

Comprehensive Economic Development Strategy 2015 - 2019

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2015-2019

Michiana Area Council of Governments
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CHAPTER 1: INTRODUCTION



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Region

Northern Indiana is the region of Elkhart, Kosciusko, Marshall, and St. Joseph Counties. Given its central Midwest location and proximity to Chicago, Detroit, and Indianapolis, the region enables access to major cities, markets and customers. Northern Indiana residents have access to regional and local amenities such as Lake Michigan beaches, bike trails, a burgeoning local culinary scene, minor league baseball, theaters and a zoo, plus cultural, sporting and community activities that the region's higher education institutions provide.

The Michiana Area Council of Governments (MACOG) is a regional organization serving the four counties. Together these counties have a population of more than 590,000. MACOG serves as a forum for regional discussion and cooperation. MACOG, as a regional organization, is the United States Department of Transportation designated Metropolitan Planning Organization for the region's urban counties (Elkhart and St. Joseph Counties) and a Rural Planning Organization for the region's rural counties (Kosciusko and Marshall Counties).





Purpose of the Plan

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to guide the region in economic development over the next five years. The plan identifies assets and challenges, introduces a vision for the region, and explains strategies to achieve regional goals. The CEDS helps the region maintain its designation as an Economic Development District, which allows the region's communities to be eligible for funding opportunities through the Economic Development Administration.

MREDD Background

As of August 2010 the MACOG is designated as an Economic Development District by the United States Economic Development Administration (EDA). An Economic Development District brings together the private and public sectors in a partnership necessary to provide a coordinated strategy and economic development technical assistance. As a District, MACOG has utilized the region's CEDS as a guide for project evaluation and cohesiveness with the regional plan. The EDA designation has served as a foundation for future regional collaboration, and cooperative economic planning success.

Planning Process

While the MACOG Regional Economic Development District (MREDD) was planning for the 2015-2019 CEDS, the Indiana Economic Development Corporation introduced the Regional Cities Initiative, an investment in Indiana regions to create competitive and resilient communities. The initiative challenged regions to envision transformative economic development approaches to attract talent and businesses. MACOG partnered with Michiana Partnership and community stakeholders to form the Regional Cities of Northern Indiana. Through interviews, meetings, and working group



Downtown Plymouth



South Bend Museum of Art



Twickenham Bridge, South Bend



Warsaw Lincoln Hwy Gateway

discussions, hundreds of stakeholders in the region – representing industry, education, economic development, and local government – helped identify significant and feasible projects to include in the Regional Cities of Northern Indiana (RCNI) regional development plan. The vision and strategic plan of the CEDS were guided by that process.

- November 2014: Kickoff meeting to introduce the region to the Regional Cities Initiative drew more than 200 people
- Over 40 regional leaders were interviewed, including Steering and Strategy Committee members, to collect their input on the region's opportunities, challenges and potential project ideas.
- Early March 2015: First round of public input sessions conducted to collect ideas and feedback from the public about possible projects. Sessions were held in four counties, and more than 100 people participated.
- March 2015: St. Joseph County Chamber's Salute to Business luncheon, attended by 800 community leaders, featured the Regional Cities effort as the keynote address.
- March 19, 2015: Project leaders updated the public about the status of the region's Regional Cities efforts at a public meeting.
- Early April 2015: The second round of public input sessions was conducted to present a refined list of project ideas and begin developing project applications for the regional development plan. Sessions were held in three counties, and nearly 100 people participated. Following these sessions, 45 project applications were submitted online from around the region for consideration in the plan.
- April 14, 2015: The University of Notre Dame hosted elected officials throughout the region to provide an update on the RCNI initiative and to discuss the formation of a Regional Development Authority (RDA).

- Early June 2015: With near unanimous support, the Elkhart, Marshall and St. Joseph County councils voted to adopt the ordinance to establish the RDA.
- Early June 2015: A focus group meeting with 15 private-sector executives validated the RCNI vision and goals. The CEDS and the RCNI Regional Development Plan were written, with the RCNI plan being housed within the CEDS vision.
- Late June 2015: The five-member RDA board was appointed by written agreement of the executives of the RDA members, and the members endorsed the RCNI Regional Development Plan, *Innovate Indiana*.



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CHAPTER 2:

SUMMARY OF ECONOMIC CONDITIONS



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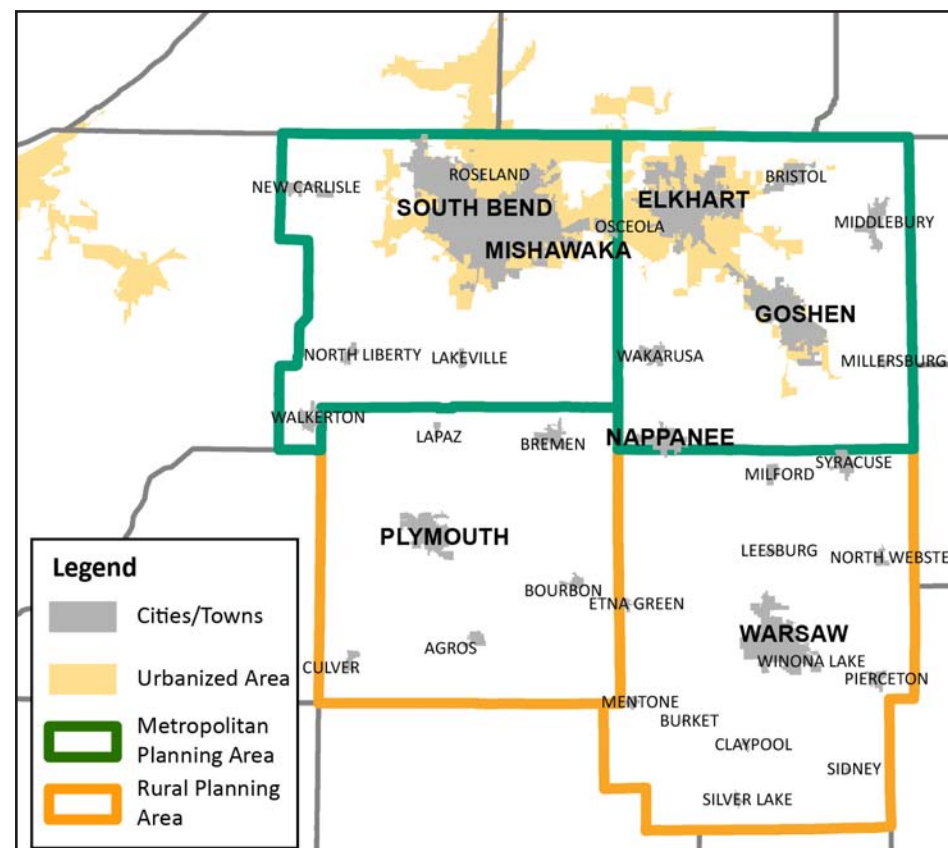
Current State of the Region

The Regional Cities Initiative has drawn necessary attention to a critical economic development truth—without a growing, highly skilled resident population, communities will not realize their full investment and economic potential.

For the last several decades, Northern Indiana has struggled to attract new residents and retain the tens of thousands of high-value students and professionals that have, at one time, called the communities of Northern Indiana home. With over 40,000 people enrolled in higher education programs in the region, there is a pipeline of talent primed for retention within the region.

Based on an analysis of economic, demographic, and quality of place characteristics, Northern Indiana has many existing strengths and opportunities aligned with the key place-based development success factors of density, connectivity, amenities, and productivity. Multiple innovation districts are already emerging throughout the region, and leaders are exploring additional place-based development opportunities in their communities. The region's ability to enhance its competitiveness and attract talent is threatened by a looming

Figure 2-1: Northern Indiana Communities

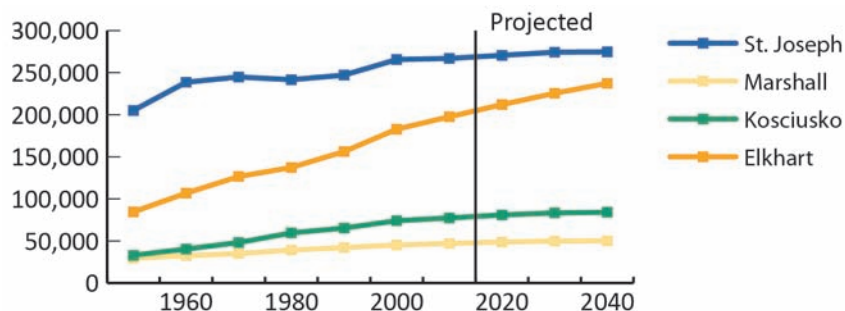


population and labor crisis, connectivity challenges, the need for additional amenities, and a skilled workforce shortage.

Density

Indiana is the 16th largest state, at 6,570,902 people, according to 2013 population estimates by the U.S. Census Bureau. The state tied for 34th in population growth, at 1.3%, from 2010 to 2013, which is less than the 2.4% in population growth for the entire United States. The national population is estimated at 316,128,839, an increase of 7,381,123 since the 2010 Census. Though Indiana has a low ranking

Figure 2-2: Population Projections



Source: U.S. Census Bureau & Indiana Business Research Center

Table 2-1: 2030 Race and Ethnicity Projection for Indiana

	Share of Total Population, 2005	Share of Total Population, 2030	Percent Change, 2005-2030
White	88.5%	85.6%	8%
Black	8.9%	10.0%	26%
Asian	1.3%	1.8%	54%
Two or More Races	1.1%	2.3%	135%
American Indian	0.3%	0.3%	14%
Non-Hispanic	95.5%	91.9%	8%
Hispanic or Latino	4.5%	8.1%	100%

Source: Indiana Business Research Center

for population growth, most of the surrounding states grew at even smaller rates: Michigan at 0.1%, Ohio at 0.3%, Kentucky at 1.3%, and Illinois at 0.4%.

The region has been continually growing over the past six decades, from a region of approximately 350,000 people in 1950 to a region of almost 400,000 in 2010 (Figure 2-2). Between 1990 and 2000, the region grew 11%, the most since 1960. During that time, Elkhart County grew 17%, Kosciusko County grew 13%, and St. Joseph and Marshall Counties grew at 7.5% and 7% respectively. In the last decade, growth slowed, but continued the upward trend. Projecting into the future, the region is expected to grow to almost 650,000 people in 2040, nearly 10% more than the population in 2010.

Diversity

Northern Indiana's culturally rich communities are positive features for many prospective residents and businesses. If current population and demographic trends continue, however, the region's ability to achieve population and employment density will decline as population growth slows and the existing aging workforce retires and is not fully replaced.

Northern Indiana's increasingly diverse community is a strength and opportunity as more Americans prefer to live in communities with diverse populations, and businesses with more diverse workforces report higher rates of innovation and growth compared to less diverse organizations. St. Joseph County has the highest percentage of minority populations, approximately 20% (Table 2-2). Elkhart County follows with almost 15% of their population identified as minority. In Kosciusko and Marshall Counties, the minority population makes up approximately 7% of the total population. The region's Hispanic/Latino population, 10% of the population, is greater than the state's (6%). The largest concentration of Hispanic population is in Elkhart County with 28,064, which is about 14% of the population. The next largest population is in St. Joseph County; however it makes up the smallest percentage, 7%, of the total population.

Table 2-3: Language Spoken at Home - Spanish

Area	Population over the age of 5	Speaks Only English		Speaks Spanish or Spanish Creole					
						Speaks English "very well"		Speaks English less than "very well"	
		Total	Percent	Total	Percent	Total	Percent	Total	Percent
Elkhart	182,136	149,519	82.1%	21,432	11.8%	9,793	45.7%	11,639	54.3%
Kosciusko	71,976	63,942	88.8%	4,359	6.1%	2,715	62.3%	1,644	37.7%
Marshall	43,779	38,658	88.3%	3,024	6.9%	1,490	49.3%	1,534	50.7%
St. Joseph	249,087	225,983	90.7%	12,962	5.2%	8,073	62.3%	4,889	37.7%
Region	546,978	478,102	87.4%	41,777	7.6%	22,071	52.8%	19,706	47.2%
Indiana	6,146,838	5,645,211	91.8%	281,954	4.6%	166,115	58.9%	115,839	41.1%

Source: U.S. Census Bureau

According to the Indiana Business Research Center at Indiana University's Kelley School of Business, "Indiana's population will become increasingly diverse over the next 20 years as the state's Hispanic, 'two or more races,' Asian and black populations grow rapidly". In particular, the population with two or more races will more than double. The Hispanic or Latino population is projected to double in the state by 2030 (Table 2-1). The Asian population is expected to grow substantially by more than half. The impact to the region is difficult to project, however it is safe to assume the state trend to be reflected in our local figures.

Languages spoken by the population also contribute to diversity in Northern Indiana. Spanish is the main non-English language spoken in the region, with the area having a higher percentage of Spanish-speakers at 7.6% as compared to 4.6% of Indiana's population (Table 2-3). Of the population that speaks Spanish, fewer than half speak English less than very well.

Labor Force

The labor force has been growing over the past couple years at the regional, state, and national levels. For the region, the labor force grew to its peak in 2006 and then declined slowly before the recession, when the numbers fell significantly. It fluctuated slightly from 2010 to 2012, but there has been growth from 2012 to the middle of 2014.

Figure 2-3 shows the change in employment between 2003 and 2013. The largest change in employment occurred in 2009, during the national recession. The Northern Indiana area experienced a higher job loss than the nation and the state. Elkhart County lost over 15% of their employment that year, and Marshall County lost almost 10%.

Regional employment has increased 10% since 2009. Elkhart County has seen the most growth, 22%, though that county employment fell the most during the recession, with a loss of 25% of employment. The region has seen more employment growth than Indiana and the U.S., though their employment decline was also greater during

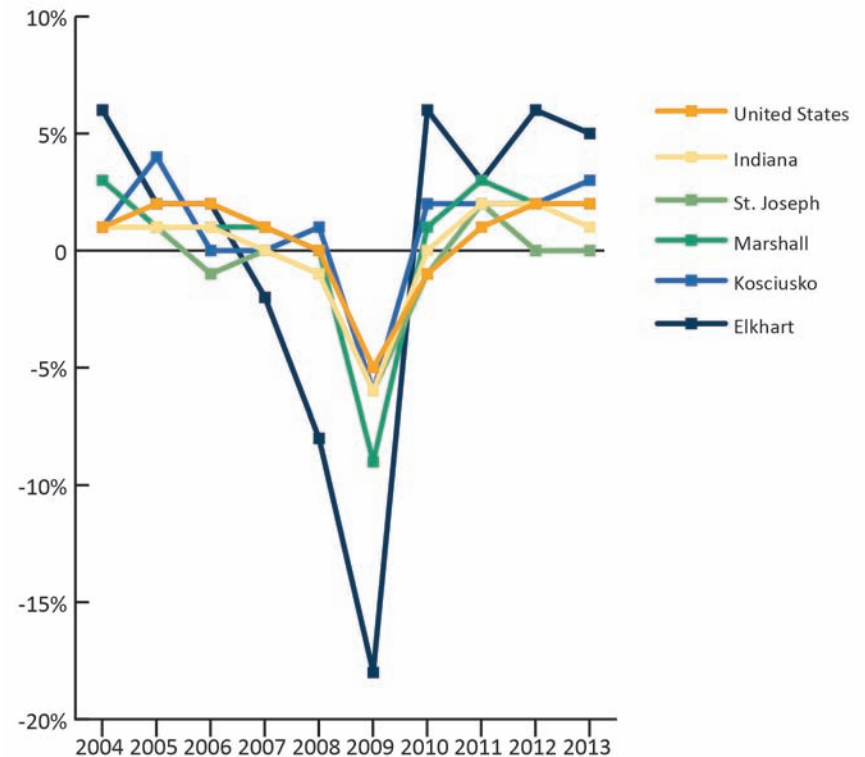
Table 2-2: Race and Ethnicity by County

	Elkhart County	Kosciusko County	Marshall County	St. Joseph County
White	85.1%	92.7%	92.5%	79.6%
Black or African American	5.8%	0.6%	0.7%	12.8%
American Indian and Alaska Native	0.3%	0.3%	0.2%	0.4%
Asian	1.0%	1.1%	0.7%	1.8%
Native Hawaiian and Other Pacific Islander	-	-	0.1%	0.1%
Some other race	5.3%	4.2%	4.3%	2.3%
Two or more races	2.5%	1.2%	1.7%	3.1%
Not Hispanic or Latino	85.8%	92.6%	91.4%	92.7%
Hispanic or Latino	14.2%	7.4%	8.6%	7.3%

Source: 2008-2012 American Community Survey 5-Year Estimates

the recession. St. Joseph County has not recovered like the other counties, with employment falling 8% during the recession and only rising 1% from 2009 to 2013.

