

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2010-2014

ELKHART COUNTY
KOSCIUSKO COUNTY
MARSHALL COUNTY
ST. JOSEPH COUNTY



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EXECUTIVE SUMMARY

This Comprehensive Economic Development Strategy (CEDS) is a compilation of data, information, and economic development priorities for the Region developed and articulated by local residents and community participants. The purpose of the CEDS is to provide a detailed profile of the community's vision for the four county area. The CEDS will serve as a reference guide to the Region in times of economic downturn and expansion. Its purpose is to facilitate regional discussion, to coordinate, cooperate, and develop comprehensive regional actions to improve and sustain growth.

The development of the CEDS is a multi-faceted process, involving input from the community, businesses, the service sector, government, human and health services, and the financial sector, all compiled in an effort to identify the Region's priorities. The CEDS contains five main sections as part of this multi-faceted process:

“CEDS ARE DESIGNED TO BRING TOGETHER THE PUBLIC AND PRIVATE SECTORS IN THE CREATION OF AN ECONOMIC ROADMAP TO DIVERSITY AND STRENGTHEN REGIONAL ECONOMIES.” (13 CFR 303.7)

- **Regional Analysis** – Describes the regional background and paints a realistic picture of the current conditions. This background discusses the economy, population, geography, workforce, transportation, environment and other pertinent information.
- **Vision** – Describes the community's view for the future –that will enhance the livability and development of the Region.
- **Action Plan** – Details the action steps to achieve the Region's vision – present priorities, objectives, and implementation strategies.
- **Evaluation** – Measures the previous Region's progress made toward achieving the vision, based on previous CEDS.
- **Development Projects** – Lists and identifies projects, programs and activities designed to implement the regional goals and objectives.

Regional Quick Facts

Below are several facts about the region that are presented in more detail in the Regional Analysis Section.

- 2000 population – 567,535
- The Hispanic population is the fastest growing minority group in the Region with over 34,000 residents
- Due to the various industrial trends in the region over 32,000 people commute between counties to their jobs each day
- Industrial trends include: RV and manufactured housing, orthopedic implants, and automotive assembly & parts suppliers
- There is a growing Service Sector based largely on the healthcare and tourism industries
- Home to over 15 colleges and universities ranging from vocational and technical schools to world renown research universities

Summary of Action Plan

The priorities of the vision, the implementation strategies of the action plan, and the success measures of the valuation plan were derived from community input. In an effort to involve a broad section of the regional community, a CEDS Steering Committee was formed. The Steering Committee participated in and oversaw the coordination of the Strategy Groups and various public participation opportunities. The 11 Strategy Groups were comprised of citizens, professionals and local elected officials. Each Strategy Group discussed a different issue and its effect on economic development. The following list explains the Strategy Group topic areas and provides a brief synopsis of the priorities developed by each:

“THE CEDS SHOULD ANALYZE THE REGIONAL ECONOMY AND SERVE AS A GUIDE FOR ESTABLISHING REGIONAL GOALS AND OBJECTIVES, DEVELOPING AND IMPLEMENTING A REGIONAL PLAN OF ACTION, IDENTIFYING INVESTMENT PRIORITIES AND FUNDING SOURCES, AND ASSIGNING LEAD ORGANIZATIONS RESPONSIBILITIES FOR EXECUTION OF THE CEDS...” (13 CFR 303.7)

- Economic Development
 - Encourage the attraction of new businesses while still continuing to grow and retain existing businesses
 - Attract high-quality/high-paying jobs in industries anticipating growth regionally and globally, especially technology
 - Promote alternate energy and green-based industries as integral sectors of the regional economy
- Education
 - Establish effective human capital and facilities to provide optimal education opportunities
 - Provide access to educational opportunities for all residents of the region
 - Create an environment in the region for life-long learning and education
- Environment
 - Enhance the water quality of the region through implementation of CSO, MS4 and other programs
 - Improve the region’s air quality especially in counties that are in the maintenance standard of the Clean Air Act
 - Increase the use of land trusts to prevent land from being developed
 - Decrease the amount of solid waste entering the region’s landfills
- Financial Resources
 - Encourage an attitude towards entrepreneurship in the region
 - Promote a local economy that supports and assists the development of small business
 - Improve credit and capital access for local businesses
- Government
 - Be innovative in filling gaps in funding as traditional sources become over used
 - Improve the efficiency of local government to reduce costs and improve services
 - Continue the past cooperation of local governments to work together regionally

- Health & Human Services
 - Improve access to human, health and social services by increasing public knowledge of services available
 - Make the human services system more interdisciplinary by housing multiple services in central locations
- Infrastructure
 - Support Smart Growth planning and land use practices throughout the region
 - Ensure and develop local and regional connectivity to the larger national infrastructure systems
 - Enhance and protect water resources in the region
 - Develop sources of sustainable funding for highway preservation and improvements
 - Encourage the efficient utilization of rail and intermodal freight
- Quality of Life
 - Promote the region to non-residents focusing on the quality of life and economic opportunities
 - Develop and support local leadership from businesses and neighborhoods
 - Encourage communities to develop community programs that promote family involvement
- Technology
 - Promote sustainable cities through the use of technology and smart infrastructure
 - Actively develop local and regional abilities to grow technology for government and business
- Transportation & Housing
 - Provide regionally coordinated and connected public transit systems readily available for those most in need
 - Create affordable and safe sustainable communities for families/people to live
 - Promote alternative forms of transportation to help improve regional air quality and health benefits
- Workforce Development
 - Create a diverse regional economy for employers and employees
 - Provide affordable access to educational opportunities and jobs that require higher levels of education
 - Encourage atmosphere for entrepreneurship opportunities and activities

The priorities listed above have evaluation measures ranging from the implementation of programs and capital projects to reporting on the successes of the implementation strategies.

SECTION I - REGIONAL ANALYSIS

Regional Background Information

MACOG Organization

The Michiana Area Council of Governments (MACOG) was organized under the 1964 Amendments to the Interlocal Cooperation Act of the Indiana General Assembly, Section 53-1101 to 53-1107 and the Urban Cooperation Act No. 7, Michigan Public Acts of 1967. Bylaws were adopted by the organization on December 2, 1970. The region is currently incorporated in the State of Indiana, with the goal of being designated an Economic Development District designated by the United State Economic Development Administration (EDA). The Economic Development District would be staffed by MACOG in order to continue meeting the requirements of the EDA, specifically the maintenance of the Comprehensive Economic Development Strategy.

The Michiana Area Council of Governments as a “council of governments” was organized to provide a forum for cooperation as well as to provide interaction between its member counties. Additionally, MACOG provided the region with an entity that could apply for grants, administer programs and assist in the regional implementation of projects and planning activities.

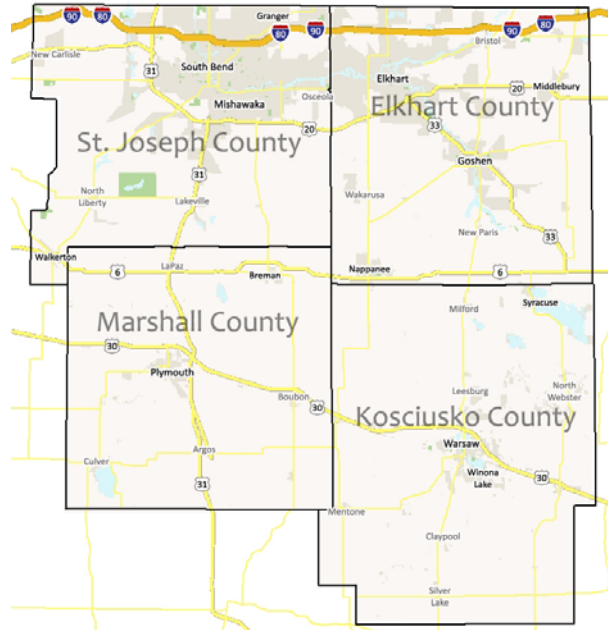


Figure 1.1 Counties in CEDS Region
Elkhart, Kosciusko, Marshall and St. Joseph Counties form the region for the MACOG CEDS.

The north central Indiana region as identified by MACOG and the Indiana Association of Regional Councils, includes, Elkhart, Kosciusko, Marshall and St. Joseph Counties. Throughout this document these counties will be referred to as the Region.

In 1973, MACOG became the Metropolitan Planning Organization (MPO) for the region’s urban counties. To date MACOG provides regional transportation planning services in Elkhart, Kosciusko, Marshall and St. Joseph Counties. In addition to its responsibilities for transportation and infrastructure planning and implementation, MACOG operates three public transit services in Elkhart County. MACOG prioritizes Federal Transit Administration funding apportionments between the South Bend Public Transportation Corporation (TRANSP), Niles Dial-A-Ride (Niles, Michigan) and the Northern Indiana Commuter Transportation District (NICTD). As part of its requirement as an MPO, MACOG conducts air quality conformity analysis on its transportation plans and programs and conducts a clean air public education program.

MACOG also staffs the St. Joseph River Basin Commission (SJRBC), which was formed through State enabling legislation in 1988. The SJRBC's core mission is to work to improve the water quality of the Basin as well as educate the public. The River Basin Commission is represented by its six Indiana member counties: Elkhart, Kosciusko, Lagrange, Noble, St. Joseph, and Steuben.

Description of Area

Population

The four counties are centrally located along the northern border of the State of Indiana. In total, the Region measures 1902.67 square miles. Table 1.1 shows the population of the Cities, Towns and Counties in the Region.

Table 1.1 Population of Communities in Region

Elkhart County		Kosciusko County		Marshall County		St. Joseph County	
Elkhart	51,874	Warsaw	12,415	Plymouth	9,840	South Bend	107,789
Dunlap CDP*	5,887	Winona Lake	3,987	Bremen	4,486	Mishawaka	46,557
Goshen	29,383	Syracuse	3,038	Bourbon	1,691	Granger CDP*	28,284
Nappanee	6,710	Milford	1,550	Argos	1,613	Walkerton	2,274
Simonton Lake CDP*	4,053	North Webster	1,067	Culver	1,539	Osceola	1,859
Middlebury	2,956	Mentone	898	LaPaz	489	Roseland	1,809
Wakarusa	1,618	Pierceton	695	Balance	25,470	New Carlisle	1,505
Bristol	1,382	Etna Green	663			North Liberty	1,402
New Paris CDP*	1,006	Leesburg	625			Lakeville	567
Millersburg	868	Silver Lake	546			Indian Village	144
Balance	77,054	Claypool	311			Balance	73,369
		Burket	195				
		Sidney	168				
		Balance	47,899				
Total	182,791	Total	74,057	Total	45,128	Total	265,559
Source: US Census 2000				*Balance: Population residing in County not including CDPs			

The Region is made up of two Metropolitan Statistical Areas and two Micropolitan Statistical Areas. The South Bend Metropolitan Area includes South Bend, Mishawaka and parts of St. Joseph County, Indiana. The Elkhart-Goshen Metropolitan Area consists of Elkhart, Goshen and parts of Elkhart County, Indiana. Both Kosciusko and Marshall Counties are Micropolitan Areas with their principal cities being Warsaw and Plymouth, respectively. The Region also has two Urban Enterprise Zones (UEZs). The zones are located in Elkhart and St. Joseph Counties. The UEZs encompass large portions of the central business districts of the largest urban cities: Elkhart and South Bend, respectively.

As shown in Table 1.2 the total population of the Region in 1990 was 510,726 or 9.2% of the State's total. The 2000 US Census indicates an 11.1% increase in population to 567,535 people, but still represents 9.2% of Indiana's total. The 2009 estimates by the US Census Bureau show that the Region's population has increased by 4.2% from the last decennial

census to 591,517. The county with the largest population in the Region, St. Joseph County, accounts for 45% of the regional population in 2009. Elkhart and Kosciusko Counties showed the largest percentage gain in population between 1990 and 2000, each well above 10%. Between 2000 and 2009 the county that showed the largest percentage gain was Elkhart County with +9.7%.

Table 1.2 Regional Population 1990-2009

County	1990 Population	2000 Population	Percent Change	2009 Population Estimate	Percent Change
Elkhart County	156,198	182,791	+17.1%	200,502	+9.7%
Kosciusko County	65,294	74,057	+13.4%	76,499	+3.3%
Marshall County	42,182	45,128	+7.0%	46,903	+3.9%
St. Joseph County	247,052	265,559	+7.5%	267,613	+0.8%
<i>Region Total</i>	510,726	567,535	+11.1%	591,517	+4.2%
State of Indiana	5,544,159	6,080,485	+9.7%	6,423,113	+5.6%

Source: US Census Bureau, STATS Indiana

Population densities of the Region provide an interesting insight. As the Region's two urbanized counties, Elkhart and St. Joseph Counties are densely populated with 395 and 581 persons per square mile, respectively. The total area of Elkhart County is 463.759 square miles and St. Joseph County measures 457.26 square miles. To contrast, the more rural Counties of Kosciusko and Marshall are less densely populated considering the size of each county. Kosciusko, the county with the largest land area measures 537.43 square miles, has a population density of 138 persons per square mile. Marshall County, an area of 444.22 square miles, has a population density of 102 persons per square mile.

The Region can be described as both urban and rural with an even mix of both types of populations. According to the 1990 US Census, 67% of Elkhart County's residents and 87% of St. Joseph County residents, lived in urban areas. On the other hand, 73% of Kosciusko County's residents and 69% of Marshall County residents are identified as living in rural areas. Based on the 2000 US Census, in Elkhart and St. Joseph Counties the percent of residents living in urban areas increased to 78% and 92%, respectively. The increase of residents living in urban areas was also seen in Kosciusko and Marshall Counties. In Kosciusko County residents living in rural areas dropped to 53% and Marshall County dropped to 63%.

The racial composition of the Region, according to 2008 estimates by the US Census Bureau, is highlighted in Table 1.3. In the Region race was identified as follows: 83.7% Caucasian, 4.6% African American, 1.0% Asian, 9.2 % Hispanic, 0.3% American Indian and 1.1% two or more Races.

Table 1.3 Regional Population Diversity, 2008

County	American Indian	African American	Asian	Hispanic	White	Two or More Races
Elkhart County	0.2%	5.4%	1.2%	14.4%	77.5%	1.3%
Kosciusko County	0.2%	0.8%	0.7%	7.0%	90.5%	0.8%
Marshall County	0.3%	0.7%	0.4%	9.0%	88.9%	0.7%
St. Joseph County	0.3%	11.8%	1.7%	6.4%	78.1%	1.7%
Region Total	0.3%	4.6%	1.0%	9.2%	83.7%	1.1%
State of Indiana	0.2%	8.9%	1.4%	5.2%	83.2%	1.1%

Source: US Census Bureau, STATS Indiana

Based on the 2000 US Census the Region is becoming more diversified with minority populations. The largest growth has occurred in the Hispanic community. In Elkhart County, the Hispanic population has grown from 3,124 persons to 16,300, from 1990 to 2000. Based on 2008 estimates, Elkhart County’s Hispanic population has continued to grow and is at 28,680. Similar growth rates are present in the other three counties as well.

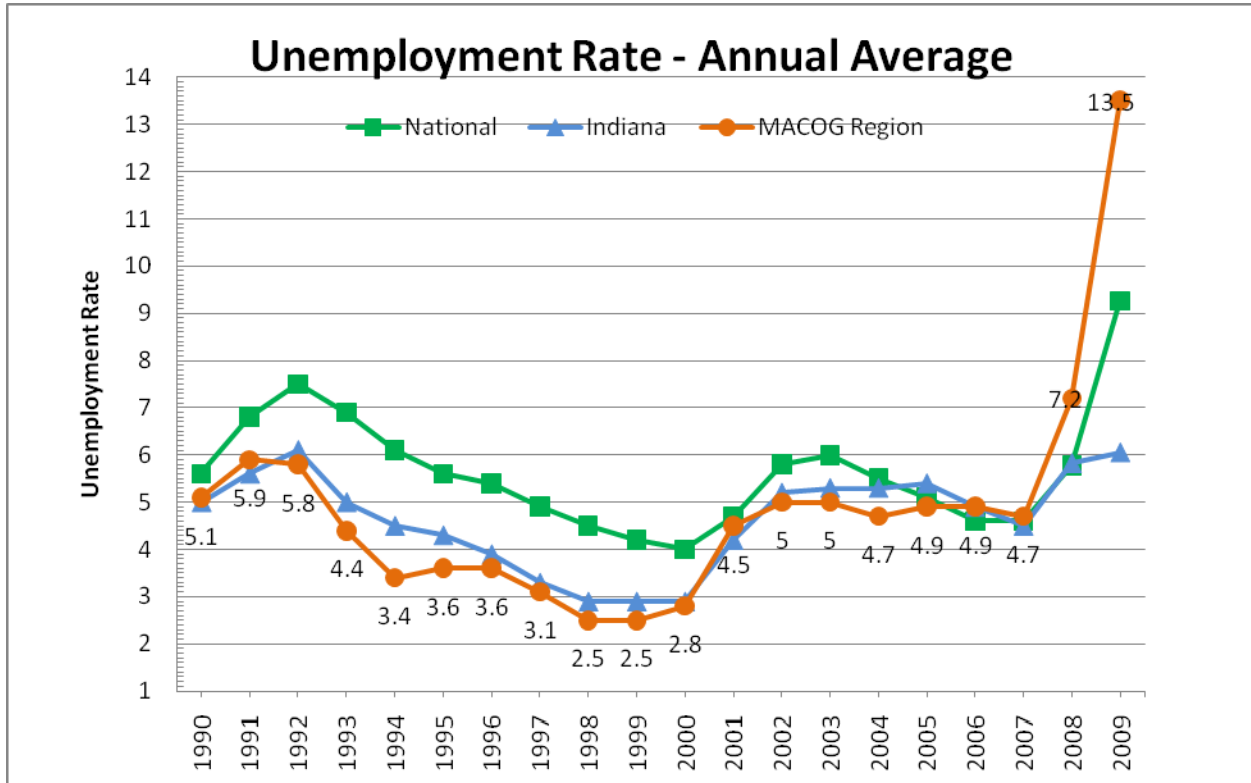
Labor Force Characteristics

Unemployment Rates

From 1990 to 2007 unemployment rates in the region remained below or equal to the national average and the state average. However, in 2008 and 2009 the Region’s unemployment rate went well above both the state average and the national average. The recent rise over the past two years in unemployment rates could be a result of several factors. During 2008 and 2009 the national economy went through a sizeable recession involving housing, credit and financial crises.

Another factor that led to unusually high unemployment was heavy manufacturing and the automotive industry struggled throughout these years. The region has always had a heavy manufacturing base and large ties to the automotive/recreation vehicle industry. With both of these key industries struggling in 2008 and 2009 it led to a flurry of layoff announcements in the region. Based on Department of Workforce Development WARN Notices and newspaper clippings, in 2008 over 8,000 and over 3,600, in 2009, jobs in manufacturing or automotive were lost in the four county area. In 2009, the region had a labor force of 282,682 persons with 244,476 of them being employed. Figure 1.2 shows the unemployment rates in the region from 1990 to 2009.

Figure 1.2 Regional Unemployment Rate, 1990-2009



Commuting Patterns

The Regional economy depends on commuters coming from outside each county to work in factories and other businesses within the counties. Because of the large concentration of RV manufacturers in Elkhart County several thousand people come into the county each day to work. The following maps in Figure 1.3 and Figure 1.4 illustrate the importance of commuting in the region. Over 32,000 workers from the four county area commute within the region daily, whereas even larger amounts of commuters come from counties and states outside of the region as well.

