
A New Vision of the Heartland:
THE GREAT PLAINS
IN TRANSITION

Survey of the Future of the Plains

Part One

*Prepared by the
Center for the New West
Denver, Colorado*

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Center for the New West.

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SURVEY OF THE FUTURE OF THE REGION PART 1

BACKGROUND

Center for the New West

The Center for the New West is an independent, nonprofit and nonpartisan institution for policy research, education and economic development headquartered in Denver, Colorado. The work of the Center, which is supported primarily by foundation and business memberships, focuses on the changes that increasingly characterize US society and the US economy. Often referred to as the New Economy, these changes include dramatic demographic shifts, increased global competition, rapid technological change, changing consumer tastes, the growing impact of new and small businesses on job creation and the impact of innovation and entrepreneurship on business formation. The results of the Center's work are distributed in various ways, including reports, conferences, councils, speeches, briefings, public testimony and through the media in op-ed articles and commentaries.

The Great Plains Project

The Great Plains region stretches from Canada to Mexico -- roughly between I-25 along the Front Range of the Rockies, to I-35 from Minneapolis to San Antonio. Encompassing 12 states and 675 counties covering 741 thousand square miles, it is an area larger than every country in western Europe. In fact, if the region were treated as a nation, it would be the *fourth largest in the world economically*, with a gross domestic product of \$668.9 billion and *number 29 in population*, about the size of Argentina. Even without the state of Texas, Plains states together would rank *among the world's top 10 economies*.

The Great Plains has world class industries and generates some of the nation's most important exports. It is also a region experiencing turbulent change: Its population is shifting; agriculture and extractive industries are restructuring; and advanced technologies are driving new economic activities and reshaping traditional ones. Some areas have fewer jobs and more outmigration; and, as in most urban areas, many people lack adequate health care and other basic services.

To some observers, the intensive and turbulent change the Great Plains is undergoing is a sign that the region is in irreversible decline. Some have advanced proposals to empty and convert large portions of the Plains to game preserves and national parks to be managed by the federal government. Others have urged a policy of triage, where government would identify and target assistance to survivors while helping others die gracefully.

It is our view that these observers are *misreading change for decline*. Their negative interpretation overlooks demographic, social, economic and technological shifts that have dramatically increased since midcentury. It also disregards more recent changes that characterize the New Economy, especially how advances in transportation, telecommunications and other technologies -- coupled with changes in the global economic structure -- affect the prospects for successful economic and social transition in the Great Plains. In short, decline is an incomplete and sterile interpretation of what is occurring in this dynamic and wealthy region.

A NEW VISION OF THE HEARTLAND: THE GREAT PLAINS IN TRANSITION is a multiyear comprehensive examination of the economic, social, political and cultural dynamics of the region. We began the project to demonstrate that new dynamics in the relationship of rural and urban areas and other important new forces provide hope for the region's future. Phase 1 of the study, funded in part by the Aspen Institute/Ford Foundation and the Economic Development Administration Denver Region/US Department of Commerce, focused on the economy of the region in the context of the New Economy.

Survey of the Future of the Region

As part of our research program, we talked with practitioners, civic leaders, elected officials and others who are on the front line of economic development to learn their views on the future of the Great Plains. Our purpose was to gain useful insights about both the challenges facing the region's communities and success strategies, by focusing questions in three key areas: (1) critical issues, problems or opportunities facing communities in the region over the next decade; (2) an optimistic vision of the region's communities in the year 2002; and (3) principal steps needed to achieve that vision.

In December 1991 we surveyed individuals from 10 states (Colorado, Iowa, Kansas, Missouri, Montana, North Dakota, Nebraska, South Dakota, Utah and Wyoming), including local and state planners, local elected and appointed officials, local and state economic development specialists, tribal representatives, and university research and technical assistance center directors. The professional orientation of most was rural development. Thirty-nine (39) people participated in a Roundtable held in Denver on December 4, and 36 others returned completed questionnaires.

PUNCHLINES

Critical Issues Facing the Region Over the Next Decade

1. Roundtable participants identified *competitiveness* as the most urgent issue facing the region, and they said that *infrastructure, demographics, economic development, education and government* are important components of competitiveness. They also recognized the important ramifications of changing *demographics* -- especially the graying of the population -- for health care, workforce, regional equity, transfer payments and other issues.
2. In contrast, questionnaire respondents were much more old economy than New Economy, much more focused on traditional indicators of distress such as *unemployment and population decline, especially outmigration*. Even so, *New Economy factors* -- such as globalism, diversification, export, technology, building on your strengths -- accounted for more than 10 percent of all their issue responses. In general, questionnaire respondents seemed to recognize the importance of social/human/quality of life values to a community's future. They identified education, health care, housing, air and water quality and other environmental issues, "cleaner and more attractive communities," recreation and culture both as crucial issues to be addressed and steps needed to secure a viable future.
3. Neither group perceived *government* (especially federal and state government) favorably, and they suggested that government's traditional role in economic development will be supplanted by local, civic leadership.

Actions Needed to Bring About an Optimistic Future

1. *Leadership*: Communities can't sit and wait for the next boom; grassroots leaders need to act to bring positive change.
2. *Community pride, self-determination and cooperation* are essential ingredients to future success.
3. *Infrastructure* -- not just roads and bridges, but education and other quality of life factors -- are critical to achieving competitiveness.
4. *Technology* helps make up for traditional disadvantages (e.g., location). Communities need to keep up-to-date.
5. Communities need to encourage retention and expansion of existing business ("*stick to your knitting*") and attract new business.
6. A broad range of *governmental reforms* is needed, especially at the federal and state levels.

DISCUSSION OF RESULTS

The following discussion is based upon review of survey responses and tabular results. No quantitative analysis of the results has been performed. All Figures and Charts appear in Part II, Appendices.

General Impressions

In many respects, the results of the Roundtable were consistent with the results of our other research. Roundtable participants recognized the:

- importance of adapting to the demands of the New Economy
- importance of the private sector and of local leadership
- need to invest in human resources
- need to build upon and expand both technology and trade
- changing role of government

As well, a significant portion of questionnaire responses were consonant with themes in the Roundtable and our other Great Plains research, including recognition of:

- the economic importance of small businesses, telecommunications and other advanced technologies, and diversification
- the crucial importance of leadership to community survival
- loss of confidence in government, and its changing role
- the emerging role of grassroots, civic leadership
- the interdependence of economic (jobs, income, new businesses) and community (environment, quality of life, human services) development

As noted, however, questionnaire respondents were more concerned with traditional economic development issues such as jobs and infrastructure. Still, there was a unifying thread of New Economy thinking throughout their responses, and a high percentage of their actions-needed responses were New Economy oriented.

Identification of Issues

Roundtable participants suggested items such as "decline of economic competitiveness in rural areas," "declining public and private infrastructure," "population loss," "creation/retention of jobs in growth industries," "need to improve people's productivity," "lack of faith in government,"

"groundwater depletion," "willingness to allow traditional thought to change," "decreasing personal spendable income." The large group generated over 65 specific issues which they organized into 10 issue clusters:

1. Competitiveness
2. Infrastructure
3. Demographics
4. Economic Development
5. Education
6. Government
7. Natural Resources/Environment
8. Attitude
9. Personal Income
10. Agriculture

Measured by both the number of votes and the number of people voting, *competitiveness* was the overwhelming concern of Roundtable participants, and *infrastructure*, *demographics*, *economic development*, *education* and *government* formed a second tier of concern. Questionnaire respondents also identified a number of issues relating to *competitiveness*: "targeting resources to achieve global competitiveness"; "ability to successfully compete in an open market"; "more export"; "adding value to local raw materials"; "transform to an information/service type economy"; "technology applied to business, health care, education"; "diversification from agriculture and energy sectors.

Issues comprising the Roundtable's *competitiveness* cluster suggest that participants recognized that the world is changing: that a national, natural resources economy is giving way to a global, highly diversified product-and-services economy and that the region must adapt and diversify to meet those changes. Issues comprising the Roundtable's second-tier clusters reveal participants' concerns about education, technology and the need to counterbalance the trend toward increasing urbanization.

Components of both the Roundtable's *competitiveness* and second-tier clusters emphasize the private sector, suggesting a belief that (1) the private economy is "where the action is" and (2) government is part of the problem rather than part of the solution. (See **Figure 1-RT** and **Chart 1-RT**.) Questionnaire respondents also evidenced lack of confidence in government (particularly state and federal), and they relegated government to, at most, a secondary role. This theme emerged plainly in issues organized under government: "growing distrust of representative government"; "growing federal bureaucracy = disempowerment"; "improve leadership in public sector"; "better educated/informed elected officials"; "reduced number of governmental units, especially counties"; "restore states' rights"; "reform political campaigns"; "politicians serving constituency rather than self"; "congressional term limitation"; "lower cost of government."