Figure 2-3: Change in Employment between 2003 - 2013



Source: Bureau of Labor Statistics

Employment by Sector

All of the counties except St. Joseph County comprise the greatest concentration of jobs in the manufacturing industry (Figure 2-4). In St. Joseph, the health care and social assistance industry have the highest number of jobs. The employment of residents follows the same trends. Over one-third of residents in Elkhart County and Kosciusko County work in manufacturing. Marshall and St. Joseph Counties have lower but still considerable percentages (29% in Marshall County and 16 percent in St. Joseph County). Manufacturing is still the largest employment industry in Marshall County, and it is only second to the educational services, health care

Table 2-4: Enrollment at Northern Indiana Region Institutions of Higher Education

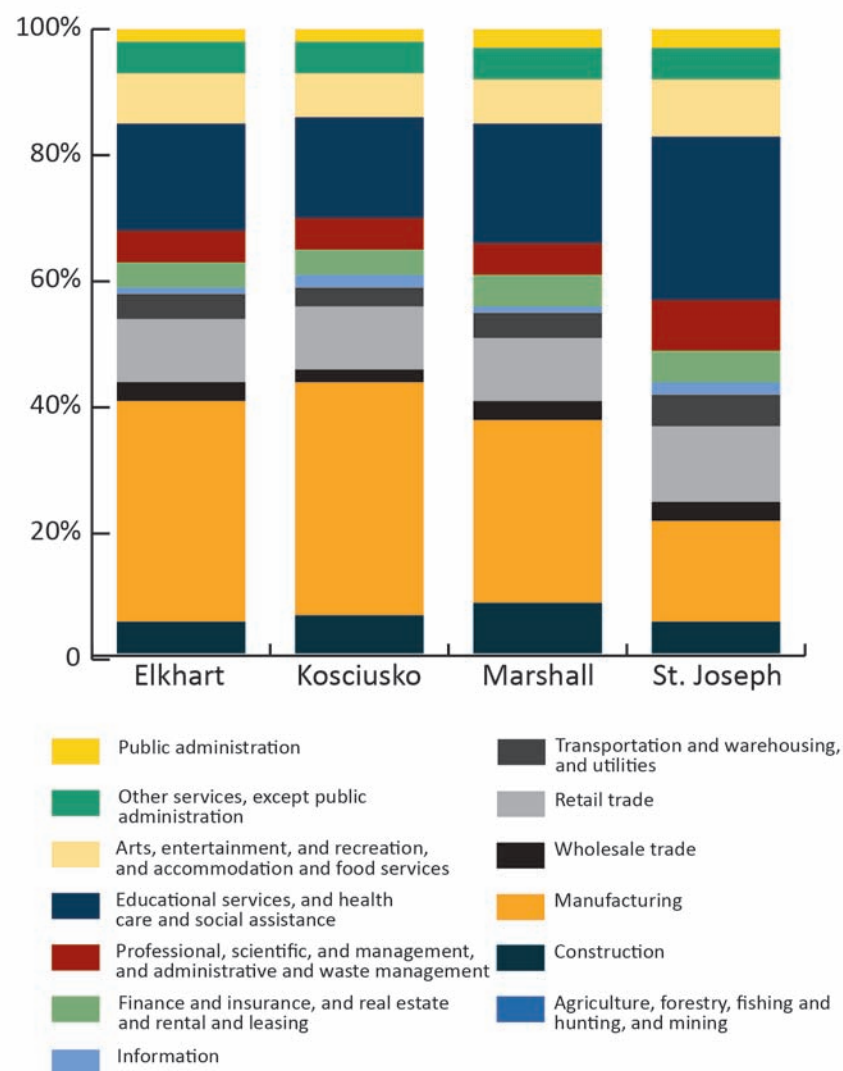
Institution	Location	Total Enrollment
Ivy Tech Community College	South Bend, Elkhart, Warsaw	15,000
University of Notre Dame	Notre Dame	12,004
Indiana University of South Bend	South Bend	8,490
Bethel College	Mishawaka	1,885
Grace College	Winona Lake	1,615
Saint Mary's College	Notre Dame	1,469
Goshen College	Goshen	893
Ancilla College	Plymouth	700
Holy Cross College	Notre Dame	500
Purdue College of Technology	South Bend	N/A
Total		42,556

Table 2-5: Median Age 2000 - 2040

	2000	2010	2020	2030	2040
Elkhart	33.0	35.0	35.9	36.5	36.4
Kosciusko	35.1	37.8	39.5	40.6	41.0
Marshall	35.5	38.5	40.8	41.9	42.1
St. Joseph	34.5	36.3	37.5	38.4	38.2
Indiana	35.3	37.0	38.1	38.8	39.1

Source: U.S. Census Bureau & Indiana Business Research Center

Figure 2-4: Percent of Employment by Industry



Source: 2008-2012 American Community Survey 5-Year Estimates

Figure 2-5: Proximity to Major Cities



and social assistance industry in St. Joseph County.

Northern Indiana is home to more than 40,000 higher education students (Table 2-4). Students are recruited to the area each year from throughout the region, United States, and international locations.

Although the region is attracting a variety of people, Northern Indiana's population growth is expected to slow and/or decline over the coming decades. Between now and 2040, Northern Indiana's population growth rate is expected to both decline and be lower

compared to the state and the United States.

Retirees are attracted to the area due to the low cost of living, access to amenities, and proximity to major cities. Stakeholders shared anecdotes of retired couples moving to the area from Chicago to take advantage of a convenient, less expensive lifestyle in a location with many recreational opportunities and access to the Chicago metropolitan area.

The region's aging population will also affect the sustainability of the local workforce as older workers retire and a limited number of younger workers are available to succeed them. The median age in Northern Indiana is expected to increase from 36.8 in 2010 to 39.4 in 2040 (Table 2-5), with limited and/or declining growth in population cohorts within prime working age.

Connectivity

Physical, social, and communications networks connect Northern Indiana both internally and externally. Increased connectivity in all these areas is needed in order to better position the region for the global knowledge-based economy.

Given its central Midwest location and proximity to Chicago, Detroit, and Indianapolis, the region enables access to major cities, markets, and customers (Figure 2-5). Residents can drive, fly from regional airports or the South Bend International Airport, or take the South Shore or Amtrak trains to many of these locations. Businesses can access these areas primarily by freight trucking and rail.

Public transit services such as Transpo (South Bend and Mishawaka), the Interurban Trolley (Elkhart and Goshen), Amtrak, and the South Shore Rail to Chicago are available in Northern Indiana. Public demand response services are also provided by the Kosciusko Area Bus Service (KABS), Marshall County Council on Aging, and Elkhart County Council on Aging. Stakeholders are concerned, however, that transit connectivity between communities is limited, and where it is available, it is not as convenient as in other cities.

The Northern Indiana region has an extensive network, over 100 miles, of bicycle and pedestrian facilities in the four counties. Regionally significant bikeways include the Pumpkinvine Nature Trail, MapleHeart Trail, and the Indiana Michigan River Valley Trail.

Despite the low percentage of commuters that walk and bike to work nationally, new trends identified through the 2008 - 2012 American Community Survey suggest that these modes of transportation are becoming increasingly popular. When comparing the number of U.S workers who traveled to work by bicycle in 2000 to 2012, the increase was larger than any other commuting mode; a change of 488,000 workers to 786,000 workers. About 2.8% of commuters in the United States walk to work, and about 0.6% bike to work. Most counties in the Northern Indiana region document an even higher rate of walking and bicycling to work.

Every year the League of American Bicyclists assess voluntary applications from communities, businesses, and universities through their Bicycle Friendly America (BFA) program. Three (3) communities in the region have been designated Bronze Bicycle Friendly Communities: South Bend, Goshen, and Warsaw/Winona Lake. These communities were designated because they demonstrated their ability in providing safe accommodation for cycling and encouraging residents to bike for transportation and recreation.

Northern Indiana is home to the Union Station Technology Center, which has grown the South Bend Union Station into Indiana's second largest carrier hotel and the region's largest data center. Through such facilities, the region has direct digital connections to major areas such as Chicago, Indianapolis, and St. Louis. Some parts of the region, however, do not have high-speed internet that is standard in other communities in the region and throughout the United States.

There are a number of active social networking groups, such as Young Professional Networks, throughout the region. Yet stakeholders,

particularly younger people and young professionals, would like to see more cross-regional networking opportunities.

Regional planning, promotion and development organizations exist and are active members of broader coalitions of organizations. Regional coordination of promoting and developing Northern Indiana was noted as an opportunity for improvement, however. Stakeholders feel that tourism groups and development boards are not as well-linked as they could be to market the region, both internally and externally.

Finally, there are a number of community development organizations throughout the region that connect residents across the socioeconomic spectrum to resources and programs that help them succeed and prosper. Regional stakeholders continue their work to ensure that all members of the community – particularly immigrants, middle class, and youth – are involved in civic life and have access to good jobs and career opportunities. This is especially important as the region's demographic make-up continues to shift toward a more diverse population.

