In 2009, we started the Regional Council of Elected Officials, and everybody understands that we want to help each other to keep strong. Around 70% of the growth in the state of Indiana in the next 20 to 30 years is going to be in Central Indiana. We have to continue to draw that sort of lifestyle that we want.

“We are a net donor to the rest of the state; frankly we’re proud of that and we want to help everybody else out. I’ve been very open about this. We want to be a good capital city for everybody. We want people from all over the state to feel very comfortable coming down to Indianapolis.”

Who is moving into the city? Baby Boomers, Ballard notes, and just under half of the people coming to Indianapolis are relocating from outside of Indiana.

“The numbers were about half, 38% to 48% are moving from out of state into downtown Indianapolis. I think we’re getting a lot of retirees. That’s new income tax, by the way, into the state. I think a lot of Millennials are moving downtown clearly to be near Mass Ave., etc. They’re rather high income, relatively speaking,” he says.

Amenities. That’s the key word for Indianapolis – and Ballard and his team know it.

“There is a movement toward urbanism. People want to come back to the city. They don’t necessarily want that suburban lifestyle, but if they can get everything they need for their family in the city, there is a push to be in the city next to the arts, museums, sports,

the multicultural flavor, all these different languages spoken, bike trails, bike lanes and all those things in an urban environment,” he acknowledges.

Particularly with the Millennial generation, quality of life amenities are a major draw.

“Generally speaking, my generation moves if someone gives them a job. That’s not what the younger generation does now. They move to the city they want to live in and then find their way. That is a completely different dynamic than when I grew up. They’re looking for that vibrant city and then they’ll find their job and make their career. That is what is happening out there.”

Despite the fact that Ballard is not seeking re-election for a third term as mayor, he has laid out a long-term plan to continue improving the city, including a highly-publicized \$50 million preschool program (which has been scaled back to a \$40 million plan over five years).

“Most of the Midwestern cities look at Indianapolis and ask: ‘How did you do that? Thirty years ago, we were in the same place. How are you here now and why are we not there?’ I get that quite often. We’ve had good leadership for the last 30 to 40 years in the city and business, civic and nonprofit work together. We’re lucky in that regard,” he contends.



Motorsports is one of the state's steadily growing industries. It employs over 23,000 people statewide and touches almost all of Indiana's 92 counties, according to a 2012 study.

RESOURCES: Indianapolis Mayor Greg Ballard at www.indy.gov | Tim Monger, Hamilton County Economic Development Corporation, at www.hcalliance.com | Mike Lewis, Don Schumacher Racing, at www.shoeracing.com | Charlie Podell, Duke Realty, at www.dukerealty.com | Donald Orr, JBS United, at www.jbsunited.com

Leaders Speak: Most Bold Idea to Reshape Indiana by 2025



"I think we need to embrace all of the diversity that we have in Indianapolis. It's an accepting place, but I don't see it as welcoming and warm and diverse as I do when I go to other states. I'd like to see ... (our city and state) take more risks in the area of diversity and capitalize on the richness through education.

"I'm excited about the new (K-12) standards because they will help our students compete in this new global economy. I don't think people understand that if Indiana is not in front of this, there will end up being a gap in states. I don't want to see Indiana – because of a lack of willingness – (fail) to really embrace where we are and move forward.

"I also think by 2025, we should have a plan on a really good transit system ... making accessibility available to everyone. That would bridge some of the gap with diversity. By embracing and coming together and being a more inclusive place versus exclusive, we'll be a rich community by 2025. It's not necessarily ethnic diversity – it's women, it's girls in STEM (science, technology, engineering and mathematics).

"I mean inclusive in really looking at what we offer here. Are we talking with and surveying our communities to say, 'What is it that you (need)?' ... Are people being listened to? We're on our way and people are having these conversations, but I think you have to have them at the local levels instead of having them at the top."

*Dena Cushenberry, Ph.D., Superintendent
Metropolitan School District of Warren Township, Indianapolis*



"We need to attract businesses to Indiana that have a global perspective. We're going to be competing with many, many locations – global, international, domestic – and we've got to prove to those corporate leaders and their future employees that Indiana is a great state. We have it all, including health care at a lower cost, and you don't have to leave the state of Indiana to receive the very best.

"It really is about approaching health care not from an illness viewpoint, but from a wellness viewpoint. Let's think about keeping people healthy. Let's think about preventive measures. Let's think about rewarding people for staying healthy. Let's think about how employers and employees can work together to improve the health of the employee base.

"Don't make (participating in workplace wellness initiatives) a punishment – make it a reward system for staying healthy, for not missing days at work, for being prepared, for being alert. Indiana has lots of smoking, lots of obesity. That's nothing new, but let's work together and put some accountability and responsibility and a reward for being healthy. I don't think employees and employers should take anything off the table in terms of trying things to promote a healthy work environment.

"This entails a lot of emphasis on primary care – and primary care by definition includes internists, family medicine, advanced practice nurses, pediatricians. Working with these medical providers has got to unlock some opportunities for keeping us healthier."

*– Linda E. White, President and CEO
Deaconess Health System, Evansville*



"Universities are strong incubators for new growth and development in the state. We can't underestimate enough that creative culture and what that adds because even as businesses are growing into South Bend, it has an effect on our whole area (region) because it's attracting talent.

Generally, because of the level of talent employers need to fill those positions, they have to pay a little bit more, which ultimately has an impact

on the overall community in terms of growing personal income.

"Our economy is about a seven-county region that has 700,000 to

800,000 people in it. Spin-off effects from the universities are felt in the seven-county region that surrounds us.

"It's (about) building on the strong networks in particular we're starting to see ... that Purdue (for example) has had for a while and is starting to build. For example, in our own community, we're starting to see the fruits of that labor where some of the tech transfer is creating real economic development opportunities.

"Part of reinventing Indiana's economy (requires) those new ideas and entrepreneurs and the tech transfer piece that will create some of those job opportunities in the future. Hopefully if it's done right, it keeps the students and faculty in Indiana."

*– Jeff Rea, President and CEO
St. Joseph County Chamber of Commerce, South Bend*



Enhanced parks are a quality of life focus in Marion.



Sister Act comes to Ball State's Emens Auditorium.



Anderson's Nestlé plant began production in 2009.

BOUNCING BACK

Auto Communities Require Reboot

By Rebecca Patrick

The highest highs and the lowest lows. Just as people inevitably have to experience those circumstances in life, communities often do as well.

From the 1950s to 1980s, the U.S. automotive industry and traditional manufacturing were booming, with factories all across Indiana offering good-paying middle class jobs. So when the auto market was turned on its ear a few decades ago and manufacturing went global and became more technologically advanced, the impact was severe – even catastrophic – for some Hoosier locales.

Anderson and Madison County alone saw 25,000 automotive jobs vanish. But the cuts communities felt went even deeper.

“It wasn’t just losing that (major) employer ... but also the tool and die shop that works off that, all the suppliers,” explains Dan Canan, Muncie mayor from 1996-2007 and current Fishers Chamber of Commerce president and CEO.

And the impact went beyond economic.

“We had probably 3,000 to 4,000 in various ranks at General Motors (GM) who were the leaders in the Boy Scouts, civic and charitable organizations, churches. The backbone of the community really came from this leadership team at GM,” recalls Chuck Staley, president and CEO of the Flagship Enterprise Center in Anderson. “The core of the leadership in our city changed fundamentally.”

Though Marion managed to retain its GM stamping plant through a mix of good fortune and aggressive effort, in the last 11 years it lost two major longtime employers: automotive supplier Dana Holding Corp. and electronics giant Thomson.

As Marion Mayor Wayne Seybold reflects, “We only had one place to go and that was up.”

Over the last 20-plus years, it indeed has been a sink or swim time for Marion, Anderson and Muncie. But survival instincts kicked in as realities were accepted; eventually, new paths started forming.