Figure 1.3 Commuting Into Elkhart, Kosciusko, Marshall and St. Joseph Counties

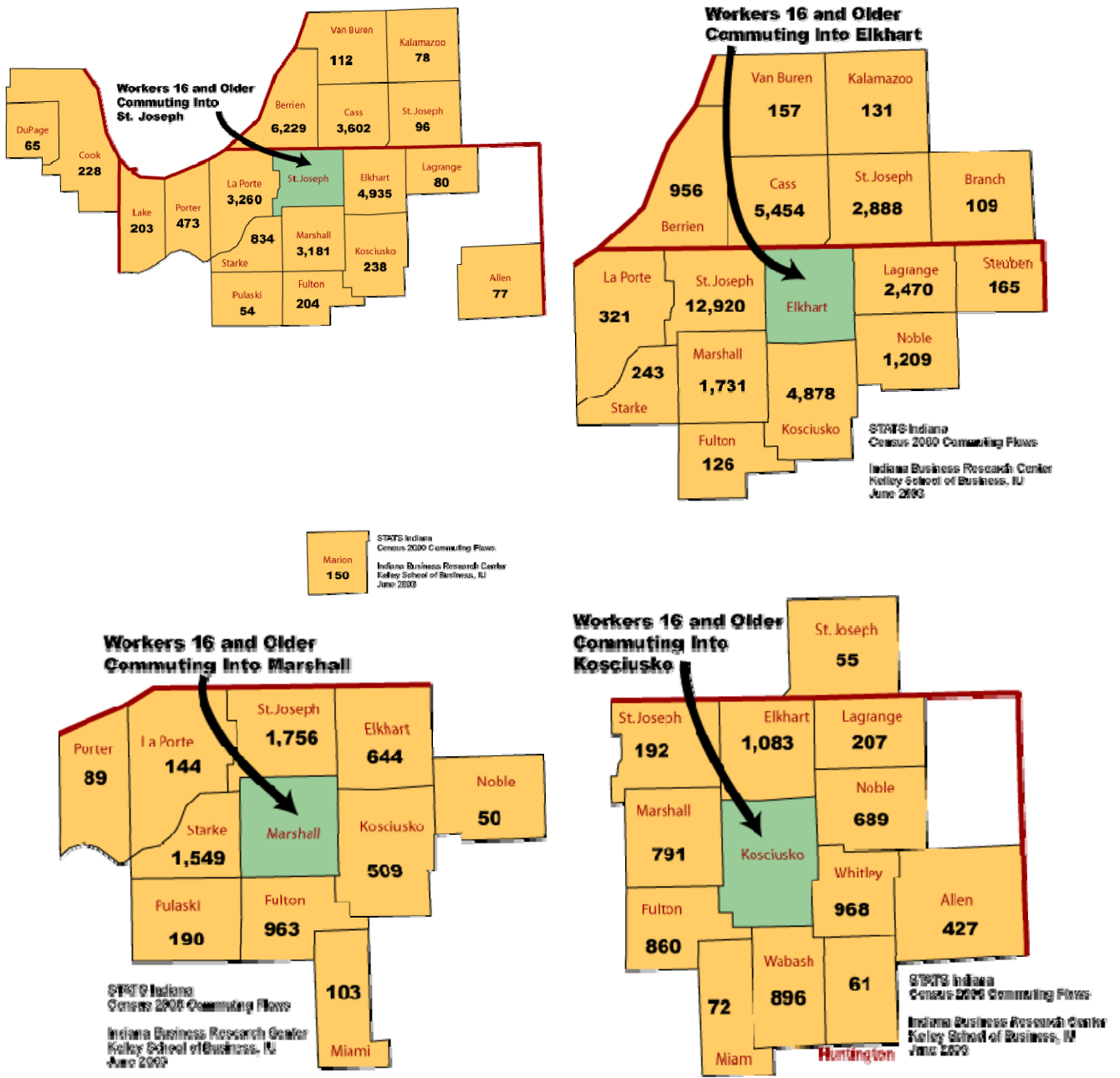
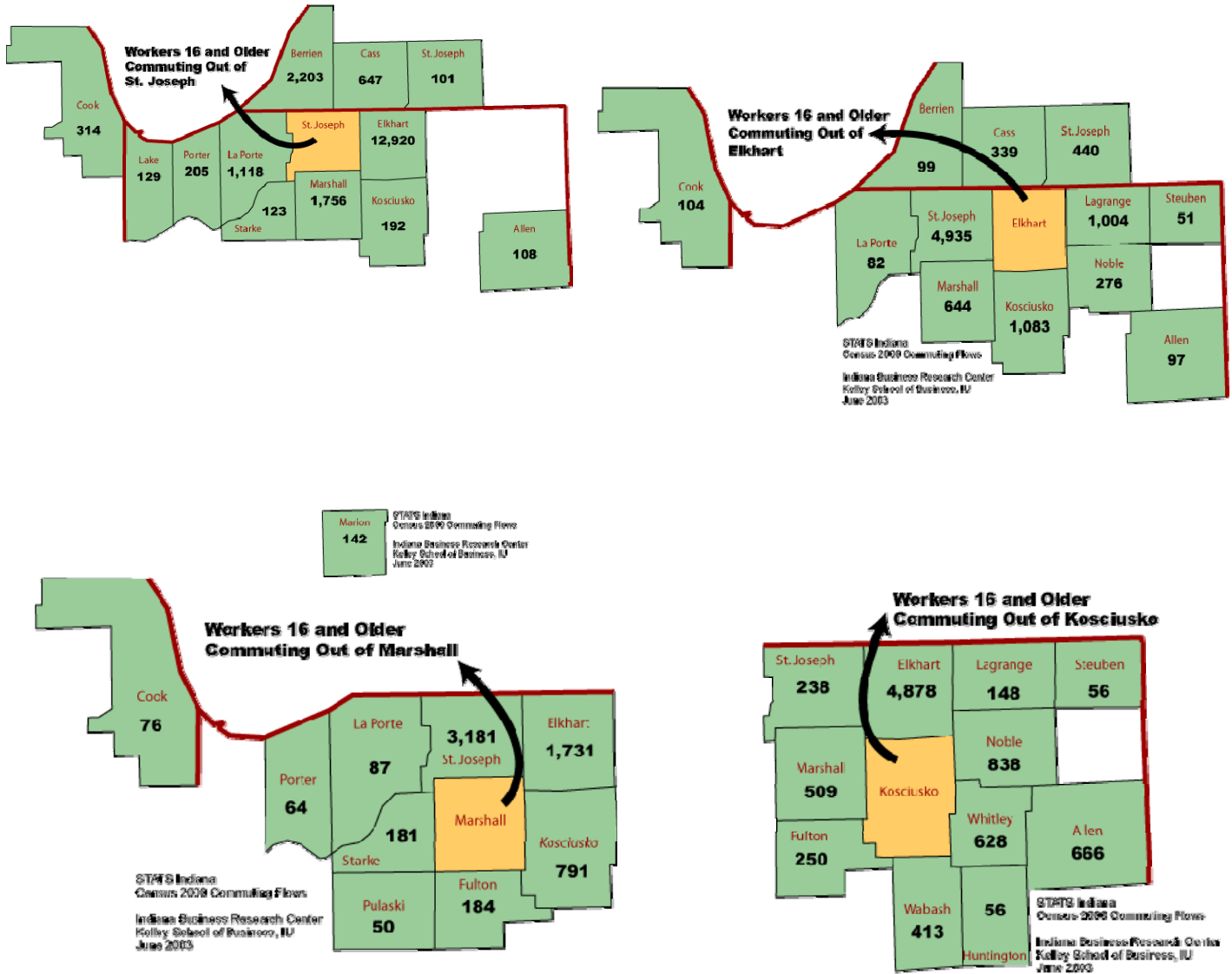


Figure 1.5 Commuting Out of Elkhart, Kosciusko, Marshall and St. Joseph Counties



Income

Using the most current US Census estimates, in 2008 the median household income in the area are displayed in Table 1.4. The regional income statistics are comparable with that of the nation and with the State, although some of the counties in the region are either higher or lower than the national average. The 2008 poverty level for the United States as defined by the US Census Bureau is \$22,025 for a four-person family unit. The percentage of people in poverty in the region has risen from 10.1% since the previous CEDS document (2003 figures). There are several reasons why this has happened; inflation is increasing more rapidly than incomes meaning people are spending more money on items for living. For

example: during the past several years the national economy has grown much slower than it did during the late 1990s resulting in less income growth. One of the goals of the CEDS is to increase the income of the residents of the region. This will be addressed more thoroughly in the action plan section of this document.

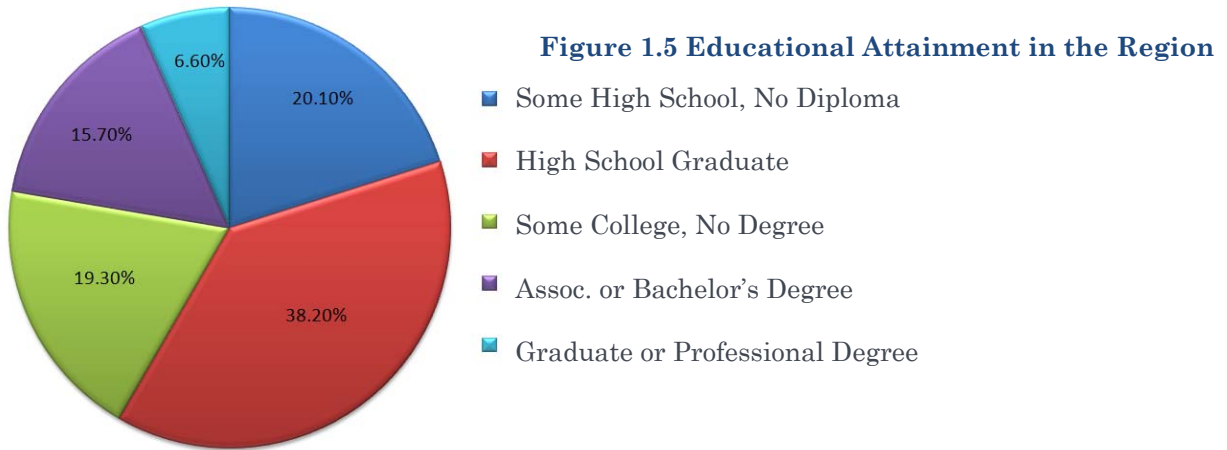
Table 1.4 Regional Income Characteristics, 2008

County	Median Household Income	Poverty (all ages)		Poverty (under 18)
		#	%	#
Elkhart	\$49,989	24,654	12.6	9,909
Kosciusko	\$50,685	6,723	9.0	2,438
Marshall	\$50,284	4,416	9.6	1,521
St. Joseph	\$43,931	36,910	14.6	12,688
Region	\$47,269	72,703	12.8	26,556
Indiana	\$48,010	799,567	12.9	277,503
United States	\$52,029	39,108,422	13.2	13,240,870

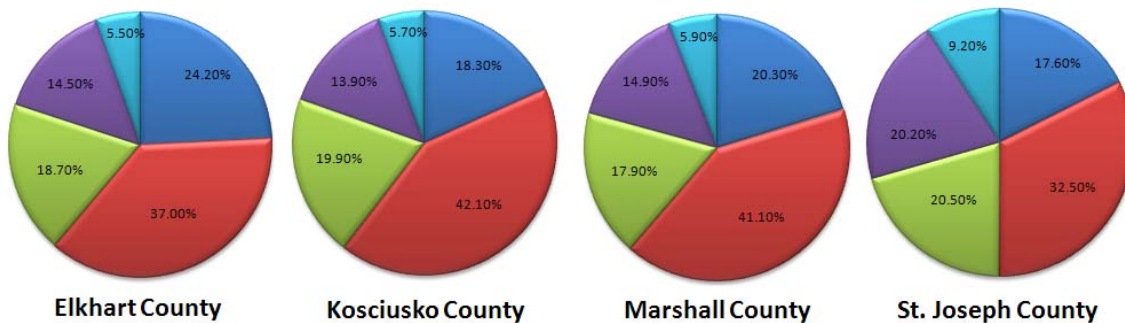
Source: US Census Bureau, STATS Indiana

Educational Attainment

According to the 2000 US Census, educational attainment in North Central Indiana follows the State's trends with minor variances. The percentage of Indiana residents identified by



Region Total



the 2000 US Census as completing some high school or graduating from high school is 55.1%. Figure 1.5 illustrates the educational attainment in the region. As is later discussed there are many colleges and universities in the region.

Natural Resource and Environmental Profile

The Region's primary natural resources are water, aggregate (sand and gravel), and fertile farmland. The area is dependent on abundant groundwater for residential, commercial and industrial uses. Surface Water resources serve as a source of tourism to the area in the form

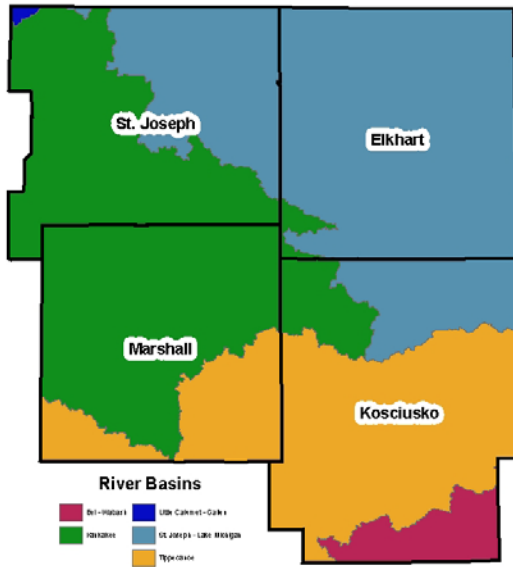


Figure 1.6 River Basins in the Region

The three main river basins in the Region are the St. Joseph, Kankakee and the Tippecanoe.

of quality fishing, boating and other aquatic recreation opportunities. Fertile soils help make agriculture an important industry in the Region. Lastly, the sand and gravel from the area is used in manufacturing and construction.

The Region's environmental profile is quite extensive. Each county has a very active Soil and Water Conservation District (SWCDs). The purpose of the SWCD is to coordinate assistance from available sources—public and private, local, state and federal—in an effort to develop locally driven solutions to natural resource concerns. The local SWCDs have a long history working with the agricultural communities and have in recent years had greater involvement with urbanized areas especially as it relates to stormwater management and erosion control.

The Region is fortunate to be comprised of principally three river basins. The St. Joseph

River Basin covers the majority of Elkhart County and portions of Kosciusko and St. Joseph Counties. The St. Joseph River Basin Commission is active in dealing with issues of water quality, nonpoint source pollution, and coldwater fisheries. Juday Creek, St. Joseph County is only one of a few coldwater trout streams in Indiana.

The Kankakee River Basin covers a substantial portion of Marshall County and parts of Kosciusko and St. Joseph Counties. The Kankakee River Basin Commission is active in dealing with issues of flooding, water quality, wetland restoration and levee systems in agricultural areas.

The Upper Wabash River Basin covers the remaining large section of Kosciusko County and a portion of Marshall County. The Tippecanoe River Basin is part of the Wabash River Heritage Corridor Commission and the Tippecanoe Environmental Lake and Watershed Foundation. Issues for the Tippecanoe River Basin are lake water quality, headwater

quality (major drinking water supplies) and agricultural run-off contamination. The Eel-Wabash and Little Calumet – Galien River Basins also cover small portions of the region.

Work with wetlands is another environmental activity going on in the Region. The Indiana Grand Kankakee Marsh Restoration Project is one such movement where willing landowners can sell or donate land to the project for restoration of the original marsh. The Grand Kankakee Marsh once covered up to one million acres of land in the northwestern corner of Indiana but was drained by early settlers for the fertile farmland beneath it. To date, the Project has restored over 5,700 acres of the marsh to its original state. In Marshall County, the Lake Maxinkuckee Environmental Council has been working to create and monitor wetlands around Lake Maxinkuckee in the Town of Culver as a means of improving and protecting the quality of the Lake. The Wawasee Area Conservancy Foundation has purchased wetlands around Indiana's largest inland lake—Lake Wawasee—to protect the integrity of the Lake and prevent further development along the shore.

Because lakes and rivers are such an important factor for several counties in the Region, not only for general aesthetics but also for economic development related to recreation, tourism and increased property value, protecting and calling attention to these resources is a high priority. For example, water quality monitoring is conducted by a number of volunteers both at area lakes and at various streams and rivers in the region. Local training, using the Hoosier RiverWatch protocol, is conducted by the Elkhart County Soil and Water Conservation District, the Elkhart County Parks naturalists and the St. Joseph County Parks naturalists. Information gathered is included in the statewide Hoosier RiverWatch Program. Likewise in Marshall County the Lake Maxinkuckee Environmental Council monitors the watershed around Lake Maxinkuckee.

Various environmental groups undertake activities in individual counties as well. For example the Elkhart Environmental Center provides educational programs and are committed to improving air, land and water quality in Elkhart County.

The Wood-Land-Lakes Resource Conservation and Development Inc., partners with a number of agencies providing educational workshops to the community in Elkhart County and surrounding counties to the east. Wood-Land-Lakes RC & D is also one of the first organizations to develop and hold conservation easements for farmland protection. Such voluntary easements are established to protect productive farmland from future development. Protective easements can also be designated for woodlands, wetlands, prairies and wildlife habitat.

The South Bend Elkhart Audubon Society works to protect birds in Elkhart and St. Joseph Counties by educating the community and by operating a bird sanctuary. In addition, the Citizens Action Coalition of Indiana has a branch in St. Joseph County whose mission it is to voice public opinions on environmental issues. The Hoosier Environmental Council is also active in St. Joseph County, extensively researching and advocating for Indiana's natural environment. Michiana Watershed has long served as a forum for various environmental concerns in the region and has been instrumental in the encouragement of pedestrian walkways along water resources, and establishment of parks along water resources. The Isaac Walton League, Save-Our-Streams program in St. Joseph County has advocated for the restoration and protection of Juday Creek.

The Friends of the St. Joseph River, Inc. regularly aids in river cleanups in the area as do organizations such as the local parks and the Elkhart Environmental Center. In 2005 the Friends completed a St. Joseph River Watershed Management Plan for the entire River Basin which serves as a baseline in identifying water restoration and protection projects in the region. Several subwatershed management plans in the Basin have been completed to complement the Basin Plan.

The Elkhart River Restoration Association in cooperation with the Elkhart River Alliance have developed a watershed management plan and continue to provide technical assistance and financial assistance in development of such best management practices as rain gardens, rain barrel construction and utilization and other projects that serve to improve water quality and educate people in the watershed about water resource protection.

Each of the Region's County Health Departments pursues environmental protection efforts as well. They provide a wide variety of services in varying degree, which include but are not limited to, water quality testing as part of complaint investigations or watershed assessments, septic system inspections and permitting, management of groundwater protection through local ordinances, and many other activities designed to improve the Region's environment. All municipalities with community water supplies have approved wellhead protection programs that insure the groundwater supplies are protected from contamination.

As urban counties, Elkhart and St. Joseph Counties have more environmental issues, which include air quality and water quality requirements. Elkhart and St. Joseph Counties are considered one air quality management area. Currently, the two counties are classified "maintenance" for the 8-hour National Ambient Air ground-level ozone standard. This issue will be discussed in further detail later in this document.

Air Quality

Currently, Elkhart and St. Joseph Counties in the Region are listed as "maintenance areas" of the National Ambient Air Quality Standards (NAAQS) as defined by the US Environmental Protection Agency (EPA). According to the Federal Clean Air Act, any area that violates the national ambient air quality standards for any of the six criteria pollutants more than four times a year in a three-year period, is classified as a non-attainment area. St. Joseph and Elkhart counties were non-attainment areas but were re-designation to maintenance in 2007 because of lowered pollutant levels in the area.

If new Air Quality Standards are created, the counties may be designated as non-attainment again and this status affects the Region in many ways. Proposed transportation improvements, such as new roads or travel lanes must be evaluated for their impact on the conformity to the Federal Clean Air Act. Companies become limited in the amount of emissions allowed, through a permitting process. This process adds another expense to doing business in the area, and can be unattractive to new firms considering locating within the Region.

Infrastructure Profile

Water and Sewer Systems

The Region is fortunate to have many cities and towns in each county with public water supplies and publicly owned sewers and coordinating sewage treatment facilities for their citizens and businesses. The City of Mishawaka (St. Joseph County) is unique in that it actually owns its utilities of water, sewer, and electricity. In this case, the utilities are supported by the people that use them not tax dollars, which can be generated by non-residents in addition to residents.

Some cities and towns are currently unable to provide services to residents within their own city or town limits. The process of connecting residents within the city/town limits to the water and sewer systems is a costly one but necessary for sustainability and growth and an issue that municipalities constantly must assess.

Various suburban and rural communities in the region are serviced by individual wells and on-site (septic system) wastewater disposal systems.

Throughout the Region health departments, planners, elected officials, developers, and engineers are reviewing and developing plans to address a variety of septic/well and water/sewer issues. There is a growing trend in the region to develop conservancy water and/or sewer districts to service areas outside the city limits with municipally managed water and sewer services. Such districts are developed to handle areas where on-site systems can no longer be used due to sizing requirements or potential contamination to local water resources if operation is continued. In areas with known groundwater contamination, a conservancy district serves as the avenue to extend non-contaminated water to these affected areas.

Conservancy districts are an interesting concept because they allow for unincorporated areas to be their own taxing body. Conservancy districts can charge user fees for water and/or sewer services, either building the system as the district or connecting to a nearby city or town system through a contractual agreement. Furthermore, a water and/or sewer system may even extend into another state. In Elkhart County, the City of Elkhart provides sewer services to the Eagle Lake area in Edwardsburg, Michigan close to the state line.

All of these persons will be required to make the decisions to protect and sustain our surface water and groundwater resources into the future.

With respect to water, the Region uses groundwater wells, as opposed to surface water, due to the productive aquifer systems formed with the glaciations of the Region. The only “sole source aquifer,” meaning sole source for drinking water, in the Region and in the State of Indiana is the St. Joseph Valley Aquifer. This large aquifer provides water to large portions of Elkhart and St. Joseph Counties and areas of Kosciusko County.

With respect to sewer systems, many of the systems in place are partially, if not primarily combined sanitary/storm sewer overflow (CSO) systems. This method allows for wastewater and storm water to be carried by the same pipes. During times of little to no rainfall or snowmelt the pipes carry water successfully to the wastewater treatment plant. However, during times of major rainfall or snow melt, and the excess is typically discharged to creeks,

streams, and rivers. A number of communities throughout the Region have already increased treatment capacity, reconfigured their sewer distribution systems, and are continuing efforts to comply with approved or proposed long-range control plans in order to deal with the CSO regulations. Many plans will take 20-25 years to complete.

