

Community Vision Statement

- Elkhart County will be a globally recognized center for creativity. This reputation will be built by residents who have the courage to take risks and help each other succeed in an environment of tolerance and respect that provides opportunities for all. Outstanding businesses and talented professionals will locate in our county because of the excellent schools, rich cultural life, clean and healthy environment, safe attractive neighborhoods and vibrant downtowns. The entrepreneurial culture of the county will be supported by a highly skilled workforce, a diverse economy, opportunities for life-long learning and effective governmental collaboration and community planning.

Why Plan?

- Our Vision Statement is intended to answer the question, what do we really want, what kind of life, what kind of a society do we want to bequeath to our coming generations?
- To intelligently address these concerns we must harness the intelligence of all of our community. We must take personal responsibility for change, and must accept that for every fact there is a reason, and we can do something about the reasons.

Why Plan?

- During the last several months while working on this Horizon Project, many people have stopped me and asked why do we need planning, why do we need change, we are doing fine, things are going great in Elkhart County, we don't want change.

Why Plan?

- One of my goals today is to reiterate the reasons why. We will then present the plan, and discuss what the people in our community think we can do about the situations confronting Elkhart County and the state of Indiana.

Where Are We Now?

- Indiana is at a crucial point in its history, after years of decline the state now suffers from an economy that is among the worst in the nation.
- The root of Indiana's decline lies in an outdated economic model grounded in traditional manufacturing.

Where Are We Now?

- Indiana's value system is often talked about with great respect and admiration. But it is Indiana's complacency, based on our past prosperity, which is our biggest weakness today.

Where Are We Now?

- There is no question that World War II unleashed a surge in industrial strength in Indiana that lasted for three decades.
- Those good times allowed the Indiana worker to live the American dream.
- But, in the mid-sixties capital investment in Indiana factories fell below the national average.
- Profit margins, particularly for those dealing in the automotive sector, were shrinking.

Where Are We Now?

- More importantly, per capita income started its decline from 100% of the national average in 1965, to 91% in 2002, and is continuing to fall.
- From 1965 to 2000 Indiana was 40th in the nation in new job creation.
- Indiana, more than almost any state in the nation, feels the social/economic revolution that is going on in the U.S.

Where Are We Now?

- This social/economic revolution is bringing profound changes in technology, economics, and society.
- Some states have responded to those changes, Indiana hasn't.
- Some states saw the need to attract new technology and high capital investment, but Indiana's leaders attempted to hold on to what we had in the past.

Where Are We Now?

- Indiana's heavy dependence on traditional manufacturing, our strength in the past, is our greatest weakness today. It is evidenced by our leadership in job loss, home foreclosures, personal bankruptcy, and the growing gap in personal income.
- Our inability to support proposals to rejuvenate economic growth shows that not only are we slow to react, we are stuck in the past.

Where Are We Now?

- It is a description of our economy.
- It is a description of our government.
- Our goal is to “bring jobs” and not lose jobs.
- Unfortunately, we are last and first in the wrong order.

Where Are We Now?

- Indiana's leaders have repeatedly failed to lead the state in ways to adapt to the changing economy.
- Solutions will require:
 - Major investments in research
 - New commitment to education
 - Clear visions for growth

Where Are We Now?

- Will we require our leaders to confront the hard questions?:
 - Are we ready to accept reasonable risk and necessary change?
 - Do we believe that Indiana and Elkhart County can be among the best instead of the worst in regard to the economy and education?
 - Are we willing to sacrifice today to build a better tomorrow?

Where Are We Now?

- As I stated in the past, Indiana was a national leader, its farms and factories fed and equipped the world. Its people, even in small towns and rural areas, enjoyed a good standard of living.
- Today however, Indiana has lost much of its economic stature. Its high paying manufacturing base has been severely eroded.

Where Are We Now?

- Its agricultural sector has undergone radical consolidation with far fewer workers needed to bring crops or livestock to market.

Where Are We Now?

- High tech, with its promise of high wages and clean industries, has bypassed the state.
- Our once profitable automotive supply sector is rapidly vanishing.

Where Are We Now?

- Battered by the recession of 2001, Indiana in the last two years has led the nation in the rate of lost jobs, home foreclosures, and personal bankruptcies. A \$2,000,000,000 budget surplus has morphed into a nearly \$1,000,000,000 deficient

Where Are We Now?

- Millions of Hoosiers have been hurt by vanishing jobs, faltering incomes and declining state services.
- Our problems run deeper than just the 2001 recession. Our state's share of national wealth has been shrinking for nearly two decades, as good jobs flow out of Indiana and are replaced with lower paying positions.

Where Are We Now?

- Elkhart County is a classic example of a situation where we have created jobs, but with a ever lowering per capita income. (More on this later.)

Where Are We Now?

- Indiana has clung to its old style manufacturing, unfortunately, the sector of the U.S. economy hardest hit by new “global” economy. Indiana has invested little in the research and development for new businesses.

Where Are We Now?

- Component manufacturing jobs are migrating to other nations (China, India, Mexico) where standards of living are lower and environmental regulations are less strict.
- Companies who have invested to provide the productivity gains necessary to stay competitive, have by definition, needed fewer workers to do so.