“Some of that willingness comes from having years of pretty much being at the bottom,” Staley admits. “You go hungry long enough, it’s amazing how much cooperation people (city and community leaders) are willing to put into it.”

Seybold agrees, saying losing Thomson in 2004 is what helped galvanize efforts in Grant County.

“Before that, you could talk to five different organizations in Marion that said they were working on economic development, but then we got everybody on the same page, pulling in the same direction and started to look at our strengths and what do we want to be when we grow up.”

Drew Klacik, senior policy analyst at the Indiana University Public Policy Institute, says all three areas are making progress, though it could be faster.

“These communities are still reinventing themselves. At one time they were identical-looking communities but because of how the world changed, the communities now have much different futures.”

Anderson: embracing Indy and asserting itself

Not having history repeat itself was top of mind, Staley describes, when Anderson started plotting its new course.

“Let’s create a diversified economic base and not, in a sense, commit the same sins as our fathers of having one industry in town. Let’s be sure whatever we build is diversified, technology based and grows this community.”

A major catalyst was Anderson University partnering with the city on the Flagship Enterprise Center, which opened in May 2005. Staley

says the Flagship has “somewhere north of 100 companies” that it has assisted or started while creating or helping create around 2,500 jobs.

“A Japanese parts company today is headquartered at Flagship, which is something you never would have thought of in a traditional automotive town like Anderson,” remarks Ivy Tech Community College President Tom Snyder, who spent over 30 years working in the city for GM and at the helm of its spinoff, Delco Remy.

In fact, it’s a bit like the United Nations both at Flagship and elsewhere in Anderson with companies hailing from Canada, China, Germany, Israel, Italy and Switzerland, among others.

Nestlé, the largest food company in the world, opened its plant in 2009 and expanded operations last year; it employs more than 700.

Obviously a great lure for Anderson is being a short 10-minute drive to northern Indianapolis and part of the state’s largest metro area.

“It’s hard to see Anderson not succeeding wildly over time as long as they’re not upset by the fact that they become part of another city’s metropolitan area instead of their own,” Klacik declares.

According to both Snyder and Staley, the Indianapolis connection is now being embraced.

“There is not a great fear here, I don’t think, of being considered a bedroom community. That’s a part of what we do. But we are also driving a very strong high-tech manufacturing base that is re-emerging. That’s a big part of this too. Lot of workers from Indianapolis are going to start looking our way,” Staley predicts.

“We’re already seeing that more often – people driving from Indy and choosing to work here.”

The Asian and European companies coming in, he says, expect a workforce that is reasonably well prepared to step in and take over technically-involved jobs.

“We were able to accommodate that for a great many of our businesses to date, but right now we are running far short (of those employees),” Staley admits.

“That’s our limiting factor now. And it would probably be the same in Indianapolis or Muncie or Kokomo. It’s having a skilled workforce that is prepared for the technology that the manufacturing positions require. And that’s a real challenge.”

To that end, in East Central Indiana, Anderson – along with Muncie and New Castle – have come together with the Investing in Manufacturing Communities Partnership (IMCP). The goal is to pool resources, share ideas and align goals to have a much greater impact on the 300,000 people in that region.

A tangible result will be the Purdue College of Technology Center with state-of-the-art technology and laboratories. It will be located in Anderson on Scatterfield Road at the site of the former Delco Plant 18 – one of the last relics of the city’s GM era. The building will be torn down and a 2016-17 campus opening is targeted.

“Ivy Tech is going to put in an advanced automation and robotics center there. It’s going to be a joint campus,” Snyder explains.

Staley believes this will help address the education pipeline issues.

“A lot of the students who graduate from these programs will stay here ... that’s the goal. They will be STEM proficient and

trained,” he declares.

“We are talking to all of the (high) schools that are close to this facility; we want students to come here for dual credit. We have to think out of the box and I think everybody sees that. Business is also interested in this because it impacts their bottom line. It will be a very unique setting.”

Muncie – focused on retention and Ball State

Like Marion, the recent past hasn’t been kind to Muncie when it comes to long-time employers.

In 2006, Muncie lost Borg Warner Automotive and its 3,000 jobs; other closings soon followed. In total, the city’s employed workforce shrunk by more than 17% in only a decade.

Ball State University, per Canan, has stepped in to help the community with economic development, working with Asian companies in particular.

“And we focused on trying to create a welcoming atmosphere in the community. ... We were able to bring (student loan leader) Sallie Mae – now Navient – into town. And now there are about 1,000 jobs in place from that.”

Progress Rail Services Corporation, a



The Flagship Enterprise Center’s 2005 opening included U.S. Sen. Richard Lugar. The impetus behind the Purdue College of Technology Center is to bolster the talent pipeline in Anderson and East Central Indiana.



subsidiary of Caterpillar Inc., is a locomotive assembly plant that Muncie officials lured to town in 2011.

“But with few exceptions, most of the manufacturing processes we see coming into East Central Indiana are smaller in size from an employment perspective than this part of the state has been used to in the past,” reports Jay Julian, chief economic development officer and president/CEO at the Muncie-Delaware County Chamber of Commerce.

“Now with technology as it is and robotics as it is, the quantity of people needed is not as large anymore, but the skillset required is much, much higher than it used to be decades ago.”

Besides focusing on better preparing the workforce through its IMCP partnership with Anderson and others, Muncie’s main priority is “retention and expansion of the companies we have here already and shortening some supply lines,” Julian asserts.

“We’re also trying to capture some folks that work here but perhaps don’t live here or live here and perhaps don’t work here. That leads itself to quality of life initiatives and livability initiatives; we’re putting more emphasis on those sorts of things.”

Though Muncie’s population rivals



Then-Lt. Gov. Becky Skillman helped welcome Progress Rail to Muncie in fall 2011 (photo courtesy of state of Indiana).

where it was two decades ago and is not that far off its peak in the 1980s, there is a challenge, or “opportunity” as Julian calls it, to capture more of the Ball State graduates and youth in general.

“Our housing costs are incredibly competitive with the rest of East Central Indiana. We have some really good economic

anchors: Ball State and IU Health Ball Memorial Hospital,” he offers.

“Making Muncie, Delaware County, East Central Indiana just more appealing to young, entrepreneurially-spirited graduates is something that we are working on. We have all of the component parts here; it’s a matter of putting it together.”

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Canan agrees but acknowledges, “It’s somewhat of a challenge that Muncie sits about eight miles off I-69. That’s why when I was in office, I didn’t look at economic development just as the city of Muncie; I looked at Delaware County. I felt jobs in the county were beneficial to the city.”

Klacik says Muncie needs “to make really smart choices that support both their labor history as well as their academic and innovation future. Muncie is going to have to figure out how to balance that university life with labor to create a high enough quality of life that they can capture their fair share of the more movable population, which would be those with bachelor’s degrees or greater.

“Muncie is likely to succeed because they’ve got Ball State in its pocket. And they have a reasonable scale (of size), but they have to work harder and be smarter to be as successful as Anderson will be given Anderson’s location,” he concludes.

Surmises Julian: “I don’t want to be too Pollyanna here, but I think that all of this swath of East Central Indiana – New Castle, Marion, Anderson, Muncie and Portland – is becoming re-engaged and retrenched for pretty good economic development growth. It’s been a real struggle here for quite some time. And I think we are just starting to

catch some pretty good traction as a region of the state.”

Marion: leaving no stone unturned

Only a holistic approach would make a difference for Marion.

“It’s not just about getting companies to locate to your community,” Seybold emphasizes. “We didn’t have the retail base that we needed to attract people. We didn’t have the housing base that we needed to attract people.

“For nine years in a row I went to the international shopping center convention. We now have 40 to 50 new retailers in the area. We interviewed housing developers. Arbor Homes said yes after quite a few said no, and they are building houses in the area.”