Overall, questionnaire respondents generated more than 80 issues, including "tribal self-sufficiency," "lack of well paying jobs," "inadequate support for education," "disposal of solid waste," "cost effective health care," "employment paying a living wage," "sustainability in ag production," "growing distrust of representative government," "targeting resources to achieve global competitiveness" and "outmigration." (See **Chart 1-Q**.) *Economic development*, *demographics* and *infrastructure* gained the largest response percentages: 24, 16 and 13 percent, respectively. (See **Figure 1-Q**.) For these respondents, the single most pressing issue within the economic development category was *jobs* (including employment and unemployment), accounting for 45 percent of the responses in that category and more than 10 percent of all issue responses. *Solid waste disposal* accounted for 40 percent of natural resources/environment concerns. Under our definition of infrastructure (which includes both physical structures and community services), *health care* issues accounted for nearly 30 percent of respondents'

infrastructure concerns. Responses to the questionnaires also reflected the importance of grassroots leadership: "bottom up visioning"; "recognition of common visions"; "consensus as to goals"; "strong community involvement and cooperation"; "belief that we can solve our problems locally"; "development from the bottom up"; "local, stronger leadership"; "trained leadership."

Finally, we asked questionnaire respondents to rate the 10 issue categories generated by the Roundtable. They gave the highest scores to *attitudes, economic development, education and natural resources/environment* in contrast to the Roundtable's selection of *competitiveness, infrastructure and demographics* as their three most important categories. (See **Chart 4-Q**.)

Visions

We asked Each Roundtable participant to envision an optimistic picture of the region in 2002. The participants then organized into four small working groups where each group created a group vision from their individual visions. (See **Chart 2-RT**.) Each group vision was multidimensional, including *population, agriculture, economic diversification, education and quality of life* components.

Several themes emerged from the Roundtable's small group visions: First, participants' inclusion of *quality of life* elements (e.g., education, health care, environment) in each vision suggest that they recognized the close relationship between economic and community development. Second, the visions emphasized both the quality and responsiveness of *leadership*. And, third, references to maintaining, building upon and diversifying from the agricultural base reveal participants' recognition of the importance of a *build-on-your-strengths* development strategy.

Questionnaire respondents generated 175 vision elements, including "cleaner and more attractive communities," "positive attitude toward tribal goals and accomplishments," "lower unemployment rate," "quality schools," "cleaner air," "adequate health care," "higher incomes," "good governance," "globally competitive businesses" and "stable population base."

The questionnaire visioning exercise generated a number of responses that didn't seem to fit into the Roundtable's 10 categories. To more accurately categorize the respondents' vision elements, therefore, we added two categories -- *leadership* and *quality of life*. In *leadership* we included responses such as "progressive leadership," "long range planning," "regional clustering and thinking." In *quality of life* we included items such as "low crime," "reduced traffic congestion," "strong recreation/cultural environment." (See **Chart 2-Q**.) *Jobs* was again important in respondents' visions, accounting for 26 percent of economic development responses and 5 percent of all vision responses. Adequate *health care, housing and transportation* appeared frequently, accounting collectively for about 60 percent of infrastructure responses and slightly more than 11 percent of all vision responses. (See **Figure 2-Q**.) *Economic development and infrastructure* again accounted for the greatest number of vision responses overall (20 percent each), followed by *education* with 10 percent.

Actions Needed

Roundtable participants (still working in small groups) generated 59 steps needed to achieve their group visions. Each group then prioritized these steps. (See **Figure 2-RT** and **Chart 3-RT**.) Each group shared their vision, important steps and priority steps with all participants, who selected the most important of the small groups' 12 priority steps. (See **Figure 3-RT**.)

It was the Roundtable's *action agenda* -- steps needed to realize their vision and, especially, their priority steps -- that most strongly paralleled other findings of the Center's Great Plains project. Seventy-six (76) percent of the Roundtable's votes focused on *local community leadership, infrastructure improvement and technology*. Local leadership and community leadership emerged

as participants' major priority: five (5) of the 12 priorities, including the number one priority, focus on leadership. Those five priorities that focus on leadership and public-private cooperation gathered 45 percent of the total votes. Participants' second major focus was on infrastructure, which accounted for two of the 12 priorities and gathered 19 percent of the votes. Their third focus was on technology, which accounted for one of the 12 and gathered 12 percent of the vote.

Questionnaire respondents generated over 100 steps, including "recognition of common visions," "retention of existing business," "education reform," "national conformity to multiple use of public lands," "improve telecommunications," "revise tax system," "export own products more," "improve leadership," "promote strategic planning." (See **Figure 3-Q** and **Chart 3-Q**.) *Leadership* accounted for the greatest number of all steps-needed responses (24 percent), while *economic development* dropped to second place with 18 percent. *Government* also accounted for a large number of steps-needed responses -- 18 percent of the total.

As in the Roundtable, elements of the questionnaire respondents' *action agenda* most strongly reflected New Economy themes. Nearly 70 percent of questionnaire responses addressed *leadership, government, community attitudes, education, competitiveness, environment* and *infrastructure*. The greatest number of responses to actions needed were in the *leadership* category, suggesting that respondents believed grassroots leadership/community self-determination to be the key to the region's future.

Here, too, we asked questionnaire respondents to rate the Roundtable's list of steps needed to realize an optimistic future. Respondents gave the highest scores to:

- Leaders must reach consensus of vision.
- Partnership of business, local government and education
- Changes in public attitudes

(See **Chart 5-Q**.)

Roundtable participants also gave the highest score to "consensus of vision" but gave the next highest rating to "infrastructure improvements." "Changes in public attitudes" tied with "technological advances" for the Roundtable's third highest rating.

METHODOLOGY

Roundtable

We conducted the Roundtable using a modified version of *Meta Planning*, a visioning process developed by IBM for executive training and strategy planning. IBM had worked with the Center to help modify the technique for use with civic, corporate and public officials, and we have used the process successfully with diverse groups for more than two years. The process generates and captures creative ideas from experienced people. It is a consensus-forcing process which assures anonymity, prevents dominance by more assertive individuals and allows participants to compare their priorities to those of their peers. It also provides experience with a flexible and easy-to-use process that participants can use in their own work settings. A full-scale *Meta Planning* session requires 1 1/2 to 2 days; for the Great Plains Roundtable, we compressed the process to 4 1/2 hours. (In scaling back, we eliminated those periods in which, typically, results of a consensus-forcing exercise are tabulated and discussed among participants.) Participants use colored 4X6 index cards and broad-tipped markers to convey their ideas; they use half-inch colored self-adhesive dots to "vote" on concepts.

Example: For the Roundtable session on *Issue Identification and Prioritization*, we asked participants to reflect on critical issues, problems and opportunities facing the region over the next decade; then, using index cards, to describe in seven or fewer words two of those critical issues. After all cards were collected, we read each card aloud and affixed it to large strips of butcher paper across the front of the room. During this process, we encouraged participants to cluster similar ideas. When all cards were read, we encouraged discussion about the "accuracy" of the clustering, made suggested changes and elicited titles or labels for each cluster. Thus, for example, participants clustered individual concerns such as "competitive ability of individual farmers," "decline of ag economy," "loss of agricultural competitiveness" under the umbrella, Agriculture. When all clusters and their elements were agreed upon, we asked participants to vote on what they considered the most crucial issue clusters. Participants voted by writing cluster labels on index cards and allocating 10 self-adhesive dots among the clusters. Each participant could spread the 10 dots in any way, except that no single cluster could receive more than five. When all participants had voted, we collected the cards and tabulated the results.

We conducted other Roundtable sessions similarly, asking participants to envision an optimistic scenario of the region in 2002 and the key steps which would be required to achieve that scenario.

Questionnaire

As we designed the questionnaire to provide anonymity to respondents, it did not therefore ask respondents to identify themselves, their organizations or their states.

The questionnaire asked respondents to use seven or fewer words to: (1) indicate the two most crucial issues, problems or opportunities facing communities over the coming decade; (2) list five elements that best illustrate the respondents' optimistic visions of the region in 2002; and (3) list the three most important things that would have to occur for their visions to be realized.

