The 2010-2014 CEDS covered a variety of regional priorities, breaking them down into specific elements that together improve quality of life and economic growth. Over the past five years, numerous activities and developments have accomplished the goals set in that document.

Though those accomplishments can be distributed among various priorities to create a completed framework, Northern Indiana can still improve in preparing for future growth and technology. Also, while, there are resources for communicating information about programs and services, but more work is needed on a central resource for the four counties.

Individual communities have projects that support Smart Growth planning, but practices are not region-wide. The region is comprised of urban and rural areas, and ordinances should understand the differences and represent rural and urban character.

There is also a need to further develop the skills of the workforce. School districts and higher education are collaborating to prepare the younger workforce, but more training is necessary for current workers to develop skills for future technology.

### Performance Measures

**Economic Development**

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

- New industrial parks and technology parks have been built, including the Syracuse 6 & 13 Technology and Industrial Park, techFarm in Plymouth, and Ignition Park in South Bend
- The Michiana Partnership markets the Michiana region and provides information for new or prospective businesses plus the Wage & Benefits Report
- The Economic Development Corporations of Elkhart, Kosciusko, and Marshall Counties, and St. Joseph County Chamber of Commerce continue to market their respective regions for the placement of new business
- MACOG hosted a Brownfield Workshop in 2012 that presented procedures to revitalize brownfields
• Lakeville was inducted into the Indiana Main Street Program in 2014

Attract high-quality/high-paying industries anticipating growth regionally and globally, especially technology

• St. Joe Valley Metronet fiber was extended in Marshall County, and subscribers increased over 30%

Promote alternate energy and green-based industries as integral sectors of the regional economy

• Numerous communities have focused on promoting alternative energy and green-based industries, and Green Cow Power is working to generate electricity from cow manure

**Education**

Establish effective human capital and facilities to provide optimal education opportunities

• Region 2 WorkOne and the Indiana Department of Workforce Development has a list of adult education programs in Elkhart, Fulton, Kosciusko, Marshall, and St. Joseph Counties

• Fiber to Schools initiative was achieved in John Adams High School in South Bend by school connecting to the Metronet fiber

• Horizon Education Alliance and the Learning Generation Initiative merged to develop an adult education initiative

Provide access to education opportunities for all residents of the region

• In 2012, MACOG completed an updated Coordinated Transit Plan, which has a priority to work with local schools to reduce redundant bus trips

• All county libraries have classes for Internet skills and safety, online job searching, and online file storage

Create an environment in the region for life-long learning and education

• High school students in Elkhart County can earn credit hours through Ivy Tech for manufacturing through a computerized college curriculum

• Indiana University South Bend is developing a career path for Ivy Tech students to transfer to the university to earn bachelor’s degrees

**Environment**

Enhance the water quality of the region through implementation of CSO, MS4 and other programs

• Elkhart and St. Joseph County stormwater partnerships produce educational materials and annual workshops

• Friends of the St. Joseph River hosts workshops for local planning organizations on wetlands and how to incorporate protecting wetlands into local planning efforts

• St. Joseph County Health Department is working in cooperation
with several agencies and organizations on their ground drinking water protection plan

- City of Elkhart and City of South Bend are re-evaluating their combined sewer overflow long term control plans
- St. Joseph River Basin Commission launched an education and outreach program on the importance of filter strips and the Indiana Filter Strip Law

Improve the region’s air quality especially in counties that are in the maintenance standard of the Clean Air Act

- MACOG Partners for Clean Air continues to distribute educational materials about air quality
- Partners for Clean Air recognizes organizations working toward reducing emissions
- South Bend International Airport is installing a geothermal heating and cooling system
- MACOG has funded transportation projects that will reduce vehicular air emissions using Congestion Mitigation and Air Quality funding
- Transpo has partnered with the City of South Bend to open a Compressed Natural Gas (CNG) facility and is replacing their diesel fleet with those that operate on CNG

Increase the use of land trusts to prevent land from being developed

- Shirley Heinze Land Trust began discussion with organizations St. Joseph and Marshall Counties about expanding their preservation efforts into these two counties
- Wood-Land Lakes Resource Conservation and Development, Inc. has been successful in establishing conservation easements in 9 counties in northern Indiana
- Wawasee Area Conservancy Foundation actively works to preserve natural ecosystem in the Lake Wawasee Watershed
- Red flag investigations identify environmental points of concern in project areas

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

- The Solid Waste Management District (SWMD) of St. Joseph County mandated a curbside recycling program for all county residents
- The county SWMDs offer educational presentations and have recycling programs

Financial Resources

Encourage an attitude towards entrepreneurship in the region

- Indiana University South Bend’s School of Business and Economics hosts an annual Entrepreneurship Lecture Series
- North Central Indiana Small Business Development Center provides free business counseling and educational services
- Notre Dame Startup Weekend is a workshop where teams launch startups over a weekend and can continue working on plans afterward
- The Kosciusko Entrepreneurship and Innovation Hall of Fame began honoring innovators/entrepreneurs in 2010

Promote a local economy that supports and assists the development of small business

- Goshen Chamber of Commerce has a business incubator called LaunchPad
- Innovation Park at Notre Dame has facilities for research and connecting innovators
Improve credit and capital access for local businesses

- Elevate Ventures manages the 21st Century Fund and provides grant matching dollars for Small Business Innovation Research Initiative and the Small Business Technology Transfer program

**Government**
Be innovative in filling gaps in funding as traditional sources become over used

- The City of South Bend received a forgivable loan from the Hardest Hit Fund Blight Elimination Program to eliminate blighted housing
- Municipalities around the region have tax increment financing (TIF) districts

Improve the efficiency of local government to reduce costs and improve services

- Warsaw city offices moved into a new city hall in 2012, allowing services to be located in one building

Continue the past cooperation of local governments to work together regionally

- MACOG is the acting Economic Development District and has continued to bring together the private and public sectors in a partnership
- Regional Cities of Northern Indiana was formed with MACOG, Michiana Partnership, and regional leaders in the public and private sectors

**Health & Human Resources**
Improve access to human, health and social services by increasing public knowledge of services available

- In 2012, the Interurban Trolley revised routes to improve service
- In 2013, MACOG updated the Coordinated Public Transit-Human Services Transportation Plan and identified gaps in service
- WorkOne held an asset fair to provide persons with disabilities information on employment and accommodations in the communities

Make the human services system more interdisciplinary by housing multiple services in central locations

- United Way 2-1-1 information and referral phone number covers the counties of Northern Indiana
- Local and state government agencies use the Internet to provide resources and information for community residents

**Infrastructure**
Support Smart Growth planning and land use practices throughout the region
• City of South Bend Smart Streets initiative has converted some downtown one-way streets to two-way

• MACOG hosts an annual Livable Communities Workshop to showcase areas that have worked to enhance the quality of life for residents

Ensure and develop local and regional connectivity to the larger national infrastructure systems

• The 50-mile Metronet fiber network has increased the availability of broadband in St. Joseph and Marshall Counties

• Union Station in South Bend has become a carrier hotel for the broadband network

• 15 miles of US 31 was realigned from Plymouth to South Bend, improving safety and mobility on the corridor

Enhance and protect water resources in the region

• MACOG and the St. Joseph River Basin Commission provide educational materials about water quality

• The Michiana Stormwater Partnership educational group was formed under the MS4 regulations

Develop sources of sustainable funding for highway preservation and improvements

• The Indiana MPO Council developed the report Infrastructure Funding vs. Need for MPO Regions Pavement – Bridges – Major Project Needs about MPO infrastructure needs and tools

• Kosciusko County approved a local option highway user tax (wheel tax) in 2014

• Elkhart and St. Joseph Counties coordinated on the Edison and Ash roundabout project on their county line
Encourage the efficient utilization of rail and intermodal freight

- MACOG met with Conexus North Central Regional Logistics Council and created a list of priority freight projects

**Quality of Life**
Promote the region to outsiders, focusing on the quality of life and economic opportunities

- The Michiana Partnership provides information for businesses looking to grow or move to Northern Indiana

Develop and support local leadership from businesses and neighborhoods

- The Leadership Academy under the Elkhart Chamber of Commerce promotes servant leadership
- The Young Professional Network under the St. Joseph Chamber of Commerce works to connect and retain young professionals

Encourage communities to develop community programs that promote family involvement

- The Ray and Joan Kroc Community Center has programs for education, fitness, faith, art, and support

**Transportation & Housing**
Provide regionally coordinated and connected public transit systems readily available for those most in need

- The Interurban Trolley Yellow Line connects with the Transpo Route 9 to fill a transit gap between Elkhart/Goshen and South Bend

Create affordable and safe sustainable communities for families/people to live

- Upgrades at Whispering Pines apartment complex, the largest in Lakeville, were completed in 2015
- Many municipalities offer family-friendly events focused on supporting local businesses

Promote alternative forms of transportation to help improve air quality and health benefits

- Bike to Work Week promotes bicycle commuting
- Goshen, South Bend, and Warsaw/Winona Lake were each designated Bicycle Friendly Communities by the League of American Bicyclists
- Transpo is adding compressed natural gas powered buses and a fast-fuel facility

**Technology**
Promote sustainable cities through the use of technology and smart infrastructure

- Marshall and St. Joseph Counties were awarded the 2014 Local Government Cooperation Award by the Association of Indiana Counties for the Metronet project
- South Bend worked with IBM to overhaul its water management system and manage it in the cloud

Actively develop local and regional abilities to grow technology for government and business

- Innovation Park at Notre Dame is an Indiana Certified Technology Park, and Warsaw is developing a certified park
- Elkhart and St. Joseph Counties GIS maps can be viewed on MACOG’s new GIS website

**Workforce Development**
Create a diverse regional economy for employers and employees
• Lacking projects that develop skill sets of current workers for future demand of employers and tools that allow employers to effectively train employees in new processes

Provide affordable access to educational opportunities and jobs that require higher levels of education

• The career center in Elkhart County and Fairfield Community Schools began a computerized college curriculum to high school students to earn manufacturing credit hours through Ivy Tech Community College

• Ivy Tech-North Central launched an Early College program with selected Northern Indiana high school students working toward a technical certificate or Associate degree by the time they graduate from high school

Encourage atmosphere for entrepreneurship opportunities and activities

• The Purdue Center for Regional Development and the Indiana Business Research Center, with funding from the Economic Development Administration, created StatsAmerica, with tools on innovation