Seybold stresses persistence and recognition that starting over has to begin somewhere as vital to getting Marion up off the mat.

“It’s a numbers game; we kept asking and some people said yes. We had to accept companies that came in at \$8 to \$9 an hour in wages. But most of those are now at higher wages, paying from \$12 to \$18 an hour,” he states.

“We’ve had companies come in and last a year or two and then leave. That’s just going to be the way it is. They are not going to come and spend 100 years in our community much anymore. A few will, but

you (as a community) have to be more nimble.”

Marion has become a retail distribution hub, with Dollar General, Dunham’s Sports and Walmart all having sizable distribution centers.

Food processing is another employment sector that’s taken hold says Tim Eckerle, executive director of the Grant County Economic Growth Council for 30 years.

“Most recently, Café Valley, a Phoenix-based bakery, built a 350,000-square-foot building. They already have over 200 employees,” he shares. “They make croissants, muffins and cakes for people like Kentucky Fried Chicken, Burger King and Jack-in-the-Box, and for Meijer and Marsh stores.

There are new businesses throughout Marion, Seybold points out.

“It didn’t just happen in one or two areas of the city. That way you don’t have many forgotten parts of your community. But then it’s harder for people to pinpoint all the new things that have happened.”

Seybold is direct and realistic about his hometown. “The biggest problem we have is perception. When you say Marion to people, they go, ‘Aye, aye, aye,’” he chuckles. “Then I ask them, ‘Have they checked us out lately?’”

“It took us three years to get Starbucks to come to Marion, but now that they are here

Leaders Speak: Most Bold Idea to Reshape Indiana by 2025



“It’s absolutely vital that we have outstanding talent in Indiana. In Northeast Indiana, we’ve adopted The Big Goal, which is part of the outstanding talent driver in 2025 to increase the proportion of Indiana residents with high-quality postsecondary credentials to 60%. Currently, we’re at 30%; we want to double that. It’s vital for us as we look at being investment worthy for businesses within the state, but also

businesses outside the state. We have to have a talented workforce.

“The other area we’re focused on is the STEM-related fields – making sure that we have talent and residents with credentials in the STEM-related fields. We know that starts early. Really it starts in elementary school and middle school and high school – making sure kids are ready to learn and that when they graduate they’re ready to go to college or go into a program for career training.

“Our early childhood is extremely important to us in this part of the state, knowing that we have to deliver a four-year old to the schools to be ready to learn if we’re going to have a chance to have 18-year-olds graduate ready to be productive citizens.”

– Mike Packnett, President and CEO, Parkview Health, Fort Wayne



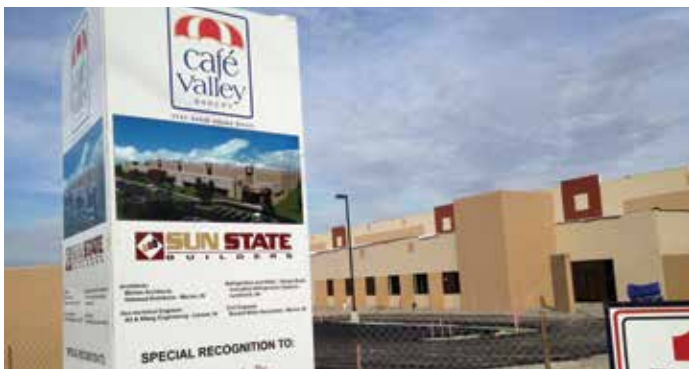
“Children come to us with all different types of developmental awareness and needs. I’m definitely an advocate for preschool and early education because we need to start them on the right foot. I’m also an advocate for mandatory full-day kindergarten. Those two factors are extremely important and as we go forward with things, the gift of literacy is one of the most vital things we can give a child.

“As we develop our children from preschool and kindergarten, (it’s about) making sure we have plenty of people who can help with interventions with children who may be delayed, who need extra interventions with literacy. Once we get them going on the right path, I don’t think there’s any way to stop them.

“Another issue we face today is making sure we have enough counselors and social workers on hand. There’s a lot of things students deal with emotionally. We can’t forget it’s not all academics; we have to also take care of that emotional side of our children.

“It’s all about being well rounded. I think the most important things you’ve seen us do differently in Northwest Indiana is (the) partnership with employers and higher education. We’re making great strides.”

– Peggy Buffington, Ph.D., Superintendent, School City of Hobart



While Marion generally vies for business with out-of-state locations, the Café Valley competition included Anderson and Muncie. GM was convinced to bring three giant presses from Michigan to Marion and expand operations.



it's one of their top-performing stores," he notes.

"We will offer incentives for companies that hire 10 people. I wish I didn't have to give one incentive, but places like Marion are a hard sell. So you've got to get them something."

For its efforts in the last decade, Marion has been ranked ninth in the nation twice for economic development for micro cities – those which have an urban core of at least 10,000, but less than 50,000 in total population. Marion has approximately 30,000 residents.

Offers Klacik: "Marion has a little smaller population so their future may actually be more to be a great big small town as opposed to being a small metropolitan. Everything I've read suggests they are working hard to be that."

Eckerle sums up the Marion mentality.

"There is a constant need to inject new skills, new ways of doing things, new collaborations. It's an ongoing process. That goes to every level. Before it was, 'We achieved that goal so we are where we need to be.' There was contentment. Now there's not contentment with reaching a goal. We know we need to keep on ... it's never over."

Seybold also concedes that change isn't easy and sometimes a community can be its own worst enemy.

"When you lose youth on your (town or city) council – and that's happening in a lot of our smaller communities because young people are moving to the metropolitan areas and our population is getting older – you sometimes lose that spirit of growth and what can we be in the future. And if you aren't managing your community that way, then people aren't going to move there."

RESOURCES: Dan Canan at www.fisherschamber.com | Tim Eckerle at www.grantcounty.com | Jay Julian at www.muncie.com | Drew Klacik at www.policyinstitute.iu.edu | Mayor Wayne Seybold at www.marionindiana.us | Tom Snyder at www.ivytech.edu | Chuck Staley at www.flagshipenterprise.org



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GOOD NEIGHBOR PLAN

Communities Achieve More by Embracing Role

By Alyssa DelPrete



It is not uncommon for larger cities to sometimes dominate over their smaller neighbors. While almost always unintentional, the “big sibling” may garner most of the attention. The key for surrounding communities is how they adapt and forge a successful relationship.

“There’s benefit in influence and understanding to work together to solve problems,” asserts John Sampson, president of the Northeast Indiana Regional Partnership. “We’ve found in our region that it’s even more important for us to leverage each other’s strengths. It’s important, particularly for a state like Indiana, to embrace a neighboring city or community.”

Ball State University’s Michael Hicks (see story on Page 16) adds, “You can put a pinpoint in the center of every major urban area of over 50,000 (population) in Indiana. Draw a circle with a 20-mile radius around it and 90% of Hoosiers live within 20 miles ... 95% of Hoosiers are within 30 miles of a downtown. It’s very unique geography that can accommodate a lot of urban-centered growth; it’s very different from elsewhere.”

Two such neighboring scenarios, among others, exist in different corners of the state.

Northeast Collaboration: Huntington-Fort Wayne

Huntington has recognized the need to be a “team” player. It has been vital for the city to work with its surrounding communities, namely Fort Wayne, the regional centerpiece.

“Huntington has embraced its place in the global marketplace,” Sampson maintains. “For a small community, it’s difficult to have all the assets and resources for employers to compete on the global scale.”

Darlene Stanley, longtime Huntington County resident and president of Johnson Junction, utters a similar sentiment: “Economic development has become global and it’s not viable for each little community to compete. ... It’s more effective with people, resources and everything to take that regional approach.”