The second part of the questionnaire listed those items that Roundtable participants had identified as the most important categories of issues, problems and opportunities facing the region; and the most important things that must happen to realize an optimistic future. We asked questionnaire respondents to rate each item using a standard 1-5 scale, where 1 indicates the least important and 5 indicates the most important. It is important to note that this portion of the survey was presented without context. Terms were neither defined nor illustrated, and respondents were expected to rate items based solely on their own interpretation of an item's meaning.

Unlike Roundtable participants, survey respondents did not have the opportunity to organize or cluster their collective responses. To assist analysis, we clustered responses to Questions A, B and C using the 10 crucial issue categories identified by Roundtable participants.

It is important to keep in mind that this categorization of the first three questions is a subjective organization imposed by the research team; respondents may or may not have clustered their responses in this manner. We used the categorization solely as a framework to aid in studying survey responses.



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Great Plains Special Studies and Papers

The following reports and working papers are available upon request from the Center for the New West:

- | # | <u>Title or Topic</u> |
|--------------------|--|
| 91-701 | Murphy, Colleen. <i>Survey of Successful Communities</i> . Denver: Center for the New West. January 1991. |
| 91-702 | Quantic, Cathy. <i>The Great Plains, Canada and Mexico: Policy Issues in Rural Development and the Free Trade Agreement</i> . Denver: Center for the New West. August 1991. |
| 91-703 | Shepard, John C. <i>Leadership Through Partnerships: The National Trust's Main Street Program as a Community Economic Development Tool</i> . Denver: Center for the New West. November 1991; and in <i>Urban Design and Preservation Quarterly</i> , Spring 1992. |
| 91-704 | Heartland Center for Leadership Development. <i>A Case Study of Superior, Nebraska</i> . Denver: Center for the New West. November 1991. |
| 91-705 | Giannetti, Claudia. <i>The New Role of Librarians and Libraries in Economic Development</i> . Denver: Center for the New West. December 1991; <i>The Burlington Record</i> , January 30, 1992; and <i>The Fort Morgan Times</i> , January 27, 1992. |
| 91-706 &
92-707 | Murphy, Colleen, Louis D. Higgs and John C. Shepard. <i>Survey of the Future of the Plains</i> . Denver: Center for the New West. January 1992. |
| 92-708 | Murphy, Colleen, John C. Shepard and Louis D. Higgs. <i>A Case Study of Brush, Colorado</i> . Denver: Center for the New West. May 1992. |
| 92-709 | Drabenstott, Mark and Tim R. Smith. <i>The Changing Great Plains Economy: New Directions for Economic Policy</i> . Federal Reserve Bank of Kansas City. March 20, 1992. |
| 92-710 | Shepard, John C., Colleen Boggs Murphy, Louis D. Higgs and Philip M. Burgess. <i>A New Vision of the Heartland: The Great Plains in Transition</i> , A report to The Ford Foundation and the Aspen Institute, Denver: Center for the New West, March 1992. |
| 92-711 | Higgs, Louis D. and Claudia Giannetti. <i>The Economic Development Strategies of the Great Plains States</i> . Denver: Center for the New West. June 1992. |
| 92-712 | Shepard, John C. <i>Redefining "Place": Community and Vitality in the New Economy</i> . Denver: Center for the New West. Forthcoming Summer 1992. (Master's Thesis, University of Colorado at Denver). |
| 92-713 | Shepard, John C., Matthew Muehlbauer, Louis D. Higgs and Colleen Murphy. <i>Measuring Distress: Economic Indicators and the Great Plains</i> . A report to the Economic Development Administration of the U.S. Department of Commerce, Denver: Center for the New West, Forthcoming Summer 1992. |

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**APPENDIX A:
ROUNDTABLE FIGURES AND CHARTS**

**Great Plains Roundtable
December 4, 1991**

**Figure 1-RT
Crucial Issues, Problems and Opportunities**

	Clusters	Score	Rank	# People	Rank
1	Competitiveness	71	1	24	1
2	Infrastructure	48	2	19	2
3	Demographics	46	3	17	4
4	Economic Development	44	4	19	2
5	Education	44	5	17	4
6	Government	42	6	17	4
7	Natural Resources/Environment	36	7	14	5
8	Attitudes	29	8	13	6
9	Personal Income Level	14	9	4	10
10	Agriculture	11	10	5	9

Great Plains Roundtable

December 4, 1991

Chart 1-RT Important Issues, Problems and Opportunities

Competitiveness

Competitiveness of industry in terms of workforce, technology, management
Decline of manufacturing base
Skilled professionals at the local levels
Update to make competitive business climate (corporation laws, tax structure, workers' comp., unemployment, etc.)
Find a way to grow without screwing it up!
How to add value to our resources
Decline of economic competitiveness in rural areas
Limited diversification in the economic base (upper Great Plains)
Create economic diversity beyond natural resource extraction & tourism
Industrial diversification from an agriculture-based economy
Development of strong & competitive manufacturing companies
Overcoming competitiveness problems of small scale
Transfer of technology and process to industry
Expanded trade opportunities (Canada/Mexico)
Gap between current technology and ability to assimilate it.

Infrastructure

Affordable housing for low/moderate income persons
Urban decay
Declining public and private infrastructure

Demographics

Population distribution from rural to urban
Aging pop. and out-migration to coasts
Small population centers
Loss of population in rural areas (aging of population)
Demographic shifts: a) out-migration; b) increasing elderly population
Out-migration of youth
Out-migration from rural areas to seek employment
Out-migration of population
Population loss or low growth
Adjustment to decline in rural population base
Out-migration; an aging population (upper Great Plains)
Decline of small towns
Continued loss of productive (age) labor force
Out-migration due to unemployment opportunities
Need to repopulate the area after out-migration
The loss of youth, i.e. their reinvestment in the area
Rapid population loss in rural areas

Economic Development

Lack of consensus of what we want in e.d.
View that other people do economic development
Availability of planning/economic development funds
Creation/retention of jobs in growth industries
Underemployment for white- and blue-collar workers
Creation of quality job opportunities in rural communities
Job creation

Chart 1-RT

Education

- A deficient educational system
- Role of higher education in economic development
- Continuation of strong *relevant* educational institutions
- Educational systems keeping pace with technological changes
- Need to improve people's productivity
- Need to adapt education to modern technology

Government

- Federal deficit, imbalance in allocation of resources
- Rising social costs and taxes
- Lack of faith in government
- Lack of local institutional capacity
- Federal deficit & mismanagement of federal activities
- Improving governmental efficiency at federal, state & local levels
- Budget deficit
- Consolidation of local governmental services

Natural Resources/Environment

- Water
- Water distribution
- Lack of national energy policy
- Groundwater depletion
- Confrontation between environmental concerns & basic industries (ag, timber, mining)
- Trends in extractive natural resource development

Attitudes

- Willingness to allow traditional thought to change
- Western values and lifestyles
- Broaden the area normally seen as "home"
- Transformation from resource exploitation to preservation/stewardship

Personal Income Level

- Decreasing personal spendable income
- Lack of meaningful, living wage employment opportunities
- Personal income: attitude that it has to be low

Agriculture

- Competitive ability of individual farmers
- Agricultural policy supporting largeness
- Decline of ag economy
- Lower wages & ties to agriculture
- Loss of agricultural competitiveness

Great Plains Roundtable

December 4, 1991

Chart 2-RT

Visions of the Future

Group A

- 1 Agricultural abundance
- 2 Values
- 3 Competitive business & workforce
- 4 Efficient & effective government
- 5 Efficient & effective education system
- 6 Access to quality health care
- 7 Positive demographic changes
- 8 Technological leadership
- 9 Safe & healthy environment

Group B

- 1 Balanced population growth
- 2 State-of-the-art infrastructure
- 3 New leadership
- 4 The model education system
- 5 Positive quality of life
- 6 Economic diversification

Group C

- 1 Expanding population
- 2 Value-added agriculture
- 3 Responsive, accessible & high-quality education
- 4 Strong, diverse economy
- 5 Improve global competitiveness
- 6 Advanced technology
- 7 Responsive government

Group D

- 1 Stable agriculture
- 2 Quality environment
- 3 World's best education
- 4 Full employment/high wages
- 5 Quality of life

