Evansville CEDS - Build Session NOTES

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Build Session Topics

Workforce Session #1: Talent Attraction
Monday, July 8, 9:30 to 11:30 am CT

This Build Session is focused on ensuring the region is well situated to attract talented workers. This session will include exploring different ways to attract talented people to the region to grow the region's population. Specific topics could include: quality of life amenities, good jobs with pathways for upward mobility, and community health.

1. **Childcare and Early Learning:** How might we improve the access, affordability, and quality of childcare and early learning to improve workforce engagement and educational attainment outcomes?
2. **New American Populations and Migration:** How might we create an inclusive ecosystem that supports and empowers diverse populations?
3. **Quality of Life – Education and Health Outcomes:** How might we utilize the existing education and health initiatives to scale best practices to less resourced communities, neighborhoods, and census tracts?
4. **Quality of Life – Amenities:** How might we advance new amenities through placed-based investment?

Strengthen Key Industries
Monday, July 8, 1:30 to 3:30 pm CT

This Build Session is focused on business and industry in the region. This session will include exploring different ways to bolster business productivity, resilience and long term growth across foundational and emerging industries of the Evansville economy. Specific topics could include: industry diversification, industry modernization, small business and entrepreneur support.

1. **Industry Diversification**: How might we identify and nurture emerging industries that complement our existing strengths in manufacturing and health sciences?
2. **Modernization**: How might we support both large and small manufacturers in the region to adopt Industry 4.0 technologies (smart manufacturing and digital transformation)?
3. **Supply Chain**: How might we optimize our strategic location and multimodal logistics capabilities to enhance supply chain efficiency for local manufacturers?
4. **Entrepreneurial Growth**: How might the region find ways to support the growth of small scale entrepreneurs and manufacturing companies?

Workforce Session #2: Talent Development & Workforce Supports
Tuesday, July 9, 9:30 to 11:30 am CT

This Build Session is focused on workforce development and supports. This session will explore education, training, and worker support across the region, ensuring that the region is well positioned to retain and develop talented workers. Specific topics could include: access to jobs, education, training, and workforce supports like childcare.

1. **Career Pathways and Good Jobs:** How might we foster employee development opportunities and wage growth?
2. **Increasing the Employment Base:** How might we identify new or scale existing methods around expanding the labor pool (new population of workers, second chance, those without high school degrees)?
3. **Filling High Demand and Specialized Positions:** How might we identify and build certifications, credentialing, and curriculum for the next generation of talent and occupations?
4. **Upskilling and Reskilling:** How might we support occupational transitioning, industry modernization, and evolving demographics through skill development?

Develop Key Regional Infrastructure
Tuesday, July 9, 1:30 to 3:30 pm CT

This Build Session is focused on infrastructure. This session will explore bolstering infrastructure investments in the region to encourage economic development. Specific topics could include: housing, water, sewer, electrical, and support for rural infrastructure development.

1. **Rural Infrastructure:** How might we support the development and sustainability of rural infrastructure?
2. **Site Development**: How might we assist site-specific development to support industry growth?
3. **Housing**: How might we catalyze new housing development and redevelopment to meet the needs across income levels in the region?
4. **Downtown Development:** How might we utilize the existing cultural and economic growth in regional downtowns to attract further investments and improvements in quality of life?

Top Strategies

Workforce Session #1: Talent Attraction

- **Childcare and Early Learning**
  - 1. Conduct Needs Assessments for communities. Develop actions to implement programs actually needed for members of community
  - 2. Legislative - budget support, multiservice delivery model, more defined school readiness definition, expected outcomes, and more stringent transition process for pre-K to K.
  - 3. Access - establish new childcare
  - 4. Concept of buying classrooms (Posey County Early Learning)
- **New American Populations and Migration**
  - 1. Establish resettlement programs and communication/educate that they are available – make sure that target population is being reached
  - 2. More language, ESL programs available
  - 3. Larger Evansville region businesses partner with smaller businesses to share best practices around new American and migrant employment, communicating, access to resources for these populations
  - 4. Resettlement agency in Evansville region
  - 5. New Americans and Migrants are Welcome in Evansville - Storytelling from business owners/corporate employees. Loop into e is for everyone
- **Quality of Life – Education and Health Outcomes**
  - 1. Early Exposure w/ K-12 career curriculum & guaranteed exposure of skills training for all students
  - 2: Opt In EVSC - expanding optionals for career pathways CTE training
- **Quality of Life – Amenities**
  - 1. Housing: Affordable (as related to income), pet friendly, accessible / walkable, and community
  - 2. Diverse entertainment alternatives
  - 3. Better PR and promotion of Evansville

Strengthen Key Industries

- **Industry Diversification**
  - 1. Identify major/best-fit stakeholders and define aspirational goals, ideal futures, shared vision
  - 2. Identify emerging technologies to enable stakeholder's vision
  - 3. Facilitate engagement between those emerging technologies and key stakeholders.
- **Modernization/Tech Adoption**

- ○ 1. Direct money to Brownfield space to clean and revitalize to provide incentive to new emerging companies
    - Develop better site selection and clean it up for new development
    - Greenfield Dvpt and ownership incentives
  - ○ 2.Tri State Manufacturing alliance (TSMA) through EREP or local manufacturing summit collaborate to bring in AI, Robotics, SMART Manufacturing (Technology Summit)
    - How do we bring more info to the region for small/ medium manufacturers
  - ○ 3. Enhance STEM and tech programs for full collaboration
- **Supply Chain**
  - ○ 1. Develop a supply chain clearing house to attract, retain, and grow our regional manufacturing firms.
  - ○ 2. Develop a site development strategy that emphasizes live, work, and play
  - ○ 3. Create attractive marketing materials that lean into supply chain, logistics corridors, and site development
- **Entrepreneurial Growth**
  - ○ 1. Creating experiential programs for young entrepreneurs to get early exposure to the world of entrepreneurships
  - ○ 2. Strategy 2: Creating entrepreneurs out of 9:00-5:00 ers

Workforce Session #2: Talent Development & Workforce Supports

- **Career Pathways and Good Jobs**
  - ○ 1. Common/Collaborative pooled internship model - 6 weeks to 2 months per facilitator
  - ○ 2. Build universal skills
  - ○ 3. Leverage emerging technologies
- **Increasing the Employment Base**
  - ○ 1. Developing a group of employee navigators, or a case workers, that employers can use to help underserved employees overcome barriers that preclude them from full economic participation
  - ○ 2. Family Friendly Workplace Programs that Support the Whole Worker
  - ○ 3. Employer Education Series
- **Filling High Demand and Specialized Positions**
  - ○ 1. Grants, tax credits, incentives for educational institutions and employers for apprenticeship/co-op/internship program
  - ○ 2. Workforce credentialing/work for credit -- expanding the understanding or increasing awareness that 90% of jobs can be taught and just need some investment (incentives for apprenticeships) and certain language removed from position descriptions (bachelors/masters required)
  - ○ 3. Community partner to lead cross-collaboration and develop "cool" internships

- **Upskilling and Reskilling**
    - 1. Develop an integrated employment, training, and development framework that supports and targets for the lifetime needs of our region through workforce pathways and collaborative resource navigation systems.
    - 2. Help employers develop core/universal onboarding and internal training based on workforce needs. More responsive HR program for employees needs, concerns, questions
    - 3. Support industry modernization by providing specific, flexible, cost-effective local training solution s and funding sources
    - 4. Develop an integrated supported employment framework that supports target demographic needs for workforce pathways and upskilling through collaborative roundtable discussions and resource navigation supports

Develop Key Regional Infrastructure

- **Rural Infrastructure**
    - 1. Have an ongoing and updated land use map, comp plan, and county ordinances for each county to cover the entire region
    - 2. Develop a framework for continuity across comp and land use plans
- **Site Development**
    - 1. Vanderburgh Industrial Park 2.0
    - 2. County uses funding/resources to bring sewer to I-69/Hwy 68, I-69/168 interchanges
    - 3. Master Plan 69 Corridor with identified infrastructure
- **Housing**
    - 1. Commitment to building housing across the spectrum, including workforce and missing middle housing. Additionally, development targeted for aging in place, in-fill development, and accessory dwelling units.
    - 2. Transit oriented development
    - 3. Transportation considered development – build out of correct roadway volume for new development
- **Downtown Development**
    - 1. Economic Incentives for development of restaurants and main street businesses
    - 2. Activation of downtown areas – through wayfinding, ambassadors, Branding / Promotions / collaborate / bring the right partners to the table to maximize marketing in the area

Detailed Notes

Childcare and Early Learning

Our group discussed the ability to better understand the current and future landscape of early learning and childcare. With a topic that is underfunded from the state perspective it is important that finite resources are allocated to better understanding how to drive system/statewide change, implement short-term employer based solutions, and create community specific strategies based on the unique profile of each community and even neighborhood.