Agricultural drainage issues are also a concern in the rural communities. Planning for, identifying and managing water flow, controlling soil erosion and sediment transport, new construction runoff, and aging/failing septic systems are all issues being taken into consideration as they impact drainage ditches and ultimately water resources such as the regional rivers and streams.

A number of cities and towns in the region, along with St. Joseph and Elkhart counties must also deal with municipal separate storm sewer (MS4) regulations. The regulations focus on the management of stormwater runoff and erosion control and include six minimum control measures. Communities in the region have developed programs separately to comply with some of the measures, or have developed joint programs to better manage their programs. The Stormwater Partnership of Elkhart County is one such coordinated program.

Waste Management

The Region is fortunate to have extensive coverage in solid waste management services. Elkhart, Kosciusko, and St. Joseph Counties have several permitted solid waste facilities that may serve other counties in addition to their own. Typically, municipal solid waste refers to: residential, commercial (includes retail, wholesale trade, services waste), institutional (includes prisons, hospitals, schools), and industrial non-process waste (includes offices, shipping and receiving facilities).

Table 1.6 Solid Waste Facilities in Region		
Facility Name	Facility Type	Service Areas
Elkhart County		
Warner & Sons Inc. C/D Site	Construction/demolition materials	Elkhart County
Earthmovers Landfill	Municipal solid waste	Region Counties and others
Elkhart County Landfill	Municipal solid waste	Elkhart, Kosciusko, St. Joseph Counties, and others
Kosciusko County		
Dalton Foundry Restricted Waste Site	Foundry Waste	Kosciusko County
Hoosier Landfill 2 Landfill	Municipal solid waste	Elkhart, Kosciusko, Marshall Counties, and others
Waste Management of Warsaw Transfer Station	Consolidation of waste loads or separation for recycling	Elkhart and Kosciusko Counties, and others
St. Joseph County		
Donnell, Inc.	Construction/demolition materials	St. Joseph County
Green Tech Transfer and Recycling	Solid Waste	St. Joseph County
Prairie View Recycling and Disposal Facility	Municipal solid waste	Region Counties and others

Facilities designated to accept construction/demolition materials are facilities that hold scrap lumber, roofing materials, brick, concrete, and glass and non-asbestos insulation. Restricted waste sites have the accepted materials specified on their permits. In Kosciusko County, for example, the Dalton Foundry Restricted Waste Site accepts only foundry waste.

As can be seen in Table 1.6, the Region has a variety of waste management facilities to accommodate for the needs of its residents, businesses, and manufacturers. Since Marshall County does not have its own permitted solid waste facility, the county receives its municipal waste services from some of the other county's sites. For the Region, the one main goal regarding landfills is to reduce the amount of waste coming into the sites.

In addition to solid waste disposal facilities, the Region also has coverage from Solid Waste Management Districts. The Solid Waste Management Districts (SWMD) were formed in response to the Indiana House Enrolled Act 12-40. The long-term goal in Indiana was to reduce solid waste entering landfills by 50% by 2001 (from 1990 levels), and each county had programs to help meet that goal. Today, the Elkhart County SWMD offers educational presentations to county residents and promotes recycling through the management of several dropoff-recycling locations throughout the County. The Elkhart County District also conducts periodic household hazardous waste collections where residents can dispose of old paints, solvents, antifreeze and used motor oil. Both Elkhart and Goshen also have curb-side recycling programs and at least two compost sites are operated to dispose of yard waste. The Kosciusko County SWMD also offers educational presentations and has drop off locations for recyclables. In Marshall County, the SWMD works with the public to educate and promote awareness concerning the importance of recycling, and they see to prevent pollution of the environment as a whole. The St. Joseph County SWMD has been able to successfully run a curbside-recycling program for several years. The County also has a permanent household hazardous waste collection facility in Mishawaka. The City of South Bend operates Organic Resources where collected yard waste is composted and the compost material is made available free to residents of the City.

The first goal for the State of Indiana was to reduce waste by 36% in 1996, and the Region's four SWMDs each did their part to help the State meet that goal. Elkhart County has successfully met and exceeded the 50 percent reduction goal.

Electricity and Natural Gas

Either Indiana Michigan Power (I&M), a unit of American Electric Power, or Northern Indiana Public Service Company (NIPSCO), a NiSource Company subsidiary, provides electricity in many areas in the Region. I&M covers the northwestern corner of Elkhart County and large sections of St. Joseph County, excluding the southwestern and southeastern corners and the City of Mishawaka. NIPSCO provides electricity to the rest of Elkhart and St. Joseph Counties and the entirety of Kosciusko County and Marshall Counties. The capacity of the companies is large considering that five sets of double 345-kiloVolt transmission lines and four single 735/765kilVVolt transmission lines run through various parts of the Region. Although there are various substations in the region, the main power generation plants themselves are located in Michigan for I&M and Northwest Indiana for NIPSCO.

In the City of Mishawaka, the public utilities department provides electricity. The Mishawaka Public Utility Company purchased and expanded power lines from Dodge Electric Light and Power Company in 1903 and has been purchasing power for its citizens to use ever since. The Mishawaka Public Utilities are not supported by tax dollars but rather by the customers who use its services.

One unique characteristic of I&M illustrates the importance of water in the Region. I&M, operates the Twin Branch Hydroelectric Plant and Dam in St. Joseph County, Indiana; and the Elkhart Hydroelectric Plant and Dam in Elkhart County, Indiana. The total generating capacity of Twin Branch Hydro is 4,800 kw (4.8 megawatts) and at Elkhart 3,440 kw (3.44 megawatts). Yearly (average) output at Twin Branch is 33 million kilowatt-hour and at Elkhart it is 17.1 million kilowatt-hours. I&M also operates four hydroelectric plants in Michigan. The total capacity of all six I&M Hydro plants is 22.42 megawatts, only a small amount of what is actually consumed in the region.

NIPSCO is also the Region’s natural gas distributor. Two of NIPSCO’s suppliers have pipelines running through the Region. The Crossroads Pipeline Company supplies natural gas to utility companies like NIPSCO across Northern Indiana and Ohio. Trunkline Gas Company supplies natural gas along a route between Southeastern Texas and North Central Indiana.

Transportation – Highways

The Region has several major roadways that provide access throughout the State and Nation. The Indiana Toll Road, I-80/I-90, runs east-west through the northern portion of the Region. The Toll Road provides access to several nearby large cities: Chicago, Toledo and Cleveland. Another major east-west route is US 30, which provides access to Northwest Indiana and Fort Wayne, Indiana. Other notable east-west highways are US 20 and US 6.

US 31 is the primary north-south highway corridor in the Region connecting the region to Indianapolis, southern portions of the State and other major Interstate highways. The Indiana Department of Transportation is currently underway on the upgrade and realignment of US 31. Various projects on US 31 from US 30 in Plymouth to the US 20 Bypass in South Bend will help reduce congestion while also improving safety and mobility along the route. This project is part of the larger Major Moves initiative to upgrade the route to freeway standards from Indianapolis to South Bend.

Other notable north-south roadways are SR 331, US 33, SR 19, SR 15, and SR 23. A complete listing of State and Federal highways in the Region is included in Table 1.7.

Highway	Connections
I-80/I-90	Chicago, IL/Toledo, OH
US 6	Chicago, IL/Toledo, OH
US 20	Chicago, IL/Toledo, OH
US 30	Chicago, IL/ Fort Wayne, IN
US 31	Benton Harbor, MI/ Indianapolis, IN
US 33	Fort Wayne, IN
US 131	Three Rivers, MI
SR 2	Northwest Indiana
SR 4	Northwest Indiana
SR 8	Knox, IN
SR 10	Marshall County
SR 13	Marion, IN
SR 14	Fort Wayne, IN
SR 15	Wabash, IN
SR 17	Logansport, IN
SR 23	Knox, IN
SR 25	Lafayette, IN
SR 104	LaPorte, IN
SR 106	Bremen, IN
SR 110	Marshall County
SR 119	Elkhart County
SR 120	Angola, IN
SR 331	St. Joseph County
SR 933	St. Joseph County
Old US 31	Argos, IN

Transportation – Public Transit Systems

In Elkhart County, MACOG administers the Heart City Rider and Goshen Transit Systems, a demand-response system with a user-side subsidy. Essentially, this means the passenger fare is partially subsidized with public funds. Heart City Rider and Goshen Transit Service operate 24-hours per day, seven days a week, within the Cities of Elkhart and Goshen, respectively.



Figure I.4 Public transit providers in the region.

Public bus service in Elkhart County is a coordinated four-route system administered by MACOG. The Interurban Trolley has four routes and is in the midst of adding a fifth route. The Trolley provides easy, affordable public transit along the corridors connecting Elkhart and Goshen and major points in between these two Cities. In 2009, the Interurban Trolley added a fourth route which connects Elkhart/Goshen with a route operated by the South Bend Public Transportation Corporation. This route connected public transit from Elkhart/Goshen to South Bend for the first time in over fifty years. The four routes share transfer point in downtown Elkhart and operate on weekdays and Saturdays. The fixed route service began in 1999.

Kosciusko County operates a public transit system known as Kosciusko Area Bus Services (KABS). KABS is demand response, countywide system. This means the service has a fixed route but deviates from that route to requested stops within a pre-defined corridor. Transit service is offered on weekdays using a peak hour fleet of eight vehicles.

Marshall County Council on Aging operates a transit service throughout Marshall County. The service operates weekdays, from 7:00 AM to 5:30 PM and is provided to older adults who are no longer able to drive themselves. Elkhart County Council on Aging operates a similar transit service throughout Elkhart County.

The South Bend Public Transportation Corporation, more commonly known as TRANSPO, operates 16 interconnected fixed routes that service the Cities of Mishawaka and South Bend. Weekday service operates from 4:50 AM to 10:10 PM and from 6:50 AM to 7:00 PM on Saturdays. There is no Sunday or holiday service.

TRANSPO also operates "TRANSPO Access" as a supplemental paratransit service in compliance with the Americans with Disabilities Act. In addition, TRANSPO operates a weekday downtown circulator trolley shuttle in South Bend.

Transportation – Passenger Rail

AMTRAK operates within the Region with stops in Elkhart and South Bend. The "Capital Limited" (operating between Chicago and Washington, D.C.) and "Lake Shore Limited" (operating between Chicago and New York City) make stops in Elkhart and South Bend. Outside the Region, but contiguous to it, AMTRAK serves the cities of Dowagiac and Niles,

Michigan with service on the “Michigan Services” (operating between Chicago, Detroit, Grand Rapids, Pontiac and Port Huron).

A major goal in the Region is to offer an intermodal station so that passengers can transfer from various modes of transportation with ease. TRANSPO’s South Street Station in downtown South Bend is an example of an intermodal facility that currently houses fixed route bus service, downtown circulator shuttle service and the accommodation of local taxi services. TRANSPO located the station adjacent to the major rail lines with foresight to incorporate AMTRAK boarding at this downtown site.

The Northern Indiana Commuter Transportation District operates the Chicago and South Bend South Shore commuter train that connects South Bend to downtown Chicago with several stops in Northwest Indiana. In keeping with the Region’s goal of intermodal facilities, the South Shore terminus in South Bend is located at the South Bend Regional Airport. The airport also houses a bus terminal for Greyhound and Coach USA intercity bus services, and is the only airport in the Region with commercial air travel in addition to general aviation and freight movement.

Transportation – Aviation Services

The Elkhart Municipal and Goshen Municipal Airports provide general aviation and minimal freight movement capabilities in Elkhart County. The Elkhart Municipal Airport is currently studying efforts to develop an intermodal facility to service the airport. The Nappanee Municipal Airport has general aviation capabilities such as aircraft rental and flight instruction.

The Warsaw Municipal Airport serves Kosciusko County with general aviation activities and has some freight capabilities as well. The Plymouth Municipal Airport in Marshall County offers general aviation activities like sightseeing, maintenance and repair, and a flying club.

As stated previously, the South Bend Regional Airport is the Region’s only commercial airport. Passenger service is available to many of the “hub” airports used to connect air passengers to flight connections worldwide. These major hubs include: Atlanta, Chicago, Cincinnati, Cleveland, Detroit, Las Vegas, Minneapolis, and Orlando. Charter, private, and freight air services are also provided from this airfield.

Transportation – Freight Movement

The Region’s road, rail and air networks provide for freight and goods movement as well as passenger travel. One of many heavily traveled roadways in the Region related to freight movement is I-80/I-90 (Indiana Toll Road). I-80/I-90 runs east/west along northern Indiana, connecting each of the US coastlines. According to the 1997 study *Transport Flows in the State of Indiana: Commodity Database Development and Traffic Assignment* by Indiana University’s Transportation Research Center, I-80/I-90 had the largest amount of truck traffic in Indiana. In a later study from 2006 entitled *Freight Flows of Indiana* by Dr. William Black of Indiana University, I-80/90 is projected to have one of Indiana’s highest daily truckload freight volumes for 2015 and 2030. The overlying indication in such a finding is that the Region can, and does, benefit greatly by being able to access such an important route in the freight movement industry. I-80/I-90 becomes yet another incentive for business location in the Region.

CSX, Norfolk Southern, Canadian National, South Shore Freight (operated by NICTD), and Elkhart and Western all own tracks and operate freight trains within the Region. In the aforementioned study from 1997, Indiana University found that a CSX line through Walkerton, LaPaz, Bremen, Nappanee, and Syracuse, carried approximately 3,750 carloads in 1996. This particular rail line was one of the busiest in the state. Currently, the track carries about 83 trains per day. Furthermore, the 2006 Freight Flow study noted that the highest daily railcar freight volumes for 2015 and 2030 were projected to go through the region.

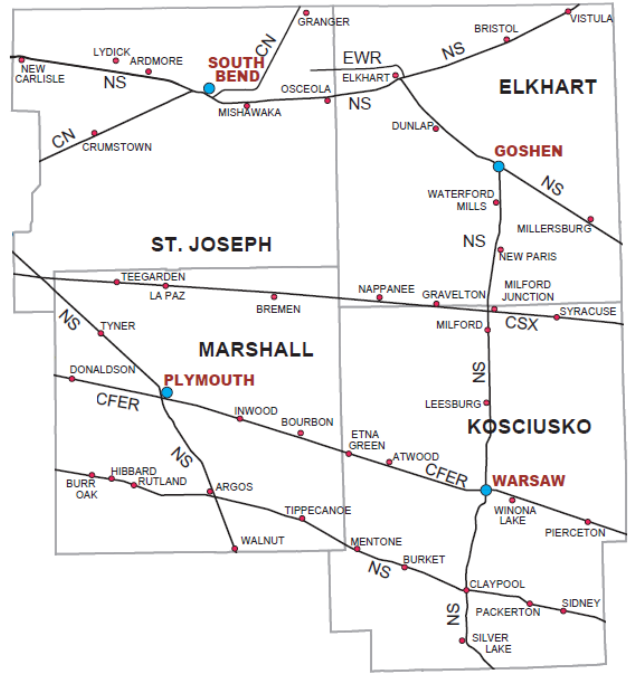
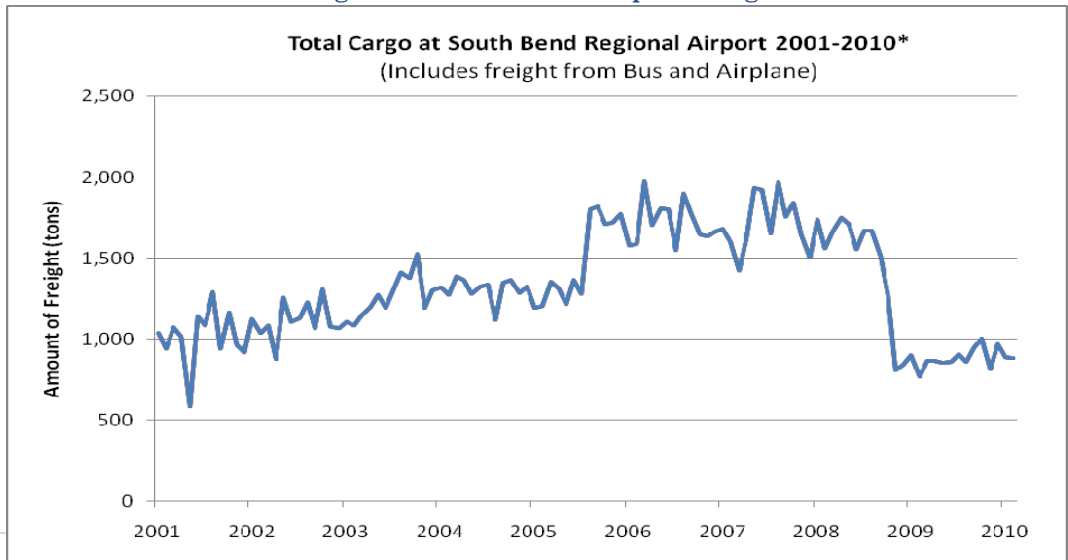


Figure 1.6 Railroads in the Region. Source: 2008 Indiana State Railroad Map

In addition to trucks and trains, air and ground package delivery services are provided by several companies; FedEx and UPS use the South Bend Regional Airport as a major terminal for air and ground parcel distribution. DHL formally used the South Bend Regional Airport as a major terminal for air and ground parcel distribution, however in late 2008 terminated service throughout the United States. Towne Air Freight also uses the South Bend Regional Airport as a point of departure as well as other hubs in the Region for its airfreight and truck distribution system. To give an idea of the importance of these companies, airfreight traffic moved over from 2001 to February of 2010 according to South Bend Regional Airport data is shown in Figure 1.7. The chart shows a drastic drop in freight shipments in and out of South Bend Regional Airport starting in late 2008. This drop could either be related to the recession in the

Figure 1.7 South Bend Airport Freight Movement 2001-2010



national economy or DHL ending service throughout the United States market.

Telecommunications

A variety of companies provide services for the Region's communication needs. From local and interstate calling to sophisticated, high speed Internet abilities, the Region is working toward a broad range of telecommunications infrastructure.

Local and Long Distance Telephone Service

Local telephone service is provided in the Region by what are known as Local Exchange Carriers (LECs) and Competitive Local Exchange Carriers (CLEC). Competitive Local Exchange Carriers serve markets of their choosing. Local government and residential users within the region have little or no choice on what company provides their local telephone service; their LEC is the only company serving their area. On the other hand business customers in the cities of South Bend and Elkhart have the opportunity to use a CLEC. Consumers and businesses have an array of options for long distance telephone service regardless of their location. Companies that provide these services in the region include: AT&T, Verizon, KMC Telecom, ChoiceOne Communications, and CenturyLink (formerly Embaq/Sprint).

Cellular Telephone Service

Cellular telephone service is available to the Region through nationally recognizable cellular telephone carriers and at least one privately held regional company. More than one cellular phone carrier serves each county in the Region. Cellular reception is not uniform within each county and can vary widely within the Region. Even though a carrier may not specifically service an area, roaming agreements between carriers allow users to utilize their service anywhere in the Region.

Internet Access

Within the Region, Internet access is available through dial-up, private digital circuits, Digital Subscriber Lines (DSL), broadband cable TV/Internet, and broadband wireless services. A wide range of providers provides these services, however the closer users are located to major population centers the greater the technology and provider options available.

Long Haul Fiber Optic Transmission Lines

The Region's location between Chicago and major east coast metropolitan areas lends itself to be laced with many long haul fiber optic lines. Telecommunication and service providers have major operational centers and similar facilities in the Chicago metropolitan area. As the long haul fiber optic lines stretch toward eastern cities, the lines transverse the Region to avoid Lake Michigan. Long haul fiber optic lines are much like express trains; they only have stops where heavy traffic is demanded.

Metropolitan Fiber Networks

Metropolitan Fiber Optic Networks ("Metro-Fiber") is designed for local access. These networks have multiple access points where traffic can enter and exit the network. Many commercial networks have interconnection points to long haul fiber optic lines. Typically these lines are located within the business district of a community, but may include

industrial parks and/or adjoining neighborhoods. The Region has a limited but quickly expanding amount of “Metro-Fiber” available through several providers.

Community and Economic Development Analysis

Major Sectors of the Economy

Many of the first settlers to the Region were drawn for its rich soil, powerful rivers, and mineral deposits; therefore it comes as no surprise that the two important sectors in the economy are manufacturing and agriculture. Elkhart County was established in 1830 as a fur trading and farming area. Manufacturing arrived later in the nineteenth century. A major attraction to Kosciusko County during its settlement in the 1830’s was the rich farmland; the first manufacturing industries were blacksmithing and furniture making. Marshall County’s attraction were its farmland and its access to Lake Michigan and the Ohio River by way of the historic Michigan Road, a federally funded project in the mid-1800s that went through today’s cities of Indianapolis, Plymouth, South Bend, and Michigan City. St. Joseph County was created in 1830 well after it was apparent that the area was suitable for fur trading and farming. The river became important for manufacturing later on.

Today, because of the Region’s roots in manufacturing and agriculture, the region considers its identity to be industrial-agrarian. The industrial or manufacturing sector is a lucrative aspect of the economy, often being the source for the highest paying jobs. As for agriculture, the Region is a “top producer” of a variety of agricultural products that are sold within the United States and foreign markets.