**Great Plains Roundtable
December 4, 1991**

**Figure 2-RT: GROUP A
What Must Happen to Realize Vision**

	Issues	Score	Rank	# People	Rank
1	Leaders must reach consensus of vision	10	1	4	1
2	Training, development of leadership (elected, not)	10	1	4	1
3	Return to values of "pioneer spirit"	9	3	3	4
4	Partnership among bus., local govt., educ.	9	3	3	4
5	Redirect govt. resources to domestic issues	9	3	3	4
6	Change in attitude toward "quality"	7	6	4	1
7	Reinvest rural wealth in rural areas	7	6	3	4
8	Reinvest in physical assets	6	8	2	8
9	Attitudes change to recognize GP opportunities	5	9	2	8
10	Develop skills in coping with change	5	9	2	8
11	Broad commitment of govt., bus. to achieve vision	5	9	1	12
12	Teach new, emerging technologies on all ed levels	4	12	2	8
13	Investment in technology transfer	4	12	1	12
14	Local govt./ed. support of tech leaders	3	14	1	12
15	Leadership to reflect new values for good of all	2	15	1	12
16	Community working together for eco. devo.	2	15	1	12
17	Improve creative abilities of students/workers	2	15	1	12
18	Fed. budget/taxation to encourage investment	1	18	1	12
19	Must change our values	0	19	0	19
20	Majority must believe, support their vision	0	19	0	19

**Great Plains Roundtable
December 4, 1991**

**Figure 2-RT: GROUP B
What Must Happen to Realize Vision**

	Issues	Score	Rank	# People	Rank
1	Infrastructure improvements to facilitate change & allow repopulation	19	1	7	1
2	Community leaders nurtured, empowered	17	2	6	2
3	Changes in public attitudes	15	3	4	3
4	Political reform	10	4	4	3
5	Public/private commitment to regional job development	7	5	3	5
6	Export lawyers	5	6	2	6
7	Mitigate cyclical drought	5	6	1	7

**Great Plains Roundtable
December 4, 1991**

**Figure 2-RT: GROUP C
What Must Happen to Realize Vision**

	Issues	Score	Rank	# People	Rank
1	National policy encouraging rural economic growth	12	1	3	2
2	Technical advances applied in all industrial sectors	10	2	4	1
3	Federal, state, private partnership to diversify economy with funding & leadership commitment	9	3	3	2
4	Effective economic policy	8	4	2	4
5	Change of attitude	7	5	2	4
6	Companies dedicate more money to R&D	6	6	2	4
7	Diverse interest groups to work together	5	7	2	4
8	Become responsive to nontraditional thought	5	7	2	4
9	Reverse flow of resources (fed > local). Keep local taxes	5	7	1	9
10	Problem solving on a regional basis	5	7	1	9
11	US govt. negotiates trade agreement	5	7	1	9
12	Political leaders put concern for the country over party party	5	7	1	9
13	Special incentives to expand to rural areas	5	7	1	9
14	Enlightened government policies at all levels	4	14	1	9
15	Eco. Devo. finance professionals in each county to to implement vision	4	14	1	9
16	New tax policy that rewards risk & drives innovation and competition	3	16	1	9
17	Fed & state policy/programs need to consider their economic impacts	3	16	1	9
18	Develop existing transportation network	3	16	1	9
19	Communities forced to vision & plan	3	16	1	9
20	Technological innovation in Great Plains industry	2	20	1	9
21	Regional consensus	0	21	0	21
22	Changes in federal policy	0	21	0	21

**Great Plains Roundtable
December 4, 1991**

**Figure 2-RT: GROUP D
What Must Happen to Realize Vision**

	Issues	Score	Rank	# People	Rank
1	Massive investment in infrastructure	13	1	4	1
2	State & federal incentives for business	11	2	3	2
3	Improve foreign trade policy	5	3	2	3
4	Increase efficiencies in utilizing business financing resources	5	3	2	3
5	Consumer choice-based education (vouchers)	5	3	2	3
6	Take more of paycheck home in spendable funds	5	3	1	7
7	Additional environmental restraints	3	7	2	3
8	Reasonable environmental regulations	3	7	1	7
9	Youth incentives established for Plains location	3	7	1	7
10	"Pride in the Plains" educational program	2	10	1	7
11	Set financial control of social programs	0	11	0	11

**Great Plains Roundtable
December 4, 1991**

**Figure 3-RT
Most Important Steps to Reach Vision
(Total Group)**

	Issues	Score	Rank	# People	Rank
Group A					
A1	Leaders must reach consensus of vision	22	1	10	2
B1	Infrastructure improvements to aid change, repopulation	19	2	11	1
C2	Technological advances applied in all industry sectors	18	3	9	4
B3	Changes in public attitudes	18	3	7	6
A2	Training & development of leadership (elected & not)	14	5	10	2
C1	National policy encouraging rural economic grow	14	5	8	5
B2	Community leaders nurtured and empowered	13	7	7	6
A3	Partnership of business, local government & education	11	8	6	8
D1	Massive investment in infrastructure	9	9	3	10
C3	Public/private partnerships for economic diversification	7	10	5	9
D3	Improve foreign trade policy	3	11	1	11
D2	State & federal incentives for business	1	12	1	11

**Great Plains Roundtable
December 4, 1991**

**Chart 3-RT
Most Important Steps to Reach Vision
(Small Groups)**

Group A

- 1** Leaders must reach consensus of vision
- 2** Training & development of leadership (elected & not)
- 3** Partnership of business, local government & education

Group B

- 1** Infrastructure improvements to aid change, repopulation
- 2** Community leaders nurtured and empowered
- 3** Changes in public attitudes

Group C

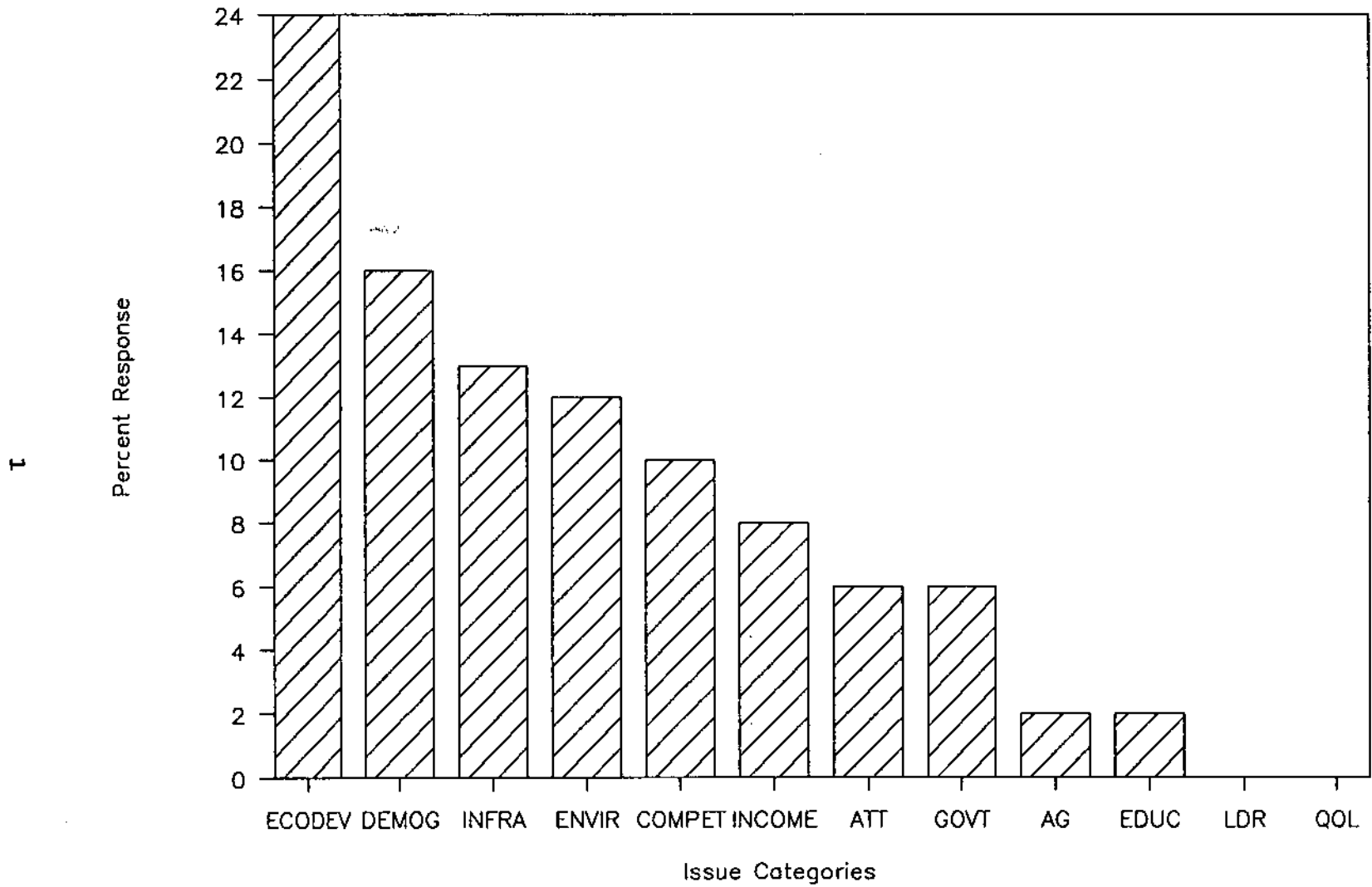
- 1** National policy encouraging rural economic growth
- 2** Technological advances applied in all industrial sectors
- 3** Public/private partnerships for economic diversification