Amenities

Northern Indiana offers residents and businesses a variety of recreational and cultural amenities in addition to a low cost of living, low energy and water costs, a favorable tax climate, and a variety of housing and facilities to choose from. Amenities such as downtown housing and expanded retail entertainment options are needed in the region to retain and attract talent and residents. The region will be challenged to publicly fund and invest in future amenities and programs if the region's population and labor force declines and ages.

Northern Indiana residents have access to regional and local amenities such as a burgeoning local foods scene, minor league baseball, theaters, and zoo, plus the cultural, sporting, and community activities that the region's higher education institutions provide. Cities such as South Bend, Mishawaka, Plymouth, Goshen

and Elkhart have riverfronts and water amenities that can become urban attractions. The region's distinct urban areas are surrounded by suburban and rural environments, thus providing a full range of residential options for current and prospective residents. Given the region's close proximity to major metropolitan areas such as Chicago and Indianapolis, families can easily access big-city entertainment and amenities while still enjoying a convenient and affordable lifestyle in Northern Indiana.

South Bend and Elkhart-Goshen, the two largest urban areas in the region, have lower than average costs of living compared to urban areas across the United States. The region's tax rates are also competitive, particularly in comparison to state rates and other parts of the United States (Tables 2-5 and 2-6).

These factors are important to businesses and households seeking to maximize their financial resources. Businesses have access to energy, natural and water utilities at competitive rates, which is especially important for energy-intensive industries such as high-tech manufacturing. Businesses and trade groups also recognize the availability of corporate facilities in Northern Indiana. The Elkhart/Goshen metro area placed third in Site Selection magazine's 2014 Governor's Cup rankings for new and expanded corporate facilities in places with less than 200,000 people. In 2014, Elkhart County had twelve corporate facilities that met Site Selection's criteria of involving at least a \$1 million investment, creating 20 new jobs, or adding at least 20,000 square feet of space. In another instance, Marshall County economic development leaders recently reported that an R&D headquarters prospect is highly interested in the area due to the ability to use the Plymouth airport for operations.

Housing

The housing supply has grown almost 10% from 2000 to 2010. This is substantially more than the growth rate of population and households during that same time. However, the housing supply has stayed relatively the same from 2010 to 2012 as the population and households have remained relatively the same.

Table 2-5: 2015 Property Tax Rates

Location	Highest (%)	Lowest (%)	Median (%)
Elkhart Co.	4.5357	1.5894	2.79
Marshall Co.	3.2440	0.9453	1.51
Kosciusko Co.	3.3985	0.8436	1.64
St. Joseph Co.	5.9952	1.8841	2.94
Indiana	6.7739	0.7644	1.89

Source: Indiana Business Research Center

Table 2-6: 2015 Personal Income Tax Rates

Location	Tax Type	Resident Rate (%)	Nonresident Rate (%)
Elkhart Co.	CAGIT/CEDIT	2.00	0.5000
Marshall Co.	CAGIT	1.25	0.2500
Kosciusko Co.	COIT/CEDIT	1.00	0.4750
St. Joseph Co.	COIT/CEDIT	1.75	0.7375
Indiana	Adj. Gross Income Tax	3.30	N/A

Source: Indiana Business Research Center

In 2000, almost 8% of the housing supply was vacant. In 2012, almost 14% was vacant. There are initiatives in place by the local communities to address the growing vacant homes and blighted properties. Since 2010, the growth rate of vacant homes has been decreasing. Broken down, in Elkhart County, the number of vacant housing units has stayed almost the same, while in Kosciusko and

Table 2-7: Household vs Population Growth - 2000-2012

Area	Population	Number of Households
Elkhart	9.7%	6.1%
Kosciusko	5.3%	10.4%
Marshall	4.4%	7.6%
St. Joseph	0.4%	0.5%
Region	4.4%	4.1%

Source: U.S. Census Bureau, 2008-2012 American Community Survey

Marshall Counties, the number of vacant housing units has actually decreased.

In the years following 2002, the number of issued residential building permits decreased to an all time low in 2009. The most significant reduction in permits occurred between the years 2008 and 2009 at the time of the national economic recession. Since 2009, the number of permits issued has increased by 44%, almost to the level right before the recession. While the number of permits has increased, the overall housing supply between 2009 and 2012 has only grown 1.3%. The increase in the housing supply could be partly explained by replacing vacant or blighted properties with new construction.

Community members and leaders recognize the need for additional investment in downtown housing and amenities. The City of South Bend's 2013 *Analysis of Residential Market Potential*, for example, estimated demand for approximately 1,525 new housing units in downtown South Bend. While financing programs can incentivize some of this development, stakeholders also recognize the need for population growth in order to attract and sustain private-sector led investments in these facilities.

Northern Indiana will be challenged to publicly finance future educational, transportation, and recreational facilities and services

if the region's population and workforce trends continue on their current trajectory. In addition to a projected reduced labor force, by 2040, the largest population groups will be under the age of 20, and the population 75 years old and older will double (Figures 2-6 and 2-7). These younger and older cohorts regularly receive public support for schooling, transportation, and recreational services and similar activities. A larger labor force, particularly one earning higher wages, is required in order to provide the tax revenues to fund these necessary programs.

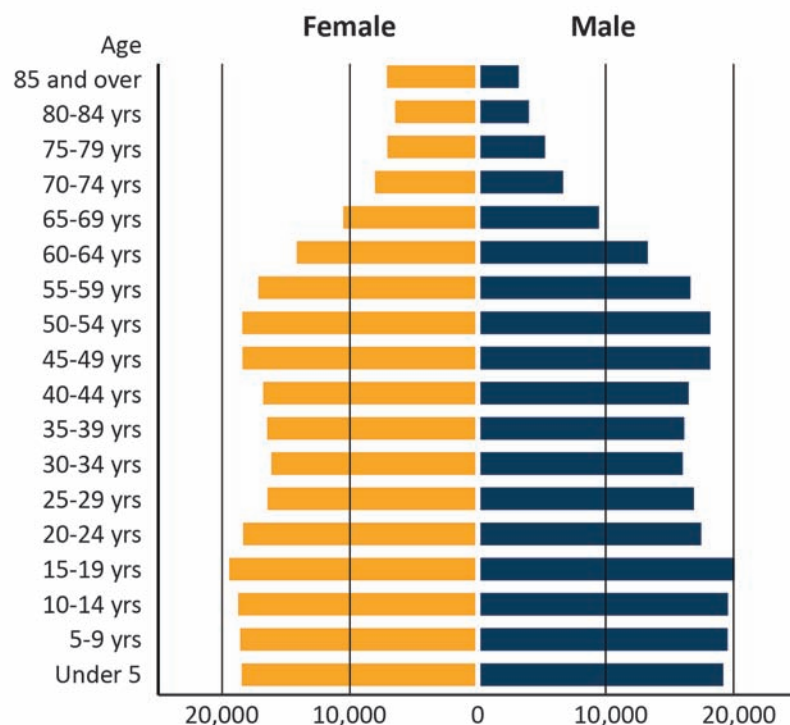
Productivity

The region has a number of higher education institutions that support regional productivity goals through employment, R&D, workforce development, and business development activities. Northern Indiana's GDP and per capita income growth lags state and national rates, however, and the region faces a shortage of skilled workers.

Northern Indiana's universities and colleges have an important role in the region's innovation and entrepreneurship ecosystem due to their R&D relationships with private sector partners and extensive commercialization activities. These schools are also partners in workforce and business development efforts since they provide training opportunities for the local labor force and they coordinate broad networks of alumni and leaders who may consider investing in the region. Finally, institutions of higher education play a key role in resident attraction since they regularly recruit students and faculty to the area and contribute to the region's quality of life via cultural amenities and community development resources.

Gross Domestic Product (GDP) represents the total value of all goods and services produced in a defined economic region, and GDP by Metropolitan Statistical Area (MSA) has become a common measure of regional economies. The smallest geography for GDP is the Metropolitan area. For the area, there are two Metropolitan areas: South Bend-Mishawaka, IN-MI MSA and Elkhart-Goshen, IN MSA.

Figure 2-6: Population Pyramid - 2010

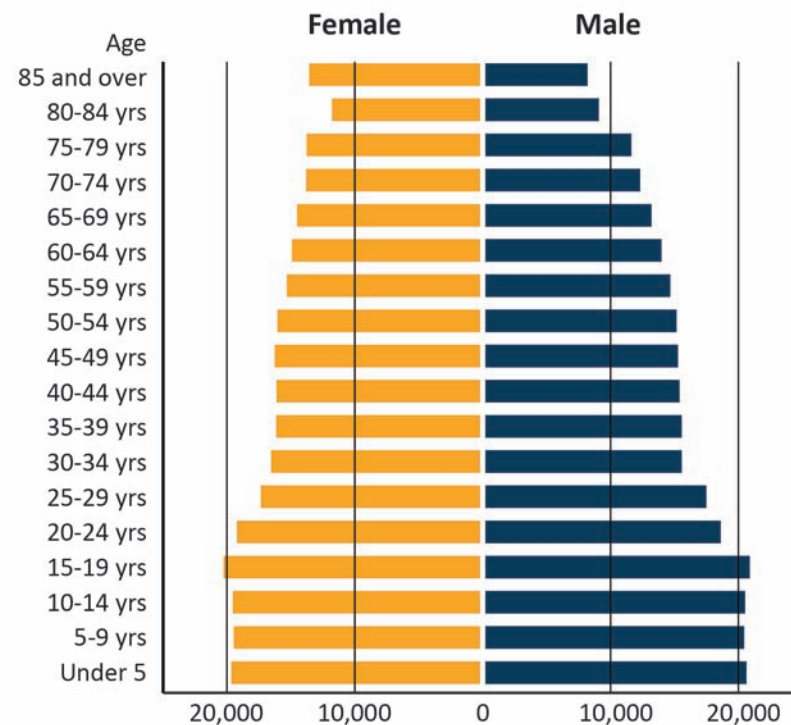


Source: U.S. Census Bureau & Indiana Business Research Center

On a national level, GDP by MSA increased 2.5% in 2012, according to statistics released by the U.S. Bureau of Economic Analysis. Elkhart-Goshen was one of the fastest growing areas, with 11.4% GDP growth. Durable-goods manufacturing was a major contributor for many Great Lakes MSAs, and contributed 8.5 percentage points of Elkhart-Goshen's 11.4% growth.

As of 2012, the South Bend-Mishawaka MSA GDP ranks 149 of 381 metropolitan areas, and the Elkhart-Goshen MSA ranks 178 out of 381. The most recent available data shows the South Bend-Mishawaka MSA and Elkhart-Goshen MSA increased their GDPs by 3% and 11%, respectively, in current dollars from calendar year

Figure 2-7: Population Pyramid - 2040



Source: U.S. Census Bureau & Indiana Business Research Center

2011 to 2012.

Retail Sales

Sales tax is collected on the sale of merchandise within Indiana. Retail merchants must collect the sales tax unless they receive an exemption certificate from the purchaser, or if the merchandise is shipped out of Indiana. In Indiana, the sales and use tax rate is 7% of the purchase price. The Region's total retail sales increased 109% from 2010 to 2013, and 38% in just the most recent recorded year. In 2010, total retail sales were estimated at just over \$18 billion. In 2013, total retail sales were around \$38.5 billion.

Education and Workforce Development

Northern Indiana's higher education attainment rates are lower than state and national levels, a data point that may impact the region's ability to attract, retain, and grow innovative companies. In particular, the region's and the state's limited tech workforce is a barrier to innovation and growth. While Indiana recently performed well overall in the Consumer Electronics Association's 2015 Innovation Scorecard, the state received low marks for its Tech Workforce and Entrepreneurial Activity. Businesses will not launch, locate or continue operating in the area if they cannot rely on a pipeline of highly educated or skilled employees. Indeed, Northern Indiana's entrepreneurs already report not being able to expand due to limited availability of local talent.

Northern Indiana's burgeoning innovation ecosystem benefits from world-class educational institutions and the state's business-friendly environment, but without an entrepreneurial tech workforce, the region and the state will fall behind in the global marketplace.

Emergence of Innovation Capacity

Major employers of the region are in the manufacturing and health sectors. Many communities throughout Northern Indiana are actively building and leveraging existing high value innovation resources. Others are actively exploring opportunities in their urban core to foster entrepreneurship, partner with industry, and invest in amenities. Some examples from the region include:

- The southern edge of downtown South Bend, which encompasses Ignition Park, the Renaissance District/Union Station Technology Center, Ivy Tech Community College, the transportation depot, and Four Winds Field for minor league baseball.
- Notre Dame University campus edge, which encompasses Innovation Park, Eddy Street Commons, and Eddy Street Triangle developments.

- Downtown Goshen, which encompasses co-working spaces, downtown retail and office space, Millrace mixed-use urban housing development, and proximity to Goshen College.
- Downtown Mishawaka, which encompasses riverfront enhancements and IronWorks development activities.
- City of Elkhart, which encompasses strengths in robotics and STEM education through the Ethos Science Academy and programming enabled by the Horizon Educational Alliance.

Each of these key assets and developments have helped inform the overall vision and priority project alignment for the CEDS.



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CHAPTER 3: SWOT ANALYSIS



3

The unique qualities of the Northern Indiana counties result in both assets and challenges for the region. A SWOT analysis evaluates the strengths, weaknesses, opportunities, and threats of the area. Strengths and weaknesses are specific to the evaluated place, while opportunities and threats can be external influences. The analysis looks into the current conditions, qualitative and quantitative, that begin to show the region's character.

Strengths

Northern Indiana is a unique and attractive place due to its geographic location, existing educational institutions, and availability of amenities. Residents have access to regional and local amenities such as Lake Michigan beaches, bike trails, local foods, minor league baseball, theater, and zoo, plus the cultural, sporting, and community activities that the region's higher education institutions provide. The region also has distinct urban areas surrounded by rural and agricultural environments.

Given the region's close proximity to major metropolitan areas such as Chicago and Indianapolis, residents can easily access big-city entertainment and amenities while still enjoying a convenient and



University of Notre Dame

Source: St. Joseph County Chamber of Commerce



Downtown Warsaw



affordable lifestyle in Northern Indiana.

Weaknesses

Three areas were identified as needing improvements: connectivity, availability of amenities, and perceptions about the region. For connectivity, better branding and communication about public transit, social networking groups, and regional tourism would help create awareness of services, which some stakeholders say is lacking. Another important part of connectivity is broadband, and some parts of the region do not have high-speed internet that is standard in other communities in the region and throughout the United States.

Additional amenities such as downtown housing, expanded retail and entertainment options are needed in the region in order to retain and attract talent and residents. Stakeholders also recognize the need for population growth in order to attract and sustain private-sector led investments in these facilities.

Stakeholders noted that some regional characteristics are regularly subject to negative perceptions. Based on state test scores and rankings, some of the largest systems in Northern Indiana's public K-12 education systems are generally viewed as low performing, largely among non-local stakeholders. Some communities in the region are associated with real or perceived high levels of crime and/or drug abuse rates. Finally, physical aesthetics throughout the region create an unwelcoming or uninviting feel in many places, especially at gateway points into communities. For example, roads that are in disrepair or community gateways that are lined with vacant or dilapidated properties leave a weak first impression for visitors.

Threats

Indiana is the 16th largest state, at 6,570,902 people, but is ranked 34th in population growth, at 1.3%, from 2010 to 2013. That is less than the 2.4% in population growth for the entire United States. The population stagnation in Indiana is from growth in the birthrate rather than migration.

The Northern Indiana region has been continually growing over the past six decades, from a region of approximately 350,000 people in 1950 to a region of almost 400,000 in 2010. In the last decade, growth slowed, but continued the upward trend. Projecting into the future, the region is expected to grow to almost 650,000 people in 2040, nearly 10% more than the population in 2010. As this population grows, it also ages, the working age population will be shrinking, threatening economy activity and innovation in the region.

Regional stakeholders are concerned about the availability of resources to invest in the region, and they are aware of competition from other communities around the country. Programs and investments seek resources include school districts and educational programming, brownfield site conversions, and infrastructure maintenance and development. Developing and managing resources as effectively as possible is a top priority for regional leaders, but they also recognize that the region is competing with other parts of the country and the world in terms of attracting and retaining businesses, talent, and investment.



Opportunities

Northern Indiana has a strong foundation to build upon as it further invests in quality of place. The region's urban areas are ripe for investment and development that will create the active, livable environments that today's talent and empty nesters are seeking. Historical industrial buildings being redeveloped throughout the region will create exciting and unique settings for the region's up-and-coming innovation districts and urban housing. Cities such as South Bend, Mishawaka, Warsaw, Plymouth, Goshen and Elkhart have riverfronts and water amenities that can become urban attractions. For example, by installing parks and trails along waterfronts, these amenities will enhance the urban experience while connecting residents to the more rural parts of the region.

Additionally, as the region's demographic make-up shifts and becomes more diverse, there are opportunities to celebrate this diversity and create cultural attractions that engage and attract community members. Overall, the region's hubs are positioned to be drivers of growth and activity, and recent and pending investments in these communities hint at the region's potential and within the region's unique buildings.

Higher education institutions are involved in research and development that also drive growth and activity. Notre Dame, in partnership with private and public organizations, is developing a \$36 million Turbomachinery Facility in Ignition Park. This facility will be "the nation's foremost research and test facility for advancing the technology used in the massive gas turbine engines used by commercial and military aircraft, power plants and the oil and gas industry." General Electric has committed \$13.5 million to fund research and testing at the facility. The involvement of these evolving higher education programs and partnerships helps the resiliency and adaptability of the region.



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CHAPTER 4:

STRATEGIC DIRECTION



4

Vision

Northern Indiana is a knowledge-driven, highly connected region that serves and provides access to a global innovation economy. We will be recognized for our world-class higher education and community partnerships, access and connectivity, and high-performing communities.

Goals and Objectives

The region will leverage and connect activities within its various hubs (i.e., cities) to create higher-wage jobs, attract and retain talent and residents, and create density in terms of both population and deal-flow from innovation activities. These factors will then generate more invention, investment, and businesses. This will be achieved by leveraging, developing, and connecting regional innovation districts; expanding innovation resources to conduct research and development for existing and new regional industries; generating spin-outs, startups and small business growth; and establishing industry partnerships that will attract or develop headquarters and executive functions within the region. The diversity of industries

and levels of talent supported by this system will dampen strong economic shifts and help Northern Indiana remain resilient and competitive in the national and global economies.

Goal 1: World-class higher education and community partnerships

Objective 1: Establish effective human capital and facilities to provide optimal education opportunities

Objective 2: Provide access to educational opportunities for all residents of the region

Objective 3: Create an environment in the region for life-long learning and education

Objective 4: Provide affordable access to educational opportunities and jobs that require higher levels of education

Objective 5: Encourage an atmosphere for entrepreneurship opportunities and activities



Interurban Trolley

Goal 2: Access and connectivity

Objective 1: Provide regionally coordinated and connected public transit systems readily available for those most in need

Objective 2: Create affordable and safe sustainable communities for families/people to live

Objective 3: Promote alternative forms of transportation to help improve regional air quality and health benefits

Objective 4: Promote sustainable cities through the use of technology and smart infrastructure

Objective 5: Actively develop local and regional abilities to grow technology for government and business

Goal 3: High-performing communities

Objective 1: Encourage the attraction of new business while still continuing to grow and retain existing businesses

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



Downtown South Bend

Objective 3: Promote alternate energy and green-based industries as integral sectors of the regional economy

Objective 4: Promote the region to non-residents focusing on the quality of life and economic opportunities

Objective 5: Develop and support local leadership from businesses and neighborhoods

Objective 6: Encourage communities to develop a community program that promotes family involvement

Partnerships

The MREDD does not work alone to achieve the vision and strategies for Northern Indiana. It is only possible through strong partnerships with national, state, and local organizations.

National and State partners are the Economic Development Administration, Indiana Economic Development Corporation, Indiana Office of Community and Rural Affairs, Indiana Association of Regional Councils.

Each of the four counties has a local economic development organization – Economic Development Corporation of Elkhart County, Kosciusko Economic Development Corporation, Marshall County Economic Development Corporation, St. Joseph County Chamber of Commerce.

The Michiana Partnership is an economic development partnership of counties, utilities, and transportation groups, working to bring businesses to the Indiana and Michigan areas of Michiana.

The Regional Cities of Northern Indiana was formed after the Indiana Economic Development Corporation introduced the Regional Cities Initiative. MREDD worked with this partner in the planning process that produced both the CEDS and the Regional Cities of Northern Indiana regional development plan. The regional development plan is a product of the CEDS vision, planning physical development in a short-term strategy.

Northern Indiana Regional Development Authority (RDA) was formed in July 2015, representing Elkhart, Marshall, and St. Joseph Counties. The RDA assists and funds projects of regional importance, particularly economic development. The first large undertaking of the group was the submission of the regional development plan to the State for Regional Cities funds, which will help fund many of the CEDS high-priority projects.

The Northern Indiana Workforce Investment Board works to increase educational attainment and build training and readiness of the workforce.

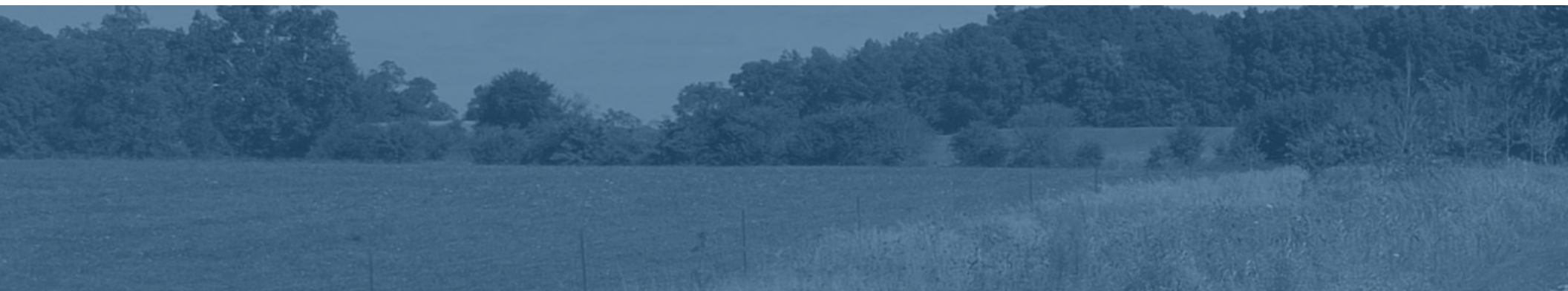
*Goshen Theater**Downtown South Bend Housing*



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CHAPTER 5:

ACTION PLAN



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Downtown South Bend

The region will achieve the vision of world-class higher education and community partnerships, access and connectivity, and high-performing communities by creating a formal “Innovation District Network”, effectively linking and coordinating all of its high value regional city assets, development projects and innovation resources. Specifically, the region will build upon its legacy industry base, technology knowledge and capabilities, as well as the strengths of institutions of higher education to retain, attract and create new employment opportunities, increase wages; and increase overall productivity. This network will require and bolster place-based investments designed to attract and cultivate the talent needed to grow and sustain the region’s economy.

Based on the region’s existing assets, the nature of the projects proposed, and goals expressed by industry, community, and private sector leaders, building upon Northern Indiana’s innovation capacity offers a logical approach for sustained economic opportunity. The regional network will consist of seven innovation hub cities: 1) South Bend, 2) Mishawaka, 3) Elkhart, 4) Plymouth, 5) Goshen, 6) Nappanee, and 7) Warsaw. Each hub will have at least one formally defined District (generally the central business district and adjacent neighborhoods) targeted for ongoing investment and

programming.

The region will leverage and connect activities and investments within these hubs to create higher-wage jobs; increase talent and population; and create density in terms of both population and deal-flow from innovation activities. These innovation activities in turn will generate more ideas, investment, and businesses. This will be achieved by leveraging, developing, and connecting regional innovation districts; expanding innovation resources to conduct R&D for existing and new regional industries; generating spin-outs, startups and small business growth; and establishing industry partnerships that will appeal to headquarters and executive functions.

Northern Indiana’s innovation district network and quality of place investments will expand upon and link a currently diverse asset base of industry, education, place-making, and economic development resources. By linking these assets and filling gaps with planned investments, Northern Indiana’s formal innovation ecosystem and enhanced community amenities will position the region as a major participant in the global marketplace. There is particular interest in building upon Northern Indiana’s manufacturing base.

Ongoing projects, services and programming, plus projects in the project list will be developed. For instance, there is interest to engage legacy companies such as those within the Recreational Vehicle (RV) manufacturing sector to determine where new market opportunities and areas to innovate may exist. The ongoing convergence of diverse industry sectors may present opportunities for embedded technologies that are currently unique to the RV industry but could be applied to products or industry sectors. This may be true for other sectors and businesses important to the region. These opportunities will generate growth and innovation, contributing to the resiliency of the local economy.

Funds

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, and Economic Development Administration.

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

The Regional Cities of Northern Indiana (RCNI) are applying for \$42 million funding from the state through the Regional Cities Initiative. If awarded, the high-priority projects will be funded up to 20% with that award. The financing for those projects are 20% state funds, 20% local funds, and 60% private funds.

High-Priority Projects

The high-priority projects are the result of the RCNI engagement. Together the group has advanced 39 projects with a total capital investment of \$703.4 million to the Regional Cities Initiative review and funding consideration. These projects are designed to enhance various assets and close gaps within each hub city while addressing at least one – and often more than one – of the four key success factors (density, connectivity, amenities, and productivity). Larger anchor projects are expected to create the needed scale and density that will impact and serve each of the innovation hubs in the short term. The projects identified in the proposed project portfolio represent foundational investments critical in establishing the Regional Innovation District Network.

High-Priority projects include bold, transformative developments that will have high-impact results on a regional scale. These centers of innovation and industry diversity will allow Northern Indiana to thrive during shifts in the economy. The Innovation District project involves adaptive reuse of facilities in the city's downtown to develop a technology campus. South Bend Blue Ways and Elkhart Market District projects enhance wellness and quality of life along the cities' rivers through mixed-use development and activation of the waterways. The South Shore infrastructure project will improve reliability and speed of the commuter train between South Bend



RCNI Focus Group Meeting - St. Joseph County

and Chicago. Finally, the Metronet fiber network extension will bring unlimited telecommunications to locations around the entire region.

This planning and project portfolio draws upon an extensive body of previous plans to inform current conditions, strategy development, and the project portfolio. An initial list of projects was sourced from 2010-2014 CEDS, Marshall County's economic development quarterly meetings, Elkhart County's Horizon 3.0 planning process, St. Joseph County Chamber of Commerce plans, municipal comprehensive plans, and multiple studies and analysis completed for RCNI communities and organizations in the past few years. Regional stakeholders and leaders added to this list of projects via interviews, public input sessions, and Steering/Strategy Committee meetings. In total, the region identified more than 600 projects for preliminary consideration.

Through a series of meetings and public input sessions around the region, the Steering/Strategy Committee and broader stakeholder



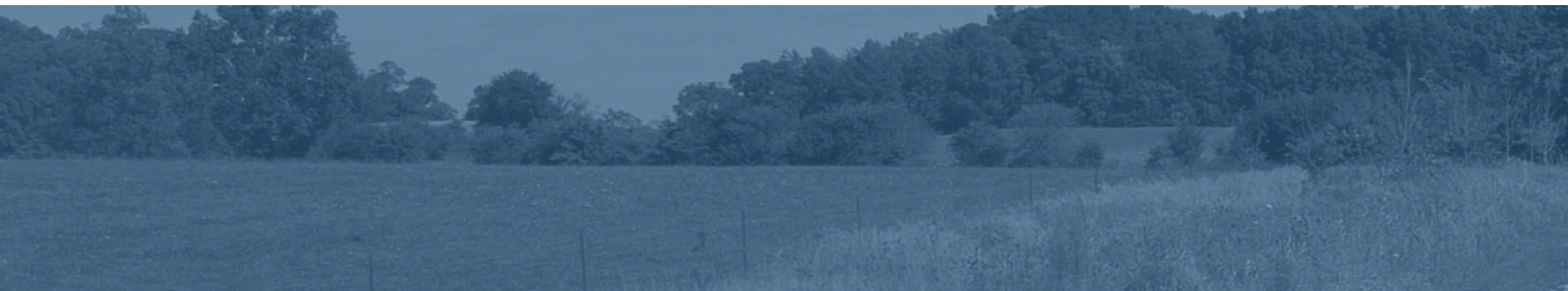
Public Forum

community filtered this list to 55 potential high-impact projects for Elkhart, Marshall, and St. Joseph Counties. Of these projects, 45 formal project applications were submitted via a public request for project process conducted online and through public workshops. The Steering/Strategy Committee prioritized the final set of projects through a qualitative and quantitative review based on project type, readiness, timeline, budget, funding structure, anticipated impact, and alignment with the region's goals of innovation, connectivity, and enhanced quality of place. The List of Proposed Projects is in Appendix A.



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CHAPTER 6:

EVALUATION FRAMEWORK



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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 a 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





APPENDIX A: LIST OF PROPOSED PROJECTS



Priority Projects

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
Hotel Elkhart Development	Elkhart	Elkhart	2017			X
Blue Zone Initiative - Riverwalk-Mapleheart Connection	Elkhart	Elkhart	2017		X	X
Blue Zone Initiative - Elkhart Field Sports Complex	Elkhart	Elkhart	2018		X	X
Blue Zone Initiative - Residential and Commercial Development	Elkhart	Elkhart	2019		X	X
Blue Zone Initiative - Community Natatorium and Fitness Center	Elkhart County	Elkhart	2016		X	X
Outdoor Entertainment & Arena Space	Elkhart County	Elkhart	2016			X
Ethos Robotics Program	Elkhart County	Elkhart	2017		X	X
Apex Climbing and Fitness	Elkhart County	Elkhart	2017			X
Goshen Theater Restoration Project	Goshen	Elkhart	2017			X
Goshen Amphitheater Project	Goshen	Elkhart	2018			X
Old Mill Park	Middlebury	Elkhart	2017		X	X
Improvements to SR 15 North of Warsaw	Kosciusko County	Kosciusko	2020		X	X
Kosciusko County Incubator/Accelerator	Kosciusko County	Kosciusko	2020	X	X	X
Husky Trail/CR 100 E Added Travel Lanes	Kosciusko County	Kosciusko	2020		X	
Expansion of County Trail Network	Kosciusko County	Kosciusko	2020		X	X
Gatke Power Plant Redevelopment	Warsaw	Kosciusko	2019			X
Enhance access to waterfront amenities and developments	Warsaw	Kosciusko	2018		X	X

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
North Buffalo Streetscape and Redevelopment	Warsaw	Kosciusko	2017			X
Wagon Wheel Center for the Arts Expansion	Warsaw	Kosciusko	2017			X
Little Crow Foods Building Adaptive Reuse	Warsaw	Kosciusko	2017	X		X
Kings Highway/Winona Avenue at Park Avenue/Argonne Road Intersection Improvement	Warsaw & Winona Lake	Kosciusko	2025		X	X
Plymouth & Culver Entrepreneurship Center/Business Incubator	Marshall County	Marshall	2016	X	X	X
Marshall County Infrastructure Development	Marshall County	Marshall	2016		X	X
Marshall County Manufacturing Shell Buildings	Marshall County	Marshall	2016			X
Project Lead the Way	Marshall County	Marshall	2017		X	X
Marshall County Trail System	Marshall County	Marshall	2017		X	X
Boys & Girls Club Clubhouse	Marshall County	Marshall	2017		X	X
Marshall County Neighborhood Co-operative	Marshall County	Marshall	2017		X	X
Job Training Center	Marshall County	Marshall	2020		X	X
Marshall County Workforce Development	Marshall County	Marshall	Ongoing	X	X	
Worker and Entry Level Housing	Marshall County	Marshall	Ongoing	X		X
Plymouth Tennis Courts & Park Pavilion Expansion & Restoration	Plymouth	Marshall	2016			X
Plymouth Aquatics Center	Plymouth	Marshall	2018		X	X
Metronet Expansion	Regional	Regional	2017	X	X	X
Urban Housing Revolving Loan Fund	Regional	Regional	2018	X		X
Housing Stimulus Program	Regional	Regional	2021			X
Ironworks Plaza - Mishawaka Riverfront Mixed-Use Development	Mishawaka	St. Joseph	2018		X	X
Bethel College Free Enterprise Center	Mishawaka	St. Joseph	2017	X	X	X
St. Joseph County Education Alliance	St. Joseph County	St. Joseph	2017	X	X	X

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
South Shore Infrastructure Renewal & Recapitalization Project	St. Joseph County	St. Joseph	2017	X	X	X
Renaissance District - Studebaker Administration Building	South Bend	St. Joseph	2016	X	X	X
Additive Manufacturing Demonstration & Training Center	South Bend	St. Joseph	2016	X	X	X
Renaissance District - Studebaker Factory - Phase 3	South Bend	St. Joseph	2018	X	X	X
Indiana University South Bend / HealthLinc Health and Wellness Center	South Bend	St. Joseph	2016	X	X	X
Regional Cities of Northern Indiana Health Education Activity Learning Lab (RCNI HEALL)	South Bend	St. Joseph	2017	X	X	X
Health Education Activity Learning Lab (RCNI HEALL)	South Bend	St. Joseph	2017	X	X	X
The STREAM Factory	South Bend	St. Joseph	2020	X	X	X
South Bend Code School	South Bend	St. Joseph	2020	X	X	X
Blue Ways - Former Transpo Site Development	South Bend	St. Joseph	2020		X	X
Blue Ways - East Bank Mixed-Use Development	South Bend	St. Joseph	2016	X	X	X
Blue Ways - Notre Dame Boat House	South Bend	St. Joseph	2018	X	X	X
Blue Ways - Armory Regional Culinary Hub and Lofts	South Bend	St. Joseph	2017	X	X	X
Blue Ways - Howard Park Amenities	South Bend	St. Joseph	2020	X	X	X
Commerce Center Mixed-Use Development	South Bend	St. Joseph	2018			X

Additional Projects

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
Elkhart Transit Center	Elkhart	Elkhart	2018		X	X
Downtown Streetscape Enhancements	Elkhart	Elkhart	2018			X
Easy Shopping/Foundry Property Multi-Use Development	Elkhart	Elkhart	2020	X	X	X
Bristol Street (CR 10) added travel lanes from Jeanwood Driver to Pebblestone Lane	Elkhart	Elkhart	2020		X	
Goshen Avenue added travel lanes Jackson Boulevard to Toledo Road	Elkhart	Elkhart	2020		X	
Aeroplex Industrial Park Development	Elkhart	Elkhart	Ongoing			X
Bayer Corp. Site Re-use plan	Elkhart	Elkhart	Ongoing			X
HIMCO Dumpsite Brownfield Redevelopment	Elkhart	Elkhart	Ongoing			X
Municipal Airport Improvements	Elkhart	Elkhart	Ongoing		X	X
Southwest Industrial Park Development	Elkhart	Elkhart	Ongoing			X
Recreation/Entertainment Developments along the River in Downtown Elkhart	Elkhart	Elkhart	2025	X	X	X
Connecting & Enhancement of County-wide Trail system	Elkhart County	Elkhart	2025		X	X
Continue improvement along CR 17 from Michigan State Line to US 6	Elkhart County	Elkhart	2025		X	
CR 6 added travel lanes from Ash Road to John Weaver Parkway	Elkhart County	Elkhart	2025		X	
Kercher Road added travel lanes from Vilett Road to Dierdorff Road	Goshen	Elkhart	2020		X	
Dierdorff Road added travel lanes from CR 40 to Kercher Road	Goshen	Elkhart	2020		X	

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
US 33 new road construction from Pike Street to Monroe Street	Goshen	Elkhart	2020		X	
Waterford Mills Parkway new road construction from SR 15 to Regent Street	Goshen	Elkhart	2020		X	
Fiber Network Loop in Downtown Goshen	Goshen	Elkhart	2020		X	
Downtown Hotel	Goshen	Elkhart	2025			X
Continue development of Industrial Park North of Goshen	Goshen	Elkhart	Ongoing			X
Water/Sewer Systems Improvements & Expansion	Middlebury	Elkhart	Ongoing		X	
Trails of Middlebury System	Middlebury	Elkhart	Ongoing		X	X
Brownfield development of former industrial site	Nappanee	Elkhart	Ongoing			X
Continue development of Westside Industrial Park	Nappanee	Elkhart	Ongoing			X
CR 1300 N new road construction from Old SR 15 to SR 15 with a grade separation at Norfolk Southern Railroad	Kosciusko County	Kosciusko	2020		X	
Charter School	Kosciusko County	Kosciusko	2020	X		
Succession Planning Program	Kosciusko County	Kosciusko	2020	X		
Agricultural Workforce Attraction Program	Kosciusko County	Kosciusko	2025	X		
Water/Sewer Systems Improvements & Expansion	Leesburg	Kosciusko	Ongoing		X	
Syracuse-Wawasee Trail System	Syracuse	Kosciusko	Ongoing		X	X
Expansion and development of Industrial Corridor on westside of Warsaw	Warsaw	Kosciusko	Ongoing			X
Parkview Hospital	Warsaw	Kosciusko	2016		X	X
Convention Center	Warsaw	Kosciusko	2025			X

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
Kincaide Street new road construction from Logan Street to Union Street	Warsaw	Kosciusko	2020		X	
Winona Avenue added travel lanes from Maple Avenue to Argonne Road	Winona Lake	Kosciusko	2020		X	
Water/Sewer Systems Improvements	Bourbon	Marshall	Ongoing		X	
Water/Sewer Systems Improvements & Expansion	Bremen	Marshall	Ongoing		X	
Industrial Park Development north of town	Bremen	Marshall	Ongoing			X
Lake Maxinkuckee Trail	Culver	Marshall	2025		X	X
Culver Lake Shore Drive Midblock Crossing Enhancements	Culver	Marshall	2020		X	X
Downtown LaPaz Streetscape Enhancement and Road Reconfigurations	LaPaz	Marshall	2020		X	X
Pioneer Road and Hoham Drive added travel lanes	Marshall County	Marshall	2020		X	
Industrial Park Development and Rail Access Point near Argos	Marshall County	Marshall	2020		X	X
Veterans Parkway (7A Road) new road construction from Michigan Road to Pioneer Road	Marshall County	Marshall	2025		X	
Greenways Trail & River Park Square	Plymouth	Marshall	2020		X	X
Hoham Drive Improvements from N. Oak Drive to N. Michigan	Plymouth	Marshall	2019		X	
Pioneer Drive Reconstruction from US 30 to 7B	Plymouth	Marshall	2020		X	
Jim Neu Drive Reconstruction from Pioneer Drive to Oak Drive	Plymouth	Marshall	2025		X	
Entrepreneurship Training Center/Program	Regional	Regional	2018	X		
Trail along Old US 31 between St. Joseph and Marshall Counties	Regional	Regional	2020		X	X
Incubator/Co-Working Spaces	Regional	Regional	2020	X	X	X

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
High-Tech Manufacturing Training Facility and Program	Regional	Regional	2025	X		X
Agricultural Education Program	Regional	Regional	2025	X		X
Water/Sewer systems improvements & expansion	Regional	Regional	Ongoing		X	
Motts Alleyway Activation	Lakeville	St. Joseph	2020			X
Indiana Bicentennial Celebration Public Park	Lakeville	St. Joseph	2016			X
Downtown Streetscape Project	Lakeville	St. Joseph	2016			X
12th Street (Harrison Road) added travel lanes from Union Street to Downey Avenue	Mishawaka	St. Joseph	2020		X	
McKinley Highway added travel lanes from Fir Road to Elder Road	Mishawaka	St. Joseph	2020		X	
Continue development at the Industrial Park along Capital Avenue	Mishawaka	St. Joseph	Ongoing			X
Grand View Mixed-Use Development	Mishawaka	St. Joseph	2016			X
Extend Rail Access to New Carlisle Industrial Park	New Carlisle	St. Joseph	2020		X	X
Potato Creek Trail	North Liberty	St. Joseph	2020		X	X
Indoor Sports Facility	St. Joseph County	St. Joseph	2020		X	X
Ash Road at McKinley Avenue and Edison Road Intersection Improvements	St. Joseph County	St. Joseph	2020		X	
Fir Road at Brick Road Intersection Improvement	St. Joseph County	St. Joseph	2020		X	
Connecting & Enhancement of County-wide Trail system	St. Joseph County	St. Joseph	2025		X	X
Bike Share Network	St. Joseph County	St. Joseph	2025		X	X
Auten Road new road construction from Adams Road to Portage Road	South Bend	St. Joseph	2020		X	
Jefferson Boulevard at Wayne Street Intersection Improvement	South Bend	St. Joseph	2020		X	

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
Lincolnway West at Marion Street Intersection Improvement	South Bend	St. Joseph	2020		X	
Mckinley Highway added travel lanes from Ironwood Drive and Manchester Drive	South Bend	St. Joseph	2020		X	
Continue development at Innovation Park @ Notre Dame	South Bend	St. Joseph	Ongoing	X		X
Continue development of Eddy Street Commons & surrounding neighborhoods	South Bend	St. Joseph	Ongoing			X
Notre Dame Turbomachinery Laboratory	South Bend	St. Joseph	2018	X		
Supporting Manufacturers and Regional Talent (SMART) Program - Workforce Development	South Bend	St. Joseph	Ongoing	X		
Pathways Diversity Recruitment Program	South Bend	St. Joseph	Ongoing	X		
Project Lead the Way	South Bend	St. Joseph	Ongoing	X		
Smart Streets Initiative - 2-way Conversions	South Bend	St. Joseph	2016		X	
West Side Main Streets Improvements	South Bend	St. Joseph	2020		X	
Coal Line Trail	South Bend	St. Joseph	2020		X	
Nello Corp. Headquarters and Operations	South Bend	St. Joseph	2020			X
Ignition Park Multi-tenant Campus/Catalysts I & II	South Bend	St. Joseph	2016			X
Hoffman Hotel Lofts	South Bend	St. Joseph	2016			X
LaSalle Hotel Development	South Bend	St. Joseph	2016			X
Hill & Colfax Development	South Bend	St. Joseph	2016			X
Aloft Tower	South Bend	St. Joseph	2018			X
One Michiana Square/American Cancer Care	South Bend	St. Joseph	2020			X
JMS Building Redevelopment	South Bend	St. Joseph	2016			X
Distribution Spec Building	South Bend	St. Joseph	2017			X

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Project	Location	County	Complete By	Higher Education-Community Partnerships	Access & Connectivity	High-Performing Communities
Former College Football of Fame - Mixed-use Development	South Bend	St. Joseph	2017			X
Four Winds Field - Mixed-use Development	South Bend	St. Joseph	Ongoing			X
Continue development of Industrial Park	Walkerton	St. Joseph	Ongoing			X

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2015-2019

Michiana Area Council of Governments
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