Where Are We Now?

- There was a major shift in the makeup of the economy between 1979 and 2002 in the United States:
 - In 1979, 50% of the top 25 in the Fortune 500 were manufacturing, today its 20%.
 - Today's Fortune 500 embodies the new economy including energy, financial institutions, retail, and communications.
 - The impact on Indiana is: loss of old economy jobs.

Where Are We Now?

- As a result, Indiana's share of personal income has steadily declined. As I alluded to earlier, in 1965 the state ranked 17th in the nation in per capita income, by 2000 Indiana dropped to 33rd, the largest decline of any state in our nation.

Where Are We Now?

- This is a national trend, no state can influence it. It is based on the simple fact that countries such as Mexico and China can perform the work faster and cheaper.
- Unfortunately, Indiana and Elkhart County being more dependent on manufacturing than any other state or county in the nation, will suffer the most!

Where Are We Now?

- Based on this fact, many smaller cities face the daunting task of trying to grow a service economy, or a high tech manufacturing base, which is much more difficult in smaller cities than in an urban area.

Where Are We Now?

- While there has been growth in the service economy, those jobs require more education or training than previous factory worker jobs required.

Where Are We Now?

- Those cities that have been able to maintain manufacturing job growth have done so only by attracting lower wage, lighter industrial work. While they are currently barely holding their own economically, the future does not look good if we grow with only these types of jobs.
- Jobs grow, but the per capita income declines, not a promising trend, particularly where the job growth puts ever increasing stress on the infrastructure of the local economy.

Where Are We Now?

- Loss of high paying jobs, with a concurrent replacement with low paying jobs, is the current state of Indiana, and more importantly to us, of Elkhart County.

Where Are We Now?

- As I stated, Indiana leads the nation in manufacturing jobs, (and Elkhart leads Indiana in manufacturing jobs), but the state has not kept up with the nation over the last 30 years in job growth.

Where Are We Now?

- This is not true for Elkhart County, its job growth has been impressive, but Elkhart County's per capita income and average earnings per job, has not been impressive, falling below national and state averages.

Where Are We Now?

- Indiana's per capita income over the last 30 years has grown at a rate considerably less than the average state in the U.S. Elkhart County has grown at an even smaller rate.
- The same is true for the average earnings per job. The state lags behind the nation by a significant amount, and Elkhart County lags the state by an even more significant amount.

Where Are We Now?

- The stark reality is, while Elkhart County is still an incubator for jobs, we are trading off high paying jobs for low paying jobs at an alarming rate.

Where Are We Now?

Employment

<u>Area</u>	<u>1970</u>	<u>2000</u>	<u>Change</u>
Elkhart	71,287	148,751	108.66%
St. Joseph	104,506	163,577	56.52%
State Total	2,290,879	3,692,251	61.17%
United States	91,281,600	167,465,300	83.46%

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Where Are We Now?

Per Capita Personal Income

<u>Area</u>	<u>1970</u>	<u>2000</u>	<u>Change</u>
Elkhart	\$16,729	\$26,485	58.31%
St. Joseph	\$14,908	\$27,335	83.36%
State Total	\$14,612	\$26,933	84.31%
United States	\$15,705	\$29,469	87.63%

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Where Are We Now?

Average Earnings Per Job

<u>Area</u>	<u>1970</u>	<u>2000</u>	<u>Change</u>
Elkhart	\$29,631	\$30,999	4.62%
St. Joseph	\$28,310	\$31,106	9.88%
State Total	\$27,468	\$31,465	14.55%
United States	\$28,003	\$36,315	29.68%

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Where Are We Now?

- Some people think our great “Hoosier Value” will help us lick the problem, other think that until we change, at least our way of thinking, if not our values, we will continue to plunge.

Where Are We Now?

- Many people believe the Indiana economy won't improve until we confront our Hoosier cultural baggage.

Where Are We Now?

- Excessive caution, stubborn resistance to change, and contentment with the way things are, have lulled Indiana into slumber, while the global economy has evolved.

Where Are We Now?

- Elkhart County, while not lacking in innovation and entrepreneurial spirit, does show a stubborn resistance to change, and contentment with what we have. Many believe, myself included, our standard of living will continue to suffer because of it.

Where Are We Now?

- Think of it this way, if Indiana were a nation, and the United States the world, Indiana would be on its way to third world status.
- That is why we developed the plan we will share today, it is a way to create a new dynamic in our county.

- “Change is debilitating when done to us, but exhilarating when done by us. “

Rose Beth Moss Kanter: World Class

- “Today will be our first step towards positive change.”

William P. Johnson

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- “Does anybody know how to play this game?”

Casey Steingel

Former Manager of the New York Yankees

- “Our plan will touch all we know about how to play this game.”

William P. Johnson

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How Will We Play The Game?

- What do we know about playing in the “new economy”?
 - A. Five key trends in economic development
 - B. Organizations, relationships, roles
 - C. Leadership changes
 - D. Economic development strategy
 - E. Successful community characteristics
- What is next?

How Will We Play The Game?

A. Five Key Trends In Economic Development

1. Globalization
2. Technology and telecommunications
3. Regionalization
4. Sustainable development
5. Workforce development

How Will We Play The Game?