- **How might we…**
    - How might we improve the access, affordability, and quality of childcare and early learning to improve workforce engagement and educational attainment outcomes?
- **Who worked on this?**
    - Aleisha Sheridan Wilson, Building Blocks
    - Ashley Hansen, Building Blocks
    - Angela Ellison, Explore Evansville
    - Mallory Embry, Sabic
    - Nikki Raben, Sabic
- **What's Already Happening?**
    - Examples of full-day pre-K programs at public K-5 elementary school – bussing included!
    - What's working - women's hospital training regional hospitals for OBED needs – reducing negative outcomes for moms and babies
    - Incentives for employers to offer childcare benefits to employees
    - Voucher program
    - Employers offer great health benefits - including fertility treatment
    - Access
        - WSI partnership
        - Onsite childcare
        - Company investment/support of offsite care co-op/sponsor
    - Workforce
        - Needs assessment for business
    - Affordability and Access
        - Licensing - basic oversight of safety
        - Support emerging providers ; those wanting to open or just open
        - Partnering with 3rd parties to meet access needs (ex: KidCity)
        - Parent referral system
            - Needs assessment
            - Providers availability
            - Parent supports

- - ■ High school collaboration for workforce
  - ○ Quality
    - ■ Curriculum supports raise quality
    - ■ EPN - very specific supports
    - ■ Purdue extension food budget / prep classes
    - ■ Developing key competencies for the future early learning workforce through specific post-secondary curriculum
  - ○ Health
    - ■ Develop appropriate curriculum for gross-motor functions
      - ● SPARK
    - ■ Pre-3 Program Health Dept. already has very specific outcomes and criteria for this
    - ■ CATCH
      - ● Develop appropriate curriculum for health and nutrition
  - ○ Church based neighborhood services -
- **What has been the impact?**
  - ○ Onsite childcare can offer employee flexibility and additional shifts if they are run at atypical hours
  - ○ Pre-3 has provided specific criteria to help foster the ability to scale and grow
  - ○ TPMA will provide data on a work willing study and parent survey on needs
  - ○ Great employee benefits can increase overall quality of life
  - ○ Licensed daycare facility- negative impact
    - ■ If not monitored there is a possibility of negligence
  - ○ The needs assessment can help to reallocated resources
- **What are the Gaps?**
  - ○ Information on needs assessment needs to be communicated more broadly
  - ○ Not all employers offer childcare or strong benefits
  - ○ Lack of Availability
    - ■ Around the clock childcare
    - ■ Drop-in care
    - ■ off -hours for shift work
  - ○ Staffing and Workforce
    - ■ Low wages
    - ■ Education and expertise
    - ■ Retention
    - ■ Proper training for those that are support staff
  - ○ Cliff Effect- losing certain social services around vouchers and other incentives if the employee or individual starts to increase income
  - ○ Access
    - ■ Improve the density of childcare based on the true demand for each community
  - ○ Very little state funding or initiative has been offered

- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Offering micro or on-demand transportation to facilities
  - Larger tax incentives for parents that pay for childcare
  - Child care facilities for students enrolled in education (HS or Post-Secondary)
    - While attending school (drop-in)
  - Expand the needs assessment to more businesses
  - Help "non-stakeholders" understand the public health impact
  - Explore what other states are doing that are best practices
- **Which Strategies Will Have the Greatest Impact?**
  - 1. Conduct Needs Assessments for communities. Develop actions to implement programs actually needed for members of community
  - 2. Legislative - budget support, multiservice delivery model, more defined school readiness definition, expected outcomes, and more stringent transition process for pre-K to K.
  - 3. Access - establish new childcare
  - 4. Concept of buying classrooms (Posey County Early Learning)
- **Top Strategy**
  - Conduct needs assessment for communities. Develop actions to implement programs actually needed for members of the community.
- **Tactical Actions**
  - Conduct business needs assessment
    - Meet with c-suite/HR to gain access
    - Disburse an employee survey
    - Create employer specific solutions
  - Conduct community sessions
    - Partner with core community patterns (PTO, principals, superintendents, libraries, social services, office, WorkOne, churches, existing community events)
  - Data interpretation (Top 5 concerns)
    - Analysis of employee desires
    - Define community or employer gaps
    - Review the data with employers + community
  - Define a "go Forward" Plan by each community
- **Outcomes**
  - Community participation rate
  - Create program with 50 employers served
  - Identify top 5 care concerns by community
  - Solutions that align to each concern

New American Populations and Migration

- **How might we…**
  - How might we create an inclusive ecosystem that supports and empowers diverse populations?
- **Who worked on this?**
  - Adriana Soto, HOLA Evansville
  - Alex Burton, Berry
  - Laura Belwood, Gribbins
  - Mike Lee, Mike Lee's Clean Machine
- **What's Already Happening?**
  - Berry Global has hired and retained more than 150 employees new to the U.S.
  - Immigrants with Bachelor degrees from their countries of origin
  - Immigrants are continuing to choose living in Evansville
  - We're drawing new populations and people from different backgrounds
  - Groups like For Evansville and events like Imagine Evansville
  - Immigrant Welcome and Resource Center
  - The pending Refugee Agency coming to Evansvillee
- **What has been the impact?**
  - New American and Immigrant population choosing to live in Evansville
- **What are the Gaps?**
  - Language barriers –
  - Misinformation
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Language barrier, language learning for new Americans
    - ESL classes – more needed
  - Employers
    - Roadmap for employers on integrating new language learning opportunities
    - Willining employers to hire new American
  - Information of Services translated
  - Need of a platform to find services in the region
  - Org or person to host newcomers/ address specific concerns/needs
  - One stop information desk for immigrants
  - Law immigration firms – only 2 in city
  - How to Thrive in Evansville
    - Accessing capital
    - Navigating system
    - Knowing who is available to help
  - Transportation - to job sites. Without private transportation, it's difficult to access job opportunities

- ○ Cultural barriers: acceptance
  - ■ Recreational activities: festivals, sports, clubs and organizations
- **Which Strategies Will Have the Greatest Impact?**
  - ○ 1. Establish resettlement programs and communication/educate that they are available – make sure that target population is being reached
  - ○ 2. More language, ESL programs available
  - ○ 3. Larger Evansville region businesses partner with smaller businesses to share best practices around new American and migrant employment, communicating, access to resources for these populations
  - ○ 4. Resettlement agency in Evansville region
  - ○ 5. New Americans and Migrants are Welcome in Evansville - Storytelling from business owners/corporate employees. Loop into e is for everyone
- **Top Strategy**
  - ○ Establish resettlement programs and communication/educate that they are available – make sure that target population is being reached – Improving Communication method, system
- **Tactical Actions**
  - ○ Language Courses and education
  - ○ University-led programs and pathways for employers
  - ○ Communication
    - ■ Track for employers
    - ■ Track for those seeking employment
  - ○ Structured conversation/community forum
  - ○ Promotion/marketing
- **Outcomes**
  - ○ Population growth
  - ○ Employment metrics – increased labor force participation of new Americans and migrants
  - ○ Higher retention
  - ○ Feedback from and feedback loop from new americans, migrants
  - ○ Number of cultural events
- **Stakeholders/Partners**
  - ○ Universities
  - ○ Large Employers, e.g. Berry
  - ○ Welcome Center

Quality of Life – Education and Health Outcomes

Our group sorted through the existing workforce development and career educational immersion programs that have shown promise or success throughout Evansville - and we used that background focus in on the core strategy of creating workforce ideation and pre-development initiatives and programs that can give students the opportunity to explore career pathways that may appeal to them.