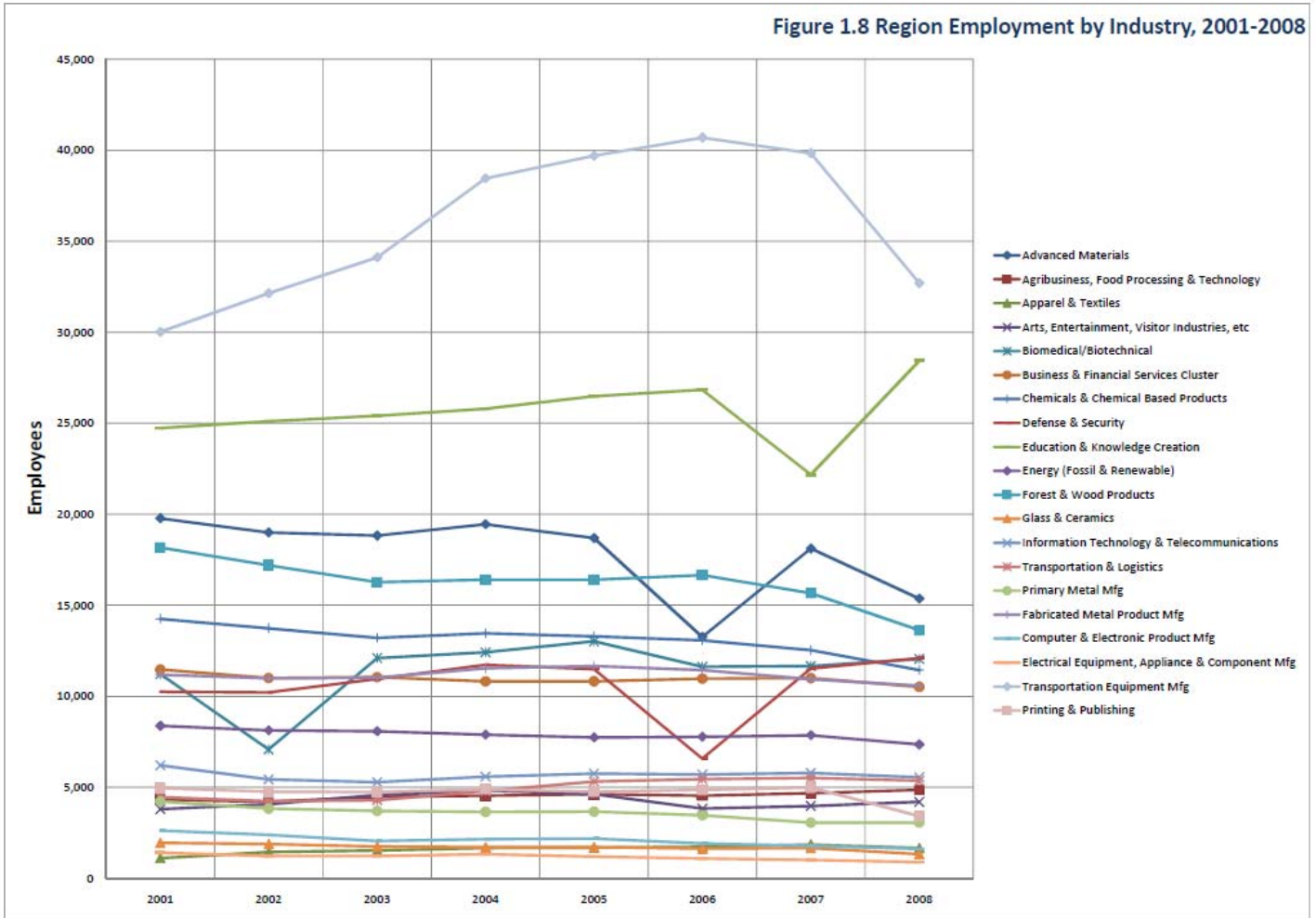
There are however, other sectors important to the regional economy. Looking at Table 1.9, one notices that three other sectors stand out in the region’s economy such as Arts, Entertainment, and Visitor Industries. In recent years, the service sector industries have been a significant part of the Region’s economy and continue to grow, employing an increasing number of people in each county. In Kosciusko, Marshall and St. Joseph Counties, for example, the employment in manufacturing is decreasing while employment in service sector industries has been increasing. The services sector does not always offer competitive wages in comparison to the manufacturing sector, it is a segment of the economy that is expanding and becoming more recognized as a source of jobs and income.

Arts, Entertainment, Visitor Industries could be a source for continuing growth. The urban areas of the Region serve as a larger regional center for the retail, tourism and service sectors, allowing for expansion of employment within this industry cluster as well as increased earnings. As mentioned previously, the Region has outstanding access to major highways, railroads and airports. The Region is served by several major freight carriers and is geographically close to the major cities of Chicago, Cleveland, Detroit, and Indianapolis. Hence, merchandise can easily be delivered to area businesses.

In addition, the Region’s population in 2000 was 567,535 and expanding, which would provide an increasing base of consumers. Tourism, part of the services sector, is a growing industry that brings millions of people to Indiana. In 2006, travelers to Indiana spent \$1.40 billion on lodging, \$2.40 billion at restaurants and \$6.56 billion on goods and services including transportation, entertainment and shopping (2006 Economic Impact of Travel & Tourism in Indiana, D.K. Shifflet). Tourism and camping in Indiana generates billions in

revenue annually which also helps to support the large RV industry in Elkhart County. In 2006 traveler spending reached \$9.86 billion in the state of Indiana and continues to grow (2006 Economic Impact of Travel & Tourism in Indiana, D.K. Shifflet). As this sector expands and traveler spending increases it should have positive impacts on the regional economy.

Regional Cluster Analysis

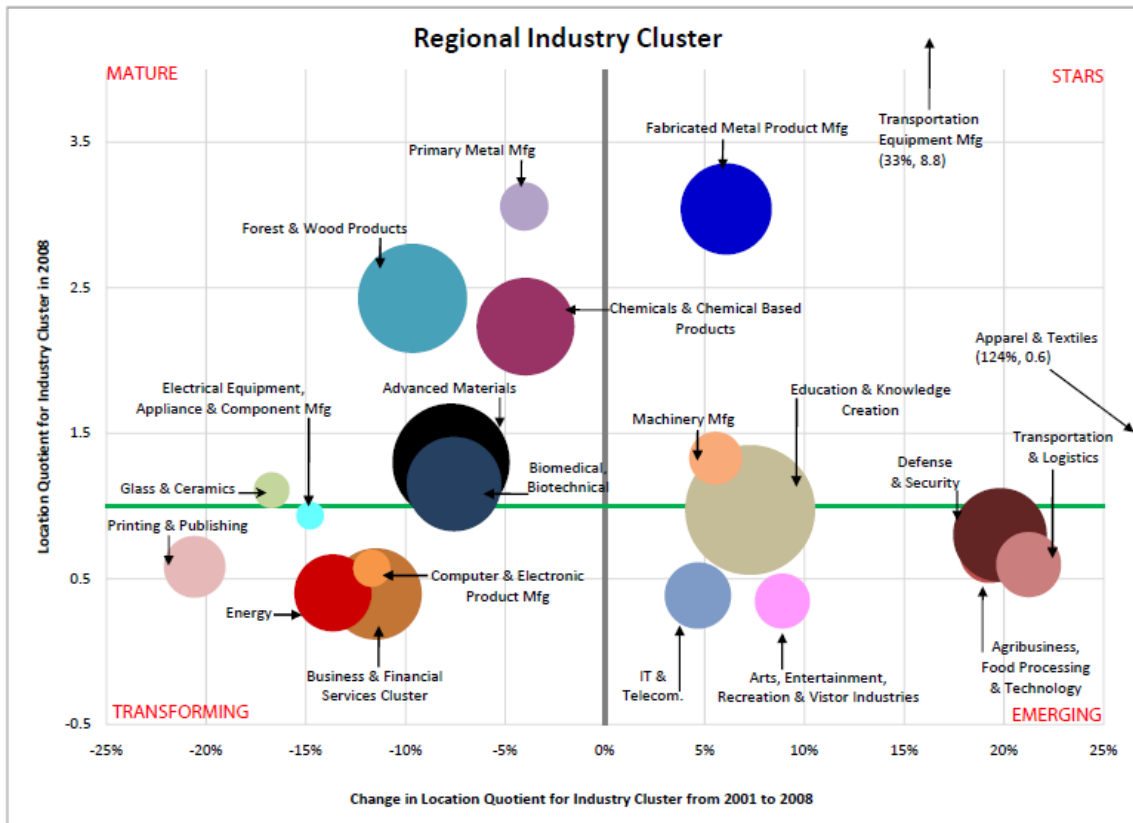


Clusters are groups of companies in a related industry that are based in a region. Clusters are used as a descriptive tool to compare industry leaders and relationships within a regional economy. The data used for the cluster analysis was collected from StatsAmerica Industry Data Browser and Purdue’s Unlocking Rural Competiveness.

The graph identifies clusters in the Region’s economy in three ways. First, the overall size of a circle represents how large of economic clusters based on employment. The Y-axis is a measure of the location quotient. A location quotient (LQs) is a ratio or index that allows an area’s distribution of employment by industry to be compared to a reference area’s distribution, such as the United States. In the following graph, a cluster that has a location quotient of 1 means the local economy has the same percentage of employment in that

cluster as the nation. Higher or lower location quotients indicate that a cluster has higher or lower percentages of employment in that cluster when compared to the nation. The X-axis is the change in the location quotient for the years 2001- 2008. A way to measure the output of a regional economy is to examine the location quotient (LQ) of specific industries. If an industry (cluster) has a higher employment share (LQ) than expected, the industry cluster is assumed to be highly specialized in a given sector and is likely exporting goods or services. Those goods are exported to other regions, and new dollars come into the regional economy. The location of clusters in specific quadrants defines how “specialized” that industrial cluster is, and how concentrated the employment is within the region compared to elsewhere. The quadrants, and meanings:

- **STARS:** Relatively specialized compared to the national economy and are becoming even more specialized over time within the Region
- **MATURE:** Relatively specialized compared to the national economy but are becoming less specialized over time within the Region
- **EMERGING:** Relatively unspecialized compared to the national economy but are becoming more specialized over time within the Region
- **TRANSFORMING:** Relatively unspecialized compared to the national economy and are becoming even less specialized over time within the Region



In the Region, the Transportation Equipment Manufacturing is the “star” which is evident by the large recreational vehicle and automotive industry base in Elkhart County. Some “emerging” industries in the Region include information technology, and agribusiness technology industries. This is evident by the expansion of information technology, telecommunications companies and bio-fuel production facilities in the Region, respectively.

Some industries in the Region that are “mature” are the forest and wood product and chemical industries. The biomedical/biotechnology industries have slowly progressed from the “transforming” quadrant and appear to be entering into the “mature” quadrant. This industry continues to expand in the areas of orthopedic manufacturing and healthcare areas. Although, this industry continues to expand to meet local needs, greater employment is still needed for this industry to fully meet the needs of the Region.

Services Sector

In relation to other economies, the region has some trend in the services sector that could have mixed results in the outcome of economic performance in the region. This services sector includes such businesses as repair shops, personal services (barbers, dry cleaners, beauty salons, etc.), computer related services, and tourist services. Of these, computer related services and tourist services are important topics of discussion in the region. First, technology in general is important to the region because people and businesses are attracted to it. To remain competitive, the regional community through Strategy Groups process has identified that one goal is to achieve and attract more technology based businesses, workforce training and education programs. Improvements in this area have been identified later in this document.

Second, the region is competitive in tourism. The University of Notre Dame near South Bend is an “industry” that generates millions of dollars in revenue from visitors and students’ families. It is the second most visited spot in Indiana and draws people from all over the United States and the world. Also, the Amish settlements in Elkhart County, the many lakes of Kosciusko and Marshall Counties, and the variety of museums, stores, and restaurants found throughout the region are very popular tourist spots. One important point, the drive to remain competitive in tourism has led to an increase in hotel development. The hotel developments provided an increasing employment base in the region.

Just as it is growing locally, the services sector is growing nationally. Economists are doubtful that the service sector can gainfully employ former industrial workers, especially those workers with mid-range skills that are not easily adaptable (*Service industries and Economic Performance*, US Department of Commerce, March 1996). According to the study, in the national economy, services have been able to offer comparable pay and job descriptions to lower skilled and high skilled workers formally employed in manufacturing. Some examples of positions requiring fewer skills, according to the study, are vehicle operator and helper; cited examples of higher skilled positions are aircraft assemblers and operators of very sophisticated machines. The services sector has not been able to fully absorb the mid-skilled workers (general machine tool operators and textile machine operators). Therefore, with the local trends following national trends, areas with a growing services sector may have a large number of former manufacturing employees still unemployed.

Agricultural Sector

Farming technology is becoming more visible particularly in the overall appearance of farms. Throughout the Region and State, smaller farms are giving way to large, more specialized farms that use more technology. In order to remain competitive, farmers specialize in one crop or livestock and may cultivate larger parcels of land to obtain larger yield. Agriculture can be more and more defined as an “agribusiness.” Farmers are continually seeking the best

methods in which to grow crops or raise animals and the best methods in which to farm and still preserve the integrity of the environment. Table 1.10 shows the importance of the region to the agriculture business sector of the state.

Some trends in agriculture are environmental issues, farm technology, and agricultural trade; an example of environmental issues is nonpoint source pollution, defined as water runoff from rainstorms and melted snow that may carry excess nutrients and sediment into water resources. The Indiana Department of Environmental Management has had some success at reducing pollution from point sources (i.e. manufacturers, mining, electric generation plants, etc.). IDEM has identified that nonpoint source pollution is a priority. Both urban and rural nonpoint source pollution is addressed in IDEM’s nonpoint source pollution prevention plan in accordance with the Clean Water Action Plan whose goal is to make waterways swimmable and fishable.

Through this nonpoint source pollution prevention plan, IDEM grants funding to groups also working to address nonpoint source pollution. In this region, the St. Joseph River Basin Commission (housed and administered by MACOG) received funding through IDEM to write the handbook: *Solution to Nonpoint Source Pollution – A Riparian Homeowner’s Guide to Nonpoint Source Pollution Prevention*. This handbook identifies potential sources of nonpoint pollution and discusses methods of prevention through landscaping, lawn care, riverbank management, and proper use of septic systems. Other publications addressing nonpoint source pollution include *Reducing Nonpoint Source Pollution, Soil Erosion, and Stormwater Runoff—It’s All in the Planning, Watershed Management—Playing Your Part; Where to Get Technical and Financial Assistance to Improve Water Quality and Preserve Water Resources*, and more recently *Block by Block and Drop by Drop; Landuse Changes and Water Quality Protection—A Planner’s Tool*.

The agriculture sector is working constructively to address, mitigate and find solutions to nonpoint source pollution particularly through participation in many of the Farm Bill cost-share programs. Together with all our regional partners, MACOG, the SJRBC,

Table 1.10 Agriculture Trends in the Region with percent of State									
Commodity	Elkhart		Kosciusko		Marshall		St. Joseph		Indiana
Corn for Grain (bu)	9,017,282	0.9%	16,588,926	1.7%	11,924,677	1.2%	14,172,363	1.48%	959,947,232
Corn for silage or greenchop (bu)	257,283	13.2%	76,310	3.9%	90,191	4.6%	29,138	1.49%	1,956,429
Wheat (bu)	115,195	0.6%	254,036	1.3%	185,531	0.9%	199,179	1.01%	19,693,426
Oats (bu)	20,672	5.1%	3,315	0.8%	7,771	1.9%	---	---	403,631
Barley (bu)	---	---	---	---	(D)	---	---	---	21,911
Beef Cows	2,872	1.2%	2,348	1.0%	2,214	0.9%	902	0.38%	235,299
Milk Cows	19,220	11.6%	3,348	2.0%	7,034	4.2%	1,873	1.13%	166,149
Hogs/Pigs	54,608	1.5%	65,269	1.8%	9,346	0.3%	25,063	0.68%	3,669,057
Sheep/Lamb	1,555	3.2%	918	1.9%	1,297	2.6%	354	0.72%	49,021
Poultry Layers	112,220	0.5%	(D)	1.7%	1,873	0.0%	(D)	---	24,238,513
Source: 2007 Agricultural Census					*(D) = Cannot be disclosed				

environmental groups, members of the agricultural community, and others are willing to continue working to resolve the issues without harming agriculture's contributions to the Regional economy. Maintaining continued regional cooperation would be important to achieve continued improvement and future successes.

Manufacturing

The region has a large number of workers that can be classified as “skilled manufacturing labor.” The region can be identified as being a prime location with connection to major cities for distribution purposes. These factors make the region a prime site for many major manufacturing companies. Some of the major manufacturing clusters located in the region are: recreational vehicles and manufactured housing, automotive parts and assembly, medical manufacturing and human and animal food products. Each of these major industry clusters is discussed in more detail below.

RV and Manufactured Housing Industry

While the area boasts a diverse manufacturing and industrial base, few other clusters have the same influence on the regional economy as RV and Manufactured Housing Industry. Some producers of RV's in the region are Dutchman Manufacturing, Forest River, Gulf Stream Coach, Heartland RV, Jayco, Inc., and Keystone RV. These and other manufacturers make nearly 50 percent of all RVs in the nation in Elkhart County (Elkhart County Visitors Center – The RV Capital). Producers of manufactured homes in the region are Commodore Corporation, Thor Industries, Liberty Homes, Skyline Corporation, and Sterling Homes. The majority of the RV and manufactured housing companies are located throughout Elkhart County. This multi-billion dollar industry has shipped over 300,000 units annually in previous years and is responsible for well over 1 billion dollars in annual wages paid to workers in the 4-county area surrounding Elkhart. According to the Recreational Vehicle Industry Association, RV shipments in 2009 totaled 165,700 which were down 30.1% compared to 2008. The lowest point for shipments was in the first quarter of 2009, but throughout the last half of the year shipments showed steady signs of improvement. The downturn in the RV and Manufactured Housing Industry was directly related to the recession of the national economy throughout 2008 and 2009. The RV industry is expected to recover and is already seeing signs of improvement. The industry will slowly continue to strengthen as credit availability and consumer confidence improves.

Automotive Industry

The region is an important center of activity for the automotive industry. Historically the proximity of the region to Detroit, Michigan has resulted in hundreds of companies locating locally. Over the past twenty years Southern states are increasing their employment in the automotive related industries, but still 47% of the nation's motor vehicle related employment is in Michigan, Indiana and Ohio. In a report published recently by the Chicago Federal Reserve Bank (2006) Thomas Klier and Daniel McMillen discussed the evolution of the automotive industry over the past 25 years.

Automotive assembly lines have spread farther from the traditional automotive manufacturing communities of the 1980s to many large cities throughout the Midwest and Southeast. Whereas assembly line density grew to new communities over the years, supplier plant density has basically remained in the same locations, only becoming denser. The Midwest and Southeast have become prime locations for the assembly and distribution of automotive parts and vehicles due to the proximity of the North American population, and the transportation networks. Both domestic and foreign automotive industry companies have come to realize this. Indiana and the region are home to many foreign and domestic firms that supply the automotive assembly lines.

Automotive industry companies in the region include one large automotive assembly plant, the AM General plant in Mishawaka, which is the sole manufacturer of the HMMWV military vehicle for the US Military as well as the H1 and H2 civilian Hummer brand SUVs and SUTs. The plant employs over 1,500 people and as many as 10,000 jobs throughout the region in parts suppliers, transporters, sub-contractors and other associated support companies. Numerous smaller automotive parts suppliers are located throughout the region.

Medical Manufacturing

The region is also a leader in medical and bio/life sciences manufacturing. The region is home to companies like Biomet, Zimmer, DePuy, and Medtronic. Many of these companies are located in Kosciusko County, where Warsaw is called the Orthopedic Capital of the World. These companies employ over 3,000 in Kosciusko County alone.

Indiana has begun an initiative called BioCrossroads capitalizing on Indiana's strong foundation in life sciences by attracting new business opportunities and intellectual property to the Indiana life sciences industry. This and other initiatives will be covered later in a section about regional economic development partners.

Factors Directly or Indirectly Affecting Economic Performance

Direct

Land Use Patterns

A factor directly affecting the economic performance of the Region is land use. Many different factors can affect land use and development patterns in a Region. Urban sprawl, industrial/commercial areas, and recreational land use are a few of the land use patterns that will be discussed.

Urban Sprawl

Within the Region, the issue of sprawl is being widely discussed because it is a challenge to planning and development. Sprawl can be defined as development outside cities and towns, rendering a disconnected appearance to the landscape. It can also mean challenge to the economic viability of downtowns and infrastructure capacities like transportation (over-reliance on the automobile) and sewer/water systems (reliance on septic systems and individual wells). Conversely, sprawl can negatively impact economic development because it directly affects business location,

size of workforce, population growth, funding for projects – in the case of decreased tax base, and quality of life.

In response to the issue of sprawl, the counties in the Region are working on countywide comprehensive plans and discussing partnerships between city and county officials to help guide development. In the past five years, all four counties have begun work on or have completed comprehensive planning efforts. Each county in the Region is also working to improve or sustain the viability of its downtown areas so that businesses and residents feel drawn in instead of pushed away from the cities and town centers.

Industrial/Commercial Land Use

Industrial and commercial development is a strong development sector in the Region. Figure 1.9 illustrates primary areas in each county that are experiencing industrial and commercial development.