A perfect example occurred in 2010 when Onward Manufacturing Company, a Canadian manufacturer of outdoor grilling products, opened its first U.S. manufacturing center in Huntington. The day the production center opened, it was purchasing supplies from a company based in Fort Wayne.

“Supply chains and networks can exist anywhere,” Sampson contends. “If you can get raw resources to your door, it’s not necessary that you have them in your specific community.”

The road travels both ways (approximately 25 miles along U.S. 24) between the cities. Those living in Huntington can enjoy the lifestyle afforded by a smaller city but take advantage of opportunities in nearby Fort Wayne for entertainment, shopping or dining.

Although Allen County is the top county sending workers into and receiving workers from Huntington, the smaller county has a strong business base. According to 2012 data, roughly 80% of working

Continued on next page

Southwest Success: Princeton-Evansville

Bill Poyner, recently retired president of Hansen Corporation in Princeton, has lived in Gibson County for more than 30 years and recognizes the appeal Princeton offers. “We consider ourselves more rural living here. We have friendly neighborhoods, good school systems and good sports programs.”

Poyner describes Princeton as having a “small town atmosphere,” one that is coupled with the opportunities in Evansville that add to quality of life.

Proximity to Evansville (28 miles south on U.S. 41) has proven advantageous for training and education purposes for Hansen Corporation, employing nearly 400 people. Continuous learning is important to the motor-building company, and it reimburses its employees for pursuing educational ventures.

“Most of our education is through schools located in Evansville,” Poyner explains.

He adds that some employees are involved in professional groups in Evansville. “Several of our inspectors go down to Evansville for quarterly meetings. We have also had people who have hooked up with Evansville technical groups.”

Todd Mosby, head of the Gibson County Economic Development Corporation, shares a similar pride in Princeton success while embracing Evansville. He points to the business strengths of Princeton as a manufacturing base. “Being home to Toyota, we draw a lot of people to our community to work every day. The majority of those are coming from the Evansville area.”

Vanderburgh is the top county sending workers to Gibson

Continued on page 69

Huntington County residents were employed in their home county. “People are more independent about choosing where they want to live,” Sampson shares. “Your community has value to you and your family. In the northeast Indiana region, we don’t want communities to give up their identity and merge into an amorphous region. We want them to be competitive and take ownership of their community. . . . Just because you identify with a neighboring community doesn’t mean you give up what makes your hometown unique or special.”

Huntington is part of a collaboration gaining attention for its true regional approach. The Northeast Indiana Regional Partnership has helped to facilitate collaboration among the 10 counties in the area, enabling community leaders to join forces on economic development for the region as a whole.

“When there’s vibrant economic development, it’s a benefit for every community,” Stanley acknowledges.

The goal, as in most areas, is to establish good paying jobs. To achieve this objective, a main focus of the partnership is to get 60% of the population to have some education beyond high school – a goal shared by the Indiana Chamber’s *Indiana Vision 2025* and other partners.

“When you create more jobs and higher paying jobs, people spend more and it goes back into the community,” Stanley says. “Many employers are seeking employees, but the people who need jobs don’t have the skills for the jobs available.”

Business prospects

Stanley was born and raised in Huntington County. She is the third generation of her family to run Johnson Junction, a convenience

store chain currently operating five locations in Huntington, Decatur and Berne.

“I’m a really strong advocate of regional economic development,” expresses Stanley, who has taken part in both the Northeast Indiana Regional Partnership and the Regional Opportunities Council for several years. “It’s an advantage for my business if people can be mobile. They won’t be able to spend money at my business if they’re not employed.”

Johnson Junction employs residents who live out of the area, but the majority reside in Huntington. However, Stanley recognizes that the recreational opportunities available in Fort Wayne enhance the quality of life for those in her hometown.

In the summer, Johnson Junction takes its employees and their families to a TinCaps baseball game as an employee benefit. “It’s an opportunity to reward our people,” she shares, an opportunity available because of the proximity to Fort Wayne.

“We definitely get customers from Fort Wayne, especially those who commute to work in Huntington,” Stanley acknowledges. While she recognizes the advantages of Fort Wayne, Stanley also cites a notable attraction in Huntington.

“We have this wonderful new (downtown) Huntington theater,” she shares, referring to Different Stages Theater. “Two gentlemen have reopened and have totally made over an old theater. It is such a high-quality theater, and it’s an opportunity for residents to experience the arts.”

University opportunities

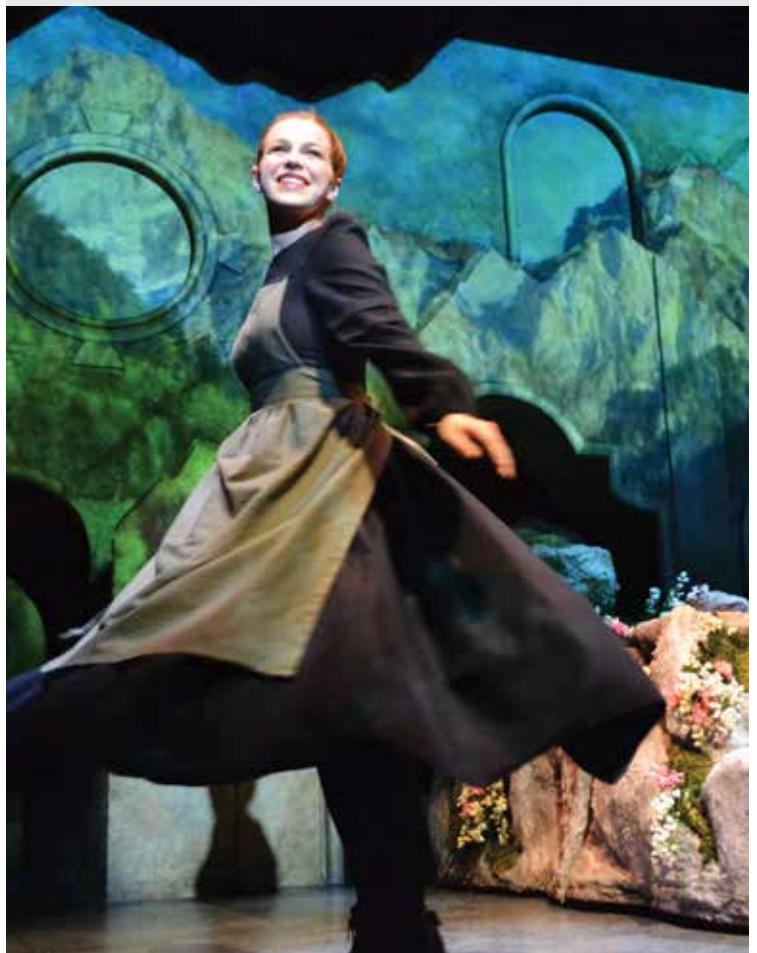
Partnerships have also been critical for higher education purposes. G. Blair Dowden, Ph.D., president of Huntington University



Huntington University’s doctorate program in occupational therapy is housed at Parkview Hospital’s Randallia campus in Fort Wayne.



The Sound of Music is performed at Different Stages Theater in Huntington.





“When you create more jobs and higher paying jobs, people spend more and it goes back into the community. Many employers are seeking employees, but the people who need jobs don’t have the skills for the jobs available.”

– Darlene Stanley

from 1991-2013, worked closely with institutions in Fort Wayne to enhance student experiences. “Probably more in the last 10 years, we created a lot of partnerships with Fort Wayne,” he offers.

Fort Wayne provides students with internship possibilities as well as extra class options. In

addition, a major affiliation has developed with a leading regional health care facility.

“Over a period of three or four years, we worked on establishing a partnership with Parkview Health to start an occupational therapy and doctoral program,” Dowden explains, mentioning the relationship as an

important achievement for the college.

“Another significant partnership in the last five years has been our efforts to diversify our campus,” Dowden adds. “We began that effort with connections with some of the African American churches in Fort Wayne.”