- **How might we…**
  - How might we utilize the existing education and health initiatives to scale best practices to less resourced communities, neighborhoods, and census tracts?
- **Who worked on this?**
  - Carie Hillyard, Evansville-Vanderburgh School Corporation
  - Logan Jenkins, Circular Venture Lab
  - David Wichman, Clark Dietz Inc
  - Holly Sanders, Asta Zeneca
  - David St. Clair, Evansville-Vanderburgh School Corporation
  - Kari Fluegel, Kaiser Aluminum
  - BJ Watts, Evansville-Vanderburgh School Corporation
  - Steven Stump, USI
  - Jeff Memmer, Sabic
- **What's Already Happening?**
  - K-12 Partnerships with local manufacturers - onsite cohorts and training (i.e Barry Globals, Toyota, etc.)
  - Work and Learn Internship Support Program
  - Evansville Promise Neighborhood Schools in area of highest need
  - Hola Latino Collaboration Series
  - Communicate in 6th and 7th grade EVSC's Innovative Options High Schools
  - 21st Century Scholars - provides resources and tools to first generation college students starting in 8th grade to overcome barriers to access to higher education
  - Jobs Park - to showcase career pathways to students
  - Partnerships with Industry - Ameriqual program (limitations with building capacity)
  - Ivy Tech Career Link Skills Training + Interdisciplinary Certifications + Technical Certs: Berry, Encom, Ameriqual, Toyota, Sabic, Polyvantis
  - Pre 18 year old training for 17 year olds
    - Modern Youth Apprenticeships onboarding before working
  - Teachers Manufacturing Bootcamp (Alcoa, Toyoya, etc.)
  - Indiana Career Explorers - to expose children to new careers
- **What has been the impact?**
  - Strength: Lots of Higher Education Options
  - Strength: Collaboration - Industry is working together (healthcare, higher education, USI, Ivy Tech)

- 24 Teachers Have received industry training through the Teachers Manufacturing Bootcamp, per cohort
- **What are the Gaps?**
    - Smaller manufacturers who don't have capacity to extend training to broader population
    - USI - Different visits require different areas of interest to be shown to students
    - Barrier: most existing programs don't allow for students who aren't 18 for example to
    - Barrier: Some programs are only available in the spring
    - There isn't a straightforward way to get in front of students from underprivileged backgrounds because you have to know someone at school
    - Barrier: transportation to and between Vanderbergh county is a limiting issue +
    - Parent education; support for parents
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
    - We need more collaboration spaces to work between silos
    - Standing up a regional education working group
    - We need a coordinated program to provide age appropriate exposure points to a variety of industries throughout their K-12 Experience
    - Regional Industry Cooperative Education Working Group
    - Industry cohorts focused on upskilling & reskilling workers
    - Transportation outlining counter workforce ready grant program
    - Working relationships between workforce & education for better understanding delivering curriculum to students K-12
- **Which Strategies Will Have the Greatest Impact?**
    - 1. Early Exposure w/ K-12 career curriculum & guaranteed exposure of skills training for all students
    - 2: Opt In EVSC - expanding optionals for career pathways CTE training
    - 3. –
- **Top Strategy**
    - Early Exposure w/ K-12 career curriculum & guaranteed exposure of skills training for all students
- **Tactical Actions**
    - "Scale" Cohort Programs into other industries
    - Direct linkage to what Indiana has developed via READI program
    - Clarify universal employability skills for employers + schools
    - Strategic age appropriate field trips | Guest Speakers | Job Fairs | Schools
    - Implement K12 career counseling + curriculum guaranteed experiences for every student across career clusters
    - Involve comp in developing supplemental enhancement materials
        - Examples - algebra problem based on capacity issue
- **Stakeholders/Partners**
    - School Corporations - 4 Country School Districts

- Community Groups
- County + Municipal Chambers of Commerce + economic development boards
- Industry Partners
- Missing: Parent Education
- **Resources/Information Needed**
  - Leverage Technology in EVSC to ensure students + families have access to curriculum career interest survey
  - A technology platform/hub that industry partners, higher education, and other stakeholders for sharing information
  - WGU | Indiana Achievement Wallet - go statewide + bring down to HS level

Quality of Life – Amenities

- **How might we...**
  - How might we advance new amenities through placed-based investment?
- **Who worked on this?**
  - Beth Folz, Evansville Habitat for Humanity
  - Chris CJ Johnson, Ivy Tech
  - Bill Dyer, Toyota
  - Amanda Coburn, Vanderburgh Humane Society
- **What's Already Happening?**
  - Parks Master Plan
  - Riverfront Development
  - Hockey, baseball, Ford Center, Zoo, Museum
  - Dog Parks - public and private investment
  - Re-integration of new downtowns with restaurants and festivals
  - Willingness to Collaborate - small enough to know the players
  - Leadership Everyone
  - E-REP
  - Big employers that pay a living wage
  - Community and Affinity groups - Young Professionals Alliance
  - International outreach (HOLA, Immigrant welcome center, festival of nations)
  - Disability / Ability opportunities
  - Collegiate Education (USI, UE, Ivy Tech, VU, OCU)
- **What has been the impact?**
  - Lack of Talent Retainment
  - Negative Population Growth
  - Lack of Attractions
  - Assimilation to community
  - The need for technology to communicate / get the message out
  - Access to care for pets - primary care, emergency, and specialty.
- **What are the Gaps?**
  - ATV Trails
  - Outdoor activities - focus on young adults not just kids/families
  - Festivals (music)
  - Small music venues or bars / restaurants with live music
  - Riverfront shops (specifically Mt. Vernon)
  - Hobbit House / Tiny homes / Yurts
  - Utilize the rivers for affordable water activities
  - High Speed Internet for the entire region
  - Poverty Rate
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)

  ○ Have company affinity groups come together for a community event
  ○ Connect soon to graduate college students to industries - possibly through affinity groups
  ○ Incentives to open private practice clinics. Assurance of available staffing, client pool, etc.
  ○ Music Venue - need to venue to attract big acts
  ○ Water recreation - canoe, kayak, etc. that will attract tourists and population
  ○ Student Loan assistance and professional financial incentives
  ○ Public transportation
  ○ Education on manufacturing careers
  ○ Sustainability is key for young people
  ○ Housing communities targeted to young adults - pet friendly and affordable
  ○ Planned community for young professionals - affordable too
  ○ Expansion of "things to do" on the westside for USI students
  ○ Programs to support visa costs for immigrant population
  ○ More english language classes
- **Which Strategies Will Have the Greatest Impact?**
  ○ 1. Housing: Affordable (as related to income), pet friendly, accessible / walkable, and community
  ○ 2. Diverse entertainment alternatives
  ○ 3. Better PR and promotion of Evansville
- **Top Strategy**
  ○ Planned housing that is targeted to specific demographic - mixed use, mixed income, pet friendly, targeted at young professionals.
- **Tactical Actions**
  ○ Develop Master Plan
  ○ Housing Strategy for entire region
    ■ Is it better to have housing development on the east side vs. downtown vs. Posey County vs. Newburgh?
  ○ Dating services / creative meetups for people to meet others.
  ○ Develop social media presence and storytelling of what the area has to offer
  ○ Centralized location to find events and entertainment
  ○ Tax / mortgage incentives for paths to home ownership
- **Outcomes**
  ○ Population growth
  ○ Retain early career talent
  ○ Health benefits
  ○ Housing impacts heath (mental and physical), education, and employment
- **Stakeholders/Partners**
  ○ YPA (Young Professionals Alliance)
  ○ Higher Education partners
  ○ Major employers in the area
  ○ Developer

- E-REP
- Leadership Everyone
- **Cost**
  - Variable
- **Resources/Information Needed**
  - Leverage VOICE
  - Understand feedback from young professionals and Leadership Everyone (VOICE)

Industry Diversification

- **How might we…**
  - How might we identify and nurture emerging industries that complement our existing strengths in manufacturing and health sciences?
- **Who worked on this?**
  - Jason Salstrom, consultant/strategist
  - Kari Fluegel, Kaiser/Alcoa
  - Nick Burns, Gibson County Commissioner
  - James Bundren, CenterPoint
- **What's Already Happening?**
  - Healthcare cluster is discussing cluster strengths to create a competitive advantage
  - Strong location quotient for plastics and heavy manufacturing
  - Exploring support industries for strong current industrial base
  - Promote research and development with current strong industrial base
  - E-REP creating awareness of the need to modernize
  - Roads system / bridge to make better
  - Geographic location / multi-modal opportunities
  - Aggressive tax abatement / incentives locally
- **What has been the impact?**
  - None captured
- **What are the Gaps?**
  - Lack of cluster development strategy, activity, understanding
  - Lack of understanding of the threat of emerging technology to competitiveness
  - Lack of local innovation ecosystem/engagement in emerging tech
  - Lack of available industrial sites
  - Thinking small
  - More mental health providers
  - Costs, in general (construction, low wages for land transportation workers, high medical costs)
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Identify local opportunities for emerging tech companies to partner with corporations to develop application and business model
  - Facilitate opportunities for local corporations to work with emerging tech companies
  - Help SMEs recognize opportunities to leverage emerging tech
  - Establish center of excellence for training mental health providers through the medical center
  - Funding for mental health
  - Funding for mental health communication

- Business retention and expansion to identify key support industries for emerging companies
    - Government support for local farmers
    - Lobby elected officials to get on board and stop protecting donors
- **Which Strategies Will Have the Greatest Impact?**
    - 1. Identify major/best-fit stakeholders and define aspirational goals, ideal futures, shared vision
    - 2. Identify emerging technologies to enable stakeholder's vision
    - 3. Facilitate engagement between those emerging technologies and key stakeholders.
- **Top Strategy**
    - Facilitate engagement between those emerging technologies and key stakeholders.
- **Tactical Actions**
    - Identifying companies with the need
    - Facilitating communications between the stakeholder and the emerging technology company
    - Identify major/best-fit stakeholders and define aspirational goals, ideal futures, shared vision
    - Identify emerging technologies to enable stakeholder's vision
- **Outcomes**
    - Expansions of emerging technology companies
    - Attracting emerging technologies
    - Productivity and profit margins
    - Wages
    - Earned media and national attention
    - Spinning technologies out of companies (e.g. Rolls Royce)
    - Government contracts
- **Stakeholders/Partners**
    - Tri State Manufacturing Alliance
    - E-REP
    - SABIC / Ascension Corporate Venture Capital
    - University supports
    - CenterPoint Energy
    - Southern Indiana Medical or another umbrella organization to facilitate
- **Cost**
    - Low-cost. $20K to convene and provide space to work such as Innovation Pointe. Much less if to pilot with one stakeholder.
- **Resources/Information Needed**
    - Look into Mead Johnson and SABIC Innovation Center for ideas/inspiration.

Modernization/Tech Adoption

We need to support small and large MFG modernization and tech adoption by exposing them to new technology, training the new workforce via school, training current workforce via classes, resources closer together (ie "one stop shop") and incentivizing tech adoption. We also need new sites to develop on so the company can expand because they are currently landlocked. We need to clean up brown and green fields so we can have more space to expand and support companies that want to expand and adopt new technology.

- **How might we…**
  - How might we support both large and small manufacturers in the region to adopt Industry 4.0 technologies (smart manufacturing and digital transformation)?
- **Who worked on this?**
  - Jeff Memmer, SABIC
  - Jenna Richardt, Centerpoint Energy
  - Laura Belwood, Gribbins Specialty Group
- **What's Already Happening?**
  - Reliability and R&D teams within facilities that work on modernizing equipment
  - Building a new production line is expensive while grants and incentives have decreased
  - EVSC just implemented an AI Policy for their students and faculty
  - Cyber Security risks for management systems
  - Manufacturing Readiness Grant - conexus/ IEDC gives money for new technology and machines.
  - Equipment integrators
  - Collaboration with universities for programs
  - Integrating new ways of learning technology for kids existing - through SICTC (Southern Indiana career and technical center)
  - Equipment Integrators
  - Robotics and Training
  - Purdue MEP resource for streamlining processes
  - Department of Workforce Development teacher boot camp training program - teachers are taught a skill in sabic then bring back to classroom
  - Continuously updating power distribution outlets
  - Transitioning younger generation already prepared for digitizing and rolling back to paper
  - Talent pipeline for engineers through SABIC but need more for other companies
  - Using legacy models to function
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Need data on needs for professional staff (engineers) to create a master pipeline for all businesses
  - Emulate health and life sciences pipeline model to attract/grow within talent

- ○ Engineering programs w/in local universities
- ○ Educating both employers and community members on educational opportunities
- ○ Attractive region to attract engineers
- ○ Be creative with pathways work while getting engineering certification
- ○ Exposure to different jobs within the industry
- ○ Upskill current workforce- it is a challenge to teach them technology
- ○ Expand SITIC pathways
- ○ $ for new tech/machines
- ○ "One stop shop" for a manufacturer. Tech center, housing, etc. having resources all in one space
- ○ Training for collaboration with global teams outside of local teams
- ○ Soft skills need to be taught to engineers/MFG ppl
- ○ Land locked space- ability to benefit to take advantage of higher tech
- **Which Strategies Will Have the Greatest Impact?**
  - ○ 1. Direct money to Brownfield space to clean and revitalize to provide incentive to new emerging companies
    - ■ Develop better site selection and clean it up for new development
    - ■ Greenfield Dvpt and ownership incentives
  - ○ 2.Tri State Manufacturing alliance (TSMA) through EREP or local manufacturing summit collaborate to bring in AI, Robotics, SMART Manufacturing (Technology Summit)
    - ■ How do we bring more info to the region for small/ medium manufacturers
  - ○ 3. Enhance STEM and tech programs for full collaboration
- **Top Strategy**
  - ○ Brownfield & Greenfield site development
- **Tactical Actions**
  - ○ Brownfield: environmental clean up & money
  - ○ Greenfield: property control & infrastructure
  - ○ Dedicated funding source for brown & green field development
  - ○ Figure out what companies/suppliers/sister manufacturers we want here
  - ○ Land use mapping for site availability
  - ○ E-REP have a land bank
- **Outcomes**
  - ○ More development in the region
  - ○ Proactively having space so businesses can expand and make room for modernization
- **Stakeholders/Partners**
  - ○ Redevelopment committee
  - ○ Utilities
  - ○ E-REP
  - ○ Local businesses
  - ○ LEDOs
  - ○ EDA

- - Public Entities Planning Committees
- **Cost**
  - 100 million +
- **Resources/Information Needed**
  - Money
  - Staff

Supply Chain

Largely dependent on our ability to understand what supply chain pain points and opportunities are most relevant to our current industry base. Without site control attraction and expansion for new or expanded supply chains are challenging.

- **How might we…**
  - How might we optimize our strategic location and multimodal logistics capabilities to enhance supply chain efficiency for local manufacturers?
- **Who worked on this?**
  - Nicholas Bragin, Ivy Tech
  - Dylan Rexing, Rexing Companies
- **What's Already Happening?**
  - I-69 Development
    - Site planning with regional stakeholders and MKSK planning firm
    - Working to identify likely mega sites
    - Convergence of major thoroughfares
  - Western Bypass completion
  - Supplier Development Program is helping to grow the diverse supply base
  - Rehabbing key roadways (Lloyd Expressway)
  - Strong employer partnerships and training to grow our own
    - Ivy Tech CDL program
    - UE Transportation and Logistics program
  - Strong partnerships
    - CenterPoint Energy
    - Port of Mt. Vernon
    - Elected officials
  - BR&E programming
  - Attracting people through MakeMyMove and Belong Here
  - Strong Industrial Manufacturing base
- **What has been the impact?**
  - I-69 has increased heavy freight traffic
  - Evansville could be a larger logistics hub with the bridge completed
  - SDP increases economic prosperity for diverse suppliers
  - Flexible training programs have allowed for new programming to be created
- **What are the Gaps?**
  - Airport has a lack of cargo shipments which impacts our ability to be a hub for international or even some national imports and exports
  - Need more people to fill jobs of current and new suppliers
  - Bridge funding
  - Lack of air service to serve our business community
    - Detroit, Houston, etc…)
  - Land and Available Sites

- ○ Infrastructure
  - ■ Water and sewer
  - ■ Energy
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - ○ Leverage cluster industries when developing to increase the cohesiveness of the local supply chain
  - ○ Print marketing for site selectors and gear this towards proximity of the overall supply chain
  - ○ Identify regional programs that have helped build out cargo ship outs for regional airports
  - ○ Market to people who live in the high cost cities to move to Evansville
  - ○ Clearing house of industrial products that can inform new site attraction
  - ○ Bring in new supplier through SDP for large procurement opportunities
  - ○ Need to explore why manufacturing firms choose the region
  - ○ Expand and reinforce rail access
  - ○ Funding for I-69 development
  - ○ Increase workforce ready grant funding
  - ○ Firm by firm needs assessment of their core supply chain and key pain points
  - ○ Land control and options
- **Which Strategies Will Have the Greatest Impact?**
  - ○ 1. Develop a supply chain clearing house to attract, retain, and grow our regional manufacturing firms.
  - ○ 2. Develop a site development strategy that emphasizes live, work, and play
  - ○ 3. Create attractive marketing materials that lean into supply chain, logistics corridors, and site development
- **Top Strategy**
  - ○ Raise and acquire funds to own or hold options on land for strategic development and develop marketing materials for site selection. Then utilize BR&E insights to strategically strengthen the regional supply chain, both current and future and invest in homegrown businesses.
- **Tactical Actions**
  - ○ Develop comprehensive print material
  - ○ Work with key stakeholders to develop a site acquisition fund
  - ○ Collect key pain points to develop a supply chain clearing house
- **Outcomes**
  - ○ # of new acres acquired
  - ○ # of tier 2 or 3 suppliers that relocate within 70 miles of OEM

Entrepreneurial Growth

- **How might we…**
  - How might the region find ways to support the growth of small scale entrepreneurs and manufacturing companies?
  - How might we inspire economic transformation via entrepreneurship?
- **Who worked on this?**
  - Logan Jenkins, Circular Venture Lab
  - Erik Tilkemeier, Echo Housing
  - Chris CJ Johnson, Ivy Tech
  - Dominic Poggi, Indiana Small Business Development Center
- **What's Already Happening?**
  - Ivy Tech Garantoni School of Entrepreneurship & Innovation
  - Supplier Development Program
  - Indiana Center for Emerging Technologies
  - SCORE (Service Core of Retired Executives (Business support for non profits)
  - Innovate Within - High School Pitch Competition -> funded by IEDC
  - IVY Tech Purdue Pipeline Program (2 and Through)
  - University of Evansville - Center for Change
  - We can break it down a variety of ways - by industrial sector, breaking it down by geography
- **What has been the impact?**
  - –
- **What are the Gaps?**
  - There is a conflict of interest with corporations who would not be as supportive of their workers becoming aspiring entrepreneurs
  - Some of the support programs are too long: For example, 9 months for IVY Tech Program is a barrier
  - Alot of community members don't know entrepreneurship is within reach for them
  - Currently struggling with a subset of entrepreneurs who are eager to get out and do but aren't as eager to listen, and often times are unwilling to ask for help
  - Support for micro-enterprise development in underserved neighborhoods
  - There is an awareness gap - for non profits, and for entrepreneurs who may not know where resources are
  - There is an exposure gap for underrepresented communities
  - There aren't soft landing spots for potential entrepreneurs who are ready to leave the industry to become entrepreneurs but CANT because they may not have the necessary amount of resources
  - Lack of Funding and VOICE for entrepreneurship as a career pathway
  - There is currently a lack of management skills
  - There is a lack of critical thinking skills need to be taught
  - Sometimes we lose people with our terminology

- **What Else Can Be Done/Is Needed?**
(think new program, additional funding or capacity, etc)
    - First -> let's define what kind of entrepreneurship we're focusing on?
    - Evansville Promise Neighborhood early access to learning basic skills
    - Have we fully leveraged the programs and resources that already exist?
    - Attracting New Entrepreneurs to this region
    - K-12 curriculum with entrepreneurship concepts built in
    - Building pathways from Ivy Tech Community College entrepreneurship program to "XYZ"
- **Which Strategies Will Have the Greatest Impact?**
    - 1. Creating experiential programs for young entrepreneurs to get early exposure to the world of entrepreneurships
    - 2. Strategy 2: Creating entrepreneurs out of 9:00-5:00ers
- **Top Strategy**
    - Creating Entrepreneurs out of 9-5ers
- **Outcomes**
    - Build Trust
    - Inspired Entrepreneurs
- **Stakeholders/Partners**
    - Traditional and non traditional organizations
    - 9-5 Employers
- **Resources/Information Needed**
    - A Coherent Plan & Strategy
    - Continued Collaboration and engagement
    - Champions - ie. city council
    - Need coordination between all of the various entrepreneurship support groups
    - Community Development Block Grant - to fund economic development

Career Pathways and Good Jobs

So many separate pipelines for industry careers - centralize and collaborate to avoid duplication of efforts with community partners to produce employees with diverse set of skills.

- **How might we…**
  - How might we foster employee development opportunities and wage growth?
- **Who worked on this?**
  - Carrie Hillyard, EVSC
  - Bill Dyer, Toyota
  - Jessica Welcher, Community One
  - Mallory Embry, Sabic Americas, Workforce Dev
  - Jason Salstrom, Indiana Center for Emerging Technology
  - David St. Clair, Career and Tech Dir. , EVSC
  - B. J. Watts, EVSC
- **What's Already Happening?**
  - Driving possibility lab school for STEM funded by Toyota National Foundation
  - NAPE/Pipe partnerships + equity of access to CTE supported by TMANI
  - Modern Youth Apprenticeships, i.e. EVSC Ivy Tech Deaconess
  - Ascend Working on highschool internship program
  - CTE Southern In Career & Tech Center
  - State of Indiana Working Swedish Model Career Prep "Internships w/ Industry"
  - Interval pay for progression & pay increases based on training & competitively of job
  - Berry Global Link Program + Ameriqual RAMP built on-site classrooms
  - EVSC started OPT IN (opportunities through partnerships that transformation + inspire to increase pathways options
  - Workone sending reps regularly to neighborhood hubs to work with residents
  - Small business support for entrepreneurs to develops their own business ideas
  - Mount Vernon High School internships for finishing operations at SABIC
  - Ivy Tech Process Operations Internship - SABIC
  - Academy of Future Educators Programs - EVSC/USI
  - Health Science Building (Downtown) Old IBM Building EVSC. UE & Stone Center/ ASM/Health Science @ SICTC
  - Design and Innovation Studios Connect Students w/ Tech and it's application in Industry
  - Thinking has begin on Industry 4.0 - Typical MFG Worker Rule has to change in the future
- **What has been the impact?**
  - Impact - Retention & competition - students finish their college program because they are being paid
  - Work on upper mobility
- **What are the Gaps?**

- ○ OPT In: Career Center existing programs that need to be scaled
- ○ Sabic - need on-site instruction
- ○ For college credit classes
- ○ CTE value to industry due to lack of alignment with industry needs
- ○ Education & training focused on where where the "puck" is/was vs where it's going
- ○ Lack of continuous feedback loop between industry and education
- ○ Gap: leveraging emerging technologies (AI) to increase capacity/access scale opportunities

- **What Else Can Be Done/Is Needed?**

  (think new program, additional funding or capacity, etc)
    - ○ Stay connected early w/state initiatives on workforce DEO
    - ○ Many companies doing their own initiative - how can we be more collective/collaborative poor resource partner w/ schools
    - ○ More employers other than MFG. Engage In Design and Innovation through purdue design and innovative communities
    - ○ Exposure to other opportunities engage w/ innovation
    - ○ Employers share their career paths for new workers
    - ○ What states are a best in class model for wage growth?
    - ○ Educate region on INdustry 4.0

- **Which Strategies Will Have the Greatest Impact?**
    - ○ 1. Common/Collaborative pooled internship model - 6 weeks to 2 months per facilitator
    - ○ 2. Build universal skills
    - ○ 3. Leverage emerging technologies

- **Top Strategy**
    - ○ Collaborative pooled internship

- **Tactical Actions**
    - ○ Find out what schools need (faculty, equipment, facilities)
    - ○ Get the right people at the table
    - ○ SIGMAC could be for life sciences and manage residency with indiana
    - ○ Long Term/ Short Term Strategic Plan
    - ○ Study types of programs there are now and what need in the future taking into consideration the feedback loop (shoot for where things will be in five years)
    - ○ Educate Employers

- **Outcomes**
    - ○ Shared Resources and Retention
    - ○ Defined Post High School Path
    - ○ Keeps Talent in the Region
    - ○ Informing Students and Parents of Opportunities
    - ○ Influence Policy
    - ○ Direction for our students

- **Stakeholders/Partners**
    - ○ EVSC

- ○ Major Manufacturers/ Industry leaders
- ○ Life Science Industry leaders
- ○ School Corporations (EVSC, PCSC, WCSC GCSC)
- ○ SIGMAC
- ○ TSMA (Tri State Manufacturing Alliance / Small , medium size enterprises)
- ○ Parents
- **Cost**
  - ○ Member funded Consortium, Non-profit
  - ○ Funding sustainability identified
- **Resources/Information Needed**
  - ○ DWD (Department of Workforce Development funds)
  - ○ Innovation and Resiliency, pulling in partnerships (TSMA, INMAC, SIGMAC)
  - ○ Statewide Chamber

Increasing the Employment Base

- **How might we…**
    - How might we identify new or scale existing methods around expanding the labor pool (new population of workers, second chance, those without high school degrees)?
- **Who worked on this?**
    - Valerie Schmitt, Workforce
    - Tammy Hack, Go Gibson
    - Jessica Welcher
    - Taylor Price, CDFI Friendly Evansville
    - Laura Belwood, Gribbons
- **What's Already Happening?**
    - Hola Center
    - Toyota ESL Training Course
    - Employing Local Groups to provide culturally sensitive ESL training
    - Barry Global Refugee
    - Goodskills for Goodwill program
    - Workone Southwest Career Readiness Program
    - Torque Skills Finder Job Program
    - Toyota has a childcare facility on-site
    - GAIN - Program (program for people who want to build social capital)
    - Alice at work (United Way)
    - Micro-transit programs - but limited in capacity
    - Employing local groups to provide culturally sensitive ESL training
    - Barry Global - Refugee Support Program
    - Federal Bonding Program
    - Work Opportunity Tax Credit
    - Some Employers who are choose be 2nd chance employers
    - Holiday World busses children - but many employers don't
    - Who are the underserved populations?
        - Lack of positive role models
        - Lack computer knowledge + access
        - People who lack transportation
        - Immigrants
        - Single parents
        - Learning disabled
        - Formerly incarcerated
- **What Else Can Be Done/Is Needed**
    - EVSC - Schools don't provide diners education, otherwise it's cost prohibitive
    - Industrial parks are expanding into transportation dead zones
    - EVSC Schools don't provide diners education, otherwise it's cost prohibitive

- **Which Strategies Will Have the Greatest Impact?**
  - 1. Developing a group of employee navigators, or a case workers, that employers can use to help underserved employees overcome barriers that preclude them from full economic participation
  - 2. Family Friendly Workplace Programs that Support the Whole Worker
  - 3. Employer Education Series
- **Top Strategy**
  - Developing a group of employee navigators, or a case workers, that employers can use to help underserved employees overcome barriers that preclude them from full economic participation
- **Tactical Actions**
  - A sweep
  - Conduct a survey to understand specific needs of employers
- **Stakeholders/Partners**
  - Immigration Welcome Center
  - Major employers ; Toyota, Berry Plastics, Alcoa
  - Nonprofits based in Sustainable Community Development (possibly CDFIs)
  - Local Public Officials - who could use their platforms to promote the program
- **Resources/Information Needed**
  - A pro forma to show what the long term cost/benefits could be
  - An employer to institute a pilot;
    - Big companies with the requisite funding
    - Smaller companies who have the necessary flexibility

Filling High Demand and Specialized Positions

- **How might we…**
    - How might we identify and build certifications, credentialing, and curriculum for the next generation of talent and occupations?
- **Who worked on this?**
    - Chris Johnson, Ivy Tech
    - Tim Schibik, University of Southern Indiana
    - Holly Sanders, AstraZeneca
    - Nikki Raben, SABIC
    - Amanda Coburn, Vanderburgh Humane Society
- **What's Already Happening?**
    - Programs focused on increasing female participation in STEM
    - Increased focus on STEM in K-12 curriculum
    - Southern Indiana Career & Technical Center and similar schools and programs to keep students prepare for technical roles
    - Ability to gain credits and certifications while in high school
    - Local fairs to stimulate interest in careers, job spark, lego, etc. High school career fairs.
    - Apprenticeship programs for maintype roles
    - 13 veterinary clinics in Vanderburgh County, 1 emergency, 7 Warrick, 1 Posey, 3 Gibson
    - Southwestern Indiana Veterinary Medical Association
    - Usage of new technologies to create new programs/jobs
    - Girls That Code
    - Ivy Tech
    - Career Link
    - Workforce Development Team
    - Rethinking future occupations
    - Biometrics
    - Broadening of definition of credentials (not just degrees)
    - Collaboration between educational institutions (programs and grants)
    - Employer/education partnerships to create expand programs to support business needs
    - Internships/co-op (finance, operations, engineers, scientists)
    - Accredited apprenticeship programs
    - High school manufacturing internships
    - Ivy Tech ENTR Program (40+ businesses in 2 years)
- **What has been the impact?**
    - Awareness of a new talent pipeline
    - Better relationships and collaboration between educational institutes and private sector

- **What are the Gaps?**
  - Under-representation of differently abled individuals in the workforce (with tech and accommodations, many opportunities)
  - Nearest vet schools for internships and residencies; Purdue, Murray St., Illinois Champaign/Urbana
  - Transportation for students for the intern programs
  - Awareness of programs that exist and the financial funding available to them
  - Wrong people spreading awareness
  - Lack of awareness of the numerous opportunities that exist for those without degrees, especially in manufacturing roles
  - Military credentials are not widely accepted in industry which minimizes some of the ability to incorporate transferable skills into workforce
  - Educators are not aware of the opportunities available in manufacturing
  - Female awareness of jobs available in manufacturing
  - High schools - some schools make our sessions voluntary/sign-up based so limited number of students we're presenting to
  - Stigma still heavy around those who decide not to go to 4 year university especially among parents
  - Corporate buyouts of private practice vet clinics are driving prices way up. Need more local incentives.
  - No veterinary technology program or local RTV certification since Harrison College closed (2017-18?)
  - Estimated 15,000 veterinarians (additional) needed by 2030. Nearly all Evansville clinics have open DVM positions
  - Need data on the number of pets who need care and number of veterinarians needed per capita. Does this data exist?
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Expanded view of transportation
  - New programs (vet tech, etc) to find real gaps
  - Internships - links to real gaps
  - RTV/veterinary technology program (Ivy Tech, USI, UE, OCU)
  - USI or UE veterinary school
  - Veterinarian (DVM) student loan assistance if they open a practice here (avg. debt is $180,000 per DVM graduate)
  - Workforce credentialing / work for credit
  - Representation!!! (gender to gender, race to race, etc.)
  - Cross-collaboration community partner "cool internships"
  - Housing available in Posey County
  - Data provided to C-suite to show how new way of thinking works
  - Transportation provided for students interested in internships outside of area
  - PR campaigns to education parents about the careers available that don't require 4-year degrees

- ○ Explore how AI and other new technology will change degrees /certifications and the need to have those vs. need to understand how to use AI/other tech
- **Which Strategies Will Have the Greatest Impact?**
  - ○ 1. Grants, tax credits, incentives for educational institutions and employers for apprenticeship/co-op/internship program
  - ○ 2. Workforce credentialing/work for credit -- expanding the understanding or increasing awareness that 90% of jobs can be taught and just need some investment (incentives for apprenticeships) and certain language removed from position descriptions (bachelors/masters required)
  - ○ 3. Community partner to lead cross-collaboration and develop "cool" internships
- **Top Strategy**
  - ○ Grants, tax credits, incentives for educational institutions and employers for apprenticeship/co-op/internship program
- **Tactical Actions**
  - ○ Needs assessment from end-users who are benefitting
  - ○ More accountability
  - ○ More listening sessions
  - ○ Student loan assistance
  - ○ Roundtables + connecting people
  - ○ More convening efforts
  - ○ Mentor/buddy program to add consistency
- **Outcomes**
  - ○ Creation of more programs
  - ○ More competition (healthy)
  - ○ More students participating
  - ○ More exposure to new opportunities for all
  - ○ Healthcare and veterinary professionals coming to staying in our region and opening practices
  - ○ More access
- **Stakeholders/Partners**
  - ○ E-REP
  - ○ Private corps/cross-functional
  - ○ Workforce development
  - ○ Junior Achievement
  - ○ End-user constituent group
  - ○ College career centers (Career Link)
  - ○ State representatives
- **Cost**
  - ○ Unknown (it depends)
- **Resources/Information Needed**
  - ○ TSMA creating subcommittee for manufacturing workforce/HR needs

Upskilling and Reskilling

There are many upskilling and reskilling efforts happening across the region. By leveraging a shared framework HR, Operations, and Training professionals can have shared language pathways and resource/funding knowledge for how to best serve unique target populations.

- **How might we…**
    - How might we support occupational transitioning, industry modernization, and evolving demographics through skill development?
- **Who worked on this?**
    - Kim Wright, Vincennes University
    - Daniela Vidal, Ivy Tech Evansville
    - Amanda Vandewege, SIRS
    - Laura Belwood, Gribbins Specialty Group
    - Kathleen Irwin, AstraZeneca
    - Jeff Memmer, Sabic
    - Marty Meddles, Cox Group
- **What's Already Happening?**
    - Ivy Tech: Employer sponsored programs. Allowing the adult workforce to re-skill / upskill while working. (AYD, Guild, Apprenticeships)
    - Partnering with local universities to upskill maintenance
    - USI - Tri-State manufacturing training program
    - Tri-State women in manufacturing - conference-like meetings
    - Statewide strategy to recognize and track work training and certifications make stackable and portable
    - Credit for prior learning
    - Ivy Tech - micro credentials in new skills/fields – both credit programs and skills development. I.e. cyber, smart manufacturing, AI, etc.
    - Extended orientation and onboarding to allow for additional basic training
    - Mentoring programs
    - HS partnering programs exposure experience
    - Modern youth apprenticeship programs
    - Transition services for young adults - internships, work and learn collaborations, PRAPs
    - Adult Educations Programs
    - Goodwill Excel Center
    - Indiana Workforce Ready Grant for students
    - Indiana Workforce Ready Grant for employers to upskill employees
    - Apprenticeships, short-term specific training to upskill
    - New automation in manufacturing and logistics
    - Industrial maintenance apprenticeships and training
    - Indiana Career Survey Link
    - Ivy Tech - change to 8 week courses

- ○ Individuals with disabilities - career exploration, job placement, supportive employment model
- ○ Human resource capital management
- ○ HR, training, pay at employees fingertips
- ○ Introducing AI into workforce
- **What has been the impact?**
  - ○ 1 year certification process operation technology program with Ivy Tech
  - ○ More options than ever before
  - ○ Youth students are able to get work experience and soft skill
  - ○ Modern yout apprenticeship - built-in talent pipeline that knows the skills and the company when they start full time
  - ○ Apprenticeship impact: local employers hiring graduates; apprenticeship completers able to fill better jobs
- **What are the Gaps?**
  - ○ New technologies: some companies not upgrading because of cost and no trained personnel
  - ○ Information and resource overload
  - ○ Update website information for postsecondary school programs to clearly show which workforce ready grant programs are available
  - ○ Establish core list of employability skill – would love to see core environmental, health, safety, security
  - ○ Flexible schedule to upskill while still working
  - ○ Training for new skills while working
  - ○ Transportation to rural counties
  - ○ Cost for training for adult learners and students
  - ○ Programs for workforce ready grant not evaluated locally for need on some frequency
  - ○ Better identify long-term career path beyond starting role
  - ○ Companies may post a single position that represents many openings, such as "operator"
  - ○ Need to clearly identify which regional employers have a DOL RAP
  - ○ Generational gaps: computer skills, executive/soft skills, accessibility, like lack of computer at home
  - ○ Available job pool in area
  - ○ Certain industries are harder to upskill based on their job environment. For example, trades may not use as much tech because harder to leave site
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - ○ Roundtable conversations w/industry and academic representation. Education institutions leadership collaborative group
  - ○ Area employers are fairly regulated FDA, OSHA, EPA, DOT – some core-focus shared training model

- ○ Incentive for students to return to region after graduating - housing, money, etc. / tuition reimbursement
- ○ Singular contact/resource to provide a list of resources available to companies (large and small) and applicants.
- ○ Create a track or path to follow what's best for that org. or person based on the upskill
- ○ Supportive frameworks for HR development of entry to career ladders
- ○ Navigation positions
- ○ Posey County - Technical Training Center needed
- ○ Expand supportive employment model to other demographics
- **Which Strategies Will Have the Greatest Impact?**
  - ○ 1. Develop an integrated employment, training, and development framework that supports and targets for the lifetime needs of our region through workforce pathways and collaborative resource navigation systems.
  - ○ 2. Help employers develop core/universal onboarding and internal training based on workforce needs. More responsive HR program for employees needs, concerns, questions
  - ○ 3. Support industry modernization by providing specific, flexible, cost-effective local training solution s and funding sources
  - ○ 4. Develop an integrated supported employment framework that supports target demographic needs for workforce pathways and upskilling through collaborative roundtable discussions and resource navigation supports
- **Top Strategy**
  - ○ Develop an integrated employment, training, and development framework that supports and targets for the lifetime needs of our region through workforce pathways and collaborative resource navigation systems.
- **Tactical Actions**
  - ○ Roundtable/events to align education and industry (upskilling and reskilling)
  - ○ Stakeholder engagement and specific resource synthesis (programs, systems, funding, FAQs)
  - ○ Sharing best practices and how-to stories (case studies)
  - ○ Data collection on key pain points retention, attrition, etc.
  - ○ Identify and synthesize agencies that are key stakeholders
- **Outcomes**
  - ○ Retention and attrition
  - ○ Enrollment in upskilling and reskilling programs
  - ○ Completions of workforce ready programs (rates)
  - ○ Attendance and engagement of resource navigation touchpoints

Rural Infrastructure

Rural Infrastructure hinges on land control, allocated funding, aligned land use, and stakeholder influence. By developing rural priorities by community it will serve as a guide for what development efforts take place and what funding needs should truly be considered.

- **How might we…**
  - How might we support the development and sustainability of rural infrastructure?
- **Who worked on this?**
  - Nick Burns- Gibson County
  - Laura Belwood- Gribbins Specialty Group
  - David Wichman- Clark Dietz
  - Jenna Richardt- CenterPoint Energy
  - Matthew NiX- Nix Companies
- **What's Already Happening?**
  - Partnerships between county, city, and industry
  - Toyota model currently exists and has work well
    - What is the blueprint?
  - Companies and regional stakeholders being proactive in investment process
    - Nix Companies paid for water and sewer expansion
  - Community/Industry Buy-In and collaboration for rural development
  - Using BR&E to have more insight to rural needs
- **What are the Gaps?**
  - Site Control or Ownership availability
  - Elected officials challenge continuity of plans and development
  - State funding
  - Cost of utilities
  - Electric generation state-legislation issue
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Intentional and strategic zoning that is used as a development tool
  - Regional land use mapping
  - Need to develop a gaps assessment of key utilities and "hot spot" areas
  - Develop a fund for land acquisition
  - Create more greenfields in advance of site interest
  - Inform state legislators on utility barriers
  - Develop regional sewer district where appropriate
  - Leverage regional development commission to think long term about development
  - Determine county specific assets and create specific identities and priorities by regional community
- **Which Strategies Will Have the Greatest Impact?**
  - 1. Have an ongoing and updated land use map, comp plan, and county ordinances for each county to cover the entire region

- - 2. Develop a framework for continuity across comp and land use plans
- **Top Strategy**
  - Have an ongoing and updated land use map, comp plan, and county ordinances for each county to cover the entire region
- **Tactical Actions**
  - –
- **Outcomes**
  - More consistent zoning
  - Consistent comp plans
  - New developments
  - Additional utility services
- **Stakeholders/Partners**
  - Water and Sewer
  - Elected Officials
  - Industry
  - IEDC
  - Energy
- **Cost**
  - Multi-Million ($$$)

Site Development

- **How might we...**
  - How might we assist site-specific development to support industry growth?
- **Who worked on this?**
  - Jeff Memmer, SABIC
  - Nate Hahn, Evansville Regional Airport
  - Jim Morley, Morley and Associates
  - Audrie Burkett, Woodward
  - Mike Schopmeyer, KDDK
- **What's Already Happening?**
  - AT&T Fiber in all of Vanderburgh County
  - Shell program in Vanderburgh Industrial Park but only 1 site left
  - Mount Vernon port upgrades
  - Bridgelink group planning I-69 Corridor
  - MKSK planning to ID sites
  - Plans for Lloyd and 41
  - Removing unneeded stoplight Lloyd and 41
  - Trails for walkers, runners, bikers
  - EVV improvements for passenger experience
  - IEDC support of air services
  - I-69 Bridge coming
  - SSI program to ID sites
  - Aggressive local incentives for existing businesses
  - Good cross-section of transportation, options-rail, road, port, air
- **What has been the impact?**
  - Increase the pool of property tax revenue
  - Better connectivity in broadband
  - Industries who want to expand can freely do so here
  - Lower commute times
- **What are the Gaps?**
  - Lack of available industrial sites
  - Lack of proactive "sales" strategy
  - Regulators with pro-growth mindset
  - Ordinances with pro-growth mindset
  - Ruston Lane to be developed as an upgraded road and sewer to access 37 acres
  - Exit off of 69
  - Upgrade roads and bridges
  - Questions regarding tie-ins to water infrastructure
  - Energy costs are high
  - I-69/Hwy 68 sewer and water for amenities (Warrick Industrial Park)

- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
    - Extend utilities to unserved areas
    - Broadband continued growth in Posey/Gibson
    - Awareness of new small business start-ups
    - Hire more pro-growth regulators
    - Invest in future proofing building designs
    - Designate future areas of development
    - Proactive design of roads, etc.
    - Transload facility near VIP to serve adjacent industrial parks
    - Quality of life
    - CEDS to lead to EDA funding to attract others to stack
- **Which Strategies Will Have the Greatest Impact?**
    - 1. Vanderburgh Industrial Park 2.0
    - 2. County uses funding/resources to bring sewer to I-69/Hwy 68, I-69/168 interchanges
    - 3. Master Plan 69 Corridor with identified infrastructure
- **Top Strategy**
    - County uses funding/resources to bring sewer to I-69/Hwy 68, I-69/168 interchanges
- **Tactical Actions**
    - Land use plan sign off
    - Creating TIF District for development area
    - Form a regional sewer district
    - RFP w/ incentive package (similar to LEAP District in Lebanon)
- **Outcomes**
    - Ample sewer and water connection to development area
    - Growth in Warrick Industrial Park due to amenities from interchange
- **Stakeholders/Partners**
    - E-REP
    - Elected Officials
    - IEDC
    - LEDOs
- **Cost**
    - $5MM in utility
    - $$$ for land acquisition
- **Resources/Information Needed**
    - Federal funding

Housing

- **How might we…**
  - How might we catalyze new housing development and redevelopment to meet the needs across income levels in the region?
- **Who worked on this?**
  - Matt Scriefer MPO
  - Mark Mayfeild
- **What's Already Happening?**
  - CRG
  - Elpers Gen 3
  - Centerpoint
  - Multi-family
  - Auxiliary dwelling units
  - Outdated sewer and water infrastructure
  - Working on unified development code
- **What are the Gaps?**
  - New building codes
  - High risk for middle income housing
  - Consumers arent demanding starter homes
  - Site infrastructure is a need- sidewalks, broadband in city, lighting, sewer
  - 55 and older housing is being developed strictly in select centers and not others
  - Housing stock is old
  - Transportation limites access to new housing developments outside of Vanderburgh City limits
  - Core downtown has low tax revenue
  - Not enough public input for building code revamp
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
  - Need regional planning
  - ADU's revenue city policy change
  - Allow to build on 75% of property
  - Environmental clean up costs assembled with development
  - Looking closely at water/tap fees
- **Which Strategies Will Have the Greatest Impact?**
  - 1. Commitment to building housing across the spectrum, including workforce and missing middle housing. Additionally, development targeted for aging in place, in-fill development, and accessory dwelling units.
  - 2. Transit oriented development
  - 3. Transportation considered development – build out of correct roadway volume for new development
- **Top Strategy**

- ○ Incentivize Company Sponsored Housing - Attracting potential homeowners who would want starter homes
- **Tactical Actions**
  - ○ Provide Incentives for Companies to bring costs down
  - ○ Adjust building codes to reduce barriers for companies to build.
- **Stakeholders/Partners**
  - ○ Fire Dept
  - ○ Dept of Metropolitan Dvpt (DMD) residential dvpt
  - ○ Zoning- APC
  - ○ 10 of top 20 multifamily national developers are in Indy
  - ○ County Commissioners
  - ○ Regional Government
  - ○ Voters (there is a ton of confusion. Don't know what you're going to get)
- **Resources/Information Needed**
  - ○ Pilot Program - establish a pilot for a large company i.e. Toyota

Downtown Development

Discussion of what downtown's provide -regional amenities and sense of community. Lack of diversity in retail offerings and housing choices - need for development and can't expect to happen organically. Downtown's need to promote and market / brand with various media and also incentivize developers to counteract what market rates won't support. Emerging strategy on educating local public agencies, developers on grants and incentives available.

- **How might we…**
    - How might we utilize the existing cultural and economic growth in regional downtowns to attract further investments and improvements in quality of life?
- **Who worked on this?**
    - Kaylie Pruiett E-REP
    - Adam Trinkle Downtown EID
    - Chris Johnson Ivy tech
- **What's Already Happening?**
    - Good bars and restaurants in downtown EVV
    - Newburgh has good shopping boutiques
    - Events, sports, concerts, etc. downtown
    - Event venues downtown evv
    - Safe in all downtowns
    - Walkability
    - Visually appealing (ex. Downtown newburgh flowers, greenery, ex. Downtown evv trees & flowers)
    - Downtown EID
    - Cultural destination
    - Museums, hotels, casino
    - Mt. Vernon- parks, jobs, restaurant, riverfront, events
    - 20% of city's jobs in downtown evv
- **What has been the impact?**
    - Economic boost
    - Diversity
    - Centralized ENT
    - Professional Hub
    - Jobs in living wage
    - Improved quality of life- safer cleaner more to do, alive
    - Consumer spending
    - Visitors
- **What are the Gaps?**
    - Collab for major events, holidays, special occasions
    - Community center
    - Multipurpose center
    - Staffing

- - Promotions
    - Information overload
    - Capitalize collaborate
    - Housing, parks,
- **What Else Can Be Done/Is Needed?**
  (think new program, additional funding or capacity, etc)
    - Riverfront Development
    - High end adult beverage club/ pool
    - Newburgh - places to drink eat, groceries
    - More diversified retail establishments and neighborhood services
    - Visitors Center
    - Work Co-ops
    - Mobile Food vendor
    - Designate Entertainment district
    - DORA, Friday after 5
    - Evv App (What 2 Do app)
    - Way finding
    - Digital and physical advertising
    - Downtown Ambassadors program
    - Increased communication on events
    - Infrastructure Support
    - Grants, incentives awareness, educate communities,
- **Which Strategies Will Have the Greatest Impact?**
    - 1. Economic Incentives for development of restaurants and main street businesses
    - 2. Activation of downtown areas – through wayfinding, ambassadors, Branding / Promotions / collaborate / bring the right partners to the table to maximize marketing in the area
- **Top Strategy**
    - Identify and educate about development incentives
- **Tactical Actions**
    - Economic Incentive Toolkit, educated public officials, communities, developers about incentives, redevelopment credits, historic tax credits, TIF Districts, grants etc.
- **Outcomes**
    - More people, more diversity, boost economy, central entertainment attraction
    - Housing, brings more people, brings more retail, brings more housing…
- **Stakeholders/Partners**
    - City leaders, Evansville Economic Improvement District, EREP, State Officials