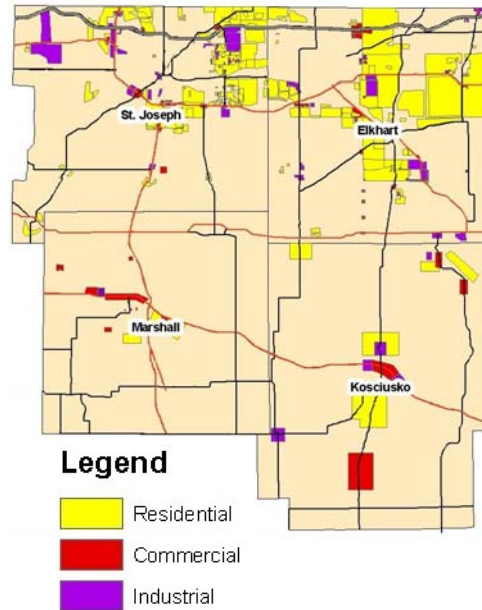


Figure 1.9 Commercial, industrial and residential development growth areas 2000-2030.

Recreational Land Use

Another aspect of land use is the amount of land set aside for recreational purposes. According to the National Recreational and Park Association the recommended standard of recreational land available in a region should be 55 acres per 1,000 people. This standard is utilized by the Indiana Department of Natural Resources Division of Outdoor Recreation in their *Strategic Outdoor Recreation PLAN- SCORT-2000*. Within the *SCORT-2000* document, it finds that the Region currently contains 29,642 acres (46.3 square miles) of recreational land. When the standard is applied to 2000 Census population data, the Region is found to have 1,572.43 acres (2.5 square miles) less recreational space than needed.

Public recreational spaces are vital to a livable community. These spaces provide both an activity center that would allow for added health benefits, that could decrease health costs, but also, to provide green space to a community. The cost of recreational expansion as seen in parks, and greenways includes land acquisition, as well as the operational and maintenance expense associated with additional facilities.

Geographic Information Systems (GIS)

Another factor with a direct affect on the Region’s economic performance is the existence of a Geographic Information System or GIS. GIS is a planning tool that combines maps and data with technology. GIS can combine layers of information such as location of drainage structures, hydrology, topography, Census data, physical ‘boundary’ structures like

guardrails and retaining walls, air and land transportation features, land parcels, and photographic images to prepare a complete picture of any given area. The system is useful to not only planners and engineers, but also to developers and construction companies, real estate brokers, police and fire departments, and citizens. It is a tool that can be a direct enticement for economic development, because with one click of a computer mouse planners, engineers, residents, developers, and businesses can determine where infrastructure exists or does not exist, where available labor is located, and where suitable land features exist.

Presently, all four counties in the Region have developed GIS systems. One goal is to provide regional connectivity through a cooperative effort to create access to various data layers in a four county GIS. A Regional GIS is the goal, and all four counties are working to make their economic development tool work for them.

Business Taxes

The variety of business taxes within the Region is also a factor that directly affects economic performance. Tax Incremental Financing, Enterprise Zone tax benefits, and Foreign Trade Zone exemptions are specifically discussed in this section

Tax Incremental Financing

Tax Incremental Financing (TIF) is used throughout the Region to aid in the redevelopment of various areas. Once a redevelopment commission declares an area for tax allocation, property assessments halt, municipal bonds are issued to finance projects, and property tax assessments resume in increments to pay off the bond debt as development occurs. Several cities and towns have taken advantage of this tax opportunity to, for example, revitalize downtown areas by attracting and retaining new businesses. This in turn attracts and retains residents and workers. The TIF is an economic development tool that has a positive impact on the economy of the Region.

Enterprise Zones

Enterprise Zone tax benefits apply only to the businesses and residents within a designated zone. The Region has two such zones, one in Elkhart and the other in South Bend. Generally, a zone encompasses areas evidencing a depressed economy (i.e. businesses are leaving and not being replaced, high unemployment). The tax benefits allow businesses complete relief from property tax and from state gross income tax. Businesses within the Enterprise Zone are also given credits for investment costs, accrued loan interest, and employment expenses on zone residents. For zone residents, there is a tax deduction of up to \$7,500 on their adjusted gross income, meaning on income before taxes are taken. Furthermore, each zone has an organized association that helps provide job training and placement programs for zone residents who may not have had a chance for gainful employment otherwise. In all, an Enterprise Zone creates a win-win situation for businesses, residents and cities with a designated area. For Elkhart and South Bend, the Enterprise Zones have been an important attraction for businesses to stay within city limits as well as a tool to build the workforce. South Bend's Urban Enterprise Zone is a 3.79 square-mile area and the City state's it is targeted for physical revitalization, job creation, and improvements in social and economic conditions. The Zone was designated

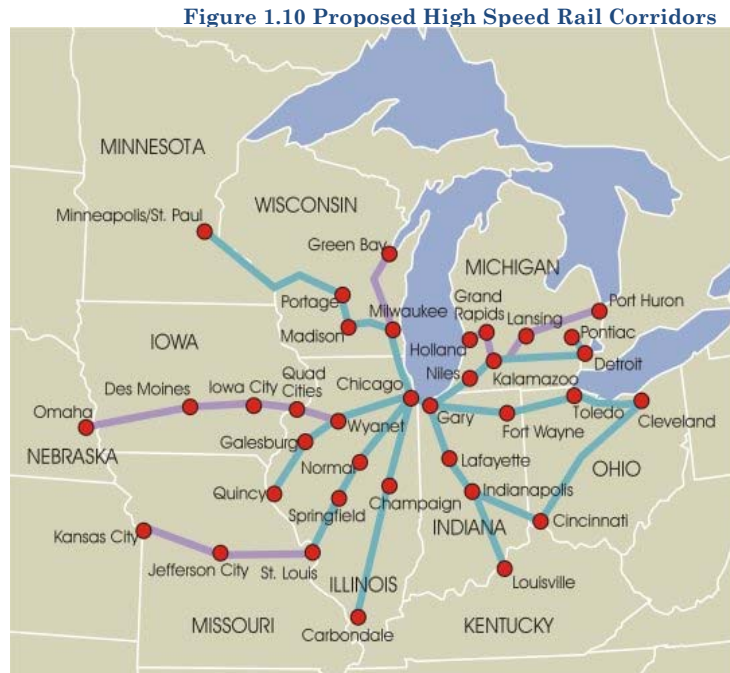
locally and approved by the State of Indiana for a period of 10 years ending December 31, 2013.

Foreign Trade Zone

Foreign Trade Zone (FTZ) exemptions, like Enterprise Zones, apply only to areas that are designated as such. A FTZ provides duty-free storage opportunities and personal property tax exemptions on all goods stored, manufactured, assembled, and exhibited within the zone. The goal is to reduce operating costs for domestic businesses. There are two types of FTZs, the General Purpose Zone and the Single-User Sub-Zone. General-purpose zones are usually located at ports or industrial parks. They must be opened to multiple zone users. Although manufacturing is permitted within general-purpose zones, a common use is for warehouse and distribution activity (Import Administration, 2010). Subzones are special-purpose zones, usually at manufacturing plants. A subzone of a general-purpose zone can be approved if the company is unable to relocate existing facilities into a general-purpose zone site. Subzones are approved for use by one company for a specific activity (Import Administration, 2010). In the Region, South Bend has a General Purpose Zone at the South Bend Regional Airport, the FTZ grantee. Audiovox Specialized Applications and Thor Industries both located in Elkhart County are currently the only Sub-zones in the Region.

High Speed Rail

An important development occurring in the Region and the Midwest is the configuration of a high-speed rail system. Studies are still being conducted as far as actual tracks to be used are concerned, but the proposed system would connect Cleveland, Cincinnati, Detroit, Indianapolis, St. Louis, the Quad Cities, Milwaukee, and Minneapolis-St. Paul to a hub in Chicago with various stops in between, including one in North Central Indiana. The goal of the system as identified by the Indiana High Speed Rail Association is to reduce travel time for passengers needing to connect to cities, airports, and other forms of transportation. The high speed trains would travel at 110 miles per hour, consume less fuel than slower rail and air transportation, and be a self-sufficient system unsubsidized by the government.



Source: Indiana High Speed Rail

As far as economic development is concerned, several factors make high-speed rail a lucrative addition to the region's intermodal capabilities. The construction of the system also creates jobs and revenue for companies supplying equipment and services to the project.

Also, the operation of a high-speed rail corridor would create permanent jobs and revenue for companies supplying equipment and services to it. Finally, high-speed rail offers decreased travel time, which means increased connectedness between the Region and nearby major cities – and attraction for employers, employees, families, and travelers.

Cost of Living

A major factor directly affecting economic performance is the Region’s cost of living. Basically, the Region is an inexpensive place to live. Using the Cost of Living Index from ACCRA’s *Cost of Living Index: Comparative Data for 283 Urban Areas* (ACCRA is a non-governmental agency of economic professionals), it is easy to see the cost advantages of living in the North Central Indiana Region. Although the data is only readily available for

Table 1.11, South Bend Urban Area compared with other Midwestern cities participating in ACCRA study:

City	2000 Population
South Bend	107,789
Springfield, IL	111,454
Green Bay, WI	102,313
Grand Rapids, MI	197,800
Indianapolis, IN	781,870
Cleveland, OH	478,403
Chicago, IL	2,896,016

Source: 2000 US Census

metropolitan areas, it is safe to say that the cost of living region wide is comparable.

The index starts at 100%, which is labeled the average of the United States. The cost of living index *i* is subtracted from 100 to give the city’s percentage above or below the national average:

$$100-i = \% \text{ below/above national average}$$

The most recent data available, from the second quarter of 2005, only has data available for the South Bend Urban Area (Elkhart-Goshen Urban Area data was not reported). As mentioned before, the cost of living should be relatively comparable

region wide given the data currently available. The South Bend Urban Area’s composite index is at 97.8%, 2.2% lower than the national average cost of living.

Table 1.12 Cost of Living Index, Second Quarter 2005.

ACCRA Cost of Living - Second Quarter 2005

	South Bend	Springfield	Green Bay	Grand Rapids	Indianapolis	Cleveland	Chicago
Composite	97.8	89.9	96.9	100.6	91.2	102	103.9
Grocery	87.9	93	99.5	105	99.5	109	102.8
Housing	102.8	82	92.4	88.2	77.9	98.7	105.8
Utilities	103.8	84	102.4	117.5	98.9	124.1	112.4
Transportation	97.1	101.9	112	103.6	102.2	100.5	105.7
Health Care	97.9	93.6	88.8	99.3	98.8	99.8	102.7
Miscellaneous	95.7	93.4	95	103.7	93.2	96.5	99.9

Source: Project Future and ACCRA - Council for Community and Economic Research

Furthermore, the index is calculated based on the costs of grocery items, housing, utilities, transportation, healthcare, and goods and services. Each item has a different weight in that they comprise different percentages of the total cost of living index. Grocery items make up 13%; housing, 29%; utilities 10%; transportation, 9%; healthcare, 4%; and goods and services, 35%.

This data shows how attractive the Region is to businesses and individuals. The Region has the opportunity to retain its workforce because people can afford to work in and live in the Region. The key to this, though, is being able to offer as many job opportunities as possible to as many different types of skilled workers as possible in order to allow everyone, from the lowest skilled to the highest skilled, the possibility of taking advantage of the Region's lower cost of living.

Indirect

A factor indirectly affecting the economic performance of the Region is the issue of combined sewer overflow (CSO) systems. As a part of the US Environmental Protection Agency's National CSO Control Strategy, all communities using CSO systems are required to have an operation plan. The purpose of the plan is to reduce, and where feasible, eliminate storm/wastewater discharge into bodies of water that citizens expect to be swimmable and fishable. As mentioned earlier in this document, CSO systems are designed to carry both wastewater and storm water. During periods of heavy rain or snowmelt, the system works over-capacity and therefore discharges the overflow into rivers and lakes at specific points. This discharge of overflow is a cause of waterway contamination. It is impractical and impossible to remove all CSOs.

There are many alternatives being developed in communities throughout the Region. For example, one method includes the use of wetlands, also known as swamps and bogs. Wetlands provide a natural filter for excess nutrients and can absorb contaminating bacteria in the overflow discharge. This method is not recommended for existing natural wetlands but instead is an option for developers interested in creating a wetland area for drainage. In fact, the use of wetlands to help solve the CSO problem is an incentive for residential development because it is a viable solution to a problem that can halt residential development. There is a point of saturation for wetlands, though, so the system must be well designed and built to handle overflow if the surrounding area's population increases. The solution of replacing existing CSO infrastructure requires a balance of timing, costs and ingenuity.

Brownfield Reuse and Smart Growth Initiatives

Another indirect factor affecting economic performance is the reuse of brownfields. The Region has recognized the importance of reusing available land so as to curb sprawl and improve the visual landscape of cities and towns. There are several projects currently moving forward that involve former industrial sites or unfertile acres of land being redeveloped for use by another company, or by the public for residential and recreational purposes. Brownfield redevelopment has become a popular Smart Growth activity because often the brownfields have existing infrastructure, and using it allows for the preservation of viable agricultural and contaminated lands.

Other Smart Growth activities in the Region include allowing for the diversification of transportation options with bicycle and pedestrian trails, and increasing the connectivity of public transit to shopping centers, residential areas and workplaces. MACOG has published a guidebook entitled *Smart Growth Initiatives Handbook: A guide and Toolbox for the Efficient Management of Growth* in an effort to provide a point of reference for the Region.

Educational Facilities

Another indirect affect to economic performance in the region is the educational facilities. The region has a variety of primary and secondary educational institutions that are either privately or publicly funded. Figure 1.10 shows the various school corporations in the region. One educational concern in the region is the lower than state average high school graduation rates in numerous school corporations. Table 1.13 shows the graduation rates for school corporations in the region. The CEDS Action Plan outlines ways to improve graduation rates throughout the region.

School Corporation	Graduation Rate	School Corporation	Graduation Rate
Argos	68.6%	Penn-Harris-Madison	85.1%
Baugo	73.2%	Plymouth	85.0%
Bremen	86.5%	South Bend	71.3%
Concord	89.0%	Tippecanoe Valley	75.4%
Culver	71.1%	Triton	86.5%
Elkhart	70.4%	Union-North	75.8%
Fairfield	95.1%	Wa-Nee	87.1%
Goshen	74.5%	Warsaw	74.9%
John Glenn	91.8%	Wawasee	83.4%
Middlebury	92.7%	Whitko	84.9%
Mishawaka	73.0%	State Average	81.5%
New Prairie	93.0%		

Source: Indiana Department of Education

The Region also has an extensive compliment of colleges, universities and post-secondary opportunities: Ancilla College, Associated Mennonite Biblical Seminary, Bethel College, Brown Mackie College, Davenport University, Goshen College, Grace College, Holy Cross College, Indiana Institute of Technology, Indiana University at South Bend, Ivy Tech Community College, Purdue University – School of Technology, St. Mary’s College, the University of Notre Dame, and Trine University. There are also several other colleges and universities in contiguous counties outside the region not listed here.

With all these resources, though, the Region has a number of educational issues. For the

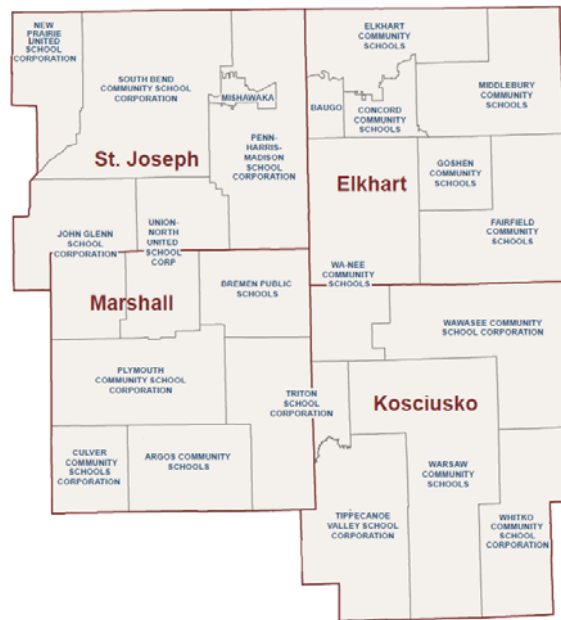


Figure 1.10 School Districts in Region
 Source: Indiana Business Research Center

region, some of the issues revolve around increasing high school graduation rates, creating training programs for the workforce that are both affordable and effective, and keeping college graduates in the region where their expertise is greatly needed. The Region understands that because the students in the present become the workforce in the future addressing concerns regarding education is important to future economic development.

Health and Human Services

Another factor indirectly affecting the Region's economic performance is health and human services. Some Region-wide organizations offering these types of services are: the United Way, North Central Indiana Prevention Services Coalition, Division of Family and Children's Services, and Workforce Development Services. The Region also has branches of nation-wide associations like the American Cancer Society, and the American Heart Association. Each county has agencies providing services to the aged population like the Area 2 Agency on Aging – Elkhart County Council on Aging, Kosciusko Community Senior Service, Marshall County Council on Aging, and Real Services in St. Joseph County.

Each county also has a Housing Authority providing housing for low and moderate-income persons and families. Further, there are various services for youth and families as well as some organizations to help people with physical and mental issues. There are also some organizations that focus on helping people with disabilities like Association for the Disabled in Elkhart County, Inc. and Logan Center in South Bend. Lastly, the Region also has organizations that provide aid to the homeless, and there are financial assistance programs available to purchase food and pay for rent and utilities.

The Michiana area is home to a well-rounded health services community. Local hospitals, doctors, dentists, nursing care, residential care facilities, and two main regional hospitals serve residents in each county. These facilities currently have over 1,300 beds for their health care recipients. Many of the communities within the Region have free or cost-reduced medical services for indigent and lower income individuals.

Similar to many areas around the nation, the four county area does have a few issues surrounding health and human services primarily concerning funding, staffing, client access, eligibility requirements, and affordability. Staffing issues revolve around agencies' abilities to offer competitive salaries and benefits. There is a high turnover rate in many human service organizations. In the medical services sector the desire to train for certain jobs is often low, in some respects due to lower pay scale. Access to the various human and health service providers may be more difficult with an aging population and in rural communities. Often eligibility requirements are cited as problematic since some persons may qualify for some services and not for others. In addition affordability is an issue especially in terms of rising healthcare costs.

Economic Development Partners

Each of the four counties has an organization focusing on economic development in some capacity. The Economic Development Corporation of Elkhart County works with the city and town Chambers of Commerce throughout Elkhart County on economic development issues. Kosciusko County coordinates its economic development efforts through its Chamber of Commerce and Kosciusko Development Incorporated. Marshall County Economic

Development Corporation assists the Cities, Towns and County with the expanding and diversifying the local economy by fostering investment in new and existing facilities. Project Future and the St. Joseph County Chamber of Commerce focuses on economic development in St. Joseph County. Each County in the Region also has a plan commission.

Cities and towns within the region have various planning departments and groups, either paid or volunteer that may work with an economic development organization. The larger cities have redevelopment planning staffs, as well. When it comes to economic development planning in the region, MACOG has many partners on both the local and state levels. Below are several of the plans and organizations working for economic development and a high quality of life in the region.

Goshen Comprehensive Plan

The City of Goshen developed their current Comprehensive Plan in 2004. The plan outlines visions in several topic areas each working towards common core principles of serving the residents and businesses of the greater Goshen community. The topic areas covered in Goshen's Comprehensive Plan include: people and neighborhoods, land use, transportation, utilities, energy and waste, community services and facilities, houses and buildings, the natural environment, the business and economy, and redevelopment.

South Bend City Plan

The City of South Bend's City Plan is a 20 year comprehensive strategy for the city. City Plan is the culmination of over three years of public meetings and citizen involvement. This document serves as a planning tool for the next 20 years guiding the development of the physical and social aspects of the entire city. The City Plan encourages citizens and stakeholders to come together to make South Bend a more livable community through many topic areas.

St. Joseph County Comprehensive Plan

The St. Joseph County Comprehensive Plan was implemented in 2002 and is a guiding policy document for various topic areas affecting development in St. Joseph County. The Plan focuses on how policy can be changed at higher levels to implement the goals. The Plan also looks at how growth can be managed in the community for a higher quality of life, while sustaining the environment.

Elkhart County Land Use Plan

This comprehensive land use plan for Elkhart County focuses on coordinated development and planned growth, the creation of a sense of rural community character, while addressing environmental stewardship and an efficient transportation network. Many of the issues regarding planned and coordinated growth between communities are also addressed in this CEDS.

Plymouth Comprehensive Plan

The Plymouth Comprehensive Plan, adopted in 2003, has a vision for strong economic development through the attraction of high-paying high-tech industries, by providing high quality public services, well-planned growth, a vibrant downtown, quality neighborhoods, and a high quality of life.

Marshall County Comprehensive Plan

The Marshall County Comprehensive Plan was adopted in 2004 and has a vision to maintain the county's rural character by maintaining the agricultural base and natural spaces. The plan also has a vision of cooperation and coordination with its cities and towns to provide high quality services and economic growth opportunities.