Fort Wayne’s location has also proven advantageous for recruiting purposes. “It helps us say, ‘Hey, Huntington is a smaller town, but we have Fort Wayne close,’ ” Dowden says. “Students are constantly going to Fort Wayne to take advantage of opportunities.”

Additionally, a large number of students and some faculty members are from Fort Wayne, and Dowden notes that the university obtains adjunct faculty from Fort Wayne institutions.

Dowden attributes many of the college’s successful partnerships and programs with Fort Wayne to his involvement in the regional partnership, which he participated in during his last several years at the university.

Teamwork is the key to success. “If communities are willing to work together regardless of size,” Sampson explains, “each can be bigger and leverage each other’s strengths to work together and better each other.”

RESOURCES: John Sampson, Northeast Indiana Regional Partnership, at www.neindiana.com | Darlene Stanley, Johnson Junction, at www.johnsonjunction.com | G. Blair Dowden, Huntington University, at www.huntington.edu

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Southwest Success

Continued from page 66

County. In 2012, nearly 30% of Gibson's out-of-county workers were from Vanderburgh.

Mosby continues, "We have the opportunity to capture people if we do the right things by putting amenities in place for an individual to move closer."

Some of these attractions to draw visitors and potential residents are under construction. The city has recently undergone a revitalization as the result of the Stellar Communities program it was selected for in 2012 (see story on Page 74).

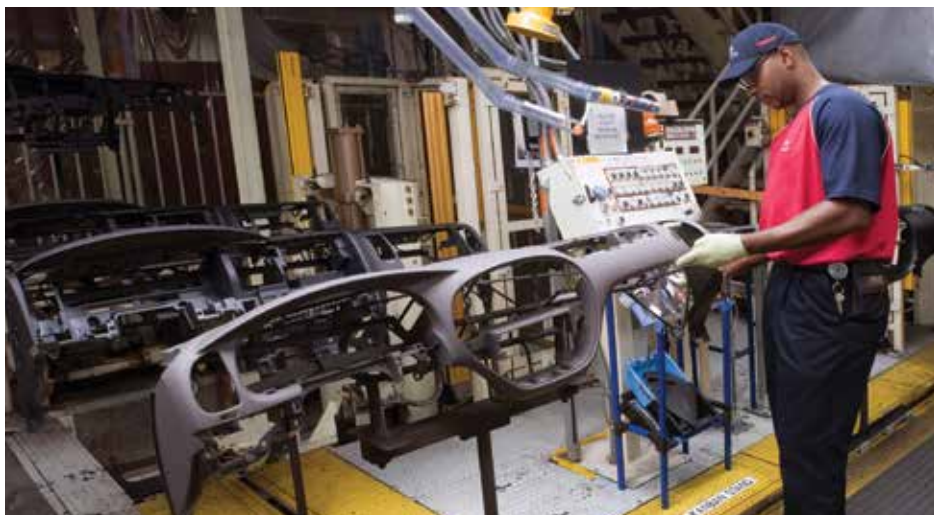
Mosby also gives credit to Princeton's leadership. "Mayor Robert Hurst has done an excellent job to put together the right team to develop Princeton correctly," he shares. "Communities like ours have to get good at the small things. You fix the small things that will give individuals the quality of life that they're looking for for their family. The big things we'll travel to."

Regional effort

While trumpeting Princeton's individual achievements, Poyner notes a spirit of regionalism and its positive impact. "(In Southwest Indiana) our communities work together very freely and all have a working relationship with each other. This is a major contributor to the growth of Gibson County and Southwest Indiana in general."

Transportation is a fixture for Princeton. "Princeton's original growth was around the railroad system," Poyner explains. "We have nearly 100 trains that go through Princeton every day."

Princeton has north/south and east/west



Toyota provides a critical link between its Princeton home and nearby Evansville.

tracks for its rail systems. Other transportation routes include Indiana 41, Interstate 64 and now I-69. The Ohio River in Evansville provides water routes.

Kelly Dillon, manager of external affairs for Toyota Motor Manufacturing, Indiana, contends, "In Gibson County we can enjoy access to good transportation such as railroads and access to highways while avoiding aggravating congestion in a more urban area."

Toyota has 81 Indiana supplier facilities. A large percentage of Toyota vehicles are transported by rail. Various supplies are shipped by truck.

Dillon, who lived in Gibson County for nearly 20 years before recently moving to Vanderburgh County, has been active in both communities. She has been involved with Princeton groups including the local chamber of commerce and the Princeton mayor's

Umbrella Committee.

"Many of our government agencies and economic development organizations have regional impact and play a role in making the entire region a great place to live, work and enjoy a good quality of life," she asserts.

Proximity to Evansville has been beneficial to Toyota. "Evansville has several offerings that an employer of our size needs," Dillon acknowledges. "For example, Evansville and the tri-state have a strong workforce from which to hire. We recently hired an additional 240 team members, so a strong workforce is important as we continue to grow. The city also has the region's largest airport. We also use other Evansville venues for meetings, hotels accommodations, attractions and dining options."

Poyner indicates that the Gibson General Hospital in Princeton is another key metric for Princeton's growth. Having a good local hospital is important for residents. It is also an example of collaboration, since Gibson General is supported by Deaconess, one of the major health facilities in Evansville.

Mosby also refers to Gibson Station, the largest power plant in the Duke Energy portfolio. "It's attracting a lot of individuals to come here to work, as well as attracting other businesses who want to be suppliers to those businesses."

Mosby is a major advocate of all the efforts Princeton has recently made to improve the city, but he recognizes the importance of nearby communities working together.

"We revel in the success of other communities in our region," he states. "We realize that with successes by others, we'll see some benefit from that too."

Bill Poyner (left) enjoys the "small town atmosphere" of Princeton as well as the nearby amenities of Evansville.



RESOURCES: Todd Mosby, Gibson County Economic Development Corporation, at www.southwestindiana.org/gibson_county_edc | Kelly Dillon, Toyota Motor Manufacturing, Indiana, at www.toyota.com | Bill Poyner, Hansen Corporation, at www.hansen-motor.com

REGIONAL POWER

IEDC Hopes to Provide Economic Boost

By Matt Ottinger

Indiana continues to earn accolades as a business-friendly state. But will this “friendliness” alone result in marked, statewide economic development in the near future?

Forbes magazine ranks the state 15th in its Best Places for Businesses and Careers feature. A healthy standing to be sure – but the study dings Indiana with a dismal 45th in its category of “labor supply.” The state’s below average ranking of 38th in per capita income, according to the Bureau of Economic Analysis, is also clearly a target for improvement.

Indiana has experienced slow population growth (primarily due to more births than deaths instead of people moving to the state) compared to the national average. While Evansville, Fort Wayne, Indianapolis and South Bend did see significant increases over the past three years, Lake County lost over 1,600 people in 2013, and rural counties like Fountain, Ohio, Fulton and Martin experienced the highest percentages of decline.

Purdue University’s Center for Rural Development contends that slow population increases, or outright declines, make it difficult to attract and retain businesses. The problem can be compounded as more people then leave the area to pursue jobs.

Enter the Regional Cities Initiative. A study (conducted by Fourth Economy Consulting

after legislation passed in the 2014 Indiana General Assembly session) was completed in October. Through the project, the Indiana Economic Development Corporation (IEDC) sought to examine 11 communities of varying sizes nationwide – all of which had cultivated successful economic development efforts. The IEDC now hopes to spread the ideas behind those achievements throughout the Hoosier state.

“What the Governor and the Legislature wanted to do was benchmark communities that led the nation in economic development since 1990 in key categories, like educational attainment, population growth, wage growth,” reveals Eric Doden, IEDC president.

Officials considered 78 indices to determine economic leaders in three population “weight classes”: less than 100,000; 100,000-1 million; and 1 million plus.

Region race

Doden and IEDC team members conducted forums in each region of the state in late October to communicate their findings to citizens and civic leaders.

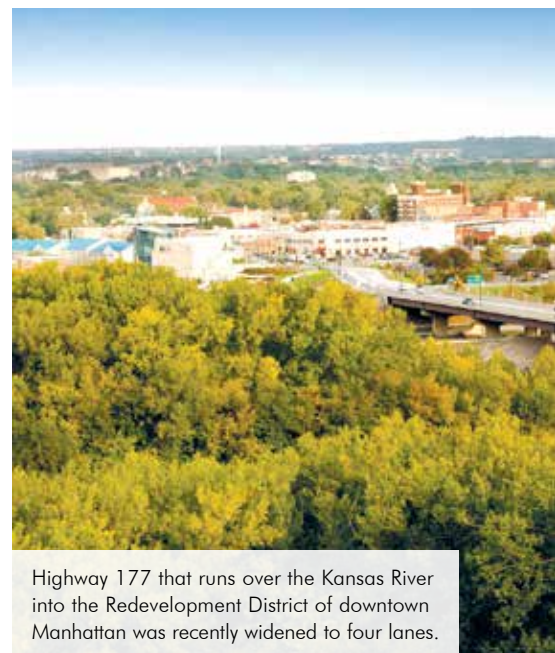
“The main purpose behind the forums was to step them through these nine principles (see list on Page 72),” he says.

Feedback was positive, he reports, although he was often asked to clarify terminology used in the analysis, such as “quality of place,” “broad civic infrastructure” and “tenacious leadership.”

Doden asserts that for the sake of economic development, local leaders should define their exact regions. He does add, however, the case studies revealed that enhancing a region’s core city helps lift the surrounding area.



Manhattan, Kansas has used a variety of initiatives to enhance its downtown with mixed-use developments.



Highway 177 that runs over the Kansas River into the Redevelopment District of downtown Manhattan was recently widened to four lanes.

“As the regional city grows, it will strengthen the region,” he contends. “We talked to people in rural communities in a 50-mile radius around Austin, Texas, for example. We asked if Austin’s rise to national prominence helped or hurt them. They very directly said it helped them, (stating) ‘We got more deals, more opportunities, more businesses to locate within our space.’

“They also had population and wage growth in many cases. ... The core city needs the population for a workforce; there’s a symbiotic relationship. That’s why regionalism is so important.”

Building the foundation

Regional initiatives will stem from local planning. At this time, it’s unclear exactly what role the state will play – or what, if any, matching funds may be provided by the Legislature.

“There will be a process to determine what part the state should play in this,” Doden notes. “And we’ve encouraged the locals to think in terms of a billion dollars of transactions over eight years, then looking at what percent within your region needs to be public and private. We’ve suggested that in the beginning they look at 60% private, 40% public money (adding that the private percentage would likely increase over time). But in some regions, they may be able to do more private money.

“And we’re encouraging each region to come up with a specific, investable plan – specific projects that will improve their quality of place to attract and retain their talent and businesses,” he clarifies.

The specific funding mechanisms for



IEDC President Eric Doden (left) and Policy Director Eric Shields discuss the possibilities of the Regional Cities Initiative with Indiana Chamber President and CEO Kevin Brinegar.



projects and developments will be left up to each region as well. The communities featured in the report used varied approaches.

“The penny tax (a term used for a 1% sales tax) was one that was used – generally with some kind of referendum process. Denver, for example, basically has a referendum on everything. So that creates a challenging environment for them – but they also use TIF (tax increment financing).”

The report notes Denver’s economic emergence since the 1980s, stemming – at least in part – from regionally-supported cultural amenities and stadiums that transformed its downtown from a “ghost town” into a bustling hub, as well as investments in light rail and the Denver International Airport.

“They were multi-faceted and each region had a different approach,” Doden declares. “We tried to look for trends, but it was one of those things where we realized there are many different kinds of tools to be used. We discovered these communities are very aware of all the tools available to them and how to use them effectively to get things done.”

The Manhattan, Kansas area attracted \$200 million in new investment in the past 10 years as it worked to retain retail dollars, successfully reversing a trend of losing 30 cents of each \$1 spent to outside the region. Measures included enhancing the downtown area with commercial and residential developments and leveraging its downtown mall.

“Even though we’re not a major metro, we wanted to make sure our downtown area was mixed use so people could live, work and play – and never have to get in their car,” offers Lyle Butler, Manhattan Area Chamber

of Commerce president and CEO. “So housing was a key component in development of the retail improvement.”

These enhancements were largely funded through sales tax referendums, and the community had to be sold on the ideas.

“I won’t say any of those campaigns were easy wins,” Butler recalls. “And in the latest half-cent sales tax we passed a couple years ago, a third of the money is being used to reduce the property tax level for the city. Two-thirds goes to economic development and one-third goes to property tax reduction. This helps to flatten a potential property tax increase in the community, so it passed (with 70% of voters in favor).”

The Manhattan area has also invested in education throughout the community.

“We put a lot of emphasis on improving our schools,” Butler notes. “We recently had a \$100 million bond issue to improve technology in our existing schools and that passed overwhelmingly. We also passed another sales tax initiative that built a zoo education building and new city water parks. People wanted to improve the quality of place.”

The plans should be a collective effort by all who would be impacted, Doden maintains.

“We saw that (officials) really engaged the entire community. One large community had over 100 town hall meetings to get feedback on the plan and the strategy. Think about that effort; in a short period of time, that’s incredible. So we saw a lot of creative things being done to engage people, and even using the Internet to do that.”

Cities and Themes

The areas studied in the Regional Cities Initiative include:

- Population over 1 million (Austin, Raleigh, Denver, Nashville)
- Population between 100,000 and 1 million (Durham, North Carolina; Fayetteville, Arkansas; Boise, Idaho; Waterloo, Iowa; Cedar Falls, Iowa)
- Population less than 100,000 (Manhattan, Kansas; Brookings, South Dakota).

IEDC reveals these nine themes that were consistent in most of the areas studied:

- A bold vision, tenacious leadership and a broad civic infrastructure
- A region rallies around its city
- Engage and strengthen industry in a whole new way
- Regional investment supports quality of place
- Plans must be visionary, market based and action oriented to guide regional transformation
- Private sector investment responds to business climate and talent base
- Financing regional transformation requires a multi-faceted approach
- Long-term partnership requires non-partisan thinking
- Higher education partners are critical for regional transformation

Schooling together

Indiana's legion of esteemed public and private colleges and universities could also be a major asset for regional growth, according to Doden.

"Truth is, I think each Indiana region has the potential to leverage this. For example, look at higher education. Each region has really compelling higher education institutions. Not just at a big level like Purdue or Indiana, but even at the independent colleges we have all over the state – Huntington University, Indiana Wesleyan, Taylor University – I could go on and on," he asserts.

Back to Manhattan.

Kansas State University is a public institution with an enrollment nearing 25,000 students, and Manhattan was notably ranked in the *Princeton Review's* "Top 10 Happiest College Communities" in 2013.

Butler says the growth of the school actually helped mitigate population losses in the 1990s when the area's Fort Riley military base had to relocate its troops to Germany. Now, he notes the land grant

school not only helps with Kansas' agricultural development, but it's made a major push to enhance local enterprise.

"When we study our own community, we see some of the most successful businesses are Kansas State graduates who started their own companies," he relays. "Our largest private sector employer is a K-State graduate in his early 40s. His company has over 950 full-time employees."

Butler adds, "As a community, we're continuing to work and help identify individuals who want to start their own company. And Kansas State has developed an entrepreneurial major and minor, with a full department for entrepreneurship. That's getting college students interested in the next big thing."

In order to fully leverage access to academia, there needs to be a healthy relationship between the schools and their communities, Doden contends. A contributing factor to Manhattan's high happiness ranking was its success in the "best town-gown relations" category.

"We found (school and community leaders) had each other's cell phones and called each other regularly – monthly or more often," he says of the areas that were studied. "There's a natural tension in many communities called 'town vs. gown.' But these communities said, 'We're town and gown.' It was very intentional and they solved problems together. They had joint strategies and also co-invested with each other."

With purpose

The IEDC hopes this initiative will spur each region to maximize its potential, allowing the state to succeed as a whole.

"We do about 260 deals per year, and on average 53 of those deals are attraction projects," Doden quantifies. "We feel like that's not enough in the long term. While we want to maintain the expansion projects of our current employers, we want to attract more business to Indiana. To do that, you have to retain your talent – and population trends show people are moving south and west due to quality of place."

The Census Bureau, in fact, reveals the largest population gains in 2013 were in Texas, California, Florida, North Carolina and Colorado.

According to Butler, Indiana is wise to pursue such an initiative now, rather than waiting for an economic crisis of some sort.

"It's so easy to be focused on the day-to-day, but you have to have a vision of where you want to take the community," he concludes. "And you need business and civic leaders who can objectively look at the community and see where opportunities lie. To change it overnight is an impossibility, but if you lose your way for five to 10 years, it can take 15 to 20 years to get back on track."



IEDC staff visited officials in Raleigh-Durham, North Carolina in August to discuss the region's economic success.

RESOURCES: Regional Cities Initiative at www.indianaregionalcities.com | Eric Doden, Indiana Economic Development Corporation, at www.iedc.in.gov | Lyle Butler, Manhattan Area Chamber of Commerce, at www.manhattan.org



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Stellar Approach

Communities Benefit From State Program

By Paige Ferise

For one Delphi woman, the Indiana Stellar Community program was a lifesaver. With a large payment coming due and no ability to attain a refinanced mortgage because of a faulty roof, the woman was facing the very real possibility of losing her home.

But when the city of Delphi was awarded Stellar funding, it was able to launch an owner-occupied housing renovation effort. The woman was able to have that roof replaced and ultimately qualify for a loan to save her home.

“Those are some of the cool stories you actually hear,” remarks Mayor Randy Strassor of Delphi. And this is hopefully just one of many success stories to come.”

In recognition of the importance of smaller communities, the state created the Stellar Communities program in 2010. Operated by the office of Lt. Gov. Sue Ellspermann, the initiative combines the efforts of three state agencies: Housing and Community Development Authority, Office of Community and Rural Affairs, and Department of Transportation. More than

\$58 million had been invested through early 2014. Two communities have been selected each year since 2011.

BizVoice spoke with mayors from the first four Stellar communities:

- Sue Murray, Greencastle, 2011
- Randy Strassor, Delphi, 2011
- Bob Hurst, Princeton, 2012
- Harold “Soup” Campbell, North Vernon, 2012

Progress and projects

In addition to projects such as the owner-occupied housing in Delphi, Stellar dollars are being used to restore historic buildings. For North Vernon, its self-proclaimed “crown jewel” is the revitalized Carnegie Building, which now houses City Hall.

“It is our hope it will anchor redevelopment and stop the blight,” Campbell explains. “I

think we have started down that road.”

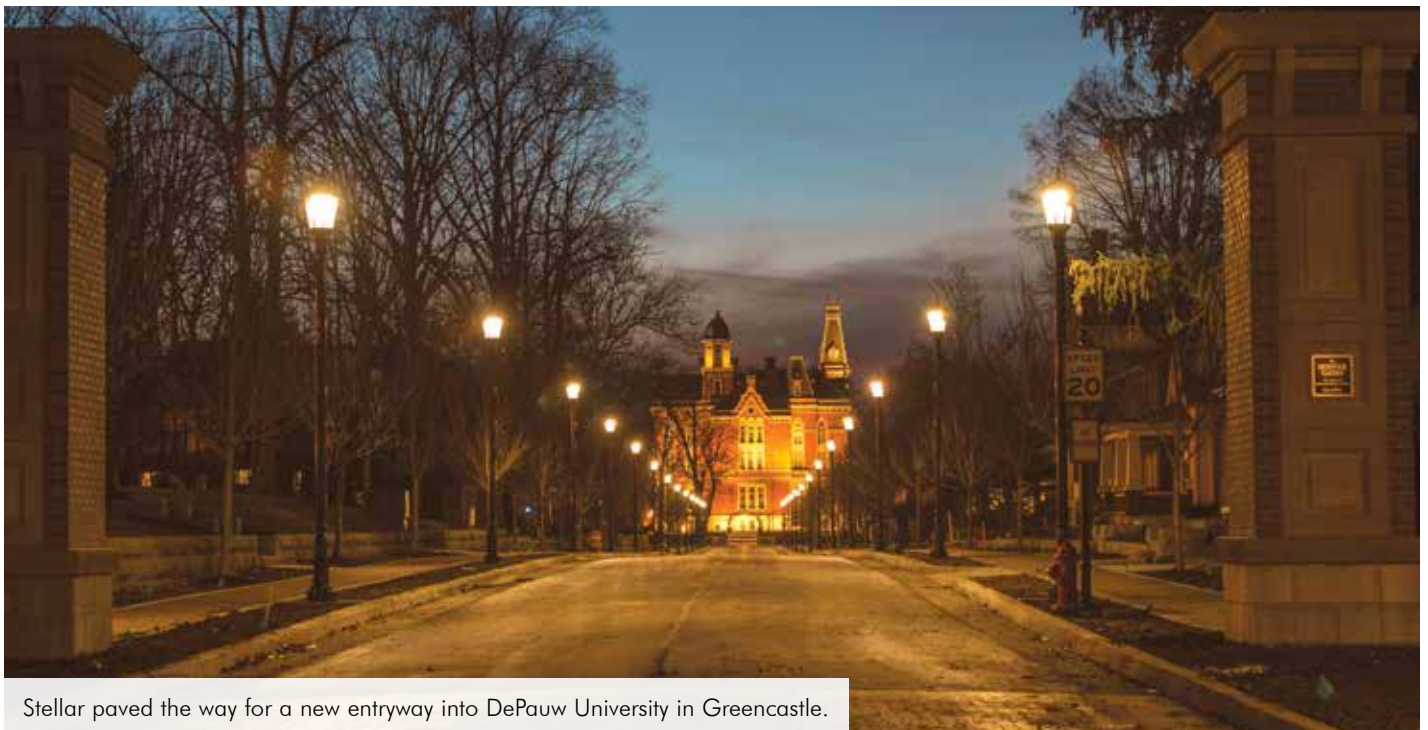
Other communities have seen similar progress. In Delphi, the goal is for improvements to spur more private investments. Strassor terms it a “keeping up with the Joneses attitude.”

Greencastle and Delphi are now three years removed from their Stellar designations.

In Greencastle, a major project has been the downtown university bookstore and Starbucks coffee shop that has created an inviting environment for DePauw students and faculty. Other projects have included home renovations, downtown façade updates and an enhanced Anderson Street entryway into the university.

An ongoing restoration and expansion of the historic Delphi Opera House is complemented in that community by downtown work that includes new façades and streetscapes. Connections of existing trails has been another early priority.

In addition to the physical progress, the Stellar designation has enhanced local self-esteem.



Stellar paved the way for a new entryway into DePauw University in Greencastle.

“To have a small community like ours to see outward and visible signs of progress that were a direct result of Stellar dollars has been something that the community itself has been really proud of,” Murray comments. “It’s been a real positive thing in terms of the attitudes of our local business and industry.”

Overcoming obstacles

Even with the progress taking place, Greencastle and Delphi struggled early on with the intended three-year timeframe set by the state.

“What we realized,” Murray states, “was that there was a lot more to accessing those funds and moving forward with the process than anticipated.”

JoAnna Mitchell-Brown, Ph.D., is a senior research fellow at the Sagamore Institute for Policy Research, which has been contracted to assess the Stellar program. She affirms the early challenge.

“Communities originally, I believe, had a perception that it was just one big grant. So they got into it not realizing that it was like the grants they (and other communities) were receiving before ... just at a much faster pace.”

As with many new initiatives, Stellar came with a learning curve for the communities and the government agencies alike.

“Over the first two years, what we have been able to determine is that red tape is red tape,” Strassor contends. “I don’t mean that in a bad way, but just for the local and state agencies to do due diligence there are processes there that you just can’t circumvent or do without.”

But the hurdles didn’t keep these communities from pushing through and making progress.

Murray adds, “Aside from all the bureaucratic necessities in order to access federal funds, what we’re talking about is making sure that we’re doing it in a way that

The Short Street Plaza provides a pedestrian-friendly downtown venue in North Vernon.



the state can look at the federal government and say, ‘Yes, we have been good stewards of your dollars.’ And the state can look at us and say, ‘Yes, you’ve been good stewards of our dollars.’ ”

Princeton and North Vernon, awarded the second round of Stellar grants, benefited from the lessons learned in the first round.

“There is quite a bit of involvement. You just have to keep moving. We’ve had a couple of delays, but they haven’t been big,” details Princeton’s Hurst. “I think we’re right on schedule with everything.” That includes a highly-touted Bicentennial Plaza that is serving as a community gateway.

Community involvement

Change in any aspect is difficult, but citizens – minus a few naysayers, according to each of the mayors – have embraced the progress and supported the projects. For Greencastle, enhancing the relationship with

its prestigious university neighbor has been a particular emphasis.

“DePauw alumni, students, faculty and staff are excited about the accessibility and nicer walkways to downtown,” Murray declares. “Most certainly having their bookstore and Starbucks down there gives them more opportunity to visit and they do in droves, which is exciting to see.”

Greencastle based its Stellar proposal on the idea of creating the next great college town, believing that the city and university were both at their best when working together.

The impact of Stellar has reached far beyond the initial designation. The city has invested nearly \$4 million since 2011 in non-Stellar projects. In addition, community members have contributed funds to continue the work and restoration.

“People see the outward signs and I truly believe people are excited, and the



A transformation is taking place at the Delphi Opera House.

New Initiative Set to Debut

In late 2014, the state and several university partners announced a new Hometown Collaboration Initiative. The program for communities of no more than 25,000 in population is designed to energize selected areas in one of three ways:

- Grow the community's leadership pipeline
- Enhance development strategies that link to economic strengths
- Pursue "placemaking" activities that add to the community's built and natural resources

The Indiana Office of Community and Rural Affairs and Lt. Gov. Sue Ellspermann are leading the effort. Partners include the Purdue University Center for Regional Development, Purdue Extension, Ball State University's Building Better Communities program and its College of Architecture and Planning.

Pilot communities are expected to be announced in January.

investment levels in our community by the city itself, by the university and by entrepreneurs who have started new businesses have been pretty significant," remarks Murray, who adds that many businesses have signs posted in search of new employees.

Princeton, home of the Indiana

operation of Toyota Motor Manufacturing, has long benefited from the company's community involvement. Toyota has donated \$1 million to community restoration.

In some communities, residents are waiting to see visible progress.

"It takes so long to start getting results,"



Princeton has a new community gathering point in its Bicentennial Plaza.



Strassor expresses. "We're in such a fast-food, drive-through mentality in the world anymore that it doesn't matter if it's your job or your education or your recreation. Whatever it may be, everybody wants what they want and they want it now, whatever makes them feel good."

North Vernon's Campbell agrees. "I'd say really we have 75% (in support of the projects) and 25% are holding their fire to see the finished product."

But according to all four mayors, the majority of the people are excited and supportive of Stellar and the work that is taking place in their communities.

"All in all we're busy down here, but the changes are good, progressive and I'd say 99% of the people enjoy it," Hurst reveals.

Looking forward

The Stellar program is an ongoing project – Bedford and Richmond were the 2013 communities selected, with Wabash and Huntingburg tapped in 2014 – and adjustments are still being made.

"One of the recommendations we made to Stellar was to create a roadmap to help communities navigate through the process easier and to help them understand what the expectations are on both ends," says the Sagamore Institute's Brown.

The four initial communities continue to make improvements. Common goals include, but are certainly not limited to, new housing and rehabilitating older homes.

"I can't say Stellar is directly responsible, but Stellar is definitely part of what's happened to us and we're extremely grateful," Murray states. "If we continue to see the investment in our downtown, then people will find us the kind of community that they can feel safe in."

Delphi strives to continue to position itself as a draw for visitors and a destination for those who choose to make new homes in the area.

"We've created the draw (through various tourism attractions)," Strassor points out. "We just need to be able to create the accommodation."

The impact of Stellar has the possibility to continue for years to come.

"They've (community leaders) said people know about us now because of Stellar," Brown concludes. "And if they continue to do that and bring in new businesses and new residences into the community using the Stellar recognition as a catalyst, I think that will lead to long-term economic impact for these communities."

Future State: Realizing the Mission

This closing page of the *Indiana Vision 2025* blueprint was first published in the 2012 release of the statewide economic development action plan. Its principles still apply. It's why the work, from partners throughout the state, must go on.

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 that 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% (with the ultimate goal of 100%) of students are fully prepared to enter college or the workforce.
- A minimum of 60% 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 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."



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."

Safety is Your Pot of Gold in 2015

Largest Chamber Conference Returns March 16-18

Looking for a way to boost employee productivity and morale? You're in luck!

The Indiana Chamber's Safety and Health Conference & Expo – Safety is Your Pot of Gold – will provide valuable information your team can apply to the workplace. Presented with the Central Indiana Chapter of the American Society of Safety Engineers and in partnership with INSafe/Indiana Department of Labor, the event will feature more than 60 educational sessions and 100-plus exhibitors. It will take place March 16-18.

"Start off the new year by investing in your greatest asset: your employees," remarks Kerri Begley, Indiana Chamber vice president of conferences and special events. "Customize training by choosing from a variety of educational sessions. Whatever your focus – injury prevention, construction safety, workplace violence, fire protection and more – we've got you covered.

"The more successful your employees are at their jobs, the greater the impact on your bottom line."

Astronaut and Indiana native David Wolf and Dr. Will Miller (a regular Bob & Tom radio show guest) will share entertaining

advice during the opening general session and March 18 general session, respectively.

Additional highlights include sessions such as the following:

- The \$14 Billion Case for Safety Culture in Health Care
- Agricultural Safety and Health Hazards and Prevention
- The Road to VPP Star – Driving Continuous Improvement
- Safety Leadership: The Leading Edge to Total Business Excellence

The Governor's Workplace Safety Awards Luncheon on March 18 will honor Hoosier organizations that have made safety and health a priority. The previous day will include a special St. Patrick's Day celebration.

The Safety and Health Conference & Expo (the Chamber's largest conference) is sponsored by Gibson and will take place at the Indiana Convention Center in downtown Indianapolis. Cost for the three-day conference and expo is \$448 if you register by February 1. Other registration options – including group discounts and more – also are available. For more information, go to www.insafetyconf.com.

How to Hire, Fire and Discipline Your Employees Within the Law

January 22

Indiana Chamber Conference Center

- Among topics: how to address claims of harassment, discrimination and retaliation
- Learn effective practices for terminating employees, including proper documentation of performance and discipline
- Chamber member discounted price: \$249
- List price: \$299

Forklift Safety: Train the Trainer Workshop

January 29

Indiana Chamber Conference Center

- 13 truck-related/nine workplace topics
- Safe truck operations
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