Group D

- 1** Massive investment in infrastructure
- 2** State & federal incentives for business
- 3** Improve foreign trade policy

**APPENDIX B:
QUESTIONNAIRE FIGURES AND CHARTS**

FIGURE 1-Q
RESPONSE FREQUENCY OF CRUCIAL ISSUES



CRUCIAL ISSUES, PROBLEMS OR OPPORTUNITIES OVER NEXT 10 YEARS

CHART 1-Q

CRUCIAL ISSUES, PROBLEMS OR OPPORTUNITIES OVER NEXT 10 YEARS

<u>Issue Category</u>	<u>Issue, Problem or Opportunity</u>
<i>Attitudes</i>	economic future, ownership of responsibility for bottom up visioning communications community, a good one to live in self-sufficiency, tribal
<i>Economic Development</i>	closures, plant and business capital, difficulty accessing private capital investment risks economic growth, sustainable employment opportunities, lack of employment opportunities, lack of economic conditions, uncertain economic conditions growth growth, controlling jobs, lack of jobs, lack of, for population jobs, lack of well paying jobs, mfg., recapturing lost jobs, no high tech available revenues, reduced tax base tax structure, equitable unemployment unemployment, reduce present rate of
<i>Education</i>	education education, inadequate support for
<i>Natural Resources/ Environment</i>	air quality environmental issues environmental issues natural resources income, declining waste, solid waste, solid, disposal of waste, solid, disposal of waste disposal water, quality & quantity water/quality
<i>Infrastructure</i>	infrastructure infrastructure, community-wide infrastructure, development of infrastructure, organizational infrastructure, stabilization of economic infrastructure, sustainable infrastructure, diminishing health care, universal access to health care, cost effective health care quality housing

CHART 1-Q

CRUCIAL ISSUES, PROBLEMS OR OPPORTUNITIES OVER NEXT 10 YEARS

<u>Issue Category</u>	<u>Issue, Problem or Opportunity</u>
<i>Personal Income Level</i>	income, per capita, tremendous lag in income, personal, higher income, real, maintenance of employment paying a living wage wage levels, creation of household-sustaining wage levels, low for non-farm employment wage rates
<i>Agriculture</i>	ag economy ag production, sustainability in
<i>Government</i>	bureaucracy, growing federal = disempowerment land mgmt, continuing federal restrictions of public sector, improve leadership in public sector support for development activities representative govt, growing distrust of
<i>Competitiveness</i>	ability to successfully compete in an open market competitiveness, global, targeting resources to achieve diversification from agriculture & energy sectors economy, transform to a information/service type export, more high tech education and employment, lack of technological industries, development of value, adding to local raw materials
<i>Demographics</i>	outmigration outmigration outmigration, continued outmigration, reversing outmigration, young people outmigration - brain drain population, 40-50% growth population, declining population, retain, esp. young people population decline, reversing population, reversing negative trends in population decline residents, new, need to attract

FIGURE 2-Q
RESPONSE FREQUENCY OF VISION ELEMENTS

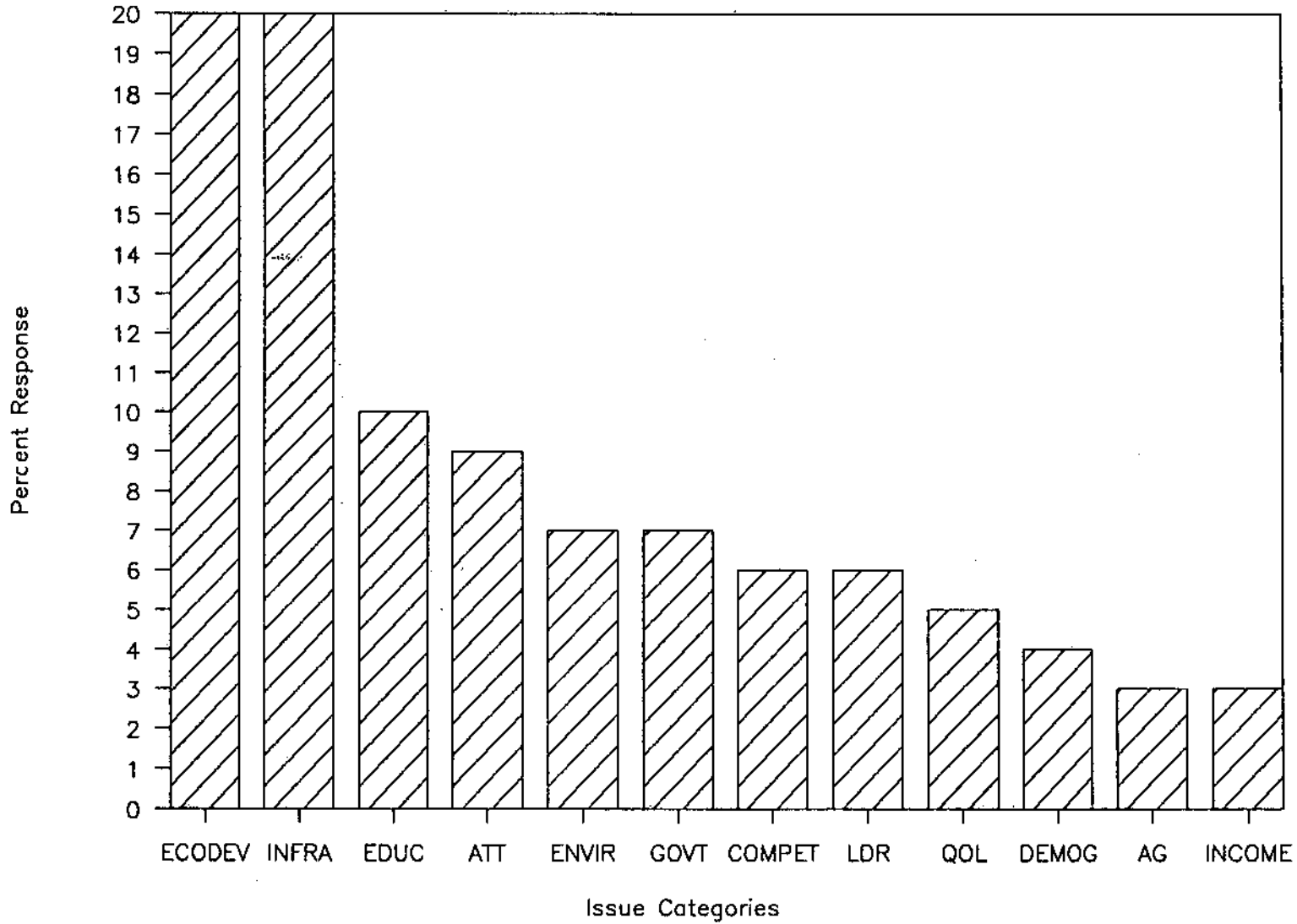


CHART 2-Q
VISIONS OF THE COMMUNITY IN THE YEAR 2001

<u>Issue Category</u>	<u>Vision Elements</u>
<i>Attitude</i>	attitude, positive, toward tribal goals/accomplishments clean communities, cleaner and more attractive communities, well groomed community pride cultural/ethnic diversity, sensitivity to cooperation, more, between public, private sectors environment, human & caring esteem, higher focused outlook, adopt a more positive, progressive pride, community, better pride, local, with national perspective secure stability -- a strong community fabric adaptive
<i>Economic Development</i>	business, private, increased business districts, central, good civic center, revitalized downtown areas, revitalized construction, resurgence of new downtowns, active economic development, continued economic base, viable economic opportunities on reservations, increased employment, manufacturing, base expanded employment opportunities image, an established, as a good place to do business industries, high tech, some industries, profitable plants industry, home-based industry, light, additional jobs jobs, abundance of moderate to high income job market, good, with adequate wages jobs, white collar jobs available labor force, a more trainable and educated manufacturers, small & med size, expanded number of occupations, demand, opportunity for utilizing retail, reasonable level of activity retail, viable retail outlets, improved, in rural communities sustainable tourism, international, attractive to tourism, development & opportunities tourism destination point tourism for all 7 counties unemployment, lower rate unemployment rate of 5% tribal economy

CHART 2-Q

VISIONS OF THE COMMUNITY IN THE YEAR 2001

<u>Issue Category</u>	<u>Vision Elements</u>
<i>Education</i>	education opportunities, enhanced education, focused education system, high quality education, public, improved education, quality, provided educational opportunity, quality education system completeness educational opportunities for citizenry educational opportunities from elementary to higher ed, adequate educational system, improved graduates, more high-school & college school systems, good schools, quality schools, trade, emphasis on school systems, increased schools, better schools, upgraded
<i>Natural Resources/ Environment</i>	air, cleaner environment, clean environment, enhancement of environment sensitive resource development environment, sensitivity to environment, "realistic" commitment to environmental stewardship scenery, preserve our public lands, multiple uses of resources, "smart" usage of waste disposal, affordable water, cleaner water and waste, have under control
<i>Infrastructure</i>	health care, adequate health care, comprehensive services health care, equitable, in rural communities health care, reasonable cost/availability health care improvements, quantity & quality health care - affordable for uninsured historical & architectural assets, take advantage of restoration, historic bldgs. housing, adequate housing, affordable/adequate housing, available/affordable housing, good housing, low-rent, replace slums with housing, mix of affordable alternatives housing, standard, for all income levels infrastructure, 1st rate infrastructure, adequate infrastructure, improved infrastructure, improved, to promote expansions infrastructure, more infrastructure, public service, adequate

CHART 2-Q
VISIONS OF THE COMMUNITY IN THE YEAR 2001

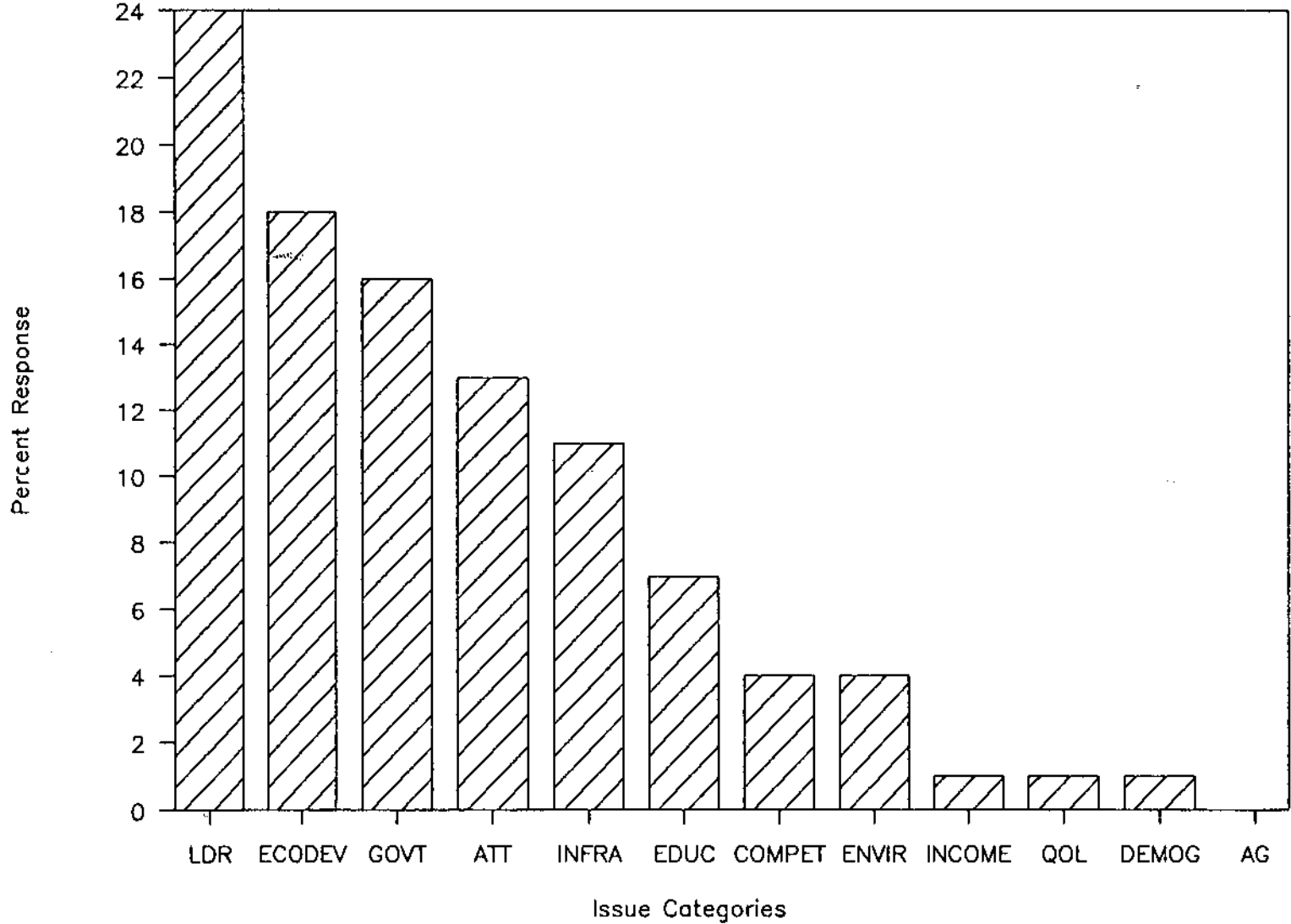
<u>Issue Category</u>	<u>Vision Elements</u>
<i>Infrastructure</i> (continued)	<p>infrastructure, quality (water/sewer) infrastructure, re-development infrastructure, sound infrastructure, state-of-the-art public facilities infrastructure and services, good mass transit systems services, community streets, good transportation transportation, improved transportation, improvements (river, rail, highway) transportation routes, improve truck traffic routes around downtown areas business centers, well designed</p>
<i>Personal Income Level</i>	<p>wage, average, \$8/hour wages, good income, per capita, an increase to 75% of state income, per capita, higher incomes, higher</p>
<i>Agriculture</i>	<p>ag business, keep strong agricultural base, maintain agriculture base, diversified agriculture base, healthy fish farms, geothermal-based, a dozen</p>
<i>Government</i>	<p>elected officials, better educated/informed goverance, good government, lean, providing quality services government, local, citizens get more involved in government units, for all to work together govt units, esp counties, reduced number land use, local, empowerment political campaigns, reform rights, states', restored tax, property, less dependency on tax structure, more fair cooperation of all levels of government</p>
<i>Competitiveness</i>	<p>technology, applied to business, health care, education businesses, globally competitive economic base, diverse economy, diverse economy, diversified economy, diversified economy, diversified economy in [State], diversified economy, growing, diversified industry, diverse mix incl some mfg and processing markets, international, development of "cultural"</p>

CHART 2-Q

VISIONS OF THE COMMUNITY IN THE YEAR 2001

<u>Issue Category</u>	<u>Vision Elements</u>
<i>Demographics</i>	population, heterogeneous (age/income) population base, stable population, stable & diversified population, stable professionals, young, return of youth, active in community development youth, active in business development
OTHER	
<u>Leadership</u>	leadership, progressive leadership, trained leadership and qualified volunteers planning, long range regional clustering & thinking regional approaches to problem-solving embraced more readily strategy, community, successfully implemented to halt decline viewpoint, long range, implementing community involvement, strategic planning consensus; not necessarily homogenous
<u>Quality of Life</u>	quality of life, high quality of life, high middle class, expanded opportunity for youth, more recreational/cultural environment, strong traffic, reduced congestion tribal culturalism, maintain/enhance amenities available crime, low

FIGURE 3-Q
RESPONSE FREQUENCY OF STEPS TO VISION



WHAT MUST OCCUR FOR VISION TO BE REALIZED

CHART 3-Q

WHAT MUST OCCUR FOR VISION TO BE REALIZED

<u>Issue Category</u>	<u>Steps Needed to Achieve Vision</u>
<i>Attitude</i>	apathy of "upper crust," overcoming community attitude, change of attitudinal change community needs a "window of opportunity," a "precipitating element" community involvement and cooperation, strong cooperation, individual pride, local/civic, more community pride and development priorities, redirect from future debt priorities rearranged belief that we can solve our problems locally personal self-worth, greater sense of higher standards of doing business restore trust in existing power recognition of common visions
<i>Economic Development</i>	business, new and expanding business, positive publicity to attract business retention existing businesses, retention of venture capital, create a pool of development capital, better access to communities, support of economy recovery expansion of manufacturing funding assistance, continued, for e.d. projects attract manufacturing/service industry promote strategic investment investment strategies jobs jobs jobs, create more marketing of region redirection of resources in support of vision/goals resources refocused to support community initiative tourism potential, develop
<i>Education</i>	education education education education: more math & science education, public, more funding education: redirect toward practical, not entertainment education reform education: year-round school
<i>Natural Resources/ Environment</i>	energy policy, national federal land mgmt, focus on specific needs of an area public lands, nat'l conformity to multiple use of water, clean water management, revised policy

CHART 3-Q
WHAT MUST OCCUR FOR VISION TO BE REALIZED

<u>Issue Category</u>	<u>Steps Needed to Achieve Vision</u>
Infrastructure	<ul style="list-style-type: none"> infrastructure infrastructure, capacity to build on an ongoing basis infrastructure development infrastructure, enhance existing infrastructure improvements health care housing housing housing, affordable telecommunications, improved telecommunications, state-of-the-art transportation, state-of-the-art water systems, develop
Personal Income Level	wages, national increase in minimum
Agriculture	<i>[No steps were suggested re agriculture.]</i>
Government	<ul style="list-style-type: none"> efficiency in public sector elected officials, training of federal education funding formula, restructure government, lower cost of government, consolidation of outmoded types of (e.g., townships) national level industrial policy insurance, limit damage awards jurisdiction issues, unclear and confusing, correct land development (county planning and zoning) politicians serving constituency rather than self revenue sources, new secession term limitation, congressional tax equalization tax: revise system tax: restructure in [State] services, duplicative, incentives to eliminate (for consolidation) tribal govt, understanding roles & authority of
Competitiveness	<ul style="list-style-type: none"> area economy, must diversify economy, diversify export own products more higher tech skills technology, grants/low interest loans for
Demographics	population dispersion not concentration
OTHER	
Leadership	<ul style="list-style-type: none"> citizens, make all feel a part of a process citizens who share vision (requires education, involvement) communication/coordinated efforts community involvement w/ public sector consensus as to goals cooperation, greater, among e.d./c.d. agencies cooperation, public/private, for community community organized to resolve conflict development from bottom up empowerment of relevant groups

CHART 3-Q

WHAT MUST OCCUR FOR VISION TO BE REALIZED

<u>Issue Category</u>	<u>Steps Needed to Achieve Vision</u>
<u>Leadership</u> (continued)	public/private sectors agree on future goals, long term impacts, long term, need to look for involvement, private sector, more leaders, emerging, identified leaders, support of leadership, improved leadership, local, stronger leadership skills in region leaders, community/county/state, w/similar vision organized network of service providers to support communities plan, economic, long term planning, long term promote strategic planning emphasis on sound planning and action regional rural development strategy, implement self-awareness/teaching
<u>Quality of Life</u>	family, promote

CHART 4-Q
MOST IMPORTANT ISSUE CATEGORIES OVER THE NEXT 10 YEARS

Averaged Rating N = 32

<u>Score</u>	<u>Rank order</u>	
4.28	1	Attitudes
4.09	2	Economic Development
4.03	3	Education
4.03	3	Natural Resources/Environment
3.94	5	Infrastructure
3.56	6	Personal Income Level
3.53	7	Agriculture
3.41	8	Government
3.16	9	Competitiveness
3.03	10	Demographics

Number of 4s & 5s N = 32

<u>Number</u>	<u>Rank order</u>	
27	1	Attitudes
25	2	Education
24	3	Natural Resources/Environment
24	3	Economic Development
23	5	Infrastructure
17	6	Personal Income Level
17	6	Government
16	8	Agriculture
13	9	Competitiveness
13	9	Demographics

CHART 5-Q

MOST IMPORTANT STEPS TO REALIZING AN OPTIMISTIC FUTURE

<i>Averaged Rating</i>		N = 31
<u>Score</u>	<u>Rank Order</u>	
4.32	1	Leaders must reach consensus of vision
4.26	2	Partnership of business, local government and education
4.16	3	Changes in public attitudes
4.00	4	National policy encouraging rural economic growth
3.97	5	Public-private partnerships for economic diversification
3.90	6	Infrastructure improvements to aid change, repopulation
3.90	6	Training and development of elected/nonelected leadership
3.77	8	Community leaders nurtured and empowered
3.55	9	Technological advances applied in all industry sectors
3.52	10	Massive investment in infrastructure
3.39	11	State and federal incentives for business
3.26	12	Improve foreign trade policy

<i>Number of 4s & 5s</i>		N = 31
<u>Number</u>	<u>Rank Order</u>	
26	1	Partnership of business, local government and education
24	2	Public-private partnerships for economic diversification
24	2	Changes in public attitudes
24	2	Leaders must reach consensus of vision
22	5	National policy encouraging rural economic growth
21	6	Training and development of elected/nonelected leadership
21	6	Infrastructure improvements to aid change, repopulation
19	8	Community leaders nurtured and empowered
17	9	State and federal incentives for business
17	9	Technological advances applied in all industry sectors
14	11	Massive investment in infrastructure
14	11	Improve foreign trade policy

**APPENDIX C:
ROUNDTABLE AGENDA AND PARTICIPANTS**



Center for the New West

Denver Center
600 World Trade Center
1625 Broadway
Denver, Colorado 80202
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Washington Center
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GREAT PLAINS ROUNDTABLE

A G E N D A

Wednesday December 4 12:30-1:15 PM	Center for the New West Briefing Center 600 World Trade Center 1625 Broadway Denver, Colorado	
12:30 PM	<i>Registration</i>	
1:00 PM	OPENING REMARKS	Steve Brennen, Director EDA Denver Region
1:05 PM	WELCOME	Phil Burgess, President & Senior Fellow Center for the New West
1:10 PM	Logistics Overview <i>Move to 20th Floor</i>	Colleen Murphy, Senior Fellow Center for the New West
1:15-5:35 PM	World Trade Center Conference Room Room 2030	
1:15 PM	Overview	Kent Briggs, Senior Fellow Colleen Murphy Center for the New West
1:30 PM	Major Issues, Problems and Challenges for the Decade	Kent Briggs
2:30 PM	A Scenario of the Future	Kent Briggs

GPP Roundtable Agenda

Page 2

3:00 PM	<i>BREAK</i>	
3:10 PM	<i>Break into Small Groups</i>	
3:15 PM	Visions of the Future	Group Leaders
4:00 PM	Reaching the Vision	Group Leaders
4:45 PM	Group Reports	Group Leaders
5:05 PM	Priority Steps to Reach the Vision	Kent Briggs Colleen Murphy
5:25 PM	Wrap-Up	Colleen Murphy



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**Great Plains Project
December 4, 1991 Roundtable
Participants List
(N = 39)**

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Des Moines, Iowa

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Region 10 EDD
Montrose, Colorado

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SIMPCO
Sioux City, Iowa

Richard Cavender
Meramec RPC
Rolla, Missouri

Robert Cecil
EDR Iowa
Des Moines, Iowa

John Cyr
North Central Kansas RPC
Beloit, Kansas

William Davis
State of North Dakota
Bismarck, North Dakota

Jim Davison
Anaconda LDC
Anaconda, Montana

Beth Eveleth
Southeast Iowa RPC
Burlington, Iowa

Karen Eye
University of Colorado
Boulder, Colorado

George Frye
River County EDD
Lincoln, Nebraska

George Gault
State of Wyoming
Cheyenne, Wyoming

Cornelius P. Grant
EDR North Dakota
Bismarck, North Dakota

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Ames, Iowa

Bob Heffner
State of Montana
Helena, Montana

Eric Hoberg
South Central Dakota RC
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David Horan
Northwest Iowa P&DC
Spencer, Iowa

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Manhattan, Kansas

Joe Keck
Southern Ute Indian Tribe
Ignacio, Colorado

Forrest Koch
EDR Missouri
St. Louis, Missouri

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The University of Kansas
Lawrence, Kansas

Earl Monnens
1st District ALG
Watertown, South Dakota

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Grand Forks, North Dakota

Tony Priete
Bear Paw Development Corp.
Havre, Montana

Jud Redder
Lincoln-Unita ALG
Kemmerer, Wyoming

John Rogers
EDR Montana
Helena, Montana

Tony Roso
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Linda Salmonson
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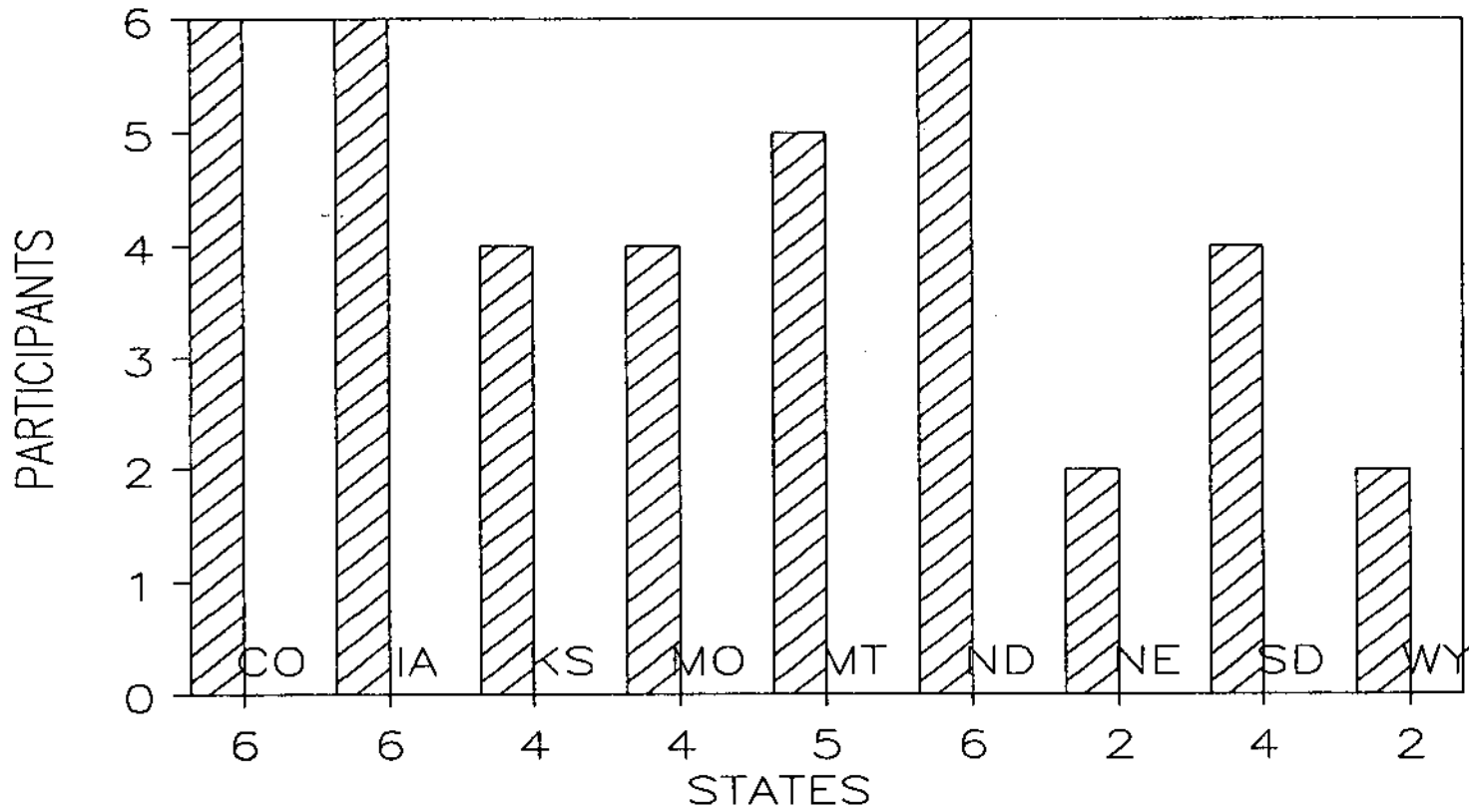
Tracye Hansen
Staff Assistant

Colleen Murphy
Senior Fellow

John Shepard
Senior Associate

GREAT PLAINS ROUNDTABLE: DECEMBER 4, 1991

Distribution of Participants by State



PARTICIPANTS = 39

**APPENDIX D:
QUESTIONNAIRE**



Center for the New West

Denver Center
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GREAT PLAINS PROJECT QUESTIONNAIRE

Please return your completed questionnaire in the enclosed, stamped, self-addressed envelope by Monday, December 30, 1991.

A. Please indicate the **TWO** most crucial issues, problems or opportunities facing communities in your state or region over the next 10 years. **Please use only 7 words** to describe each issue, problem or opportunity:

1. _____
2. _____

B. Please envision what you would like the communities in your state or region to look like in the year 2001. List **FIVE** elements that best illustrate your vision. Again, please limit yourself to **7 or fewer words** for each element:

1. _____
2. _____
3. _____
4. _____
5. _____

C. Please envision the **THREE** most important things that must occur in order for your vision to be realized (**7 or fewer words**, please):

1. _____
2. _____
3. _____

For following two questions, please indicate your estimate of the importance of the items listed by using a scale of 1 to 5, where 5 is the MOST IMPORTANT and 1 is the LEAST IMPORTANT. Please rate every item.

D. Listed below are items which a group of your peers has identified as crucial issues, problems and opportunities facing the region over the next 10 years. *Please indicate your estimate of the importance of these items by placing a number from 1 to 5 in the parenthesis for each item.*

RATING ISSUES, PROBLEMS, OPPORTUNITIES

- () 1. Competitiveness
- () 2. Infrastructure
- () 3. Demographics
- () 4. Economic Development
- () 5. Education
- () 6. Government
- () 7. Natural Resources/Environment
- () 8. Attitudes
- () 9. Personal Income
- () 10. Agriculture

E. Listed below are items which a group of your peers has identified as important things that must occur in order to realize an optimistic vision of the region. *Please indicate your estimate of the importance of these items by placing a number from 1 to 5 in the parenthesis for each item.*

RATING THINGS THAT NEED TO HAPPEN

- () 1. Leaders must reach consensus of vision.
- () 2. Training and development of elected/nonelected leadership.
- () 3. Partnership of business, local government and education.
- () 4. Infrastructure improvements to aid change, repopulation.
- () 5. Community leaders nurtured and empowered.
- () 6. Changes in public attitudes.
- () 7. National policy encouraging rural economic growth.
- () 8. Technological advances applied in all industry sectors.
- () 9. Public/private partnerships for economic diversification.
- () 10. Massive investment in infrastructure.
- () 11. State and federal incentives for business.
- () 12. Improve foreign trade policy.



Great Plains Special Studies and Papers

The following reports and working papers are available upon request from the Center for the New West:

- | # | <u>Title or Topic</u> |
|--------------------|--|
| 91-701 | Murphy, Colleen. <i>Survey of Successful Communities</i> . Denver: Center for the New West. January 1991. |
| 91-702 | Quantic, Cathy. <i>The Great Plains, Canada and Mexico: Policy Issues in Rural Development and the Free Trade Agreement</i> . Denver: Center for the New West. August 1991. |
| 91-703 | Shepard, John C. <i>Leadership Through Partnerships: The National Trust's Main Street Program as a Community Economic Development Tool</i> . Denver: Center for the New West. November 1991; and in <i>Urban Design and Preservation Quarterly</i> , Spring 1992. |
| 91-704 | Heartland Center for Leadership Development. <i>A Case Study of Superior, Nebraska</i> . Denver: Center for the New West. November 1991. |
| 91-705 | Giannetti, Claudia. <i>The New Role of Librarians and Libraries in Economic Development</i> . Denver: Center for the New West. December 1991; <i>The Burlington Record</i> , January 30, 1992; and <i>The Fort Morgan Times</i> , January 27, 1992. |
| 91-706 &
92-707 | Murphy, Colleen, Louis D. Higgs and John C. Shepard. <i>Survey of the Future of the Plains</i> . Denver: Center for the New West. January 1992. |
| 92-708 | Murphy, Colleen, John C. Shepard and Louis D. Higgs. <i>A Case Study of Brush, Colorado</i> . Denver: Center for the New West. May 1992. |
| 92-709 | Drabenstott, Mark and Tim R. Smith. <i>The Changing Great Plains Economy: New Directions for Economic Policy</i> . Federal Reserve Bank of Kansas City. March 20, 1992. |
| 92-710 | Shepard, John C., Colleen Boggs Murphy, Louis D. Higgs and Philip M. Burgess. <i>A New Vision of the Heartland: The Great Plains in Transition</i> , A report to The Ford Foundation and the Aspen Institute. Denver: Center for the New West, March 1992. |
| 92-711 | Higgs, Louis D. and Claudia Giannetti. <i>The Economic Development Strategies of the Great Plains States</i> . Denver: Center for the New West. June 1992. |
| 92-712 | Shepard, John C. <i>Redefining "Place": Community and Vitality in the New Economy</i> . Denver: Center for the New West. Forthcoming Summer 1992. (Master's Thesis, University of Colorado at Denver). |
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