Warsaw Comprehensive Plan

The Warsaw Comprehensive Plan was adopted in 1997 and is a policy-guiding document for the future of the City of Warsaw. The plan focuses on Warsaw's role in the region in regard to its socio-economic characteristics, land use and growth patterns, transportation, public utilities, and natural resources among other topics.

Economic Development Corporation of Elkhart County

The Economic Development Corporation of Elkhart County is a not-for-profit economic organization serving the community through "Partnering for Progress" with the cities, towns, chambers of commerce, investor partners, and businesses of Elkhart County. EDC of Elkhart County's primary objectives are the retention and expansion of local businesses, attraction of new businesses to Elkhart County, and local entrepreneurial development.

Marshall County Economic Development Corporation

The primary mission of the Marshall County Economic Development Corporation (MCEDC) is to expand and diversify the economy of the county by fostering investment in new and existing facilities and creating entrepreneurial capacity.

Kosciusko County Economic Development Corporation

Kosciusko Economic Development Corporation (KEDC) is an organization specializing in the economic growth of Warsaw (county seat) and Kosciusko County, Indiana. They aid in business and economic development. Kosciusko County is located in northern Indiana between Fort Wayne and South Bend as well as being between Chicago and Indianapolis. Kosciusko County includes 13 incorporated communities-Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Warsaw and Winona Lake.

Project Future

Project Future is a non-profit economic development organization founded by leaders in government, business, labor, and education to enhance the economic development of St. Joseph County, South Bend and Mishawaka. Project Future produces several evaluation reports on industry trends and development in the region. Project Future is also a founding partner in St. Joseph Valley MetroNet, a regional fiber optic network providing broadband Internet access to existing and emerging high-tech industries.

Indiana Economic Development Corporation

The Indiana Economic Development Corporation replaced the Indiana Department of Commerce in 2005 as the State's lead agency for statewide economic development. This private non-profit corporation is chaired by the Governor of Indiana and coordinates several economic development programs throughout Indiana in the following industry specific

initiatives: advanced technology, agriculture, film, information technology, insurance, life sciences, logistics, and motorsports.

Indiana's RISE 2020

The Rural Indiana Strategy for Excellence was commissioned by Lt. Governor Beck Skillman in 2005 as a strategy to guide rural Indiana in economic and community development. RISE 2020 focuses on development around seven pillars: creation of regional frameworks, rural leadership, rural heritage, rural innovation culture, youth engagement, economic opportunities, and citizen involvement.

Other Partners

Employment agencies and educational institutions cover other areas of economic development. The Northern Indiana Workforce Investment Board (NIWIB), for example, specializes in job replacement aid through teaching basic employment skills like resume writing and interviewing. Several local social service organizations even network with NIWIB for help with job searches for their clients. Ivy Tech Community College is an important partner in specific job training, especially where technical skills are required. Ivy Tech is designed such that, when the community needs a training program, the community gets a training program even if that need occurs during the summer months, when school is not typically in session.

Through regional discussion and the economic development strategy process, MACOG will continue to work to expand contact to include even more of the regional community. It should be noted that some projects in North Central Indiana either had or currently have regional cooperation, especially in the cases of workforce training and infrastructure. Through the continued economic development strategy process, MACOG and its partners will work to provide a forum for regional discussion leading to further cooperation of this kind.

Economic Development Financial Resources

The financial resources in the Region for economic development are varied. One area considered to be under-funded regionally, as well as on a statewide basis is the availability of venture capital investments for start-up businesses. As government generated projects, there exist a variety of tax revenues like the Economic Development Income Tax (EDIT), the County Option Income Tax (COIT), and Tax Increment Financing. There are also various categories of federal funding, which include but are not limited to: Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, Environmental Protection Agency, Housing and Urban Development, Community Development Financing Institution, Economic Development Administration.

Additionally, there is a large assortment of State resources, such as Indiana Finance Authority, Indiana Economic Development Corporation, Indiana Office of Rural Affairs, and Indiana Department of Transportation.

Although somewhat limited, the region has small business incubators and minority and women-owned business support services. The two urban Enterprise Zones in Elkhart and South Bend have associations that provide support and sometimes tax incentives to businesses located within the zones. The region also has a variety of lending institutions that

may provide economic development financial tools. These include large national banks, regional banks, as well as local banks and credit unions.

SECTION II – VISION STATEMENT

Vision for 2010-2014

The region recognizes a vision that involves eleven important areas, all inter-related because they affect each and every regional resident in some capacity and because an action in one area leads to a reaction in another area. These topic areas were listed above in the CEDS Development Process section.

- Economic Development
- Education
- Environment
- Financial Resources
- Government
- Health & Human Services
- Infrastructure
- Quality of Life
- Technology
- Transportation & Housing
- Workforce Development

“The vision of the region is to live in a community with diverse job opportunities, with multiple sources of revenue, and with a workforce that is flexible and ready to work when needed. The region seeks to meet human needs efficiently as they arise, where education is of the standard articulated by the community, and where human health is protected for generations to come. The region seeks to live in a community where technology and development go hand in hand and where development has positive impacts in the present and in the future.”

Through the CEDS Development Process and the CEDS Action Plan this vision for the future of the region can be realized.

SECTION III – DEVELOPMENT PROCESS

CEDS Development Process

The 2010-2014 CEDS was developed through a Steering Committee and Strategy Group process. Over 200 people were involved in the Strategy Group process, representing the eleven separate topic areas.

The steering committee was made up of 12 individuals representing each of the four counties in the region and meeting the requirements of the EDA. A similar Steering Committee and Strategy Group process has been used by MACOG in the past for previous CEDS and state economic development plans. This year the same topic areas were reviewed as in the past, along with adding Housing topics and the creation of a Technology group.

Each Strategy Group was made up of 10-25 citizens, private-sector representatives, elected and government officials. Strategy Groups were run by regional citizens acting as co-chairs. Based upon research, public meetings/input, and on-going discussion, MACOG and the steering committee helped provide issues of concern under each topic area merely to spark discussion at the Strategy Group meetings. However, the groups were not required to list priorities based upon those issues and could develop a list of issues they felt were important. The Appendix contains sample materials, which were distributed to the Strategy Groups.

Various public participation opportunities were available during the public comment period of the CEDS, which included:

- Public notification to more than 2000 individuals, neighborhood centers, social service organizations, public agencies, businesses and other interested groups
- Articles appeared in the MACOGazette updating the public throughout the entire CEDS development process
- Presentations to various public meetings
- Document copies and notices sent to local public libraries
- Document made available on MACOG website

MACOG published legal notices in major newspapers in each county. These newspapers included the Elkhart Truth, Goshen News, Plymouth Pilot, South Bend Tribune, Times-Union. The legal notices announced the availability of the CEDS document draft at library locations, with easy public access. These notices also provided instructions regarding the timetable for comments and where to send them. Public comments were accepted for a period of 30 days, ending June 30, 2010.

Throughout the development of the 2010-2014 Comprehensive Economic Development Strategies both public and private sector representatives worked together during Strategy Groups. This partnership between public and private sector in the MACOG Region is critical to the development and later the implementation of this plan.

SECTION IV – CEDS ACTION PLAN

Priorities, Objectives, Strategies for Implementation, Evaluation

The action plan consists of various priorities, objectives, strategies and evaluation measures. The priorities are essentially broad, regional goals. These priorities and objectives have been set forth to attempt to bolster regional strengths and address weaknesses or economic problems. The strategies provide the region with steps or processes that will lead to the implementation of the goals and objectives in a manner that:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

Furthermore, following through with the strategies would accomplish the listed objectives. Lastly, the evaluation measures are quantitative and qualitative measures that will allow the region to evaluate progress toward achieving the priorities identified. The projects/programs addressing each topic area's priorities and objectives are listed in Section VI.

Economic Development

Priority 1

Encourage the attraction of new businesses while still continuing to grow and retain existing businesses

Objective 1.1

Promote and market the regional community as well as each of the communities to perspective businesses and visitors.

Implementation Strategies

Develop a regional marketing package for attracting new businesses to the region.

Evaluation Measures

Document regional marketing programs

Objective 1.2

Encourage the cooperation of regional and local stakeholders to promote not only local amenities but regional amenities as well.

Implementation Strategies

Promote the identity of the “Michiana Region” through marketing strategies

Evaluation Measures

Review, research and where feasible document the various regional marketing plans and attempt to identify their effectiveness

Encourage local communities to not compete with one another for the same business investment and encourage development of standard language within region

Evaluation Measures

Document instances of regional cooperation for economic investment

Develop shared business inventory or database for the region

Document the use of the database or inventory.

Objective 1.3

Use various incentives from the local and state sources to encourage economic investment in the region.

Implementation Strategies

Develop incentive options for existing businesses as well as new businesses

Evaluation Measures

Report on development and investment incentives available from local and state sources

Objective 1.4

Provide the infrastructure needed for businesses to compete locally and globally in the 21st Century.

Implementation Strategies

Current water and sewer systems should have the capacity to support new development

Evaluation Measures

Where feasible conduct regional or local utility infrastructure inventory and needs study

Where feasible implement development regulations, which require the private sector to share in the costs of new utility infrastructure

Document the new development regulations in local communities

Where opportunities exist develop brownfield sites where access to infrastructure and transportation networks already exist

Use GIS to identify the number of brownfield acres redeveloped to a new use

Pursue programs that evaluate better uses of corridors (ie. highway, rail, etc) to develop business gateways

Document current local initiatives and report on potential programs that apply to initiative

Priority 2 *Attract high-quality/high-paying jobs in industries anticipating growth regionally and globally, especially technology*

Objective 2.1 Develop and incorporate technology industries into regional economy

Implementation Strategies	Encourage private-sector, universities and governmental partnerships in regards to technology transfers	Evaluation Measures	Research and conduct necessary opportunities and strategies
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Implementation Strategies	Train local talent in needed fields such as Information Technology and when necessary import talent to fill shortages	Evaluation Measures	Document linkages from education to technology based industries
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Implementation Strategies	Increase fiber-telecommunications infrastructure to serve multiple needs of region	Evaluation Measures	Update and maintain the MACOG Fiber Optic and Wireless Inventory database.
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Priority 3 *Promote alternate energy and green-based industries as integral sectors of the regional economy*

Objective 3.1 Integrate the alternate energy industry into the existing economy including ancillary companies

Implementation Strategies	Identify uses for and companies which can use the by-products of the alternate energy production process	Evaluation Measures	Report on the number of new alternate energy oriented companies in the region
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Education

Priority 1		<i>Establish effective human capital and facilities to provide optimal education opportunities</i>	
Objective 1.1	Promote educational and career learning opportunities available throughout the region in one format and one easy to access location.		
Implementation Strategies	Develop a regional booklet or website to provide educational information and resources	Evaluation Measures	Development and publication of booklet or website
Objective 1.2	Promote closer partnerships with school corporations		
Implementation Strategies	Develop programs which allow school corporations and higher education to partner such as teaching interns. Involvement of students in the community through programs such as service days, mentoring by local leaders, or vocational involvement.	Evaluation Measures	Identify and report on current partnerships with Higher Education. Identify any existing programs, the participation, and assess the needs and potential for programs at each school
Objective 1.3	Provide resources and personnel to teach younger school-aged children how to effectively use computer technology.		
Implementation Strategies	Ensure each elementary school has a computer laboratory	Evaluation Measures	Report on the number of computers available per student in each school.
Objective 1.2	Encourage volunteering in local schools for reading, mentoring, tutoring and other programs.		
Implementation Strategies	Encourage parents and businesses to volunteer at local schools through existing or new programs	Evaluation Measures	Identify number of volunteer programs and the participation in existing programs, assess current volunteer rates and programs at each school
Objective 1.5	Encourage the use of school facilities for purposes other than traditional child education.		
Implementation Strategies	Encourage local school corporations to allow use of buildings and equipment for workforce training, and other after-hours activities such as public sports and recreation Develop affordable before and after school programs for students with working parents and those who need extra assistance	Evaluation Measures	Report on the accessibility and policies of local school facilities for after-hours use Document before and after school programs in the Region
Priority 2		<i>Provide access to educational opportunities for all residents of the region</i>	
Objective 2.1	Provide English as Second Language (ESL) class opportunities to immigrant children and adults.		
Implementation Strategies	Identify and promote current opportunities for ESL classes and form new opportunities where none currently exist	Evaluation Measures	Report on the number and location of ESL class opportunities, enrollment statistics and the success of the individuals
Objective 2.2	Ensure that educational opportunities are located near public transportation or along safe, walkable routes.		

Implementation Strategies	<p>Promote the use of public transportation services to access educational opportunities in the region.</p> <p>Encourage local school corporations to participate in infrastructure and non-infrastructure safe routes to school programs</p>	Evaluation Measures	<p>Review location of educational facilities and public transportation services to determine accessibility deficiencies. Note Coordinated Human Services Plan</p>
Objective 2.3	<p>Encourage the use of technology resources especially for distance learning and continuing education.</p>		
Implementation Strategies	<p>Make public and private technology resources available for those needing extra time for Internet-based education courses</p>		<p>Document facilities where computers are available for the public to use</p>
	<p>Increase accessibility to Broadband and WIFI</p>		<p>Update the MACOG Fiber-Optic Inventory</p>
Priority 3			
Objective 3.1			
	<p>Encourage the use of career education programs so workers can gain new skills to improve productivity and competitiveness.</p>		
Implementation Strategies	<p>Promote vocational training programs to businesses seeking to train existing and future employees</p> <p>Encourage schools to include career and life skills education as well as knowledge education courses</p>	Evaluation Measures	<p>Vocational programs, career education vs. knowledge education, increase graduation rates</p> <p>Document course offerings in high schools and vocational schools</p>

Environment

Priority 1		<i>Enhance the water quality of the region through implementation of CSO, MS4 and other programs</i>	
Objective 1.1	Improve education about protection of water resources and how local communities are working to improve regional water quality.		
Implementation Strategies	Continue to implement local CSO and MS4 program requirements	Evaluation Measures	Document and highlight the success and completion of CSO and MS4 programs as they are implemented
	Improve educational programs for wetland and groundwater protection		Develop asset mapping for wetlands to prioritize which areas are of most concern
	Develop local regulations for Confined Animal Feeding Operations and Concentrated Animal Feeding Operations to protect surface & groundwater quality		Monitor state legislative initiatives regarding these operations and efforts to site through identified zoning classifications.
	Increase the use of buffer strips near ditches and streams to reduce runoff		Continue to support SWCD. Review regional SWCD and SJRBC education activities within the region.
	Eliminate the use of septic systems where feasible or possible		Continue to support SWCD that aid in developing strategies to eliminate septic systems and keep inventory of systems.
Priority 2		<i>Improve the region's air quality especially in counties that are in the maintenance standard of the Clean Air Act</i>	
Objective 2.1	Educate the public about the effects of air pollution and inform them of what can be done to reduce emissions in the region.		
Implementation Strategies	Encourage the implementation of local burning controls for leaves, yard waste and other household waste	Evaluation Measures	Review and report on local burning control ordinances
	Increase pollution prevention education programs to better inform the public about their role in improving air quality		Document pollution prevention education programs employed in the Region
	Publicize "Air Quality Action Days" and tips to follow during these high ozone days		Continue to create flyers, brochures and educational materials about Air Quality Action Days. Continue to send out alerts informing the public about these days.
Objective 2.2	Recognize local industries that are consciously and actively attempting to reduce air emissions		
Implementation Strategies	Develop more programs focusing on reducing air emissions	Evaluation Measures	Publicize programs such as IDEM pollution prevention program
Priority 3		<i>Increase the use of land trusts to prevent land from being developed</i>	
Objective 3.1	Minimize the loss of significant habitats such as wetlands, forests, rivers, lakes and prairies		
Implementation Strategies	Identify location of significant habitat in comprehensive planning efforts	Evaluation Measures	Record acreage of significant habitat preserved, improved on a regular basis

Objective 3.2

Retain the rural character of the region through the use of land trusts or similar programs to buy development rights for agricultural land.

Implementation Strategies

Provide information on the various mechanisms for land preservation and set aside.

Evaluation Measures

Review regional land use public website and other venues for public information and education regarding land use activities.

Priority 4

Decrease the amount of solid waste entering the region's landfills

Objective 4.1

Increase recycling programs throughout the region, targeting large users of recyclable products.

Implementation Strategies

Develop partnerships with solid waste districts and apartment complexes to begin recycling programs

Develop incentive programs to encourage more residents and businesses to recycle

Evaluation Measures

Monitor the amount of waste entering the region's landfills through Solid Waste Districts' reports

Report on the efforts of the various Solid Waste Management and recycling companies.

Financial Resources

Priority 1			
<i>Encourage an attitude towards entrepreneurship in the region</i>			
Objective 1.1	Develop a regional information center/clearinghouse		
Implementation Strategies	Develop regional resources to provide information about resources to help entrepreneurs	Evaluation Measures	Develop publication focused on assistance available for entrepreneurs
	Expand awareness of programs and assistance available through the SBDC		Report on the efforts of the SBDC
Objective 1.2	Continue to support entrepreneurs in traditional industries as well as high-tech industries.		
Implementation Strategies	Develop regional resources to provide information about local, state, and federal programs to assist entrepreneurs	Evaluation Measures	Development and publication of booklet or website
	Recognize entrepreneurs and small businesses at the regional level		Develop an award for regional entrepreneurship and small businesses
Priority 2			
<i>Promote a local economy that supports and assists the development of small business</i>			
Objective 2.1	Establish regional incubators		
Implementation Strategies	Explore the creation of a regional incubator to assist local business that may not have access to such opportunities.	Evaluation Measures	Create history of regional incubators operating in the region
	Establish a working partnership with universities to participate in the operation of the regional incubator.		Establish standard procedures or clearinghouse for incubator referrals
Priority 3			
<i>Improve credit and capital access for local businesses</i>			
Objective 3.1	Promote the creation of venture capital or revolving loan type funds to assist small projects		
Implementation Strategies	Establishment of regional fund to assist smaller start-up businesses or small business expansions.	Evaluation Measures	Work with local Economic Development Corporations (EDCs) to identify companies seeking venture capital type funding
	Consider creation of non-profit board or group, possibly through joint cooperation with county Chambers and EDCs.		Work with local banks to identify potential funding sources

Government

Priority 1			
<i>Be innovative in filling gaps in funding as traditional sources become over used</i>			
Objective 1.1	Find replacement funding for lost property tax revenue (from a cap placed on how much a local jurisdiction may collect).		
Implementation Strategies	Consider replacing lost tax revenue with levees, user fees, impact fees, service fees, and other funding mechanisms	Evaluation Measures	Report on what communities are replacing lost revenue with these funding mechanisms
	Advocate for the use of Food and Beverage Tax in all urban areas		Document changes to state law that would allow urban areas to have Food & Beverage Tax
	Make cuts to government services or become more efficient to reduce the strain on property tax revenues		Report on what communities have cut or become more efficient doing to reduce strain on revenues
Priority 2			
<i>Improve the efficiency of local government to reduce costs and improve services</i>			
Objective 2.1	Consider merging employee benefit programs and some public services to increase efficiency and reduce costs.		
Implementation Strategies	Advocate for local governments to have the ability enter State healthcare pool in order to lower cost.	Evaluation Measures	Report on a benefit/cost analysis to implement the program
	Merge some township services such as fire protection and township assessors		Report on a benefit/cost analysis to implement the program
	Encourage reviews and changes of state laws to help local communities better manage local resources		Document changes to state law that will help local communities better manage local resources
Priority 3			
<i>Continue the past cooperation of local governments to work together regionally</i>			
Objective 3.1	Improve the region's perception on a national level by marketing the entire region as one metropolitan area.		
Implementation Strategies	Research the pros and cons of combining the South Bend MSA and the Elkhart/Goshen MSA	Evaluation Measures	Document the outcomes of research to combine the two MSAs

Health & Human Services

Priority 1		<i>Improve access to human, health and social services by increasing public knowledge of services available</i>	
Objective 1.1	Improve transportation access for individuals who rely on public transit services.		
Implementation Strategies	Promote and where feasible increase capacity demand-response transit service in all four counties	Evaluation Measures	Identify new transit services as they come on line.
Objective 1.2	Foster opportunities for public citizens, private-sector, schools and government to learn about services available in region		
Implementation Strategies	Create networking opportunities and information sessions about Health & Human Service agencies	Evaluation Measures	Document the attendance and participation of these events.
Objective 1.3	Encourage coordination with Health & Human Service agencies and School Corporations		
Implementation Strategies	Support agencies (ie. Bureau of Developmental Disabilities and Services (BDDS)) with the dissemination of useful information through the school system	Evaluation Measures	Document the attendance and participation of these events.
Objective 1.4	Provide better accessibility for agencies to quality, accurate data and information		
Implementation Strategies	Assist agencies with their needs analysis by locating and providing quality and accurate date	Evaluation Measures	Review and report on data resources and document use of data
Priority 2		<i>Make the human services system more interdisciplinary by housing multiple services in central locations</i>	
Objective 2.1	Develop a central resource in the region to deliver information on where and how to obtain services from various agencies.		
Implementation Strategies	Consider developing a website, a series of links or brochure that covers agencies and services provided in the region for quick reference	Evaluation Measures	Identify areas in the region with Indiana 211 projects and report on their effectiveness. Identify website clearinghouse for agencies.
	Explore ways to increase the effectiveness of local grant writing		Identify and report grant availability and the region's success with federal and state grant writing
Objective 2.2	Re-market the availability and use of 211 services in the region		
Implementation Strategies	Develop a marketing strategy to re-inform the public of the services offered by 211	Evaluation Measures	Document the use of 211 services in the Region
Objective 2.3	Develop ways to coordinate services between various agencies and across county lines, also measure the effectiveness of the current human services system.		
Implementation Strategies	Work with agencies to develop partnerships to deliver services in respect to the strengths of each organization	Evaluation Measures	Review the Coordinated Human Services Transit Plan and other plans and surveys developed regionally

Infrastructure

Priority 1		<i>Support Smart Growth planning and land use practices throughout the region</i>	
Objective 1.1	Promote the use of access management and access control along major routes		
Implementation Strategies	Develop access management guide or case-by-case studies	Evaluation Measures	Review and report on local projects for access control
Objective 1.2	Develop zoning/land use ordinances and policies that reflect the principles of Smart Growth.		
Implementation Strategies	Encourage higher density, mixed use growth, buffered with transitional land uses	Evaluation Measures	Review and report on new land use ordinance that encourage smart growth initiatives
	Encourage intergovernmental cooperation in implementing Smart Growth principles		Identify specific projects stemming from intergovernmental cooperation
Objective 1.3	Develop zoning/land use ordinances that match their respective rural or urban characters.		
Implementation Strategies	Enact ordinances to address rural, primarily agricultural issues	Evaluation Measures	Review new land use ordinance and compare throughout the region
Priority 2		<i>Ensure and develop local and regional connectivity to the larger national infrastructure systems</i>	
Objective 2.1	Increase the accessibility and availability of broadband telecommunications access throughout the region		
Implementation Strategies	Develop broadband connection strategies for rural areas of the region	Evaluation Measures	Encourage the advanced planning of governmental fiber lines for ITS and Home Land Security applications
	Encourage agencies like St. Joe Valley MetroNet to continue to address changes in fiber optic infrastructure needs for users		Maintain fiber and broadband connectivity maps including new installations in the region
Objective 2.2	Continue to improve transportation network connectivity, especially to Indianapolis and Fort Wayne		
Implementation Strategies	Encourage road projects local and regional projects such as US 31 that improve residential and commercial traffic	Evaluation Measures	Publish updates on current and new projects such as US 31, SR 19, etc
Implementation Strategies	Assess viability and feasibility of extending passenger rail or the development of high-speed rail		Consider developing a passenger rail study for the region
Priority 3		<i>Enhance and protect water resources in the region</i>	
Objective 3.1	Improve the capacity and availability of water, sewer and storm sewer systems beyond traditional city limits.		
Implementation Strategies	Continue to develop and encourage cooperative conservancy districts and countywide sewer districts	Evaluation Measures	Identify new conservancy and sewer district improvements and expansions as they come on line

Improve education to residents and businesses about water and sewer services and their role in keeping the water clean

Identify specific water quality public education activities in the Region

Priority 4 *Develop sources of sustainable funding for highway preservation and improvements*

Objective 4.1 Encourage communities to use current funding more efficiently to preserve and expand current transportation systems.