1. Globalization – is not a passing trend.
 - Today, it is the over-arching international system shaping domestic policies and foreign relations of virtually every country, and we need to understand that it will not change.

Five Key Trends in Economic Development

1. Globalization (cont'd)

- We have, and we will, continue to lose manufacturing jobs to China, India, Mexico, and other countries. We will continue to lose service jobs for many back-office operations, that can be done cheaper at the same quality level, to these same countries.

How Will We Play The Game?

1. Globalization (cont'd)

- The playing field is the world
 - World Trade Organization admits China
 - European Monetary Union
 - Foreign competition (NAFTA)
 - Increased exports from foreign countries
 - Foreign country competition for U.S. investment dollars

How Will We Play The Game?

2. Technology and telecommunications

- The death of distance
- Accessibility substitutes for physical location
- The internet and computer networks
- Telecommunications and mobile work

How Will We Play The Game?

3. Regionalization

- Meaningless boundaries
- Capacity building and marketing
- Public/private partnerships
- Cost/revenue sharing

How Will We Play The Game?

3. Regionalization (cont'd)

- Types of regionalization
 - Major metro areas
 - State sponsored regions
 - County-wide partnerships
 - Inter-state corridors
 - County/city partnerships

How Will We Play The Game?

3. Regionalization (cont'd)

- Reasons to forge regional partnerships
 - Cost efficiency
 - Greater capacity and resources
 - Stronger unit leadership
 - More choice for customers
 - Greater strengths at the state level
 - Pathway to other problem solving

How Will We Play The Game?

4. Sustainable development (growth with stability)
 - Present needs of future generations
 - Long-term view
 - Inter-dependency of economic and environment
 - Long-term growth opportunities

How Will We Play The Game?

- Sustainable development (growth with stability)
(cont'd)
 - Sustainable development programs
 - Wise growth/infrastructure in place
 - Redevelopment
 - Brownfield reclamation
 - Land conservation
 - Capital investments

How Will We Play The Game?

5. Workforce Development (number one economic development issue)

- P-12, plus college, plus continuing ed
- Today's college students leave
- New job requirements
- Advanced degree essential for “new economy”

How Will We Play The Game?

B. Traditional Leaders Loss

- Bank mergers
- Utility reorganizations
- Plant closings
- Locally owned company buy outs
- Retirements and deaths

How Will We Play The Game?

C. Economic Development Strategies

- Small business development
- Expansion and retention of existing business
- Attraction of businesses with high capital investment and white collar component
- Tourism
 - Downtown/main streets
 - Minority business development

How Will We Play The Game?

C. Economic Development Strategies (cont'd)

- Create a skilled workforce
- Invest in an infra-structure for innovation
- Create a good quality of life
- Foster an innovative business climate
- Re-invent government
- Take regional government cooperation seriously

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How Will We Play The Game?

D. Successful Community Characteristics

- A commitment to unite for the common good
- A willingness to accept responsibility for the way things are (fact), and the way things will be (reasons)
- Sharing of a common vision for the future
- A proactive action oriented mind set/refusal to accept the facts as they are today

How Will We Play The Game?

- Successful Community Characteristics (cont'd)
 - A diverse participatory community leadership
 - A community capacity for continuing systemic change

Summary

- Hoosiers will buy into the new economy as a viable alternative to agricultural, and older manufacturing mainstays, when political and community leaders are able to describe clearly how lucrative “knowledge” jobs boost the economy and change our “quality of life”.

Summary

- Indiana has competitive universities, good transportation, work ethic, and low utility costs. Indiana does not have the “knowledge” workers necessary to sustain the new economy, i.e. advanced manufacturing, life sciences, etc.

Summary

- It is not that Hoosiers don't value a college education, Indiana ranks 14th in the nation in producing college graduates. Yet, the state is mired at 44th in the percentage of adults with bachelor degrees. Indiana ranks among the worst in the nation in retaining college educated workers. In the past decade, only five other states lost a higher percentage of college graduates than Indiana.

Summary

- Students graduate from Indiana engineering schools, and then grab a bus to California. In a high tech economy where an educated workforce is considered far more valuable than tax incentives or road construction, Indiana's steady exodus of graduates is a severe liability.

Summary

- College graduates don't leave the state for beaches or mountains; they leave because they can't find the jobs they want here.
- The state is caught between two opposing forces; high tech business can't find enough skilled workers, so they don't locate here. At the same time, students trained in emerging professions at Indiana universities are unable to find jobs, so they leave. A "Catch 22".

Summary

- Education is the key if we are to adapt, but Indiana's education system has failed to provide many Hoosiers with the tools needed to thrive in the 21st Century; Our best educated workers migrate from the state; the remaining workforce is largely unprepared for the demands of the new economy.
- This is a "fact": There are many reasons! We can, we must do something about them.

Summary

- A premise: We will keep our best and brightest only if there are jobs.
- Our challenge: How will we create jobs for the “Knowledge Society”?

Summary

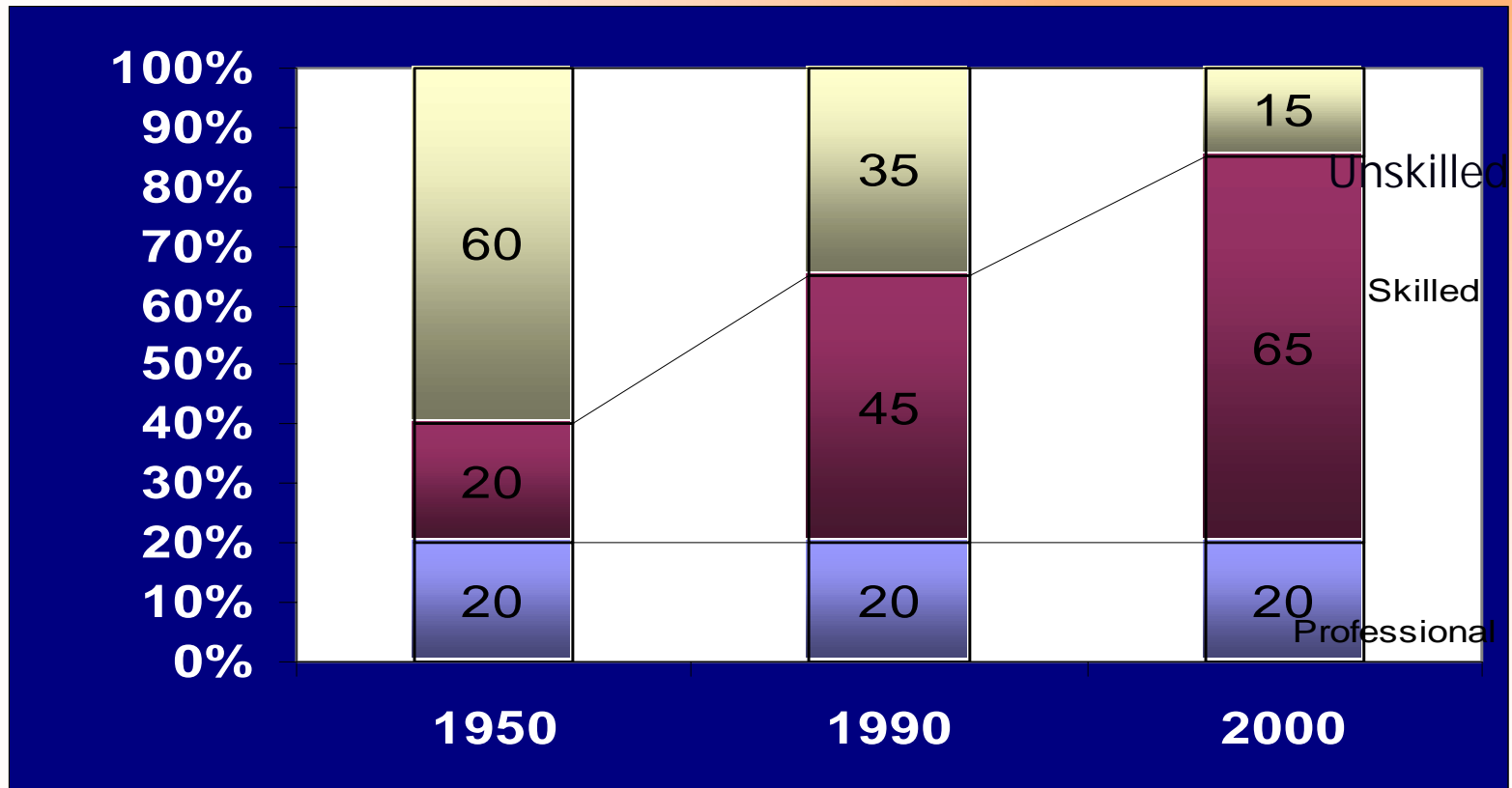
- In the last 15 years, the United States has seen a transformation to the “new economy”.
 - Altered industrial and occupational order.
 - A dramatic trend towards globalization.
 - First, loss of manufacturing
 - Now, loss of service
 - Revolutionary advances in technology.

Summary

- This transformation has not yet hit Elkhart County as hard as the country.
- Consider the next slide.

Summary

Required Job Skills are Increasing



Summary

- Demand for skilled workers will intensify, 42% of US jobs in 2010 will require technical (two year) or academic degrees, up 29% from 2000.
- New jobs will not be traditional manufacturing

Summary

- We must recognize that education is more than a benign necessity, and is more than an obligation for young people; it is an absolute economic necessity. We must recognize what education can do for the people of Indiana and invest in it strategically, and that doesn't necessarily mean throwing more dollars at the problem.

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Summary

- There is no question that entrepreneurs deciding where to locate their businesses are drawn to those areas which have a well educated population.

Summary

- There is no question that a wise investment in education will pay off. The lesson of history has been the greater investment, the greater return, if that investment is made wisely.

Summary

- Not every student is cutout for college, we must find a way for the working class to continue in America. That way is to create in Elkhart County an educational environment where skills are learned, while providing methods for lifelong learning.
- Without that, the majority of our jobs will most certainly evolve to lower paying jobs, and lower standards of living, which will ultimately bring down the standard of living of all.

Summary

AND NOW FOR THE HOW!

ONE LAST THOUGHT

Summary

- Elkhart County will be a globally recognized center for creativity. This reputation will be built by residents who have the courage to take risks and help each other succeed in an environment of tolerance and respect that provides opportunities for all. Outstanding businesses and talented professionals will locate in our county because of the excellent schools, rich cultural life, clean and healthy environment, safe attractive neighborhoods and vibrant downtowns. The entrepreneurial culture of the county will be supported by a highly skilled workforce, a diverse economy, opportunities for life-long learning and effective governmental collaboration and community planning

Summary continued

- Our VISION describes a community where diversity of race, religion, and ideas is accepted as the norm.
- It describes a community where opportunity is inclusive of all.
- Yet our plan is silent on diversity. Which only means that taskforce leaders believe that if we are to achieve the totality of the plan you are about to hear, we must accept and provide opportunity for all.

Summary continued

- I believe it was the spirit in which all the goals, objectives, and action plans were written. In our implementation process the difficult task of engaging and proactively providing opportunity for involvement in the process for all, will be, and must be, foremost.
- Promises, based on bubbly words and soft solutions will not solve the problem. Real economic and educational opportunities will. We must all strive to make that happen.

The
HORIZON
Project

Today's Vision for a
Dynamic Elkhart County
Tomorrow

May 28, 2003

Process to Date

Horizon Project Action Planning Team

Co-Chairs

- **Business Attractions/Retention/Re-development**
 - William Johnson
 - Dave Ogle
- **Tourism Development**
 - Richard Pletcher
 - Diana Lawson
- **Land Use**
 - Bob Pfaff
 - Dave Hess
- **Government Coordination**
 - Gordon Lord
 - John Leatherman
- **Social Services**
 - Jerry Quatman
 - Jon Housand
- **Education K – 12**
 - Milt Thomas
- **Workforce Development**
 - Juan Manigault
- **Entrepreneurship/Small Business Development**
 - Allon LeFever
 - Carl Tiedemann

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Vision for the Future

- Elkhart County Vision for the Future
 - Elkhart County will be a globally recognized center for creativity. This reputation will be built by residents who have the courage to take risks and help each other succeed in an environment of tolerance and respect that provides opportunities for all. Outstanding businesses and talented professionals will locate in our county because of the excellent schools, rich cultural life, clean and healthy environment, safe attractive neighborhoods and vibrant downtowns. The entrepreneurial culture of the county will be supported by a highly skilled workforce, a diverse economy, opportunities for life-long learning and effective governmental collaboration and community planning

Horizon Project Planning Goals

- **GOAL 1:** Develop an aggressive and creative business development and revitalization strategy.
- **GOAL 2:** Support the redevelopment and revitalization of downtowns and urban areas as a mechanism for controlling sprawl, encouraging smart growth, and attracting and retaining the knowledge and creative class worker needed to support business retention and expansion efforts.

Goals, continued

- **GOAL 3:** Build upon Elkhart Counties reputation as a center for creativity by creating an environment in which entrepreneurs can grow, prosper and contribute to the economic prosperity of the county through the creation of new businesses and new jobs

Goals, continued

- **GOAL 4:** Build a tourism strategy that enhances the industry's role as an economic development strategy and protects vital rural aesthetics through expanded partnerships, increased public education and awareness, and new tools promoting the expansion of businesses, facilities, and events that both attract visitors and improve the quality of life and place for local residents.

Goals, continued

- **GOAL 5:** Establish a functioning, recognized forum and structure for expanded intergovernmental communication, cooperation, and collaboration (proposed name “Elkhart County Intergovernmental Forum”), involving leaders of County Government, the towns and cities of Elkhart County, and when appropriate, other local governmental units and agencies.

Goals, continued

- **GOAL 6:** Through the Intergovernmental Forum, and other cooperative local intergovernmental efforts develop a mindset, philosophy and culture of increasing the efficiency and effectiveness of local government in Elkhart County through creative and farsighted planning, spending, and programming.

Goals, continued

- **GOAL 7:** Create a well-planned community that enables compatible development in industrial, commercial, residential and agricultural sectors while maintaining visual appeal, preserving green space, and protecting the natural environment.

Goals, continued

- **GOAL 8:** Create an adaptive and educated workforce capable of meeting the changing demand of the workplace sustaining public-private sector leadership that promotes the workforce and career development continuum as the key for future business growth and economic development.

Goals, continued

- **GOAL 9:** Build a world-class K-12 education system by encouraging and assisting the Elkhart County Schools in their efforts to fully implement P.L. 221(No Child Left Behind)
- **GOAL 10:** Insure adequate and affordable social services are provided to meet the needs of all Elkhart County residents.

Macro Benchmarks

- **The percentage of Elkhart County residents with college degrees will equal or exceed the state level by 2010**
 - (Today State 19.4%, Elkhart County 15.5%)
- **The percentage of non-college bound, high-school graduates from each school district, participating in vocational education programs will equal or exceed the state percentage by 2010**
 - (State average 3.6% - pretty low; Elkhart County ranges from 4.8% to 1.3%)
- **The percentage of high-school students passing the GQE (ISTEP) will meet or surpass the state average in all Elkhart County School Districts by 2010**
 - (Percentage passing GQE/ISTEP was 54-84% ...all at or above state average except Elkhart)

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Macro Benchmarks, continued

- **Graduation rates in each school district will meet or exceed state average by 2010**
 - (State at 90% in 2001, Elkhart County 82.5%-98.4)
- **The number of net new businesses in preferred growth sectors will increase by an average of 2% annually through 2010**
 - (Can track net new businesses in county business patterns, by NAICS codes)
- **Average hourly earnings in total private employment will be within 5% of the national average by 2010**
 - (Elkhart County currently at 90.8% of U.S., 101.3% of state. We could break it down to focus on key sectors..Manufacturing currently at 80.9% of U.S, 82% of state....Finance, Insurance Real Estate currently at 61% of U.S, 81.6 of state)

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Macro Benchmarks, continued

- **Close by 5% the gap between Elkhart county and the national per capita personal income by 2010**
 - (Elkhart County currently at 92% of national, 100.8%)
- **Elkhart County will establish a locally available research and investment capital fund in the minimum amount of \$10 million.**
- **The total economic impact generated by visitors to Elkhart County will increase 25% by 2010, exceeding \$350,000,000.**
- **Elkhart County will see an increase in assessed valuation in current TIF districts and/or increase in the number of projects over a specified time period**
- **Elkhart County will see an increase in the number of redevelopment areas**

Macro Benchmarks, continued

- **Elkhart County will see a well-functioning Intergovernmental Forum that results in measurable savings in all municipal budgets and a measurable increase in revenue sharing activities**
- **The Elkhart County poverty ranking will be below the 70th percentile by 2010**
 - (Last quartile)
- **Elkhart County will significantly reduce the duplication in social service programs**

Business Retention, Attraction and Redevelopment

- **GOAL 1: Develop an aggressive and creative business development and revitalization strategy.**
 - Objective 1.1: Recognize the importance of maintaining and expanding Elkhart County's existing industry base by developing a proactive Existing Industry Development Program
 - Objective 1.2 Establish the Elkhart County Investment Board, under the auspices of the Elkhart County Economic Development Corporation, for the purpose of building an investment capital fund that will be dedicated to the implementation of projects and initiatives focused on the retention and expansion of existing businesses, and aid in the development of qualified new business start-ups
 - Objective 1.3: Aggressively pursue a creativity-driven, economic strategy by partnering with an Indiana research university to establish a Technology-Based Incubator and creating opportunities for entrepreneurs to establish or expand businesses with the potential to retain and attract members of the creative class.

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Goal 1, continued

- Objective 1.4: Develop the telecommunications infrastructure necessary to expand and attract Elkhart County's desired business and industry base
- Objective 1.5: Encourage and support the development of transportation, and sewer and water systems that meet the current and future needs of Elkhart County business and industry
- Objective 1.6: Develop a financial incentive policy and programs directed to the retention and attraction of business and industry that will most benefit or diversify the county economy and encourage smart growth and redevelopment.
- Objective 1.7: Develop a Targeted Industry Attraction Program
- Objective 1.8: Strengthen and further develop The Economic Development Corporation of Elkhart County, their staffing, organizational structure, and their partnerships with business, local and regional economic and community development organizations

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Business Retention, Attraction and Redevelopment

- **GOAL 2: Support the redevelopment and revitalization of downtowns and urban areas as a mechanism for controlling sprawl, encouraging smart growth, and attracting and retaining the knowledge and creative class worker needed to support business retention and expansion efforts.**
 - Objective 2.1: Explore the idea of establishing a fund or funds to assist companies interested in purchasing older, obsolete industrial facilities, to cover the cost of returning the building to productive use.

Entrepreneurial & Small Business Development

- **GOAL 3: Build upon Elkhart Counties reputation as a center for creativity by creating an environment in which entrepreneurs can grow, prosper and contribute to the economic prosperity of the county through the creation of new businesses and new jobs**
 - Objective 3.1: Form a permanent network of Elkhart County professional advisors, possibly under the direction of the Economic Development Corporation (EDC) for the purpose of raising venture capital funds for small business start-up and development.
 - Objective 3.2: Provide an information clearinghouse to inform entrepreneurs and small business owners throughout the county of financing mechanisms and technical assistance tax incentives available to small/new businesses in Elkhart County.

Goal 3, continued

- Objective 3.3: Develop a network of, technology focused, small business incubators in Elkhart, Goshen, Middlebury and Nappanee. The incubator facilities would be technologically linked and support individual IT infrastructures, with particular focus on broadband Internet access. Systems need to be put in place at the outset that are scalable, can adapt well to emerging new technologies and allow clients to set up their IT networks and connect to the Incubators network services as soon as they move in.
- The goal would be to attract small, high growth companies, with the potential of creating high paying jobs, (the community needs the companies that have 6 employees today and could grow to 600 in the future) and stimulating the County's economy in the future. All though the focus would be on securing high growth start-up companies the incubators would welcome early-stage companies that are beyond the start up stage, as well as companies that are restructuring.

Goal 3, continued

- Objective 3.4: Document the “best practices” of other communities that have implemented successful Small Business and Entrepreneurial encouragement programs
- Objective 3.5: Develop a network of educational services and collaborate with state initiatives to develop programs that support the education and training needs of small businesses and entrepreneurs. Priority will be given to encouraging local educational institutions to develop programs specific to small businesses and entrepreneurs.

Tourism

- **GOAL 4: Build a tourism strategy that enhances the industry's role as an economic development strategy and protects vital rural aesthetics through expanded partnerships, increased public education and awareness, and new tools promoting the expansion of businesses, facilities, and events that both attract visitors and improve the quality of life and place for local residents.**
 - Objective 4.1: Tourism industry representatives will create partnerships with the RV industry, agri-business, and emerging cottage industries to create a single, interlocking brand to market Elkhart County based on hospitality, quality craftsmanship and entrepreneurial ingenuity. The brand should be flexible enough to allow future integration of regional partners.
 - Objective 4.2: Promote the expansion of existing and creation of new facilities and events that will increase the number and length of stay of visitors to Elkhart County.

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Goal 4, continued

- Objective 4.3: Enlighten and educate the residents, government officials, and business operators within the region on the positive community impacts associated with the tourism industry.
- Objective 4.4: Develop new countywide strategies for the purpose of funding activities that support the vision of the community and the tourism industry, which might include creating a new taxing authority.
- Objective 4.5: Create a comprehensive land use policy agenda that accommodates new development compatible to the tourism industry that will be communicated to and carried out by city and county public officials and planning commissions.
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Government Coordination

- **GOAL 5: Establish a functioning, recognized forum and structure for expanded intergovernmental communication, cooperation, and collaboration (proposed name “Elkhart County Intergovernmental Forum”), involving leaders of County Government, the towns and cities of Elkhart County, and when appropriate, other local governmental units and agencies.**
 - Objectives 5.1: Cause local governmental units to formally commit to participate in the Intergovernmental Forum, and to regularly provide senior leader representation at its meetings and participate in its undertakings; such should expand upon, augment, or succeed (but not terminate) the planning and land use meetings involving County Government, Goshen City, and Elkhart City, the “Mayor’s Round Table” meetings, and other existing relationships fostering governmental cooperation involving elected officials and administrative staffs.

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Goal 5, continued

- Objective 5.2: Establish a regular meeting schedule and standard agenda format for the meetings of the Intergovernmental Forum, to include methods of introducing matters for review or action, which matters may originate from participating governmental units, other local governmental units, action teams of the Horizon Project (or successors thereto), or when appropriate, nongovernmental entities; such matters shall specifically include the Substance and Implementation Benchmarks set forth.
- Objective 5.3: Recognize and embrace, when appropriate, the ultimate Strategic Plan of the Horizon Project, and serve as a vehicle for coordinating and enhancing the role of local governmental units in the implementation of such Plan.

Government Coordination, continued

- **GOAL 6: Through the Intergovernmental Forum, and other cooperative local intergovernmental efforts develop a mindset, philosophy and culture of increasing the efficiency and effectiveness of local government in Elkhart County through creative and farsighted planning, spending, and programming.**
 - Objectives 6.1: Identify and encourage the pursuit of opportunities for County Government, and the towns and cities of Elkhart County and other units of local government, to share costs, revenues, technology, facilities, and/or programming to better serve the needs of the Elkhart County community.

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Goal 6, continued

- Objective 6.2: Evaluate and define desired public services and programming unavailable in certain areas of Elkhart County, and evaluate the merits and practicality for providing such services and programming to such areas; likewise, evaluate and define circumstances of duplication of public services and programming, and evaluate the merits and practicality of eliminating, coordinating, or merging services and programs in such circumstances.
- Objective 6.3 Identify strengths and weaknesses of the Elkhart County economy, social structure, and culture, and to the extent compatible with the roles and limitations of local government, promote and expand upon the positive components thereof, and attempt to foster improvement in areas where weakness is demonstrated.
- Objective 6.4: Study, learn from, and where appropriate, embrace and act upon defined sections of the Horizon Project Strategic Plan where local governmental participation or cooperation is beneficial or required.

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Land Use

- **GOAL 7: Create a well-planned community that enables compatible development in industrial, commercial, residential and agricultural sectors while maintaining visual appeal, preserving green space, and protecting the natural environment.**
 - Objective 7.1: Develop a combined city/county comprehensive land-use policy plan that guides compatible development in all sectors while encouraging the redevelopment of brownfields, the revitalization of downtowns and the development and maintenance of an infrastructure system that guides intelligent growth.
 - Objective 7.2: Identify in the comprehensive plan all current green space (park, recreation lands, areas of scenic quality, farmland, production woodlands, and preserved woodlands) with the intention of developing protective mechanisms.

Goal 7, continued

- Objective 7.3: Develop uniform, countywide ordinances by which the comprehensive plan policies will be enforced and encourage development that increases density and utilizes existing infrastructure.
- Objective 7.4: Request immediate action be taken by appropriate governmental bodies, both legislative and administrative, to modify and amend various ordinances.

Workforce Development

- **GOAL 8: Create an adaptive and educated workforce capable of meeting the changing demand of the workplace sustaining public-private sector leadership that promotes the workforce and career development continuum as the key for future business growth and economic development.**
 - Objective 8.1: Establish an Elkhart County Workforce Development Advisory Council comprised of key education, community and business leaders to guide the establishment of a countywide workforce and career development continuum and the active involvement of Elkhart County in the regional networks that support shared resources and are committed to furthering both local and regional development.

Goal 8, continued

- Objective 8.2: Implement a skills assessment and certification system that provides a consistent and cost-effective set of standards, including cross-context functionality, easy access and utilization, and is capable of linking with regional, state and national systems, as part of the workforce and career development continuum.
- Objective 8.4: Develop a high degree of computer literacy in the Elkhart County workforce by exploring the feasibility of establishing computer learning centers across the county with access to computer technology and training for children and adults.
- Objective 8.5: Develop a multi-faceted media and communications campaign that promotes the workforce and career development continuum to all constituent groups.

Education K-12

- **GOAL 9: Build a world-class K-12 education system by encouraging and assisting the Elkhart County Schools in their efforts to fully implement P.L. 221**
 - Objective 9.1: School Districts in Elkhart County will establish a positive and safe environment for teaching and learning in every school that encourages each student to be the best that he/she can be.
 - Objective 9.2: School Districts in Elkhart County will develop a curriculum so that each student can meet mandated achievement requirements and includes computer technology, career education and exposure to lifelong learning opportunities
 - Objective 9.3: Each School District in Elkhart County will select and train and/or retrain a staff member that will be responsible for implementing the districts policies, procedures, programs and curriculum requirements for all students.

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Goal 9, continued

- Objective 9.4: School Boards in Elkhart County will create an annual, Action Agenda for implementing the district's goals.
- Objective 9.5: Each School District in Elkhart County will establish and maintain a proactive Public Relations Program for each school that both gathers input and disseminates information about teaching & learning.
- Objective 9.6: Each Elkhart County School District will establish joint venture programs with two year, four year and technical schools, so that all high school students have access to post high school credits through AP courses, dual credit courses, school to work internships with local businesses, etc. Ideally, Ivy Tech or other institutions would offer courses related to high technology on-site.

Goal 9, continued

- Objective 9.7: All children in Elkhart County school districts will have access to preschool or nursery school that provides high quality readiness training to begin Kindergarten at age 6
- Objective 9.8: Coordination of existing career education programs currently in place in all Elkhart County school districts (as required by PL 221 and *No Child Left Behind*), with any new components from the Learning Generation Initiative, Workforce Development or other related organizations.

Goal 9, continued

- Objective 9.9: Through the Community in Schools Program (CIS) children and young people in Elkhart County will grow to be successful adults, possessed of the skills needed to thrive in a dynamic economy and committed to the pursuit of personal and professional growth through lifelong learning.

(An Objective to be implemented by the Learning Generation Initiative in partnership with each Elkhart County School District)

- Objective 9.10: A forum consisting of superintendents of each of the school districts, and appropriate representatives from business and the community will meet two times per year to
 - Maintain a focus on the future, and assess progress towards our goals, and community impediments towards reaching them.
 - Develop positions on proposed, or passed, educational laws, with the purpose of having a united voice when discussing these with state and federal legislators, Indiana State Chamber of Commerce, Indiana Manufacturing Association, and State Teachers Union.

(An Objective to be implemented by the Horizon Project Steering Committee)

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Social Services

- **GOAL 10: Insure adequate and affordable social services are provided to meet the needs of all Elkhart County residents.**
 - Objective 10.1: Inventory and assess the current Elkhart County social services catalogue and its responsiveness and applicability to current needs
 - Objective 10.2: Create the optimum Elkhart County Social Services Network
 - Objective 10.3: Insure sustainable funding sources are available to maintain the necessary level of services to Elkhart County
 - Objective 10.4: Create the environment and infrastructure necessary for the expansion and development of a leadership base essential to the growth and development of the Elkhart County

Implementation Process

- The Steering Committee will hold a working meeting of Action Planning Co-Chairs, Steering Committee Co-Chairs, Lead Consultant to combine similar Objectives, remove duplication solidify final Goals and Objectives and determine short and long-term Objectives.

Implementation Process continued

- Steering Committee and Action Planning Co-Chairs will confirm the group/organization/entity responsible for the implementation of each Objective (short-term Objectives at minimum).

Implementation Process continued

- If the Action Planning Team is not the party ultimately responsible for the implementation of an Objective(s), the Steering Committee and Action Planning Co-Chairs will identify those individuals on the Team who wish to remain on an Implementation Team that moves the Objectives forward.

Implementation Process continued

- The Steering Committee will seek adoption of final **Horizon Project Strategic Plan** by all Elkhart County development entities: local/county government, Chambers of Commerce, Elkhart County Community Foundation, Elkhart County Economic Development Corporation, and other organizations.

Implementation Process continued

- The Steering Committee will secure commitment to implement from appropriate individuals/organizations/agencies/units of government.
- The Steering Committee will create/confirm Implementation Teams

Implementation Process continued

- A member of the Consulting Team will coach Teams through initial Implementation Plan stages (Dennis Koehn).
- The CECD will compile the final planning document once all Goals and Objectives are finalized.

Implementation Process continued

- A reformatted Steering Committee will remain in place with the commitment to report to the community on an annual basis, the progress against all Goals, Objectives and Benchmarks.