Implementation Strategies Increase public awareness of transportation planning and the needs for sustainable highway funding

Coordinate projects between jurisdictions to save costs

Evaluation Measures Review public involvement procedures for transportation planning. Track funding levels of highway preservation and improvement funds

Report on jurisdictional coordination throughout the region

Priority 5 *Encourage the efficient utilization of rail and intermodal freight*

Objective 5.1 Determine the region's role as an intermodal transfer or transloading center.

Implementation Strategies Research the use and need of intermodal transfer centers in the region and greater Chicagoland area

Encourage companies to locate at and utilize rail corridors for shipping and receiving goods

Evaluation Measures Identify new intermodal freight facilities as they come on line in the Midwest.

Consider developing a Freight logistics study for the region or a Freight/Rail symposium.

Implementation Strategies Promote the region's important location as not only a logistics center for just-in-time delivery options within the nation

Evaluation Measures Measure volume of parcel business

Quality of Life

Priority 1		<i>Promote the region to outsiders focusing on the quality of life and economic opportunities</i>	
Objective 1.1	Emphasize the high quality of life in the region to businesses and families looking to locate here as well as those who already exist.		
Implementation Strategies	Develop a marketing strategy to inform outsiders and locals about the amenities available throughout the region	Evaluation Measures	Produce regional marketing plan and implement that plan
	Create a website or publication for a quality of life inventory or listing		Highlight best practices and lessons learned for different quality of life projects in the region
	Conduct a regional Quality of Life SWOT Analysis		Document results of the SWOT analysis
Priority 2		<i>Develop and support local leadership from businesses and neighborhoods</i>	
Objective 2.1	Empower leaders from local businesses and institutions to have a local influence in a world where global influence dominates.		
Implementation Strategies	Support leadership programs which help individuals develop skills to be champions for community development	Evaluation Measures	Identify regional and local youth leadership program activities and highlight their successes and obstacles
	Encourage governments to empower and support neighborhoods to make decisions about the local area		Report on successes and failures of neighborhood planning programs in communities
	Empower leaders in smaller communities, and provide them resources to meet the challenges of small town life		Identify efforts to promote rural planning activities
Priority 3		<i>Encourage communities to develop community programs that promote family involvement</i>	
Objective 3.1	Improve student school performance, reduce crime, and increase community involvement through family programming in all community development activities.		
Implementation Strategies	Promote family involvement programs in education and community development	Evaluation Measures	Document family involvement programs in communities throughout the Region
Objective 3.2	Market existing and new community programs for consumer and credit counseling to help families better manage their incomes.		
Implementation Strategies	Ensure that communities have adequate affordable housing available to all	Evaluation Measures	Identify the region's current affordable housing and over time compare the new affordable units as an increase to the total number of units

Transportation & Housing

Priority 1			
<i>Provide regionally coordinated and connected public transit systems readily available for those most in need</i>			
Objective 1.1	Further advance transit connectivity throughout the region to provide access to jobs, healthcare, and social services.		
Implementation Strategies	Provide access to jobs for those who need or wish to use public transportation	Evaluation Measures	Update the regional Job Access Plan
	Encourage companies to provide van pools or carpooling for employees who live far from work		Recognize companies who promote car and van pooling annually
Priority 2			
<i>Create affordable and safe sustainable communities for families/people to live</i>			
Objective 2.1	Promote bringing back “the community”		
Implementation Strategies	Promote ways to bring jobs/employers back to urbanized areas	Evaluation Measures	Document successes/shortfalls to establish best management practices
	Develop plans to convert foreclosed homes and building into areas of affordable housing		Report on area efforts to revitalize areas
	Engage community redevelopment projects and bring back neighborhood revitalization areas		Establish prioritize for neighborhoods
Priority 3			
<i>Promote alternative forms of transportation to help improve regional air quality and health benefits</i>			
Objective 3.1	Encourage the installation and use of multi-use paths for bike and pedestrian use.		
Implementation Strategies	Encourage people to use alternative forms of transportation through marketing and promotional programs	Evaluation Measures	Measure the increase of alternative transportation to work through the census bureau data
	Implement incentives and necessary infrastructure to encourage the use of alternative forms of transportation	Evaluation Measures	Review public transit ridership and gasoline consumption as well as traffic count data to determine effectiveness
	Assist local jurisdictions in seeking funding for alternative transportation projects	Evaluation Measures	Annually report on the number of funded bike/pedestrian projects in the region
Objective 3.2	Promote renewable energy sources in transportation uses.		
Implementation Strategies	Encourage the development of renewable and lesser polluting fuels for use in automobiles and transit vehicles	Evaluation Measures	Review and document the production/use of greener modes of transportation (ie. hybrids, electric, bio fuels, street cars, light rail, etc) in the region.

Technology

Priority 1		Promote sustainable cities through the use of technology and smart infrastructure	
Objective 1.1	Encourage fiber-optic connectivity throughout the region to provide better access.		
Implementation Strategies	Promote improving fiber-optic access to un-served and underserved throughout the region, especially in rural areas.	Evaluation Measures	Update and maintain the MACOG Fiber Optic and Wireless Inventory database.
	Assist local jurisdictions in seeking funding through grants or public-private partnerships for fiber-optic and broadband projects		Report on the number of funded fiber-optic projects in the region
	Encourage conduit placement in all City, County and State road projects		Document projects that are including conduit. Report on what communities are actively including this in projects
Objective 1.2	Pursue several activities to help local communities in the Region make smart investments in infrastructure		
Implementation Strategies	Advance “Smart Utility” systems and infrastructure testing in coordination with private-sector utility providers	Evaluation Measures	Document successes/shortfalls to establish best management practices
	Regionally Coordinate and promote the use of Intelligent Transportation Systems (ITS)		Continue to update and maintain the ITS Plan
	Increase coordination of public safety agencies, especially intergovernmental coordination.		Identify efforts by communities to increase coordination
Priority 2		Actively develop local and regional abilities to grow technology for government and business	
Objective 3.1	Grow the number of Indiana Certified Technology Parks in the Region		
Implementation Strategies	Coordinate with the Indiana Economic Development Corporation and follow requirements to create viable Certified Technology Parks	Evaluation Measures	Document best practices for certification and the number of parks certified
Objective 3.2	Stimulate GIS access and usage among public and private-sector		
Implementation Strategies	Continue to coordinate and develop regional GIS data and websites.	Evaluation Measures	Document usage of MACOG GIS website

Workforce Development

Priority 1		<i>Create a diverse regional economy for employers and employees</i>	
Objective 1.1	Develop the skill sets of incumbent and emerging workers that will meet the current and future demand from employers.		
Implementation Strategies	Promote access to workforce training programs and career transition forums provided in the region	Evaluation Measures	Report on the number of people and what kind of workforce training programs are being utilized
	Identification of high wage job shortages in the Region		Generate a report which documents the regional shortages
Objective 1.2	Develop and use high-tech training tools to allow employers to more effectively train employees in new processes		
Implementation Strategies	Implement the use of web-based training tools for distance learning or realistic hands on training	Evaluation Measures	Report on what high-tech tools are being used in workforce training programs
Priority 2		<i>Provide affordable access to educational opportunities and jobs that require higher levels of education</i>	
Objective 2.1	Increase the number of residents in the region who possess post-secondary degrees, especially in math and science.		
Implementation Strategies	Actively target industry sectors to the region which require employees with strong math and science backgrounds	Evaluation Measures	Report on the success of the various economic development agencies in successfully attracting and retaining jobs with math and science backgrounds
Objective 2.2	Assure the affordability of post-secondary education and vocational training for continuous skills development.		
Implementation Strategies	Encourage the community to provide scholarships or other monetary programs for post-secondary education	Evaluation Measures	Identify the various foundation and scholarship programs to identify an increase in post secondary assistance
Objective 2.3	Provide adequate opportunities for non-English speaking populations to learn English in a reality-based learning environment.		
Implementation Strategies	Expand current programs for ESL classes and workforce training opportunities	Evaluation Measures	Document programs for ESL classes throughout the Region
Objective 2.4	Improve K-12 education and curriculum which will transfer into workforce skill sets		
Implementation Strategies	Identify existing education models that incorporate curriculum and experiences designed to challenge youth to develop stronger work ethic	Evaluation Measures	Report on specific school corporation best practices and established programs
	Organize industry visits to K-12 facilities through cooperation with trade groups to promote careers.		Track results of students taking advantage of these programs
Priority 3		<i>Encourage atmosphere for entrepreneurship opportunities and activities</i>	
Objective 3.1	Develop a communications campaign to better provide potential investors with resource availability		
Implementation Strategies	Utilize the StatsAmerica "Innovation Index" to complete a SWOT analysis for region	Evaluation Measures	Document results of the SWOT analysis
	Establish clearinghouse for organizations (ie. Chambers of Commerce, SBA, LEDOs, Universities, etc) to announce or market resources/opportunities		Clearinghouse Quarterly Reports

SECTION V – 2006-2010 EVALUATION

While developing the 2010-2014 CEDS many of the issues and priorities presented in the previous CEDS document remain the same, please see Section IV of this CEDS for the 2010-2014 priorities. Section VI of this CEDS contains a listing of new projects as well as a listing of projects from the previous CEDS.

Below is a report on the evaluation measures completed from the 2006-2010 CEDS:

Economic Development

- MACOG and other agencies maintain tracking sheets for job loss and job gains throughout the region.
- Many cities in the Region have begun or completed mapping brownfield sites
- Multiple agencies throughout the Region have marketing packages. In recent year these agencies have been trying to establish and developing regional marketing organizations.

Education

- MACOG used two methods to measure improvements in education, graduation rates and ISTEP scores. For the twenty-two school corporations in the Region graduation rates and ISTEP passing rates were obtained from the Indiana Department of Education website.
- The ISTEP is administered annually to grades 3, 6, 8, and 10. Since the last CEDS was created in 2005, MACOG compare the 2008-2009 ISTEP scores (percent passing both English and Math) to the 2004-2005 ISTEP scores. The Region saw an improvement in percentage of students passing the regional percentage change was 0.25%. eleven of the school corporations had lower ISTEP scores compared to 2004-2005 and ten of the school corporations had higher scores.
- Based on graduation rates for the Region's twenty-two school corporations: twelve schools were above the state average (81.5%) while ten schools were below the state average. Overall the Region's graduation rate in the 2008-2009 school year was 79.4%.

Environment

- MACOG bi-annually conducts a telephone survey in Elkhart, Marshall and St. Joseph Counties for the Partners for Clean Air Education Programs. The response to this survey indicates that the public recognizes television and radio commercials concerning clean air education.
- MACOG continues to produce radio and television commercials airing throughout the region on a seasonal basis. Typically at the beginning of the summer ozone season, local news outlets produce articles on clean air awareness. Annually, MACOG recognizes businesses and individuals for their commitment to reducing air pollution in the region.
- Several citizens groups have become more active in recent years regarding the installation of facilities of alternative forms of transportation such as bike lanes and paths, and other trails.
- Many of the communities in the Region have recently drafted or updated comprehensive development and/or land use plans addressing current concerns in each community.
- Several educational opportunities are available each year for the general public and local and state officials regarding air quality regulations. These educational

opportunities continue to be well attended by both the general public and local and state officials.

- Volunteers trained in simple water quality testing and the local health departments periodically monitor the St. Joseph River and its tributaries for nonpoint source pollution. In addition, municipalities regularly conduct monitoring activities as part of their permit requirements. MACOG in cooperation with the SJRBC review information particularly as it relates to implementation of best management practices to reduce these pollutants.

Financial Resource Development

- Since the previous CEDS, the national economy went into a recession involving housing, credit and financial crises. During 2008-2009 the region has seen a higher than average foreclosure rates. In recent months the number of home purchases have gone up potentially related to the first-time home buyer credit and other incentives.
- MACOG and other agencies maintain tracking sheets for job loss and job gains throughout the region.

Human Services

- MACOG will undertake a Coordinated Public Transit-Human Services Transportation Plan that will address the objectives of this section.
- MACOG continues to look at improvements that can be made to public transit services in the Region to better serve the residents.

Infrastructure

- Several comprehensive plans in the region address Smart Growth strategies and some associated design standards. Some of these include comprehensive plans for the following communities: Elkhart County, Marshall County, Plymouth, South Bend, St. Joseph County, and Warsaw.
- Annually MACOG holds a Livable Communities Workshop where Smart and Sustainable Growth strategies are discussed and presented to policy makers and local officials in the region.
- As part of the development of the MACOG 2030 Transportation Plan, water and sewer service area boundaries were included in a regional land use and growth model.
- Annually MACOG produces a list of obligated and/or completed projects from the Transportation Improvement Program and Transportation Plan. Several of the projects listed in the 2006-2010 CEDS have been completed and may be found said listings.
- INDOT produced a statewide access management guide and in September 2009 revised/updated the guidance document.
- In Recent years, communities in the Region have been focusing on installation of fiber-optics and better/increased connectivity. There have been recent movements to expand or extend fiber-optic lines into rural communities.
- MACOG works with GIS coordinators in each county to share data and work towards a region-wide GIS. MACOG maintains a combined GIS website for Elkhart and St. Joseph Counties.

Quality of Life

- There are over fifteen colleges and universities in the region with enrollment of over 25,000 students. Colleges in the region range from small vocational and liberal arts schools to world-renowned research universities offering a wide variety of programs at each institution.
- Many comprehensive plans that have been developed or updated over the past few years in each jurisdiction have all addressed elements of Smart Growth principles that fit each community.

- Several new and expanded arts & cultural activities and opportunities are being provided throughout the region. These include but are not limited to performing arts, film series, art festivals such as Art Beat in South Bend, visual and musical arts. Several new artist galleries and shops have also opened in recent years.

Safety & Security

- MACOG updated the Intelligent Transportation System Plan in 2010
- Multi-Hazard Mitigation Plans have been developed in all four counties in accordance with the Disaster Mitigation Act of 2000.

State and Local Government

- MACOG continually receives feedback from its member counties in regard to the services MACOG provides; the services are changed or new ones implemented as needed.
- Jurisdictions in the region regularly enter into agreements with other jurisdictions to implement various projects or programs.

Transportation

- The Region continues to pursue and develop an extension bicycle and pedestrian network. Annually, MACOG produces a regional bicycle facilities map and bicycle safety brochure.
- Plans were developed to connect the Interurban Trolley services and the TRANSPo services in Elkhart and St. Joseph Counties, respectively. The Bittersweet Route which connects the Interurban Trolley with Transpo started service in 2009.
- MACOG will undertake the development of a Coordinated Public Human Services Transportation Plan in partnership with the local human services agencies and public transportation providers.
- Public transit services have increased, including new routes and expanded services. MACOG continues to look at improvements that can be made to public transit services in the Region to better serve the residents.
- MACOG, INDOT and other transit providers in the region annually report on the ridership of the transit services. Transit ridership has shown increases throughout the region.

Workforce Development

- Labor market data is currently available from a number of sources including: Indiana University Business Research Center, US Census Bureau, US Bureau of Labor Statistics, US Bureau of Economic Analysis and several other regional, state and federal agencies.
- Several governmental and non-profit organizations provide workforce training to individuals and various groups throughout the region. Enrollment in these programs fluctuates as needs of employers change, but overall they are well utilized.
- Several organizations in the Region have developed programs aimed at better connecting workforce training and the classroom setting. These organizations include Ivy Tech Community College and Work One.
- The region's pay and benefits remain competitive with other areas of the state and nation. The region's lower than average cost of living has been recognized regularly in national publications and studies.

Section VI – Development Projects

Projects Implemented or Completed

The following list of projects from the 2006-2010 CEDS have been implemented or completed. Included in this list are the project description, funding source(s), jurisdiction, and any identifiable economic impacts.

2006-2010 IMPLEMENTED PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Bourbon	2007	Center Street reconstruction - water, sewer, storm lines	INDOT, DOC, Local	Infrastructure
Elkhart	2009	Hively Ave road reconstruction	INDOT, Local	Infrastructure
Elkhart	Ongoing	State Division St. Historic District road improvements	Local, TIF, TEA	Infrastructure
Elkhart	Ongoing	Municipal Airport improvements -approach easment fencing, obstruction clearing, ramp expansion, equipment acquisition, runway extention	AIP eligible (airport improvement projects)	Infrastructure
Elkhart	Ongoing	Water/sewer connections to city residents currently without access	Utility funds	Environment, Infrastructure
Elkhart		Indiana Ave road reconstruction- bike path, curve realign (Sterling Ave to Goshen Ave)	Local	Infrastructure, Quality of Life
Elkhart	Ongoing	Bayer Corp. site re-use plan	Local	Economic Development, Infrastructure
Elkhart	2007	New Ice Rink along the Riverwalk	local grant, TIF, EDIT	Quality of Life
Marshall County	2006	Marshall County Jail	Local	Infrastructure
Mishawaka	2007	Riverwalk, West of Central Park to Ann Street	TIF	Infrastructure, Economic Development
Mishawaka	2007	Wastewater Tx Expansion	Revenue Bond, TIF	Infrastructure
Mishawaka	2007	Jefferson Road- Byrkit to Eastern City Limits	Federal Highway, Local	Transportation
Mishawaka	2009	Main Street- Mishawaka Ave to Broadway	TIF	Transportation
Mishawaka	2009	SJPMC Hospital Campus Development	Private	Economic Development, Human Services

2006-2010 IMPLEMENTED PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Mishawaka	2009	Railroad grade separation - Main St and Grand Trunk RR	TIF	Infrastructure
Mishawaka	2009	Main Street- Borley to McKinley	Federal Highway, Local	Infrastructure
Mishawaka	2008	Riverwalk Pedestrian Footbridge	TIF	Quality of Life
Mishawaka	2008	SJRCM Infrastructure Upgrades	TIF	Infrastructure
Mishawaka	2008	Spring Street Development	TIF	Infrastructure
South Bend	2007	Community Development Neighborhood Public Works (NPC and various)	CDBG, Local	Infrastructure, Human Services, Quality of Life
South Bend	2008	Douglas Road improvement (from SR 23 to Mishawaka City Limits)	TIF	Economic Development, Infrastructure
South Bend	2009/Ongoing	Innovation Park @ Notre Dame (Tech Park)	State, TIF, Local	Economic Development
South Bend	2009	Ironwood / McKinley Intersection Improvement	Local, SAFETEA-LU	Infrastructure
South Bend	2009	Miami Street Improvements (Jackson Rd. to Kern Rd.)	SAFETEA-LU, Local	Infrastructure, Economic Development
South Bend	2007	Michigan Street Improvement Project	COIT, IFA	Economic Development, Infrastructure
South Bend	2007	Portage Avenue Improvement	Local, SAFETEA-LU	Economic Development, Infrastructure
South Bend	2008	Riverside Trail Multi-Use Path (Angela Blvd. to Darden Rd.)	SAFETEA-LU, Local	Infrastructure, Quality of Life

2006-2010 IMPLEMENTED PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
South Bend	2007	Wellington Street Model Block Initiative	CDBG, TIF, COIT, General Fund, Local, LRSA	Human Services, Infrastructure
St. Joseph County	2009	Implementation of Wyatt sewer district	Local, other	Infrastructure, Economic Development
St. Joseph County	2009	McKinley Highway reconstruction - added travel lanes, sidewalks (Bittersweet Rd to Birch Rd)	STP, LRSA	Infrastructure
St. Joseph County	2009	Mishawaka Ave bridge rehab over St. Joseph River	MCBF, STP	Infrastructure
St. Joseph County	Ongoing	Medical office building development at Elm Road/Jackson Road	Local, Private	Economic Development, Human Services
Syracuse	2007	New Wellfield, Filtration Plant, and Water Tower	SRF	Infrastructure
Walkerton	2007	Comprehensive Community Plan	Town	Economic Development, Infrastructure
Warsaw	2009	Parker St/Argonne Rd reconstruction	INDOT, Local	Infrastructure

Identified Economic Development Projects

The following list of projects for the 2010-2014 CEDS is a result of the preceding action plan outlined in Section III of this document. Included in this list is the project description, potential funding source(s), jurisdiction, related action plan topic areas, and time frame for completion.

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Bourbon	2011	Main Lift Station Replacement and Wastewater System Improvements	Federal, Town	Infrastructure, Environment
Bourbon	2011	Storm Water Improvement Project	Federal, Town	Infrastructure, Environment
Bourbon	Ongoing	Water Main Replcaement on Shaffer Road, Arnold, Thompson and Washington Streets	Town	Infrastructure, Environment
Bremen	2015	Extension of water/sewer lines to new Industrial Park	EDA, OCRA, Private, Local	Economic Development, Infrastructure
Bremen	2015	New industrial park north of town	EDA, Private, Local	Economic Development, Infrastructure
Culver	2010	Creation of wastewater conservancy district	IDEM, State, Private	Infrastructure, Economic Development
Culver	2015	New wellfield, treatment plant expansion, water tower	Sewer RLF, other sources	Infrastructure
Culver	Ongoing	Water/sewer connections to areas without access	Local, IDEM	Environment, Infrastructure
Elkhart	Ongoing	Aeroplex industrial park development	TIF	Economic Development
Elkhart	Ongoing	Bayer Corp. site re-use plan	Local	Economic Development, Infrastructure
Elkhart	2012	Continuation of Main Street Streetscape	EDIT	Infrastructure, Transportation
Elkhart	ongoing	CSO Long Term Control Plan	Utility rates	Infrastructure, Environment
Elkhart	Ongoing	HIMCO dumpsite Brownfield redevelopment	EPA, Local, Brownfield grant	Economic Development
Locality	Year	Project Description	Funding Source	CEDS Category

2010-2014 CEDS PROJECTS

Elkhart	2016	Hively Avenue Grade Separation	Major Moves, EDIT, Federal	Infrastructure
Elkhart	Ongoing	Municipal Airport improvements -approach easment fencing, obstruction clearing, ramp expansion, equipment acquisition, runway extention	AIP eligible (airport improvement projects)	Infrastructure
Elkhart	2020?	Oakland Ave. Underpass Reconfiguration	Major Moves / EDIT / Federal	Infrastructure
Elkhart	2012	Prairie Street Underpass	Major Moves / EDIT / Federal	Infrastructure
Elkhart	Ongoing	Redevelopment of vacant inner city land for mixed use	EDIT, TIF, Tax Abatement, Private finances	Economic Development, Infrastructure
Elkhart	Ongoing	Southwest industrial park development	Local, TIF, Major Moves	Economic Development, Infrastructure
Elkhart	Ongoing	State Division St. Historic District road improvements	Local, TIF, TEA	Infrastructure
Elkhart	Ongoing	Water/sewer connections to city residents currently without access	Utility funds	Environment, Infrastructure
Elkhart County	2011-2014	Construction of sewer systems in unincorporated areas of the county	OCRA, EDA, user fees	Infrastructure, Environmental
Elkhart County	2011	CR 16 reconstruction-added buggy lane (Middlebury town limit to Lagrange Co. line)	EDIT	Quality of Life, Transportation
Elkhart County	2020	CR 17, Michigan State Line to US 6	EDIT, CBF, MCBF, FAU	Infrastructure, Transportation
Elkhart County	2020	CR 6 reconstruction-added travel lanes (Nappanee to St. Joseph Co. line)	EDIT, FAU	Infrastructure, Transportation
Elkhart County	2025	SR 19 Corridor improvements, US 20 to US 6	STP, State	Infrastructure, Transportation

Locality	Year	Project Description	Funding Source	CEDS Category
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2010-2014 CEDS PROJECTS

Goshen	2010	Hydro power - Goshen Dam	Local, private, federal	Economic Development, Environment, Infrastructure
Goshen	2015	New industrial park north of Goshen	EDA, Private, Local	Infrastructure, Economic Development
Goshen	2015	Supply water and sewer utilities to new industrial park north of Goshen	EDA, Private, Local	Infrastructure, Economic Development
Koscisuko County	2015	Barbee/Chain-O-Lakes waste and sewer connection to North Webster	Local	Infrastructure
Koscisuko County	Ongoing	Improvements to SR 15 south of Warsaw for increased truck traffic	INDOT	Infrastructure, Transportation
Koscisuko County	2011	Reconstruction and widening of SR 15 north of Warsaw	INDOT, IEDC	Economic Development, Transportation
Kosciusko County	2015	Countywide Fiber-Optics	NTIA, EDA, USDA, Private, Local	Economic Development, Infrastructure, Technology
Kosciusko County	2012	Western Alternate Route	Federal, Local, TIF	Infrastructure, Transportation
LaPaz	2011	Stormwater Rehabilitation	OCRA	Environment, Infrastructure
Leesburg	Ongoing	Extension of sewer lines to Warsaw	Local	Economic Development, Infrastructure
MACOG Region	Ongoing	Geographic Information Systems development	Local, Federal funds	Infrastructure, Technology

Locality	Year	Project Description	Funding Source	CEDS Category
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2010-2014 CEDS PROJECTS

Marshall County	2014	7th (a) Road from Pine to New US 31	Federal Highway, Local	Economic Development, Infrastructure, Transportation
Marshall County	2015	Countywide Fiber-Optics	NTIA, EDA, USDA, Private, Local	Economic Development, Infrastructure, Technology
Mishawaka	Ongoing	Bremen Highway/South Gateway	TIF	Infrastructure
Mishawaka	2012	Capital Ave. construction (I80/90 to US 20)	INDOT	Infrastructure, Quality of Life
Mishawaka	Ongoing	Development of River Center, downtown	TIF, CMAQ, Local, Private	Economic Development, Infrastructure
Mishawaka	Ongoing	Industrial Park development, Capital Ave. corridor	Bonds, IEDC, INDOT	Infrastructure, Economic Development
Mishawaka	2025	McKinley Highway Improvements (Division to Elder)	Federal Highway, Local	Infrastructure
Mishawaka	2009	Race Enhancement (East of Main Street)	TIF	Infrastructure, Economic Development
Mishawaka	2015	Twelfth Street Improvements	Federal Highway, Local	Infrastructure, Economic Development, Transportation
Nappanee	Ongoing	Brownfield development of former industrial site	TIF, Brownfield grant	Economic Development, Infrastructure
Nappanee	2012	C.R. 52 from C.R. 7 to S.R. 19 paving, curbs, gutter, sidewalks	Local, State, Federal	Infrastructure, Quality of Life

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Nappanee	2011	Cheyenne St. paving	Local, State, Federal	Economic Development, Infrastructure
Nappanee	Ongoing	Connection program for school to work	NIWIB	Workforce Development
Nappanee	2015	CSO improvement project	Local, State, Federal	Environment, Infrastructure
Nappanee	Ongoing	Development of Westside Industrial Park	TIF	Economic Development
Nappanee	2013	Extend bike / pedestrian path at High School – 2 miles	Local, State, Federal	Quality of Life
Nappanee	2014	Extend bike / pedestrian path at South Jackson – ½ mile	Local, State, Federal	Quality of Life
Nappanee	Ongoing	Extend utilities to airport and New industrial park	Local, State, Federal	Economic Development, Infrastructure
Nappanee	2015	Miriam St. water tower raising	Local, State, Federal	Economic Development, Infrastructure
Nappanee	2015	New fire station	Local, State, Federal	Economic Development, Infrastructure
Nappanee	2012	New well field, bridge and access road	Local, State, Federal	Economic Development, Infrastructure
Nappanee	2013	U.S. 6 central water main and sidewalks	Local, State, Federal	Economic Development, Infrastructure
Nappanee	2011	West Industrial Park drainage	Local, State, Federal	Economic Development, Infrastructure

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
New Carlisle	2012	Downtown Beautification	Town, TE	Infrastructure, Quality of Life
New Carlisle	2010	Stormwater Drainage Project	CDBG	Infrastructure, Economic Development
New Carlisle	2012	Stormwater Drainage Projects	Town, OCRA, CDBG, FHWA	Infrastructure, Economic Development
Northern IN WIB	Ongoing	Advanced Manufacturing and Health Care Training Projects	Strategic Skills Initiative	Workforce
Northern IN WIB	Ongoing	Information Technology Training Projects	State	Workforce
Northern IN WIB	Ongoing	Regional Economic Growth Model	Strategic Skills Initiative and WIA	Workforce, Economic Development, Quality of Life
Northern IN WIB	Ongoing	Regional implementation of WorkKeys	WIA	Workforce
Northern IN WIB	Ongoing	Regional strategic planning - workforce development, labor market information	WIA, CDAG	Economic Development, Workforce
Northern IN WIB	Ongoing	Skills training for existing/incoming workers	WIA, H1-B training grants	Workforce, Quality of Life
Northern IN WIB	Ongoing	WorkOne Centers	WIA	Workforce
Northern IN WIB	Ongoing	Youth and Gang Violence Reduction	WIA	Quality of Life and Workforce
Plymouth	2011	CSO & Sewer Extensions throughout City	Utility	Infrastructure, Environmental
Plymouth	2011	Downtown Park - Water St. & Garro St.	Local	Quality of Life, Economic Development
Plymouth	2013	Greenways Trail Phase 2 - Jefferson to Downtown Park	Local	Quality of Life

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Plymouth	2013	Hoham Drive Improvements - Oak Drive to North Michigan Street	TIF, Federal	Infrastructure, Economic Development
Plymouth	2014	Jim Neu Drive Improvements - Oak Drive to Pioneer Drive	TIF, Federal	Infrastructure, Transportation
Plymouth	2011	Ledyard Plant - Improvements Project	Utility, Bond	Infrastructure
Plymouth	Ongoing	New high-technology Park	IEDC, EDA, Chamber of Commerce, Redevelopment, TIF	Economic Development, Quality of Life, Infrastructure
Plymouth	2011	Oak Drive Improvements - US 30 to just north of Hoham	TIF, Federal	Infrastructure, Transportation
Plymouth	2012	South Gateway - Yellow River to Lake Ave	TIF, Federal	Economic Development, Quality of Life
Plymouth	2010	Tech Farm - Technology Park - Miller Drive & Pioneer Drive	TIF, Local, EDC	Economic Development, Infrastructure
Plymouth	2012	Water Main Improvements - Baker St., Lake Ave.	Utility	Infrastructure, Quality of Life
SJV MetroNet	Ongoing	Expansion of the Metronet (dark fiber network) across the region	Private	Infrastructure
South Bend	Ongoing	Bendix Drive Improvement Project (Intersection improvements and street reconditioning)	TIF	Economic Development, Infrastructure
South Bend	Ongoing	Blackthorn Development Area & Corporate Park	TIF, USDA, COIT, EDIT, Local, State, Federal	Economic Development, Infrastructure
South Bend	Ongoing	Business Incubator - Mixed Use	UEA funds, Local	Economic Development

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
South Bend	2012	Commerce & Sheridan Improvements Project	TIF	Economic Development, Infrastructure
South Bend	Ongoing	Commercial Corridor Revitalization Projects - S. Michigan/Main St, Lincolnway W., Western Ave., Portage Ave., Miami St., Mishawaka Ave.	CDBG, TIF, FHWA, Local, COIT, EDIT	Economic Development
South Bend	2011	Create new Revolving Loan/Investment Fund for early stage Technology Companies	EDA, NMTC, IEDC	Financial Resources, Technology
South Bend	Ongoing	CSO Long Term Control Plan / Stormwater Management Master Plan	Sewer Revenue Bond	Infrastructure, Environment, Quality of Life
South Bend	Ongoing	Downtown Health Care Services District - site remodeling, infrastructure improvements	TIF, FHWA, Bonds	Economic Development, Infrastructure
South Bend	Ongoing	Downtown/East Bank Development Area - commercial, mixed use, parking developments	TIF, Redevelopment Bond, Sect.108, COIT, EDIT	Economic Development, Quality of Life
South Bend	2012	Dylan/Cleveland/Brick Intersection Improvement Project	TIF	Economic Development, Infrastructure
South Bend	2011	Erskine Hills Main & Lafayette Crossover Project	TIF	Economic Development, Quality of Life, Infrastructure
South Bend	Ongoing	Erskine Hills Shopping District/South Side Commercial Corridor Retail Developmet-Redevelopment Project	EDIT, COIT, Local, TIF	Economic Development, Quality of Life
South Bend	Ongoing	Erskine Park Drainage Improvement Project	COIT, EDIT, Local	Quality of Life, Environment, Infrastructure

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
South Bend	2012	Ewing Avenue Improvements (Main St. to Prairie Ave.)	FHWA, Local	Infrastructure, Economic Development
South Bend	Ongoing	Former Oliver School Site Housing Development- Grandparents as Parents	CDBG, HUD	Human Services, Economic Development
South Bend	2012	Ignition Park Transportation Corridor Improvements - Eddy Street, Prairie Avenue, Sample Street and Lafayette	TIF	Economic Development, Quality of Life, Infrastructure
South Bend	2011	Industrial Revolving Fund - additional capitalization for existing revolving loan fund	EDA	Resource Development
South Bend	Ongoing	Industrial Revolving Loan Fund	CDFI	Economic Development, Resource Development
South Bend	Ongoing	Innovation Park @ Notre Dame (Tech Park)	State, TIF, Local	Economic Development, Technology
South Bend	2009	Lincoln Way West realignment project (US 20 Bypass to current LWW)	TIF, Airport Funds	Economic Development, Infrastructure
South Bend	2009	Lincoln Way West realignment project (US 20 Bypass to current LWW)	TIF, Airport Funds	Economic Development, Infrastructure
South Bend	2012	Mayflower Road Realignment North of Cleveland	TIF	Economic Development, Infrastructure
South Bend	2012	Mayflower Sanitary Sewer Project	TIF	Economic Development, Infrastructure

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
South Bend	2009	Olive Road Improvements (From New LWW to Adams Rd & Brick Road to US 20 Bypass)	TIF	Economic Development, Infrastructure
South Bend	2012	Olive Road widening Project - Edison to Nimitz	TIF	Economic Development, Infrastructure
South Bend	2015	Olive Street Improvements (Sample St. to Prairie Ave.)	SAFETEA-LU, Local	Infrastructure, Economic Development
South Bend	Ongoing	Oliver Plow Works Redevelopment	Section 108 Loan, HUD, Local, EDIT, COIT, EPA, TIF	Economic Development, Infrastructure, Environment
South Bend	Ongoing	Portage Prairie Development (Commercial, residential, industrial)	TIF, SAFETEA-LU, Private	Economic Development, Infrastructure
South Bend	Ongoing	Portage Prairie Interchange Project	TIF, SAFETEA-LU, Private	Economic Development, Infrastructure
South Bend	Ongoing	Rails-to-Trails - Plymouth Industrial Track and extension of Riverwalk	State and Local funds	Infrastructure, Quality of Life
South Bend	2012	SR 23 Expansion / Northeast Neighborhood Development / Five Points Commerce Node	TIF, Major Moves, Local, HUD Grant, Private	Infrastructure, Human Services, Economic Development
South Bend	Ongoing	Studebaker Corridor Redevelopment as Ignition Park	Section 108, HUD, EDIT, COIT, Local, EPA, IDFA, TIF	Economic Development, Infrastructure, Environment
South Bend	2012	Two Way Street conversion Project - Williams and Lafayette	TIF	Transportation

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
South Bend	Ongoing	Water/sewer connections to city residents currently without access	Local	Infrastructure, Quality of Life
South Bend	2012	Williams and Lafayette Curb & Sidewalk Improvements Project	TIF	Economic Development, Infrastructure
St. Joseph County	2030	Day Road reconstruction - added travel lanes, sidewalks (Fir Rd to SR 331)	STP, LRSA, CEDIT	Infrastructure
St. Joseph County	2025	Grade separation - McKinley Ave and Grand Trunk Railroad Line	MCBF, CEDIT, possible TIF	Infrastructure
St. Joseph County	2015	Gumwood Road reconstruction - added travel lanes, sidewalks (SR 23 to Michigan state line)	STP, LRSA, CEDIT	Infrastructure
St. Joseph County	2020	Ironwood Road reconstruction - added travel lanes, sidewalks (Auten Rd to Michigan State Line)	STP, LRSA, CEDIT	Infrastructure
St. Joseph County	2020	Ironwood Road reconstruction - added travel lanes, sidewalks (Cleveland Rd to Auten Rd)	STP, LRSA, CEDIT	Infrastructure
St. Joseph County	2025	McKinley Highway reconstruction - added travel lanes, sidewalks (Birch Rd to Ash Rd)	STP, LRSA, CEDIT	Infrastructure
St. Joseph County & Marshall County	2015	US 31 Corridor Upgrade, South Bend to Plymouth	STP, State	Infrastructure, Economic Development, Transportation
Syracuse	2011	Flood Control Device Repair	Town, Public, State, Federal	Infrastructure, Quality of Life, Economic Development
Syracuse	Ongoing	Industrial Park Development	TIF, Local	Economic Development, Workforce
Syracuse	2014	New Elementary School	Local, State, Federal	Education, Quality of Life, Infrastructure

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Syracuse	2011	Rail access and platform to Industrial Park west of Brooklyn Street	Grants	Economic Development, Infrastructure
Syracuse	2010	Sewer and Water line extensions to new industrial park	EDIT, EDA	Economic Development, Infrastructure
Syracuse	2010	Sewer line extension East Shore Gardens	Town, Private	Economic Development, Infrastructure, Quality of Life
Syracuse	2013	SR 13 - Road Widening	Town, State, Federal	Infrastructure, Economic Development, Quality of Life
Syracuse	Ongoing	Syracuse Wawasee Trail Systems	Grants, Donations	Infrastructure, Quality of Life
Syracuse	2011	Train Depot - Move and Rehab	Private, Grants	Community Development, Quality of Life
Syracuse	Ongoing	Water & Sewer Extension to Intersection of Highways 6 & 13	TIF, Local, EDA	Infrastructure
Walkerton	Ongoing	Development of new industrial park	Town, TIF, Private	Economic Development, Infrastructure
Walkerton	Ongoing	Downtown revitalization	Town, State, Federal	Economic Development, Quality of Life
Walkerton	Ongoing	Intersection widening/realignment at US 6 & SR 23	Town, State, Federal	Infrastructure

2010-2014 CEDS PROJECTS

Locality	Year	Project Description	Funding Source	CEDS Category
Walkerton	2010	New Public Library	Town, State, Federal, private foundations	Economic Development, Quality of Life, Education
Walkerton	Ongoing	West York Neighborhood Revitalization	IDOC, Lilly Foundation, County Housing Consortium, IHFA	Economic Development, Quality of Life
Warsaw	Ongoing	Expansion and Development of Industrial Corridor on westside of Warsaw	Local, Private	Economic Development
Warsaw	2015	Ivy Tech Campus -Expansion or New Facility	State, Local	Education, Workforce Development
Warsaw	2011	New City Hall	Local	Infrastructure, Government
Warsaw	2015	SR-15 Bypass	State, Federal, Local	Infrastructure, Economic Development, Quality of Life
Winona Lake	2012	Lake City Greenway, Phase 4A	FHWA, Town	Quality of life, Environment
Winona Lake	2014	Lake City Greenway, Phase 4B	FHWA, Town	Quality of life, Environment
Winona Lake	2011	Roundabout	FHWA, Town	Infrastructure, Quality of Life

Public Comment and Response Form

Date of Comment:

Name of Person:

Comment:

Response: