

2021

READI PROPOSAL



SOUTH BEND | ELKHART
REGIONAL DEVELOPMENT AUTHORITY





SMART, CONNECTED COMMUNITIES 2030



Photo: Elkhart County: A Jomar apprentice shakes hands with South Bend - Elkhart Regional Partnership's Leighton Johnson.

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EXECUTIVE SUMMARY

SMART, CONNECTED COMMUNITIES 2030

The South Bend - Elkhart region is comprised of an innovative set of interconnected communities who are combining their shared assets and aspirations for the future to drive economic growth for the region, its businesses, and its residents. Bounded by Interstate 90 and intersected by the St. Joseph River flowing into Lake Michigan, the region is knowledge-driven—serving as the home to nine institutions of higher education, including the University of Notre Dame—providing an access point to the global innovation economy and offering a continually improved quality of life and quality of opportunity. From an economic perspective, the region features one of the nation's best transportation infrastructures, including more than 300,000 skilled workers, abundant utilities and water resources, extensive educational assets, and business-friendly local governments. These assets have fostered a robust corporate community, anchored by the, logistics, and agribusiness industries, and

a rapidly expanding entrepreneurial ecosystem, driven by emerging clusters in IT, data analytics, life sciences, and advanced manufacturing. The opportunity exists to prepare this region for the economy of the future, addressing current challenges of wage stagnation, lower levels of education attainment, and limited diversity, while attracting new talent and industry to the region.

This Smart, Connected Communities 2030 Plan represents the aligned strategies and goals identified by hundreds of stakeholders in the South Bend - Elkhart region and is intended to be executed by and funded through many organizations, communities, individuals, and companies. These visionary, market-based, and action-oriented strategies are intended to guide regional transformation over the next decade.

EXECUTIVE SUMMARY

01

Photo: St. Joseph County: A regional resident leaves their mark at the Get READI South Bend - Elkhart launch event.

THE SOUTH BEND - ELKHART RDA IS SEEKING \$50 MILLION FROM THE INDIANA ECONOMIC DEVELOPMENT CORPORATION'S READI PROGRAM TO SUPPORT A PORTION OF THE EFFORT.

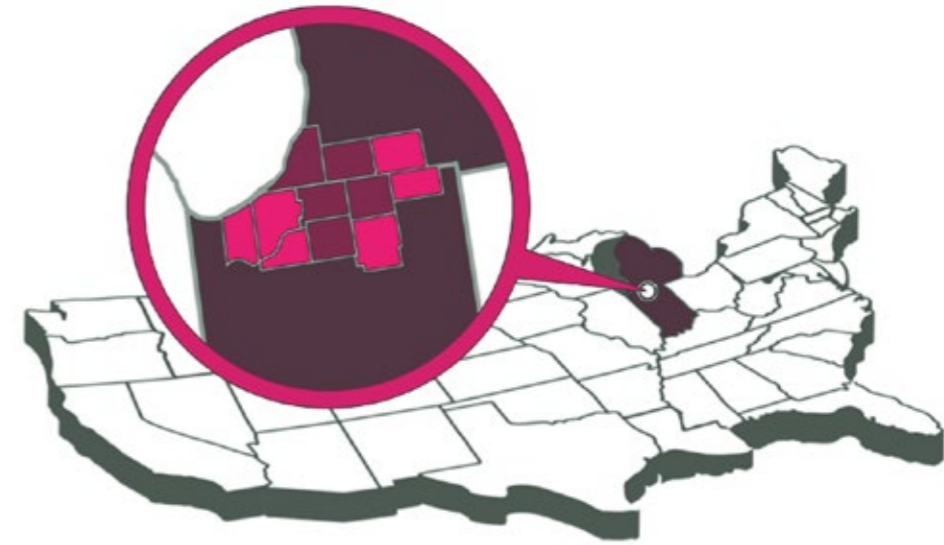
These funds are requested to support the strategies in this Plan that will increase talent attraction and retention, improve overall quality of place and quality of life, and amplify the impact of our entrepreneurial ecosystem and innovation economy – all while supporting our core regional economic development goals of:

- + Raising post-secondary attainment among the region's residents from 34 to 50 percent;
- + Transforming net out-migration to a positive in-migration;
- + Helping to establish 275 high-growth potential startups;
- + Growing jobs in higher pay traded industry clusters by 20 percent; and
- + Improving South Bend - Elkhart region's national MSA percentile rank of minority income disparity from the 15th percentile to the 80th percentile.

Based on the example projects included in this Plan, the \$50 million funding request from the State of Indiana would generate over \$461 million of total investment, comprised of 11 percent READI grant funds, 14 percent local public funding, and 75 percent private sector funding.

DEFINING THE REGION

02



NORTHERN INDIANA'S SOUTH BEND - ELKHART REGION EMERGED FROM INDIANA'S REGIONAL CITIES INITIATIVE WITH A SOLID WORKING REGIONAL PARTNERSHIP THAT INCLUDES ELKHART, MARSHALL, AND ST. JOSEPH COUNTIES.

These three counties are all included within the region, as designated by various organizations and planning efforts, including the Indiana Economic Development Corporation, Northern Indiana Workforce Board, Michiana Area Council of Governments, the Economic Development Administration, and more, demonstrating a strong track record of collaboration and effort to foster regional advancement. The region includes the South Bend - Mishawaka metro area, Elkhart - Goshen metro area, and the Plymouth micropolitan area. The combination of geography, culture, opportunity, history, environmental, and economic structural factors contributes to the connectivity and shared economy across the communities in the region.

The following cities and towns are within the RDA geography: Bristol, Middlebury, Millersburg, Wakarusa, Elkhart, Goshen, and Nappanee within Elkhart County; Argos, Bourbon, Bremen, Culver, La Paz, and Plymouth within Marshall County; Indian Village, Lakeville, New Carlisle, North Liberty, Osceola, Roseland, Walkerton, Mishawaka, and South Bend within St. Joseph County.

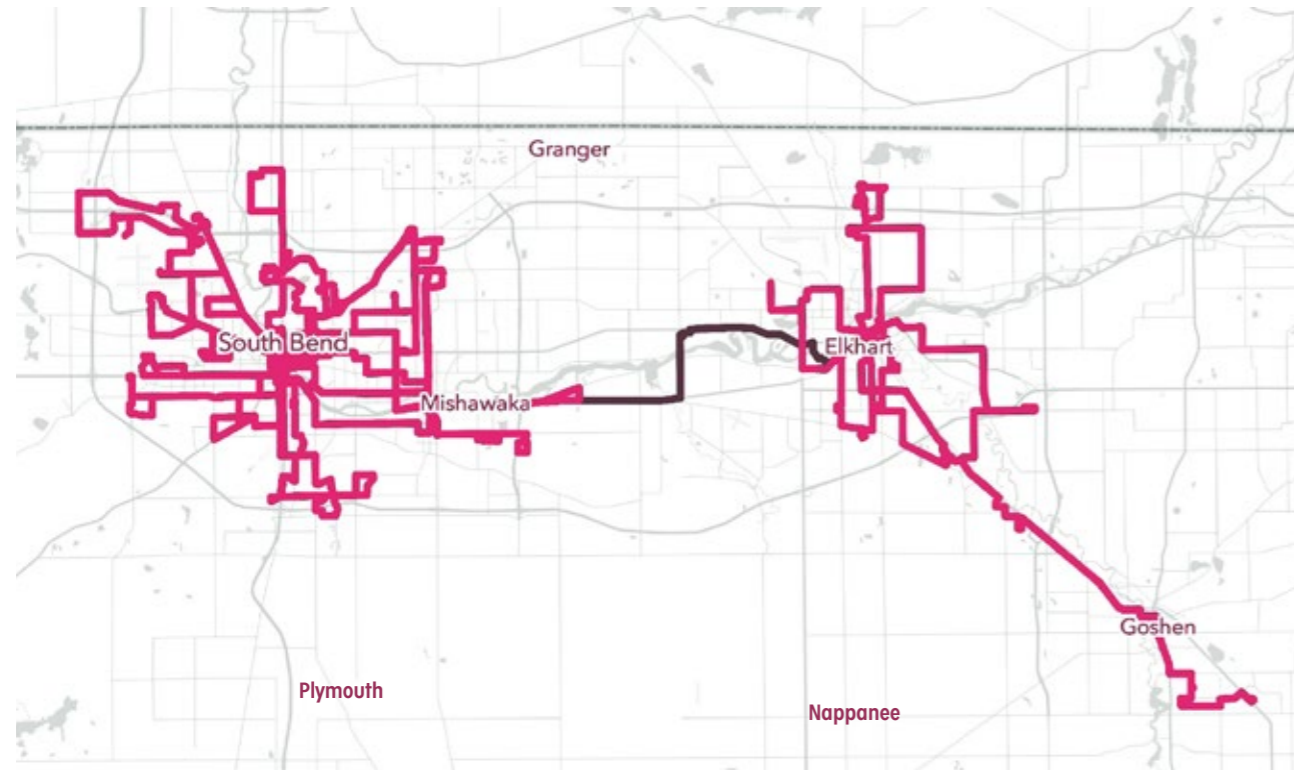
County and local government officials, industry leaders, entrepreneurs, and residents have worked together to create this Regional Development Plan. They are pleased to submit it through the [South Bend - Elkhart Regional Development Authority \(RDA\)](#). The RDA is a corporate and political body formed in 2015 to apply for and then distribute the \$42 million of Regional Cities Initiative funding to spur

investment in quality of life projects for Elkhart, Marshall, and St. Joseph Counties and the municipalities within the region.

The planning process, led by the [South Bend - Elkhart Regional Partnership](#) (Regional Partnership), collaborates with the economic development partners from 47 smart connected communities in Northern Indiana and Southwest Michigan. The Regional Partnership provides a framework to convene stakeholders for industry, institutions, civic organizations, and government to pursue a unified strategy for regional development. It has been instrumental in securing and administering the RDA's Regional Cities Initiative grant, directing it to 28 quality of life projects. It has brought unity and purpose to a region that includes cities otherwise seen as different markets by the U.S. Census Bureau.

The Regional Partnership focuses on a long-term systemic approach to advance the region's economy by aligning the efforts of various stakeholders around five key areas reflecting the Regional Partnership's committee structure: educating a world-class workforce; recruiting and retaining great talent; attracting and growing new economy companies in complement to our robust manufacturing industries; promoting inclusion, sparking opportunities for minorities, and helping entrepreneurs thrive. The partnership framework served as the foundation for this regional planning effort to increase the region's quality of life, quality of place, and economic vitality.

DEFINING THE REGION



Connectivity Through TRANSPO and Interurban Trolley

SHARED OPPORTUNITIES AND CHALLENGES

In addition to the past track record of partnership and collaboration, several additional factors were significant drivers in defining the region in this way, including labor force, shared amenities, and shared challenges that present opportunities on the horizon.

Through the lens of the local labor force, the South Bend - Elkhart region represents a point of density for Northern Indiana residents. Of the 334,336 workers employed or living in the region, 59 percent both live and work within the region, a strength that can be tapped into for current and future planning. The region is a job center, with more workers commuting into the region daily than out for employment driven by major employers like Beacon Health System, University of Notre Dame, Universal Bearings, and Lippert Components.

Additionally, shared amenities — including natural assets, like the Potato Creek State Park; outdoor amenities, like the East Race Waterway; higher education institutions, like Indiana University South Bend and Goshen College; and proximity to activity centers, such as the Lake Michigan shore and the Chicago metropolitan area — create shared assets that the region can leverage to attract and retain talent and industry.

Through the lens of industry, the regional economy also has shared points of interest and investment, including a long-term legacy of entrepreneurship and innovation. This legacy includes a focus on the infusion of innovation into existing advanced manufacturing industries, and a commitment to becoming a hub of entrepreneurial activity and global innovation in emerging advanced industry

sectors like IT, data analytics, defense, and aerospace. These assets are supported by an ecosystem of program partners and institutions, such as Notre Dame's iNDustry Labs and IDEA Center, Elevate Ventures, and the region's largest private sector employers, including THOR Industries, ITAMCO, Bayer, and AM General.

While there are shared opportunities, there are also shared challenges. Educational attainment and wage stagnation present serious challenges across the region, particularly as manufacturing

shifts towards Industry 4.0. Additionally, efforts to drive demographic diversity, inclusion, and overall economic participation have had varying levels of success, particularly through the lens of education and entrepreneurship. These areas are ripe with opportunity for economic advancement and reinvention.

These shared opportunities and challenges, supported by the passion and participation of a wide set of stakeholders, define this region and anchor this Smart, Connected Communities 2030 ("Plan").



POTENTIAL FOR FUTURE PARTNERSHIP

Several adjacent counties also contribute to the shared labor force and amenity base. Although they are not included in the definition of the region for purposes of the Smart, Connected Communities 2030 Plan, they are often key collaborators on specific economic development initiatives and will continue to be included in broad efforts moving forward. Kosciusko County is a formal member of the Northeast Indiana region, LaPorte County is a formal member of the Northwest Indiana region, and Fulton County is partnering with the North Central Region (Kokomo) in their Regional Development Plans. There are also strong ties to Berrien and Cass counties in Southwest Michigan, however these counties formally align with economic development initiatives offered through the State of Michigan.

Full list of towns and cities that could be future collaborators based on the adjacency of these counties include: Burket, Claypool, Etna Green, Leesburg, Mentone, Milford, North Webster, Pierceton, Sidney, Silver Lake, Syracuse, Winona Lake, and Warsaw within Kosciusko County; Kingsbury, Kingsford Heights, La Crosse, Long Beach, La Porte, Michigan City, Michiana Shores, Pottawattomie Park, Trail Creek, Wanatah, and Westville within LaPorte County; and Akron, Delong, Fulton, Kewanna, Leiters Ford, and Rochester within Fulton County.

OVERVIEW



THE SOUTH BEND - ELKHART REGION IS A KNOWLEDGE-DRIVEN, HIGHLY CONNECTED SET OF COMMUNITIES THAT SERVE AND PROVIDE ACCESS TO A GLOBAL INNOVATION ECONOMY.

The South Bend - Elkhart region is a knowledge-driven, highly connected set of communities that serve and provide access to a global innovation economy. The region spans three counties and is home to THOR Industries, Honeywell International Inc., Whirlpool Corporation, and the world-renowned University of Notre Dame, along with over 500,000 residents and more than 40,000 students studying at institutions of higher learning.

In recent years, strong advancements have been made as new jobs have been created, wages have increased, and a new, vibrant entrepreneurial ecosystem emerges. Despite this momentum, historic challenges and drivers of economic decline persist, including:

- + A lag in population growth and an increase in out-migration;
- + Lagging educational attainment levels, as compared with the state and nation; and
- + Low industry diversification.

CURRENT STATE OF THE REGION

03

With dependency on the manufacturing sector for 32 percent of jobs, the region is left exposed to the potential impacts of automation as the global economy shifts towards Industry 4.0, an opinion echoed by the January 2019 Brookings report (Muro et al, 2019), which found that Indiana would be one of the top two states for task exposure to automation.

In 2018, the Regional Partnership commissioned TEconomy Partners, LLC to conduct a study and develop an investment plan that would help secure the South Bend - Elkhart region's economy for long-term, sustainable economic growth and community prosperity. They identified an opportunity for the region to focus its efforts on building

linkages between the region's industrial base and its research assets, thereby improving key facets of the innovation ecosystem from workforce and talent, to diversified industry growth, to creating a culture and ecosystem where entrepreneurs and new businesses can thrive (TEconomy Partners, 2018).

The South Bend - Elkhart region has arrived at an inflection point as it looks towards its future economic trajectory. The time has come for strong investments that will propel the region into the future, prioritizing and building upon the progress of recent years and the region's resilience in the face of the Great Recession and, now, the COVID-19 pandemic.

CURRENT STATE OF THE REGION



Photo: Elkhart: Gary Neidig, ITAMCO and Gerald Best, SIMBA Chain, connect while David Temeles, Third Coast Federal, looks on.

A STRONG COMMITMENT TO PARTNERSHIP

Strong partnerships and dedicated stakeholders across the region have enhanced the overall economic competitiveness and growth of the region. Since 2011, with the creation of the Regional Partnership, the South Bend - Elkhart region has embraced a long-term planning mindset and engaged in continued collaboration, shared strategy, and investment to fuel economic development. The successful Regional Cities proposal in 2015 supported 28 quality of life projects across the region, spurring hundreds of millions of dollars in direct investment. The indirect return on investment is beyond calculation. Projects have provided innovative options for current and future residents to live, learn, work, and play. They have increased community pride, eliminated blight, connected our communities, and drawn national attention to the region. Beyond the brick-and-mortar projects that have the potential to transform our communities for decades, the grant served as a catalyst by making us think more broadly and by encouraging our community leaders to come together in an unprecedented way to sustain initiatives necessary for us to both attract and retain the brightest from our schools, our state, and our nation.

The region's success in securing the Regional Cities Initiative grant served as a catalyst for formation of the

RDA and many other regional conversations. Even as the RDA moved forward with implementing the regional cities projects, community leaders indicated strong interest in developing a comprehensive plan that would build economic strength in the region and lead our efforts beyond the quality of place focus.

Throughout 2016 and 2017, the RDA and Regional Partnership convened hundreds of stakeholders to develop strategies in support of the overarching goal to increase per capita personal income in the region to equal or surpass the national average. The South Bend - Elkhart region's community of economic development partners came together in 2018 to develop and align economic development strategies for the region. The resulting Regional Economic Development Strategy (REDS plan), Ensuring Prosperity for the South Bend - Elkhart Region, outlined the major areas of priority for strategy and investment moving forward. This plan noted that, "in order to grow prosperity, in order to make the region thrive as one offering great jobs, cool places to live and play, and diversity in our communities, we need to continue to work together."



THE PLAN IDENTIFIED THE FOLLOWING AREAS OF PRIORITY, IN AN EFFORT TO ADVANCE THE OVERARCHING GOAL OF INCREASING PER CAPITA PERSONAL INCOME IN THE REGION:

- + Educating a world-class workforce
- + Recruiting and retaining great talent
- + Helping entrepreneurs thrive
- + Attracting and growing new economy
- + Promoting inclusion and sparking opportunities for women and minorities
- + companies in complement to our remarkably strong manufacturing industries

These areas of priority continue to anchor the regional economic development strategy and serve as key points for impact.

The RDA served as leaders in establishing a vision, and the civic infrastructure quickly coalesced to carry the vision forward. Knowing that it takes a sustained, comprehensive effort over many years to make lasting improvements in a regional economy, the Regional Partnership has expanded its capacity through the restructuring of its board of directors and onboarding of new staff. This enabled the region to carry out the strategy through program implementation, plan evolution, convening key regional actors and creating collaborations,

initiating a platform for public-private collaboration on regional economic development strategy, marketing the region, and directly encouraging collaboration in pursuit of additional grant funds. Multi-year investments were pledged from a broad set of stakeholders, including private industry and foundations, higher education institutions, cities and counties, community foundations, and local economic development organizations. In addition to advisory committees focused on each of the five priority areas, a Mayors and Commissioners Council and Higher Education Advisory Committee were formed to ensure engagement from the local public sector and higher education partners.

Photo: Hundreds of Attendees enjoy IDEA Week, an Innovation and Entrepreneurship Festival based in the South Bend - Elkhart region.

CURRENT STATE OF THE REGION

A STRONG COMMITMENT TO PARTNERSHIP

SINCE 2015, THE FOLLOWING PLANNING EFFORTS AND REGIONAL MILESTONES HAVE BEEN LED BY THE REGIONAL PARTNERSHIP: 

2015

Through the state of Indiana, thousands of regional residents engaged in the creation of the [Innovate Indiana plan in 2015](#). The plan anchored the region's \$42 million Regional Cities Initiative grant proposal, which was successfully secured through the newly formed RDA.

2016

To catalyze economic growth in areas beyond the initial Regional Cities Initiative focus, the 2016 Plan for Prosperity, Growth, and Inclusion provided a situational analysis and identified key areas of opportunity.

2018

Through inclusive collaboration, regional stakeholders developed the [2018 Ensuring Prosperity for the South Bend - Elkhart Region - Regional Economic Development Strategy \(REDS plan\)](#), identified specific strategies, and laid a robust path to achieving the regional goal of increasing per capita personal income.

With a focus on improving key facets of the innovation ecosystem, from workforce and talent to diversified industry growth, the 2018 Tides of Change: Critical Investments Needed to Stimulate Long-term Economic Prosperity in the South Bend - Elkhart Region was conducted by TEconomy Partners.

2019

In 2019, the region announced a \$42.4 million grant from Lilly Endowment Inc. to form the [Labs for Industry Futures and Transformation \(LIFT\) Network](#), to enhance and link cutting-edge expertise, technologies, workforce development programs, and innovation-based facilities

throughout the broader South Bend - Elkhart region. The grant brought together the University of Notre Dame, the Regional Partnership, and other key regional stakeholders in a collaboration to further advance the region as an economic leader in next-generation manufacturing, entrepreneurship, applied analytics, and technology. The LIFT Network built on the momentum created by the 2015 Indiana Regional Cities Initiative grant and has accelerated the region's shared vision to create an environment that attracts, trains, and retains top talent for tomorrow's jobs.

In October 2019, the Regional Partnership engaged [Resonance](#) to develop a brand and marketing campaign designed to attract attention from companies and talent and encourage economic growth across the region. The resulting WE+YOU South Bend Elkhart campaign focuses on attracting students, former residents, new talent, and businesses, seeking to raise their awareness and excitement about the region and its assets, amenities, and opportunities.

2020

In 2020, planning and execution began to produce results, including the region's designation as a [21st Century Talent Region](#) by the State of Indiana and recognition by Elevate Ventures as their ["Region of the Year"](#) for the second consecutive year.

2021

A 2021 Regional Belonging Survey established baseline data to understand how regional residents connect with their communities, and provided insights on income levels tied to demographics.

With the vision identified and the civic infrastructure engaged, individual communities across the South Bend - Elkhart region have created even more plans that leverage their unique assets in alignment with the regional vision. For example, participation in the larger regional planning process spurred development of Marshall County Crossroads, a collaboration between six towns working to improve quality of life in Marshall County that was named the State of Indiana's 2019 Stellar Community, an initiative that supports rural regions with millions of dollars to help develop their visions. To build on talent recruitment strategies, Marshall County launched a targeted effort to attract and support military veterans. This connects potential residents with resources in the county and across the region, including the Veteran's Resource Network operated by Goodwill Industries of Michiana.

Higher education institutions have also shown a strong commitment to regional collaboration and economic growth. The South Bend - Elkhart region is home to nine institutions of higher education who serve as key partners in enhancing our entrepreneurial ecosystem, building quality of place amenities, and producing world-class talent in response to industry needs. These anchor institutions are highly engaged in informing and implementing the REDS plan, with representatives playing leadership roles with the RDA, Regional Partnership Board of Directors, and its advisory committees. The presidents of all nine institutions are engaged in the Regional Partnership's Higher Education Advisory Council to ensure frequent communication and active engagement between

higher education and economic development stakeholders.

Higher education and industry are partnering to ensure relevant curriculum and to place students in internships and jobs. In addition to the LIFT Network's support to Notre Dame, nearly \$2.5 million of funding was awarded in 2021 to eight regional colleges and universities for new programs designed to help the region advance its current and future highly-skilled workforce. By collaborating on the investments, the funds were able to support a diverse and highly relevant set of programs and activities including non-degree programs and certifications as well as formal two- and four-year degree programs of study in data science and other in-demand fields.

A current effort is focused on recruiting the University Economic Development Association (UEDA) Summit to be held in the region in 2023 or 2024, enabling us to tell our unique story of collaboration between industry, community, and higher education partners on a national level.

The Regional Partnership has demonstrated its commitment to collaboration as the fuel for possibility. South Bend - Elkhart regional leaders recognize that it is only through partnership and collaboration that individual communities and the region as a whole will achieve its fullest economic potential. For this Smart, Connected Communities 2030 Plan, we have analyzed updated data to reinforce and refine our goals, strengthen objectives, and generate strategies to be brought forward across the region.

DEMOGRAPHICS AND ECONOMICS

Population in the region increased by 2.8 percent between 2010 and 2020. At 4.8 percent between 2010 and 2020, Elkhart County slightly outpaced Indiana's overall growth of 4.7 percent. St. Joseph County saw a 2.2 percent increase while Marshall County lost two percent over the same period. Before Marshall County's decline, all three counties

and the state had seen positive population gain since the 1980s. In 2020, the natural population increase (more births than deaths) of the region was also positive. However, the region is experiencing more out-migration than in-migration, despite positive migration to Indiana overall.

SUMMARY STATISTICS	ELKHART COUNTY, IN	MARSHALL COUNTY, IN	ST. JOSEPH COUNTY, IN	REGION	INDIANA
Total Population 2020	207,047	46,095	272,912	526,054	6,785,528
Population Change 2010 to 2020	4.8%	-2.0%	2.2%	2.8%	4.7%
HOUSEHOLDS					
Households 2019	71,718	17,304	101,872	190,894	2,570,419
EDUCATIONAL ATTAINMENT					
High School Diploma or More - Pct. of Adults 25+ 2019	80.8%	84.9%	88.5%	85.2%	88.8%
Bachelor's Degree or More - Pct. of Adults 25+ 2019	19.8%	19.7%	29.6%	24.8%	26.5%

Source: US Census Bureau 2020, ACS 2019

CURRENT STATE OF THE REGION

DEMOGRAPHICS AND ECONOMICS

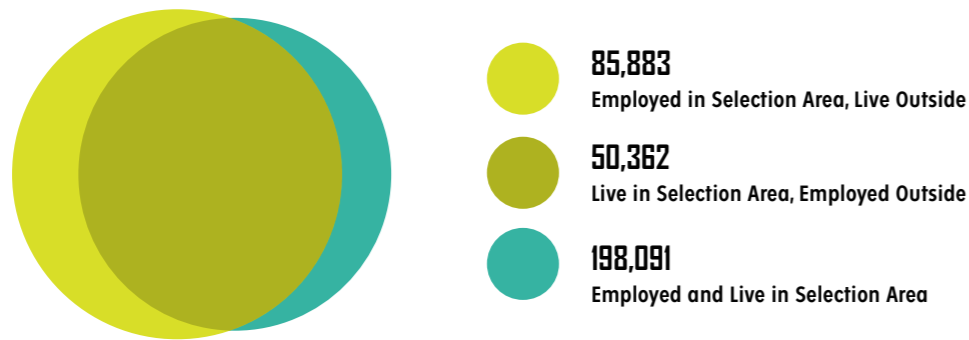
Maintaining labor force growth is a major concern in the region. Elkhart's labor force growth substantially leads the region and the state. However, Elkhart's per capita income and median household income remain below the state, suggesting that new employment

opportunities may not be concentrated in high wage occupations. This is noteworthy, given the region's status as a job center, and indicates a clear need for regional focus on creating new job opportunities that pay a living wage and have opportunities for advancement.

ECONOMIC CONDITIONS	ELKHART	MARSHALL	ST. JOSEPH	REGION	INDIANA
WORKFORCE					
Labor Force (persons) 2020	110,494	22,646	133,385	266,525	3,319,010
Labor Force Growth or Decline 2010 to 2020	17.0%	-3.5%	2.2%	7.30%	4.5%
Annual Unemployment Rate 2020	7.5%	6.4%	8.4%	7.8%	11.9%
Unemployed Individuals 2020	8,287	1,449	11,204	20,941	394,962
INCOME					
Per Capita Personal Income 2019	\$46,975	\$42,196	\$48,535	\$47,362	\$48,678
Median Household Income 2019	\$55,782	\$53,695	\$53,881	N/A	\$57,617
Annual Individual Poverty Rate 2019	9.6%	10.9%	15.3%	12.7%	11.9%
Individual Population in Poverty 2019	19,791	5,026	41,537	66,354	803,839

Source: ACS 2019, Stats America

Inflow and outflow job counts in 2018



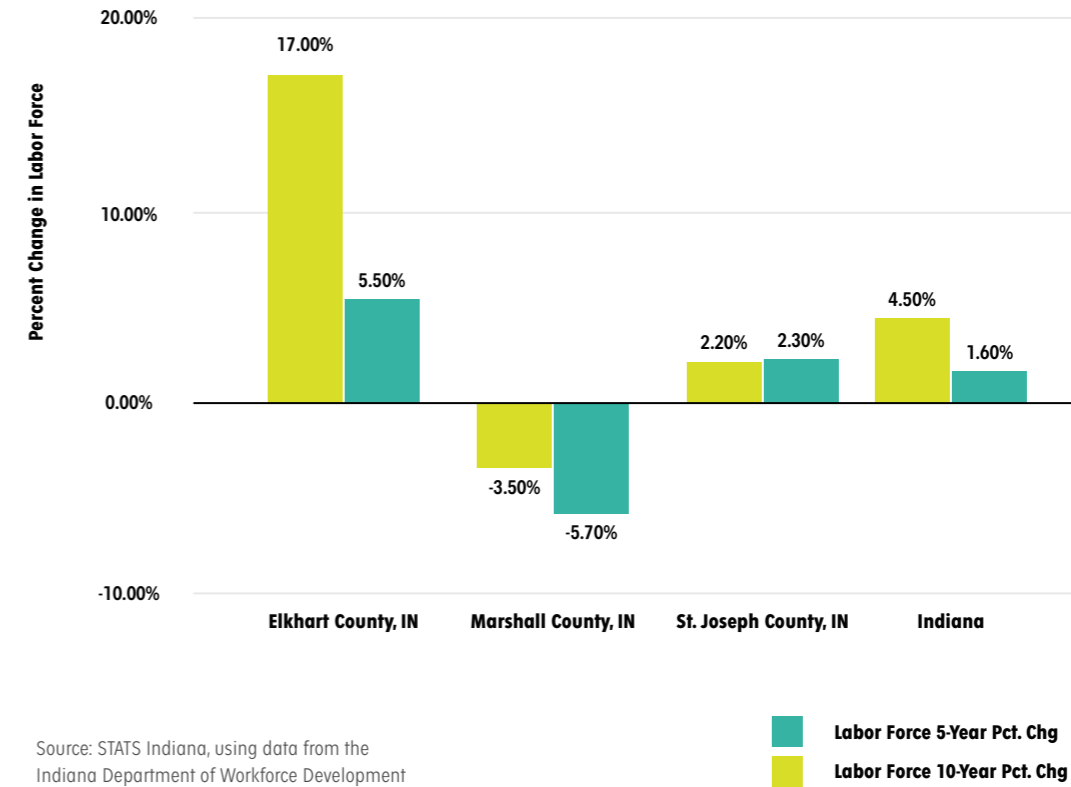
As mentioned above, the region is a job center, with more workers commuting into the region daily than out for employment. Most people both live and work within the region, which is an area of unique strength. Given the region's ample economic assets and industry

growth in recent decades, this strength can be leveraged for future planning efforts, particularly those centered around talent attraction and retention.

Labor Force Participation Changes

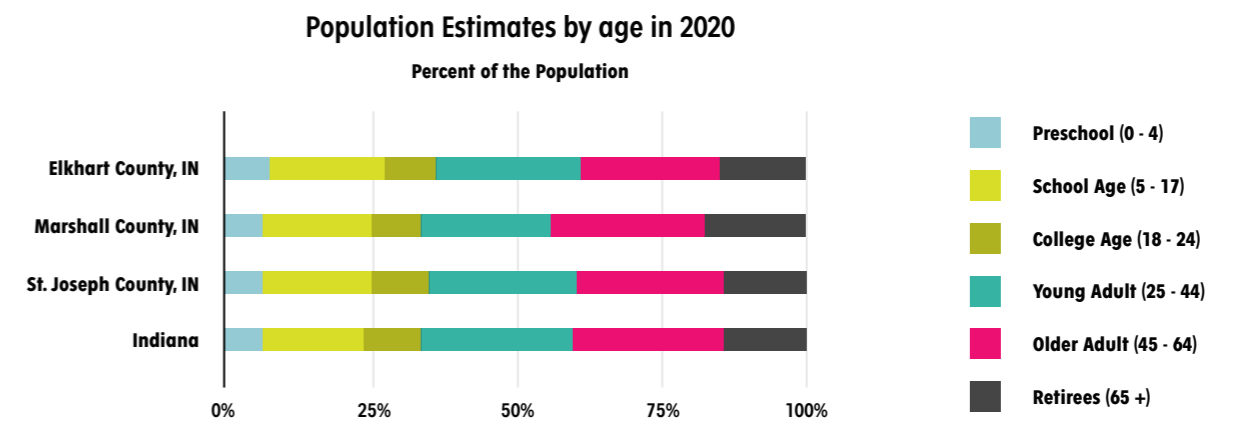
Regional labor force participation changes over the past ten years are mixed. Most notably, Elkhart County saw larger positive percent changes than the state average over both the ten and five year periods.

Marshall County, however, experienced a loss over both periods. More needs to be done to ensure consistency across the region and parity or performance that exceeds that of the state.



DEMOGRAPHIC CHARACTERISTICS

Age Distribution



CURRENT STATE OF THE REGION

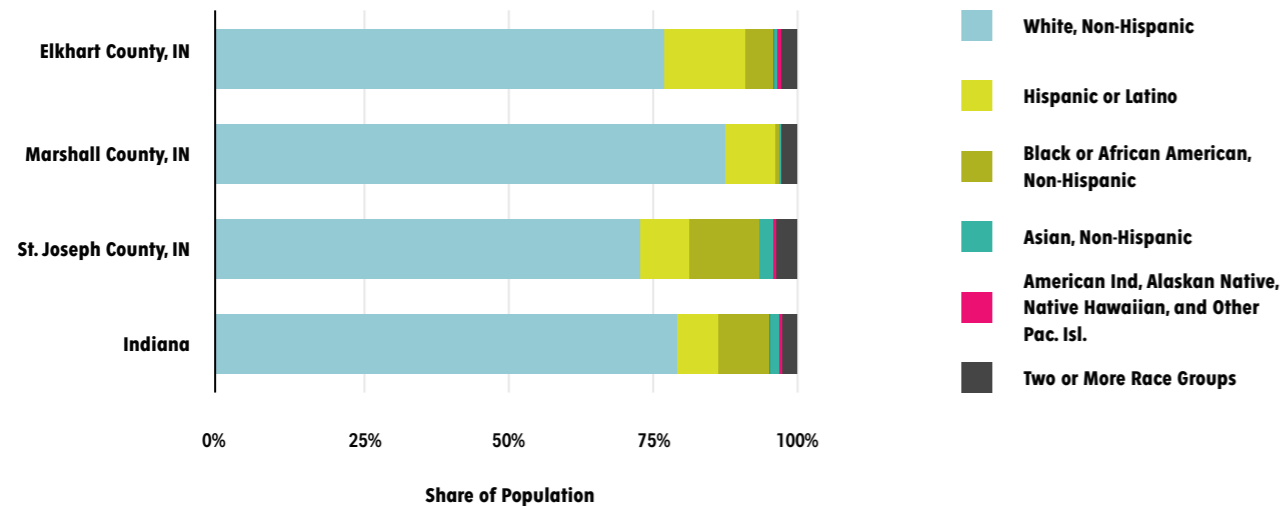
DEMOGRAPHIC CHARACTERISTICS

Age distribution of the region is consistent with the state of Indiana. Elkhart and Marshall Counties include more school-aged children, while St. Joseph County has the highest share of college-aged adults in the region. Overall, Marshall County is slightly older than the rest of the counties, which can contribute to other outcomes such as median income and workforce participation. From a strategy perspective, these estimates indicate the potential present and future workforce.

College-aged adults could represent net positive additions to the workforce if they are retained in the region. The region should keep a close eye on the prime working-age population between 25 and 64, which makes up roughly 50 percent of the population. We anticipate early retirement and some exits of the labor force due to the COVID-19 pandemic. Should those predictions come true, the region will need to focus its efforts on talent attraction and retention like never before.

RACIAL MAKEUP

Population Estimates by Race and Hispanic origin in 2020



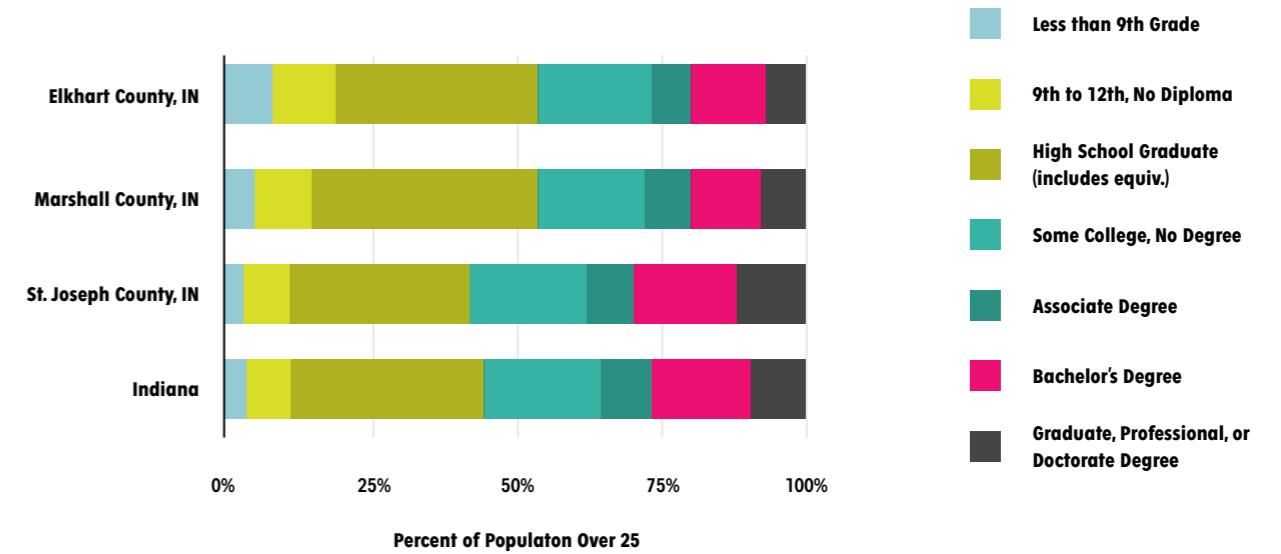
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

The racial makeup of the South Bend - Elkhart region follows that of greater Indiana, with roughly 20 percent of residents identifying as a racial or ethnic minority, and with the population overall remaining predominantly white. St. Joseph County has a comparatively large Black or African American population (13.2 percent). Also of note, the

Hispanic population across the region is higher than the state average. A more diverse population represents opportunity, in terms of business creation and talent attraction, as cultural clusters emerge. Economic participation, representation, and overall inclusion become factors to explore and consider as the population evolves.

EDUCATIONAL ATTAINMENT

Educational Attainment (2019)



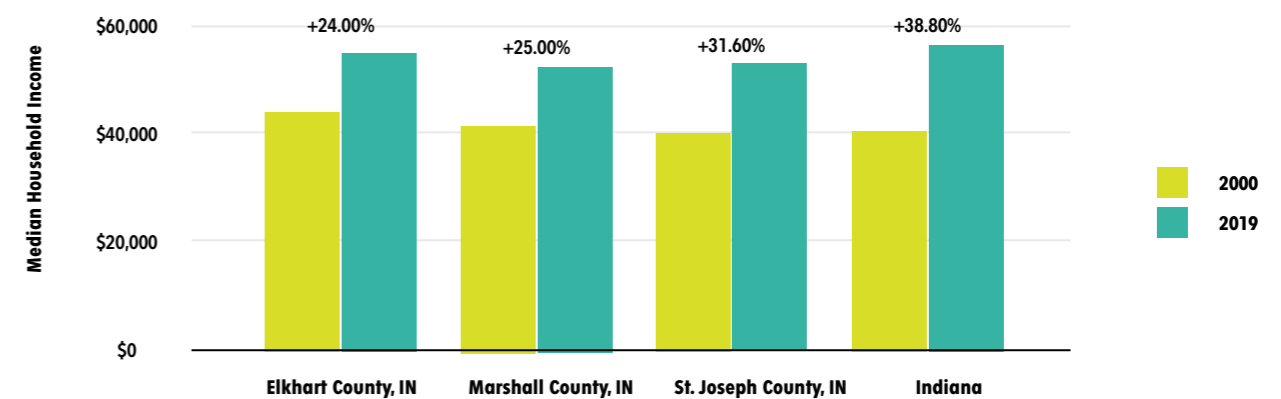
Source: STATS Indiana, using data from the Indiana Department of Workforce Development Notes about education calculations: graduation rates are based on the expected graduation cohort that enter the 9th grade in the same year. Students are tracked using Indiana's Student Test Number, which helps distinguish between dropouts and exited students. Homeschooled students exit, while those that withdraw for religious belief are exited from local but not federal cohorts (as is the Educational Attainment calculations).

Home to seven of the region's nine colleges and universities, including the University of Notre Dame, St. Joseph County's higher education attainment proportion is the largest of the region and beyond state averages. Elkhart and Marshall Counties' share of the population (age 25 and older) without a high school diploma surpasses the state average. However, federal measures count students that exit school for religious beliefs – which may include Amish students –

as non-graduates, potentially impacting these numbers. Nevertheless, educational attainment poses a threat to achieving the region's full economic potential. Industry growth and entrepreneurship feed off of access to talent. The region must determine how it can increase educational attainment, while addressing previously outlined issues of talent retention for those who do matriculate to institutions of higher learning.

INCOME

Median Household Income Change 2000 - 2019



Source: STATS Indiana, using data from the Indiana Department of Workforce Development

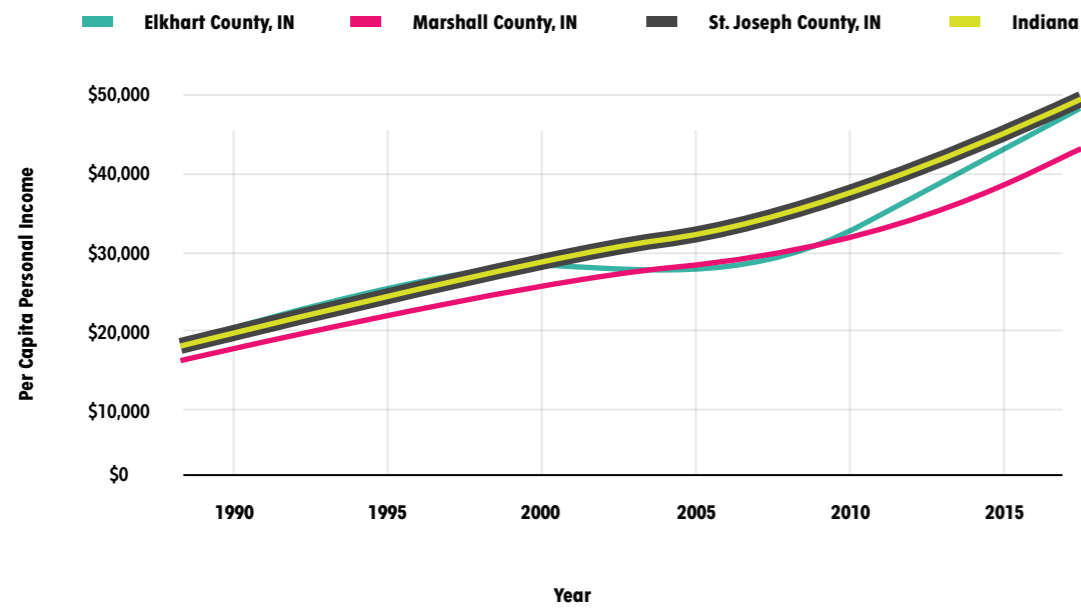
CURRENT STATE OF THE REGION

INCOME

Median Household Income is not growing at a consistent rate across the region and state. Overall, the South Bend - Elkhart region median income grew at slower rates than the state from 2000 to 2019. St. Joseph County experienced a higher income growth rate than Elkhart and Marshall counties. Additionally, per capita personal income grew at different rates from 1989 to 2019. While St. Joseph County closely followed the state averages, Elkhart and Marshall counties lagged behind, particularly from 2000 on.

Per capita income has implications for affordability and cost of living, as well as for business and talent attraction and retention. The region must consider strategies to increase per capita income to ensure viability of the local economy and competitiveness at the national scale.

Per Capita Personal Income 1989 - 2019



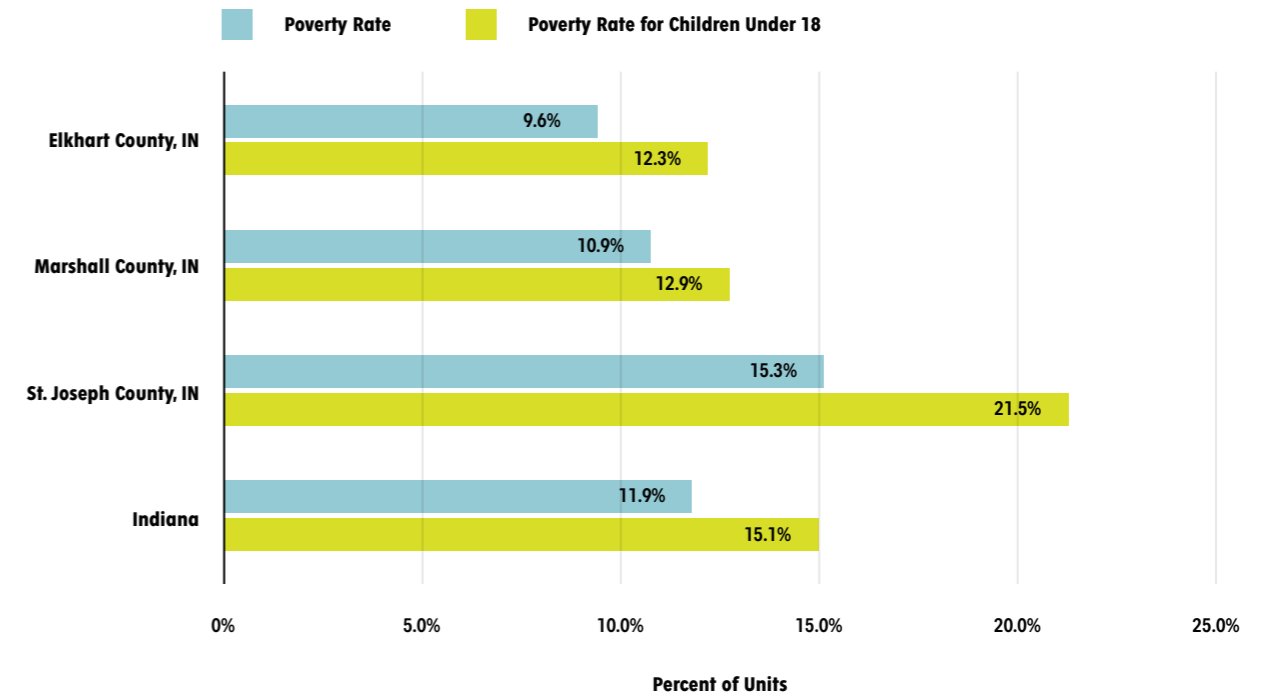
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Poverty Rate

St. Joseph County's poverty rate exceeds the state average. While this may reflect the presence of college students, a child poverty rate of 21.5 percent is very concerning and, given the implications for wellbeing of the region, this trend highlights an area of opportunity for intervention and improvement moving forward. Both the adult and child poverty rates of Elkhart and Marshall Counties' are below the state average.



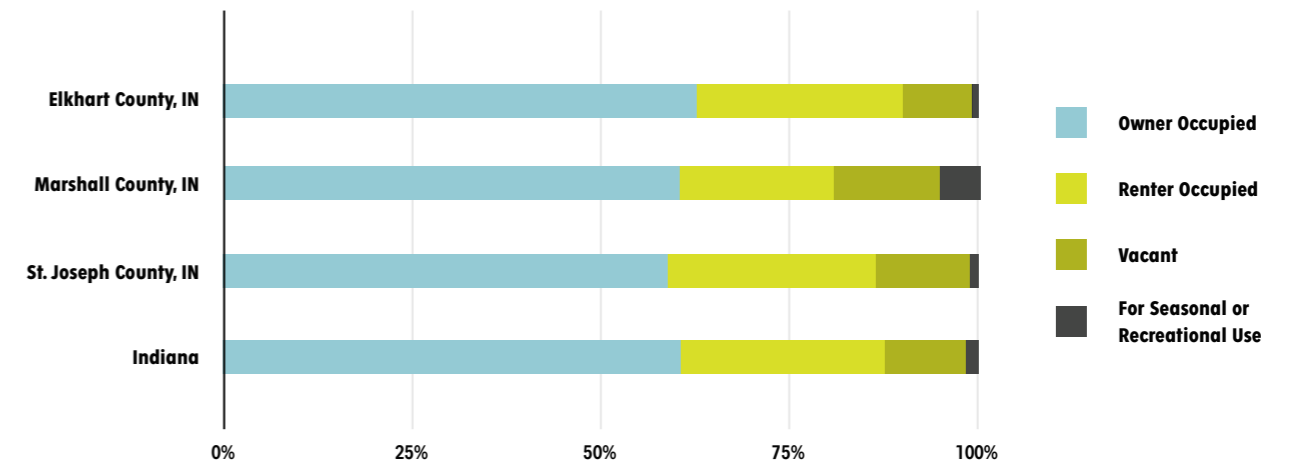
Poverty Rate



Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Housing

Housing Occupancy Status



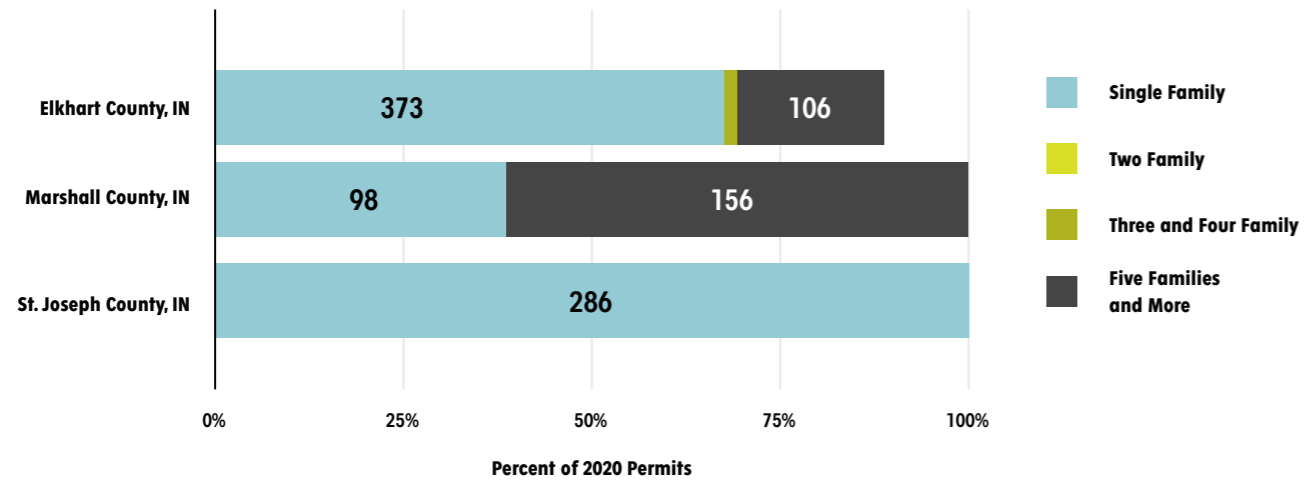
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Home ownership is more pervasive than renting across the region, consistent with state averages. Marshall County has the largest vacancy rate at 14.5percent, followed by St. Joseph at 12.7percent, both of which are above the state average of 11 percent. Elkhart vacancy is the lowest in the region at 9.3 percent. These data could indicate a need for more workforce housing in the region, particularly given the importance of increasing local workforce and retaining college graduates and young professional talent.

CURRENT STATE OF THE REGION

INCOME | HOUSING

2020 Residential Building Permits by Unit Type



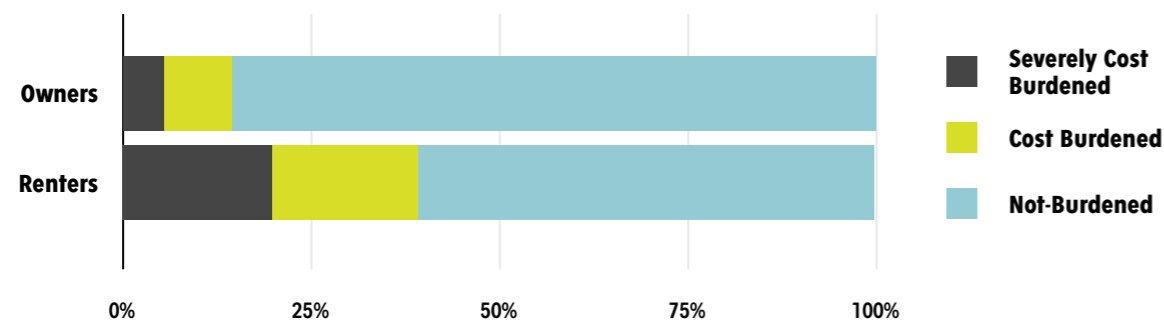
Source: STATS Indiana, using data from the Indiana Department of Workforce Development

Housing permits acquired in 2020 reveal single-family housing dominates the regional housing market. This may be evidence that the region has few housing options in the "missing middle", given the lack of new or renovated housing options between single-family homes and large scale (five families and more) apartments. That said,

there is a mix of both single-family and multi-family units planned for construction. Of note, the majority of housing unit permits in Marshall County are for multi-family units, which could correspond with the county's lower per capita income.

Housing

Cost Burdened Households 2019



Source: Census American Community Survey, 2016-2020

Cost burdened households, those spending 30 percent or more of their monthly income on housing, vary across the region, but surpass state averages in most cases. A household is considered severely cost burdened if they spend more than 50 percent of their monthly income on housing. Housing burden impacts both renters and homeowners, those with mortgages and those without.

Renters are more likely to be cost burdened than owners in the region. A median earning household in St. Joseph County spending \$2,245 on housing would be severely cost burdened, while the same household spending \$1,237 would be cost burdened.

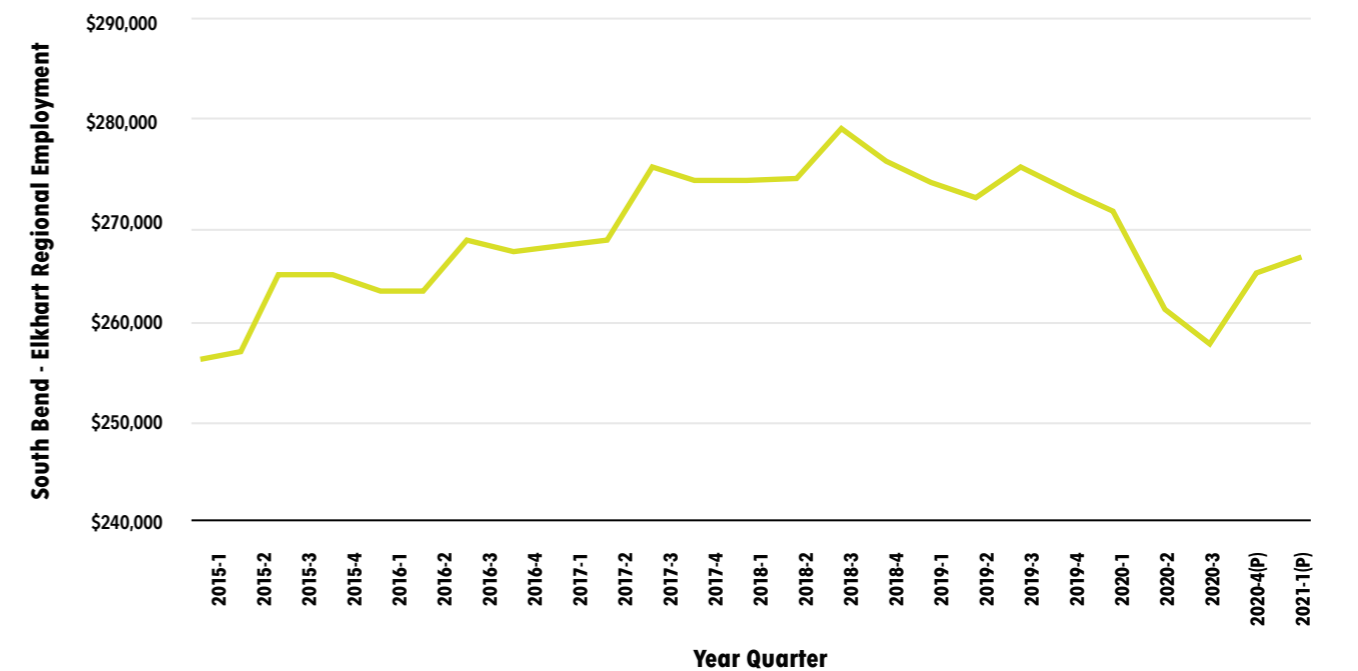
SOUTH BEND - ELKHART REGIONAL ECONOMY

From 2015 to 2019, the South Bend - Elkhart region was on a steady ascent, with employment rising across the region. Beginning in late 2018, employment across the region began to slide. This was exacerbated by the COVID-19 pandemic, which negatively impacted economies worldwide. As of Q3-2020, the South Bend - Elkhart region was down more than 25,300 jobs below the peak employment in Q3-2018. More than 80 percent of the drop between Q3-2018 to Q3-2020 occurred after Q3-2019, and 2020 did not have the usual seasonal gain in

the third quarter. 2020 erased nearly all of the job gains made in the region since 2015. Preliminary data from the Quarterly Census of Employment and Wages through the first quarter of 2021 shows a rebound of about 8,000 jobs.

Moving forward, the region must explore strategies to regain lost jobs and to increase the overall resilience of the region through the lens of talent, educational attainment, quality of life, and industry diversification.

Total Employment in the South Bend - Elkhart Region



Source: Quarterly Workforce Indicators, U.S. Census Bureau, 2015-Q1 to 2020-Q3. Values for 2020-Q4* and 2021-Q1* are updated based on preliminary data from the BLS QCEW.

CURRENT STATE OF THE REGION

EDUCATIONAL ATTAINMENT

COVID-19 Sector Impacts

Nearly every sector has experienced a COVID-19 related impact. Before COVID-19, only three sectors experienced an average quarterly loss, but during the COVID-19 pandemic, 14 sectors experienced losses and only five saw gains. Losses were concentrated in educational services, accommodation and food, and manufacturing.

SECTOR	QUARTERLY CHANGE %		2020 AVERAGE EMPLOYMENT
	PRE COVID	COVID	
Agriculture, etc.	4	71	670
Utilities	0	2	410
Construction	122	68	9,680
Manufacturing	253	-1,172	84,142
Wholesale Trade	30	-138	13,337
Retail Trade	15	-756	24,125
Transport/Warehouse	28	-154	6,595
Information	-20	-189	2,265
Finance/Insurance	14	-57	5,388
Real Estate	27	3	2,832
Professional and Technical	51	-97	7,693
Management	39	-15	5,330
Administrative and Support	-9	-758	11,069
Educational Services	29	-1,863	25,468
Health Care	121	-667	32,625
Arts, Entertainment, and Recreation	46	-83	2,290
Accommodation and Food Services	56	-1,546	17,472
Other Services	15	-283	6,431
Public Administration	18	110	7,261

Source: Quarterly Workforce Indicators, U.S. Census Bureau, 2015-Q1 to 2020-Q3. The COVID-19 period begins 2020-Q1. Data is only available through 2020-Q3, data for 2021-Q2 forward is not yet available.

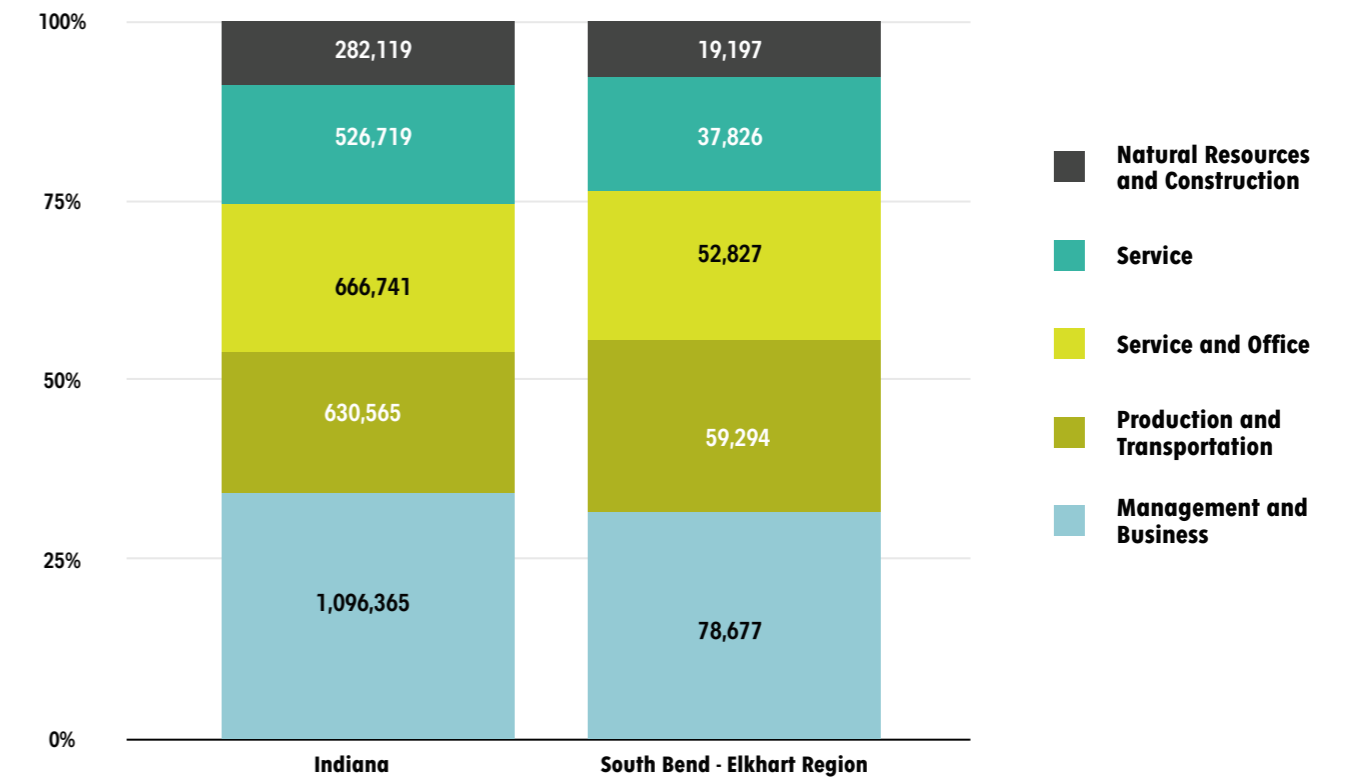
Prior to the pandemic, Elkhart County drove the region's economic engine, adding an average of 492 jobs per quarter, followed by St. Joseph County at 360. St. Joseph County suffered a significant reversal during the COVID-19 pandemic, shedding 4,880 jobs per quarter. Marshall County's small quarterly decline accelerated significantly during the pandemic.

Average Quarterly Change in Employment

	ELKHART COUNTY, IN	MARSHALL COUNTY, IN	ST. JOSEPH COUNTY, IN
Pre-COVID	492	-15	360
COVID	-2,365	-272	-4,880

Source: Quarterly Workforce Indicators, U.S. Census Bureau, 2015-Q1 to 2020-Q3. The COVID-19 period begins 2020-Q1. Post-Covid employment (2021-Q2 forward) is not yet available.

Occupations



Source: Census ACS, 2019 Five-year data.

Management and business occupations are the largest occupational group in the region but overall represent a smaller share of occupations in the region than the state as a whole. Production occupations are the second largest in absolute numbers, and a larger share of the regional economy than Indiana's.

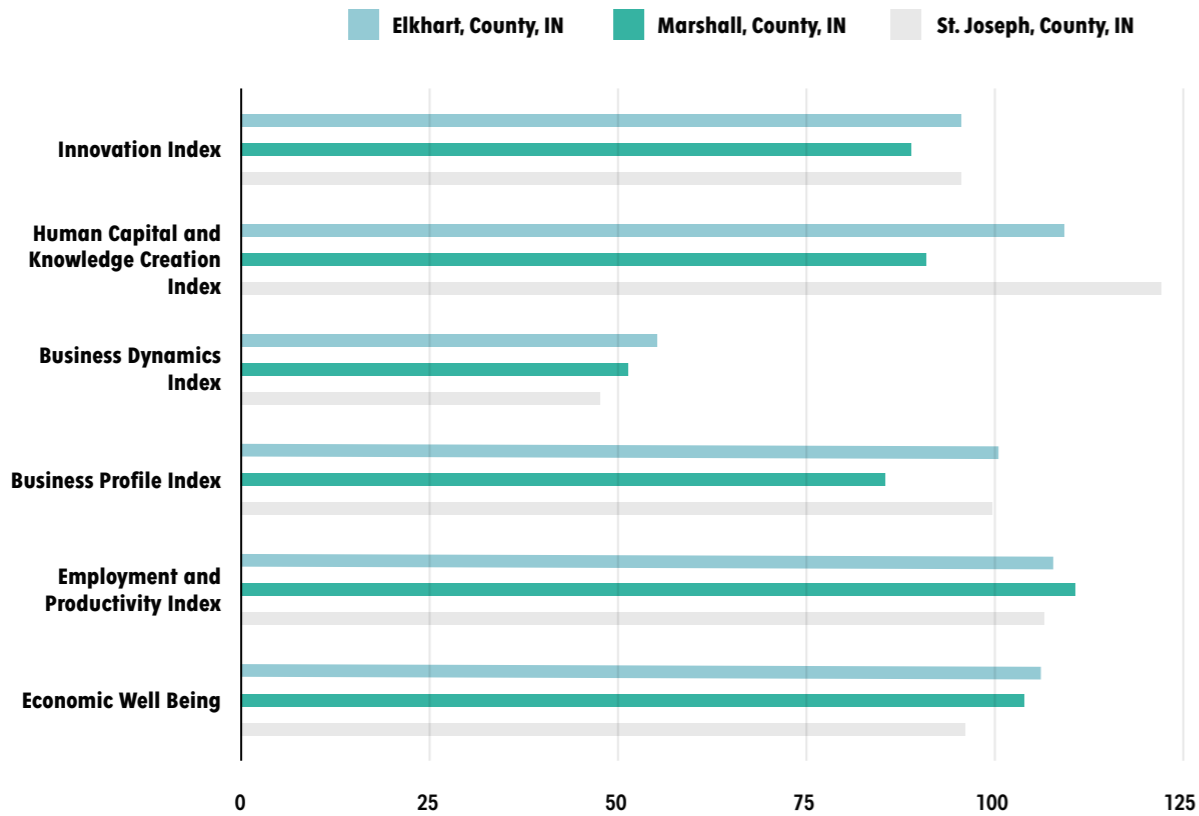
CURRENT STATE OF THE REGION

SOUTH BEND - ELKHART REGIONAL INNOVATION

The Innovation 2.0 Index provides insight into the innovation capacity and innovative output of a region. The measures are county based with scores ranging from 0 to 200, where 100 represents the U.S. Benchmark.

Overall, the counties of the South Bend - Elkhart region perform below the U.S. benchmark on the overall Innovation Index. Elkhart and St. Joseph counties have strengths in Human Capital and Knowledge Creation and all three counties perform above the U.S. benchmark on Employment and Productivity.

Innovation Index 2.0

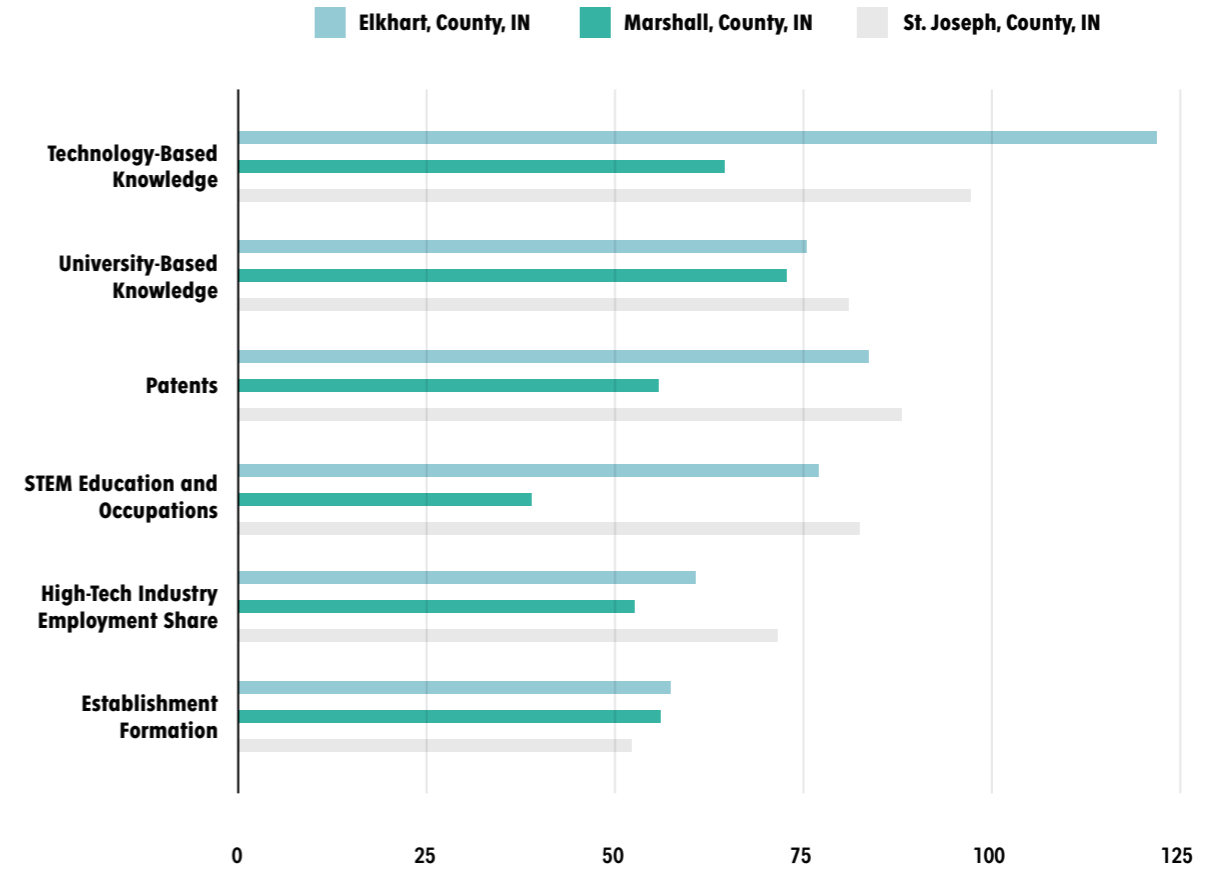


Source: StatsAmerica, Innovation Index 2.0.

Elkhart and St. Joseph counties perform slightly stronger than Marshall County on the overall Innovation Index, but all three counties have areas where they are excelling. For example, there are several technology indices in which St. Joseph County is relatively stronger,

such as STEM degrees and High-Tech Industry Employment Share. Elkhart County's top score of 195.4 on Technology-Based Occupation Clusters leads the region. Marshall County leads the region in the Employment and Productivity Index.

Key Technology Indices



Source: StatsAmerica, Innovation Index 2.0.

Despite some of the strengths in innovation and patents, the counties in the region are generally lagging in Establishment Formation and other areas of entrepreneurship. Venture capital investment is low to non-existent in the region.

Photo: Visitors to the ETHOS Innovation Center in Elkhart County try out new technologies.



Photo: Elkhart Mayor Roberson and South Bend Mayor Mueller connect at the 21st Century Talent Region designation event.

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

04

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

The process to develop this plan and the corresponding funding proposal was informed by a set of stakeholders, leaders, and residents from the South Bend - Elkhart region who participated in a robust planning process for Indiana's Regional Economic Acceleration and Development Initiative ("READI"), and who more broadly participate in ongoing collaborative processes to advance the regional economy.

REGIONAL DEVELOPMENT AUTHORITY ("RDA")

The RDA is a corporate and political body that was formed in 2015 to apply for and then distribute the \$42 million of Regional Cities Initiative funding to spur investment in quality-of-life projects for Elkhart, Marshall, and St. Joseph counties and the municipalities within the region. A five-member board experienced in transportation, regional economic development, business, and finance was appointed by the Mayors and Commissioners of the member counties and the Regional Partnership was engaged to administer the work on behalf of the RDA.

Current RDA Board Members Include:



JOHN DESALLE

EXECUTIVE ENGINEER IN RESIDENCE,
INDUSTRY LABS

University of Notre Dame
1400 E. Angela Boulevard
South Bend, IN 46617



PETE MCCOWN

PRESIDENT

Community Foundation of Elkhart County
300 Nibco Parkway, Suite 301
Elkhart, IN 46516



KRISTIN PRUITT

EXECUTIVE VICE PRESIDENT,
CHIEF ADMINISTRATIVE OFFICER

Lake City Bank
101 N. Michigan,
South Bend, IN 46601



TIM SEXTON

ASSOCIATE VICE PRESIDENT FOR
PUBLIC AFFAIRS

University of Notre Dame
405 Main Building
Notre Dame, IN 46556



DALLAS BERGL

CEO

INOVA Federal Credit Union
358 S. Elkhart Avenue
Elkhart, IN 46516

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

REGIONAL DEVELOPMENT AUTHORITY

The RDA is focused on the long-term prosperity of the region and raising per capita income of its residents. Beginning in 2016, the RDA invited leaders in the region to come together to think about our future and focus on how it can raise income. The resulting Regional Economic Development Strategy (REDS Plan) focused efforts on five key areas, or pillars, with the goal of pushing the region to match national per capita income by 2030:

- + Educating a world-class workforce
- + Recruiting and retaining great talent
- + Attracting and growing new economy companies in

complement to our remarkably strong manufacturing industries

- + Helping entrepreneurs thrive
- + Promoting inclusion and sparking opportunities for women and minorities

In terms of execution, the RDA will be responsible for fiduciary governance, project vetting and approval, and distribution of funds. The Regional Partnership will be the lead in administering strategy and facilitating connections and communications across the region.

SOUTH BEND - ELKHART REGIONAL PARTNERSHIP

The Regional Partnership is the primary driver of regional development activity as the area's regional economic development organization (REDO) and serves as staff for the RDA. Established in 2011, the Regional Partnership has been charged with implementing the REDS Plan built around industry, entrepreneurship, workforce, talent, and inclusion.

The Regional Partnership was instrumental in the successful application for Indiana's Regional Cities Initiative grant and became the administrative entity for the RDA when the region won the \$42 million grant in 2015. Throughout 2016 and 2017, the Regional Partnership was key in disbursing the funds for the projects and

developing the REDS Plan work and a growing number of regional activities.

The RDA and the lead economic development organizations (LEDOs) developed the following governance structure to support the Regional Partnership in its execution of the REDS Plan. This structure enables the key stakeholders to effectively align their economic development efforts. Representatives from the LEDOs, local government, private industry, and other key stakeholders, along with the committee chairs representing the five strategic drivers govern the Regional Partnership as it works to execute the strategies outlined within the REDS Plan.

"...Then also to get the honor and pleasure of looking in on some of the Regional Cities projects like Howard Park, to just see how things are going. They are just amazing. The Regional Cities Initiative aimed at creating quality of life for people that want to stay here...it was a genius idea. It developed about four years ago and the way it's come to...has been great,"

JIM SCHELLINGER

Source: WNDU - Indiana Secretary of Commerce visits South Bend, Mishawaka

COMMITTEE STRUCTURE

The Regional Partnership has a robust committee structure that facilitates ongoing regional collaboration and functions to ensure efficient and impactful use of resources, rapid identification of challenges, and the coordination of solutions. This structure includes a Board of Directors, including cross-county representatives of the economic development, industry, and philanthropic communities, and a robust suite of advisory councils and committees that provide targeted support to advance impact in areas like higher education, diversity, equity, and inclusion, and industry growth.

SOUTH BEND - ELKHART REGIONAL PARTNERSHIP BOARD OF DIRECTORS						ADVISORY COUNCILS AND COMMITTEES
Pete McCown, Chair RDA Representative; Community Foundation of Elkhart County						
LEDOs	Local Gov.	Committee Representatives	Private Industry		Stakeholders	
Laura Walls (Secretary) Marshall County	Andy Kostielney St. Joseph County	Rebecca Stoltzfus Education and Workforce Goshen College	Shannon Cullinan (Member) University of Notre Dame	Gary Neidig ITAMCO	Dave Behr Indiana Economic Development Corp.	
Jeff Rea (Vice Chair) St. Joseph County	Kevin Overmyer Marshall County	Phil Smoker Entrepreneurship Smoker Craft	Mike Daigle (Treasurer) South Bend International Airport	Andrea Short 1st Source Bank	Jon Hunsberger Elkhart County CVB	
Chris Stager Elkhart County	Suzie Weirick (Member) Elkhart County	Amish Shah Diversity, Equity, and Inclusion Kem Krest	Larry Garatoni Garatoni-Smith Family Office	Kristin Pruitt Lake City Bank	Levon Johnson Greater Elkhart Chamber of Commerce	
Open Southwest Michigan Representative		Shelley Klug Industry Growth AEP	Jim Keenan Judd Leighton Foundation		James Turnwald Michiana Area Council of Governments	
		Chuck Lehman Talent Attraction and Retention Lehman and Lehman	Rose Meissner Community Foundation of St. Joseph County			

Executive Committee Members are Highlighted

PARTICIPATING STAKEHOLDERS

While the full set of board members and advisory council and committee participants were engaged in the planning process, specific groups were engaged in a series of in-depth planning discussions over the course of eight weeks. A detailed list of the participating stakeholders and their roles in planning and execution can be found in Exhibit A along with a detailed matrix of all meetings and conversations held to date in Exhibit B.

- + South Bend - Elkhart Regional Development Authority Board
- + READI Steering Committee Members
- + South Bend - Elkhart Regional Partnership Board and Foundation Board

- + Program Advisory Committees
 - Diversity, Equity, and Inclusion
 - Education and Workforce
 - Entrepreneurship
 - Industry Growth
 - Talent Attraction and Retention
- + Higher Education Advisory Council
- + Mayors and Commissioners Advisory Council
- + Economic Development Professionals Network
- + Northern Indiana Chamber of Commerce Coalition
- + LIFT Network Executive Steering Committee
- + State Legislators
- + Entrepreneurial Support Organization (ESO) Network

Photo: Students convene safely at Goshen College during COVID-19.

COMMUNITY ENGAGEMENT

05

COMMUNITY ENGAGEMENT

IN ADDITION TO THE BOARD AND COMMITTEE STRUCTURE, THE BROADER COMMUNITY WAS INVITED TO PARTICIPATE IN THE PLAN DEVELOPMENT

In addition to the board and committee structure, the broader community was invited to participate in the plan development, including open board meetings, communication through local media channels, [a website providing real time updates](#), and a robust request for information (RFI) process to solicit project concepts that could be supported through potential READI funding and/or additional investment. The RFI process in particular requested information on new ideas, new project concepts, and existing

projects or initiatives that aligned with READI's objectives to advance quality of life, quality of place, and quality of opportunity, with a direct emphasis on regional impact. This process resulted in 171 submissions that were reviewed, discussed, and vetted within committees to refine the resulting regional plan, vision, and proposal. The full list of submissions is reflected in the [Appendix](#) within [Exhibit B](#).

171 SUBMISSIONS
REVIEWED, DISCUSSED, AND VETTED

\$1.5+ BILLION
IN PROPOSED INVESTMENT

REGION'S VISION

THE SOUTH BEND - ELKHART REGION REFLECTS A CONVERGENCE OF TRADITION AND TRANSFORMATION.

Nearly two centuries of educational excellence and the country's hub of industrial manufacturing are evolving to the next frontier. While honoring what has come before, we are driving advancements in research, manufacturing, logistics, and healthcare, with a goal of achieving a resilient, sustainable, and competitive economic outlook for the region and its residents.



TOGETHER, WE WILL FOSTER INCLUSIVE, INNOVATIVE, AND ACCESSIBLE COMMUNITIES, BLENDING EFFORTS OF PRIVATE AND PUBLIC SECTORS, TO ENSURE A BRIGHT AND EXPANSIVE FUTURE FOR OUR REGION.

SMART, CONNECTED COMMUNITIES OF OPPORTUNITY

The 2018 Regional Economic Development Strategy, Ensuring Prosperity for the South Bend - Elkhart Region, (REDS Plan) outlined a vision for the region that prioritizes increasing per capita income, with a goal of reaching or exceeding the national average, reflecting the thoughts of hundreds of the region's leaders and the collective commitments of the regional economic development community.

Fifty years ago, per capita personal income in the region was above the national average. Today, the South Bend - Elkhart region's per capita income is \$47,362, representing 84 percent of the national average according to the U.S. Bureau of Economic Analysis (BEA) data. This strategic focus on per capita income spans a robust set of goals set to prioritize:



Educating a World-class Workforce



Recruiting and Retaining Great Talent



Helping Entrepreneurs Thrive



Attracting and Growing New Economy Companies in Complement to The Regions' Strong Manufacturing Industries



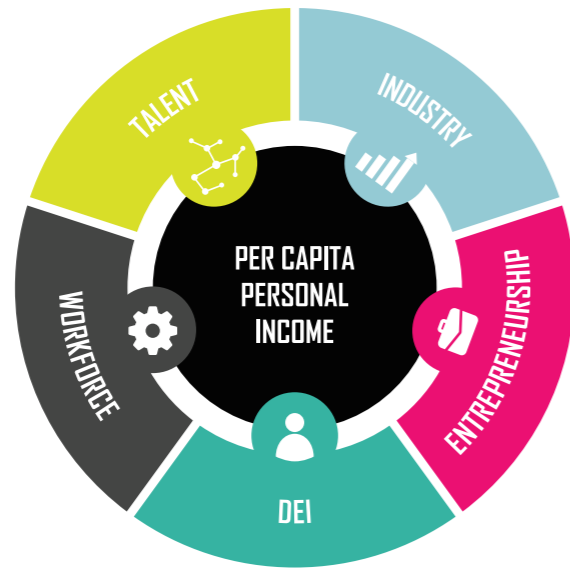
Promoting Inclusion and Sparking Opportunities for Women and Minorities



Photo: Students learn new technologies in a regional advanced manufacturing facility.

REGION'S VISION

Smart, Connected Communities 2030



TALENT ATTRACTION AND RETENTION

Transforming net out-migration to positive in-migration

- + Telling Our Story
- + People to Know
- + Places to Be

INDUSTRY GROWTH

Growing jobs in higher pay traded industry clusters by 20 percent

- + Improving company access to low-cost and convenient supply chain options
- + Accelerating expansion of employment and profitability
- + Improving infrastructure

ENTREPRENEURSHIP

Help establish 275 high-growth startups

- + Attracting and Inspiring Entrepreneurs
- + Accelerating and Supporting Startups
- + Increasing Access to Capital

DIVERSITY, EQUITY AND INCLUSION

To be in the top 20 percent of metro areas for minority income equality by 2025

- + Supporting diverse business owners
- + Increasing networking opportunities for minority professionals and students
- + Increasing minority participation in management training

EDUCATION AND WORKFORCE

Increase post-secondary educational attainment level from 34 to 50 percent

- + Advancing High-Quality Career Pathways
- + Enhancing Employer Engagement within Priority Industry Sectors
- + Increasing Adoption of Evidence-Based and Technology-Enabled Practices Across Education-Workforce Ecosystem

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

SMART, CONNECTED COMMUNITIES OF OPPORTUNITY

THESE AREAS OF PRIORITY FRAME THE FOUNDATION FOR THE REDS PLAN AND ANCHOR ITS STRATEGIES.

In the South Bend - Elkhart region, there is pride in what has been and eagerness for what will come. These thriving communities understand where they came from and are excited about where it's possible to go. The region is connected through inspiration from world-class colleges and universities, takes serenity in rural landscapes, innovates within downtown cores, and bands together

to reshape and reinvent shared opportunities for the future.

This amalgam of history, culture, opportunity, and quality of life is what makes the South Bend - Elkhart region unique, and it is time to move inclusive economic development to the forefront.

WE ARE STRENGTHENING OUR REGION OF SMART, CONNECTED COMMUNITIES OF OPPORTUNITY.



"In order to grow prosperity, in order to make the region thrive as one, offering great jobs, cool places to live and play, and diversity in our communities, we need to continue to work together."

Photo: A regional student participates in workbased learning.

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

01 Educating a world-class workforce

The South Bend - Elkhart region is renowned for higher education, as home to the University of Notre Dame and a total of nine higher education institutions including: Indiana University South Bend, Purdue Polytechnic Institute, Goshen College, Holy Cross College, Saint Mary's College, Ancilla College of Marian University, Bethel University, and Ivy Tech Community College. Over 40,000 people are studying at these institutions, presenting a promising talent base to pull from.

graduate degrees, not including certifications) percent trails much of the country. Additionally, development and retention of talent has proven to be challenging, with many students at public institutions withdrawing from or pausing on education for significant periods of time, and with many others studying at private institutions choosing to leave the area in pursuit of economic opportunities and enhanced quality of life in other communities.

Despite this promising backdrop, local educational attainment remains a serious issue within the region, lagging behind the state and national averages, which for bachelor's degrees or higher are 27 percent and 32 percent respectively. One in five residents has attended some college but did not receive a degree. Less than 10 percent have an associate's degree. Less than 25 percent of people living in the region have a bachelor's degree. The overall post-secondary educational attainment level of 32.5 (associate's, bachelor's, or

To address these issues, the region has decided to focus its efforts on increasing the availability of work-ready talent for all key industry sectors, setting a goal of raising post-secondary education attainment levels (including certifications) beyond 50 percent by 2030. By prioritizing the connection between the education system and industry, there is opportunity to strengthen residents' overall awareness and access to career pathways.

GOAL: INCREASE POST-SECONDARY EDUCATIONAL ATTAINMENT LEVEL AMONG THE REGION'S RESIDENTS AGE 25 - 64 FROM 34 PERCENT TO BEYOND 50 PERCENT BY 2030.

This goal will be supported by strategies to:

- + Advance High-Quality Career Pathways
- + Enhance Employer Engagement within Priority Industry Sectors
- + Increase Adoption of Evidence-Based and Technology-Enabled Practices Across the Education-Workforce Ecosystem

02 Recruiting and retaining great talent

The South Bend - Elkhart region has excelled at attracting great talent to the region for their undergraduate and graduate studies. More than 40,000 students are currently enrolled in local institutions of higher learning, a potential source of fuel for the regional economy. However, the region's challenge has been retaining this talent and recruiting

high quality candidates to the region post-graduation. Additionally, there is a growing mismatch between the talent needs of industry and the degrees obtained by graduates, exacerbating the talent retention gap. In particular, there is a growing gap around the retention of STEM talent across the region.

"Experience and economic research has demonstrated that the root of the net out-migration problem is a lack of opportunities for young professionals, not their lack of preparedness or awareness," said the Innovate Indiana Regional Development Plan.

as technology, manufacturing, data science and analytics, supply chain or logistics management, and research and development. Since launching in 2020, 33 interns have been successfully placed across 22 companies in roles such as IT engineers, industrial engineers, and more. Yet additional effort and investment is needed to enable the community to achieve its vision of a place where young people can stay and thrive well beyond their college years.

Current efforts in this area, such as the enFocus internship and fellowship programs and the South Bend Regional Chamber's Talent Connect program, have sought to create connections to internships, career opportunities, and networks to strengthen the connective tissue between the region's students and young professionals and the broader civic and business community. Additionally, the LIFT Network Internship Program connects students from regional colleges and universities to internships at local companies focused on advanced industries such

It is worth noting that these trends are not unique in the Midwest, where out-migration has become common. The Talent Committee has identified out-migration as its metric of focus, with a goal of transforming net out-migration (not including a natural increase of births over deaths), which is currently negative at -4.93 per 1,000 residents, to positive in-migration by 2030.



Photo: High quality of life includes the opportunities to connect with peers!

GOAL: TRANSFORMING NET OUT-MIGRATION TO POSITIVE IN-MIGRATION BY 2030

This goal will be supported by the following strategies:

- + **Telling Our Story:** Tell the story of the South Bend - Elkhart region through a comprehensive regional marketing strategy, leveraging the WE+YOU South Bend Elkhart brand.
- + **People to Know:** Break down barriers for individuals to connect to one another and increase professional development opportunities.
- + **Places to Be:** Define, organize, and promote engagement programs that make the South Bend - Elkhart region a vibrant and accessible place to be for all residents.

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

03 Helping entrepreneurs thrive

The South Bend - Elkhart region has a strong history of entrepreneurship and innovation, with many companies, like Studebaker, Jayco, Miles Laboratories, and AM General creating tens of thousands of jobs in the region. This culture and legacy of entrepreneurship must be carried into the modern era. In 2021, the South Bend - Elkhart region is poised to

become a hub for entrepreneurs, particularly those pursuing emerging opportunities in data hosting and analytics, cloud computing, and the broader tech sector as a whole. These high-growth startups have the potential to create higher-paying, more resilient jobs that can help to raise per capita income in the region.



Photo: Startup technology company Resonado pitches at the McCloskey New Venture Competition.

In recent years, a robust entrepreneurial ecosystem has emerged, building on the Regional Partnership's collaboration with Elevate Ventures to create the Startup South Bend - Elkhart initiative, and the efforts of local anchor institutions and independent organizations to foster and fuel a culture of inclusive entrepreneurship in the region. Key activities and initiatives include:

- + **Indiana University South Bend is home to the Indiana Small Business Development Center, a multi-county entity that offers a variety of business-related services, from strategy to export advice.**
- + **The University of Notre Dame built Innovation Park and launched the IDEA Center, an innovation hub dedicated to expanding technological and societal impact of the University's innovations.**
- + **Saint Mary's College expanded their entrepreneurship center and is planning to launch The Hatchery to offer an industry credentialing lab, entrepreneurship studio, and makerspace.**
- + **The Regional Partnership created HustleSBE, a program for Black, Indigenous, People of Color and Women business owners that already have a least a year in business and who**

are focused on exploring new solutions for their customers, generating new ideas, and shoring up current business practices to create a solid foundation upon which to grow.

- + **INVANTI launched the Founder Studio in 2017 to focus on tech-enabled, high-growth ventures followed by the Innovation Studio platform designed to shepherd early stage founders and business owners through an innovation process, helping them to create or grow a successful business.**
- + **Regional Innovation and Startup Education (RISE) has grown its Startup Moxie (high school) and Applied Entrepreneurship (college/community) entrepreneurship education programs across the region and created tools, resources, and training available to institutions and individuals across the country.**
- + **The region was named the Elevate Venture's Region of the Year for 2018 and 2019, recognizing the region with the highest number of Elevate Ventures deals per capita.**
- + **Launch of Notre Dame's Pit Road Fund and the Leighton Elevate Angel Development (LEAD) Fund, a \$1M evergreen co-investment fund formed by the Judd Leighton Foundation and managed by Elevate Ventures.**

The activity of recent years has created a proverbial launching pad to increase the number of entrepreneurial ventures in the region, along with the jobs they create and the benefit they bring to gross regional product. Yet there is still more to be done. Access to capital, ability to effectively and efficiently de-risk concepts, and general connectivity to broader business networks remain challenges for the entrepreneurial community.

Entrepreneurship and innovation are a key component of the region's talent pipeline. Recognizing that creating a hub of entrepreneurship will retain and attract highly mobile, educated workers and the businesses they create, the Entrepreneurship Committee has defined its target as helping to establish 275 high-growth startups, both privately and by commercializing research from local universities, by 2030.

GOAL: HELP ESTABLISH 275 HIGH-GROWTH STARTUPS BY 2030

Strategies to achieve this goal will focus on:

- + **Attracting and Inspiring Entrepreneurs by catalyzing a robust and connected regional entrepreneurship ecosystem.**
- + **Accelerating and Supporting Entrepreneurs by offering "de-risking" services, technical assistance, mentorship, professional services, and spaces to accelerate venture growth throughout the region.**
- + **Increasing Access to Capital by creating a pipeline of risk capital funds and connecting startups to capital sources.**

With these strategies in place, the region can become a hub of entrepreneurial activity and a home to a new set of thriving, cutting edge ventures with strong footing in the global marketplace, raising per capita income across the region.



Photo: Startups showcase their ideas during IDEA Week at Notre Dame.

04 Attracting and growing new economy companies in complement to our remarkably strong manufacturing industries

In Elkhart County, four in ten people work in the manufacturing sector. Across the South Bend - Elkhart region, there's a higher concentration of manufacturing jobs than almost anywhere in the rest of the country. The manufacturing sector has been a historic point of pride and a major driver of job growth, wages, and general stickiness of the region. However, as identified in the TEconomy Report, wage stagnation in the sector and shifts towards automation have emerged as threats to

long-term economic resilience. Challenges have also emerged within the sector that could hamper future growth, including supply chain disruption, infrastructure limitations, and general lack of business-to-business connectivity.

It is time to begin making investments that will ensure that current manufacturing jobs are retained, while new jobs in complementary industry clusters are created and attracted to the area. Industry clusters

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

related to manufacturing, such as downstream chemical products and metalworking, present areas ripe with opportunity for local growth. Additionally, the geographic and logistic benefits of the region, such as proximity to Chicago, Indianapolis, Detroit, and Columbus and connectivity to I-80, I-90, I-94, and the Norfolk Southern Corporation railway, should be capitalized upon.

To accomplish this, the Industry Growth Committee has placed a focus on growing jobs in higher pay traded industry clusters, with a goal of expanding jobs in this area by 20 percent.



Photo: A regional student learns the latest in healthcare technology.

GOAL: GROWING JOBS IN HIGHER PAY TRADED INDUSTRY CLUSTERS BY 20 PERCENT BY 2030

This goal will be supported by strategies to:

- + Grow connections and relationships by improving company access to low-cost and convenient supply chain options.
- + Accelerate expansion of employment and profitability at existing companies in scaleup clusters.
- + Improve infrastructure for the region's growing number of companies and people.

Investments in these areas will ensure that current businesses can continue to serve as cornerstones of our regional economy, while creating tangible and intangible assets that attract new businesses to the region and increase higher pay traded industry clusters and per capita income.

05 Promoting Diversity and Sparking Opportunities for Women and Minorities

The South Bend - Elkhart region's racial diversity has been steadily increasing, leading it to become one of the most diverse regions in the state of Indiana. The Hispanic population across the region is higher than that of the state and St. Joseph County's population is comprised of over 13 percent Black or African American residents. As the region considers its long-term prosperity and economic sustainability, it is critical to ensure that the region's minority residents are embraced and supported as both employees and business owners. In doing so, the region will be better poised for success and sustainability in the global economy. It will also ensure that the fullness of the region's economic

potential is realized, with no talent,—entrepreneurial or otherwise— left on the sidelines.

To accomplish this, efforts across the region will have to prioritize programs, networks, and initiatives that support the creation of career pathways and leadership opportunities for minority students and residents. Efforts will also have to be made to develop structures that cultivate the creation and scale of minority- and women-led businesses. Should we be successful, income disparity will decrease and overall per capita income across the region will increase.



Photo: Local entrepreneur Rhonda Gipson-Willis leads a workshop in the LIFT Training Classroom.

GOAL: TO BE IN THE TOP 20 PERCENT OF METRO AREAS FOR MINORITY INCOME EQUALITY BY 2030.

This goal will be achieved by:

- + Supporting the creation and capacity-building of diverse business owners
- + Increasing and supporting inclusive cultures within organizations
- + Increasing access to capital, awards, and positions of leadership for minorities

It is important to note that this is not a task for one group or set of people. While a Diversity, Equity, and Inclusion Advisory Committee is in place, it is the responsibility of the full region to ensure that this vision of a diverse, equitable, and inclusive South Bend - Elkhart region is achieved.

This vision and set of strategies has been refined and strengthened as the regional community of economic development organizations, entrepreneurs, anchor institutions, industry, and other stakeholders come together yet again to commit to continued partnership and greater economic impact.

REGIONAL TRANSFORMATION IN THE NEXT DECADE

Increasing opportunity for the residents, business, and students of the South Bend - Elkhart region is our priority. If these goals are achieved, the impact will be transformational for our regional economy. Our vision of a region of smart, connected communities of opportunity could be propelled to the forefront as we improve quality of place, quality of life, and increase per capita income across the region. This vision will position the region as a knowledge-driven, highly connected region that serves and provides access

to a global innovation economy, recognized nationally for its world-class higher education and community partnerships, superior access and connectivity, and high-quality communities.

Utilization of the region's WE + YOU brand campaign will create a regional brand identity and build awareness and excitement about the region, its assets, amenities, and opportunities for years to come.

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

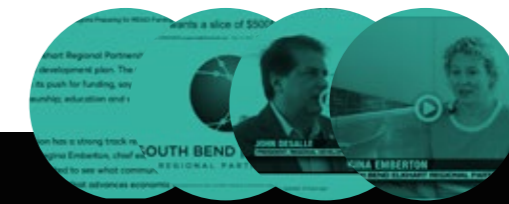
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> + Strong regional partnerships and ongoing regional collaboration support impactful and progressive economic outcomes. + A culture of entrepreneurship has persisted for decades, leading to the development of a robust and expanding entrepreneurial ecosystem. + The higher education community supports economic development objectives across the region, with emphasis on career pathways and industry connections. + Quality of life in the overall region is high. + Proximity and connectivity to major metropolitan areas, including Chicago, Indianapolis, Detroit, and Columbus presents a benefit to residents and local business entities. + Logistical connectivity exists for businesses, including access to multiple airports and Norfolk Southern Rail. 	<ul style="list-style-type: none"> + Low levels of educational attainment persist across the region, hindering economic growth. + Despite a large higher education community, talent attraction and retention challenges persist. + The region is lacking in racial and ethnic diversity, which can make it unattractive to necessary members of the national and international talent pool. + Lack of diversity amongst decision-makers presents challenges regarding inclusion and sense of belonging, which can further compromise the talent pool. + There are varying levels of awareness of the region's potential, which can restrict economic growth. + With the exception of the University of Notre Dame and the City of South Bend, many outside of Indiana are unfamiliar with the region and its various municipalities, including the Michiana moniker often used to describe the surrounding areas.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> + High-growth startups are thriving in the South - Bend Elkhart region. There is opportunity to develop support for emerging industry clusters and niches that can drive economic competitiveness. + While diversity is a current challenge across the region, the region's population is diversifying faster than the state. An opportunity exists to promote the region's assets and opportunities to critical, increasingly diverse, members of the national labor pool. + The South Bend International Airport can be enhanced with more flights and airline partnerships. + A regionally shared goal exists to retain more local graduates through new programs, initiatives, and investments. + Connectivity between the workforce development system and industry is burgeoning and has the potential to increase overall labor force participation and population retention. 	<ul style="list-style-type: none"> + Given the dominance of manufacturing, the risk of task exposure from automation is growing. + The region has experienced continued out-migration, which could create a significant supply challenge in the labor force. + Low levels of industry diversification diminish overall economic resilience for the region. + Wage stagnation persists in the manufacturing sector, leading to lack of interest in career pathways for residents and local graduates. + Retention of STEM talent has proven a challenge, as communities across the country compete for talent, offering competitive salaries and quality of life benefits. + Perception held by younger residents of the traditional manufacturing industry is increasingly negative, adding to local talent challenges.

COMMUNICATING FOR ACTION AND IMPACT

The excitement surrounding this plan and the current and proposed investments are shared by stakeholders from across the region. Currently, the region's EDOs, anchor institutions, municipalities, and nonprofits share in promotion of current efforts and initiatives coming out of the REDS Plan. The region's destination marketing organizations (DMOs and CVBs) have been engaged, seeking to deepen relationships, align messaging, and dedicate resources toward promotion. There is genuine excitement and interest in supporting this work.

The State's development of the READI program catalyzed a planning process to expand on the 2018 REDS Plan. While engaging in the READI planning process, newsletters, press releases, media alerts, and general social media activity took place, led by the Regional Partnership with the support of the individuals and organizations who comprise the region. This led to robust participation in the Request for Information (RFI) process, resulting in 171 total submissions representing over \$1.5 billion in proposed investment.

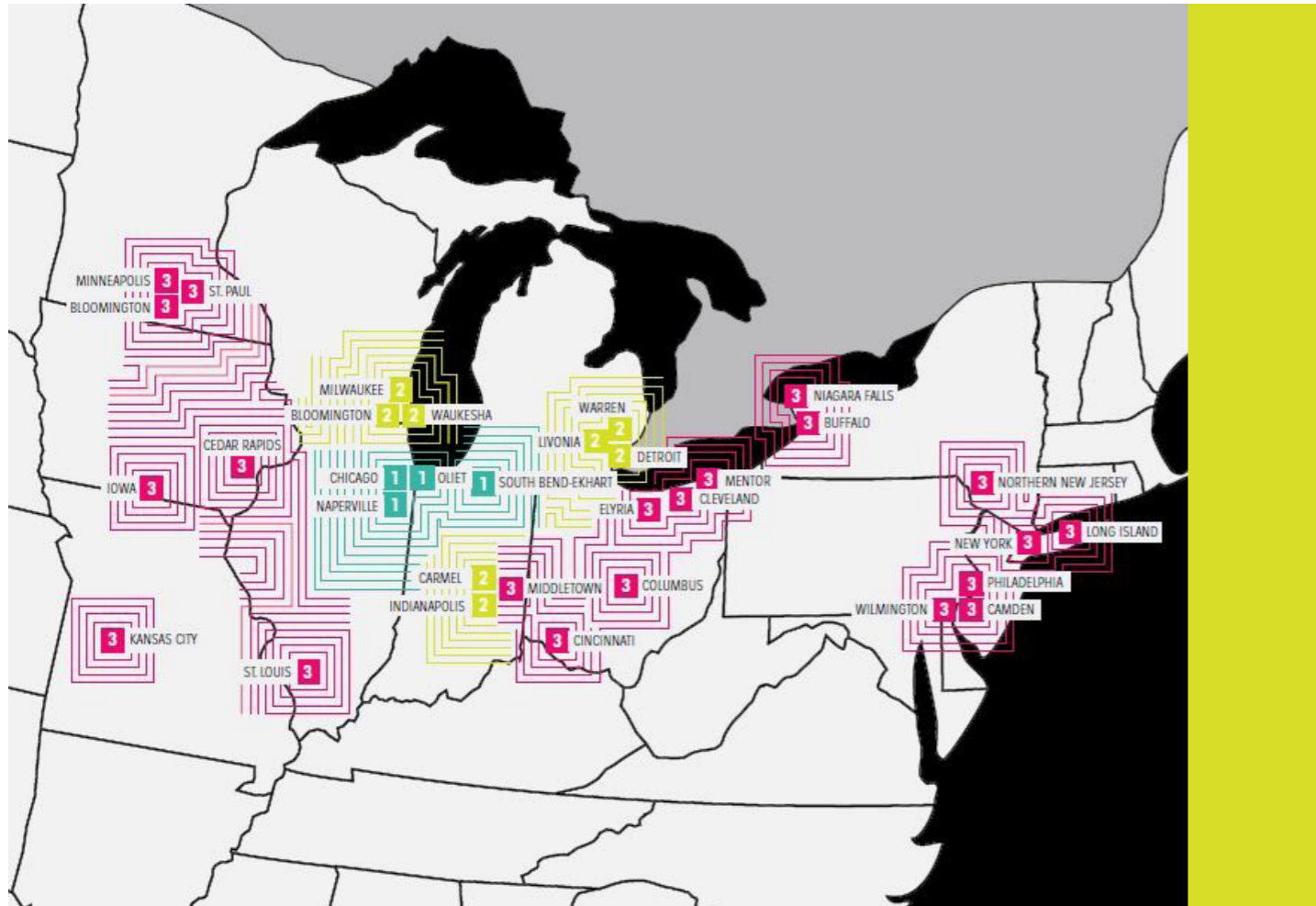


<h3>WNDU</h3> <ul style="list-style-type: none"> + "Possibilities for Indiana READI Grants Starting to Come to Focus" + READI Grant Proposals Being Reviewed + Region Applying for \$50 Million Grant from State of Indiana 	<h3>SOUTH BEND TRIBUNE</h3> <ul style="list-style-type: none"> + "South Bend Region Aiming for a \$50 Million Slice of State Development Dollars"
<h3>INSIDE INDIANA BUSINESS</h3> <ul style="list-style-type: none"> + "More Regions Preparing for READI Funding" 	<h3>ELKHART TRUTH</h3> <ul style="list-style-type: none"> + "Region Wants a Slice of \$500M READI Funding"

COMMUNICATIONS CHANNEL	METRICS
Website	20 percent of all traffic to the site has been to inquire about READI, or 3,500 visits since May 2021
Social Media - Facebook, Twitter, LinkedIn	5,500 impressions across owned channels between May 2021 and August 2021
Email Marketing	Ongoing and regular organizational emails resulted in 10,000 emails delivered
Print	500 Information Cards with QR codes distributed

Moving forward, the collective messaging channels of all involved stakeholders will be utilized and leveraged to ensure that the region and these dedicated efforts are being actively promoted. The Regional Partnership will take the lead on driving formal campaigns to support the work, while general updates, program and initiative promotions, and news will be shared by entities and individuals connected to this work.

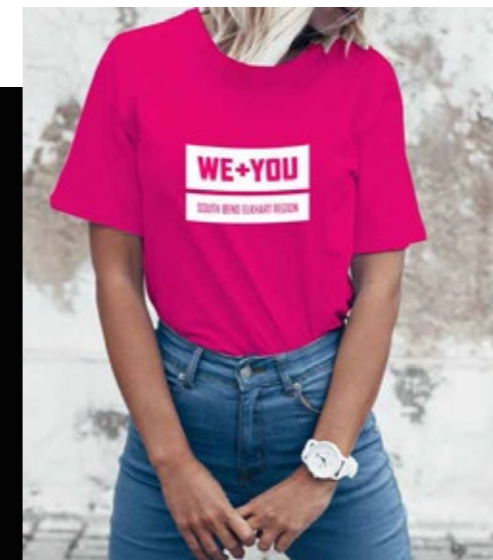
REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION



WE+YOU SOUTH BEND ELKHART

Recognizing the importance of an authentic and unique identity, in October 2019, the Regional Partnership engaged Resonance to develop a brand and marketing campaign designed to attract attention from companies and talent and encourage economic growth across the region. Data in the Resonance report, supported by the tools and programs available through TMap, will enable the region to identify and target these

individuals who are most likely to move to the region. This campaign, WE+YOU South Bend Elkhart, focuses on attracting a primary audience of students, former residents, and new talent, seeking to raise their awareness and excitement about the region, its assets, amenities, and opportunities. Secondary targets include site selectors, business attraction targets, and young families from the Midwest and Mid-Atlantic regions.



REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

The campaign builds upon the region's strengths, differentiating characteristics, and economic assets, with a goal of creating a regional brand identity that can be used for years to come. The visual assets leverage bold colors, strong fonts, and inviting language and imagery that – whether you're an entrepreneur, visiting student, or site selector – speaks to the possibilities and potential of the region.

In developing the brand, a series of eight community roundtable discussions and committee meetings were held and survey responses were received from 1,033 stakeholders. Additionally, benchmarking of the South Bend - Elkhart region against eight peers along 39 metrics, including economic, social, quality of place, demographics, and promotion factors took place to ensure that the campaign and its assets would be impactful both within the region and beyond it.

BRAND ATTRIBUTES

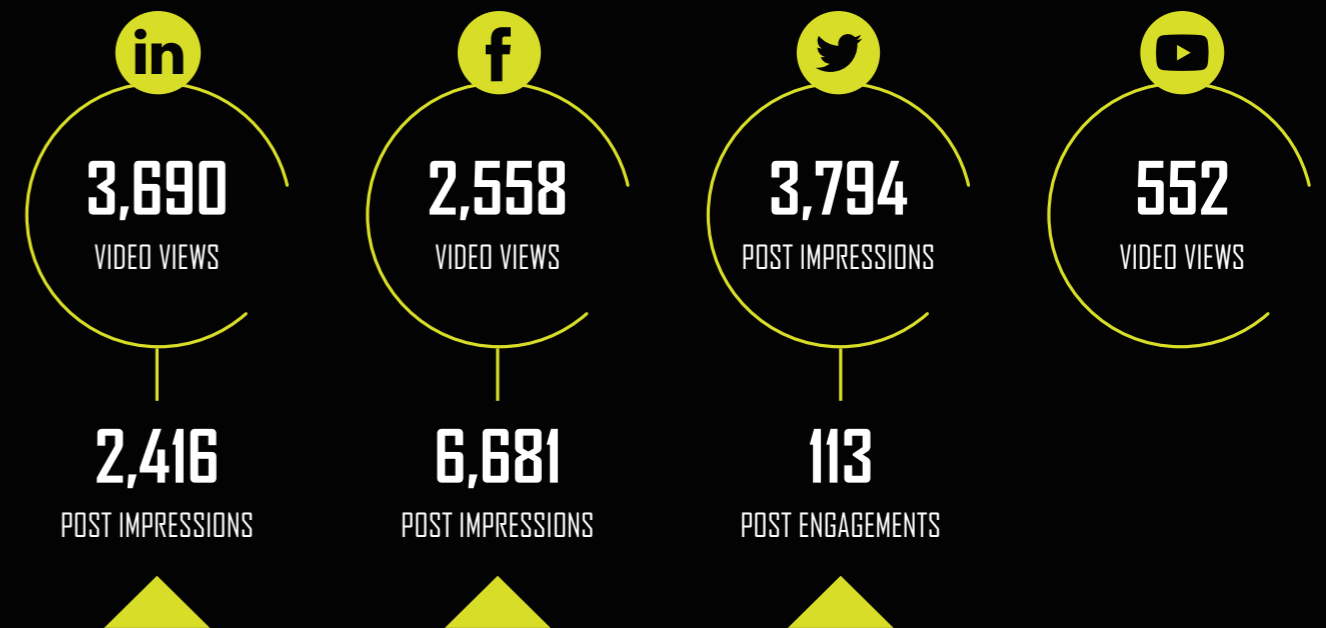
ACCESSIBLE	By itself, a region where housing is within reach isn't a reason to move/work/invest. But combined with job opportunities and attractive quality of life, accessibility—not only to housing but to nature and other attributes—becomes a compelling factor.
CONNECTED	South Bend Elkhart is a hub and meeting place of critical infrastructure new and old, from highways to broadband. It's people connected to other people and nature, companies linked to markets, innovation hubs, and higher education. South Bend Elkhart aspires to enhance connection as a region as it vies for investment and talent retention.
GENEROUS	The residents of South Bend Elkhart are proudly family-friendly, neighbors who volunteer as a matter of course and increasingly work to make locals and newcomers feel they belong.
ADVANCED	Higher education and tier-one research. Advanced robotics and smart manufacturing. Dark fiber and superior capacity. A mindset focused on the future of the midwest. Forward is the way.
OPPORTUNITY	There's no bottom rung in South Bend Elkhart—startups start higher, grads get more, differences are made faster. The opportunity for impact is greater, and the rewards more satisfying.
BALANCED	The South Bend Elkhart region offers the urban and rural, main street and countryside, riverfront and lakeshore, summer and winter in equal measure. Quirky but not weird, the South Bend Elkhart region offers a pleasing ease in everyday life.

Resonance, South Bend - Elkhart Place Brand Story, 2019

SINCE LAUNCH, THE WE+YOU CAMPAIGN HAS BEEN LEVERAGED THROUGH DIGITAL OUTREACH AND STORYTELLING, AS WELL AS IN SUPPORT OF THE READI PROPOSAL DEVELOPMENT.

This campaign will continue to be leveraged to market the region and the strategic components of this plan.

TO DATE, THE WE+YOU DIGITAL CAMPAIGN HAS HAD:



Post Reach - total number of people who see the content.
Impressions - the number of times content is displayed, no matter if it was clicked or not.

REGIONAL PLANNING, STAKEHOLDER ENGAGEMENT, AND EXECUTION

Additionally, the WE+YOU campaign has produced local activations to engage key targets for local retention and to build awareness of the region's economic strengths. These activities have included:

Distribution of WE+YOU Welcome Kits to targeted audiences/ organizations including:

- + LIFT Network Summer Interns
- + Startup Moxie Elkhart County high school entrepreneurship participants
- + Leadership program graduates
- + HustleSBE Business Bootcamp graduates
- + Elevate Ventures Accelerator graduates

Cross-strategy storytelling campaign usage, including:

- + Business Innovation Series: Leveraging the supporting WE+YOU message of Our Will, Your Way
- + Entrepreneurship Ecosystem Awareness Series: Leveraging the supporting WE+YOU message of Rooted and Reaching
- + Career Connection Activities: Leveraging the supporting WE+YOU message of Human-Center, Digital Future
- + Diverse Leaders Series: Leveraging the supporting WE+YOU message of Smart Meets Heart



Photo: WE+YOU included in student welcome kits.



Photo: South Bend - Elkhart Regional Partnership Board Member Amish Shah addresses a full audience at a HustleSBE graduation.

AREAS OF OPPORTUNITY FOR INVESTMENT

AREAS OF OPPORTUNITY

The region, like the state, is seeing a trend towards increased racial and ethnic diversity. In 2010, Indiana's Diversity Index was 32.3 percent. In 2020, that number has grown to 41.3 percent (MACOG). St. Joseph and Elkhart counties' Diversity Index scores are both higher than the state at 46.8 percent and 49.3 percent, respectively. Marshall County is significantly lower at 27.4 percent.

A [2018](#) report by New American Economy detailed the significant role the foreign-born population of the South Bend - Elkhart region plays in population and labor force growth as well as new business creation. There are nearly 34,000 immigrants living in the region, comprising 6.6 percent of the overall population, representing 8.7 percent of its working-age population, and contributing \$2.7 billion to the region's GDP (New American Economy, 2016). Nearly forty percent of overall population growth in the region between 2011 and 2016 could be attributed to immigrants. Despite making up 6.6 percent of the overall population, immigrants represented 9.1 percent of entrepreneurs in 2016. The region could continue to see positive impacts from foreign-born population growth by

specifically attracting international talent through targeted efforts, providing services to support cultural integration and entrepreneurial opportunities, and encouraging companies to sponsor individuals.

Another area of opportunity lies in the ability to coordinate education, workforce training, and research initiatives in support of the region's advanced manufacturing, IT, and data analytics clusters. The South Bend - Elkhart region has a strong advanced manufacturing sector on which to build, but the region's firms are under tremendous competitive pressures.

Through a 2018 engagement with TEconomy Partners, the region conducted a thorough analysis of its industry and academic base to identify a portfolio of core competencies that could be linked to market opportunities. An industry cluster analysis targeted industries with local specialization and growth potential resulting in a focus on the current opportunities in the mobility metacluster and emerging opportunities in the IT and Data Analytics sector. The resulting innovation-led economic development strategy linked the research strengths to industry strengths and opportunities.



Photo: Regional business leaders actively listen to learn about the LIFT Network.

Photo: An entrepreneur pitches at the inaugural SoGal Competition at the Renaissance District.

AREAS OF OPPORTUNITY FOR INVESTMENT

07

AREAS OF OPPORTUNITY FOR INVESTMENT

Spotlight On: NITESH CHAWLA

After earning his doctorate in computer science from the University of South Florida, Indian Immigrant Nitesh Chawla took a position creating consumer behavior analytics models at a Toronto bank. Still, he yearned to pursue his dream of becoming an academic and entrepreneur. In 2004, he took a pay cut and moved to South Bend to become a research assistant professor in biometrics and the University of Notre Dame. "I felt this deep passion to have my work make a difference and create a lasting impact," says Chawla, 43. "I believed that machine learning could benefit the common good."

By 2007 he was on the tenure track and started a research lab that focuses on applying machine learning and network science algorithms to healthcare, environmental sciences, education, and national security. "We're tackling big issues like successful aging and infant mortality," he says. The award-winning research and excellence in the classroom earned him an endowed full professor position in 2016, and he twice won Notre Dame's Outstanding Teacher Award. To date, Chawla's lab has nurtured 30 PhD students, eight post-doctoral scholars, and helped bring the university \$27 million in research funding.

In 2012, he founded Aanalytics, a data science software company that helps businesses solve problems through data analysis, with Graham Allen Partners, an investment firm started by former Notre Dame football player Tracy Graham. Located in South Bend's Ignition Park technology center, the company now has 38 employees, about 80 percent of whom are American-born. "My employees are all doing innovative work and contributing to the economy. They're raising families." In 2013, the South Bend Regional Chamber named Chawla one of "Michiana Forty Under 40."

Chawla became a citizen in 2015, and loves his adopted city. He says he has always felt embraced by the community. "It's really amazing to be able to pursue your dream and see it impact many lives," he says. "South Bend is a beacon of American hope and innovation. It provides an environment for people to achieve their best and create opportunities where none existed before. Your only limitation is the size of your dream."

New American Economy (2018, April)

In 2019, the South Bend - Elkhart region, bolstered and inspired by its rich history in innovation, entrepreneurship, and fortitude, and supported by a [transformational Lilly Endowment grant](#), took the bold step to scale and formalize the regional innovation ecosystem with the launch of the [Labs for Industry Futures and Transformation \(LIFT\) Network](#), focused on the links between strong research universities, a skilled workforce, and accessible risk capital to create a

diversified economy of the future based on technology and advanced manufacturing. By connecting cutting-edge expertise, technologies, workforce development programs, and innovation-based facilities for collaboration across education, community and industry partners, the LIFT Network supports the region through the transformation to an increasingly digital and automated future, enhancing the current manufacturing base with new business models, technologies, and

tailored workforce training programs while accelerating new high-tech sector growth in the region.

As a regional economic development anchor, the Regional Partnership leveraged its collaborative framework to engage stakeholders in

the LIFT Network and to identify industry and workforce demands that inform funding allocations to partners and programs dedicated to advancing experiential learning and digital workforce training resources.



FOCUSED ON BUILDING A STRONG AND SUSTAINABLE FOUNDATION FOR THE NETWORK, THE REGIONAL PARTNERSHIP HAS ADVANCED THE FOLLOWING ACTIVITIES THROUGH 2020:

- + Launched the South Bend - Elkhart Digital Innovation Hub, a dynamic tool that connects our region's extensive array of programs, resources, and facilities that equip the region's manufacturing and advanced industry sector employers with the resources to enhance productivity and resiliency, and connect learners with relevant upskilling opportunities. The Digital Innovation Hub showcases over 250 assets across 100+ business innovation, entrepreneurship, and workforce development related organizations.
- + Established the Digital Skills Accelerator Fund to invest \$2.465 million to eight regional colleges and universities for new programs designed to equip the region's workforce to thrive in the digital age of industry.
- + Developed the LIFT Network Advanced Industry Registered Apprenticeship program, in partnership with the Northern Indiana Workforce Board and local economic development organizations. The LIFT Network Apprenticeship program will support the development of registered apprenticeships for technology, manufacturing, business, data science and analytics, supply chain and logistics roles that provide growth opportunities for incumbent workers.
- + Developed the LIFT Network Internship program connecting students from regional colleges and universities to internships at local companies focused on advanced industries such as technology, manufacturing, data science and analytics, supply chain or logistics management, and research and development. The program has an acute focus on retention of regional STEM graduates within local industry firms by enabling connections to employment opportunities and community engagement activities to highlight quality of place and increase likelihood of retention.
- + Sponsored entrepreneurial and innovation programs and resources, including two cohorts of the Startup South Bend - Elkhart Accelerator program and two cohorts of the SBIR | STTR Accelerator program, where Third Coast Federal provided companies with actionable insight, relationships and resources required to leverage Federal RandD and contracting awards to drive innovation, diversification, and economic growth.
- + Developed and launched a regional virtual career exploration platform, in collaboration with local intermediaries, to showcase companies virtually allowing students to learn about in-demand careers within manufacturing and advanced industries.



iNdustry Labs at Notre Dame was formed as a complementary anchor of the LIFT Network to serve businesses in the South Bend - Elkhart region embarking on this digital transformation journey to become more productive, resilient, and skilled. As an integrated platform with multidisciplinary expertise, creative talent, cutting-edge resources, and access to a global network, iNdustry Labs serves as the front door to the University of Notre Dame and provides a competitive advantage for those businesses, and in particular the manufacturers, the region is so fortunate to claim. enFocus is another key anchor to the LIFT Network, having created a dedicated industry innovation team to support iNdustry Labs at Notre Dame as they help businesses develop and implement strategic plans for product and process innovation to diversify and grow business operations.

Collectively, these efforts will support the South Bend - Elkhart region through a transformation to an increasingly digital and automated

AREAS OF OPPORTUNITY FOR INVESTMENT

future, enhancing the current manufacturing base with new business models, technologies, and tailored workforce training programs while accelerating new high-tech sector growth in the region.

Collaborative Themes

Following planning discussions, which spanned 15 weeks, during which 94 collaborative convenings and regional stakeholder sessions took place, the following common themes emerged as areas of immediate priority. These themes address the economic opportunities, challenges, and trends reviewed in prior sections and are reflected as priority strategies and proposed investments in this proposal.

Quality of Place

Vibrant public spaces and places encourage talent retention and draw in new residents to a place. This may include cultural amenities, park enhancements, and other concepts that can be experienced by anyone.

Housing

Construction projects offering workforce housing and, in turn, creating high-quality vibrant places, revitalizing underutilized areas, increasing property values, and increasing the share of population of prime working age.

Public Private Partnerships

Advanced industry driven public private partnerships focused on RandD, commercialization, and technology adoption by employers; these projects meet industry demand and lead to a higher income rate.

Innovation

Accelerating the expansion of new and existing companies through the adoption of new technology, focusing on the transition to a more digital economy.

Inclusive Entrepreneurship

Inclusive entrepreneurship is a catalyst for an entrepreneurship-led economic development strategy. This means using an equitable lens to put more resources around individuals, locations, and business types with greater need.

Technical Assistance

Support services including coaching, access to capital, business

The opportunities stemming from the LIFT Network and from leveraging other trends will have a positive impact on both rural and urban areas of the region by increasing the number of good jobs, as defined by the State of Indiana, available and increasing vibrancy for current and future residents.

planning, and connections to suppliers/customers. Technical assistance is intended to encourage an entrepreneur to develop the business.

Studios/Physical Space

Studios and physical spaces provide a landing place to host timely and relevant workshops and navigate through the entrepreneurial process with tools coaching and mentorship, encouraging a robust entrepreneurial ecosystem, supporting startup founders at every stage.

Entrepreneurial Education

Entrepreneurial education, from kindergarten to post-secondary, is integral to a vibrant entrepreneurial ecosystem and a key component to talent retention. College students support the front end of the funnel to create more startups while K-12 startup education fosters future retention.

International Talent

Attracting international talent through targeted efforts, providing services to support cultural integration, and encouraging companies to sponsor individuals, creates a direct net-positive effect.

College Student Retention

With over 40,000 students across the region, rigorous efforts can be made to retain them in the region. Such programming includes fellowships and internships.

Storytelling

Data proves a position, while stories make it stick. The South Bend - Elkhart region has created a regional brand over the past two years and now is the time to elevate the stories of our residents.

Connections and Network Building

Breaking down the barriers across geographies, industries, and demographics is essential to an incredible and resilient region. Connecting people creates great opportunities and with "people to know" we're connecting talent to greater employment opportunities to

further their future success.

Healthcare and Health Disparities

Projects focused on improving health outcomes through training of individuals in the health sciences, nursing, etc. and involving anchor institutions such as health systems or higher education institutions.

Career and Technical Education

Talent development through skilled trades and workforce training partnerships or facilities.

Workforce Training and Credentialing

Projects or initiatives to promote digital literacy in the workforce and adoption of digital processes by employers.

Childcare

Programs that increase the capacity for high quality child care (PreK) in support of youth development, improved health, and to remove barriers to adult employment.

Data and Research

Conduct research and analyze data to inform program design and

BENCHMARK REGIONS

In each planning exercise, we compare the South Bend - Elkhart region's economic performance to other metropolitan statistical areas (MSAs) that are performing better in various economic and quality of place measures. Comparing the South Bend - Elkhart region to regions performing better within specific indicators can assist in identifying appropriate targets and performance measures that will help to define and drive growth our region might reasonably aspire to achieve (North Central Indiana Regional Development Authority, 2016).

For the Plan for Prosperity, Growth, and Inclusion Report, benchmark MSAs have higher Per Capita Personal Income, with additional selection criteria including:

- + Not an East Coast, Sun Belt or West Coast state
- + Does not encompass a state capital city
- + Population is between 200,000 and 1,000,000
- + Compound Annual Growth Rate of Real GDP per Worker is positive
- + Manufacturing industry accounts for more than 14 percent of total employment

Thirteen Metropolitan areas met these criteria and five were selected as "Benchmark MSAs" including: Appleton, WI; Cedar Rapids, IA; Lancaster, PA; Wichita, KS; and York, PA. Full details on the Economic Performance Measures and Data Tables can be found as an Appendix A and B of the Plan for Prosperity, Growth, and Inclusion Report.

In the 2018 Tides of Change report, a series of economic and

evaluation. This would inform investment criteria of which projects are funded and have the most impact and improve measurements of success over a baseline data.

Rural Impact

Projects with an impact on rural areas of the region by increasing vibrancy for current and future residents and promoting activities and opportunities to residents or visitors; investments in urban areas that beneficially impact rural communities and consider their impact on rural communities; projects aligned with state initiatives such as ISDA or OCRA.

Infrastructure

Fundamental facilities and systems to support improve functionality by improved connectivity through air, roads, rail, water, and broadband. Site readiness initiatives, resilience and environmental preparedness, available land/property initiatives, spec building development.

Diversity, Equity, and Inclusion

Eliminating barriers through community-based programming and infrastructure.

innovation measures were assessed in comparison to five benchmark MSAs, including: Ann Arbor, MI; Akron, OH; Greenville + Spartanburg, SC; Cedar Rapids, IA; and Grand Rapids, MI. Data on the performance including patent awards, "young firms", risk capital and federal funding investment, as compared with the benchmark regions, as well as data on RandD Investments, can be referenced throughout the Tides of Change report.

Related specifically to marketing and talent attraction, Resonance referred to communities within New Mexico, Ohio, Utah, Delaware, and New York to demonstrate ways the South Bend - Elkhart region could most effectively market its brand to positively impact jobs, economic development, visitation, and relocation desirability.

For the purposes of the Smart, Connected Communities 2030 Plan, the benchmark regions were combined and updated to include the following five MSAs:

- + Cedar Rapids, IA MSA
- + Greenville, SC MSA
- + Grand Rapids, MI MSA
- + Appleton, WI MSA
- + Akron, OH MSA

AREAS OF OPPORTUNITY FOR INVESTMENT

INDICATORS

Over the past four years, the South Bend - Elkhart region has moved full-steam ahead to execute the REDS Plan, with each activity of every strategy designed to help the region achieve the ultimate goal of matching or exceeding the national per capita personal income. Metrics have been developed to assess progress with ambitious

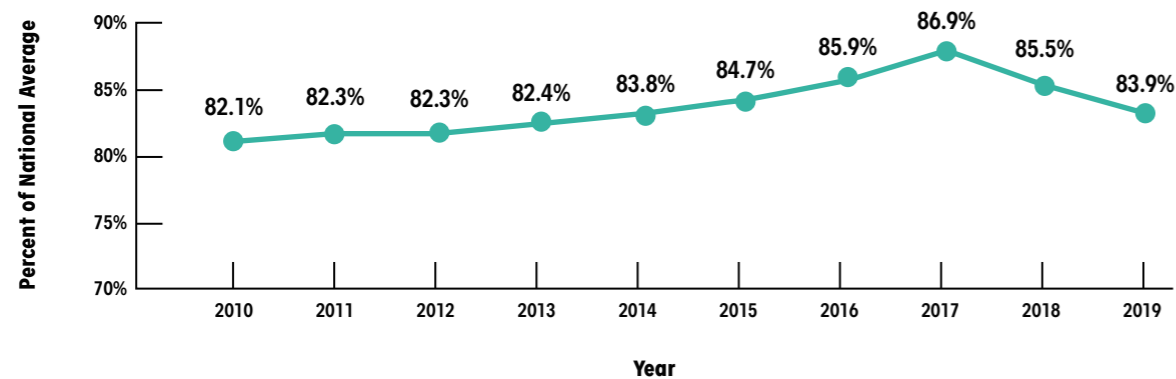
targets set for each goal, each year. As we transition into the half-way point of this implementation process, we are pleased to share a unique reflection on the progress the region has made to date, while looking forward to the immense growth to come.

Per Capita Income

LOCATION	POPULATION 2019	PER CAPITA INCOME 2019
South Bend-Elkhart Region	524,425	\$47,362
Akron, OH Metro Area	703,479	\$51,095
Appleton, WI Metro Area	237,974	\$52,686
Cedar Rapids, IA Metro Area	273,032	\$53,143
Grand Rapids-Kentwood, MI Metro Area	1,077,370	\$50,330
Greenville-Anderson, SC Metro Area	920,477	\$45,436

Population 2019 - Bureau of Economic Analysis, Regional Economic Accounts
Per Capita Income 2019 - Bureau of Economic Analysis, Regional Economic Accounts

Annual Per Capita Income in the South Bend - Elkhart Region as a Percentage of the U.S. Per Capita Personal Income



Per Capita Income Cont.

YEAR	PER CAPITA PERSONAL INCOME (PCPI)	REGIONAL PERCENTAGE OF NATIONAL PCPI
2017	\$45,180	87.08%
2018	\$46,692	85.51%
2019	\$47,362	83.84%
2025 Goal	\$69,600	100%

Per Capita Income - Census American Community Survey/StatsAmerica

While per capita personal income (PCPI) continues to grow in the South Bend - Elkhart region, it has slowed in recent years and trails the national growth rate. PCPI increased to \$47,362 in 2019, which is 83.84 percent of the national average. This was a 1.34 percent annual

growth rate for the regional PCPI, compared to the national growth rate of 3.5 percent. The region's PCPI must increase by 6.3 percent annually to meet the national average by 2025. Between 2011 and 2019, PCPI in the region increased an average of 4.25 percent per year.

Diversity, Equity, and Inclusion

LOCATION	NON-WHITE NON-HISPANIC LABOR FORCE PARTICIPATION RATE (16+)	SHARE OF NON-WHITE NON-HISPANIC HOUSEHOLDS WITH ANNUAL INCOME BELOW \$35,000
South Bend-Elkhart Region	66.9%	48.6%
Akron, OH Metro Area	57.1%	43.3%
Appleton, WI Metro Area	68.4%	30.0%
Cedar Rapids, IA Metro Area	53.1%	34.4%
Grand Rapids-Kentwood, MI Metro Area	68.8%	36.0%
Greenville-Anderson, SC Metro Area	62.7%	40.8%

Non-white Non-Hispanic Labor Force Participation Rate - American Community Survey 2015-2019
Share of Non-white Non-Hispanic Households with Annual Income Below \$35,000 - Census American Community Survey 2015-2019

Long-term outcomes of diversity, equity, and inclusion strategies include:

- + Increased employment, income, and economic well-being for African-American and Hispanic populations within the region
- + Increased growth and profitability of minority-owned companies
- + Growth in employment, investment, and production within the region
- + Increased racial and ethnic diversity of the region's population

AREAS OF OPPORTUNITY FOR INVESTMENT

Education and Workforce Strategies

LOCATION	LABOR FORCE PARTICIPATION RATE (16+)	POPULATION WITH BACHELOR'S DEGREE OR HIGHER
South Bend-Elkhart Region	64.1%	25%
Akron, OH Metro Area	64.3%	32%
Appleton, WI Metro Area	70.7%	30%
Cedar Rapids, IA Metro Area	68.8%	31%
Grand Rapids-Kentwood, MI Metro Area	67.6%	33%
Greenville-Anderson, SC Metro Area	62.1%	30%

Associates + BA of 25+ - Census American Community Survey
 Labor Force Participation Rate - Census American Community Survey

Current postsecondary attainment, including college degrees, workforce certificates, industry certification, and other high-quality credentials, of the South Bend - Elkhart region's population between 25-64 years old is 34 percent. The region also tracks the Weighted Workforce Education Index, a weighted score of the educational attainment of the workforce, currently 32 percent, as an effective means of comparing the level of total workforce education across locations and over time.

Long-term outcomes of diversity, equity, and inclusion strategies include:

- + Greater availability of "human capital" to companies in the region produced both by improved work-readiness of workers within the region and by attracting skilled labor from outside the region
- + Increased growth and profitability of companies in the region enabled by their ability to obtain enough workers with the skills and education levels they need
- + Net migration into the region by workers from elsewhere, producing growth in the workforce and population
- + Growth in employment, investment, and production within the region
- + Increased wages of workforce development program participants

Entrepreneurship

LOCATION	BUSINESS BIRTH RATE PER 100 ESTABLISHMENTS	RD PER 10,000 PEOPLE	VENTURE CAPITAL PER 2019 EMPLOYMENT	EMPLOYMENT IN FIRMS UNDER FIVE YEARS OLD
South Bend-Elkhart Region	7.2	-	-	6.68%
Akron, OH Metro Area	6.6	\$25.3	-	8.40%
Appleton, WI Metro Area	6.0	-	\$149	8.61%
Cedar Rapids, IA Metro Area	7.7	-	\$9,069	7.08%
Grand Rapids-Kentwood, MI Metro Area	7.8	\$11.6	\$855	7.70%
Greenville-Anderson, SC Metro Area	9.3	\$45.0	\$659	10.65%

Business Birth Rate per 100 Establishments - Census Business Dynamics Statistics, 2018
 RD per 10,000 People - National Science Foundation, Survey of Higher Education RandD Expenditures, 2019
 Venture Capital per 2019 Employment - PwC/CB Insights MoneyTree Explorer
 Employment in Firms Less Than five Years Old - Quarterly Workforce Indicators (2019)
 Business Birth and Death - Business Dynamics Statistics
 Employment in firms age 0-5

Long-term outcomes of diversity, equity, and inclusion strategies include:

- + Greater diversity of industries and occupations providing employment in the region
- + Increased income produced by the regional economy on a per capita and per worker basis
- + Growth in employment, investment, and production within the region because of higher personal income leading to an increased demand for goods and services
- + Net migration into the region by workers - attracted from elsewhere by the availability of high-paid jobs - producing growth in the workforce and population

AREAS OF OPPORTUNITY FOR INVESTMENT

Industry

LOCATION	ANNUAL EMPLOYMENT GROWTH	GDP PER CAPITA 2019	AVERAGE COMPENSATION
South Bend-Elkhart Region	2.0%	\$55,344	\$59,322
Akron, OH Metro Area	0.9%	\$47,063	\$63,337
Appleton, WI Metro Area	1.4%	\$58,325	\$62,763
Cedar Rapids, IA Metro Area	0.7%	\$65,453	\$65,239
Grand Rapids-Kentwood, MI Metro Area	3.1%	\$55,368	\$61,725
Greenville-Anderson, SC Metro Area	2.8%	\$51,403	\$60,663

Employment Growth - Bureau of Economic Analysis
 GDP per Capita - Bureau of Economic Analysis
 Average wages - Bureau of Economic Analysis

Growth of Jobs in Higher Pay Traded Industry Clusters include clusters paying significantly greater than the private sector average, including: IT services, engineering/environmental technical services; other transportation equipment; life sciences; RV, travel trailers, and campers; private colleges and universities; transportation, distribution and logistics; and metal processing and products.

Long-term outcomes of diversity, equity, and inclusion strategies include:

- + Greater diversity of industries and occupations providing employment in the region
- + Increased income produced by the regional economy on a per capita and per worker basis
- + Growth in employment, investment, and production within the region because of higher personal income leading to an increased demand for goods and services.
- + Net migration into the region by workers - attracted from elsewhere by the availability of high-paid jobs- producing growth in the workforce and population.

Talent

LOCATION	LABOR FORCE PARTICIPATION RATE (16+)	NET MIGRATION PER 1,000	POPULATION WITH BACHELOR'S DEGREE OR HIGHER
South Bend-Elkhart Region	64.1%	-1.18	25%
Akron, OH Metro Area	64.3%	-2	32%
Appleton, WI Metro Area	70.7%	-15	30%
Cedar Rapids, IA Metro Area	68.8%	2	31%
Grand Rapids-Kentwood, MI Metro Area	67.6%	3	33%
Greenville-Anderson, SC Metro Area	62.1%	2	30%

Labor Force Participation Rate (16+) - American Community Survey 2015-2019
 Net Migration per 1,000 residents - American Community Survey 2015-2019
 Retention of graduates - American Community Survey 2015-2019

Long-term outcomes of diversity, equity, and inclusion strategies include:

- + Net migration into the region, producing growth in the workforce and population
- + Greater availability of "human capital" to companies in the region by attracting skilled labor from outside the region
- + Increased racial and ethnic diversity of the region's population



Photo: A farmer utilizes new technology to improve efficiencies in their agribusiness.

RURAL COMMUNITIES IMPACT

08



THE SOUTH BEND - ELKHART REGION EMBRACES THE FACT THAT IT OFFERS **URBAN AND RURAL, MAIN STREET AND COUNTRYSIDE, RIVERFRONT AND LAKESHORE, SUMMER AND WINTER** — ALL IN EQUAL MEASURE.

Investments in urban areas positively impact rural communities and vice versa. An overarching vision for the region ensures that investments such as Regional Cities and Stellar Communities are enhancing all communities, increasing the balance of lifestyle and career options for an increasingly diverse makeup of residents and visitors.

Photo: Marshall County ITAMCO facility tour during Manufacturing Days October 2021

While Elkhart and St. Joseph Counties are considered urban counties, Marshall County, with a population of 46,095, is considered a rural county. Like most of Indiana's rural counties, Marshall County lost population over the last decade, with a two percent decline (U.S. Census). The regional planning efforts recognize the unique challenges and opportunities existing in Marshall County and other unincorporated areas of the region. Rather than attempt to replicate urban economies, our rural economic development effort works to leverage the spatial distribution of economic activity, creating more access for all residents.

There has been an intentional effort to develop and support programs to preserve, enhance, and develop the extraordinary assets in these communities, including diversified industries, natural beauty, quaint small towns, historic properties, and natural resources. Construction of a hotel at Potato Creek State Park — one of ten capital projects eligible to receive funding through a \$550 million allocation in the state budget — is an example of a project that builds on natural resources, bringing more tourists and jobs to rural communities and adding to the quality of place across the entire South Bend - Elkhart region.



RURAL COMMUNITIES ARE CONSIDERED THROUGHOUT THE PLAN'S KEY STRATEGIES INCLUDING DEVELOPING A VIBRANT ENTREPRENEURSHIP ECOSYSTEM, ENHANCING A STRONG INFRASTRUCTURE INCLUSIVE OF BROADBAND CONNECTIVITY, AND SUPPORTING GROWTH OF EXISTING INDUSTRIES LOCATED IN RURAL COMMUNITIES.

Photo: South Bend - Elkhart region announces Lily Endowment award at ETHOS Innovation Center, Elkhart, IN

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES

09

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES



ECONOMIC DEVELOPMENT PRIORITIES

Over the course of 2021, the South Bend - Elkhart region engaged in a strategic planning process to update the Regional Economic Development Strategy (REDS Plan) to guide the region's economic development investment decisions through 2030.

Photo: (L-R) Susan Ford, president of SEMMA Health and Tracy Graham, Managing Principal of Graham Allen Partners win big at IDEA Week.

The strategies, actions, and initiatives represented within this Smart, Connected Communities 2030 Plan were identified and prioritized from the original REDS Plan, with input from the five Regional Partnership advisory committees (Diversity, Equity, and Inclusion; Education and Workforce; Entrepreneurship; Industry Growth and Talent Attraction and Retention), the READI Planning Steering Committee, the RDA Board, and a public RFI process that received 171 submissions from across the region representing \$1.5 billion of proposed investment, including submissions from municipalities, anchor institutions, the higher education community, and the entrepreneurial ecosystem. Both the brick and mortar projects and the programmatic strategies submitted during the RFI process informed the strategic themes in the Smart, Connected Communities 2030 Plan and exemplify the communities' commitment to regional economic development. Following robust dialogue spanning multiple committee meetings, and one-on-one discussions with interested parties, the final portfolio of strategies emerged. Full lists of committee participants and project idea submissions can be found in **Appendices A and B**.

ALIGNMENT WITH THE STATE'S ECONOMIC DEVELOPMENT PRIORITIES

Communities across the South Bend - Elkhart region are working diligently to align economic development goals and efforts with each other, peer regions in the state, and the State of Indiana as a whole. By sharing best-practices and coordinating investments, everyone is able to achieve their goals most effectively. Northeast Indiana, Southwest Indiana and the South Bend - Elkhart region have built a strong relationship with each other and the state through the successful implementation of the Regional Cities Initiative. The South Bend Regional Chamber of Commerce meets regularly with other chambers of commerce based in urban areas across the state to discuss common trends and initiatives and align efforts. The South

The Smart, Connected Communities 2030 Plan serves as an outline of the strategies the South Bend - Elkhart region designed to increase talent attraction and retention, improve overall quality of place and quality of life, and amplify the impact of our entrepreneurial ecosystem and innovation economy, while supporting our core regional economic development goals of:

- + Raising post-secondary attainment among the region's residents from 34 to beyond 50 percent
- + Transforming net out-migration to a positive in-migration
- + Helping to establish 275 high-growth startups
- + Growing jobs in higher pay traded industry clusters by 20 percent
- + Improving South Bend - Elkhart region's national MSA percentile rank of minority income disparity from the 15th percentile to the 80th percentile

We intend to accomplish these goals by 2030.

Bend - Elkhart region and northwest Indiana collaborate frequently to enhance and generate additional awareness of shared assets such as the South Shore Line and Lake Michigan and are currently exploring a concept for the Greater South Shore Tech Corridor.

The collaborative planning has resulted in strategies well aligned with the State's economic development priorities of Quality of Place and Quality of Life, Innovation and Entrepreneurship, and Talent Development and Attraction.

Quality of Place and Quality of Life

In an effort to eliminate blight and create vibrant places that will

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES

ALIGNMENT WITH THE STATE'S ECONOMIC DEVELOPMENT PRIORITIES

attract and retain talent, the RDA has been supporting brick and mortar quality of place projects since receiving a Regional Cities Grant from the State of Indiana in 2016. Should we be awarded a READI grant, the region will invest in an expanded Regional Cities Initiative that will create high-quality, vibrant communities to retain and attract people in the South Bend - Elkhart region. The four project categories prioritize investments that will enhance the region's expansive natural resources, eliminate blight, and expand arts and cultural amenities.

Innovation and Entrepreneurship

Through its Industry Growth and Entrepreneurship strategies, the region is focused on supporting advanced industries, strengthening emerging industry clusters, and increasing the rate of entrepreneurial activity.

The City of Elkhart and NineTwelve Solutions recently hosted a group of local thought leaders at the 16 Tech Campus in Indianapolis for a roundtable discussion with representatives from Conexus, Central Indiana Corporate Partnership, Purdue Manufacturing Extension Partnership, and the IEDC to explore state opportunities to advance Elkhart and the South Bend - Elkhart region as a leader in Industry 4.0 technologies. The Emerging Manufacturing Collaboration Center, an applications Lab for the Indiana 5G Zones, participation in the IEDC's connected factory pilot project, and other initiatives are among a set of local projects proposed to build on the State's innovation investment strategies.

These partnerships will add to the existing collaboration between the region's LIFT Network and the State. There is currently a strong regional effort to build company awareness of the Manufacturing Readiness Grant program administered by the IEDC and Conexus Indiana. Beyond marketing the opportunity, iNDustry Labs and enFocus are providing

grant development services to help companies prepare successful grant applications and increase investments that will modernize the regional manufacturing sector.

This regional engagement of industry, through LEDO Business Retention and Expansion efforts, the Wages and Benefits Survey, the LIFT Network Industry Council and other convenings, enables the region to aggregate information and feedback and share this to inform the state's activities as well. The region's ability to quickly convene and communicate with industry proved critical as the COVID-19 pandemic expanded in 2019 and we were quickly able to convene stakeholders and deliver a Responsible Return to Work Report to the state providing input from 220 companies representing over 90,000 employees in the South Bend - Elkhart region.

The region has been engaged in a partnership with Elevate Ventures since 2012 to increase the amount of entrepreneurial activity in the region. This has been key in providing accelerator programs like Elevate Origins and Elevate Nexus as well as expanding the amount of investment available for local startups. To date, Elevate Ventures has made 96 investments totaling \$6.7 million in 53 companies in the region. Beyond the direct investment, it has catalyzed a proof of concept fund, increased awards at pitch competition, and leveraged investment of federal research dollars and co-investment from angel investors. This proposal expands on that relationship by launching loan and grant programs in support of high-growth startups. Entrepreneurial Support Organizations (ESOs) in the region are working together to build awareness of state resources for entrepreneurs through Elevate Ventures and other state programs and resources like the Indiana Small Business Development Center, Innovate WithIN Pitch competition, and our state-certified Technology Parks.

MANUFACTURING READINESS GRANT IMPACT CHASE MANUFACTURING LLC (MARSHALL COUNTY) Grant Award: \$50,000

CHaSE Manufacturing, LLC is a manufacturer of decorative interior products such as cabinet doors, trim and moldings and doors for recreational vehicle (RV) manufacturers and manufactured housing. The company is investing in tech-enabled equipment, including 3D printing, computer vision, IoT and machine learning.

"What is going on in the South Bend - Elkhart....region is truly amazing"

JOEL NEIDIG

CEO at SIMBA Chain



Photo: (L-R) Jeff Rea, South Bend Regional Chamber, Mike Daigle, South Bend International Airport, Teresa Lubbers, Indiana Commissioner for Higher Education; Blair Milo, Former Secretary of Career Connections and Talent; Rod Roberson, Mayor of Elkhart; James Mueller, Mayor of South Bend; Regina Emberton, South Bend - Elkhart Regional Partnership

Talent Development and Attraction

Through its Education and Workforce and Talent Attraction and Retention strategies, the region is focused on understanding the needs of the workforce and supporting education and training programs and recruitment activities that will ensure availability of a skilled workforce.

In 2020, the Indiana Secretary of Career Connections and Talent Blair Milo, Indiana Commissioner for Higher Education Teresa Lubbers, and Indiana Destination Development Corporation (IDDC) Secretary and CEO Elaine Bedel, joined local officials announcing the South Bend - Elkhart region as a [21st Century Talent Region](#), a statewide designation awarded to Indiana communities focused on working collaboratively to attract, develop, and connect talent. The 21st Century Talent Region designation process informed many of the strategies in the Smart, Connected Communities 2030 Plan and the region continues to work with the State of Indiana to advance common goals.

Regional economic development professionals recently met with members of the IEDC team focused on workforce issues to convey workforce needs being experienced by the region's major employers and are engaging in partnership discussions between Conexus, the

IEDC, and the Governor's Workforce Cabinet to develop advanced industry training programs for recipients of Manufacturing Readiness Grants, evident via an early win registering a Robotics Apprenticeship program at Jomar Manufacturing and Fabrication (a first round Manufacturing Readiness Grant recipient).

Building on the Regional Cities Initiative and its focused effort on supporting brick and mortar quality of place projects, the Talent Attraction and Retention strategies add an essential programming component to generate awareness and increase vibrancy within the built environment. This plan prioritizes "Telling the Story" of the South Bend - Elkhart region. In addition to implementing the WE + YOU marketing strategy and encouraging remote workers to relocate to the region, local stakeholders recently met with Secretary Bedel to discuss opportunities for the region to amplify the IDDC's marketing campaigns and share the story about our quality of place, life, and opportunity to attract and retain talent, students, businesses, and visitors to the state. The Destination Marketing Organizations across the South Bend - Elkhart region are actively engaged with developing and executing on the region's economic development plan, recognizing that when it comes to attracting people and companies, it all starts with a visit!

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES

INVESTMENT CRITERIA

Example Projects

Following the narratives and strategies for each pillar, there is a list of example READI Projects: stellar examples of projects our region would like to pursue with the support of READI funding that might be considered in the long term. The ultimate portfolio of projects supported by READI funds will require further due diligence and vetting before the region moves forward to execution and implementation of individual projects. The RDA will be the entity responsible for fiduciary management and final approval of any project concepts, with support from the Regional Partnership.

Project Evaluation

If selected for a financial partnership through the state's READI program, the RDA will coordinate with the Indiana Economic Development Corporation (IEDC) on projects that will receive funding as the plan is implemented. These projects may be one of the Example Projects in the Plan or a new project submission. In order to prioritize projects and programs for the IEDC's consideration, the RDA intends to conduct a formal Request for Proposal (RFP) process identifying the specific projects and programs that both advance the goals of the Smart, Connected Communities 2030 Plan and are most aligned with the IEDC's objectives for the READI program.

To review and vet READI project submissions, a prioritization tool will be used considering the following Investment Criteria:

- + Project Budget (including match requirements)
- + Timeline of Implementation
- + Regional Collaboration and Partnership
- + Quality of Place Impact
- + People Impact
- + Alignment with Strategic Goals and Priorities (Diversity, Equity and Inclusion, Education and Workforce, Entrepreneurship, Industry Growth, Talent Attraction and Retention)
- + Level of Broad Long-Term Impact
- + Overall Perception of the Project

These criteria also provided context for identifying a core set of example READI Projects that are highly aligned with the state's goals for the program and are described herein. Input from the Regional Partnership's five pillar advisory committees will ensure investments in programs and RCI 2.0 projects are aligned with the goals of the Smart, Connected Communities 2030 Plan. Input from the Mayors and Commissioners will ensure investments are consistent with the vision of the region's cities and counties and that the local public match funding will be available.

Additional strategies and projects will be advanced through local and regional investment, other IEDC tools, or other state agencies.

The Regional Partnership advisory committees will continue to prioritize potential programmatic investments and make recommendations to the RDA.

The RDA has successfully identified, negotiated, documented and executed investments into 28

Regional Cities Initiative (RCI) projects to date. Given that there was substantial, but still limited funding to be awarded, a methodology was developed as a guideline to award the RCI funds in an equitable, consistent manner while generating the greatest benefit to the region. Absolute and subjective allocation criterion was developed and a scorecard was used to assign points based on how closely each project fit the criterion. A similar method, updated to reflect the specific impact metrics required by the IEDC, will be used to award READI funds, allowing the region to deploy grants in an efficient and effective manner.

Absolute requirements for the original RCI allocations included:

- + State RCI funds would be no more than 20 percent of the total project cost
- + At least 60 percent of funding from private sources
- + Clear owner responsible for executing the project
- + Brick and mortar project, excluding broadband infrastructure
- + Completion within the stipulated time frame
- + Additionally, there were subjective requirements including:
 - + Region-wide impact
 - + Ability to attract talent to the region
 - + Bringing national recognition to the region
 - + Positive Return on investment
 - + Firmness of match fund commitments from the public and private sectors
 - + Amount of Regional Cities funds as a percentage of the total project cost
 - + Clear project champion
 - + How likely the project is to achieve its goals
 - + Could the project begin within 12 months?

Lastly, the RDA considered the following guiding factors: extent of public benefit, revitalization of existing vacant, blighted or underutilized assets within the region, and embodiment of the goals of the Regional Cities Initiative, such as regionalism and inclusivity of all communities.



Photo: Winners from the Inaugural SoGal Pitch Competition Celebrate in the Renaissance District, South Bend, IN

FINANCIAL SUSTAINABILITY IS A KEY COMPONENT OF INDIVIDUAL PROJECTS AND FOR ADVANCING THE ECONOMIC DEVELOPMENT PLAN OVERALL.

In addition to requiring each project to incorporate a sustainability plan, there has been an increased focus on identifying local tax instruments to provide additional financial support to aligned economic development efforts, such as the Innkeepers Tax Rate in St. Joseph County that will fund quality of place projects. In 2021, the Indiana General Assembly enabled St. Joseph County to increase the Innkeepers Tax Rate from six to eight percent, with funds to be distributed toward quality of place projects including the Century Center, Mishawaka Sports Complex, Potawatomi Zoo, Morris Performing Arts Center, and to create a Tourism Capital Improvement Fund. Like the Regional Cities Initiative, the Tourism Capital Improvement Fund will leverage additional investment in capital projects that attract overnight visitors, increase vibrancy, and improve the community for decades to come.

QUALITY OF LIFE AND QUALITY OF PLACE

Investing in place-based development strategies to align and improve both the physical environment in which people live and work and the unique resources that exist within communities that can support business development and innovation for greater economic outcome.



Photo: Indiana Secretary of Commerce Jim Schellinger visits Regional Cities project locations in 2020.



WE + YOU ACCESS TO SUCCESS

Whether you are looking for world-class art, theater, or music or you're on the hunt for some great football and tailgating, the South Bend - Elkhart region has it all. You can white water raft in the heart of downtown and explore the sand dunes of Lake Michigan,

take in some history at the Studebaker National Museum, or find your new favorite craft beer. Only 90 minutes from Chicago and boasting affordable living and a great quality of life, the region has all the ingredients for fun and excitement.

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES

QUALITY OF LIFE AND QUALITY OF PLACE

Recognizing that population stagnation was one of the region's biggest threats to advancing our economy, in 2015 the Regional Partnership brought together thousands of stakeholders to develop a strategic plan focused on talent attraction and retention.

In pursuit of a financial partnership with the state of Indiana, we experienced unprecedented collaboration between business, academic, public, and private leaders, resulting in the formation of a Regional Development Authority and development of the Innovate Indiana plan.

A vision emerged to build the region as a knowledge-driven, highly connected group of communities that serves and provides access to a global innovation economy and become recognized for our world-class higher education and community partnerships, superior access and connectivity, and high performing communities. With a focus on density, connectivity, and amenities, the \$42 million Regional Cities grant has been invested as seed funding into a set of 28 projects that are enhancing arts and culture, trails and parks, mixed-use housing, and more.

Marquee projects include construction of the Potawatomi Zoo entrance and giraffe habitat, aquatics centers in Elkhart and Plymouth, manufacturing centers in Plymouth and Argos; and mixed-use housing projects in urban centers across Elkhart, Marshall, and St. Joseph counties. The grant also supported improvements to Howard Park and Ironworks Plaza; renovation of the Studebaker building façade, Hotel Elkhart, Goshen Theater, and REES Theater. The direct investment, including state grant funds, private investment, and local public sector matching funds, is over \$350 million.

The indirect return on investment is beyond calculation. The projects have provided innovative options for current and future residents to live, learn, work, and play. They have increased community pride, eliminated blight, connected our communities, and drawn national attention to the region. Beyond the brick-and-mortar projects that have the potential to transform our communities for decades, the grant served as a catalyst by making us think more broadly by encouraging our community leaders to come together in an unprecedented way and making us think about sustaining our initiatives that enable the region to both attract and retain the brightest from our schools, our State, and our nation.

Recreation amenities such as trails, bicycle paths, and water access, as well as arts and culture amenities such as museums, venues, theaters, and downtown entertainment, are key decision factors as educated, younger workers consider places to live. The region must do a better job of generating awareness of the existing natural resources within

the region, such as Lake Michigan, Potato Creek State Park, award winning parks, and an extensive network of trails, rivers, and inland lakes, as well as investing in place-based development which has the added benefit of attracting families and retirees toward urban living. The region's investments in place-based development projects have positively impacted Density, Connectivity, Amenities, and Productivity, four key place-based success factors critical in creating competitive places and employment centers (Innovate Indiana, 2015).

Consistently, the local public investment in urban core projects catalyzed additional investment from the private sector. While the publicly supported South Bend Blue Ways and its signature Howard Park are a huge quality of place improvement individually, this further catalyzed unprecedented private development including \$24 million in the Village at Riverwalk neighborhood which added 43 single-family homes, 48 townhomes, and 42 apartment units to downtown, \$27 million for Notre Dame's hydroelectric project at Seitz Park, \$3.7 million for the Notre Dame boat house, and \$38.5 million Cascades development offering mid-rise luxury condos.

As key anchor institutions, cities, counties, K-12 school systems, colleges, and universities have been key partners in building cultural amenities that are integrated with the larger community. Set to open fall 2023, Notre Dame's 70,000 square foot Raclin Murphy Museum of Art is being constructed at the south edge of campus with an outward facing orientation to serve as a gateway to campus and a welcoming community partner. Goshen College is partnering with the City of Goshen to locate the Tennis Bubble and Community Pavilion and Ice Rink projects on the eastern edge of campus so that these recreation opportunities are accessible to all city residents and visitors. IU South Bend's proposed Regional Health Sciences Simulation and Innovation Center will renovate a building along the river across from campus to house a state-of-the-art health sciences simulation and innovation center to serve the educational, health systems, and industries in the South Bend - Elkhart region. As an additional benefit to the project's main focus on education, the Small Business Development Center will be hosted in the center to increase community accessibility and the project will further enhance public access to parks, roads, and the river along the Northside Boulevard corridor between the University and Howard Park.

Higher Education Institutions are also leading planning efforts to connect communities in the region through a sustainable forward thinking land use planning process. By using a combination of regional and urban planning tools with natural and technologically advanced processes, Notre Dame's Resilient Saint Joseph project will study the St. Joseph river and other connectivity factors along the

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES

QUALITY OF LIFE AND QUALITY OF PLACE

river corridor. The project will involve research on materials and natural infrastructure solutions to protect people, homes, and habitats. This will include holistic design solutions that integrate advanced principles of science, engineering, urban design and infrastructure, and will serve as a prototype for projects nationally and internationally.

The region will not be able to accomplish diversification goals, population growth, and increased income without sustained substantial investment

in quality of place amenities through recreation, trails, athletics, health and wellness, arts and culture, economic development, and housing projects.

A Regional Cities 2.0 program would be implemented to continue investments in these essential brick-and-mortar quality of place projects.



TO CREATE HIGH QUALITY, VIBRANT PLACES AND EMPLOYMENT CENTERS FOCUSED ON DENSITY, CONNECTIVITY, AMENITIES, AND PRODUCTIVITY, THE REGION WILL ADVANCE THE FOLLOWING STRATEGIES THROUGH REGIONAL CITIES 2.0:

01 Recreation, trails, athletics, health, and wellness

Investments are intended to highlight the abundant natural resources as part of creating high-quality communities across the region. A variety of recreational amenities are needed in addition to a low cost of living, low energy, and water costs.

Recreation

Previous Regional Cities investments in multiple recreation projects supported quality of place enhancements at Potawatomi Zoo, South Bend Blue Ways' Howard Park, Lundquist Park in Elkhart, Beutter Park at Ironworks, and Hotel Elkhart.

The South Bend Blue Ways project was a series of public amenities and mixed-use developments which included the development of Howard Park. As part of the project, Howard Park built a mixed-use event center, signature 13,000 sq. ft. playground, interactive water fountains and jets, and a 16,000 sq. ft. ice-skating trail and pond. The Blue Ways and East

Bank redevelopment projects connected parks and neighborhoods along the St. Joseph River and stimulated housing developments along a once undeveloped corridor.

Trails

Physical, communications, and social networks connect the region both internally and externally. Increased connectivity in all of these areas will position the region as a magnet for talent and as a global knowledge-based economy. New and expanded trails between cities and major improvements to the South Shore rail services to-and-from Chicago are dramatically impacting quality of place and physical connectivity.

A recent Regional Cities grant to the SR 933 Trail Project will significantly enhance the safety and aesthetics of the Trail and extend the amount of time that pedestrians and bicyclists can use the trail that links to the 17 mile IN-MI River Valley Trail system. Situated at the Indiana Toll Road exit to South Bend and Notre Dame, this is often the first impression for visitors to our community and there is significant value to enhancing the aesthetic appeal of corridors like this in our region.

The South Shore line provides a distinct opportunity to improve connectivity to Chicago and its world-class economy and amenity base. The RDA collaborated on a \$276 million inter-regional project to drastically improve the reliability, safety, frequency and trip speed of the South Shore train from our region to Chicago. This \$800,000 Regional Cities investment seeded the environmental and engineering study and enabled federal funding to advance the project which is now under construction.

Athletics

Major investments were granted through Regional Cities for construction of aquatics centers in Elkhart and Plymouth and for a premier soccer field in conjunction with the Boys and Girls Club as part of the WaNee Vision 2020 initiative.

The Elkhart Aquatics Center, anchored by a 1.1 million gallon bigger-than-olympic size pool, is bringing world class athletic programs from across the country to compete, and stay in the reopened and re-imagined Hotel Elkhart. As COVID-19 shut down fitness centers across the nation, the Elkhart Aquatics Center became a central hub for major swim competitions that could not be hosted elsewhere. With the number of spectators drawn to downtown Elkhart for prestigious swimming events, there has consequently been higher demand for easily accessible food options and land development. A private developer is now constructing a mixed-use development on an adjacent parcel that will offer condominiums, offices, and retail space, further adding to the density of amenities in the downtown area. An investment in one quality-of-life project is spinning off long-term investments in the entire community.

Example READI Projects include:

- + Mishawaka Fieldhouse
- + George Wilson Park
- + Goshen's Tennis Bubble, Community Pavilion and Ice Rink

Health and Wellness

Health is an important aspect of economic development, increasing productivity during prime working years and developing a pipeline of entrepreneurs and workers for the future.

Regional Cities investment supported renovation of an underutilized building in downtown Elkhart to house the IU South Bend - Elkhart Center Rehabilitation Sciences. The inaugural class for the MS in Occupational Therapy and for the MS in Speech Language Pathology were welcomed Fall 2021. The Center could not have accomplished this milestone of a state-of-the-art renovated space, attracted the talented students and faculty, and filled these programs without the community partnership of the RDA, Community Foundation, and others.

Beacon Health System, Saint Joseph Health System, Goshen Health System, and other health care providers serve as anchor institutions for the region, employing thousands and playing an integral role in improving the region's quality of life. In addition to programmatic investments to increase skilled healthcare talent, several brick and mortar projects are proposed that will expand the quality and access of healthcare across the region and beyond.

To improve health outcomes for urban and rural residents across the South Bend - Elkhart region, Beacon Health Systems and supporting investors are planning to invest more than \$285 million into a set of capital improvement projects at facilities in Elkhart, Middlebury, Mishawaka, Granger, and South Bend. The following projects will provide greater access to healthcare services, add 588 new jobs, improve associate and physician retention, and provide best-in-class facilities for patients and families.

- + The South Bend Campus Redevelopment Plan will be the most significant capital investment in Beacon's history, including construction of a new patient tower, trauma bays, and upgrades throughout Memorial Hospital
- + The Beacon Integrative Health and Lifestyle District is a mixed-use development incorporating workforce housing, parking, retail, hotel, and commercial space, all anchored by a 50,000 sq. ft. health and wellness facility supported by Beacon Health System. The location adjacent to the south of the hospital campus bridges the gap between the City's largest employer and downtown South Bend.
- + A 20-bed flexible acuity patient care unit at Elkhart General Hospital.
- + Replace and enhance family medicine and occupational medicine services in Middlebury Indiana, including recruitment of a new physician to the community.
- + A Beacon Mishawaka Outpatient Center to provide access to diagnostic, primary, and speciality care in convenient location that will serve current residents and attract new people to downtown Mishawaka
- + Expansion of Beacon Health and Fitness Granger allowing for more members and services.

Example READI Projects include

- + Memorial Hospital of South Bend Campus Redevelopment Plan
- + Cross County Multigenerational Fitness Initiative, Culver

02 Arts and culture

The built environment and programming within spaces improve access to the arts for everyone in the community. Attracting local makers, artisans, and entrepreneurs will contribute to sector diversification and improved quality of place. Previous Regional Cities investments were made to renovate the Rees Theatre in downtown Plymouth and the Goshen Theater. These projects catalyze activity in city centers, offer jobs, and enhance the cities' creative vitality and reputation as communities that value culture.

Example READI Projects include:

- + Wellfield Botanic Gardens
- + Morris Performing Arts Center - Morris 100
- + State Bank Building Renovation, Plymouth

03 Economic development

Strategic capital investments in economic development projects will increase the impact and return on investment related to quality of place, innovation and entrepreneurship, and talent development and attraction for communities across the region.

A Regional Cities grant supported renovation of the blighted 65,000 square foot former Bayer facility into the new ETHOS Innovation Center to help children and adults engage with science and technology through hands-on programs. In 2021, Notre Dame, Elevate Ventures, enFocus, and the Regional Partnership collaborated to co-locate in the [IDEA Center Startup Studio](#) offering technical resources for entrepreneurs, as well as a coworking space in the collaborative, innovative environment at ETHOS. High-tech manufacturers are now also expressing interest in relocation to the larger former Bayer campus surrounding ETHOS.

To attract new business and industry, and fill the void in the marketplace for "move in" ready buildings, Regional Cities loans supported construction of manufacturing shell buildings in Argos and Plymouth. Shortly after completion, startup manufacturer Sequel Wire and Cable purchased the 50,000 sq. ft. building investing more than \$53 million to expand and equip the facility bringing more than 100 high-paying jobs to Argos.

The repayment of those loans will be used to support the development of entrepreneurship hubs in downtown Plymouth and Culver. These centers will utilize dark fiber as a business advantage with the goals of cultivating the entrepreneurial spirit and leveraging an educational platform with Indiana universities and secondary education providers.

Complementing the RDA's support to renovate Renaissance District's most public facing facade on Building 84, the Regional Cities grant also seeded development of the Technology Training and Demo Center within Studebaker Building 113 by supporting Purdue Polytechnic South Bend's acquisition of equipment and space as well as Virtual Reality/Augmented Reality lab equipment for the South Bend Code School. Purdue Polytechnic has expanded from 8,700 to 17,150 square feet in a permanent location within the Studebaker Renaissance District, expanding experiential learning opportunities to offer degree and non-degree certificate courses and promote inclusion and diversity projects. This space will allow for Purdue Polytechnic to meet the community demands set forth in the Regional Cities Grant for transformational economic development projects and strategic initiatives in education and will support educational programs such as Certificates, Apprenticeships, Internships, and Bachelor of Science degrees in order to remain the primary local source of Engineering Technology education to Elkhart, Marshall, and St. Joseph counties. Ninety-five percent of Purdue Polytechnic students graduate and attain employment in the region. Purdue Polytechnic High School recently opened in the Renaissance District, further increasing the pipeline of talent anticipated to support engineering technology needs.

The South Bend - Elkhart region has a strong system of facilities and resources, at Purdue Polytechnic and through more than twenty core research facilities on Notre Dame's campus which are open to users both on and off campus. To expand the technical services facilities and resources, The LIFT Network has invested \$4 million in the development of

regional innovation facilities, including:

- + [The Larry and Judy Garatoni Center for Advanced Manufacturing and Automation](#) at Ivy Tech Community College's Elkhart County location
- + Elkhart Area Career Center's Engineering, Technology, and Innovation Building
- + [St. Joseph County Public Library's Community Learning Center](#)
- + Renaissance District Tech Training and Demo Center, including the LIFT Applied Learning Classroom, within the Renaissance District's Studebaker Building 113
- + [City of South Bend's Technology Resource Center](#) in Ignition Park, one of two locations that make up Indiana's first two-site state-certified technology park

In addition to Purdue Polytechnic hosting college classes, in the Summer of 2020, Purdue Manufacturing Extension Partnership began conducting their leadership training sessions, OSHA trainings, and Six Sigma workshop series in the LIFT Applied Learning Classroom. Through their use of the room and equipment, they have been able to safely train over 300 students throughout the COVID-19 pandemic.

In August, the University of Notre Dame opened its new 10,000 square-foot Engineering Innovation [Hub](#) to students and industry partners. The new facility offers a state-of-the-art experiential learning and advanced

manufacturing environment with resources for collaboration, fabrication, automation, robotics, and modeling. Providing access to research and learning facilities reduces the risks and costs of innovation and increases the availability of resources for education and professional development. The network model reduces redundancy of effort by forging an ecosystem or members working proactively together through shared physical resources that gives students and companies a single point of access to state-of-the-art tools for research, development, and design, eliminating the current need for companies to seek RandD services from outside of the state and mitigating the costs of having to purchase and maintain the equipment themselves. Innovation facilities also offer opportunities for education and skill development, helping to develop a pipeline of employees who can use these tools and resources and leading to career growth for individuals throughout the South Bend - Elkhart region.

Example READI Projects Include:

- + Montgomery Ward Commerce Center, Plymouth
- + Marshall County Industrial Revolving Loan Fund to support Housing and Spec building development.

04 Housing

Amenities such as downtown housing and expanded retail entertainment options are needed in the region to retain and attract talent and residents. While new mixed-use developments have been developed in recent years, the region will be challenged to fund and invest in future amenities and programs if the population and labor force declines and ages. Scalable solutions remain difficult, as contractors and developers are facing labor shortages, financing constraints, and increased supply chain costs. Housing levels across the region continue to approach all-time lows and the situation is creating inflationary pressure on the current housing stock.

As a region, we need to continue building to add to current housing levels and improve the mixture of rental and for-sale products. Housing continues to be in high demand and serves as a necessary component of vibrant, walkable urban cores. Synergies are co-located with parks, venues, healthcare, shopping, and other amenities to create an environment where all residents can thrive.

With employers facing recruitment challenges as a result of housing costs, there is a particular need to increase the supply of rental units and workforce housing, defined as \$250,000 or less. Many of those searching for housing are interested in modifying blighted properties rather than buying new, which presents another opportunity to both grow and enhance the desirability of the region's housing stock.

Initial Regional Cities investments were made into several projects that improved access to diverse housing in the region.

- + Sunrise Meadows in Bremen
- + Sand Hill Farms in Culver
- + River Gate South in Plymouth
- + River Point West in Elkhart
- + The Mill at Ironworks Plaza in Mishawaka
- + 300 E LaSalle in South Bend

The first phase of the Mill brought in over 30 percent of the residents from outside the state of Indiana and 80 percent of the residents came from outside of Mishawaka.

Example READI Projects Include:

- + Beacon Integrative Health and Lifestyle District
- + Zones Two and Three Elkhart River District
- + The Mill at Ironworks Phase Two

To increase sustainability of the region's efforts, the RDA is considering that support of housing projects be made through an equity investment that would be repaid if the development is sold for a profit within a stated window of time after project stabilization.

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

Example READI projects represent stellar examples of projects our region would like to pursue with the support of READI funding. The final list of projects will require further due diligence and vetting before the region moves forward to execution and implementation.

PROJECT 01

MISHAWAKA FIELDHOUSE

LEAD ORGANIZATION

Card and Associates Athletic Facilities, LLC on behalf of the City of Mishawaka

PARTNERS

- + Card and Associates Athletic Facilities, developer owner and operator of Pacers Athletic Center at Grant Park, Finch Creek Fieldhouse in Noblesville, and Community Sports and Wellness in Pendleton
- + City of Mishawaka
- + South Bend Regional Chamber and Visit South Bend Mishawaka
- + Local program partners, such as youth recreation sports leagues
- + Travel sports tournament partners include USA Basketball, Nike EYBL, Under Armour, Adidas, Rugby Indiana, and PBR Showcase

PROJECT CONTACT

Billy Bunkowfst
 Director of Development
 Card and Associates Athletic Facilities, LLC
 wbunkowfst@cardandassoc.com
 574-242-8308

PROJECT SUMMARY

The City of Mishawaka has been working for years on the development of a region wide destination athletic complex oriented to traveling youth sports. The facility would serve as a destination for travel teams and youth tournaments with three distinct components.

1. Indoor sports including: basketball, volleyball, baseball, and soccer. This indoor space has the ability to be converted for regional shows, concerts, and events.
2. Two sheets of ice for hockey, skating, and other ice sports.

3. Outside turf fields that can be used seasonally for baseball, soccer, lacrosse, field hockey, and similar sports. The outside fields can also be shared by those living in the region during off peak weeknights for use by the City, local clubs, and sports organizations. Although the outside component adds value, it is difficult to fund with the seasonal use and limited revenue. READI funds are proposed to fund the gap needed to construct these outside fields.

LOCATION	START DATE	END DATE
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City of Mishawaka, on Veterans Parkway, immediately east of the Juday Creek Golf Course.	March 1, 2022	May 1, 2023
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TOTAL COST

Total Project Cost: \$50,845,000

Public Match: \$14,732,500 over 25 years from Mishawaka Tax Increment Financing and county pledge of innkeepers tax

Private Match: \$31,625,000 over 25 years from facility revenue

Anticipated Impact

-  Increased property values
-  Improved quality of place
-  Improved health outcomes
-  Improved quality of life

Anticipated Outcomes

- + Increased access to quality sports facilities
- + Financial Impact
 - \$42,650,000 Economic Output/Sales
 - \$14,380,000 Earnings
 - \$156,800 Innkeepers Tax
 - \$60,100 Local Option Income Tax
- + 615 Jobs

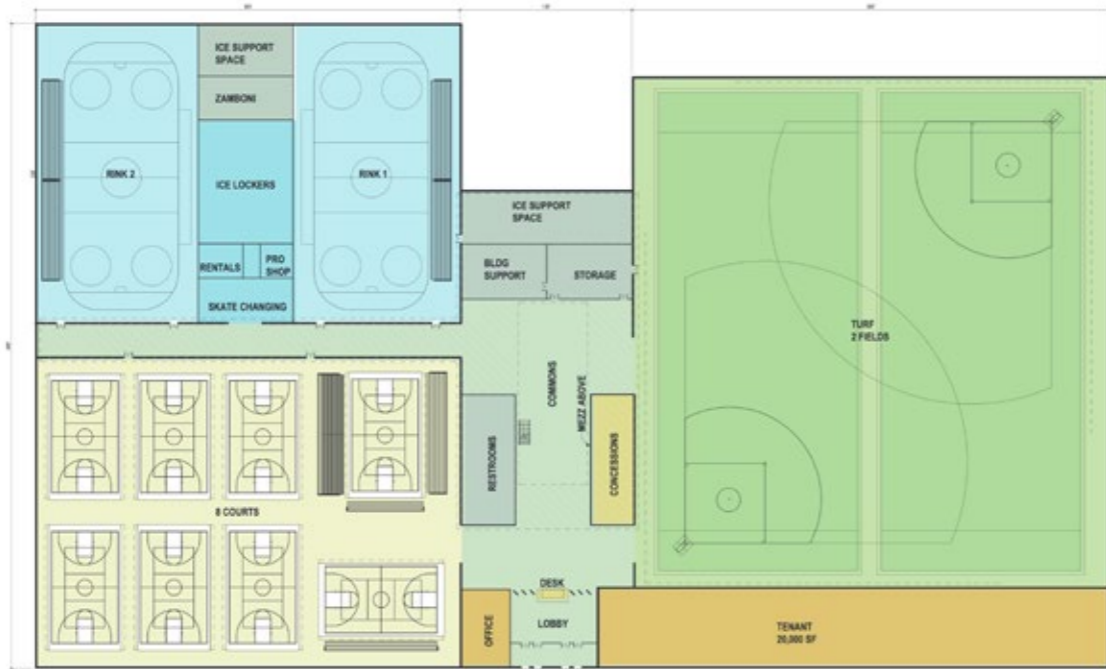
Success Metrics

- + Number of large-scale tournaments that foster economic impact
- + 30,000 hotel room nights per year
- + Surrounding development



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 01 | RENDERINGS




CONCEPT FLOOR PLAN



CONCEPT SITE PLAN

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 02 

GEORGE WILSON PARK

LEAD ORGANIZATION

City of Mishawaka

PARTNERS

- City of Mishawaka Park Department
- School City of Mishawaka
- Visit South Bend Mishawaka

PROJECT CONTACT

Kenneth Prince
City Planner/Executive Director
City of Mishawaka
kprince@mishawaka.in.gov
574-258-1625

PROJECT SUMMARY

Expanding winter activities is critical to improving the region's quality of life and changing the perception of the region. This project will remove the existing dilapidated restrooms and maintenance building that serves as a warming house and storage area. Construction of a new 7,000 square foot Great Hall and Tube Rental space will be constructed, along with new paved parking and grass paver bus

parking. It will also add a tow-line and greatly expand the usability of the existing tubing hill. The park is the current cross-country home for Mishawaka High School. The addition of a new pavilion, gardens, and remote restroom will enable the Park to serve as a destination for cross country events.


LOCATION	START DATE	END DATE
2606 S. Clover Road, Mishawaka, IN 46545	March 1, 2023	May 15, 2024

TOTAL COST

Total Project Cost: \$6,625,000

Public Match: \$5,300,000 Committed through the City's Consolidated Tax Increment Finance District, which currently generates between 18 and 20 million dollars per year. The City is also prepared to reprioritize projects or proceed with a bond issue to fund improvements if needed for local match funds. Once completed, the programming and maintenance of the facility would be sustained by the City's Park and Central Services Departments. There is a current funding stream for maintenance and programming that is already allocated to the park. The increased activity would generate rental fees for ongoing expenses and maintenance.

Anticipated Impact

-  Improved quality of life
-  Improved quality of place
-  Improved health outcomes
-  Increase in population

Anticipated Outcomes

- + Increased accessibility of public amenities to the public
- + Reverse the negative perception of the region in winter
- + Connectivity of the Park to the City's multi-use trail system and upon completion of the Capital Avenue Trail, to additional communities in the region
- + Increased number of events and quality of events held at the park, including outside of winter for cross country and disc golf.

Success Metrics

- + Number of participants in activities and subsequent fees generated
- + Number and quality of events held at the park

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS



PROJECT 02 | RENDERINGS



GEORGE WILSON PARK
July 15, 2021



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 03

GOSHEN'S TENNIS BUBBLE, COMMUNITY PAVILION, AND ICE RINK

LEAD ORGANIZATION

Goshen College | City of Goshen

PROJECT CONTACTS

Rebecca Stoltzfus
President
Goshen College
rstoltzfus@goshen.edu
574-535-7180

Becky Hutsell
Redevelopment Project Manager
City of Goshen
beckyhutsell@goshencity.com
574-533-3579

PARTNERS

City of Goshen
Goshen College
Greencroft Retirement Community
Goshen Health
Goshen Community Schools

PROJECT SUMMARY

Goshen College proposes to create a ten-court tennis bubble adjacent to Goshen College and Greencroft Retirement Community and Goshen Health, with pickle ball courts and an indoor walking track. This regional state-of-the-art facility will support walking, cardiac rehab, and racquet sports year-round for school children, collegiate athletes, and adults of all ages.

The City of Goshen plans to construct a city-owned, open-air multi-use pavilion/ice rink in partnership with Goshen College to locate the facility on the eastern edge of their campus. The venue will provide year-round entertainment and recreation opportunities accessible to all city residents and visitors.

LOCATION

1700 S. Main Street, Goshen, IN 46526 (Elkhart County)

START DATE

January 1, 2023

END DATE

July 1, 2024

TOTAL COST

Total Project Cost: \$5,000,000 for Tennis Bubble and \$7,900,000 for Pavilion and Ice Rink


Public Match:

- + \$1,000,000 for the Tennis Bubble potentially from City of Goshen TIF funding.
- + \$3,500,000 for Community Pavilion and Ice Rink (\$2,500,000 Goshen Redevelopment Commission, \$1,000,000 Goshen Civil City Funds)

Private Match:

- + \$3,000,000 through corporate partnerships with Goshen Health and Greencroft Retirement Community, along with individual memberships to the Tennis Bubble. Land donation from Goshen College
- + \$2,500,000 (\$1,000,000 Elkhart County Community Foundation and \$1,500,000 Private Donors)

Anticipated Impact


-  Increased property values
-  Improved quality of place
-  Improved health outcomes
-  Improved quality of life


Anticipated Outcomes

- + Increased health and wellness of adults and elders through fun physical activity year round
- + Promotion of age equity, as tennis, pickleball and walking are sports inclusive of all age groups, including elders
- + Space for Health care providers to support wellness programs and rehabilitation
- + Elevating the reputation and level of play of student tennis athletes at both the K-12 and collegiate levels in our region
- + Recruitment of diverse student athletes to Goshen College due to the ability to double their roster of varsity tennis players
- + Opportunity to host regional tournaments in tennis and pickleball
- + Increased programming capacity by Parks and Recreation Department = more opportunities for the residents
- + Increased community engagement in recreational programming
- + Availability of a large gathering space that is currently unavailable in Goshen
- + Strengthening of partnership and collaboration between City and Goshen College
- + Increased tourism opportunities, resulting in increased revenues for Goshen businesses
- + Increased opportunities for events and festivals for community residents and those interested in exploring what Goshen has to offer
- + Increased year-round recreational opportunities, improving winter perception of region
- + Strengthened sense of community and place for residents as the facility will be city-operated, maintained as an affordable amenity available to everyone
- + Location of the ice facility on the Goshen College campus could serve as a recruiting tool as an available amenity

Success Metrics

- + The total number of users of the facility, including K-12 students, collegiate students, community members, elders, and Goshen Health clients
- + The number of regional tennis or pickleball athletic events or tournaments held at the facility
- + Annual rental revenue
- + Total number of annual facility rental hours
- + Number of classes held per year
- + Number of private ice rentals (# of hours) per year
- + Number of sporting events/tournaments held (non-ice) per year
- + Number of concerts held per year
- + Number of public events and festivals held per year
- + Number of social events held (weddings/banquets/family reunions/corporate events) per year
- + Number of hourly rentals (non-ice) per year
- + Number of open skating hours per year
- + Number of open skating season passes per year
- + Annual operating expenses vs revenue calculations
- + Number of jobs created

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 04 

MEMORIAL HOSPITAL OF SOUTH BEND CAMPUS REDEVELOPMENT PLAN

LEAD ORGANIZATION

Memorial Hospital of South Bend

PARTNERS

Local and regional architects and contractors

PROJECT CONTACT

Jeffrey Costello
Chief Financial Officer
Memorial Hospital of South Bend
jcostello@beaconhealthsystem.org
574-647-3460

PROJECT SUMMARY

Memorial is the largest hospital and only level two trauma center in the region. This project will add 211,500 sq. ft. to the South Bend campus to upgrade and expand core facilities, originally constructed in 1958 and 1973. It includes a new patient tower, trauma bays, and upgrades

throughout the campus. At \$187 million, Memorial Hospital's proposed campus redevelopment plan is the most significant capital investment in Beacon's history and will create 588 new jobs at Memorial.

LOCATION

615 N. Michigan Street, South Bend, IN 46601

START DATE

October 1, 2021

END DATE

June 30, 2026

TOTAL COST

Total Project Cost: \$187,000,000 (however with pandemic-induced shortages of raw materials and labor, updated price estimates are approximately \$240 million)

Local Public Match: City of South Bend and St. Joseph County through infrastructure incentives and support.

Local Private Match: Majority of funding through Memorial Hospital. By increasing capacity, it will allow Memorial to continue to expand clinical services that are otherwise unavailable in the region and produce sufficient operating margin for continued growth and reinvestment in future years.

Anticipated Impact

-  Increased property values
-  Improved health outcomes
-  Improved quality of place
-  Improved quality of life

Anticipated Outcomes

- + Raise standard of patient care in the region and have additional capacity to meet the needs of the community for decades to come
- + Maintain healthcare services in the region rather than exporting to Chicago, Grand Rapids, etc.
- + Improve associate and physician retention
- + Provide best in class facilities for patients and families
- + Improved physical presence to the north side of downtown South Bend
- + Catalyze private mixed use development on adjacent properties, increasing housing, retail, and parking options as well as tax revenue
- + Avoid the medical desert phenomenon


Success Metrics

- + \$410 million total economic impact
- + 710 Construction Jobs
- + 211,500 sq. ft. expansion to Memorial Hospital
- + Increase direct employment by 27 percent adding 588 new jobs — Memorial Hospital is the largest employer within the City of South Bend with 2,879 associates
- + Increase indirect community employment by 600 positions
- + Memorial economic output increased by 20 percent
- + Improved community health metrics

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 04 | RENDERING



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 05 

CROSS COUNTY MULTIGENERATIONAL FITNESS INITIATIVE, CULVER

LEAD ORGANIZATION

Town of Culver

PARTNERS

Culver Park Department
Culver Utilities Department
Tim Schramm, Painter
VersaCourt

PROJECT CONTACT

Ginny Munroe
Town Manager
Town of Culver
gmunroe@townofculver.org
574-842-3140

PROJECT SUMMARY

The Culver Town Park is located on the shores of Lake Maxinkuckee – the second largest freshwater lake in the state covering an area of over 1800 acres. Each summer, the lake draws thousands to its shores with the majority coming to the primary public access point – the Town Park Beach. This project will leverage existing funds to upgrade Culver’s deteriorating public basketball court to include

multigenerational fitness options like pickleball, shuffleboard and hopscotch, and bike racks and a repair station, engaging a diverse population of different ages, genders, ethnicities, physical abilities, and mobility levels. Cross-county events will inspire collaboration and friendly competition.

LOCATION	START DATE	END DATE
Culver Town Park, 819 East Lake Shore Drive, Culver, IN 46511	April 1, 2022	July 1, 2022

TOTAL COST

Total Project Cost: \$45,894

Local Public Match: \$6,900 from Town of Culver and in-kind. Once the upgrades to the court are made, the Town of Culver and the Culver Park Department are committed to ensuring that necessary upkeep, upgrades, and repairs are made to the new court and equipment is repaired and replaced on a regular and as-needed basis. This same approach has been successfully implemented to maintain the Damore Amphitheater in the Culver Town Park - which was also constructed with a combination of public sector, non-profit, and private funds.

Local Private Match:

- + \$5,000 Grant submitted to Marshall County Community Foundation
- + \$11,000 through Patronicity funding campaign.

Anticipated Impact

-  Increased property values
-  Improved health outcomes
-  Improved quality of place
-  Improved quality of life

Anticipated Outcomes

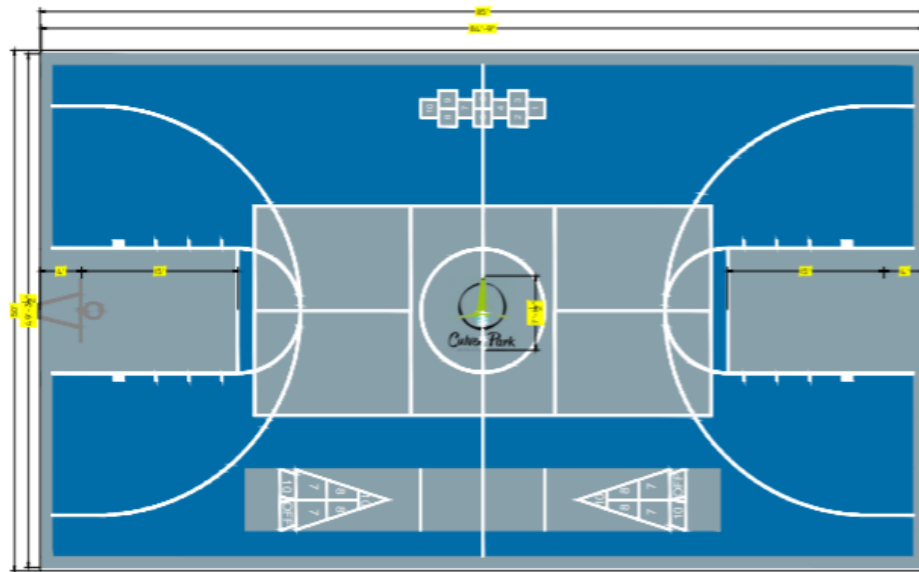
- + Enhanced park department initiatives and assets
- + Meet the community requests to add pickle ball and shuffle board options to the park for elder residents and visitors
- + Expand a larger more diverse mix of young kids to older adults

Success Metrics

- + Number of park visitors
- + Increased tourism

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 05 | RENDERINGS




TILE COUNT:
 TITANIUM: 2566
 ROYAL BLUE: 3255
 POSTS: 158
 RECEIVERS: 158
 CORNERS: 4

SIGNATURE:		PROJECT NAME:		ACCOUNT NAME:		TYPE OF SERVICE:		FILE COLOR:	
222510		GAME OUTDOOR		CULVER TOWN PARK		CUSTOMER APPROVAL 1		ROYAL BLUE/TITANIUM	
25034		<small>THE PURPOSE OF THIS DRAWING IS TO SHOW THE GENERAL APPEARANCE OF THE PROJECT. VERBACOURT SHALL NOT BE RESPONSIBLE FOR ACCURACY OF DIMENSIONS OR MATERIALS. CONDITIONS AND SPECIFICATIONS PROVIDED BY THE CUSTOMER. THESE DRAWINGS ARE PROPERTY OF VERBACOURT, INC. AND SHALL NOT BE RELEASED OR REPRODUCED WITHOUT WRITTEN PERMISSION. CONCEPTUAL DRAWING ONLY.</small>		DRAWN BY: JUSTIN HARRIS		DESIGNED BY: LAUREN HARRIGAN		DATE: 3/10/2021	
									



Current
 View of public
 basketball court
 looking south over
 Lake Maxinkuckee

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 06 

WELLFIELD BOTANIC GARDENS

LEAD ORGANIZATION

Wellfield Botanic Gardens

PROJECT CONTACT

Eric Garton
Robert and Peggy Weed Executive Director
 Wellfield Botanic Gardens
 e.garton@wellfieldgardens.org
 574-266-2006

PARTNERS

Wellfield Botanic Gardens will continue partnerships with the Community Foundation of Elkhart County, professional consultants including Arkos Design, Insight Strategic Concepts, Balance Architectural Studio, and various construction providers, existing and new donors, our members, professional staff, and key volunteers including Board of Directors and Building and Grounds Committee members.

The Community Foundation of Elkhart County (CFEC) has been a critical partner for Wellfield Botanic Gardens' success including annual support and sponsorship, donor connections, professional development and training, and has encouraged the growth and cultivation of Wellfield's endowment held with the Foundation. CFEC's ability to identify and match donors with philanthropic opportunities, including matching funds and 'inspiring good', has allowed for our pursuit of this Visitors Center Project.

Arkos Design of Mishawaka is the primary design-build firm. They will manage planning and design, implementation and construction of the project components. Arkos Design has completed many high quality, related projects in our area including: The Living Wisdom Center for Dementia Care at Hubbard Hill in Elkhart; Everence Financial Corporate Offices site and landscape design in Goshen; Central Park Band Shell in Mishawaka; Corby Hall Reconstruction at the University of Notre Dame; and German Township Public Library and landscape design for the St. Joseph County Public Library in South Bend.

We have engaged Insight Strategic Concepts (ISC) to strategize, develop a plan for and implement our capital campaign to secure the remaining necessary funding for our project. Our plan will complete the necessary fundraising by the end of 2021. ISC Principal Shelley Moore and her team have worked closely with and continue to partner with the City

of Elkhart on large-scale projects which put ISC in a great position to continue working on our behalf for planning and implementation of the Visitors Center Project.

Among our membership, engaged Board of Directors, and key staff/ volunteers, we have assembled a team that will work closely with

our professional consultants every step of the way to ensure that our project moves smoothly and swiftly to completion. All have experience on Wellfield Botanic Gardens' previous projects over the years as we continue to build and grow from our master plan.

PROJECT SUMMARY

The 'Visitors Center Project: Growing Community' realizes four key master plan features:

- + 8,000 sq. ft. visitor center, providing guest services amenities, gathering spaces, donor recognition and retail spaces
- + Open Air Pavilion with unique design for receptions, weddings, concerts, and other gatherings for up to 400 guests
- + Parking and infrastructure with over 250 onsite parking spaces for expanded visitor experience
- + Relocation and repurposing of the Visitors Cottage, providing space for corporate and social gatherings and educational programming

LOCATION

1011 N. Main Street, Elkhart, IN 46514

START DATE

June 1, 2021

END DATE

June 1, 2023

TOTAL COST

Total Project Cost: \$11,500,000

Public Match: TBD

- + Discussion is also underway between the City of Elkhart's Mayor Rod Roberson, CFEC's Pete McCown, and Wellfield leadership to secure the one-to-one matching request of 20 percent of bricks and mortar cost as requested above from the READI Grant Funding.

Private Match: \$6,000,000

- + Wellfield received a lead gift for this project from a private donor through the Community Foundation of Elkhart County (CFEC) for \$2,000,000. The donor requested a one-to-one match from the CFEC which was recently approved by the CFEC Board for \$2,000,000. Additionally during the quiet phase of the campaign, one donor has committed \$1,000,000+ and discussion with another donor for a similar-sized gift is underway. We are working with Insight Strategic Concepts to launch the public phase of the campaign mid-September in order to raise the balance of funding through our capital campaign by the end of the year.

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS



PROJECT 06 CONT.

Anticipated Impact

- Increased Population
- Improved quality of place
- Improved health outcomes
- Improved quality of life

Anticipated Outcomes

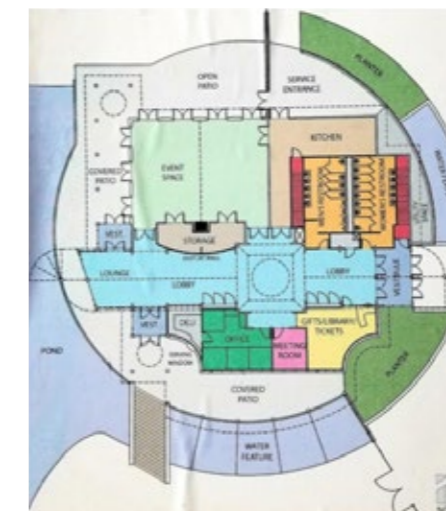
- + Enhanced guest experience for our existing members and guests
- + Broaden the ability to reach new audiences through increased accessibility expanded ADA parking, accessibility ramps and improved surfaces provide inclusion for guests of varying abilities
- + Improved guest amenities in the Visitors Center including gender-neutral and family restrooms, a sensory room for children and individuals with special needs, and biophilic design features provide a more welcoming environment for all ages, abilities, and interests throughout the seasons.


Success Metrics

- + Direct revenues will be increased through expanded ability for admission during peak seasons and events, as well as ticketed events such as concerts, festivals, food and art events. With increased capacity for indoor spaces (as well as increased interest in outdoor rentals with the possibility of indoor backup locations in case of inclement weather) facility rental revenue will be increased.
- + Increased admissions and associated positive experiences through improved amenities will lead to increased membership purchases which provide year-round financial support for generations to come.
- + Increased event activity provides opportunities for increased community partnership, sponsorship revenue, and associated revenue generation.
- + Wellfield's endowment and the annual operating support it provides continues to grow through development of other themed Garden spaces, memorial and legacy gifts. Wellfield financial policies for capital gifts include a portion being designated for endowment funds. A recent major gift commitment for the Peace Garden as well as planned receipt

- + Increased number of indoor spaces allows for both internal and external programming that highlights DEandI-related organizations and the work they do to serve a more diverse population in our community.
- + In addition to practical amenities, the Visitors Center Project connects guests to the gardens through transformative experiences. As guests enter, they are met with cultivated views and designed sightlines of the gardens and water features as envisioned in the Master Plan.
- + funds from the construction of the Memorial Garden will also add greatly to our endowment.
- + Additionally, our capital campaign for the Visitors Center Project includes a \$2m endowment goal to offset the estimated increase in base operating costs and annual maintenance of the Visitors Center, Open Air Pavilion, parking lot and relocated Visitors Cottage space and associated infrastructure.
- + The planned office and administrative spaces provide more direct connections with guests, members, donors, and volunteers. Revenue-generating spaces for meetings, for-fee classes, and events continue to build capacity. A proper retail space offers merchandise, books, live plants, and grab-and-go food options, as well as adequate storage for inventory. Customer service is enhanced through better flow and adequate amenities.
- + Dedicated spaces and features within and around the Visitors Center and Open Air Pavilion for donor acknowledgement show ongoing appreciation, strengthen relationships, and inspire future philanthropy at Wellfield for generations to come.

PROJECT 06 | RENDERINGS



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 07 

MORRIS PERFORMING ARTS CENTER - MORRIS 100

LEAD ORGANIZATION

City of South Bend Venues Parks and Arts

PROJECT CONTACT

Aaron Perri
 Executive Director, Venues Parks and Arts
 City of South Bend
 aperri@southbend.in.gov
 574-299-4765

PARTNERS

City of South Bend's Department of Venues Parks and Arts, with support from the Departments of Public Works and Community Investment. In the past five years, Venues Parks and Arts has worked with residents and stakeholders to design, resource and execute over \$60 million worth of community-altering "quality of place" projects. Some large scale and some small scale, these have all been empowered through a combination of public and private resources.

The Morris 100 Committee, chaired by Greg and Mary Downs. This impressive group of approximately 60 community leaders is divided into subcommittees dealing with various physical and programmatic elements of the initiative.

Ratio Design one of the most recognized Indiana architecture firms with expansive experience in historic building additions, is spearheading the redevelopment project. A growing list of talented local and regional firms are being assembled to add expertise to this marquee project, including Walker Parking, Tango Design, Frost Engineering, and AMERESCO.

Neighbors in the immediate vicinity are engaged and supportive, including the Hoffman and LaSalle apartment complexes as well as the LaSalle Hospitality building, which will serve to benefit from increased parking density. Each of these partners have expressed interest in developing adjacent vacant parcels alongside the increased parking inventory and theater usage.

PROJECT SUMMARY

The Morris Performing Arts Center Centennial project includes facility upgrades, a 3-story 11,000 sq. ft. building addition, new 4-story 280 space on-site parking garage, redeveloped public plaza, and the creation of an arts equity program. The goal is to enhance quality of life offerings and destination appeal while inciting additional economic impacts and future development opportunities.

A major piece of The Morris 100 campaign is the creation of an Equity in Arts program. The Morris 100 Equity in Arts subcommittee has taken early efforts to research ways that the venue itself and the acts on stage are accessible, inclusive, and diverse. The subcommittee, chaired by Kareemah Fowler and Dr. Marvin Curtis, has already

hosted four community forums on the topic to gain greater insights on how the next 100 years of The Morris can be more equitable. The outline plans of the Equity in Arts program currently include the following strategies:

- + Create a grant program to attract diverse talent and promoters
- + Lower real and perceived barriers to patronage, including cost
- + Establish a residency arts incubator program with a focus on diversity
- + Partner with resident promoters to develop programming to foster arts engagement

LOCATION

211 N. Michigan Street, South Bend, IN 46601

START DATE

January 2, 2022

END DATE

January 2, 2024

TOTAL COST

Total Project Cost: \$30,000,000

Local Public Match: \$10,000,000

- + The St. Joseph County Hotel Motel Board, enabled through a new bi-partisan State bill, now legislatively dedicates a portion of the county Innkeeper's tax to The Morris. This is expected to produce enough proceeds to issue an \$8 million construction bond. The City of South Bend intends to utilize operational, reserve, or economic development resources to round out funding for a third of the \$30 million project.

Private Match: \$7,000,000

- + A major philanthropic gift of \$5M from Ernestine Raclin, Carmi and Chris Murphy, and the OC Carmichael Foundation has been contractually committed. The Venues Parks and Arts professional development team and volunteer fundraising committee have secured donations, pledges, and promises for nearly an additional \$2 million to date, ranging in size from \$5 to \$250,000.

Sustainability: The Morris Performing Arts Center is an enterprise fund within the City of South Bend and is operationally self-supported by the revenues it produces. The increased number of events and revenue streams, combined with the anticipated utility and operational savings, are projected to support the added developments. In addition, the Morris 100 campaign includes establishing and seeding a \$2 million maintenance endowment which will be housed at the Community Foundation of St. Joseph County.

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 07 CONT.

Anticipated Impact

- Increased property values
- Improved quality of place
- Increased Population
- Improved quality of life

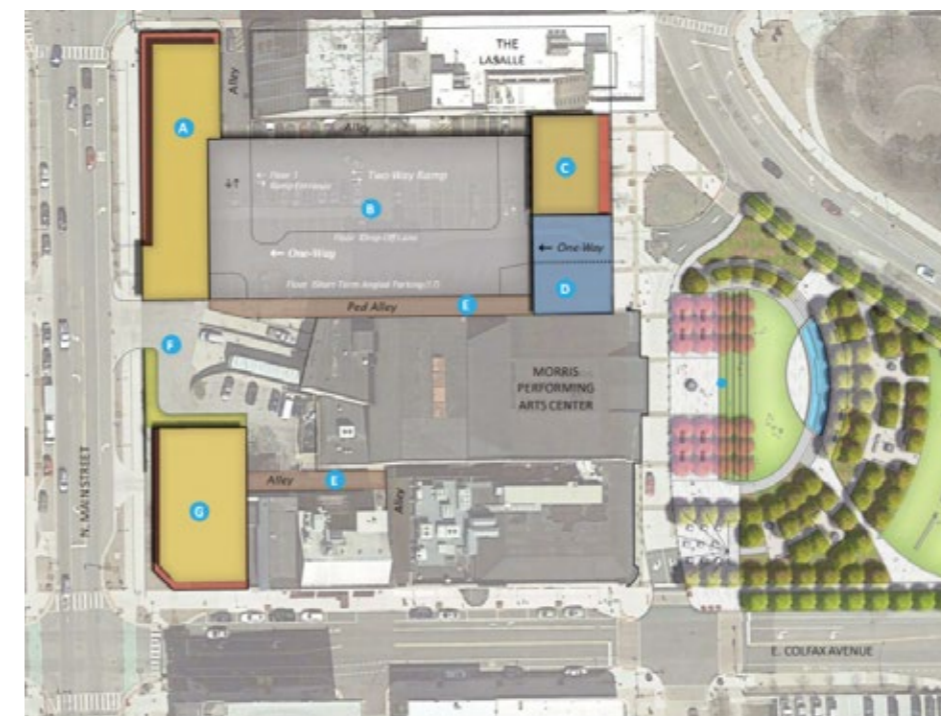
Anticipated Outcomes

- + The Morris currently averages 100,000 ticket sales per year with 48 percent of the audience originating from outside St. Joseph County. This produces an estimated \$12 million worth of economic impact to the region annually. The increased space and amenities aim to make the facility more competitive nationally, drawing shows and events that might not otherwise come to our region.
- + The audience experience amenities will be elevated to larger market status and will create additional revenue streams related to food, beverage, and parking. The project targets to increase annual ticket sales and economic impact to 120,000 and \$15 million respectively, while attracting at least 52 percent out-of-county attendees.
- + The energy savings component of the project will not only make the building more environmentally sustainable, the venue will also become more economically sustainable. A recent study of The Morris by AMERESCO illustrates the proposed project will produce a combined utility and operational savings of more than \$300,000 annually, or \$6 million over the life of the upgrades. These are resources that can be deployed in more productive ways throughout the community, including the newly established Equity in Arts initiative which will be housed in the expanded venue.
- + Creating more parking supply and a redeveloped public plaza will create the infrastructure and destination appeal, serving to attract additional infill development, jobs, residents, and visitors to the area.


Success Metrics

- + Success will be measured primarily by the Annual Economic Impact study conducted by The Morris. This key performance indicator will illustrate an increase in hotel occupancy rates, increased food and beverage spending in the local area, and other direct/indirect revenues induced by larger and more frequent events.
- + The extension of the theater's demographic reach - by geography, age, and race - will be another measured goal.
- + The execution of infill development opportunities will demonstrate the success of this public-private initiative.

PROJECT 07 | RENDERINGS



CONCEPT NOTES	
A	8,000 SF Ground Floor Retail New 4-STORY MIXED-USE BUILDING 24 to 30 Upper-Story Units
B	NEW 4-STORY PARKING DECK First Floor Drop-Off Area off of M.K.Jr. Drive 175 Open Term, Angled Spaces on First Floor ~280 Parking Spaces on Ramp/Upper Floors (replaces ~138 existing surface spaces)
C	NEW 3-STORY MIXED-USE BUILDING 4,000 SF Ground Floor Retail Upper Story Residential or Office Use
D	NEW 3-STORY MORRIS ARTS CENTER ADDITION ~11,000 SF of Total Additional Floor Area First Floor Lobby/Box Office Space
E	PEDESTRIAN ALLEY ENHANCEMENTS Decorative Lighting & Planting Public Art Opportunities
F	LOADING AREA Existing Morris Performing Arts Center Loading Area Maintained or Reconfigured as Appropriate Parking Deck Entrance can be separated
G	NEW 3-STORY MIXED-USE BUILDING 4,500 SF Ground Floor Retail Upper Story Residential or Office Use

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 08 

STATE BANK BUILDING RENOVATION, PLYMOUTH

LEAD ORGANIZATION

City of Plymouth

PARTNERS

- City of Plymouth
- Plymouth Redevelopment Commission
- Marshall County Tourism
- Marshall County Arts Council
- Rees Theatre
- Heartland Artists Gallery
- Wild Rose Moon
- JMU Properties, LLC (current building owner)

These entities have extensive experience with the construction of many successful projects, including participation in numerous projects under the Regional Cities Initiative.

PROJECT CONTACT

Randy Danielson

Plymouth READI Committee; Marshall County Crossroads Regional Planning Team - Arts and Culture; Rees Theatre Committee Co-Chair.
City of Plymouth
r2danielson@comcast.net
574-286-2391

PROJECT SUMMARY

The State Bank Building Renovation project will repurpose a now-vacant building in Plymouth's downtown as the proposed new home of Marshall County Tourism, the emerging Marshall County Arts

Council, and a new Artist-In-Residence program located in a second floor apartment/studio space.

LOCATION	START DATE	END DATE
201 N. Michigan St., Plymouth, IN 46563	March 1, 2023	October 31, 2023

TOTAL COST

Total Project Cost: \$550,000

Local Public Match: \$110,000

Private Match: \$330,000

Sustainability: Going forward, ongoing operations will be supported by Marshall County Tourism and the Marshall County Arts Council.

Anticipated Impact

- Increased property values
- Improved quality of life
- Improved quality of place
- Increased Population

Anticipated Outcomes

- + Enliven a now-vacant building in the center of Plymouth's downtown.
- + Along with other assets, including the Rees Theatre, the Heartland Artists Gallery, and the Wild Rose Moon, this facility will be a hub for the growing Plymouth Arts District and a central location for visitors to obtain county-wide tourism information.
- + The Artist-In-Residence program will be a new innovation for the community and is sure to spark many creative endeavors.

Success Metrics

- + Success will be measured through monitoring of tourism metrics by Marshall County Tourism, including event attendance, innkeeper tax collection, etc. The Marshall County Arts Council will track participation in arts programming and the development of arts events.

PROJECT 08 | PHOTOS



Existing Building Photo

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS



PROJECT 08 PHOTOS CONT.



Photo: Proposed Artist-In-Residence SpaceConcept



Photo: Proposed Artist-In-Residence Space Concept

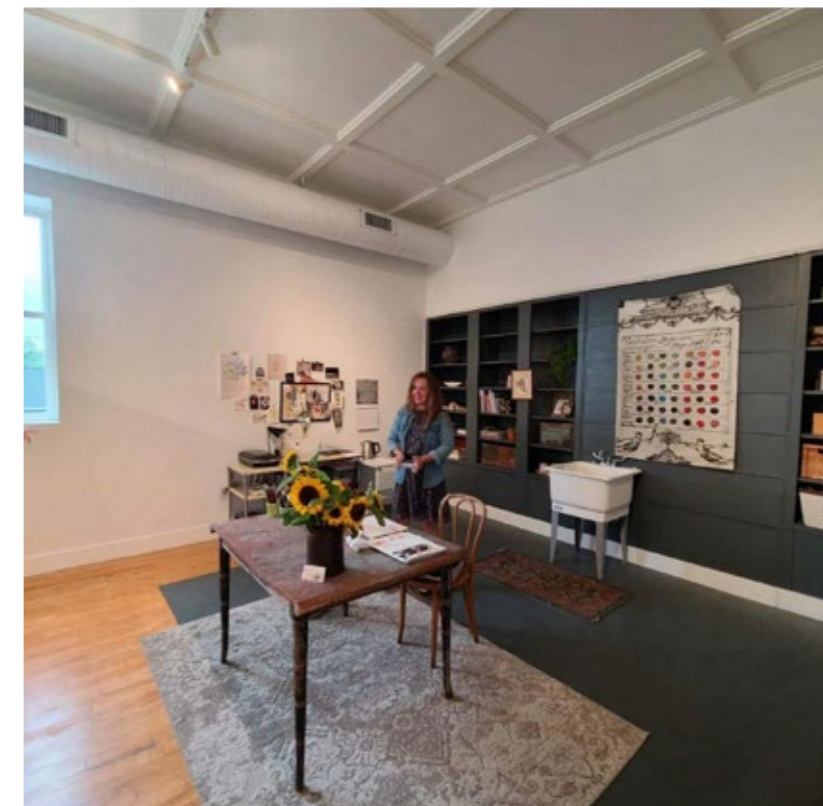


Photo: Proposed Artist-In-Residence Space Concept

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 09

MONTGOMERY WARD COMMERCE CENTER

LEAD ORGANIZATION

City of Plymouth

PROJECT CONTACT

Randy Danielson

Steering Committee Member - Marshall County

Entrepreneurship and Technology Center

City of Plymouth

r2danielson@comcast.net

574-286-2391

PARTNERS

Several key stakeholders will take part in the construction of the project. Those include: the City of Plymouth; the Plymouth Redevelopment Commission; the Marshall County Economic Development Corporation (MCEDC); Aqm Properties, LLC (current building owners); and the Plymouth Industrial Development Corporation. These entities have extensive experience with the construction of many successful projects, including participation in numerous projects under the Regional Cities Initiative. In fact, a version of this project was originally identified as part of the Marshall County community's planning surrounding Regional Cities. Last year, working with consulting firm, enFocus, Marshall County Economic Development Corporation (MCEDC) prepared a Demand Assessment for the Marshall County Entrepreneurship and Technology Center demonstrating the project need.

PROJECT SUMMARY

The Montgomery Ward Commerce Center is envisioned as a dynamic space for innovators, current businesses, and students to come together and build the entrepreneurial ecosystem in Marshall County. The accelerator/co-working space will provide mentorship opportunities to startups and serve the region's goals of entrepreneurship/industry growth, while revitalizing a historic downtown building. Additionally, the project will contribute to Plymouth's quality of place. The center will be located at

the historic site of Montgomery Ward's first retail store in the nation. The building is an iconic anchor of the downtown landscape. Preserving and enhancing the building for future generations will be a major win for the community. A portion of the center's ground floor will be maintained as a retail storefront, carrying the building's history forward. A prominent relief sculpture, which depicts a torch-bearing goddess adorns the building's façade, is entitled Progress Lighting the Way for Commerce.

LOCATION

214 N. Michigan St., Plymouth, IN 46563

START DATE

October 1, 2022

END DATE

April 1, 2024

TOTAL COST

Total Project Cost: \$3,450,000

Local Public Match: \$690,000 to be provided by the City of Plymouth

Private Match: \$2,070,000 to be provided by the facility operator

Sustainability: Going forward, ongoing operations will be supported by the users of the facility, the City of Plymouth Redevelopment Commission, and the Marshall County Economic Development Corporation.

Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased property values
-  Improved quality of place
-  Improved quality of life

Anticipated Outcomes

- + The investment will allow for a transformational improvement in an anchor building within the Plymouth downtown
- + That investment in conjunction with other key investments, including Regional Cities funding for the nearby Rees Theatre
- + Access to increased entrepreneurship programming
- + and River Gate South Apartments will further catalyze additional private development in the area

Success Metrics

- + The Montgomery Ward Commerce Center aims to be a resource for startups in every stage of their business life cycle – idea, launch, and growth – providing mentorship and support
- + Within five years, the center anticipates having 190 users within the program. As a baseline, in 2019, there were 2-3 startups in Marshall County
- + Within five years, the center's goal is to support six startups per year

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

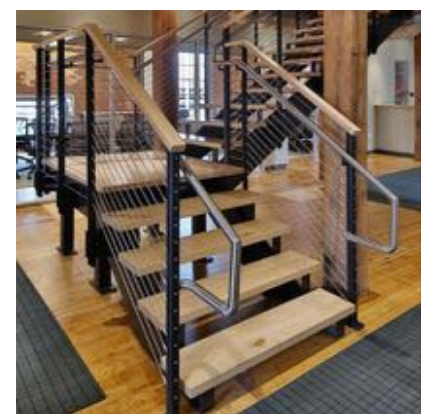
PROJECT 09 PHOTOS AND RENDERINGS



Existing Building

The Montgomery Ward Commerce Center, like its namesake, will be a pioneer in new business development for our region and perhaps beyond. The historic, first-in-the-nation, Montgomery Ward retail store originally opened nearby in the 100 block of N. Michigan St. That store was the first to provide "off the shelf" sales. Others merely offered display merchandise that would later be ordered from the catalog. The present terra cotta building had its ribbon cutting on the infamous Black Friday in October of 1929. Obviously,

since that time, there have been some bumps in the road. But, thanks to entrepreneurial investment, by any reasonable measure, for the better part of the past-century, the American economy has been on an exponential trajectory of sustained growth. The building has been here throughout it all, undergoing a major façade renovation in 1997. She stands ready to play her role in the next century of American innovation taking root on the endless frontier of the Hoosier heartland.



Detail of proposed interior stair installation



The building's rear exterior will undergo a major face-lift and receive a new entrance.

This will be in conjunction with the development of new parking facilities and a new residential development immediately to the east of the center, as part of a complimentary development.



Complimentary Parking Improvements and Housing Development



The historic structure is also anticipated to be a tourism draw along with other arts and cultural programming being development in the nearby downtown.

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 10

MARSHALL COUNTY INDUSTRIAL REVOLVING LOAN PROGRAM

LEAD ORGANIZATION

Marshall County Economic Development Corporation

PROJECT CONTACT

Laura Walls
 President/CEO
 Marshall County Economic Development Corporation (MCEDC)
 laura@marshallcountyedc.org
 574-935-8499

PARTNERS

- | | |
|-----------------------------------|---|
| City of Plymouth | Bourbon Redevelopment Commission |
| Marshall County | Town of La Paz |
| Plymouth Redevelopment Commission | Town of Culver |
| Town of Bremen | Culver Redevelopment Commission |
| Bremen Redevelopment Commission | Plymouth Industrial Development Corporation |
| Town of Argos | New Market Opportunity Fund, Inc. |
| Argos Redevelopment Commission | Strategus LLC |
| Town of Bourbon | Cambridge Capital |

PROJECT SUMMARY

As a rural county, Marshall County has struggled to attract new spec facilities and housing stock for decades. MCEDC seeks to expand its existing efforts through establishing a revolving loan fund to attract private partners to meet the needs of the county's six communities now and for years to come.

LOCATION	START DATE	END DATE
Marshall County	June 18, 2022	December 31, 2025

TOTAL COST

- Total Project Cost: \$12,000,000
- Local Public Match: \$2,400,000
- Private Match: \$14,400,000

Sustainability: The project will consist of a revolving loan fund that will be managed by a community development entity that is controlled by Cambridge Capital. The Fund will work with each community and selected developers to underwrite each loan and develop strategies to maximize the ability to provide for each loan's repayment. The MCEDC will cover any initial operating costs until the fund becomes self-sustaining.

Anticipated Impact

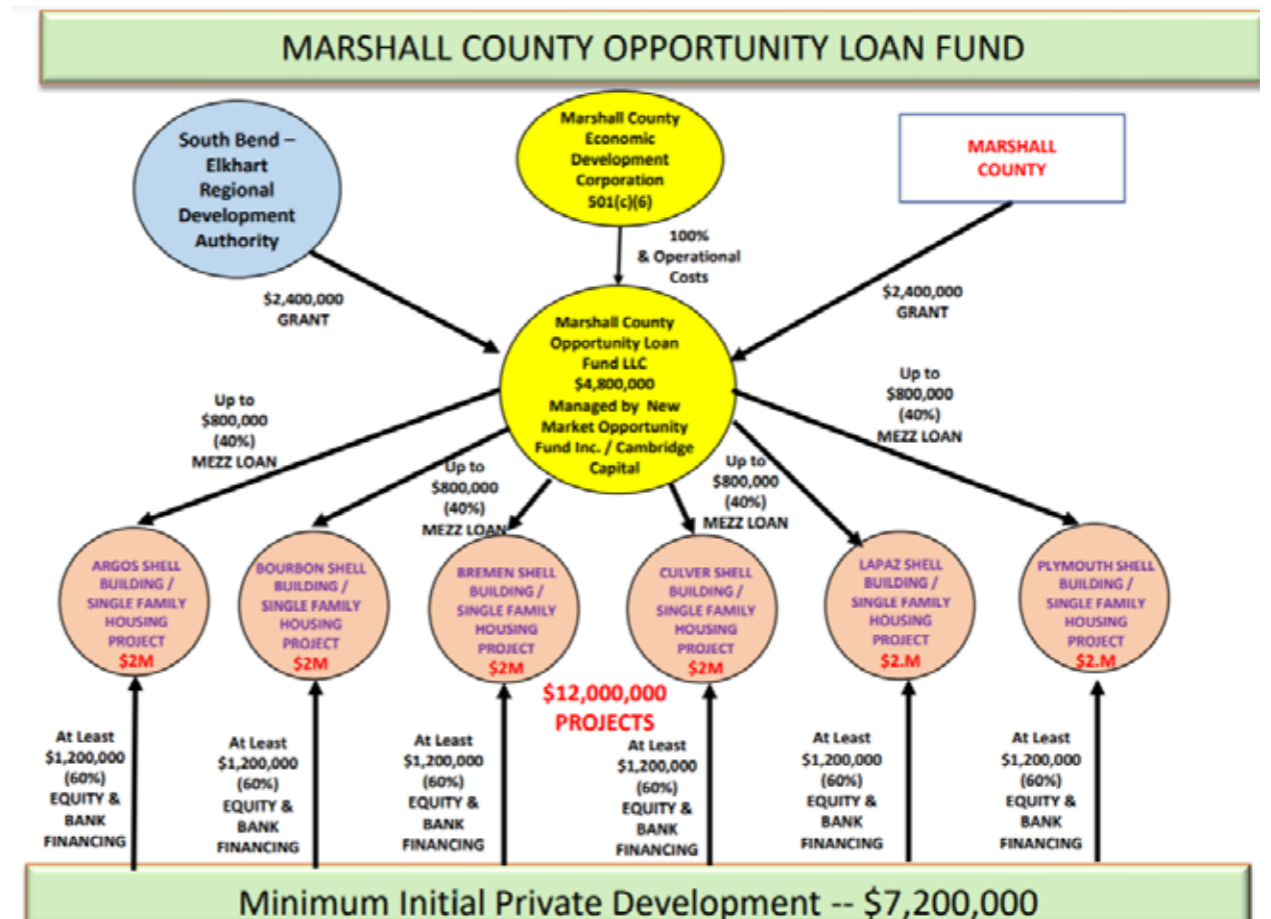
- Increased property values
- Increased Productivity of Regional Businesses
- Improved health outcomes
- Improved quality of place through housing options leading to population growth

Anticipated Outcomes

- + Provides new housing and job opportunities
- + Catalyzes local planning and infrastructure investment
- + Provides risk capital to attract private developers/capital

Success Metrics

- + \$46 million capital investment in five years, \$177 million in ten years
- + 225 high-pay jobs in five years, 675 in ten years
- + 185 new residents in five years, 554 in ten years



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT II 

BEACON INTEGRATIVE HEALTH AND LIFESTYLE DISTRICT

LEAD ORGANIZATION
Great Lakes Capital

PARTNERS

- Great Lakes Capital
- Beacon Health System
- Bradley Company

PROJECT CONTACT

Brad Toothaker
Managing Principal
Great Lakes Capital
btoothaker@bradleyco.com
574-237-6006

PROJECT SUMMARY

The ecosystem will be anchored by a 50,000 square foot Health/Wellness facility supported by Beacon Health System. The development will provide 145 workforce apartments with over 1,200 parking spaces helping to address the underserved sectors adjacent to the hospital campus. Anchored by the health club and approximately 125 hotel rooms, the project also includes 10,000 square feet of vibrant retail and nearly 25,000 square feet of office and commercial space, each with a healthcare focus to round out the ecosystem.

LOCATION	START DATE	END DATE
300-400 Blocks of North Main Street and North Dr. Martin Luther King Jr. Boulevard, South Bend, IN 46601	January 1, 2022	December 31, 2025

TOTAL COST

Total Project Cost: \$60,161,861

Public Match: \$11,892,980

Private Match: \$36,375,901 private equity and commercial lending sources

Sustainability: The project is financially sustainable through increased property tax revenue, increased economic activity, and commercial vibrancy which has a broader effect beyond the development.

Anticipated Impact

- Increased property values
- Improved quality of place
- Improved health outcomes
- Improved quality of life

Anticipated Outcomes

- + Improve access to health and fitness amenities for residents and employees of businesses in the area by relocating and expanding the original Health and Fitness
- + Connects the Memorial Hospital campus with downtown South Bend and builds toward broader and more connected community development goals
- + Creation of housing options that provide attainable choices in downtown. The development allows access to housing, commerce, medical resources, and broader city amenities in a walkable setting which reduces automobile dependency
- + Activate blocks south of campus by increasing parking and unlocking development of a regional wellness and health district
- + Reinforce Beacon Health System's initiatives and regional contributions by providing a synergistic place for its 588 new employees to live as well as amenities for its patients and visiting families.
- + Increase safety and vibrancy in the urban core

Success Metrics

- + Number of housing units added
- + Members at Health and Lifestyles wellness facility
- + Tax base added

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS



PROJECT II RENDERINGS



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS

PROJECT 12

ELKHART RIVER DISTRICT ZONES TWO AND THREE

LEAD ORGANIZATION
weIMPACT

PARTNERS

weIMPACT will assemble a group of local community-minded investors interested in the long-term success of downtown Elkhart. This model has worked well, bringing online projects such as Zone One, directly in front of Elkhart Health and Aquatics and 900 Jackson. weIMPACT will also partner with the City of Elkhart, which has invested more than \$30M in the River District.

PROJECT CONTACT

David Weaver
Founder
weImpact
dave@weimpactgroup.com
574-320-2339

PROJECT SUMMARY

Continued development of the River District with mixed-use retail, office, for-sale residential, and rental residential. The initial site plan includes nearly 150,000 square feet of residential and 17,000 square feet of retail, providing more than 100 market-rate housing units in downtown Elkhart.

LOCATION	START DATE	END DATE
317 East Jackson Blvd., Elkhart, IN 46516	July 13, 2022	July 13, 2024

TOTAL COST





Total Project Cost: \$35,000,000

Local Public Match: \$: Land value + \$30 million invested into the River District overall

Private Match: \$28,000,000 with equity and commercial financing

Other Funding: Potential for Regional Tax Credits

Anticipated Impact

-  Increased property values
-  Improved quality of place
-  Increased housing opportunities
-  Improved quality of life

Anticipated Outcomes

+ In 2017, Zimmerman Volk published a study as part of the River District Master Plan. This study suggested downtown Elkhart could absorb nearly 1,000 units of residential development. To date, just under 400 units have been built or are under construction. In 2019 enFocus completed a study for the City of Elkhart and concluded Elkhart could absorb nearly 5,000 residential units. Including units in the River District, we've built less than 1,000 units in the time since, leaving a 4,000 unit gap. Bringing another 100+ units online

in a downtown neighborhood is essential and only scratches the surface of the work to be done and the investment needed to meet the demand in our market. We have a housing crisis in Elkhart County. This is a unique opportunity to build places people want to live vs. places they must live. Furthermore, we believe we can build unique and interesting places, which build upon the character of Elkhart with a unique new urbanist collaboration in Alex Gorlin and Moule and Polyzoides

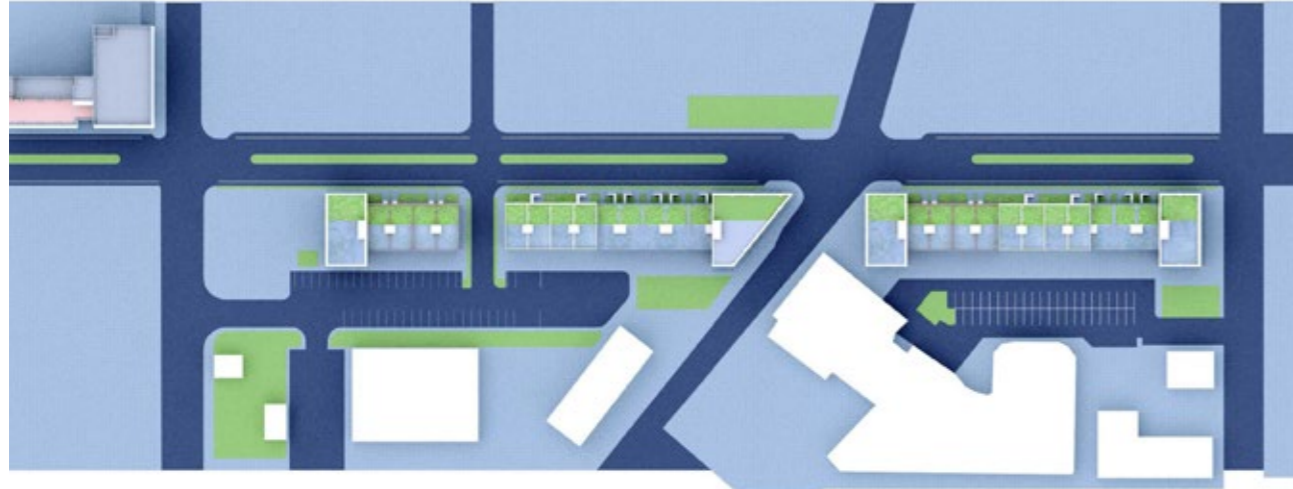
Success Metrics

- + Success will be measured by the completion and adoption of the project by the community. Elkhart County, and the region in general, is experiencing a severe housing shortage. There are roughly 53,000 households in Elkhart County, with less than 100 homes for sale in the entire county consistently. We can't accomplish diversification goals, growth, increased HHI, etc., without sustained substantial housing and quality of place initiatives. While we've come a long way, we haven't scratched the surface of the need, as evidenced by the worsening housing and labor shortage
- + Investments in amenities like Elkhart Health and Aquatics, Wellfield Gardens, the Lerner, etc., will continue to draw people downtown
- + We must have additional meaningful residential inventory to sustain and perpetuate our region's goals
- + In our work, we see housing as the number one priority, followed by investments in public spaces (including programming) with diversification being important, however third. Absent sustained investments in housing and programmed public amenities, we will not be able to impact key drivers of economic success in the region

EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS



PROJECT 12 RENDERINGS





RETAIL TYPES



TOWNHOUSE TYPES



EXAMPLE REGIONAL CITIES 2.0 READI PROJECTS 

PROJECT 13 

THE MILL AT IRONWORKS PHASE TWO

LEAD ORGANIZATION
Flaherty and Collins

PARTNERS

City of Mishawaka

PROJECT CONTACT

Brian Prince
Vice President of Development
Flaherty and Collins
bprince@flco.com
317-564-5253

PROJECT SUMMARY

This will be a mixed-use multifamily project consisting of 215 apartments, 8,000 square feet of commercial space, and a 350 space parking garage building on the momentum and success of Phase One of The Mill at Ironworks Plaza. This will be located adjacent to The Mill in Beutter Park.

The first phase of the Mill brought in over 30 percent of the residents from outside the state of Indiana and 80 percent of the residents came from outside of Mishawaka.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	May 1, 2022	February 16, 2024

TOTAL COST

Total Project Cost: \$47,631,604
Local Public Match: \$9,557,436
Private Match: \$31,042,071

Anticipated Impact

- Increased property values
- Improved quality of place
- Increased population of prime working
- Improved quality of life

Anticipated Outcomes

- + The project will add density by including a parking structure. The parking structure is not a revenue generator but is a necessity if we are to create the critical mass necessary to allow this development area to become what it wants to be, a vibrant and thriving walkable urban core within a park setting in downtown Mishawaka.

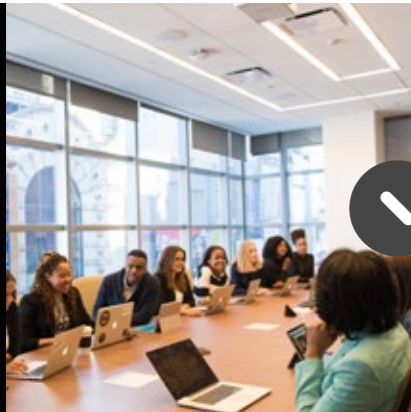
Success Metrics

- + Retention of young professionals
- + Immigration for a housing option and lifestyle that this project provides.



INNOVATION AND ENTREPRENEURSHIP

With goals to increase jobs in high-pay traded industry clusters and launch new high-growth companies, the region's Industry Growth and Entrepreneurship committee strategies are closely aligned with the state's investments supporting advanced industries and expansion of the entrepreneurial ecosystem. These efforts will result in increased wages throughout the region and will help companies improve productivity and resiliency.



INDUSTRY GROWTH

Attracting and growing new economy companies

GOAL: INCREASE JOBS IN HIGH-PAY TRADED INDUSTRY CLUSTERS 20 PERCENT BY 2030.



WE+YOU DARK FIBER, BRIGHT FUTURE.

The region, a hub of high technology since some of the world's most advanced vehicles were made here, has embraced the tools that are making and shaping the next generation. Manufacturing has gone to college, and come home smarter, ready to change the world. Dark fiber, backbone of the future, runs through the region. Robotics have been at home here for de-

cadades, and with the advanced robotics come our region's exceptional humans, kind and welcoming locals. There's serious brainpower in more than a half-dozen universities, and today, many of them have created startup hubs to bring their research to life and make it into products and companies. We are geared up. We are news. We are now.

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES INNOVATION AND ENTREPRENEURSHIP

THE SOUTH BEND - ELKHART REGION HAS A STRONG AND RICH HISTORY IN MANUFACTURING.

The South Bend - Elkhart region has a strong and rich history in manufacturing. However, the region's firms, like firms throughout the United States, are under tremendous competitive pressure. Maintaining and increasing high-pay traded clusters in the region will depend on these firms' ability to innovate, move new processes and products into the market rapidly, and embrace Industry 4.0 advanced manufacturing technology.

To succeed, the South Bend - Elkhart region will need to assist industry with this transition to Industry 4.0 and advanced manufacturing, playing

a critical role in helping attract and grow new economy companies in complement to a remarkably strong manufacturing base through innovation with the adoption of new technologies, helping businesses with technical support to increase productivity, and revenue, and fostering stronger connectivity to higher education institutions to help create a stronger workforce for the future. To foster company growth and innovation, the region can localize and expand on state initiatives supporting the acceleration of growth and integration of new technologies throughout companies.



Photo: Entrepreneurship Committee members visit Furrion by Lippert, Elkhart, IN

TO ACCELERATE THE REGION'S ECONOMY, ENSURING THAT THE INNOVATION ECOSYSTEM IS STRUCTURED TO LEVERAGE DISRUPTIVE CHANGE AND ADAPT TO IT, THE REGION WILL FOCUS EFFORTS ON THE FOLLOWING CRITICAL STRATEGIES:

01

Grow connections and relationships by improving company access to low-cost and convenient supply chain options.

Increase the use of local existing or recruited supply sources by regional manufacturers

Identify common supply chain needs in targeted industry clusters, increase awareness of existing regional supply chain resources, and encourage companies to participate in supplier network portals. Recruit companies to meet high-demand needs that are not currently offered in the region.

Increase productivity by offering opportunities for business engagement within industry clusters

Identify leaders within the region's scale up clusters. Form company

consortiums (peer groups, sector partnerships, industry councils) representing the industry clusters to advance industry driven agendas.

Improve effectiveness of regional economic development professional network (Regional EDPN)

Strengthen communication between economic development professionals in the region. Maintain quarterly LEDO Council meetings, collaborate with monthly county based economic development sessions.

02

Accelerate expansion of employment and profitability at existing companies in scaleup clusters.

Accelerate the expansion of employment in scaleup industry clusters through the adoption of new technology

Encourage an innovative business culture. Public incentives, celebrating successes, and providing consultation to help accomplish this. Provide business and technical assistance to help companies accelerate growth and integrate new technologies and methods into their operations. Foster commercialization of technologies from college and university research and foster company driven research and development.

Accelerate the expansion of existing companies in scaleup clusters

Facilitate the availability of capital for companies to fund expansion, deepen relationships with local banks and other funding organizations to ensure strategy supporting targeted industry is in sync, and increase the level of investment in updating equipment to encourage increased

automation. Increase the number of government contracts secured by established companies, engage with related organizations and better understand the region's defense cluster, provide access to resources, and propose new initiatives. Increase the number of exports per capita and further grow international trade opportunities through the expansion of available resources (i.e Foreign Trade Zone incentives and cargo development).

Accelerate the expansion of employment in scaleup clusters through attracting new companies

Evaluate and revise annual Regional Business Recruitment Strategy to include a focus on scaleup traded industry clusters in efforts to increase the number of requests for proposals and the number of companies attracted to the region.

Retain privately held companies by fostering succession planning and exit strategy initiatives

Identify companies that are solid but not interested in growth, and may be interested in selling. Identify a pool of potential business buyers (capital providers, banks, and investment funds) and connect to identified business opportunities. Promote succession planning

and exit strategy options for companies to consider through regional resources.



03

Improve infrastructure for the region's growing number of companies and people.

Improve connectivity to major US and international markets

Increase the number of major airlines, daily flights, and non-stop destinations accessible from the South Bend International Airport (SBN). Identify and validate demand for specific markets and routes. Secure funding to support the recruitment of additional major airlines, daily flights, and non stop destinations. Increase the number of business and leisure travelers flying existing routes from SBN. Decrease empty charter flight seats originating from airports in the region.

Improve connectivity to Chicago and it's massive economic and cultural amenity base

Reduce travel time from 150+ minutes to 90 minutes, advocate for local, state, and federal support and financial investment and promote awareness of the benefits resulting from reduced travel time locally and in the Chicago Metro Area. Increase the region's ability to meet business expansion and relocation requirements that require rail served sites. Identify locations for rail spur connectivity to intercontinental rail networks, construct rail spurs at identified locations, and promote the region's multi modal capabilities to support distribution needs of existing and potential businesses.

Increase the availability of speculative buildings and sites available in the market

Increase the number of sites ready for development by reducing the risk owners and developers would incur to prepare sites for industrial development bringing land to pad-ready, identify and promote grant opportunities (i.e. brownfields, EPA grants, EDA grants, OCRA, etc), and

assist landowners with information and process required to become development ready and/or certified (state, industry and other). Increase the number of functional existing buildings by educating non-private investors regarding best practices on public-private partnerships and related finance structures, garner community support of public investment into spec building development, and recruit additional developers to increase speculative development capacity.

Enact comprehensive government reform at the local level to increase efficiency and effectiveness in delivery of services

Streamline permitting to simplify planning and zoning. Streamline tax incentive process and focus on items related to higher wages, automation, and productivity increases.

Improve broadband access

Access to high-speed broadband is essential for success in today's economy, with gigabit (and beyond) broadband speeds emerging as the baseline for Industry 4.0. With this recognition, the region will seek various sources of support to improve access to broadband. [ChoiceLight](#) was created through a private-public partnership to provide telecommunications infrastructure (not services) in the form of dark fiber-optic cable and now has more than 300 miles of dark fiber serving St. Joseph and Marshall counties. To meet the demands of academics and industry, in 2017 Elkhart County government began constructing a fully redundant open access dark fiber network. Each of the incorporated communities now have access to robust bandwidth to serve their respective needs. Over 130 miles of telecom grade fiber has been built with an intense focus on competitive pricing, leading

edge connectivity and the technologies required to compete in today's changing economy.

The Michiana Area Council of Governments is conducting a survey to help understand the area's needs for broadband services. Once the survey is complete, they will have a region-wide map of broadband services and work to access funds from state and federal agencies to improve access for underserved areas. enFocus is leading the [Citywide](#)

[Classroom South Bend](#) project to address connectivity in students' homes by providing connections. Communities are also piloting private cellular networks (CBRS) to provide connectivity across the region. In Elkhart, a public-private partnership to bring a Mobile Virtual Network Operator (MVNO) will offer disadvantaged neighborhoods connectivity, E-learning, telemedicine and will serve as a foundational technology supporting advanced industries.



04 Support and encourage more inclusive workplaces.

Provide consulting services to support company planning and systems development as it relates to diversity, equity, and inclusion

In response to our regional employers, the proposed Regional Inclusive Excellence Center would provide consulting services to support organizational wide action plans and strategies to achieve more inclusivity, and in turn, attracting new talent to the region for employment opportunities. Most of our organizations do not have the resources to maintain a dedicated staff person for diversity, equity, and inclusion efforts. By serving as that outsourced resource, we are

eliminating duplicity across companies and efficiently providing solutions and strategies to meet their needs and that can be replicated across industries. This would include establishing sponsorship programs, developing region-wide employee resource groups, and certifying companies as Inclusive Employers.

Develop a database of minority professionals and students

When looking to fill a position, employers often have a difficult time ensuring that the candidate pool is sufficiently diverse. By creating

a database of diverse professionals and students in the region, employers can include vetted diverse candidates in their recruiting efforts. Inviting professionals and students to participate will be key. As a part of the consulting services and using this database, we would support recruitment efforts across the region.

Increase minority participation in management training and professional development

Educational institutions and others with established management training programs can be a starting point for the region to grow more opportunities. Funding minority participation in such initiatives may be integral to growing them on a regional level. Assisting businesses seeking to improve training programs to be more inclusive of women and minorities will be important at a regional level. Programs such as Goshen College's Grow-Your-Own Diverse Teachers is an example of intentional training for minorities, encouraging talent retention and

regional employment of diverse candidates.

Expand data collection and distribution activities

Access to regional diversity data continues to be a significant challenge for our region. Through strategic partnerships with one or more regional higher education institutions, we would expand the data collection and analysis services far beyond that of the inaugural Regional Belonging Survey. We know that building a business case for inclusive practices is imperative to create "buy-in" and establish credibility when it comes to implementing new practices. By equipping private companies, educational institutions, and policy-makers with relevant and close to real-time data, they are able to make better informed decisions for their employees, students, and stakeholders.



EXAMPLE INDUSTRY GROWTH READI PROJECTS

Signature projects represent stellar examples of projects our region would like to pursue with the support of READI funding. The final list of projects will require further due diligence and vetting before the region moves forward to execution and implementation.

PROJECT 01

REGIONAL MANUFACTURING READINESS PROGRAM

LEAD ORGANIZATION
iNDustry Labs at Notre Dame

PARTNERS

South Bend - Elkhart Regional Partnership
County Lead Economic Development Organizations
enFocus

PROJECT CONTACT

Scott Ford
Associate Vice President for Economic Development
Managing Director, iNDustry Labs
University of Notre Dame
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574-631-3108 (Direct)


PROJECT SUMMARY

A regional program aimed to stimulate private sector investments that modernize the region's manufacturing sector, positioning our industries and region for future growth and prosperity. This concept houses the regional program connecting implementation partners to incentivize industry to interact with the investment made through the [LIFT Network](#). The grants will provide capital assistance to give companies the confidence and ability to implement operational innovations identified through iNDustry Labs Transformational Plans (XPs). The grants will spur the adoption of advanced technologies and practices, furthering the region's goals to leverage technology to retain talent, increase productivity, and remain competitive.

The grant funded investments will continue to spur innovation and improvements internally, driving more internal investments within the region's businesses. The grant will serve as a mechanism to de-risk initial investments of advanced technologies within companies. Once companies de-risk these technologies and realize the gains, they will continue to make capital investments and ultimately increase the productivity of the region. iNDustry Labs will continue providing Transformational XPs to the region after these grants are administered. The technology and opportunities identified from these assessments will have the prior momentum of this seed funding to spur additional investments.

Program partners will provide marketing resources and bring experience from supporting similar programs, help identify and prioritize potential partners and grant recipients and support engineer in residence staff to perform company assessments. iNDustry Labs has written and submitted over ten Manufacturing Readiness Grant applications to Conexus this past year. The iNDustry Labs faculty director serves on the Conexus board and has a staff member that is currently part of the Conexus manufacturing readiness grant state review team.

iNDustry Labs has existing infrastructure and experience to administer grant funds and write contracts to sub-awardees. Opportunities for the implementation of technology that increases productivity for regional business is identified through Transformational XP activation. iNDustry Labs Engineers in Residence have knowledge of and experience implementing advanced technologies.

 A REGIONAL COMPANY PLANS TO UPGRADE THEIR MANUFACTURING FACILITIES TO INCLUDE MODERN MANUFACTURING EQUIPMENT AND BEGIN IMPLEMENTING NEW SOFTWARE PLATFORMS THROUGHOUT THE ORGANIZATION TO DIGITALLY UPSCALE THEIR WORKFORCE.

A. MODERN MANUFACTURING EQUIPMENT:

This is to continue to modernize the manufacturing processes providing greater value to our American Made products in order to remain and/or become more competitive with internationally sourced products. Utilizing these tools will give employees greater exposure to sophisticated equipment and skills in programming and operating them. These projects help create these products more cost effectively and/or in greater volume helping us to market and sell these products throughout the US and internationally.

B. MODERN SOFTWARE PLATFORMS:

The implementation of modern business systems such as new ERPs, CRMs, Websites, etc. greatly improve our company's operations. These tools significantly improve our profitability, competitiveness, management, and overall effectiveness throughout our entire global organization. Many of the Information Technology and Business Transformation associates implementing and supporting these tools will be based out of our Elkhart corporate office. Using these new tools will impact all employees globally but hundreds here in Indiana will learn modern tools as part of their daily operations in the corporate office, Indiana factories, and distribution centers.

EXAMPLE INDUSTRY GROWTH READI PROJECTS

PROJECT 01 CONT.

LOCATION	START DATE	END DATE
Elkhart, Marshall, and St. Joseph counties	April 1, 2022	December 31, 2024

TOTAL COST

Total Project Cost: \$7,600,000

Public Match: \$4,500,000

Anticipated company match of grant funds for every \$4 from the grant the company will match \$6.

Other: Potential to pair projects with personal property tax abatements to strengthen incentive providing non-cash contributions.

Anticipated Impact

- Increased Productivity of Regional Businesses
- Acceleration of Advanced Technology Implementation
- Increased competitiveness of the regional industry relative to global marketing
- Acceleration of Advanced Technology Implementation

Anticipated Outcomes

- + Diversity of new technology
- + Investment in Industry 4.0 technology
- + Upskilling of incumbent workforce for technology

Success Metrics

- + \$3,000,000 in total grant dollars awarded to 15-50 companies in the South Bend - Elkhart region
- + \$4,500,000 in total company matched private investment
- + Increased growth trends in the number of operation innovations
 - Improved operational and production efficiency in all companies engaged
 - Improved company product quality
 - Improved logistics, delivery or distribution methods for inputs, goods, or services
- + Increase in Product, Market and Technology Innovation
 - Increase companies ability to acquire new customers
 - Increase companies competitive advantage leading to new markets
 - Development of new products and services
 - Established new business models and practices
- + Engaged company's ability to offer new wage growth over the next three years

EXAMPLE INDUSTRY GROWTH READI PROJECTS

PROJECT 02

EMERGING MANUFACTURING COLLABORATION CENTER (EMC2)

LEAD ORGANIZATION

The NineTwelve Institute

PARTNERS

- NineTwelve Institute
- City of Elkhart
- Elkhart Industry 4.0 Roundtable
- Ivy Tech Community College
- Purdue MEP
- Conexus
- Insight Strategic Concepts
- Economic Development Corporation of Elkhart County

PROJECT CONTACT

Mark Pishon
CFO
NineTwelve Institute
317-374-2262
mark@ninetwelve.us

PROJECT SUMMARY

A state of the art connected advanced lab to address the threats and vulnerabilities that exist within the current U.S. and regional manufacturing sectors. Based in Elkhart, this strategy is well positioned given its manufacturing history and pedigree, concentration, corporate presence, and steadily growing innovation and entrepreneurial efforts. The EMC2 would establish a physical space where equipment, process, and expertise is available to new and existing manufacturers to train employees, perform critical contract manufacturing and engineering services, conduct product and system testing and evaluation, and raise awareness of new products, software, and digital/virtual competence. The EMC2 will also attract, retain, and foster companies from outside the South Bend - Elkhart region in the US and globally. The project

would represent an expansion of the State's own efforts and benefit from parallel programming. This will serve as a regional asset complementary to iNdustry Labs and the LIFT Network.

It is the goal of local organizers to capitalize the EMC2 operation grant and "patent loans" thus reducing the financial burden normally associated with a start up operation. Ongoing EMC2 support will include but not be limited to primary financial sources which include annual membership fees, participation in licensing, patent and product financing fees and public NGO grants supporting product research and development initiatives.

LOCATION	START DATE	END DATE
City of Elkhart	January, 1, 2022	October 1, 2022

TOTAL COST

Total Project Cost: \$32,000,000

Public Match: \$5,000,000 Committed by City of Elkhart

Private Match: There are opportunities for funding partnerships with experienced investors committed to assisting the region in its diversification and need to strengthen the regional supply chain through efforts like EMC2.

Anticipated Impact

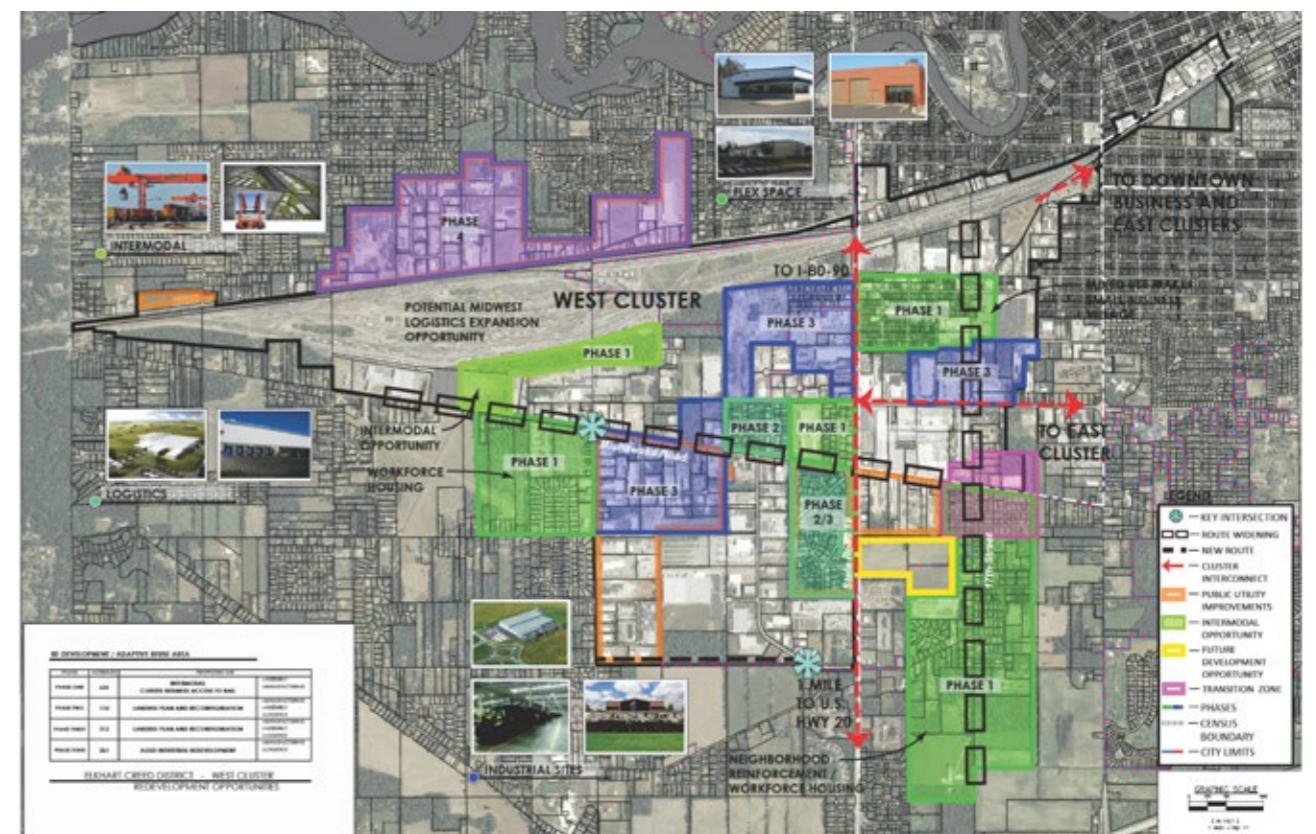
- Strengthening and diversification of the region's manufacturing supply chain
- Increased retention and attraction of talent
- Increased business retention and expansion
- Advanced tech development in autonomous transport and EV lift and landing manufacturing

Anticipated Outcomes

- + New product development
- + Technological advancement
- + Common point of collaboration for regional manufacturing businesses

Success Metrics

- + Number of registered EMC2 Manufacturing Members
- + Number of registered EMC2 entrepreneurs representing new business ventures
- + Annual number of licensed manufacturing processes filed for by EMC2 members
- + Annual number of patents filed
- + Annual number of manufacturing jobs resulting from expanded manufacturing operations resulting from EMC2 sponsored initiatives
- + Level of wage increase due to EMC2
- + Annual level of new equipment investment resulting from EMC2 sponsored initiatives
- + Level of regional talent attracting taking place due to activities occurring within EMC2
- + Adopted EMC2 technologies that support building stronger and more resilient regional supply chains



EXAMPLE INDUSTRY GROWTH READI PROJECTS 

PROJECT 03 

INFRASTRUCTURE - SITE READINESS

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

- Michiana Area Council of Governments
- South Bend Regional Chamber
- St. Joseph County Economic Development
- Marshall County Economic Development Corporation
- Economic Development Corporation of Elkhart County
- Municipal Agencies across the region
- Real Estate Developers
- Utility Partners

PROJECT CONTACT

Jill Scicchitano
 Director, Industry Growth
 South Bend - Elkhart Regional Partnership
 jscicchitano@southbendelkhart.org
 574-344-4686

PROJECT SUMMARY

There are needs to have spaces ready for company expansion, attraction, and investment. This may include certifications, due diligence, utility, road access, resilience and environmental preparedness, available land/property initiatives, spec building development, and infrastructure enhancements (water, sewer, etc.)

These efforts will allow for opportunities in preparations for land development leading to increased capital investment and more shovel ready economic development prospects.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall and St. Joseph counties)	July 2022	December 2025





TOTAL COST

Total Project Cost: \$16,000,000

Local Public Match: \$9,686,400 including a combination of tax increment financing incentives, ARRA funds, potential master leases, in-kind land donations, and municipal utility department fund allocations.

Local Private Match: \$1,600,000

Anticipated Impact

-  Growth of existing industry
-  Improved infrastructure
-  Increased retention and attraction of talent
-  Increased mobility

Anticipated Outcomes

- + Improve the growth of regional communities and improve social equality and provide access to jobs, real estate investment, business development
- + Enhanced support services to foster productive activities relative to employment, health, growing of industry and agriculture and access to health care
- + Infrastructure serves as the foundation for economic development spurring future growth and investment potential
- + Increase advantage in site competitiveness
- + Improved shovel ready sites
- + Build foundation for long term strategic investment strategy
- + Improved access and efficient mobility

Success Metrics

- + Realized tax benefits from new projects
- + Economic growth from construction and the multiplier effect increasing opportunities for suppliers and contractors
- + New and improved physical assets
- + Increase in the amount of future development projects leading to new jobs and increased capital investment
- + Increase in the amount of available land and property suited for development



EXAMPLE INDUSTRY GROWTH READI PROJECTS 

PROJECT 04 

SUPPLY CHAIN CLUSTER ANALYSIS

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

iNDustry Labs at ND, LIFT Network
County Level Lead Economic Development Organizations (Elkhart, Marshall, and St. Joseph counties)

PROJECT CONTACT

Jill Scicchitano
Director, Industry Growth
South Bend - Elkhart Regional Partnership
jsicchitano@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

An initiative to improve company access to convenient supply chain options and resources – building on the region's specialized and emerging industry clusters through a greater awareness of the high-demand needs and helping businesses with similar needs that align to help grow jobs and grow within clusters.

A comprehensive analysis and evaluation of industry and supply chain clusters throughout the region and technical capacity support to meet the needs of companies.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall and St. Joseph counties)	April 2022	November 2023

TOTAL COST

Total Project Cost: \$50,000

Public Match: TBD

Private Match: \$5,000

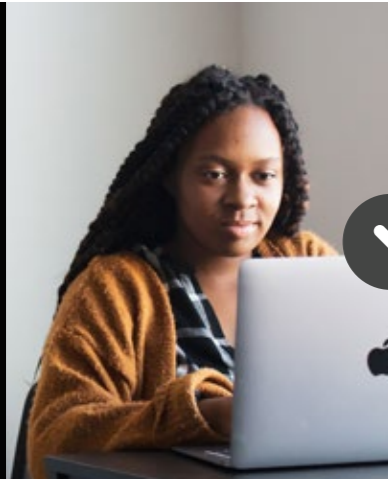
Anticipated Impact

- Optimize Supply Chain Ecosystem
- Increase Resource Availability
- Increased Customer Service/ Performance
- Inform Strategy to Provide Future Solutions

Anticipated Outcomes

- + Improve buyer/supplier practice and performance
- + Create, improve regional supplier relationship
- + Reduce a company's internal cost and risk

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES
INNOVATION AND ENTREPRENEURSHIP



ENTREPRENEURSHIP

Catalyzing the entrepreneurial ecosystem to diversify the economy and drive future economic growth.

GOAL: ESTABLISH 275 HIGH-GROWTH STARTUPS BY 2030.



WE + YOU

The South Bend - Elkhart region celebrates what was, and is eager for what will be. The region is made up of communities of people who understand the crafted magic of a round Amish barn and can also speak fluent robot. That's why we've taken the traditional industrial spaces that are the site of our greatest successes and turned them into the hubs and hives of tomorrow's best work.

Universities with 175-year-old roots in the region are reaching out to feed tomorrow's talent with startup hubs. New music is performed live in people's living rooms, like back in the day. And nature, timeless, is right out the door, ready to fuel and replenish you whenever you need it to. A region that understands where it comes from and where it's going is good for the soul.

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES
INNOVATION AND ENTREPRENEURSHIP



THE REGION HAS A PROUD HISTORY OF INNOVATION AND SUCCESSFUL COMPANIES BUILT ON THE MOXIE OF ENTREPRENEURS.

The region has a proud history of innovation and successful companies built on the moxie of entrepreneurs. Companies like Oliver Plow, Miles Laboratories, AM General, Skyline Homes, Hoosier Racing Tire, Jayco, Press Ganey, Conn-Selmer, Smoker Craft Marine, Crowe Horwath and many others created tens of thousands of jobs here because of a courageous and creative spirit that is part of our region.

Recognizing the benefits of entrepreneurship and the role it plays in today's knowledge-based economy, the South Bend - Elkhart region is focused on developing an ecosystem that creates, attracts, and retains entrepreneurs, and provides the talent, technical services, and risk capital to support them in growing and scaling within the region instead of leaving to find resources elsewhere. The 2021 Brookings GPS Study affirmed the need for the state to do more to encourage entrepreneurship and was informative in potential activities that regions should consider, such as creation of a small business revolving loan or investment fund and/or expansion of small business and innovation support services through Small Business Development Centers.

The LIFT Network was recently created to foster the infusion of advanced innovation processes, products, and technologies into the region's advanced manufacturing industries and support growth of the emerging IT and data analytics sector. Entrepreneurs who can turn these innovations into successful businesses will lead to further investment and growth and are key to diversifying the economy.

A comprehensive set of business assistance services, developed in partnership with Elevate Ventures, the Indiana Small Business Development Center, and other Entrepreneurial Support Organizations (ESOs), and tailored to innovative regional companies, will help catalyze a robust entrepreneurial ecosystem, retaining startups in the

region and attracting opportunities from across the country. Further, connecting startups with the region's anchor industries to serve as early adopters and first customers will anchor them in the region as they quickly grow and scale.

Another challenge facing entrepreneurs is the lack of available risk capital. Entrepreneurs must have access to sufficient capital to finance business growth. However, in many regions, few sources of funding bridge the gap between the time a discovery has been identified and demonstrated and a business case has been validated and venture or other debt capital can be obtained. It is also difficult to obtain seed and early-stage investment because venture funds, as they have become larger, tend to make larger, later-stage investments. As a result, angel investors have also moved downstream (further away from pre-seed and seed investments), making more post-seed and later-stage investments than previously (TEconomy, 2018).

The region has focused on developing a pipeline of risk capital through its partnership with Elevate Ventures, creating a Proof of Concept fund and launching the Leighton Elevate Angel Development (LEAD) Fund. However, there remains insufficient venture and angel funding for startups in the region. A strong continuum of sources of risk capital is needed to foster the entrepreneurial ecosystem and increase the likelihood of entrepreneurs starting and growing their businesses in the region.

The region can be the hub for a new set of thriving, cutting edge, and highly skilled businesses that are setting an example in the global marketplace. Those businesses tend to pay higher wages and would raise per capita income in the region.





THE FOLLOWING STRATEGIES SEEK TO CATALYZE THE REGION'S ENTREPRENEURIAL ECOSYSTEM TO HELP DIVERSIFY THE ECONOMY AND DRIVE FUTURE ECONOMIC GROWTH:

01

Attract and inspire entrepreneurs by catalyzing a robust and connected regional entrepreneurship ecosystem.

Implement a robust marketing and storytelling campaign

There is a need to articulate a clear image of the South Bend - Elkhart region, what it offers, and how entrepreneurs can participate in its experiences. A successful campaign will drive awareness of the region, allow the unique voices of the region's entrepreneurs to be heard and celebrated, harness pride in entrepreneurial successes, and convert founders to ambassadors. Ultimately by showcasing local opportunities to students and newcomers we will attract and retain both talent and investment in the region. The primary campaign audience will target entrepreneurs aged 25-55 years with professional degrees and above currently living in MSAs within the Midwest and Mid-Atlantic regions. Secondary audiences will include regional ambassadors and students or short-term residents.

Recruit entrepreneurs by providing access to health care and other incentives

In a Kauffman study about who considers starting a business, but **doesn't**, 20 percent named employer-provided health insurance as a barrier. A recruitment program would offer access to healthcare along with a suite of incentives and amenities for entrepreneurs who relocate and launch their high-growth businesses in the region. Offering the package would increase the number of startups in the region and increase awareness to hundreds more. Because healthcare is more often a barrier for older (50+) people and females, it would also support a more diverse and inclusive entrepreneurial ecosystem. Beyond the

tangible financial incentives, the program would help entrepreneurs build community and immerse them in the entrepreneurial ecosystem, offering help identifying ESO resources, accessing capital, and providing connections to mentors, suppliers and customers, and talent.

Establish and support a comprehensive slate of events and programming

To connect and inspire current and future entrepreneurs, the region will establish and support a robust program of regional networking meetings and events for a broad range of groups to support a startup culture. Providing funding, marketing, and event support to the existing network of studios, coworking spaces, and entrepreneurial support organizations will allow the region to engage with many unique networks of entrepreneurs.

IDEA Week has become a large annual event and 2021 will mark the second year the region has promoted Global Entrepreneurship Week by convening events and publishing entrepreneurial content. The region has developed a digital calendar of entrepreneurial events and program deadlines, supported by a social media campaign to ensure broad awareness of opportunities for engagement.

Increase entrepreneurship awareness and education with high school and college students

Support of entrepreneurial programs within the region's higher education institutions will develop entrepreneurs and the talent capable of driving innovation within our regional industries. The

Hatchery, at Saint Mary's College, will incorporate an Entrepreneurship Studio and Specialized Maker Space for students and women entrepreneurs to prototype and small-batch manufacture a range of physical and digital products. IU South Bend is developing a Regional Health Sciences Simulation and Innovation Center which includes facilities for promoting innovation and business development in health sciences and supporting industries and would be the host location of the regional ISBDC. Ivy Tech is establishing a new School

of Entrepreneurship and Innovation to provide more prominence and accessibility to students across all other schools. This type of programming within colleges and universities will increase students' exposure to entrepreneurial pathways, increase dual college credits in our high schools, increase the number of certificates and degrees granted, and increase the number of businesses launched.

02

Support the acceleration of entrepreneurial ventures by offering "de-risking" services, technical assistance, mentorship, professional services, and spaces to accelerate venture growth throughout the region.

Initiate and support accelerator programs increasing capacity to de-risk ventures

It is critical that the region build upon the existing momentum being created by Notre Dame's IDEA Center and the work of the Regional Partnership's Startup South Bend - Elkhart initiative by supporting initiatives designed to provide dedicated, value-added business assistance to the region's most promising entrepreneurial endeavors. This would leverage the efforts of the current Elevate Ventures Entrepreneur in Residence and existing programs such as RISE's Applied Entrepreneurship Program and INVANTI's Innovation Studio. A variety of ESOs should be engaged to ensure the region delivers a process that helps a diverse set of entrepreneurs and business owners navigate from pre-idea through proof of concept to launch and company growth. Venture Development Accelerator and Founder's Studio models have been proposed to build on the "top of funnel" idea generation programs and provide key maturation resources for entrepreneurs ready to accelerate their business concept. enFocus Innovation Fellows could be paired with companies participating in accelerator programs to help them achieve milestones.

Adding a full time Business Advisor position at the Indiana Small Business Development Center (SBDC) would expand capacity and enable the center to offer specialized accelerator programs, serving startups and early-stage businesses in health care, small manufacturing, and creative/arts sectors through classes, connection to specialists, and focused business counseling.

Connection to resources and technical assistance through digital tools, such as the Digital Innovation Hub and Professional Services Directory will ensure awareness of available resources and added transparency. We believe that diversity, equity, and inclusion must be a central focus of ecosystem building efforts and will invest in programs and approaches that prioritize creating equitable opportunities for all.

Recently launched programs such as Hustle SBE and the South Bend Entrepreneurship in Adversity Program are customized for women and minority owned businesses and entrepreneurs coming from adverse situations. Investments should be encouraged in programs that incorporate goals for female and minority entrepreneur participation.

Develop and support spaces to foster venture growth

Startup studios, coworking spaces, and maker spaces offer critical infrastructure to surround entrepreneurs with resources, including technical assistance, mentorship, and investment. Creation of a fund to support these spaces will support an increased level of events and programming that create density and connectivity within the spaces and across the region. Providing direct access to tools, expertise, and retail space for creators and entrepreneurs and creating density by centralizing tools, education, co-working space, mentorship, and startup offices into one location will also increase interaction among entrepreneurs, mentors, founders, customers, investors, and others, contributing to positive conversations building social capital and to the collective story the region is telling about itself.

Improve connections to customers

Another important element of support is the ability to link startup companies with their first customers. Particularly in technology areas relevant to the region's existing industrial base, it will be critical for the region's anchor industries to serve as first customers and early adopters so that the innovations can be deployed into the field to prove their efficacy. By linking emerging companies to the South Bend - Elkhart region's industry anchors, startups will be able to firmly establish their roots in the region as they grow and scale at a more rapid pace.

03

Increase access to capital by creating a pipeline of risk capital funds and connect startups to available capital sources.

Provide startup grants and seed investments

The Regional Partnership and Elevate Ventures have established committees and boards to guide investment allocations for existing fund resources such as the Startup South Bend - Elkhart Proof of Concept grants, Elevate Venture's Community Investment Fund, and the Leighton Elevate Angel Development (LEAD) Fund. Additional efforts will increase awareness of existing grant and loan programs and pitch competition opportunities as part of the marketing campaign.

Initiate high growth loan program

As the pipeline of startups increases through these efforts, additional risk capital is needed to support business growth. A loan program or seed fund focused on early stage investments will bridge the gap between the point when a discovery has been identified and demonstrated and when a business case has been validated and venture or other debt can be secured.

Secure SBIR/STTR funding

Indiana is missing out on tens of millions of dollars in Federal RandD funding and billions of dollars in Federal contracts each year. Our region will dramatically increase its share of federally funded contracts and grants to accelerate a metamorphosis into a thriving culture of innovation and commercialization. The region is focused on creating awareness of opportunities, knowledge of how to pursue grants, and the relationships and resources required to capture and execute awards.

Create a pipeline of Angel and Venture Capital funds to invest in entrepreneurial efforts in the region

The number of angel investors in the region is not growing fast enough and the South Bend - Elkhart region must focus on creating both local funding sources and connections to sources of capital that have been established in proximate metropolitan centers such as Chicago and Indianapolis.

Existing funds like Irish Angels do not address early-stage capital needs and is not indigenous to the region, leaving a gap for an angel fund that helps capture the wealth of the individuals residing in the region and invests earlier in the innovation continuum.

There have been efforts to create a formal angel network; however, due to lack of historic deal flow it has been difficult to develop a model that is of interest to investors. TEconomy presented one solution to syndicate deals from other larger angel investor networks in larger midwest cities so that regional investors gain confidence in the process and are more likely to fund entrepreneurs in the region. An organized angel fund should also be created to engage local angel investors in funding startups. Professional management of such a fund would help screen and review ideas for presentation to angels, seek and secure engagement of angel investors, and connect investors with technology-based economic development organizations.

04

Improve and expand resources for minority and women-owned businesses in the region.

Expand entrepreneurial programming designed for minority and women owned businesses

Through the establishment of the HustleSBE Business Bootcamp program in 2019, the Regional Partnership has successfully graduated 25 minority and/or women business owners from a 12-week training program and provided them with direct access to capital, mentorship, and networking opportunities. This continues to be the only program of its kind in the region and it consistently sees a high applicant pool.

By expanding this program, coupling it with a more robust funding network, and offering it in Spanish, we are giving greater access to resources and enhancing the entrepreneurial ecosystem across the region. We would also work with regional technology companies to equip brick and mortar business owners with a suite of digital services to make their business more competitive in the ever-evolving digital marketplace.

Increase technical assistance for minority and women business owners to become certified

In partnership with Mid-states Minority Development Council (MSDC) and Great Lakes Women's Business Center (WBC), we would provide office hours for potential contractors or subcontractors to support their efforts in becoming MBE/WBE certified. We would also work with the Procurement Technical Assistance Center (PTAC) office that serves our region to encourage a stronger presence and support more veteran-owned businesses to become certified. By becoming certified, businesses can access more contracting opportunities from local, state and federal departments, as well as from companies with supplier diversity programs. This activity is aligned with the state of Indiana's participation goals for state contracts, which saw increases in the weighted average goals for spending with minority-led firms (up two percent) and women-led firms (up three percent).

Develop partnerships with venture capital firms focused on increasing investment in minority and women owned startups

An idea that came through our public submission process was that

of developing or partnering with venture or angel funds to provide more access to capital to those that need it most. A model developed in Detroit, the Motor City Match, is an example of one that we would adopt for the South Bend - Elkhart region.

Increase the number of supplier diversity programs in regional organizations

In the South Bend - Elkhart region, we have only two entities registered as corporate partners with Mid-states MSDC - the City of South Bend and the University of Notre Dame. To encourage more certified businesses in the region, we must have companies establish supplier diversity programs. In partnership with the above-mentioned entities, we would actively recruit and raise awareness of the benefits of becoming a corporate partner to Midstates and Great Lakes, including the technical assistance and consulting to establish their programs.



Photo: Cohort Three HustleSBE graduates celebrate in at Four Winds Field, South Bend, IN

EXAMPLE ENTREPRENEURSHIP READI PROJECTS

Example READI projects represent stellar examples of projects our region would like to pursue with the support of READI funding. The final list of projects will require further due diligence and vetting before the region moves forward to execution and implementation.

PROJECT 01 

STARTUP SOUTH BEND - ELKHART'S HERE RECRUITMENT PROGRAM

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

- Semma Health
- Healthcare systems and providers
- Private housing developers
- Local Government - Venues, Parks, and Arts
- Museums and other Attractions
- Coworking Spaces
- INVANTI
- enFocus
- Local Spirit
- iNDustry Labs

PROJECT CONTACT

Phil Smoker
Chair, Entrepreneurship Committee
South Bend - Elkhart Regional Partnership
phil.smoker@smokercraftinc.com
574-536-9325

PROJECT SUMMARY

In a Kauffman study about who considers starting a business, but doesn't, 20 percent named employer-provided health insurance as a barrier. The HERE program would offer access to healthcare along with a suite of incentives and amenities for entrepreneurs who relocate and launch their high-growth businesses in the region. Offering the package annually to ten entrepreneurs, along with the benefit of increasing awareness to hundreds more, would meet two objectives - increasing the number of startups in the region and attracting talent. Because

healthcare is more often a barrier for older (50+) people and females, it would also support a more diverse and inclusive entrepreneurial ecosystem. Beyond the tangible financial incentives, the program would help entrepreneurs build community and immerse them in the entrepreneurial ecosystem, offering help identifying Entrepreneurial Support Organization (ESO) resources, accessing capital, as well as providing connections to mentors, suppliers and customers, and talent.

Incentives included from the Public Sector would include:

- + Small Business Resiliency Grants
- + Sponsored memberships in the INVANTI Guild
- + Venues Parks and Arts Annual Passes would include amenities and experiences such as: Howard Park, Morris Performing Arts Center, Lerner and other Theaters, Studebaker Museum, Ruthmere Museum, Wellfield Botanic Gardens, Potawatomi Zoo, George Wilson Tubing, Golf at municipal courses, fitness membership at O'Brien or other facilities, Zip lining at Rum Village, Kayaking the East Race, canoeing at county parks, entrance to fairs and festivals.

Incentives included from the Private Sector could include:

- + Housing for the founders provided by apartment complex developers who participated in the region's Regional Cities or READI programs
- + enFocus fellows providing capacity support
- + Annual memberships to co-working spaces
- + Proof of concept grants from Startup South Bend - Elkhart
- + Access to Notre Dame's iNDustry Labs or other LIFT Network innovation facilities
- + In-kind healthcare services

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	July 1, 2022	June 30, 2026

TOTAL COST

- Total Project Cost:** \$1,194,500
- Local Public Match:** \$221,600 Projected
- Private Match:** \$756,900 Projected


Anticipated Impact

-  Increased prime working age population
-  Increased per capita income
-  Improved health outcomes
-  Improved innovation and entrepreneurship ecosystem and outputs

Anticipated Outcomes

- + Recruiting and retaining great talent
- + Recruit and retain 10 startups annually to the region
- + Transform net out migration to neutral or positive in-migration
- + Increase the # of firms aged 0-5 yrs in the region
- + Recruiting entrepreneurs and their families to the region will increase population and reverse net out migration of residents
- + Businesses starting and growing in the area will increase net personal income
- + Marketing of this innovative recruitment strategy will bring national recognition to the region as a magnet for entrepreneurs and talent
- + Focusing on startups with the potential to employ a larger share of people and grow into the global economy could remarkably improve the region's economy
- + Exposing them to the vibrant events, venues, parks and arts in the region will create a connection to the community and increase likelihood of retention
- + Targeting entrepreneurs with startups in emerging industries such as data analytics, cloud computing and other high paying tech sectors would help raise per capita income in the region
- + Leveraging the enFocus fellows will help support the startups progress, but also will enable the fellows to develop a further connection to people and projects in the region, increasing the likelihood of retaining the Fellows
- + Offering healthcare to entrepreneurs will improve health outcomes
- + Helping entrepreneurs thrive

EXAMPLE ENTREPRENEURSHIP READI PROJECTS

PROJECT 02 

STARTUP EVENT FUND

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

- STARTedUP Foundation (Innovate WithIN)
- Colleges and Universities
- Coworking Spaces and Startup Studios
- Elevate Ventures
- Entrepreneurial Support Organizations
- Entrepreneurs and Startup Companies
- Kauffman Foundation
- iNDustry Labs
- Notre Dame's IDEA Center
- Small Business Development Center

PROJECT CONTACT

Phil Smoker
Chair, Entrepreneurship Committee
South Bend - Elkhart Regional Partnership
phil.smoker@smokercraftinc.com
574-536-9325

PROJECT SUMMARY

There is an opportunity for the community to take a leadership role in growing large regional events that support the entrepreneurial ecosystem. In 2018, the IDEA Center began hosting IDEA Week, with tens of thousands of people attending this annual event that celebrates innovation, entrepreneurs and the incubation of new ideas. The university has invited the community to envision the future of IDEA Week and determine how it can best support the regional goals of increased entrepreneurship and talent attraction.

Startup South Bend - Elkhart proposes a \$500,000 Startup Event Fund that can be disbursed to lead events or encourage entrepreneurs and ESOs to create additional events. As the anchor event for the region, IDEA Week could be amplified. Local coworking spaces propose hosting major events and ESOs can increase the amount of programming for entrepreneurs to participate in.

A robust marketing and awareness campaign with the WE + YOU theme will be executed alongside the events, ensuring broad participation and recognition.

LOCATION	START DATE	END DATE
Elkhart, Marshall, and St. Joseph counties	July 1, 2022	June 30, 2026

TOTAL COST

- Total Project Cost: \$2,500,000
- Local Public Match: \$600,000 Projected
- Private Match: \$1,500,000 Projected

Anticipated Impact

-  Increased share of population
-  Improved Innovation and entrepreneurship ecosystem and outputs
-  Improved quality of place

Anticipated Outcomes

- + National attention and attendance at IDEA Week
- + Increased vibrancy in entrepreneurial spaces such as accelerators, coworking spaces, and studios
- + Increasing connections between local entrepreneurs in the ecosystem
- + Businesses starting and growing in the region will increase net personal income
- + Networking of local businesses will connect entrepreneurs with talent, investors, mentors, and customers
- + Increased participation of high school and college students in pitch competitions such as Innovate WithIN
- + Engagement of a more diverse set of entrepreneurs through a network approach

EXAMPLE ENTREPRENEURSHIP READI PROJECTS 

PROJECT 03 

RISE EXPANSION IN IVY TECH SCHOOL OF ENTREPRENEURSHIP

LEAD ORGANIZATION

Ivy Tech South Bend - Elkhart

PARTNERS

Ivy Tech Community College
Regional Innovation and Startup Education (RISE)
K-12 School Systems

PROJECT CONTACT

Violet Hawkins
Dean, School of Business, Logistics and Supply Chain
and School of Information Technology
Ivy Tech South Bend - Elkhart
vhawkins@ivytech.edu
574-904-6833

PROJECT SUMMARY

Due to the critical need for many more business startups and the creation of entrepreneurial skills and culture, Ivy Tech is establishing a new "School of Entrepreneurship and Innovation." Establishing a new school, not embedded in the business school, will provide for much more prominence and accessibility by all the other schools and new students.

The School of Entrepreneurship and Innovation will offer leading-edge curriculum and teaching methods to support students launching businesses and vibrant entrepreneurial ecosystems. Through the school, Ivy Tech will offer a two semester Certificate of Entrepreneurship program, Technical Certificate of Entrepreneurship, and Associates of Applied Science Degree that includes eight credits of an externship to have dedicated time to work on their business with guidance and support from the school and mentors.

The creation of a new school gives both entrepreneurship and innovation much more importance and accessibility by all disciplines,

especially IT and the other STEM disciplines. Ivy Tech will target current students in programs that are entrepreneurial in nature (e.g. Computer Science, Biotechnology, Allied Health Sciences, Business Administration, Hospitality, IT). The new entrepreneurial courses will also be embedded in the curriculum of as many programs as possible for stackability and to shorten the time to graduation and, subsequently, getting businesses started. The school will also connect with high school students interested in entrepreneurship as well as create a marketing campaign to inform the community of the new school and programs.

RISE was asked by the Indiana Department of Education to rewrite and align K-12 Next Level Programs of Study Entrepreneurship Course Competencies and it is a requirement for any Ivy Tech dual college credit high school instructors to complete RISE training. RISE is working to remove top down barriers throughout the statewide education systems of Indiana Department of Education and Ivy Tech

as well as supporting teachers with bottom up resources so both Ivy Tech instructors and dual college credit instructors can truly focus on their students and support their work as they become entrepreneurs.

Additionally, all instructors will be part of the RISE Mighty Network, a place to support each other with resources, mentorship, celebrating

wins, and sharing best practices. RISE is working to create a robust and highly connected group of educators, experts, and entrepreneurs throughout the state of Indiana in which all local instructors will benefit.

LOCATION

The School will start at the South Bend, Bloomington, Fort Wayne and Indianapolis campuses. This will benefit the entire South Bend - Elkhart region (Elkhart, Marshall, and St. Joseph counties)

START DATE

August 18, 2021

END DATE

May 30, 2024




TOTAL COST

Total Project Cost: \$2,600,000

Local Public Match: \$1,498,175 Projected Ivy Tech HEERF funding

Private Match: \$1,000,000 through the Ivy Tech Foundation and Garatnoi Family Foundation

Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased share of population
-  Increased rate of educational attainment

Anticipated Outcomes

- + Develop a dedicated entrepreneurship ecosystem at the Ivy Tech campus for student connectivity and business support
- + Increased Investments in the development of instructors through training and mentorship
- + Enhance cross-campus connectivity through stackable degrees
- + Increase of high school students earning dual credit—it is projected the number of dual college credits awarded will increase from the current average of 1,000 to 1,760 by August 2024
- + Increase the pipeline of college students engaging in entrepreneurial education. It is anticipated that the number of students enrolled at Ivy Tech for Entrepreneurship will increase from the current average amount of three per year to 40 per year by August 2024

EXAMPLE ENTREPRENEURSHIP READI PROJECTS



PROJECT 04



SAINT MARY'S HATCHERY:

AN INNOVATION CENTER DEDICATED TO WOMEN-LED ENTREPRENEURSHIP AND TECHNICAL SKILL DEVELOPMENT

LEAD ORGANIZATION

Saint Mary's College

PROJECT CONTACT

Kathleen Wildman

Director of Corporate, Foundation, and Government Relations
 Saint Mary's College
 kwildman@saintma

PARTNERS

LIFT Network and iNDustry Labs, Notre Dame's IDEA Center and South Bend Entrepreneurship and Adversity Program, Private Industry, The Entrepreneurship Alliance of Michiana (TEAM), North Central Indiana Small Business Development Center, SCORE, Women Business Owners of Michiana, the Westside Small Business Resource Center, Latin American Chamber of Commerce, multiple departments within the City of South Bend, South Bend - Elkhart Regional Partnership.

PROJECT SUMMARY

"The Hatchery" will provide students at area colleges and universities with hands-on learning opportunities; offer students and women in the community opportunities to earn credentials in-demand by regional employers; and give both students and women entrepreneurs the tools they need to launch and grow their own businesses. The Hatchery will have three components:

- + The Innovation and Entrepreneurship Studio will focus on developing diverse intrapreneurs and entrepreneurs capable of driving innovation within our regional economic sectors and leading new business development
- + The Industry Credentialing Lab will offer certification on a range of digital and physical skills to meet changing workforce demands and connections to regional internship opportunities for credential students
- + The Specialized Makerspace Collaborative at Saint Mary's College, a 3,000 sq. ft. flexible workshop, will provide a welcoming environment for students and women entrepreneurs to prototype and small batch manufacture a range of physical and digital products; serve the overall goals of the Entrepreneurship Studio and the Credentialing Lab; and provide uniquely differentiated maker assets to the region at large

LOCATION

START DATE

END DATE

Regional (Elkhart, Marshall, and St. Joseph counties)

Jan 1, 2022

December 31, 2024

TOTAL COST

Total Project Cost: \$1,936,000

Public Match: \$543,465

Private Match: The LIFT Network awarded a grant of \$320,000 and the Ball Venture Fund awarded \$25,000 for Makerspace equipment. The Judd Leighton Foundation recently committed a \$200,000 investment to the project. Saint Mary's College will invest \$198,465.

Anticipated Impact



Increased rate of educational attainment



Increased share of population of prime working age



Improved innovation and entrepreneurship ecosystem and outputs

Anticipated Outcomes

- + Students and women in the community will earn credentials in demand by regional employers
- + Both students and women entrepreneurs will have the tools they need to launch and grow their own businesses
- + "The Hatchery" will complement Saint Mary's liberal arts education by providing students and women from the community with hands-on learning opportunities

EXAMPLE ENTREPRENEURSHIP READI PROJECTS 

PROJECT 05 

SMALL BUSINESS DEVELOPMENT CENTER BUSINESS ADVISOR

LEAD ORGANIZATION

North Central Indiana Small Business Development Center (SBDC)

PARTNERS

IU South Bend, St. Mary's College SPARK program, Latin American Chamber of Commerce, Notre Dame Community Bootcamp for Entrepreneurs, RISE, Hustle SBE, and SCORE, Indiana Technical Assistance Program (INTAP), various state agencies.

PROJECT CONTACT

Alan Steele
Regional Director
North Central Indiana Small Business Development Center
asteel@isbdc.org
574-520-4126

PROJECT SUMMARY

The center offers a variety of services that are unique among the region's entrepreneurial support organizations. These include:

- + Extensive industry and market research capabilities
- + Export advising via a certified export advisor and connection to state level experts
- + Business valuation assistance for those buying or selling small businesses

Funding an additional full time Business Advisor position would expand capacity and enable the center to offer specialized accelerator programs. Unlike other programs in the region that are targeted toward innovation driven business or toward specific demographic groups (women, minorities, under-resourced individuals), these programs would instead be industry specific and serve startups and early-stage businesses in health care, small manufacturing, and creative/arts sectors through classes, connection to specialists, and focused business counseling.

The Innovation Center will offer venture acceleration programming

through education and business advising for startup and early-stage businesses in targeted sectors. This industry specific programming will leverage the established on-campus presence of the North Central Indiana Small Business Development Center (SBDC) and complement existing regional programs that do not focus on specific industries.

Programming will include six-to-eight-week classes supported by intensive and ongoing small group and individual business advising activities. Cohorts will be limited to 15 participants.

Targeted Industries will include:

- + **Health Care:** Including physicians, dentists, optometrists, nurse practitioners, chiropractors, midwives, mental health counselors, physical and occupational therapists, licensed massage therapists, home health care, assisted living, laboratories
- + **Small Manufacturing:** Startup and early-stage companies

making finished products or producing component parts for larger manufacturers. Programming will include an introduction to exporting

- + **Creatives:** Including visual and performing artists, designers, publishers, performance venues

The number of cohorts per year will be determined by market demand. Our expectation is two cohorts per year in each sector, which provides capacity to serve 90 startup and early-stage businesses annually.

The existing partnership between IU South Bend and the North Central Indiana SBDC will enable this program to start immediately upon funding and deliver programming in a very cost effective manner. It is proposed that the Small Business Development Center would be part of IU South Bend's proposed Regional Health Sciences Simulation and Innovation Center, increasing accessibility to the public.

LOCATION

Regional (Elkhart, St. Joseph, Marshall, Kosciusko, and Fulton counties)

START DATE

January 1, 2022

END DATE




December 31, 2026

TOTAL COST

Total Project Cost: \$448,000

Private Match: Construction of the \$10 million IU South Bend Regional Health Sciences Simulation and Innovation Center will support the physical space needed for the SBDC with private funds anticipated through IU South Bend, the Vera Z. Dwyer Trust, LIFT Network, and other private contributions.

Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased share of population of prime working age
-  Improved quality of place

Anticipated Outcomes

- + Increase accessibility to guidance and mentorship beyond high-growth or large companies
- + Increased data and insights into the untapped entrepreneurial potential of the region
- + Increased participation of a diverse group in the entrepreneurial ecosystem
- + Increased knowledge about the innovation process will upskill employees at existing businesses and increase entrepreneurial endeavors
- + Investment at this scale removes the barrier to entry for all aspiring entrepreneurs
- + Increased entrepreneurial activity will result in more business for downstream providers, such as capital providers, real estate, banks, law firms, etc. to serve broad-based economic growth.
- + Increase number of pilots launched
- + Increase the number of innovation projects and funds accessed

EXAMPLE ENTREPRENEURSHIP READI PROJECTS 

PROJECT 06 

SOUTH BEND - ELKHART INNOVATION STUDIO

LEAD ORGANIZATION
INVANTI

PARTNERS
City of South Bend and other municipalities
Entrepreneurial Support Organizations (ESOs)

PROJECT CONTACT
Maria Gibbs
Managing Partner
INVANTI
maria@invanti.co
650-465-5188

PROJECT SUMMARY

The South Bend-Elkhart Innovation Studio gives open access to the process of innovation to aspiring and established entrepreneurs, specifically focusing on women and minority participants. The Studio allows entrepreneurial support organizations to scalably deliver a process that helps entrepreneurs and business owners navigate the pre-idea to pilot stages of innovation.

INVANTI has been working with entrepreneurs and business owners since 2017 in the South Bend - Elkhart region. In addition to their flagship Founder Studio program, which focuses on tech-enabled, high-growth ventures, they have also served as mentors and workshop facilitators to dozens of small business owners in the region through engagements with SPARK, HustleSBE, RISE and the SB EAP. As part of these experiences, they have developed a scalable process that helps entrepreneurs and business owners navigate the pre-idea to pilot states of innovation. Their digital environment allows entrepreneurial support organizations to engage in asynchronous coaching through

process workspaces and offers transparency into progress being made by a portfolio of entrepreneurs across the region in a centralized hub. The studio infrastructure has been successfully used by the Ministry of Education in Peru to run an innovation challenge across 25 universities with 1,600 participants, proving the efficacy of the model in supporting individual participants in an innovation process, as well as in offering transparency to the organizations supporting them.

The vision for this project is for the South Bend - Elkhart Innovation Studio to serve as a shared innovation infrastructure across the region through partnership with existing entrepreneurial support organizations and programs. The City of South Bend Small Business Assistance Suite has committed to be a partner for the Innovation Studio offering access to the innovation process and tools via the digital studio to business owners they serve. They will also use it to equip the Inclusion Project Manager with the ability to engage with a wider range of entrepreneurs, including those who don't have

ideas for businesses yet, and those who need help with new product development.

In addition, the ESOs who have strong existing relationships and trust with emerging and established entrepreneurs, can leverage the Innovation Studio to extend their reach, serving individuals beyond their existing cohort models, and increasing the number of business owners each staff member is able to engage with. We hope the Innovation Studio can serve as an entry point for those who wouldn't otherwise find out about or feel comfortable engaging with existing

organizations by offering the ability for partners like community centers to offer open access to engaging with the innovation process.

The three program components include:




- + Digital Infrastructure
- + Train-the-Trainer Programming
- + Community

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	Jan 1, 2022	December 31, 2024

TOTAL COST

- Total Project Cost:** \$461,000
- Local Public Match:** \$250,000
- Private Match:** INVANTI's Beta City Fund investments


Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased share of population of prime working age
-  Improved quality of place

Anticipated Outcomes

- + Increase accessibility to guidance and mentorship beyond high-growth or large companies
- + Increased data and insights into the untapped entrepreneurial potential of the region
- + Increased participation of a diverse group in the entrepreneurial ecosystem
- + Increased knowledge about the innovation process will upskill employees at existing businesses and increase entrepreneurial endeavors
- + Investment at this scale removes the barrier to entry for all aspiring entrepreneurs
- + Increased entrepreneurial activity will result in more business for downstream providers, such as capital providers, real estate, banks, law firms, etc. to serve broad-based economic growth
- + Increase number of pilots launched
- + Increase the number of innovation projects and funds accessed

EXAMPLE ENTREPRENEURSHIP READI PROJECTS

PROJECT 07 

IMPACT STARTUP STUDIO

LEAD ORGANIZATION
Regional Innovation and Startup Education (RISE)

PARTNERS

- Private Developers
- Local Spirit
- IDEA Center
- Truth Works Media
- City of South Bend

PROJECT CONTACT

Iris Hammel
Executive Director
RISE
iris@raisingtheregion.org
574-404-1315

PROJECT SUMMARY

Establish an IMPACT Studio for the entrepreneurial ecosystem to:

- + Provide direct access to tools, expertise, and retail space for creators and entrepreneurs.
- + Create an education space for high school, college, and community partners.
- + Create entrepreneurial density by centralizing tools, education, co-working space, mentorship, and startup offices into one location.

The South Bend-Elkhart Startup Committee has long discussed the need for our entrepreneurial ecosystem to have a "watering hole". IMPACT Studios would be a collective of like minded individuals and programs to help put our region and entrepreneurs in the heart of our city surrounded by resources, retail opportunities, and world class mentorship. Each partner organization will have specific metrics of impact for their portion of the collaboration.

RISE will train all high school and Ivy Tech instructors from across the state at this facility and will create meaningful engagement opportunities for teachers and students during IDEA Week and throughout the year

both locally and statewide. RISE will also be establishing an RandD Lab for entrepreneurship education, collecting user data in order to create better user experience, content and mentorship from their diverse k-14 plus community user groups from across the state.

Notre Dame will work in partnership with Local Spirit and IMPACT Studios to place more students in internships, start South Bend based companies and retain both graduate, undergraduate and international students by radically connecting them with the community. Commercialization will have dedicated staff development, the Innovation Academy will fund local companies participating in their innovation process to strengthen the economy. The Innovation Lab will expand its work into the community and will be able to increase their capabilities at their homebase location. Developing the City Center Plaza building will change the face of the 200 block on Michigan Street in South Bend and will put this section of downtown on the map as a place to find great food, energy, density and retail.

LOCATION START DATE END DATE

Physically in South Bend; open to Regional (Elkhart, Marshall, and St. Joseph counties)

January 1, 2022

September 1, 2024

TOTAL COST

Total Project Cost: \$10,676,363

Local Public Match: \$1,000,000 projected

Private Match: \$8,676,363 projected through the operating budgets of participating partners such as RISE and the IDEA Center


Anticipated Impact

- Increased property values
- Improved quality of place
- Improved innovation and entrepreneurship ecosystem and outputs
- Increased share of population of prime working age

Anticipated Outcomes

- + Increased educational attainment of students in the RISE and Ivy Tech programs
- + Innovation will be infused in local companies and strengthen the economy
- + Connect more students in internships and retain students by radically connecting them with the community
- + Eliminate blight in the 200 block of Michigan Street in South Bend and increase vibrancy in the urban core

EXAMPLE ENTREPRENEURSHIP READI PROJECTS 

PROJECT 08 

STARTUP GRANTS PROGRAM

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

- Elevate Ventures
- IDEA Center
- Entrepreneurial Support Organizations
- Regional Financial Institutions

PROJECT CONTACT

Regina Emberton
CEO

South Bend - Elkhart Regional Partnership
remberton@southbendelkhart.org
574-344-4686 ext. 4802

PROJECT SUMMARY

The program would distribute grants up to \$10,000 per qualifying startup based in our region. In total, we plan to distribute \$250,000 per year, to at least 25 different startups. This would be administered by the Elevate Ventures EIR, with guidance from the Capital Attraction Subcommittee. The grant would not be exclusive to high-growth

startups, but it is anticipated that at least 50 percent of each year's grants to be to "high-growth tech-enabled" companies. This will broaden the top of the funnel for entrepreneurs and encourage more diversity in the ecosystem.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	July 1, 2022	June 30, 2026

TOTAL COST

Total Project Cost: \$1,000,000

Private Match: Follow on grants and angel investments in companies in the ecosystem, including the LEAD Fund.

Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased share of population of prime working age

Anticipated Outcomes

- + Increase funding to accelerate entrepreneurial endeavors
- + Attract startups to the region to access capital

EXAMPLE ENTREPRENEURSHIP READI PROJECTS 

PROJECT 09 

HIGH GROWTH LOAN PROGRAM

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

- Elevate Ventures
- IDEA Center
- Entrepreneurial Support Organizations

PROJECT CONTACT

Regina Emberton
CEO
South Bend - Elkhart Regional Partnership
remberton@southbendelkhart.org
574-344-4686 ext. 4802

PROJECT SUMMARY

The TEconomy report outlined the challenge of a lack of available risk capital. The costs associated with developing and taking a product or service to market are substantial. Major costs incurred include the cost of assessing the market to determine the competition, the likely market, and the price points for competitive advantage; developing a prototype; preparing a marketing and sales plan; and scaling up for manufacturing if applicable. Finally, actual product distribution, sales, and marketing must be undertaken. These activities require the availability of sufficient capital to finance business growth.

The region has aggressively focused on developing a pipeline of risk capital through its partnership with Elevate Ventures. However, there is

not sufficient indigenous risk capital in the region. A loan program or working capital fund would help overcome this shortage of investment capital.

This program would distribute loans of \$10,000-\$50,000 to qualifying startups. In total, the fund would distribute \$250,000 per year for 5-25 companies. These startups need not be based in the region, however must be 'associated' to the region. A third party would be engaged to administer the loan program as directed by the Entrepreneur in Residence and the Capital Attraction Subcommittee. Participants would be required to raise one-to-one matching funds.

LOCATION	START DATE	END DATE
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Regional (Elkhart, Marshall, and St. Joseph counties)

July 1, 2022

June 30, 2026

TOTAL COST

Total Project Cost: \$2,000,000

Private Match: \$1,000,000 through the one-to-one match required from participants

Anticipated Impact

-  Improved innovation and entrepreneurship ecosystem and outputs
-  Increased share of population of prime working age


Anticipated Outcomes

- + Enhance sustainability of the ecosystem through repayment of loans
- + Increase funding to accelerate entrepreneurial endeavors
- + Attract startups to the region to access capital

Success Metrics

- + Number of Loans originated
- + Amount of capital invested in the region
- + Amount of capital repaid and reinvested as part of the evergreen fund model
- + Number of businesses started and scaled up

EXAMPLE ENTREPRENEURSHIP READI PROJECTS

PROJECT 10 

HUSTLESBE

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

South Bend Regional Chamber
Greater Elkhart Chamber

PROJECT CONTACT

Bethany Hartley
Chief Strategy Officer
South Bend - Elkhart Regional Partnership
bhartley@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

HustleSBE is a cohort-based entrepreneurial training model developed by and for the minority and women business owners in the South Bend - Elkhart region. The program follows the Business Model Canvas as its guide to curriculum, which has the following elements.

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partners
9. Cost Structure

During typical sessions, there is a guest speaker from the region focused on the subject being addressed. Or there may be a subject

that comes up in the group conversation that a guest speaker is called in for.

There is "homework" for every session. In the last three sessions, participants do group activities, hear from more guest speakers, and review parts of the Business Model Canvas participants are struggling with. Participants are encouraged to do business with one another, join their Chambers, seek to understand, and be open to feedback. More often than not, participants are solopreneurs or are so focused on doing the day-to-day it can be difficult to work "on" the business.

Not only does this program provide technical assistance and group accountability, it provides access to contacts, prospective mentors and capital that may not otherwise exist. Beyond their cohort, participants are invited to networking events with past cohorts and regional events hosted by the South Bend - Elkhart Regional Partnership or its partners.

LOCATION	START DATE	END DATE
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Regional (Elkhart, Marshall, and St. Joseph counties)

July 2022




December 31, 2025

TOTAL COST

\$600,000

Private Match: \$150,000 from the South Bend - Elkhart Regional Partnership's operating budget

Anticipated Impact

-  Increased property values
-  Improved quality of life
-  Improved health outcomes

Anticipated Outcomes

- + Inclusive wealth building: educating business owners on how to legitimately invest in their enterprise, with a focus on sustainable and transferable wealth
- + Economic resilience: Through technical assistance focused on sustainability, we are shoring up practices to weather any storm like a global pandemic
- + Increased revenues for minority and women businesses through growth in operations and new job creation

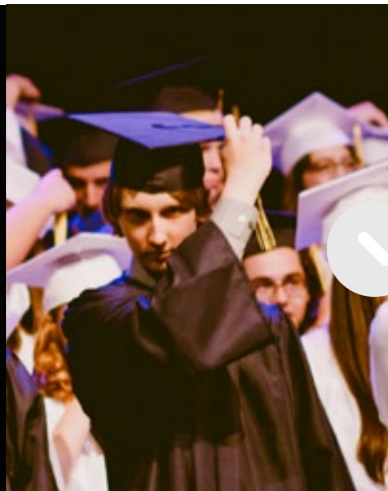
Success Metrics

- + 90 businesses graduated
- + 6 new cohorts graduated
- + 20 percent increase in graduate revenues
- + \$100,000 in direct capital granted
- + 10 new jobs created
- + 100 percent job retention



TALENT DEVELOPMENT AND ATTRACTION

With goals to increase post secondary attainment levels and reverse out-migration of talent, the region's Education and Workforce and Talent Attraction and Retention committee strategies are closely aligned with the state's investments supporting companies with their workforce needs.



EDUCATION AND WORKFORCE

Educating a world-class workforce by aligning training programs with industry demand.

GOAL: INCREASE POST-SECONDARY EDUCATIONAL ATTAINMENT LEVEL AMONG THE REGION'S RESIDENTS FROM 34 TO 50 PERCENT BY 2030.



WE + YOU FAST TRACK YOU

The South Bend - Elkhart region is an all-in kind of place. When you start work here, you start with responsibility, and you start with confidence. We think you can do this, so we're actually going to listen to what you have to say, and then we're going to give you a chance to execute on it. Yes, right now. The resources are here. No, you don't have to wait a few years before you actually

have something meaningful to do. We know you want to make a difference. So we're going to throw something big at you, and we're counting on you to wrestle it to the ground. You could be that person. You can be the brain and the gain. You can be a learner and a teacher. You can make it here.

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES TALENT DEVELOPMENT AND ATTRACTION

THE SOUTH BEND - ELKHART REGION IS HOME TO A VIBRANT AND STRONG HIGHER EDUCATION ECOSYSTEM.

The South Bend-Elkhart region is home to a vibrant and strong higher education ecosystem, with nine institutions of higher education conferring thousands of degree and non-degree credentials to a diverse array of learners every year. In addition to a vibrant higher education ecosystem, numerous vocational and career and technical education programs also exist to deploy training for K-12 students and adults towards middle-skill occupations (jobs that require less than a Bachelor's Degree). There is no shortage of quality postsecondary training and institutional options for individuals to receive educational instruction towards a quality career.

There are currently 260,560 occupations within Elkhart, Marshall, and St. Joseph counties across 11,743 pay-rolled business locations, or total companies. Based on real-time and seasonal labor market data, the following industry employment sectors have been identified as

target sectors for the region: Advanced Manufacturing, Agriculture, Building and Construction, Healthcare, Information Technology and Business Services, Transportation and Logistics, and Education. With a total of 141,006 occupations, or 54 percent of all regional occupations represented in these sectors, navigating learners towards these priority industry employment sectors aligns individuals with high-growth, high-wage career pathways. While targeting the correct industry sector is the first step in designing high-quality pathways, the next and equally or more important step is designating the specific occupations to design education-workforce initiatives around, as not all occupations within the priority industry sectors qualify as a high-wage, high-demand occupations.



Photo: Students convene at Goshen College



Photo: Students participate in Manufacturing Days site visits.

TO INCREASE THE AVAILABILITY OF WORK-READY TALENT FOR ALL KEY INDUSTRY SECTORS, THE REGION WILL ADVANCE THE FOLLOWING STRATEGIES:

01 Advance high-quality career pathways.

Refine middle and high-skill career pathway approach, focused on key industry sectors

While the Education and Workforce Committee will remain focused on broader postsecondary attainment as an overarching goal for the Committee, the strategic approach of the Committee will be refined to focus on key industry sectors defined as high-demand, high-wage employment sectors within the Next Level Jobs program for the state of Indiana. Advanced manufacturing, agriculture, IT and business services, building and construction, health and life sciences, transportation and logistics are defined by the state as priority industry sectors, and the education sector will be added given regional demand for the employment sector.

Apply for U.S. economic development authority good jobs call to action

For context, the U.S. Economic Development Authority defines a good job as an occupation that "exceeds the local prevailing wage for an industry in the region, includes basic benefits (e.g., paid leave, health insurance, retirement/savings plan) and/or is unionized, and helps the employee develop the skills and experiences necessary to advance along a career path." In a current federal funding program titled the Good Jobs Challenge, the U.S. EDA has charged regional economic development leaders to enhance regional workforce delivery systems and strategies that lead to 1.) actual job placement within a "good job", 2.) increase viable wages for participants, and 3.) sustainable skill sets to thrive in an evolving economy. The Regional Partnership intends to

support a regional application to this program in collaboration with the Northern Indiana Workforce Board and the Michiana Area Council of Governments (MACOG).

Meet the need for co-located career and technical education (CTE) and postsecondary physical training hubs across region

Additional capacity needs for the region include the expansion and development of physical training spaces that are co-located and accessible to regional partners to flexibly deliver training to employer partners. With the availability of high-quality training hubs in Elkhart County such as the Elkhart Area Career Center and Ivy Tech's Larry and Judy Garatoni Center for Advanced Manufacturing and Automation, advanced training programs have begun to gain momentum. There is a void in St. Joseph and Marshall counties. The Committee would highly recommend the construction of major career center projects in Marshall and St. Joseph counties. One promising career center project is the South Bend Community School Corporation's submitted idea for the development of a CTE District Seven career innovation center in which a significant amount of financial contributions have been committed to a cumulative of \$25M in both local and public-private financial matches for the project; much of the one-to-one local match is able to be contributed via 2020 local taxpayer referendum that was successfully passed by residents of the district. The Garatoni Family Foundation also submitted a promising idea to co-locate a St. Joseph County career center on the Ivy Tech Community College South Bend

campus, in order to promote dual enrollment and other postsecondary partnership. In Marshall County, a career innovation hub has been proposed with collaborations to expand both K-12 and postsecondary CTE programs to increase training within programs showing current and growing industry demand such as robotics technology, CNC machining, and more. Purdue Polytechnic Institute, South Bend

and the North Central Area Vocational Cooperative have proposed a partnership to promote advanced industry training to Marshall County employers, as many are scaling up automation and robotics equipment purchases and will require the re-skilling of current and new employees.



02 Enhance employer engagement within priority industry sectors.

Invest in regional industry sector career pathways and work-and-learn initiatives

The focus of the Education and Workforce Committee over the past two plus years has been to leverage an acute focus on high-demand, high-wage industry sectors employment opportunities. Since 2019, the Committee has focused the energies of the Director of Education and Workforce to collaborate with Committee members to design and implement strategies focused on Applied Learning and Digital Workforce Skill Development via the LIFT Network. In collaboration with iNdustry Labs at Notre Dame, four signature programs have been launched:

- + South Bend - Elkhart Digital Skills Accelerator Fund: This funding program successfully awarded \$2.5M in 2021 to eight regional colleges/universities leading workforce development and postsecondary attainment initiatives that will result in the conferral of 2,000+ postsecondary credentials by 2024. The fund structured a call for proposals that design new degree and non-degree programs of study that equip learners, undergraduate and non-degree seeking students alike, with advanced industry skills ranging from cloud computing, mechanical and industrial engineering modernized to IIOT and Industry 4.0 trends, robotics technology technician training, computer science and coding bootcamp programs that result in credit-based academic certifications, and much

more.

- + Advanced Industry Apprenticeship Program: Advanced Industry apprenticeship program focused on designing occupational training programs for high-demand, Industry 4.0-enabling occupations such as robotics technicians, industrial maintenance mechanics, CNC machinists, and more. Programs are Dept of Labor Registered Apprenticeships, with a focus on increasing employment retention by a measure of 12-months post program completion.
- + Advanced Internship Program: The LIFT Network Internship Program connects students from regional colleges and universities to internships at local companies focused on advanced industries such as technology, manufacturing, data science and analytics, supply chain or logistics management, and research and development. To date, 33 interns have been successfully placed across 22 companies within roles such as IT, engineers, industrial engineers, and other key STEM roles.
- + Career Exploration: The region has developed virtual career exploration tools including a [virtual career exploration platform](#), in collaboration with local intermediaries, to showcase virtual companies virtually allowing students to and to learn about in-demand careers within manufacturing and advanced industries.

Expand to the healthcare industry sector

The region has witnessed a considerable amount of success in current implementations of LIFT Network related projects and there is a desire to establish parallel workforce development initiatives to elevate healthcare industry occupations. Higher education and industry sector leaders ranging from Beacon Health Systems, Greencroft

Communities, Goshen College, Ivy Tech Community College (South Bend – Elkhart Campus), and many more are championing the effort and have submitted ideas to launch the design and implementation of initiatives. There is a clear need to establish an initiative and staff support that could stand up healthcare initiatives.



Photo: Former Mayor Pete Buttigieg tests new technologies at the South Bend Technology Resource Center.

of strategic directions. Emsi Burning Glass submitted a project idea to launch a baseline career pathways study for the entire region that would contextualize industry demand sectors and the skills required for key high-demand, high-wage industry sectors, building on research conducted by Burning Glass (prior to Emsi - Burning Glass merger) on behalf of the region in 2020 – 2021 during the regional Workforce Rapid Recovery initiative. In addition to the efforts to map career pathways, the Strada Education Network (a peer to the Lumina Foundation) submitted a letter of to explore financial collaboration around development of a research evaluation of LIFT Network Apprenticeship programs and the Digital Skills Accelerator Fund short-term, non-degree programs to establish an evidence base of the effectiveness of programs ranging from advanced industry apprenticeships to short-term, non-degree credentials.

In addition to national collaborations, the City of Elkhart and the Center for Civic Innovation at the University of Notre Dame have submitted a joint project idea to explore a research agenda pertaining to identifying success barriers to employment and employment mobility, with a focus on manufacturing automation impacts on frontline workers, which would result in a practice playbook to inform regional leaders pertaining to necessary practices and resources that

policy leaders and employers should take to address those barriers which may relate to mental health, transportation, childcare and more.

Build collaborations among vocational trade schools, coding bootcamps, and regional colleges/universities leading to postsecondary credential conferrals

Additional discussions have been focused on the demand for flexible, dynamic credentialing within emerging and existing high-wage, high-demand fields such as Computer Science, Information Technology, Manufacturing, and more. The Regional Partnership has convened meetings with non-institutional training providers such as South Bend Code School, Goodwill Industries, the Recreational Vehicle Technical Institute, and others that have submitted project ideas to expand their respective program offerings. The South Bend Code School for example recently launched an adult coding bootcamp program in which adults are learning the basics/building blocks to language programming/coding, which creates an excellent opportunity to align interested students with academic-based non-degree credential programs as IU South Bend, Holy Cross College, and others who have expressed direct interest to partner via READI.



Enhance data and research capacity within education-workforce ecosystem and build culture of utilizing evidence-based practices and continuous improvement.

Improve the education-workforce ecosystem via development of a research agenda and defining evidence-based practices

Over the past four years of implementation of the REDS Plan, education-workforce leaders have consistently expressed interest in research, data and evaluation agendas to enhance the overall delivery and practice within the region. With hundreds of millions in funding available via state workforce funding programs such as the IEDC Career Accelerator Grant, Indiana Department of Workforce Development's Next Level Jobs, and the Indiana Commission for Higher Education's Workforce Ready Grant, funding is certainly available to subsidize programs of study. Recent federal activity has promoted lobbying calls to expand the federal Pell Grant to enable the use of

Pell funds for shorter term, non-degree programs of study. The current challenge identified by partners however pertains to the effectiveness of interventions and developing a regional culture of continuous improvement and learning.

Several initiatives have launched over the years with major investments from state and local funding sources, as well as public-private philanthropy. It has been shared that stakeholders do not gain a sense of learning "what worked and what didn't" as it relates to major education-workforce initiatives. The alignment around key industry sectors and occupations from a program design standpoint often is raised as a pain point for regional leaders as well. To these efforts, several READI project ideas have been proposed to address the development of an education-workforce research agenda as well as development of key knowledge tools and practices to inform the field

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

Example READI projects represent stellar examples of projects our region would like to pursue with the support of READI funding. The final list of projects will require further due diligence and vetting before the region moves forward to execution and implementation.

PROJECT 01

SOUTH BEND - ELKHART DIGITAL SKILLS ACCELERATOR FUND PROGRAM

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership and iNDustry Labs at Notre Dame

PARTNERS

- Ancilla College of Marian University
- Bethel University
- Goshen College
- Holy Cross College
- Indiana University South Bend
- Ivy Tech Community College, South Bend - Elkhart
- Saint Mary's College
- Purdue Polytechnic Institute
- University of Notre Dame

PROJECT CONTACT

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PROJECT SUMMARY

The Digital Skills Accelerator Fund is a program that launched in 2020 and provided \$2.5M in grants to enable the credentialing and training of students and adults across non-degree and degree postsecondary programs. The program facilitates the design of programs of study that increase the availability of skilled vocation, middle-level and four-year degree high-wage occupations within the Manufacturing and Advanced Industry sectors. The focus of programs is on technological and digital skills that are less susceptible to automation and equip individuals with a viable and sustainable career within regional industry firms.

READI funding would supplement a currently anticipated Catalyst round of funding from the LIFT Network to further grow the impact of the program. Currently funded programs will enable the awarding of over 2,000 postsecondary credentials to regional workers and students. READI funding would amplify further years of funding and impact. With READI funds, the Catalyst round of funding would total nearly \$2.5M and would be provided via a one-to-one match requirement to institutions to further scale their programs.

LOCATION	START DATE	END DATE
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Regional (Elkhart, Marshall, and St. Joseph counties)

July 2022

July 2024




TOTAL COST

Total Project Cost: \$5,000,000

Public Match: TBD

Private Match: \$2,933,000 Committed. The match may be satisfied via program fees charged, private endowment gifts, or other forms.

Anticipated Impact

-  Increased share of population of prime working age
-  Increased per capita income at a rate that meets or exceeds the national average
-  Increased rate of educational attainment

Anticipated Outcomes

- + Develop the K-12 educator ecosystem
- + Increased number of postsecondary credentials earned
- + Increased employer engagement

Success Metrics

The Digital Skills Accelerator expects to achieve the following by 2025:

- + Assist 100 K-12 educators in earning professional development credentials to enable dual credit and further teaching within advanced industry sectors such as Computer Science, Data Science, and more
- + Award 5,000 postsecondary credentials within high-wage, high-demand advanced industry occupations in partnership with regional industry firms, with 2,500 (or 50 percent) of the credentials being awarded to incumbent adult workers who are upskilled and retained within the regional workforce
- + Increased employer engagement across 300 manufacturing and advanced industry firms within the region

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

PROJECT 02

LIFT NETWORK ADVANCED INDUSTRY APPLIED LEARNING AND DIGITAL WORKFORCE SKILLS

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership (Applied Learning) and Northern Indiana Workforce Board (Digital Workforce Skills)

PROJECT CONTACT

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PARTNERS

Education and Training Providers:

Ivy Tech Community College, South Bend - Elkhart
 Purdue Polytechnic Institute, South Bend
 RV Technical Institute

Additional Intermediary Partners:

Horizon Education Alliance
 Marshall County Lifelong Learning Network

K-12 Partners:

Elkhart Area Career Center (managed by Elkhart Community Schools)
 CTE District Seven (managed by South Bend Community School Corporation)
 Northern Central Area Vocational Cooperative (managed by Plymouth Community School Corporation)

State-Level Partners:

Indiana Office of Work-Based Learning and Apprenticeship
 Indiana Department of Workforce Development

PROJECT SUMMARY

The LIFT Network Advanced Industry Applied Learning and Digital Workforce Skills Program is a fund and strategy inclusive of both the LIFT Network Advanced Industry Internship and the LIFT Network Registered Apprenticeship initiatives. The program enables regional industry firms within Manufacturing and Advanced Industry sectors to develop and deploy undergraduate advanced internships and adult registered apprenticeships respectively.

- + Advanced Industry Internship Program: Launched in May 2021, the advanced industry program successfully partnered with 25 regional employers to place 33 undergraduate students within summer internships filling roles focused fields within mechanical and electrical engineering, information technology and user system support, product development

and design, engineering and manufacturing process management, business analytics and more. The program provides 50 percent wage subsidies to employers to offset summer wages for interns at up to \$15/hr.

- + Advanced Industry Department of Labor Registered Apprenticeship Program: Piloted in March 2021, the LIFT Apprenticeship program develops training programs focusing on middle skill high-wage, high-demand occupations such as CNC Machinists, Robotics Technicians, Maintenance Mechanics, RV Service Technicians and more. The program provides training subsidies at up to \$5,000 per employer to subsidize education training towards postsecondary credentials at Ivy Tech, Purdue Polytechnic, Industry Training Associations and more.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	July 2021	June 2026

TOTAL COST

Total Project Cost: \$4,000,000

Local Public Match: \$400,000

Private Match: \$3,000,000

The team projects a public match of \$400,000 (Northern Indiana Workforce Board American Rescue Plan funds). The \$3,000,000 private match includes commitments from the Lilly Endowment/LIFT Funds (\$2M) and planned employer matches (\$1M).

Anticipated Impact

- Increased share of population of prime working age
- Increased per capita income at a rate that meets or exceeds the national average
- Increased rate of educational attainment

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

PROJECT 02 CONT.



Anticipated Outcomes

Enable regional industry firms within Manufacturing and Advanced Industry to develop and deploy undergraduate advanced internships and adult registered apprenticeships that result in:

- + Increased number of available programs
- + Increased number of program participants
- + Increased employee retention of individuals completing the apprenticeship and undergraduate internship programs

Success Metrics

The LIFT Network expects to achieve the following program metrics:

- + Engagement of regional industry firms within Manufacturing and Advanced Industry (70 employers with apprenticeship programs; 100 employers with undergraduate internships)
- + Total of 700 individual participants by June 2025 (400 apprentices; 300 undergraduate interns)
- + Of those participating by June 2025, a total of 565 individuals who successfully complete the program (280 apprentices, or 70 percent completion rate; 285 interns, or 95 percent completion rate)
- + Of those participating by June 2025, employee retention of 400 individuals completing the program (252 apprentices, or 90 percent of those who completed the program remain employed at host apprenticeship company 12 months post program; 148 interns, or 52 percent of those who completed the program remain employed within regional industry firms post graduation)



Photo: Jason Lippert, CEO of Lippert speaks to Elkhart Area Career Center students

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

PROJECT 03

SOUTH BEND – ELKHART RESEARCH, EVIDENCE-BASED PRACTICES, AND LABOR MARKET STRATEGY FUND

LEAD ORGANIZATION

Co-Leads: South Bend – Elkhart Regional Partnership; the Regional Partnership's Higher Education Advisory Council, Center for Civic Innovation at Notre Dame; Northern Indiana Workforce Board

PROJECT CONTACT

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PROJECT SUMMARY

Regional Education-Workforce Ecosystem leaders have put forward a series of research, data-driven initiatives to elevate the design of education initiatives within the region, as well as intentionally align programs with in-demand, high-wage industry occupations and sectors. Below are highlighted projects, ultimately this portfolio fund will enable the region to craft a strong vision and direction to increase the overall alignment of program resources and collective economic development strategies.

- + Labor Market Consulting Strategy: The labor market data firm will provide subscription to labor market data tools and will also develop a comprehensive career pathways labor market strategy to align the entire region around key in-demand, high-wage occupations and labor market data.

- + Higher Education Advisory Council Best Practices Fund: The nine higher education institutions in the region have aligned to propose a research fund to enable the hiring of a higher education data and consulting firm to analyze student persistence, retention and completion data and to conduct several levels of quantitative and qualitative data collection and analysis to develop both insights, research and recommendations related to increasing the success and graduation rates of adult and undergraduate students within the respective institutional programs.
- + Elkhart Thrives Demonstration Workforce Project Barriers to Success Research and Best Practices Project: The Center for Civic Innovation at the University of Notre Dame will collaborate with the City of Elkhart's Elkhart Thrive workforce project to develop

foundational research pertaining to identifying critical barriers negatively impacting the ability of adult incumbent workers to successfully gain new skills and successfully work at area companies. The research will be developed at a local level and translated to the regional level to inform overall regional and local policymaking.

- + Strada Education Network LIFT Network Apprenticeship and Digital Skills Program Evaluation Project: The Strada Education Network has shared direct interest, via a letter of support, to




fund the development of a research evaluation to evaluate the effectiveness of adult advanced industry training programs. Overall, the evaluation will develop a first-of-its kind evaluation of modern adult apprenticeship programs within a midwestern post-industrial regional economy such as the South Bend - Elkhart region. The research will provide an evaluation of "what works" and why elements "don't work" as it relates to adult advanced industry training initiatives.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	January 2022	December 2025

TOTAL COST

- Total Project Cost:** \$700,000
- Local Public Match:** \$50,000 confirmed from the City of Elkhart
- Private Match:** \$200,000 projected

Anticipated Impact

-  Increased per capita income
-  Increased rate of educational attainment
-  Increased share or population of prime working age

Anticipated Outcomes

Ultimately the research projects will develop deliverables to inform policy making and practice across the South Bend – Elkhart region. Each specific project will produce reports and end deliverables that include recommendations for practice.

Success Metrics

- + City of Elkhart/Center for Civic Innovation: 325 total individuals upskilled/obtain post secondary credentials
- + High Education Advisory Council: 500 college graduates retained within region via project interventions

EXAMPLE EDUCATION AND WORKFORCE
READI PROGRAMS 

PROJECT 04 

ACCELERATE INDUSTRY 4.0 MARSHALL COUNTY – RURAL INDUSTRY AND TRAINING ADVANCEMENT PROGRAM

LEAD ORGANIZATION

Purdue Polytechnic Institute, South Bend and Ancilla College of Marian University

PROJECT CONTACT

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PROJECT SUMMARY

The Accelerate Industry 4.0 Funding Program will support the development and expansion of advanced industry and Industry 4.0 training initiatives within Marshall County, a rural economic area within the South Bend – Elkhart region.

- + Accelerate Industry 4.0 Automation and Robotics Equipment Expansion: The initiative will support the purchase of automation and robotic training equipment by Purdue Polytechnic to be housed at the North Central Indiana Vocational Area CTE District Center as the center intends to expand the it's use as a co-located vocational and training center for CTE and postsecondary training across the region. Purdue Polytechnic will expand it's currently existing Robotics Technician Apprenticeship program and will also develop and launch CNC and Industrial Engineering Technologist (Quality Assurance) training programs for incumbent adults and through CTE collaboratives for high school students.
- + Workforce Development and Advanced Industry Training Expansion: Ancilla College of Marian University (ACMU) will expand its workforce development capacity and programs. Ancilla College was recently acquired by Marian University and is in the process of revamping its portfolio of programs of study and workforce training initiatives. ACMU has proposed building an apprenticeship program in coordination with the LIFT Network Apprenticeship program with the Northern Indiana Workforce Board and the development of further non-degree and degree training programs within advanced industries across Advanced Manufacturing, Healthcare, Logistics and Supply Chain, Business, and more.




LOCATION START DATE END DATE

Marshall County January 2022 December 2025

TOTAL COST

Total Project Cost: \$1,740,000
Local Public Match: \$100,000 Projected
Private Match: \$1,000,000 Projected
Other: Purdue Polytechnic projects \$900,000 in program fees to be paid by individuals and employers.

Anticipated Impact

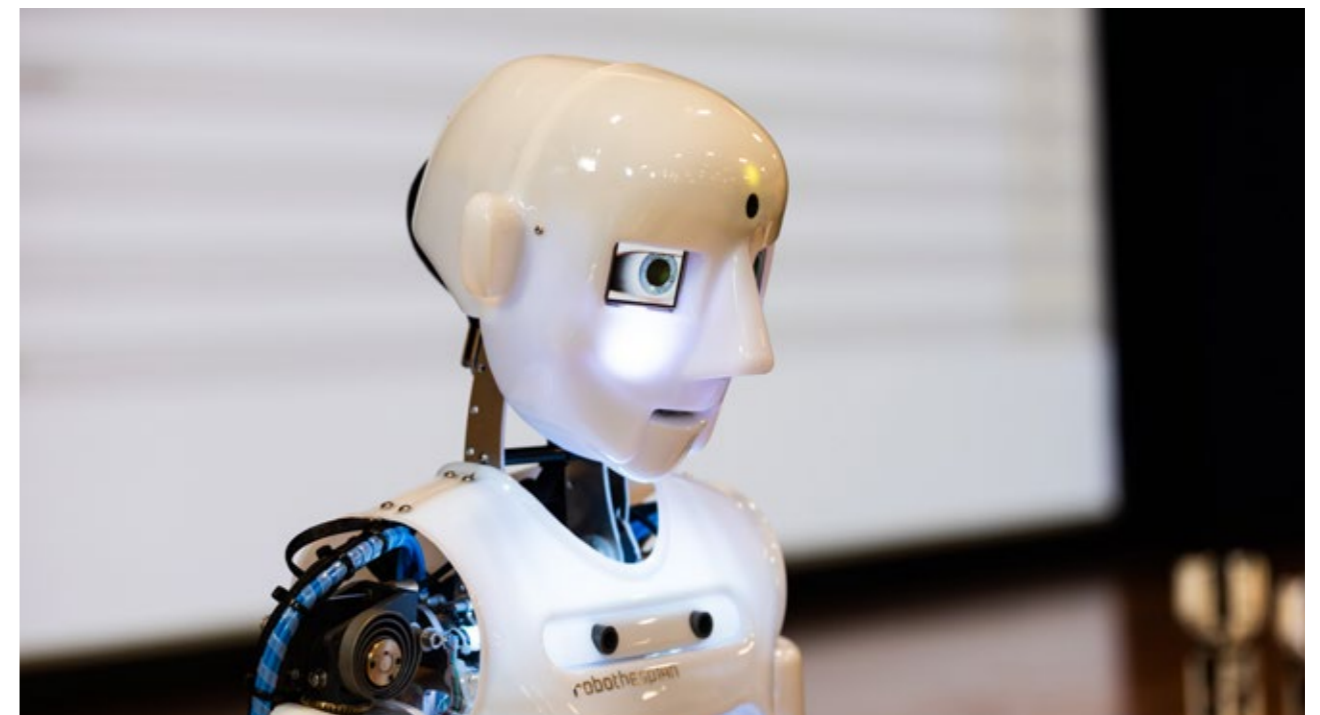
-  Increased share of population of prime working age
-  Increased per capita income
-  Increased rate of educational attainment

Anticipated Outcomes

- + Incumbent Adult Workers Retained in Occupations: 270 (90 percent of all individuals who complete programs retained within regional industry firms)

Success Metrics

- + Purdue Polytechnic: 200 total apprenticeship and training completions
- + Ancilla College of Marian University: 100 total program completions



EXAMPLE EDUCATION AND WORKFORCE
READI PROGRAMS 

PROJECT 05 

CAREER AND TECHNICAL EDUCATION (CTE) SCHOOL TO WORK PIPELINE PROGRAM FUND

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

Northern Indiana Workforce Board
Horizon Education Alliance
Ivy Tech Community College

PROJECT CONTACT

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PROJECT SUMMARY

Regional education leaders have put forward a set of Career and Technical Education-aligned proposal ideas to both enhance the regional vocational and technical workforce, as well as provide a mechanism to ensure equity is being addressed via a population such as CTE students which are often over-represented by low-income and underrepresented minority students. The CTE School to Work Pipeline Program Fund will support both the coordination of K-12 and adult CTE initiatives as well as fund both the program design and implementation of signature initiatives below.

+ CTE Collaborative and CTE Instructor Retention Fund Endowment:

The Regional CTE Collaborative will be a network coordination and strategy initiative to align CTE districts around labor market approaches, employer engagement, student/family/employer marketing-branding, and CTE instructor attraction-retention strategies through the development of an endowed instructor retention fund, and will also align with Indiana's State Earn and Learn (SEAL) Work-Based Learning (WBL) model. Founding CTE districts of the collaborative will be: CTE District Seven (managed by South Bend Community School Corp); Elkhart Area Career Center (managed by Elkhart Community Schools); Northern Central Area Vocational Cooperative (managed by Plymouth Community School Corp).

- + CareerWise Elkhart County: Modern Youth Apprenticeships bridge the gap between education and careers by offering high school students meaningful workforce training experiences, college credit, industry-recognized certifications, and wages, while completing high school. Employers fill immediate talent needs aligned with the skills and competencies they need. Horizon Education Alliance (HEA) is leading the state in modern youth apprenticeships. CareerWise Elkhart County recently received a \$500,000 grant from national funder, Bloomberg Philanthropies which will be leveraged as a private match.
- + Ivy Tech Work-Based Learning Development: Ivy Tech South Bend - Elkhart will enhance the institution's capacity to deliver high-quality WBL opportunities to students through its Center for Career Coaching and Employer Connections. The Community College proposes expanding Career and Technical postsecondary credentialing to enhancing the various Work-

Based Learning opportunities to build the regional talent pipeline to meet employer demands and talent needs over the next several years. The Community College also plans to build collaborations with K-12 students to enhance the regional delivery of Work-Based Learning as well.

- + Tech Juncture: Tech Juncture introduces high school students to technology and allows them to apply their skills and knowledge to a tech project. It concludes with a work-based learning, career readiness, and higher education opportunity with regional employers after graduation. It is crucial to our region's education, workforce, and talent retention goals.

LOCATION

Regional (Elkhart, Marshall, and St. Joseph counties)

START DATE

January 2022

END DATE

December 2025


TOTAL COST


Total Project Cost: \$4,445,000


Local Public Match: \$100,000 Projected

Private Match: \$2,500,000 Projected | \$830,000 Committed

Anticipated Impact

 Increased share of population of prime working age

 Increased per capita income

 Increased rate of educational attainment

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

PROJECT 05 CONT.



Anticipated Outcomes

+ Incumbent Adult Workers Retained in Occupations:

21 journey workers retained within regional workforce 12-months post CareerWise Apprenticeship program completion (50 percent of CareerWise journey workers that complete the program will remain within the regional workforce)

60 workers retained in regional workforce (50 percent of Tech Juncture program participants complete program and are retained in workforce)

200 workers enter/retained in regional workforce (Ivy Tech Community College)

CTE Collaborative: 40 percent increased retention from year-over-year of CTE instructors

Success Metrics

+ Program Placement:

CareerWise Elkhart County: 60 students placed within registered apprenticeship programs. 42 apprentices will complete program and become considered as journey workers (70 percent of program participants will successfully complete the program)

Tech Juncture: 120 HS graduates enroll in the program

CTE Collaborative: Overall educator retention bonuses provided

Award 5,000 postsecondary credentials within high-wage, high-demand advanced industry occupations in partnership with regional industry firms, with 2,500 (or 50 percent) of the credentials being awarded to incumbent adult workers who are upskilled and retained within the regional workforce

Increased employer engagement across 300 manufacturing and advanced industry firms within the region



Photo: Culver Academies students collaborate in Marshall County

EXAMPLE EDUCATION AND WORKFORCE
READI PROGRAMS 

PROJECT 06 

SOUTH BEND – ELKHART EDUCATOR AND EDUCATION ECOSYSTEM DEVELOPMENT

LEAD ORGANIZATION
Goshen College

PARTNERS

- Goshen Community Schools
- Elkhart Community Schools
- Penn-Madison-Harrison School Corporation
- South Bend Community School Corporation

PROJECT CONTACT

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PROJECT SUMMARY

Regional leaders have proposed the development of grow-your-own educator programs and programmatic initiatives to increase the current percentage of under-represented minority students enrolling within high-value STEM programs of study between middle school to high school years of study. Currently, the region lacks comprehensive and well-designed initiatives to explicitly focus on minority students enrolling in STEM and educator programs of study and this portfolio fund will address those areas directly.

- + Grow-your-own diverse teachers program: Goshen College proposes to scale up the institution's current successful pilot project, Teach Elkhart County, which is a grow-your-own diverse teachers program. The College recruits Latinx and Black high school students and adults from local communities and prepares them to teach in local participating K-12 districts,

creating a stronger, diverse pipeline of K-12 educators. The successful Elkhart County pilot will expand to St. Joseph County through partnerships with Penn-Harrison-Madison and/or South Bend Community School Corporation.

- + STEM Opportunity Accelerator – Regional Initiative to Bridge Equity within K-12 STEM Pathways and Advanced Industry Careers: The Brown Community Learning Center (South Bend Community School Corporation) is proposed as a hub for experiential math, science, and technology exploration, targeting underrepresented students in grades four through six –a whole-child approach—centering family, social-emotional development, and community partnerships to cultivate foundational skills on the pathway to high-value courses, with an entrepreneurial career orientation. The initiative

will increase the total number of low-income and under-represented minority students enrolling within high-value programs of study within computer science, engineering and other key high-wage, high-demand STEM career pathways. The

initiative will pilot within South Bend schools during Summer 2022 and will plan to expand to Elkhart Community Schools beginning in Summer 2023.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	January 2022	December 2025

TOTAL COST

- Total Project Cost: \$1,039,229
- Local Public Match: \$140,000 Committed
- Private Match: \$387,229 Committed

Anticipated Impact

- Increased property values
- Improved quality of place
- Improved health outcomes
- Improved quality of life

Anticipated Outcomes

- + Increase percentage of under-represented minority students to enroll in high-value STEM programs of study by 25 percent against baseline
- + Increased percentage of teachers of color within local school districts
- + Increased number of teachers of color credentialed and working within local school districts

Success Metrics

- + 200 students will complete the summer academy and program instruction over Summer 2022, 2023 and 2024 program years via South Bend Community School Corporation program

EXAMPLE EDUCATION AND WORKFORCE READI PROGRAMS

PROJECT 07

INDUSTRY-EDUCATION ENGAGEMENT HUBS FOR HIGH-QUALITY WORK-BASED LEARNING

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

PARTNERS

Economic Development Corporation of Elkhart County
 Marshall County Economic Development Corporation
 South Bend Regional Chamber
 Northern Indiana Workforce Board

PROJECT CONTACT

Leighton Johnson

Director, Education and Workforce Initiatives
 South Bend - Elkhart Regional Partnership
 Ljohnson@southbendelkhart.org
 574-344-4686 ext. 4805

PROJECT SUMMARY

Local Economic Development Corporations (LEDs) and the Northern Indiana Workforce Board have proposed the development of industry-education engagement hubs to facilitate industry engagement between employers and education partners to foster high-quality work-based learning and workplace connections for both K-12 students and incumbent adult workers. With the plethora of programs existing in the space ranging from state-level funding programs such as Next Level Jobs to upskill workers to regional initiatives such as LIFT Network Apprenticeships, the intentional and systematic engagement of industry partners is critical to the overall postsecondary credentialing and training for the regional workforce. LEDs will develop county-

level hubs to lead project management and engagement of industry partners and will coordinate with staff of the Northern Indiana Workforce Board to structure programs and ensure quality designs are upheld in programs.

- + IndustryConnectED Alliance at South Bend Regional Chamber: The IndustryConnectED Alliance will convene St. Joseph County industry, education, and community partners to build awareness and fully leverage regional, state, and national resources to benefit individuals and employers. A core guiding team will lead work to amplify and augment existing programs within the college-career readiness and educator development ecosystem.

- + Economic Development Corporation of Elkhart County: The EDC of Elkhart County will develop an industry-education engagement hub to enhance the utilization of existing postsecondary training programs.
- + Marshall County Economic Development Corporation: The Marshall County EDC will also develop an industry-education engagement hub to enhance the utilization of existing postsecondary training programs.
- + Work-Based Learning (WBL) and Apprenticeship Ecosystem Advancement - Northern Indiana Workforce Board: The Northern Indiana Workforce Board, Inc, is legislated through the Workforce Opportunity and Innovation Act (WIOA) to serve as support to all local economic and workforce development programs within the region, providing labor market information and strategic assistance to achieve success for employers and jobseekers.

LOCATION	START DATE	END DATE
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Regional (Elkhart, Marshall, and St. Joseph counties)	June 18, 2022	December 2025
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TOTAL COST

Total Project Cost: \$750,000
Private Match: \$300,000 Committed

Anticipated Impact

- Increased share of population of prime working age
- Increased per capita income
- Increased rate of educational attainment
- Improved innovation and entrepreneurship ecosystems and outputs

Anticipated Outcomes

- + 100 companies implement new postsecondary training programs within the company

Success Metrics

- + 200 industry partners engaged in postsecondary programs, information sessions, and overall engagements

EXAMPLE EDUCATION AND WORKFORCE
READI PROGRAMS 

PROJECT 08 

FINANCIAL AND SOCIO-ECONOMIC SUPPORTS TO BOOST POSTSECONDARY ATTAINMENT

LEAD ORGANIZATION

Community Foundation of St. Joseph County and Junior Achievement of Northern Indiana

PROJECT CONTACT

Rose Meissner
President

Community Foundation of St. Joseph County
rose@CFSJC.ORG
574-232-0041

PROJECT SUMMARY

The Community Foundation of St. Joseph County and Junior Achievement have proposed the development of financial and socio-economic programs to provide both applied learning internship opportunities for underserved undergraduate students enrolled within 21st Century Scholars as well as build financial literacy coaching for middle school and high school students within the region via the Junior Achievement BizTown and Finance Park initiatives.

+ Junior Achievement BizTown and Finance Park: We are seeking funding to support the cost of bringing the JA BizTown and JA Finance Park capstone programs to our region. Through these experiential learning opportunities, youth will be empowered

to achieve future economic success and support our regional economy by filling the jobs of tomorrow.

+ 21st Century Scholars Success Fellowship Program: To launch and sustain new 21st Century Success Fellowship, competitively awarded opportunity for diverse students who attend local colleges on a state-funded 21st Century Scholarship. Program includes a \$5,000 award, professional development opportunities, engaging Fellows as role models for high school and middle school prospective scholars, and connection to internship opportunities.

LOCATION	START DATE	END DATE
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Regional (Elkhart, Marshall, and St. Joseph counties)	July 2022	December 31, 2025
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TOTAL COST

Total Project Cost: \$11,980,000

Private Match: \$3,832,970

Anticipated Impact

-  Increased share of population of prime working age
-  Increased per capita income
-  Increased rate of educational attainment

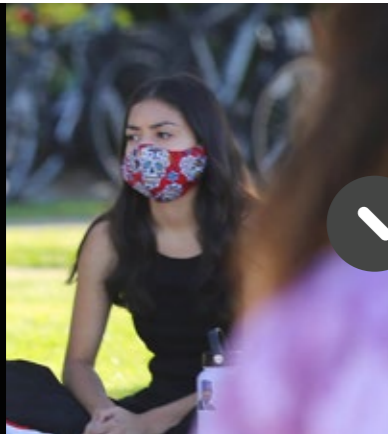
Anticipated Outcomes

+ 75 percent of 21st Century Scholars that complete summer fellowship are retained for employment within the region

Success Metrics

+ 45 - 21st Century Scholars professional fellows are placed and complete summer work experience by August 2025

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES
 TALENT DEVELOPMENT AND ATTRACTION



TALENT ATTRACTION AND RETENTION

Attracting, developing, and connecting talent for a smart, connected future.

GOAL: TRANSFORMING NET OUT-MIGRATION TO A POSITIVE IN-MIGRATION BY 2030.



WE + YOU

OUR WILL, YOUR WAY.

There's a job to do, and in the South Bend - Elkhart region, a midwestern work ethic is focused on remaking a sense of place and manufacturing a new region, one that changes the narrative from rusty to ready. It means that our cities are opening up and working together as a region - universities are engaging beyond their campuses, sharing their brainpower and realizing that

they're bigger and better with the community behind them. Organizations are reaching out to newcomers and helping them build local networks, leveling the playing field. Infrastructure in being creatively adapted to be gathering places where new deals are made, new collisions happen, and new entrepreneurs take root.

REGIONAL STRATEGIES TO ACHIEVE ECONOMIC GOALS AND OBJECTIVES
 TALENT DEVELOPMENT AND ATTRACTION

THE SOUTH BEND - ELKHART REGION HAS SUCCEEDED IN ATTRACTING SOME OF THE BEST AND BRIGHTEST TO THE REGION AS COLLEGE STUDENTS.

The South Bend - Elkhart region has succeeded in attracting some of the best and brightest to the region as college students. More than 40,000 students are enrolled in higher education in the region. The region's challenge is not getting some of the best talent in the world to come here. The University of Notre Dame in South Bend is one of the country's best-known research universities. Indiana University and Purdue University offer world-class education to students at campuses in the region. Liberal arts colleges, including Saint Mary's College, Holy Cross College, Goshen College, Ancilla College of Marian University, and Bethel University, are acclaimed for their programs, and Ivy Tech South Bend - Elkhart has emerged as a leader in meeting workforce needs for regional employers.

However, the region retains only a small percentage of these well-educated people, particularly from the private colleges and universities, once they graduate or obtain advanced degrees.

Between 2019 and 2021, the region has increased the rate of associate

degrees obtained by 1.1 percent, a more rapid increase than the statewide obtainment, yet still behind the statewide average of 38.4 percent. In the same time frame, the region increased the rate of bachelor's degree attainment by 0.9 percent, trailing the state's rate by 3.6 percent.

The problem extends beyond the region. Indiana graduates the 14th highest number of college graduates in the United States, but ranks 48th in keeping them. Lilly Endowment, based in Indianapolis, has poured millions of dollars into trying to solve the issue, but what remains clear is there must be opportunities for graduates in order for them to work and have the lifestyle they want in order to consider staying. "Experience and economic research has demonstrated that the root of the net out-migration problem is a lack of opportunities for young professionals, not their lack of preparedness or awareness," said the Innovate Indiana Regional Development Plan.

"AS THE PANDEMIC WANES, THE DESIRE TO 'GET BACK TO NORMAL' WILL BE UNDERSTANDABLE, BUT THE STATE WOULD DO WELL TO SEE IF IT CAN ALSO MAKE MOVES NOW TO EMERGE FROM THE COVID YEAR IN BETTER, MORE COMPETITIVE AND INCLUSIVE SHAPE THAN BEFORE,"

said Mark Muro, a Brookings senior fellow who led the yearlong analysis for the Indiana GPS Project.

The South Bend - Elkhart region is one that is accessible, connected, generous, rich with opportunity, and balanced. The region balances rural and urban, summer and winter, riverfront and lakeshore, work and life, in ways that are unique to the geographic amenities and

cultural behaviors driven by individuals that are rooted in the history of Studebaker and reaching for the future exemplified by companies like SIMBA Chain based in Marshall County.



FOR THE REGION TO OVERCOME THE OUTMIGRATION THAT IS PLAGUING THE ENTIRE STATE OF INDIANA, TO GROW TOGETHER, IT SHOULD UNDERTAKE THE FOLLOWING STRATEGIES:

01 Tell the story of the South Bend – Elkhart region through a comprehensive regional marketing strategy inclusive of the following activities:

Implement the WE+ YOU regional marketing strategy

In 2019, the region developed a regional brand, WE+YOU South Bend Elkhart. When COVID hit, the brand rollout was delayed. After pivoting to a digital rollout with a series of videos, we are ready to fully integrate the brand as described in the marketing strategy developed. The strategy integrates target audiences including recent graduates, site selectors, and current residents. We intend to hire a full-time WE+YOU coordinator to liaise with regional higher educational institutes and anchor industry partners to connect and encourage the brand adoption through events, programming, and materials. We need to do a better job at telling our story, ranking sixth out of nine peer regions when it comes to promoting our region.

Develop a Regional Ambassador Program

We know, based on the results of the Regional Belonging Survey, that one of the biggest barriers to retaining talent is the feeling of connectedness, and COVID-19 had a significant impact on individuals feeling connected to the region, which puts our efforts in jeopardy.

By developing a regional ambassador program, we are making direct connections between new or prospective residents to current residents. The ambassadors will champion the quality of life and place amenities that can be found in the region, through their own eyes and experiences.

Recruit alumni back to the region

While our region prides itself on educating world class talent, we also export the educated talent at an unfortunate rate. By leveraging proven tactics and well-established programs like the TMap Talent Attraction Campaigns, we will be targeted with our approach and clear on our outcomes. Such campaigns match graduates that have a tie to the region with high paid, high demand positions in targeted industries, such as healthcare, technology, and advanced manufacturing.

Encourage remote workers to relocate to the region

South Bend was named #9 in the country for remote workers. The factors that put one of our anchor cities in the top ten included the

availability of in-state remote jobs, high-speed internet coverage, real estate affordability, and access to outdoor and cultural amenities. All of these factors have been a part of our Regional Economic Development Strategy since 2017, and now we are emphasizing such items to promote and encourage remote workers to move to the South Bend – Elkhart region. Their economic impact can be felt through both their addition to the overall population and by adding a job to the overall job base.

Raise the visibility of minority leaders

Telling the stories of leaders in minority communities and filling public and influential roles with minority professionals can strengthen the region. The current generation and next generation of minorities in the labor force need to be able to see faces like their own in positions of leadership. Telling those stories through marketing and journalistic channels, as well as assuring that minority leaders are visible at local conferences, meetings, ceremonies and other events is important, as is promoting diversity as groups seek people for key leadership roles locally.



Photo: Data company Aunalytics staff chatting with young professionals at the South Bend Regional Chamber's Momentum event.

02 Break down barriers for individuals to connect to one another and increase professional development opportunities.

Leverage and expand the enFocus internship program

The program already serves all three of our counties – Elkhart, Marshall and St. Joseph. Recent graduates, including those with advanced degrees, join enFocus as fellows to work on research projects for clients in the region. About 80 percent of the fellows so far have stayed in the region, making enFocus a hugely successful talent attraction engine. Through expanding funding for such a program, we will increase the

number of talented individuals staying in the region.

Expand the What's Next Program

As an established program with a proven track record, the What's Next program focuses on bringing in new talent from Historically Black Colleges and Universities (HBCUs). The program introduces students to regional employers and quality-of-place amenities over the course of two to three days. By supporting the expansion of such a program, we are again bringing net-new residents to the region.

Develop and implement a “welcoming” program for bonus talent

We often see bonus talent (trailing partners) which accompany new hires at our anchor institutions – University of Notre Dame, Beacon Health System, Lippert Components, to name a few. It can take a long time for these individuals to feel connected to the region. Through welcoming activities such as a regional welcome week, walking tours, and meetups tailored to new residents, we will encourage more immediate “stickiness” to the region.

Develop and implement a regional welcome kit and rewards program for prospective and new relocated professionals and families

Recruitment efforts in the region can be enhanced by giving tools and resources for employers as they convince workers to move here. Residents can learn the region better as they take part in the program. This activity will complement the storytelling and Regional Ambassador Program described in the first strategy.

Develop, support, and implement an international talent strategy

While our region already holds a designation from Welcoming

America as an area that encourages immigrants to relocate here, more resources and initiatives are needed to wrap around immigrants. In developing this plan, we saw ideas to enhance this such as the Regional Talent High Skills Immigration Support Fund anchored by the City of South Bend, and the Reducing Brain Waste initiative which focuses on upskilling and credentialing/licensing reciprocity from international talent. Often there are transferable skills, licenses and other education-based achievements that are overlooked which can be leveraged to employ individuals at a level aligned with their credentialing. These activities would directly impact a positive net immigration of new residents.

Increase networking and mentoring opportunities for minority professionals and students in the region

Both utilizing current networking groups such as Young Professionals Network and creating new networking events will be important. Establishing specific networking events designed for professionals and students interested in healthcare, manufacturing, technology and education sectors would also benefit the region.

03

Define, organize, and promote engagement programs that make South Bend – Elkhart an accessible place to be for all residents.

Define, organize, and promote engagement programs that make South Bend – Elkhart an accessible place to be for all residents

Marshall County Crossroads received the Stellar designation from the state of Indiana in 2019 by presenting a competitive, collaborative and comprehensive plan for the county. By continuing to support their activities, we aid them in achieving their goals and objectives in their Quality of Life and Master Trail plans. Marshall County is a vibrant area and we know when one of our counties thrive, the others reap benefits.

Invest in the places and experiences that increase the Quality of Place across the region

We received many ideas through the Get READI public submission process that portrayed a great interest in quality-of-place experiences and programs. In a comparative survey of peer regions, we rank next to last for new residents to know where to go or what to see. Through aggregation and promoting of these programs and experiences, we can encourage residents to get connected and increase their pride in being a regional resident.

Recruit alumni back to the region

While our region prides itself on educating world class talent, we also export the educated talent at an unfortunate rate. By leveraging proven tactics and well-established programs like the TMap Talent Attraction Campaigns, we will be targeted with our approach and clear on our outcomes. Such campaigns match graduates that have a tie to the region with high paid, high demand positions in targeted industries, such as healthcare, technology, and advanced manufacturing.

Coordinate and align engagement activities for higher education students in the region

By promoting inclusive activities to regional students during their short stays with us, we are encouraging them to consider staying longer. Programs such as the Management Leadership for Tomorrow have proven success with increasing the acceptance rate for minority students. These types of programming are what we would bring to the region that directly impacts minority student degree attainment and in turn, increase personal income.



Photo: Amish Shah, Kem Krest and Bethany Hartley, South Bend - Elkhart Regional Partnership flank startup entrepreneur Otho Farrow during a celebratory event.

EXAMPLE TALENT ATTRACTION AND RETENTION READI PROJECTS

Example projects represent stellar examples of projects our region would like to pursue with the support of READI funding. The final list of projects will require further due diligence and vetting before the region moves forward to execution and implementation.

PROJECT 01

ENFOCUS FELLOWSHIP AND INTERNSHIP PROGRAMS

LEAD ORGANIZATION

enFocus, Inc.

PROJECT CONTACT

Andrew Wiand
Executive Director
enFocus, Inc.
a.wiand@en-focus.org
574-329-1058

PARTNERS

South Bend Regional Chamber of Commerce
Greater Elkhart Chamber of Commerce
Plymouth Chamber of Commerce
Elkhart Economic Development Corporation
The University of Notre Dame
Lilly Endowment, Inc.
South Bend Elkhart Regional Partnership
Third Coast Federal

Ascend Indiana
Judd Leighton Foundation
Community Foundation of Elkhart County
Community Foundation of St. Joseph County
Marshall County Community Foundation
Marshall County United Way
Ice Miller, LLP

PROJECT SUMMARY

enFocus is a unique 501(c)3 corporation that employs recent graduates as Innovation Fellows to complete research, technology and entrepreneurial projects in the region. Since 2012, enFocus

has attracted over 1,000 recent graduates to the region while implementing over 350 innovation projects working with education, healthcare, government, industry, nonprofit, and startup organizations.

enFocus proposes to leverage READI funding to grow and sustain its successful Fellowship and internship programs across St. Joseph, Elkhart, and Marshall counties.

enFocus has worked with over 150 organizations across the region, ranging from nascent startup companies to large industrial manufacturers. Strategic partners are those who enFocus works with to achieve common outcomes, which include economic development organizations, foundations, and service providers.

The proposed project will provide support for program staff and Innovation Fellows over the four year period to grow and sustain the program. Success will be measured according to four overall buckets that align closely with the economic aims of the overall grant: talent retention, impacts of innovation projects across sectors, and entrepreneurial successes in the regional ecosystem.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	January 1, 2022	December 31, 2025

TOTAL COST

Total Project Cost: \$10,000,000






Local Public Match: \$1,600,000 Committed

Private Match: \$8,400,000 Committed

enFocus has multi-year commitments from the Lilly Endowment (\$4.5M until 2025) and the Judd Leighton Foundation (\$500,000). They also receive operational support from the Community Foundation of Elkhart County and the Marshall County Community Foundation on an annual basis.

enFocus expects project revenue from public sources of over \$400,000, continuing to work with cities and counties in the region. They also expect project revenue across other sponsors (schools, hospitals, private companies, and nonprofits) to continue to grow. enFocus anticipates \$10M in available match funds to complement the READI grant from both multi-year grants and projects for Fellows (from 2021).

Anticipated Impact

-  Increased property values
-  Improved health outcomes
-  Increased rate of educational attainment
-  Improved quality of place
-  Improved quality of life

EXAMPLE TALENT ATTRACTION AND RETENTION READI PROJECTS

PROJECT 01 CONT.



Anticipated Outcomes

The enFocus program provides a "win-win-win" in terms of innovation, talent retention, and sustainability as a regional economic development program. The READI program will allow enFocus to expand its Fellowship program by 20 percent and therefore provide a defined increase in the number of Fellowships, projects, and entrepreneurial activity.

The following outputs and outcomes will be suggested for evaluation and will be measured and analyzed periodically to inform the direction of programs:

Talent Attraction and Retention

- + Number of Fellowships and Retentions into Jobs in the Region
- + Number of Internships and Retentions into Jobs in the Region

Innovation Projects with Regional Sponsors

- + Total Project Income
- + Total Financial Return on Investment

Success Metrics

The results below will be generated by the READI grant investment directly. These will be additive to the programs current outcomes:

- + 50 Fellowships and internships over four years with an expected 25 individuals to be retained into management and technical positions
- + Complete 33 projects for estimated \$1.9M of additional project fees from regional organizations

- + Total Impacts on People through Each Project (e.g. benefits of children receiving internet connectivity, effects of a strategic plan for a school system)

Entrepreneurial Successes

- + Companies Incubated and New Companies Generated
- + Startups Assisted
- + Grant Proposals Submitted and Secured
- + Social Impact Projects Created and Impact Achieved

Sustainability

- + Total Philanthropy Secured

- + Raise an additional \$1M in philanthropy over four years
- + Based on historical estimates, create over \$25M in regional impact from the return on investment in individual projects and effects of talent retention over the next four years

EXAMPLE TALENT ATTRACTION AND RETENTION READI PROJECTS

PROJECT 01 CONT.

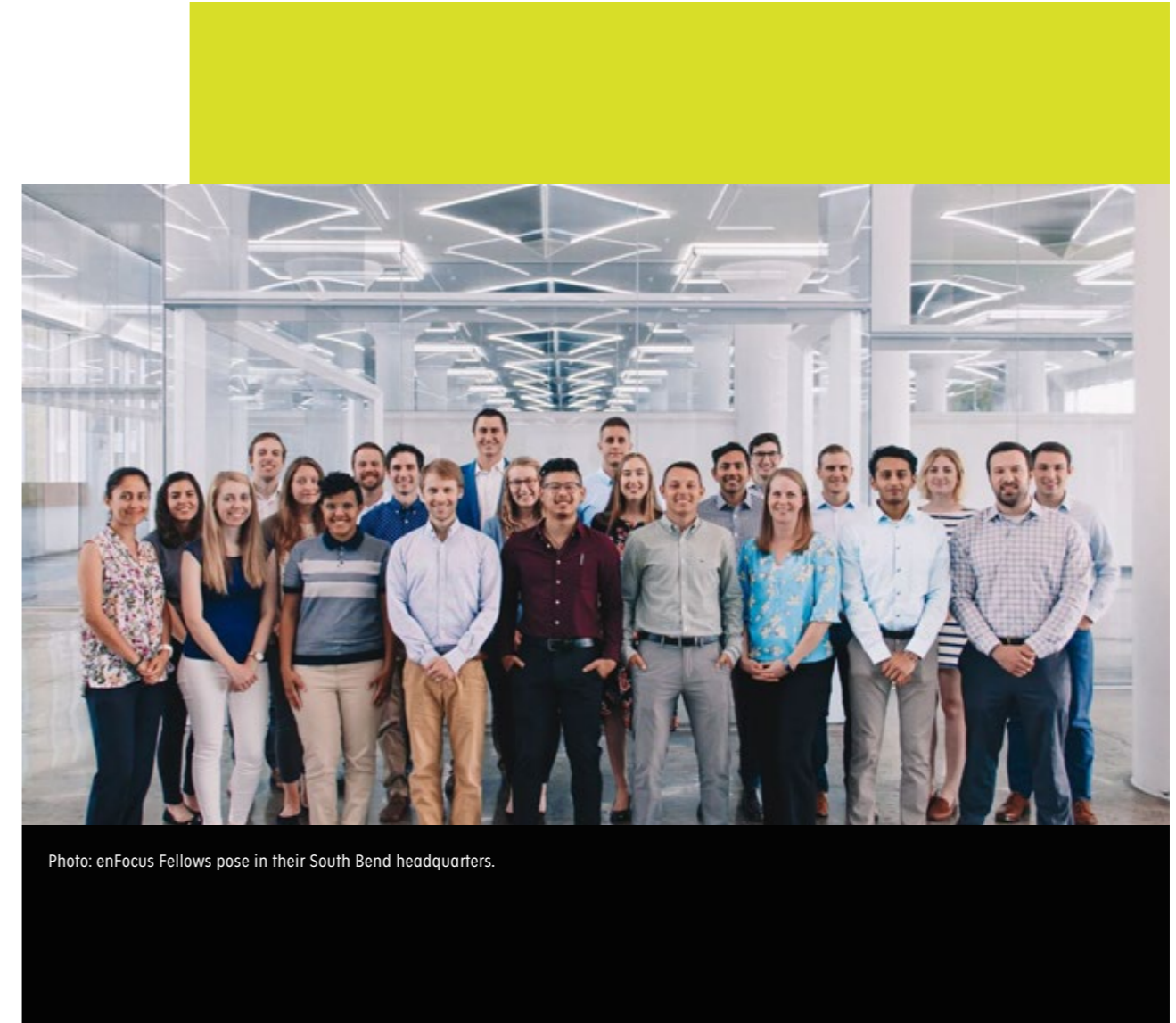



Photo: enFocus Fellows pose in their South Bend headquarters.

EXAMPLE TALENT ATTRACTION AND RETENTION
READI PROJECTS 

PROJECT 02 

WHAT'S NEXT MINORITY STUDENT RECRUITMENT PROGRAM

LEAD ORGANIZATION

Greater Elkhart Chamber of Commerce

PARTNERS

Elkhart County Convention and Visitors Bureau
Community Foundation of Elkhart County
enFocus, Inc.
Goshen Chamber of Commerce
South Bend Regional Chamber of Commerce
Over 50 businesses and organizations

PROJECT CONTACT

Levon Johnson
President/CEO
Greater Elkhart Chamber of Commerce
ljohnson@elkhart.org
574-612-6251

PROJECT SUMMARY

What's Next is a program aimed at recruiting regional and Historically Black College and University (HBCU) students to the region. This is done through a two or three day visit to the South Bend - Elkhart region that engages students with career and quality of life opportunities. The program has been running for three years in Elkhart County and has baseline data to build from.






LOCATION START DATE END DATE

Regional (Elkhart, Marshall, and St. Joseph counties) September 2023 May 2027

TOTAL COST

Total Project Cost: \$500,000
Private Match: \$300,000 Committed

Anticipated Impact

-  Increased property values
-  Improved quality of place
-  Improved health outcomes
-  Improved quality of life
-  Increased rate of educational attainment

Anticipated Outcomes

- + Increased number of students and businesses that engage in the program
- + Increased number of businesses participating
- + Increased number of job offers, internship placements and/or apprenticeship appointments

Success Metrics

Success will be determined in a multitude of ways. Already having baseline data we will be able to compare the number of students and businesses that engage in What's Next. Of those students that engage, our goal is to have 20 percent either be hired as full time employees, become apprentices, or connect to internships in our region within six to nine months of engaging in What's Next.



Photo: What's Next program participants from 11 HBCUs pose at Lerner Theater in Elkhart.

EXAMPLE TALENT ATTRACTION AND RETENTION
READI PROJECTS 

PROJECT 03 

MARSHALL COUNTY CROSSROADS CAPACITY

LEAD ORGANIZATION
Marshall County Crossroads

PROJECT CONTACT
Ginny Munroe
Vice President
Marshall County Crossroads
gmunroe@townofculver.org
574-252-6148

PARTNERS
City of Plymouth
Marshall County
Marshall County Tourism
Marshall County Economic Development Corporation
Marshall County schools
Moon Tree Studio
REES Theatre

Marshall County Community Foundation
United Way of Marshall County
Town of Argos
Town of Bourbon
Town of Bremen
Town of Culver
Town of Lapaz

PROJECT SUMMARY

Marshall County Crossroads' mission is to inspire our communities to connect, collaborate, and create Great Hometowns through our Quality-of-Life vision. Adding capacity will empower us to leverage the momentum of our Stellar Communities success and ensure sustainability of our organization. To date, the Marshall County

Crossroads team has succeeded in bringing over \$16 million dollars to Marshall County through the Stellar Communities designation. More importantly, these funds will fulfill the mission of the Regional Strategic Investment Plan that supports the Great Hometowns Quality of Life vision.

LOCATION	START DATE	END DATE
Marshall County	October 2021	October 2024

TOTAL COST

Total Project Cost: \$400,000
Public Match: \$80,000 Projected
Private Match: \$240,000 Projected

Anticipated Impact

- Increased property values
- Improved quality of place
- Improved health outcomes
- Improved quality of life
- Increased rate of educational attainment
- Improved innovation and entrepreneurship ecosystem

Anticipated Outcomes

- + Increased number of students and businesses that engage in the Program
- + Increased number of businesses participating
- + Increased number of job offers, internship placements and/or apprenticeship appointments

Success Metrics


- + Well-Being Index measures: Purpose, Social, Financial, Community, Physical
- + Social Determinants of Health measures: Economic Security, Healthcare Access, Resource Access, Food Access, Housing and Transportation
- + The Community Well-Being Index (CWBI) combines individual risk derived from the Well-Being Index (WBI) with community risk from the Social Determinants Health Index (SDOHi) to create a single composite measure that defines collective health risk and opportunities
- + RealAge® serves as the primary data collection instrument for the Community Well-Being Index
- + The Blue Zones Project has identified three core measures that indicate the community impact of interventions
- + Reduction in Lifestyle Risks as measured by the Community Well-Being Index and specific survey elements most closely tied to overall well-being improvement and Blue Zones Project interventions
- + Secured Grant Value that supports the policy priorities of the community
- + Value Associated with the Media Interest generated by Blue Zones Project tracked and measured by Cision, the leading digital PR analytics software used by media professionals



Collaboration of leaders from across the region that engages with and inspires our communities to connect, collaborate, and create high-quality hometowns.

**MARSHALL COUNTY
CROSSROADS**
Great Hometowns: One Vision

EXAMPLE TALENT ATTRACTION AND RETENTION
READI PROJECTS 

PROJECT 04 

WE + YOU BRAND ACTIVATION

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

- Elkhart County Visitors Bureau
- South Bend Regional Chamber
- Greater Elkhart Chamber of Commerce
- South Bend Venues, Parks and Arts
- Local Spirit, LLC
- enFocus
- City of Nappanee
- St. Mary's College

PROJECT CONTACT

Bethany Hartley
Chief Strategy Officer
South Bend - Elkhart Regional Partnership
bhartley@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

WE + YOU South Bend Elkhart is a regional talent attraction campaign already developed over the course of 18 months by a national place-branding firm. Activation was delayed by COVID-19. Now, the brand is poised to connect new talent to the region through targeted marketing campaigns and instill pride in current regional residents through storytelling.

LOCATION

Regional (Elkhart, Marshall, and St. Joseph counties)

START DATE

July 2022

END DATE

December 2025

TOTAL COST

Total Project Cost: \$300,000

Private Match: \$200,000 Committed

Anticipated Impact

- Increased property values
- Increased per capita income
- Improved health outcomes
- Improved quality of life
- Increased rate of educational attainment
- Improved innovation and entrepreneurship ecosystem

Anticipated Outcomes

- + Increased rankings for promotion amongst peer regions
- + Increased retention of existing high wage, high demand talent
- + Increased employment for bonus talent
- + Increased rate of new companies relocating/establishing in the region

Success Metrics

- + Number of stories told
- + Number of views on stories
- + Number of ambassadors recruited
- + Number of connections made
- + Number of new hires/new residents receiving welcoming kit



Photo: WE+YOU on display at Howard Park in South Bend.

EXAMPLE TALENT ATTRACTION AND RETENTION
READI PROJECTS 

PROJECT 05 

MENTORING TO BUILD SOCIAL CAPITAL FOR MINORITY AND FEMALE PROFESSIONALS

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

South Bend Regional Chamber
Leadership South Bend Mishawaka
Indiana University South Bend
Ivy Tech Community College

PROJECT CONTACT

Bethany Hartley
Chief Strategy Officer
South Bend - Elkhart Regional Partnership
bhartley@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

This professional mentoring program will build social capital by working to expand networks, provide opportunities for personal and professional growth, create a confidential space to discuss challenges and solutions, and encourage the sharing of wisdom and expertise to help other minority and female professionals see their potential. While the initial plan is focused on implementing Project Lead for Women and the Black Leadership Initiative, Engage Mentoring also has an established Pride Leadership Initiative and a Developing Leaders Program employers can leverage to build an internal mentoring program.

The program will be financially sustainable through the Engage Mentoring Market Leader model, which subsidizes management and facilitator expenses, and the investment of participating individuals and/or their sponsoring organization. While the initial plan is focused on implementing Project Lead for Women and the Black Leadership Initiative, Engage Mentoring also has an established Pride Leadership Initiative and a Developing Leaders Program employers can leverage to build an internal mentoring program.

LOCATION

Regional (Elkhart, Marshall, and St. Joseph counties.)

START DATE

June 18, 2022

END DATE

December 31, 2025

TOTAL COST

Total Project Cost: \$461,000

Anticipated Impact

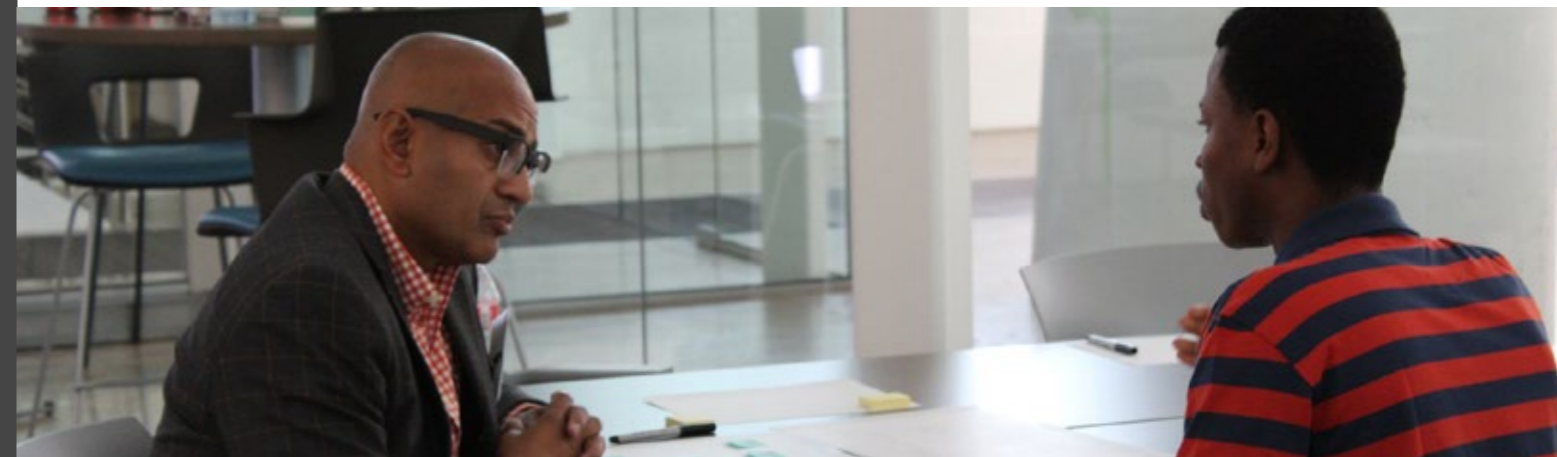
-  Increased property values
-  Improved quality of place
-  Improved health outcomes
-  Improved quality of life

Anticipated Outcomes

- + Increased diversity of mid and upper-level leadership within regional businesses, private and nonprofit board leadership, and business ownership
- + Growth in minority and female representation will widen the lens for more inclusive city, county, and regional planning and development
- + Female and minority students will have access to a larger number of regional mentors and role models who reflect their lived experience, can increase access to social capital, and offer guidance as they navigate their education and career pathways
- + The Engage Mentoring model includes providing access mentors for one college student for each participant in adult programming
- + Increased focus on the attraction, development, retention, and elevation of diverse team members within regional businesses. A baseline measure of existing diversity, equity, and inclusion programs and strategies will be established and monitored to determine the number of new programs over the three-year implementation phase and the impact on the percentage of leadership positions held by women and minority employees
- + Continued investment in women and minority team members to participate in these focused mentoring programs. These programs build confidence and skills within a peer group, helping to prepare participants for full engagement with other programs, such as Leadership South BendMishawaka, where they can continue to expand their network and social capital

Success Metrics

- + 125 minority and female professionals have completed a 12-month mentoring program by the end of 2025
- + Fifty percent of those completing have advocated or recruited for another individual to participate and/or are continuing as mentors
- + An increase in the number of minorities and women holding leadership positions in business, public, and nonprofit organizations. Participants will be surveyed to determine impact on their personal and professional growth



EXAMPLE TALENT ATTRACTION AND RETENTION
READI PROJECTS 

PROJECT 06 

INCREASED VISIBILITY OF MINORITY LEADERS

LEAD ORGANIZATION
South Bend - Elkhart Regional Partnership

PARTNERS

- Write Connections LLC
- South Bend Regional Chamber
- Greater Elkhart Chamber
- Elkhart County Visitors Bureaus
- MACOG
- Regional news outlets

PROJECT CONTACT

Bethany Hartley
Chief Strategy Officer
South Bend - Elkhart Regional Partnership
bhartley@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

Telling the stories of leaders in minority communities and filling public and influential roles with minority professionals can strengthen the region. The current generation and next generation of minorities in the labor force need to be able to see faces like their own in positions of leadership. Telling those stories through




marketing and journalistic channels, as well as assuring that minority leaders are visible at local conferences, meetings, ceremonies and other events is important, as is promoting diversity as groups seek people for key leadership roles locally.

LOCATION	START DATE	END DATE
Regional (Elkhart, Marshall, and St. Joseph counties)	July 2022	December 31, 2025

TOTAL COST

Total Project Cost: \$150,000

Anticipated Impact

-  Improved health outcomes
-  Improved quality of place
-  Improved quality of life

Anticipated Outcomes

- + More diversity on boards
- + Retention of diverse talent
- + Increased minority participation in networking activities
- + Increased leadership roles being held by diverse individuals

Success Metrics

- + 40 stories published
- + 15 board positions filled
- + Increased incomes amongst a sample group of individuals



Photo: HustleSBE graduate and owner of Soulful Kitchen Laquisha Jackson on the cover of SBLiving Magazine.

DIVERSITY, EQUITY, AND INCLUSION



WE + YOU SMART MEETS HEART

This is what we mean when we say you can have it all: you can slow down your living and fast track your career. You can find a dream job and work as hard as you ever have, but you won't spend a lot of time commuting. You can start a company, but you won't spend hours trying to get face time with nature - there are rivers and lakes all around you. You can change the world by day and belong to a close, tight-knit community after

hours. You can find great food in the region's downtowns, or you can hop on the train and go out for dinner in Chicago. In fact, you can get your fill of urban and come home to the relaxed, family-friendly region any day of the week. You can have four real seasons. You can be an innovator and part of a community that gives back as a way of life. You can choose your adventure. And choose your balance.

Fueling Inclusive Economic Development

Expanding opportunities for minorities isn't just the task of one group or set of people. It is an effort that must be woven throughout all other efforts to grow per capita income and sustained prosperity in the region. The region cannot realize its full potential when any of its residents are left behind. As such, diversity, equity, and inclusion has been integrated into the strategies and projects prioritized within the above pillars and the Regional Partnership's committees. This comprehensive approach is similar to the State of Indiana's dedicated efforts to increase diversity and promote inclusive environments within all state government agencies and the services they provide.

The South Bend - Elkhart region is among the most diverse in the state of Indiana and minority populations continue to grow at a fast rate. We are also poised to retain international talent studying at any of our higher

education institutions.

With four years of development, piloting, and tracking programs and activities that supported the South Bend - Elkhart region's Regional Economic Development Strategy, the committee focused on diversity, equity, and inclusion has learned a great deal. This first-hand information, influenced by national trends and statewide initiatives, are the foundation for the included strategies and supplemental activities.

As the region looks at growing opportunities for women and minorities, it should assure that its minority populations are key contributors both as employees and business owners. The region can become better poised in the global marketplace as its diversity grows. We must create a community that embraces the value of diverse experiences, skills, and ideas.

The region is doing better than its communities of a similar size and

makeup in terms of minority-owned businesses and employment opportunities, according to the analysis in "A Plan for Prosperity, Growth and Inclusion, Version 1.0." Yet there is still significant room for improvement. The African-American unemployment rate is two times that of the total population in the region. For Hispanics, the rate is 1.5 times higher, according to that plan.

Higher education institutions such as Goshen College, Indiana University South Bend, and Ivy Tech Community College are working closely with

minority students and providing opportunities. Goshen College is in the process of becoming a Hispanic-Serving Institution with 32 percent of full-time students being Hispanic in 2020. IU South Bend's Latino population has grown by nearly 40 percent in the past several years, raising its undergraduate Hispanic population to 13 percent percent of its student body, with eight percent of their student body being Black or African-American. The University of Notre Dame boasts 12 percent of its student body as international students.



Photo: A panel of female leaders present for #BossLadies at Saint Mary's College.



Photo: Marian Hodges of Aanalytics presents at Gibson.

FOR THE REGION TO GROW OPPORTUNITIES AND PER CAPITA INCOME FOR WOMEN AND MINORITIES, THE REGION SHOULD ESTABLISH A REGIONAL INCLUSIVE EXCELLENCE CENTER THAT DRIVES THE FOLLOWING STRATEGIES:

- 01** Improve and expand resources for minority and women-owned businesses in the region.
- 02** Support and encourage more inclusive workplaces.
- 03** Ensure access to information and resources is equitably distributed across the region.

These three strategies informed Example Projects included within multiple program areas of the Smart, Connected Communities 2030 Plan and would be the foundation for the creation of a Regional Inclusive Excellence Center. A designated resource, tailored to meet the needs of diverse talent, companies seeking inclusive practices and systems, and minority owned businesses, is necessary. While diversity, equity and inclusion are a part of

all the South Bend - Elkhart region's economic development strategies, a Center enables access to dedicated resources and concentrated focus on these specific strategies and outcomes. A model for this approach can be found in Minneapolis-St. Paul, where the Minneapolis Saint Paul Economic Development Partnership developed the Center for Inclusive Excellence to prioritize racial inequities in their regional economy.

DIVERSITY, EQUITY, AND INCLUSION 

PROJECT 01 

REGIONAL INCLUSIVE EXCELLENCE CENTER

LEAD ORGANIZATION

South Bend - Elkhart Regional Partnership

PARTNERS

Midstates MSDC
Great Lakes WBC
Sagamore Institute
Higher Education Institutions
Entrepreneurial Support Organizations

PROJECT CONTACT






Bethany Hartley
Chief Strategy Officer
South Bend - Elkhart Regional Partnership
bhartley@southbendelkhart.org
574-344-4686

PROJECT SUMMARY

We know access to resources is critical for business owners to expand capacity. By creating a clearinghouse for companies to source diverse suppliers, data and analytics, diverse talent, subject matter expertise, and best practices related to diversity, equity, and inclusion, we will transform our region's economy.

LOCATION	START DATE	END DATE	TOTAL COST
Regional (Elkhart, Marshall, and St. Joseph counties.)	July 1, 2022	December 31, 2025	\$1,500,000

Anticipated Impact

-  Increased property values
-  Improved quality of place
-  Growth of existing industry
-  Improved health outcomes
-  Improved quality of life

Anticipated Outcomes

- + Inclusive wealth building resources and technical assistance
- + Supplier diversity programs within major employers across the region.
- + Economic resilience developed for individuals and minority owned businesses
- + Contracting opportunities specifically developed for minority business owners
- + Sustainable businesses to create a cycle of serial entrepreneurs and family-owned businesses
- + Capital disbursed to minority owned businesses

Success Metrics

- + Increase rate of business ownership by women and minorities to at least the state average
- + Increase number of Midstates and Great Lakes corporate partners by 50 percent
- + Increase number of Minority, Women and Veteran certified businesses by 50 percent
- + Increase # of contracts awarded to Minority, Women and Veteran certified businesses by 50 percent



Photo: Regional leaders meet (L-R) Isaac Torres, InterCambio Express; Tracy Graham, Graham Allen Partners; Jacqueline Barton, Specialized Staffing; Amish Shah, Kem Krest; meet with (far right) Reggie Humphrey, General Motors in Elkhart.

READI BUDGET AND CONCLUSION

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THIS PROPOSAL REFLECTS A **\$50 MILLION REQUEST** FOR READI FUNDING TO SUPPORT ADVANCEMENTS TOWARD THE SOUTH BEND - ELKHART REGION'S ECONOMIC DEVELOPMENT STRATEGY, ADDRESSING KEY CHALLENGES AND SUPPORTING PRIORITY INVESTMENT TO ENSURE THAT THE REGION AND ITS RESIDENTS HAVE LONG-TERM PATHWAYS TO PROSPERITY.

The requested READI funds represent just a portion of the funding being committed to advance these objectives, including significant funding commitments from local municipal governments, philanthropy, and the private sector. The portfolio overall will exceed the four-to-one match expectation established by the IEDC.

Potential sources of match funds are within each of the Example Project summaries. The region recognizes the importance of a multi-faceted approach in financing regional transformation. As demonstrated in the implementation of our Regional Cities grant, each community engaged by contributing to a mix of private, public, and philanthropic funding.

Sources of Public Match include:

- + Contributions from Municipalities to Regional Partnership for Plan Execution
- + City/County Capital Investments
- + City/County Project Incentives
- + Workforce Board Allocation of Funding

Sources of Private Match include:

- + Private Contributions to Regional Partnership for Plan Execution
- + Private Contributions to Startup South Bend - Elkhart Initiative
- + Private Foundations
- + LIFT Network, iNDustry Labs, Lilly Endowment
- + Private Colleges and Universities
- + Employer Program Matches
- + Program and Event Sponsorships
- + Equity / Private Developers
- + Debt / Financial Institutions

If additional funds become available through the READI program, the South Bend - Elkhart region would be interested in entering into a financial partnership beyond the current \$50 million limit in order to expand the number of projects and programs supported to advance the strategies outlined in the plan.

BASED ON THE EXAMPLE PROJECTS INCLUDED HEREIN, THIS WOULD GENERATE OVER **\$461 MILLION OF TOTAL INVESTMENT**, COMPRISED OF 11 PERCENT READI GRANT FUNDS, 14 PERCENT LOCAL PUBLIC FUNDING, AND 75 PERCENT PRIVATE SECTOR FUNDING.

IN CONCLUSION

This proposal comes on the heels of transformation in regional culture, with separate cities coming together as a united South Bend - Elkhart region and institutions and organizations intentionally collaborating to build a more prosperous community.

The Smart, Connected Communities 2030 Plan represents a massive endeavor, seeking \$50 million from the State of Indiana to support a portion of the overall effort. With current efforts and capabilities, the RDA, Regional Partnership, and key stakeholders are poised to "hit the

ground running" once a financial partnership is in place.

Forward momentum in the South Bend - Elkhart region has presented the opportunity for regional stakeholders to build a community that not only is resilient to changing times, but thrives during them. It is therefore with great respect and appreciation that the Indiana Economic Development Corporation is asked to consider a financial partnership that will put the region on an accelerated path to prosperity.

EXHIBITS

A. FULL LISTS OF STAKEHOLDERS AND MEETINGS HELD TO DATE

Link to Review: [Full List of Meetings Held to Date](#)

Full List of Stakeholders:

06.17.2021 Get READI South Bend - Elkhart Launch Event: RSVP List

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Raman	Adaikkalavan	Professor	Indiana University South Bend
Rain	Adams	Creative Director	Live Beyond Inspired
Chad	Addie	Director of College and Workforce Readiness	South Bend Community School Corporation
Darla	Aldred	Principal	Arkos Design
Alkeyna	Aldridge	Director Engagement and Economic Empowerment	City of South Bend
Shelli	Alexander	Regional President	1st Source Bank
Jacob	Alexander	Manager Business Development	City of South Bend
Mike	Altenburger	Project Manager	enFocus
Jeff	Anglemyer	Senior Principal - Architect	Arkos Design
Taylor	Bailey	Operations Director	Relevant Church
David	Balkin	Chancellor	Ivy Tech
Lorri	Barnett	Senior Lecturer WFD	Purdue
Jessica	Beatty	Assistant Director	Visit Marshall County
David	Behr	Director, North Central Region	Indians Economic Development Corporation
Mark	Bemenderfer	Credit Analyst	City of South Bend
Gary	Benedix	Business Banking Officer	Northwest Bank
Dallas	Bergl	President and CEO	INOVA Federal
Gerald	Best	VP	ALS
Angelina	Billo	Assistant Director	City of South Bend
Mari	Bishop	Director of Operations	South Bend Regional Chamber
Melissa	Borom	Senior Director	Ice Miller
Kelli	Brien	Doula	Mahogany Maternity
Sicerie	Brooks	President	Sielanah's Savory Salsa
Keturah	Brooks	Vice President	Sielanah's Savory Salsa
Heidi	Brown	CEO	Eminence Healthcare Staffing Agency

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Christian	Brown	Economic Development Specialist	St. Joseph County
Phillip	Buckmaster	Economic Director	Town of Walkerton
Catlin	Bulger	Program Development Coordinator	South Bend Code School
Ben	Bulgrien	Customer Experience Specialist	J2 Marketing
Kathy M	Burnette	Owner/Founder	Brain Lair Books
Keegan	Campbell	COO	Ameri-Can Engineering
Kylie	Carter	Interim Executive Director	Downtown South Bend, Inc.
Joanne	Cogdell	CEO	Naxos Neighbors, llc
Cindy	Cohen	Owner	C2 Your Health LLC
Kyle	Copelin	Principal	Shive-Hattery
Shannon	Cullinan	Executive Vice President	University of Notre Dame
Michael	Daigle	CEO and Executive Director	South Bend International Airport
Matthew	Davis	Mgr - Training And Organizational Development	Itamco
Bill	Davis	Private Wealth Advisor	Hilltop Wealth Solutions
Rob	DeCleene	Executive Director	Visit South Bend Mishawaka
Lex	Dennis	Director of Lifelong Learning	The Drucker Institute
John	DeSalle	Executive Engineer in Residence	iNdustry Labs at Notre Dame
Brian	Donoghue	Director	City of south bend
Zach	Dripps	Deputy Director	Michiana Area Council of Governments
Brandon	Eakins	Director	Elkhart Area Career Center
Regina	Emberton	President and CEO	South Bend Elkhart Regional Partnership
Matt	Esau	Marketing Strategist	University of Notre Dame
Brian	Exner	Founder	PWR UP GG
Joe	Fagan	Economic Development Specialist	Indiana Economic Development Corporation
Otho	Farrow	CEO	Solarhay Farms LLC
Scott	Ford	AVP Econ Development, Mg Dir iNdustry Labs	University of Notre Dame
Barbara	Fredman	Treasurer	Friends of Granger Paths
Larry	Garatoni	CEO	Garatoni Family Office
Santiago	Garces	Executive Director	City of South Bend
Jose	Garcilazo	Founding Software Engineer	Laux Minds
Sarena	Gates	Administrative Assistant 1	City of South Bend
Rhonda	Gipson-Willis	Founder	RGW VENTURES
Rebekah	Go	Director, Office for Civic and Social Engagement	Saint Mary's College

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Angeles	Gonzalez	Workforce Consultant	City of South Bend
Celena	Green	Entrepreneur	Ideas42 Ventures
John	Griffith	EVP, Chief Risk Officer and General Counsel	1st Source Bank
Alex	Hammel	Superintendent	Career Academy South Bend
Iris	Hammel	Executive Director	RISE Regional Innovation and Startup Education
Albert	Hanselman	Director for Career and Technical Education	North Central Area Vocational Cooperative
Violet	Hawkins	Dean	Ivy Tech Community College
Joseph	Heidt	Chancellor	Ancilla College of Marian University
Jennifer	Henecke	Chief Engagement Officer	St. Joseph County Public Library
John	Henry	Director, Student Startups	IDEA Center at the University of Notre Dame
Shelby	Herms	Executive Assistant	Kem Krest
Victoria	Herring	Business Development Director	Indiana Department of Agriculture
Denise	Herron	Shopper	Super D's Shopping
Alyson	Herzig	Economic Development Specialist	South Bend Regional Chamber
Greg	Hildebrand	Project Manager	Marshall County Economic Development Corporation
Sarah	Hull	Senior Purchasing Agent	City Of South Bend Venues, Parks and Arts
Cori	Humes	Executive Director	Visit Marshall County
Kim	Humphrey	Director Employee and Community Programs	Alliance Coal
Jon	Hunsberger	Executive Director	Elkhart County CVB
Phil	Jenkins	Mayor	City of Nappanee
Levon	Johnson	President/CEO	Greater Elkhart Chamber of Commerce
Annie	Johnson	owner	Take Care, South Bend
Leighton	Johnson	Director of Education and Workforce	South Bend - Elkhart Regional Partnership
Ellen	Joyce	CEO	Digital Leader Academy
Michael	Kamphuis	Managing Director	Conn-Selmer, Inc.
Kara	Kane	Executive Director	Fischoff National Chamber Music Association
Mike	Keen	President	The Bakery Group LLC
Tyler	Kelsey	Associate Vice President - Architect	Arkos Design, Inc.
Katherine	Kent	Vice-Chancellor Academic Affairs	Ivy Tech Community College
Nick	Kieffer	President and CEO	Goshen Chamber of Commcer
Doug	Knapman	Chapter Chair	SCORE North Central Indiana
Sarah	Kovich	Executive Assistant and Office Manager	South Bend - Elkhart Regional Partnership
Nicholas	Kuhn	EIR	Elevate Ventures

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Christopher	Kunze	Founder and President	Kunze Analytics
Brenda	Lane	Founder	Honey/Brown Boutique
Sheri	Lawmaster	CFO	Garatoni Family Office
Christina	Lee	Office Manager	Shive-Hattery
Kate	Lee	Executive Director, Education and Workforce	South Bend Regional Chamber
Chuck	Lehman	President / CEO	Lehman and Lehman, Inc.
Juan	Lopez	Dean	Ivy Tech
Velshonna	Luckey	Founder	Pendulum Consulting, LLC
Terry	Mark	Director of Communications and Public Relations	Elkhart County Convention and Visitors Bureau
Kathleen	Matuszak	General Manager / Executive Vice President	St. Joseph Funeral Home and Cemetery
Elizabeth	Mayorga	Business Development Specialist	City of South Bend
Felix	Mayorga Alvarez	Entrepreneurship Initiatives Coordinator	South Bend - Elkhart Regional Partnership
Pete	McCown	President	Community Foundation of Elkhart County
Marty	Mechtenberg	Economic Empowerment	City of South Bend
Rose	Meissner	President	Community Foundation of St. Joseph County
Barbara	Michalos	Director of Exceptional Learners	School City of Mishawaka
Bob	Miller	Principal	Robert B. Miller Financial
Emee	Miller	Principal	Turning Point Senior Care Solutions
Doug	Miller	State Representative	HD 48
Amanda	Miller-Kelley	Exec. Dir. of Development	Ivy Tech
Dustin	Mix	Managing Partner	Invanti
James	Mueller	Mayor	City of South Bend
Nicole	Muise Kielkucki	Director, Economic Innovation	Fourth Economy
Mark	Neal	Principal	Bradley Company
Gary	Neidig	President	ITAMCO
Adrienne	Nesbitt	Director of Events	Eyedart Creative Studio
Aaron	Nichols	Executive Director	South Bend Civic Theatre
Janice	Nichols	Region Two Director	Bowen Center
Sarah	Niespodziany	VP, Marketing and Communications	South Bend - Elkhart Regional Partnership
David	Niezgodski	State Senator	General Assembly
Beth	North	Director of Business Development	Force 5
John	O'Brien	Senior Broker	Bradley Company

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Lisa	O'Brien	Director of Development	St. Joseph County Public Library
Laura	O'Sullivan	Director, People and Culture	Michiana Hematology and Oncology
Rich	Overmoyer	CEO	Fourth Economy
Nancy	Owsianowski	Principal	RoundTable Consulting LLC
Mike	Pace	Director	Purdue
Hodge	Patel	Managing Partner	Capitol Consulting Solutions
Ali	Patel	CEO	Ali on the Boulevard
Ben	Patrick	Photographer	WNDU-TV
Amy	Paul	Manager Business Development	City of South Bend
Jill	Pearon	Executive Vice Chancellor of Academic Affairs	IU South Bend
Shawn	Peterson	Partner	Ice Miller LLP
Mark	Peterson	Reporter	WNDU-TV
Greg	Pink	Real Estate Broker	Bradley Co.
Mike	Plenzler	Senior Vice President, Commercial Banking	PNC Bank
Kenneth	Prince	City Planner	City of Mishawaka
Kristin	Pruitt	Executive Vice President	Lake City Bank
Shabbir	Qutbuddin	Director of IT Sector Partnership	Ivy Tech Community College
Jeffrey	Rea	President and CEO	South Bend Regional Chamber
Gene	Reese	Town Board President	Town of Walkerton
Kelley	Rich	Executive Director of Commercialization	IDEA Center at the University of Notre Dame
Brett	Roberts	Community Development Planner	MACOG
Matt	Rueff	Director of Development	Anderson Partners LLC
Angie	Rupchock-Schafer	Director of Community Impact and Communications	Marshall County Community Foundation
Bill	Schalliol	Economic Development Director, St. Joseph County	St. Joseph County, Economic Development
Jill	Scicchitano	Director of Industry Growth	South Bend - Elkhart Regional Partnership
Mark	Senter	Mayor	City of Plymouth
Tim	Sexton	Associate Vice President, Public Affairs	University of Notre Dame
Gillian	Shaw	Director of RandD	enFocus
Michael	Shoemaker	ENIR	iNdustry Labs
Adam	Sholz	CTO	Naxos Neighbors, llc
Allie	Shook	Leader of People and Partnerships	Ameri-Can Engineering
Sheila	Sieradzki	Vice President	Lacasa, Inc.

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Joel	Simon	Managing Director of Workforce Strategy	Burning Glass Technologies
Dan	Skodras	Senior Vice President	Bradley Company
Paula	Sours	Owner	Visions GPS Branding LLC
Dean	Speicher	CEO	Speicher Fields and Associates
Derek	Spier	Senior Planner	City of Mishawaka
George	Spohrer		
Matthew	Stackowicz	Director of Applied Entrepreneurship Program	RISE
Bruce	Stahly	Senior Financial Advisor for Horizon Ed. Alliance	Horizon Education Alliance - Elkhart County
Alan	Steele	Regional Director	Indiana Small Business Development Center
Mary Lou	Stevens	Executive Director	Mishawaka Business Assoc.
Thomas	Stevick	Interim Vice Chancellor	IU South Bend
Loretta	Stewart	Grant writer	JPMorgan Chase
LaShonda	Stewart	Owner and Manager	LaShonda's Soul Food Cafe'
Lisa	Stockberger	Deputy Director	Welcoming Michiana
Stephen	Studer	Partner	Krieg DeVault LLP
Faith	Stull	Innovation Fellow	enFocus
Sean	Surrisi	City Attorney	City of Plymouth
Stephen	Swanson	CFO/CIO	Conn-Selmer
Darran	Teamor	Executive Director	JPMorgan Chase
Blake	Terrill	Director of Work-Based Learning	Ivy Tech Community College
Adam	Thada	Director of Ecological Relationships	Poor Handmaids of Jesus Christ
Katie	Tipton	Education and Workforce Specialist	South Bend - Elkhart Regional Partnership
Larry	Tracy	President	Memorial Hospital of South Bend
James	Turnwald	Executive Director	Michiana Area Council of Governments (MACOG)
Elizabeth	Van Jacob	Director of Library Services	IvyTech Community College
Kate	Voelker	City Council Member	City of Mishawaka
Laura	Walls	President/CEO	Marshall County Economic Development Corporation
Kathryn	Waltz-Freel	Dean, Arts, Sciences and Education	Ivy Tech Community College
Rebecca	Ward	Architectural Designer	Shive-Hattery
Mark	Wasky	VP of Innovation and Strategic Initiatives	Indiana Economic Development Corporation
Suzanne	Weirick	Elkhart County Commissioner	Elkhart County
Willow	Wetherall	Director	Women's Entrepreneurship Initiative at Saint Mary's College
Matthew	Wetzel	Senior Broker	Bradley Company

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Gerry	White	Community Liaison	Indiana Office of Community and Rural Affairs
Andrew	Wiand	Executive Director	enFocus, Inc.
Gayle	Williams	Strategic Initiatives Coordinator	South Bend - Elkhart Regional Partnership
Leslinda	Wilson	Owner	Blossom Cleaning and Organizing LLC
Todd	Yoder	Vice President for Institutional Advancement	Goshen College
Linda	Yoder	Executive Director	Marshall County Community Foundation
Michael	Yoder	Owner	Truth Work Media

South Bend – Elkhart Regional Partnership Board Members

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Gary	Neidig	President/CEO	ITAMCO
Jim	Keenan	Board Chair	Judd Leighton Foundation
Chris	Stager	President	Economic Development Corporation of Elkhart County
Jon	Hunsberger	Executive Director	Elkhart County Convention and Visitors Bureau
Michael	Daigle	Executive Director	South Bend International Airport
Pete	McCown	President	Community Foundation of Elkhart County
Shelley	Klug	Economic and Business Development Manager	Indiana Michigan Power (AEP)
Dave	Behr	Director, North Central Region	Indiana Economic Development Corporation
Shannon	Cullinan	Executive Vice President	University of Notre Dame
Rose	Meissner	President	Community Foundation of St. Joseph County
James	Turnwald	Executive Director	Michiana Area Council of Governments (MACOG)
Larry	Garatoni	Chief Executive Officer	Garatoni Family Office
Rebecca	Stoltzfus	President	Goshen College
Laura	Walls	President and CEO	Marshall County Economic Development Corporation
Andy	Kostielney	Commissioner	St. Joseph County Board of Commissioners
Chuck	Lehman	President and CEO	Lehman and Lehman
Phil	Smoker	Vice President of Sales	Smoker Craft Inc.
Amish	Shah	President and CEO	Kem Krest
Andrea	Short	President	1st Source Bank

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Suzanne	Weirick	Commissioner	Elkhart County Board of Commissioners
Kevin	Overmyer	Commissioner	Marshall County Board of Commissioners
Kristin	Pruitt	Executive Vice President, Chief Administrative Officer	Lake City Bank
Jeff	Rea	President and CEO	South Bend Regional Chamber
Levon	Johnson	President and CEO	Greater Elkhart Chamber

Mayors and Commissioners Council

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Rod	Roberson	Mayor	City of Elkhart
Jeremy	Stutsman	Mayor	City of Goshen
Dave	Wood	Mayor	City of Mishawaka
Phil	Jenkins	Mayor	City of Nappanee
Mark	Senter	Mayor	City of Plymouth
James	Mueller	Mayor	City of South Bend
Frank	Lucchese	Vice President, District One	Elkhart County Board of Commissioners
Brad	Rogers	Member, District Two	Elkhart County Board of Commissioners
Suzanne	Weirick	President, District Three	Elkhart County Board of Commissioners
Stan	Klotz	Commissioner, District One	Marshall County Board of Commissioners
Mike	Burroughs	Commissioner, District Two	Marshall County Board of Commissioners
Kevin	Overmyer	Commissioner, District Three	Marshall County Board of Commissioners
Andy	Kostielney	District One, President	St. Joseph County Board of Commissioners
Derek	Dieter	District Two, Member	St. Joseph County Board of Commissioners
Deborah	Fleming	District Three, Vice-President	St. Joseph County Board of Commissioners

Higher Education Advisory Council

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Susan	Elrod	Chancellor	Indiana University South Bend
Jim	Morrison	Assistant Provost for Strategic Initiatives	University of Notre Dame
David	Tyson	President	Holy Cross College
Andrea	Luxton	President	Andrews University
Monica	Markovich	Vice President for Finance	Holy Cross College
Rebecca	Stoltzfus	President	Goshen College

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Joseph	Heidt	Chancellor	Ancilla College of Marian University
Jeffrey	Griffin	Interim Director and Associate Professor	Purdue University, Polytechnic Institute of South Bend
Trevor	Kubatske	President	Lake Michigan College
Katie	Conboy	President	Saint Mary's College
Barb	Bellefeuille	Interim President	Bethel University

South Bend - Elkhart Regional Development Authority (RDA) Members

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
John	DeSalle	Executive Engineer in Residence, iNDustry Labs	University of Notre Dame
Pete	McCown	President	Community Foundation of Elkhart County
Kristin	Pruitt	Executive Vice President, Chief Administrative Officer	Lake City Bank
Tim	Sexton	Associate Vice President for Public Affairs	University of Notre Dame
Dallas	Bergl	CEO	INOVA Federal Credit Union

South Bend - Elkhart Regional Partnership Foundation Board

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Michael	Daigle	Executive Director	South Bend International Airport
Pete	McCown	President	Community Foundation of Elkhart County
Tim	Sexton	Associate Vice President for Public Affairs	University of Notre Dame
Jeff	Rea	President and CEO	South Bend Regional Chamber

Northern Indiana Chamber Coalition

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Katie	Eaton	President	Michigan City Chamber of Commerce
Jeff	Rea	President and CEO	South Bend Regional Chamber
Levon	Johnson	President and CEO	Greater Elkhart Chamber
Renea	Salyer	Executive Director	Syracuse-Wawasee Chamber of Commerce
Nick	Kieffer	President and CEO	Goshen Chamber of Commerce
Deb	Shively	Executive Secretary	Wakarusa Chamber
Trend	Weldy	Director of Operations, Town of Bremen	Argos Chamber

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Connie	Holzward	Executive Director	Plymouth Chamber of Commerce
Sheri	Howland	Executive Director	Middlebury Chamber
Jeff	Kitson	Executive Director	Nappanee Chamber
Phillip	Buckmaster	Economic Director	Walkerton Chamber

Diversity, Equity, and Inclusion Committee

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Jacqueline	Barton	President	Specialized Staffing
Amish	Shah	President and CEO	Kem Krest
Marian	Hodges	Vice President, Corporate Strategy and Development	Aanalytics
Isaac	Torres	President	InterCambio Express
Jessica	Koscher	Founder	Write Connections
Darran	Teamor	Executive Director	JPMorgan Chase and Co.
Beth	North	Director of Business Development	Force 5
Joan	McClendon	Associate Director for Experiential Learning and Leadership Development for Specialized Masters Programs	University of Notre Dame
Glenda	Williams	Director of Diversity and Inclusion	AM General
Angie	Rupchock-Schafer	Director of of Community Impact and Communications	Marshall County Community Foundation
Janee	Carlile	Director of Human Resources	Bradley Company, LLC
Scherrese	Guffey	Branch Manager, SR. AVP PNC Certified Women's Business Advocate	PNC Bank
Redgina	Hill	Executive Director of Inclusion and Equity	Saint Mary's College
Steven	Eller	Chief Human Resources	Beacon Health System
Shelli	Alexander	President - Central Region	1st Source Bank

Education and Workforce Committee

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Kate	Lee	South Bend Regional Chamber	South Bend Regional Chamber
Brian	Wiebe	Executive Director	Horizon Education Alliance

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Lex	Dennis	Director of Lifelong Learning	Drucker Institute
Monica	Markovich	Vice President for Finance	Holy Cross College
Rebecca	Stoltzfus	President	Goshen College
Matthew	Davis	MGR Training and Organizational Development	ITAMCO
Amanda	Jamison	Senior Program Officer	Community Foundation of Elkhart County
Greg	Vollmer	CEO/President	WorkOne
Chad	Addie	Principal, Career & Technical Education	South Bend Community School Corporation
Jillian	Scholten	Director, Academic Affairs & Talent Credentialing	Indiana Commision for Higher Education
Redgina	Hill	Executive Director of Inclusion and Equity	Saint Mary's College
Brandon	Eakins	Director, Career & Technical Education	Elkhart Community Schools
Stephanie	Kabel	Director of Business Retention and Expansion	Economic Development Corporation of Elkhart County
Greg	Hildebrand	Economic Development Project Manager	Marshall County Economic Development Corporation
Juan	Lopez	Dean, Advanced Manufacturing & Applied Science	Ivy Tech Community College
Raman	Adaikkalavan	Chair & Professor, Computer Science	Indiana University South Bend

Entrepreneurship Committee

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Shane	Fimbel	CEO	Trek10
Susan	Ford	Partner	Graham Allen Partners
Larry	Garatoni	Chief Executive Officer	Garatoni Family Office
Iris	Hammel	Executive Director	RISE
Nicholas	Kuhn	Entrepreneur-in-Residence	Elevate Ventures
John	Miller	Chief Operating Officer	SIMBA Chain
Gary	Neidig	President/CEO	ITAMCO
Bryan	Ritchie	Vice President and Associate Provost for Innovation	IDEA Center, University of Notre Dame
Amish	Shah	President and CEO	Kem Krest
Phil	Smoker	Vice President of Sales	Smoker Craft Inc.

Industry Growth Committee

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Jeff	Rea	President and CEO	South Bend Regional Chamber
Shelley	Klug	Economic and Business Development Manager	Indiana Michigan Power (AEP)
Dave	Behr	Director, North Central Region	Indiana Economic Development Corporation
James	Turnwald	Executive Director	Michiana Area Council of Governments (MACOG)
Scott	Ford	Associate Vice President, New Business Development	University of Notre Dame
Glenda	Williams	Director of Diversity and Inclusion	AM General
Christian	Brown	Economic Development Specialist	St. Joseph County
Bill	Burton	President - East Region	1st Source Bank
Bill	Davis	Private Wealth Advisor	Hilltop Wealth Solutions
Aaron	Kobb	Vice President of Finance	South Bend International Airport
Ken	Prince	City Planner	City of Mishawaka
Gerald	Best	Senior Director Government Operations	SIMBA Chain
Bill	Schalliol	Economic Development Director	St. Joseph County
George	Spohrer	Chief Operating Officer	AGENDX BIOSCIENCES
Chris	Stager	President	Economic Development Corporation of Elkhart County
Andrew	Williams	Managing Director	Corporate Finance Associates
Mike	Miller	Business Development	Weigand Construction
Julie	Curtis	Vice President of Marketing & Air Service Development	South Bend International Airport
Dayna	Bennett	Chief of Staff	City of Elkhart
Santiago	Garces	Director, Community Investment	City of South Bend
Laura	Walls	President and CEO	Marshall County Economic Development Corporation
Dave	Temeles	President	Third Coast Federal, Inc.

State Legislators

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
David	Abbott	Representative	Indiana House of Representatives
Maureen	Bauer	Representative	Indiana House of Representatives
Dale	DeVon	Representative	Indiana House of Representatives
Ryan	Dvorak	Representative	Indiana House of Representatives
Jack	Jordan	Representative	Indiana House of Representatives
Joanna	King	Indiana House of Representatives	Jo Jo's Pretzels
Ethan	Manning	Representative	Indiana House of Representatives
Linda	Rogers	Senator	Indiana Senate
Doug	Miller	Representative	Indiana House of Representatives
Curt	Nisly	Representative	Indiana House of Representatives
Christy	Stutzman	Representative	Indiana House of Representatives
Jake	Teshka	Representative	Indiana House of Representatives
Tim	Wesco	Representative	Indiana House of Representatives
Mike	Bohacek	Senator	Indiana Senate
Stacey	Donato	Senator	Indiana Senate
Blake	Doriot	Senator	Indiana Senate
Ryan	Mishler	Senator	Indiana Senate
David	Niezgodski	Senator	Indiana Senate

Talent Attraction and Retention

FIRST NAME	LAST NAME	TITLE	ORGANIZATION
Levon	Johnson	President/CEO	Greater Elkhart Chamber
Darran	Teamor	Executive Director	JPMorgan Chase & Co.
Kara	Kelly	Marketing Director	Hilltop Wealth Solutions
Chuck	Lehman	President / CEO	Lehman and Lehman
Stacie	Jeffirs	Director, Career Crossings	Saint Mary's College
Rob	DeCleene	Executive Director	Visit South Bend Mishawaka
Mike	Huber	Senior Urban Planner	Abonmarche
Aaron	Perri	Director	South Bend Venues, Parks & Art
Leslie	Pinson	Founder	Local Spirit
Jon	Hunsberger	Executive Director	Elkhart County Convention & Visitors Bureau
Phil	Jenkins	Mayor	City of Nappanee
Andrew	Wiand	Executive Director	enFocus, Inc.
Kristine	Hilger Carles	Executive Director	Leadership South Bend/Mishawaka
Janee	Carlile	Director of Human Resources	Bradley Company, LLC
Scherrese	Guffey	Branch Manager, SR. AVP PNC Certified Women's Business Advocate	PNC Bank
Crystal	Lax	Owner	Crystal Clear Recruiting

B. FULL LISTS OF PROJECT SUBMISSIONS

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
(y) art?	(y) Art?	Quality of Place and Quality of Life	(y) art? is an opportunity for artists to showcase their work, free of charge, meet other artists, and experiment in a safe environment that perpetuates growth in individual artists approach as well as growth within the happenings of our community. This creates a hub for what makes south bend culture.	05-15-2022	09-05-2022
100 Center Parking Structure and Riverwalk Connection	City of Mishawaka	Quality of Place and Quality of Life	The historic 100 Center located along the St. Joseph River was a regional shopping destination in the 1960's and 1970's. The plan is to bring it back to its former glory. A vital piece of the rehabilitation is providing adequate parking and providing a better connection to the Riverwalk system.	03-01-2023	09-02-2024
21st Century Success Fellowship Program	Community Foundation of St. Joseph County	Strategy-Driven Program or Project	To launch and sustain new 21st Century Success Fellowship, competitively awarded opportunity for diverse students who attend local colleges on a state-funded 21st Century Scholarship. Program includes \$5,000 award, professional development opportunities, engaging Fellows as role models for high school and middle school prospective scholars, and connection to internship opportunities.	07-01-2021	06-30-2024
506 S. Main Street Redevelopment	SMP Realty, LLC	Quality of Place and Quality of Life	Redeveloping underutilized commercial space in Downtown South Bend to create a more vibrant downtown. The commercial space would be converted to be used for a mix of: retail (SMBs), space for entrepreneurial programs/training, office space for growing technology startups.	12-01-2021	07-01-2022
Accelerate Industry 4.0 Marshall County	Purdue Polytechnic Institute	Strategy-Driven Program or Project	Purdue Polytechnic will purchase robotics and automation equipment to deliver Robotics Technician, CNC Machinist and Quality Technician training to Marshall County. The equipment will be housed at the NCAVC training facility, and relocated to the new Career Innovation Facility. Training is delivered in the form of registered apprenticeships.	08-01-2022	08-02-2027
ACMU Career Readiness, Apprenticeship and Workforce Development Program	Ancilla College of Marian University	Strategy-Driven Program or Project	The ACMU Career Readiness, Apprenticeship and Workforce Development Program is a collaborative effort between ACMU, local businesses, and economic development entities, in and around Marshall County, to provide students with industry exposure, development of in-demand skills and learning experiences via apprenticeships and professional certifications in the Agribusiness and Business industries.	01-01-2022	06-30-2023

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Advanced Analytics Technology Lab Fellowship Program	iNDustry Labs at the University of Notre Dame	Strategy-Driven Program or Project	The University of Notre Dame's AeTL has the tools and expertise to assist regional companies at any stage of their digital transformation. With additional support for fellowships, it can attract skilled IT talent to be placed in regional companies while simultaneously scaling AeTLs capacity to serve the region.	04-01-2022	12-31-2025
Advanced Industry Apprenticeship and Short-Term Credential Research/Evaluation Project - Partnership with Strada Education Network	South Bend - Elkhart Regional Partnership	Strategy-Driven Program or Project	While registered apprenticeship and short-term credentialing initiatives have become popular policy strategies of public-private leaders, little evidence exists around the wage/employment outcomes for workers of emerging programs that align non-degree credentials as industry-aligned education programs. This program will design an evaluation methodology and implement the evaluation across LIFT programs.	01-03-2022	01-09-2024
Advanced Manufacturing Awareness and Access	Elkhart Area Career Center	Strategy-Driven Program or Project	A two-pronged initiative to increase participation in CTE Advanced Manufacturing programs and WBL opportunities delivered at the EACC and regional high schools. 1) A combined marketing campaign involving educators and local industry detailing opportunities in skilled trades and 2) tackle the transportation barrier that prevents so many students from participating.	09-13-2021	06-03-2025
Argos Manufacturing Center #2	Town of Argos	Quality of Place and Quality of Life	This project would build a 40,000 sq ft manufacturing center to attract new business to the area. This would be our second building we have built. This project should open up our industrial park for attracting more new companies.	01-01-2024	01-01-2025
Bardwell Aquatics Center Programming	We Love Swimming, Inc.	Strategy-Driven Program or Project	Supporting facility staff development and the creation of programming, including providing swim lessons for low income individuals within the community at the newly created indoor, 10 lane, Bardwell Aquatic Center, a Regional Cities Initiative project.	01-01-2022	04-30-2024
Bardwell Aquatics Center Programming	We Love Swimming, Inc.	Strategy-Driven Program or Project	Supporting facility staff development and the creation of programming, including providing swim lessons for low income individuals within the community at the newly created indoor, 10 lane, Bardwell Aquatic Center, a Regional Cities Initiative project.	01-01-2022	04-30-2024
Beacon Health and Fitness Granger Expansion	Beacon Health System	Quality of Place and Quality of Life	Beacon opened the Health and Fitness facility in November 2016. Facility is highly successful, achieving its 5-year goals in the first year. Pre-pandemic we planned for an expansion allowing for more members and services. The pandemic has underscored the need for additional space as the facility is again fully operational.	03-01-2021	12-31-2022

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Beacon Health System Administrative Fellowship Program	Beacon Health System	Strategy-Driven Program or Project	Rotational (6-months) leadership program that builds a foundation for professionals who aspire to be healthcare leaders. Provides access to and mentorship from, Beacon's Executive Leadership Team, attend leadership meetings, and be involved in system-wide strategic projects. Goal for fellows to fill key leadership positions after two years.	07-12-2021	07-12-2023
Beacon Integrative Health and Lifestyle District	Great Lakes Capital	Quality of Place and Quality of Life	The ecosystem will be anchored by a 50,000sf Health/Wellness facility supported by Beacon Health System. 145 workforce apartments, 1,200 parking spaces adjacent to the hospital campus. Approximately 125 hotel rooms, also includes 10,000sf of vibrant retail and nearly 25,000sf of office/commercial space, with a healthcare focus to round out ecosystem.	01-01-2022	12-31-2025
Beacon Medical Group Middlebury	Beacon Medical Group	Quality of Place and Quality of Life	Beacon Medical Group has established a need to replace and enhance family medicine and occupation medicine services in Middlebury Indiana. The project includes recruitment of a new physician to the community, tenant space for another physician group and enhances services being provided in two older facilities in Middlebury	09-01-2021	06-30-2022
Beacon Mishawaka Outpatient Center	Beacon Health System	Strategy-Driven Program or Project	The Beacon Mishawaka Outpatient Center provides access to diagnostic, primary and specialty care in the downtown Mishawaka market which will improve access to care for patients in a convenient location at affordable retail prices. For people to live and work in the market, we need access to healthcare.	12-01-2021	12-31-2022
Beacon Nursing program at Ivy Tech	Beacon Health System/Ivy Tech	Strategy-Driven Program or Project	The Beacon Health Nursing Program at Ivy Tech will be a partnership to increase the capacity and production of Nursing Graduates who will have tuition funded and jobs committed. This program will focus on local talent and retention. Diverse candidates will obtain advanced education and higher paying jobs.	01-01-2021	01-01-2022
Bitwise Industries: Regional tech workforce and economy expansion	Bitwise Industries	Strategy-Driven Program or Project	Working with the City of South Bend and regional partners, Bitwise Industries will catalyze an inclusive tech economy by: 1. Training in-demand tech skills to individuals from marginalized communities; 2. Hiring graduates; 3. Developing real estate to house our campus and provide the tech community with a core nerve center.	05-01-2022	04-30-2027
Bourbon Trail Program	Town of Bourbon/ Triton School Corporation	Quality of Place and Quality of Life	In collaboration with the Triton School Corporation we would construct a one mile walking trail that would tie into our FY 2024 INDOT Trail program. This trail would benefit all citizens of Bourbon, Tippecanoe and Kosciusko Counties .	12-18-2021	11-18-2022
Bremen Broadband Expansion	Surf Broadband	Strategy-Driven Program or Project	One gig broadband expansion to Town Of Bremen.	07-01-2022	07-01-2023

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Bremen Pickleball Courts	Bremen Pickleball Club	Quality of Place and Quality of Life	100 plus member club looking for eight full time pickleball courts at Sunnyside Park in Bremen. Currently being shared with tennis whcih conflicts with the high school teams.	07-01-2022	08-01-2021
Bremen Trail Project	Bremen Parks Dept	Quality of Place and Quality of Life	Town trail from West Side Park to Sunnyside Park in town limits. Dedictaed trail for walking and biking in the town limits. About two miles total.	07-01-2022	07-01-2023
Bridging Communities through Visual Narratives and Data	St. Joseph County Public Library	Strategy-Driven Program or Project	This project will celebrate South Bend's heritage and create a sense of belonging by using data in a visual narrative form. We will gather historical data and present it through a visual art installation for public display at Main Library and other potential community sites.	03-01-2023	09-01-2023
Capital Avenue Infrastructure Extension	City of Mishawaka	Strategy-Driven Program or Project	Capital Avenue has long been identified as the long term growth area of the City of Mishawaka. Extending Sewer service is the limiting factor that once installed would open up hundreds of acres of land for development that could include a high tech industry and technology park.	11-01-2022	05-17-2024
Capital Avenue Trail "Missing Links" Project	St. Joseph County, Economic Development	Quality of Place and Quality of Life	The Capital Avenue Trail "Missing Link" Project will construct 2,100 linear feet of pedestrian trail boardwalk on the west side of Capital Avenue connecting existing trail segments north and south over the St. Joseph River Bridge. Segments will be constructed on McKinley to the east and Lincolnway to the west.	01-03-2022	08-31-2022
Capital Project Credit Enhancement Fund	CDFI Friendly South Bend	Quality of Place and Quality of Life	CDFI Friendly South Bend (CFSB) proposes to fund a Commercial Real Estate Credit Enhancement Fund to help commercial developers and building owners to receive capital for projects that will convert vacant and underutilized properties into vibrant economic spaces throughout the region.	01-01-2022	12-31-2025
Centennial Park Public Pool Renovation	Plymouth Park Department	Quality of Place and Quality of Life	Construction of a new public pool for the citizens of Plymouth. Our current facility, while still usable, is decaying rapidly-even with timely maintenance performed throughout the years. A new pool facility would truly be a gift to the citizens of Plymouth.	01-01-2023	01-01-2024
Clinton Street Extension	Town of Argos	Quality of Place and Quality of Life	This project will extend a portion of Clinton St approximately 550 ft. After this expansion this opens up two acres of development ground. We are working with our local non profit developer to bring 48 apartments to this location.	03-01-2024	06-01-2025
CNC Certification Preparation	Goodwill Industries of Michiana, Inc.	Strategy-Driven Program or Project	The CNC Certification Preparation Project will be an adult CTE class designed to introduce individuals to CNC machinery and related skills, with the objective to prepare for enrollment in a community college level class or enter the workforce with advanced training.	01-03-2022	12-31-2021

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
CNC Certification Preparation	Goodwill Industries of Michiana	Strategy-Driven Program or Project	The CNC Certification Preparation Project will be an adult CTE class designed to introduce individuals to CNC machinery and related skills, with the objective to prepare for enrollment in a community college level class or enter the workforce with advanced training.	01-03-2022	12-31-2026
Code Works-Digital Storefront	Code Works	Strategy-Driven Program or Project	This project will provide tech enablement to small and "main street" businesses by providing services that will help them thrive in a digitally focused economy.	01-01-2021	12-31-2024
Community Park Expansion	Town of Argos	Quality of Place and Quality of Life	This project would add approximately 8.5 acres to Argos Community Park. This addition would add additional walking paths, Athletic fields, a dog park and a pickleball court. This is the last phase in Community Park giving residents and place to enjoy life.	01-01-2023	12-31-2025
Construction Certification	Goodwill Industries of Michiana	Strategy-Driven Program or Project	The Construction Certification Project will be a youth and adult CTE class designed to introduce individuals to Construction and related skills, with the objective to prepare for NCCER Core Construction Certification.	01-03-2022	12-31-2026
Construction Certification	Goodwill Industries of Michiana, Inc.	Strategy-Driven Program or Project	The Construction Certification Project will be a youth and adult CTE class designed to introduce individuals to Construction and related skills, with the objective to prepare NCCER Core Construction Certification.	01-03-2022	12-31-2026
Cross Community Development Project	Cross Community CDC	Quality of Place and Quality of Life	To improve the vibrancy of the neighborhood and bring dignity and pride back to residents, by implementing an innovative Home Ownership program to build 15 affordable homes for residents wanting to live within the Near Northwest side of South Bend. This initiative supports the city's revitalization plans for this area.	08-01-2021	12-31-2024
Cross County Multigenerational Fitness Initiative	Town of Culver in collaboration with Culver Park Department	Quality of Place and Quality of Life	Cross County Multigenerational Fitness Initiative: This project will leverage existing funds to upgrade Culver's deteriorating public basketball court to include pickleball, shuffleboard and other recreation options, engaging a diverse population of different ages, genders, ethnicities, physical abilities and mobility levels. Cross-county events will inspire collaboration and friendly competition.	04-01-2022	07-01-2022
Deerfield Meadows Subdivision	Town of Argos	Quality of Place and Quality of Life	This project will build out a new 32 lot subdivision in the Town of Argos. This is the first phase in a major upgrade by Argos. This development will give us access to new citizens and the ability to attract more students for our schools.	01-01-2022	12-31-2030

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Developing a diverse, educated, and skilled workforce across the South Bend-Elkhart region	University of Notre Dame Center for Civic Innovation	Strategy-Driven Program or Project	The CCI will support the City of Elkhart's Thrive Initiative, which pilots a manufacturing cross-skilling/upskilling intervention to alleviate barriers to career advancement for industry workers. CCI interns from regional colleges and high schools will contribute relevant data collection and visualization, while developing STEM skills and learning about career opportunities.	05-01-2022	08-15-2024
Developing a Regional Talent Development Pipeline through Modern Youth Apprenticeships	Horizon Education Alliance (HEA)	Strategy-Driven Program or Project	Modern Youth Apprenticeships bridge the gap between education and careers by offering HS students meaningful workforce training experiences, college credit, industry-recognized certifications, and wages, while completing high school. Employers fill immediate talent needs aligned with the skills and competencies they need. HEA is leading the state in modern youth apprenticeships.	01-01-2022	12-31-2024
Discover the Bend Mobile app	The Summers Group, llc	Strategy-Driven Program or Project	Program utilizes our geo location mobile app, business competition marketing program and economic research and evaluation tools to solicit and encourage entrepreneurial ideas and problem solutions, collect, and assess business concepts, provide resources to implement those ideas and solutions, encourage cultural tourism and provide detailed analysis of the initiatives generated.	08-01-2021	08-01-2022
Ditch Lily	Haunt of Hounds	Quality of Place and Quality of Life	Ditch Lily is a speakeasy focused on high end cocktail, natural wine, contemporary sushi kitchen and Japanese styled listening room. Ditch Lily will be located under Fatbird, which is in The Morris Performing Art building. Ditch Lily will add 10-12 positions and compliment the \$30 million Morris renovation.	09-01-2021	03-31-2022
Doc's Pavilion	Wakarusa Chamber of Commerce	Quality of Place and Quality of Life	Our project is a versatile, indoor/outdoor building with a stage being built in downtown Wakarusa. It will be used for a variety of programs, festivals, and events. It will add beauty to the downtown as well as provide a community gathering spot where everyone is welcome.	09-01-2021	04-01-2022
Dream Center	City of South Bend	Strategy-Driven Program or Project	The Dream Center at Dr. Martin Luther King Jr. Park will be a world-class, inter-generational community center, inspiring hope and making dreams come true. Determined entirely by the community, resources may include small business incubation, educational opportunities, health resources, recreational activities, technological access, and creative programming.	03-01-2022	11-01-2023
Eberhart Petro Golf Event Center	City of Mishawaka	Quality of Place and Quality of Life	The project includes building a new clubhouse including event space and space for music performances. What is unique about the site is that it has panoramic views of the St. Joseph River, is connected to the City Riverwalk system, and has historic WPA rockwork which has been locally landmarked.	05-15-2023	12-15-2024

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Eleven Fifty Academy Coding Bootcamp	Eleven Fifty Academy	Strategy-Driven Program or Project	The Academy will provide training in software coding development, UX/UI, web development and cybersecurity. In response to regional industry needs, the Academy will leverage its success to enroll, graduate, and place quality tech talent in local jobs. Graduates from the Academy will earn certifications in CompTIA Network+ and CompTIA Security+.	01-01-2022	12-31-2025
Elkhart County CR 17 Attraction Bridge and Corridor	Elkhart County Redevelopment Commission	Quality of Place and Quality of Life	Aesthetic placemaking improvements to the CR17 overpass of 80/90 and the CR17 corridor from the interstate exit has the unique opportunity to act as way-finding off the toll road and to create an enhanced perception of those exiting the interstate on to one of our most notable county roads.	10-18-2021	10-18-2023
Elkhart General Hospital 6th Floor Flexible Acuity Patient Care Unit renovation	Elkhart General Hospital	Quality of Place and Quality of Life	Elkhart General Hospital has established a need for a new flexible acuity patient care unit. The 20 bed high intensity unit will allow the Hospital to meet overflow volume needs and provide negative air pressure patient care rooms that meet current evidence based standards learned through the COVID-19 Pandemic.	10-01-2021	12-31-2022
Elkhart Truth Building	AP Development LLC	Quality of Place and Quality of Life	An approximate 140,000 SF 120-unit apartment project including approximately 40 units in the historic 1908 Elkhart Truth Building and 80 units in newly constructed apartment buildings on the site, located in an Opportunity Zone and the Elkhart Riverfront Development District.	11-01-2022	02-28-2024
Emerging Manufacturing Collaboration Center	The NineTwelve Institute	Strategy-Driven Program or Project	The City of Elkhart commissioned NineTwelve Institute to engage local private public sector leadership to pursue technologies and businesses consistent with the region's and state's economic development objectives. EMC2represents a collaboration between local business leaders to establish a "manufacturing laboratory" designed to advance product and manufacturing operations for regional businesses.	01-01-2022	10-01-2022
enFocus Expansion Program	enFocus, Inc.	Strategy-Driven Program or Project	enFocus has attracted over 1000 recent graduates to the region while implementing over 350 innovation projects working with education, healthcare, government, industry, nonprofit and startup organizations since 2012. We propose to leverage READI funding to grow and sustain our Fellowship and internship programs across St. Joseph, Elkhart and Marshall Counties.	01-01-2022	12-31-2025
Ensuring that Jobs Match Degrees in the South Bend-Elkhart Region	KUNZE ANALYTICS LLC	Strategy-Driven Program or Project	We have a definite start date, but an artificial end date. In actuality, the 5-year period is only the beginning. Quantitative psychometrics supports what is qualitative. Many people talk about culture. The dignified manner of dealing with people makes culture civilized. Civilization attracts and retains talent.	01-01-2022	12-31-2026

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Entrepreneurship Center of Elkhart (ECOE) - Strategy Driven Programs	Entrepreneurship Center of Elkhart	Strategy-Driven Program or Project	We propose an entrepreneurship center that will share the story of Elkhart's history of business success stories. The center will create exhibits and interactive programming that will draw students and aspiring founders. The ECOE is intended to grow our reputation as a leading entrepreneurial community across the United States.	01-01-2022	01-01-2026
Entrepreneurship Center of Elkhart - Quality of Place and Quality of Life	Entrepreneurship Center of Elkhart	Quality of Place and Quality of Life	We propose an entrepreneurship center that will share the story of Elkhart's history of business success stories. The center will create exhibits and interactive programming that will draw students and aspiring founders. The ECOE is intended to grow our reputation as a leading entrepreneurial community across the United States.	01-01-2022	01-01-2025
Expanding CLICK Sites to Build Digital Equity	St. Joseph County Public Library	Strategy-Driven Program or Project	This project expands the presence of CLICK sites to offer digital equity for disadvantaged community members. CLICK sites are inclusive digital inclusion centers equipped with high-speed internet, public Wi-Fi, up-to-date laptops and desktop computers, and copying, faxing, scanning, and printing services. We propose adding three more CLICK site city locations.	05-30-2022	11-01-2024
Expanding Experiential Learning Opportunities for Regional College and High School Students with Local Industry	University of Notre Dame Center for Civic Innovation	Strategy-Driven Program or Project	Working with regional educational and industry partners CCI will develop a "playbook" for incorporating experiential learning opportunities (ELOs) based on real-world challenges in local industry into academic year programming for area colleges and high schools. CCI will host workshops and support pilots to put the playbook into practice.	05-01-2022	05-01-2024
Five Star Life	Five Star Life	Strategy-Driven Program or Project	Five Star Life (FSL) is changing culture by changing the mindsets of kids. Through its proprietary social emotional learning curriculum, leadership development, and character education, FSL impacts over 17,000 kids throughout the country, with almost 8,000 kids residing in the South Bend/Elkhart region. FSL shifts mindsets and helps kids succeed.	08-30-2021	08-30-2022
Former Western Rubber Site	AP Development LLC	Quality of Place and Quality of Life	An approximate 185,000 SF 150-unit apartment project with a mix of 25 studios, 75 1-bedroom, and 50 2-bedroom apartments in six buildings with approximately 5,000 SF of Makerspace and coffee shop on the formerly contamination Western Rubber Site sitting on approximately four acres near Goshen College and Goshen HS.	10-01-2022	01-31-2024
Freedom Street Extension	Town of Argos	Quality of Place and Quality of Life	This project will create a roadway from St Rd 10 north to Marshall Street. The project will give us access for more commercial development and future access to US 31.	05-01-2023	11-30-2023

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Freight Street Project	Freight Street District	Quality of Place and Quality of Life	This project is focused on the complete revitalization of one of the oldest streets in Elkhart. Through the investment in new construction, the remodel of existing structures including the New York Central Railroad Museum, improved amenities to an existing business, and investment in improvements the goal is creating a vibrant destination district.	09-01-2022	08-16-2024
George Wilson Park	City of Mishawaka	Quality of Place and Quality of Life	This project will replace the existing warming house and storage area with a modern event great hall concept and will add a tow-line and greatly expand the usability of the existing tubing hill. The park is the current cross-country home for Mishawaka High School. The improvements would expand that capability	03-01-2023	05-15-2024
Goshen Community Pavilion and Ice Rink	City of Goshen	Quality of Place and Quality of Life	The City of Goshen plans to construct a city-owned, open-air multi-use pavilion/ice rink. Project includes a partnership with Goshen College to locate the facility on the eastern edge of their campus. Venue to provide year-round entertainment and recreation opportunities that will be accessible to all city residents and visitors.	01-02-2023	12-29-2023
Greater Downtown Business and Neighborhood Revitalization Program (GDRP)	City of Elkhart	Quality of Place and Quality of Life	Downtown Elkhart mixed-use revitalization project designed to leverage significant private investment which will be facilitated by targeted distressed property acquisition and public improvements. The outcome will be several hundred new or renovated housing units and up to 2,500 new jobs due to the repurposing of underutilized real estate.	01-01-2019	12-31-2025
Greenway Trail Extension	Plymouth Park Department	Quality of Place and Quality of Life	We are looking to extend the existing Greenway Trail from Centennial Park to Price's Pond and on to the business district of Michigan Street.	01-01-2023	01-01-2024
Grow-your-own diverse teachers program	Goshen College	Strategy-Driven Program or Project	We propose to scale up Goshen College's successful pilot project, Teach Elkhart County, which is a grow-your-own diverse teachers program. We recruit Latinx and Black high school students and adults from our community and prepare them to teach in local participating school systems, creating greater belonging for minority students.	01-18-2022	12-31-2024
Habitat for Humanity of Elkhart County - Stiver Ave Build Project	Habitat for Humanity of Elkhart County	Quality of Place and Quality of Life	Habitat will construct eight homes. Our goal is to create the infrastructure needed to construct affordable, single family homes that bring additional tax revenue to the community. These homes will be built with low-income families from Elkhart County, earning between 30 percent and 80 percent of the AMI level.	01-03-2022	12-01-2024
Habitat for Humanity Workforce Housing	City of Mishawaka	Strategy-Driven Program or Project	This a partnership between Habitat for Humanity and the City of Mishawaka to provide 20 homes for workforce housing. Habitat for decades has afforded those with lower incomes to build equity through home ownership. The clientele served has historically had greater diversity of race and ethnicity than the surrounding population.	06-15-2022	09-30-2023

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IMPACT Studios	RISE Regional Innovation and Startup Education	Strategy-Driven Program or Project	Establish an IMPACT Studio for the entrepreneurial ecosystem to: Providing direct access to tools, expertise and retail space for creators and entrepreneurs. Creating an education space for high school, college and community partners. Creating entrepreneurial density by centralizing tools, education, co-working space, mentorship and startup offices into one location.	09-01-2021	09-01-2024
Implementation of Advanced Materials within Industry	iNdustry Labs at the University of Notre Dame	Strategy-Driven Program or Project	Based on previous studies, a known weakness of the region is the implementation of advanced materials. With the threat of e-mobility disrupting our region, local businesses are in need of innovating and adopting lighter/stronger material products. This program will address the knowledge gaps and accessibility of resources to regional businesses.	07-01-2022	07-01-2025
Industrial Growth	Digger Specialties	Strategy-Driven Program or Project	Infrastructure expansion from current facility to Dogwood Road. 3/4 of a mile approximately - includes sewer, storm, water and electric. Employ 300 now with potential of 100 new jobs.	07-01-2022	01-01-2023
Industrial Growth	Town of Bourbon	Quality of Place and Quality of Life	Acquire approximately a 40 acre undeveloped parcel in the Town's Industrial complex. Working with our Economic Development Corporation and private partners and develop the land with either a "Shell" building or make the land available to develop into new manufacturing facilities.	10-18-2021	05-18-2022
IndustryConnectED Alliance	South Bend Regional Chamber	Strategy-Driven Program or Project	The IndustryConnectED Alliance will convene St. Joseph County industry, education, and community partners to build awareness and fully leverage regional, state, and national resources to benefit individuals and employers. A core guiding team will lead work to amplify and augment existing programs within the college-career readiness and educator development ecosystem.	01-10-2022	12-31-2026
Innovate WithIN Pitch Competition	STARTedUP Foundation	Strategy-Driven Program or Project	STARTedUP's mission is to teach students to view life through a lens of innovation and entrepreneurship, while building a life of purpose. Our goal is to build a generation of youth with an "Opportunities are Everywhere" mindset through Innovate WithIN, fueling innovation, education, and workforce readiness for North Central IN.	01-12-2022	06-30-2022
INVANTI Founder Studio	INVANTI	Strategy-Driven Program or Project	INVANTI's Founder Studio and fund will recruit 60 pre-idea entrepreneurs to create high-growth, scalable companies that solve problems in small and midsize cities. During the 3-month programs, we act as their cofounders, exploring problems, developing solutions, and investing in concepts to run pilots and grow in the South Bend region.	09-06-2021	12-31-2023

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IU South Bend – Regional Health Sciences Simulation and Innovation Center	Indiana University South Bend	Strategy-Driven Program or Project	A state-of-the-art health sciences simulation and innovation center that will serve the educational, health systems, and industries of North Central Indiana. The Center will provide training for students and healthcare professionals in high-tech medical settings and facilities for promoting innovation and business development in health sciences and supporting industries.	03-01-2022	03-01-2024
Ivy Tech Mobile STEAM and Certifications Laboratory (Ivy Tech MSCL)	Ivy Tech South Bend-Elkhart	Strategy-Driven Program or Project	The Ivy Tech Mobile STEAM and Certifications Laboratory (Ivy Tech MSCL) will provide a cutting-edge mobile platform for bringing industry-ready experiences, training, certifications and engagement to communities, schools, and industry throughout the region - reducing and eliminating barriers to access and fostering a culture of technological literacy and engagement.	01-24-2022	05-30-2024
Ivy Tech South Bend-Elkhart School of Entrepreneurship	Ivy Tech South Bend-Elkhart	Strategy-Driven Program or Project	There is a critical need for business startups, entrepreneurial skills, and culture. Ivy Tech is establishing a new School of Entrepreneurship and Innovation. Establishing a new school, not embedded in the business school, will provide more prominence and accessibility by all the other schools and new students.	08-18-2021	05-30-2024
JA BizTown® and JA Finance Park®	JA serving Elkhart County and JA serving St. Joseph County	Quality of Place and Quality of Life	We are seeking funding to support the cost of bringing the JA BizTown and JA Finance Park capstone programs to our region. Through these experiential learning opportunities, youth will be empowered to achieve future economic success and support our regional economy by filling the jobs of tomorrow.	12-01-2019	12-31-2024
JA BizTown® and JA Finance Park®	JA serving Elkhart County and JA serving St. Joseph County	Quality of Place and Quality of Life	We are seeking funding to support the cost of bringing the JA BizTown and JA Finance Park capstone programs to our region. Through these experiential learning opportunities, youth will be empowered to achieve future economic success and support our regional economy by filling the jobs of tomorrow.	12-01-2019	12-31-2024
JA BizTown® and JA Finance Park®	JA serving Elkhart County and JA serving St. Joseph County	Strategy-Driven Program or Project	We are seeking funding to support the cost of bringing the JA BizTown and JA Finance Park capstone programs to our region. Through these experiential learning opportunities, youth will be empowered to achieve future economic success and support our regional economy by filling the jobs of tomorrow.	12-01-2019	12-31-2024
Kamm Island Stage	City of Mishawaka	Quality of Place and Quality of Life	Kamm Island is a five acre City Park used every year for events and festivals. The project will include an event stage sized similar to the Mishawaka Central Park Stage . The intent is to provide a permanent amenity to better promote regional events and performances.	03-01-2023	12-31-2023

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LaPorte Street Brewery	City of Plymouth, Indiana	Quality of Place and Quality of Life	The LaPorte Street Brewery project will reinvigorate a former NIPSCO utility building into a vibrant restaurant/brew pub along the banks of the Yellow River in the heart of Plymouth's downtown. The project includes restaurant buildout, construction of a riverside deck for outdoor dining, and a fast casual food truck area.	06-01-2023	06-01-2024
LaPorte Street Mural and Parking Lot	City of Plymouth, Indiana	Quality of Place and Quality of Life	The western wall of 105 W. LaPorte Street is a blank canvas for an inspiring work of public art in a major downtown gateway. Extensive improvements in the adjacent parking lot will support access by new visitors drawn to the mural and to growing downtown cultural attractions.	10-01-2022	07-31-2023
Level Up!	Boys and Girls Club of Goshen	Strategy-Driven Program or Project	The Level Up program will engage Boys and Girls Clubs of Elkhart County teen members in career exploration and workforce readiness programs. In collaboration with local business leaders, schools, and stakeholders, teens will be offered a variety of programming focused on on-time high school graduation and post-secondary plans.	01-01-2022	06-30-2025
LIFT Network Apprenticeship Expansion	South Bend - Elkhart Regional Partnership	Strategy-Driven Program or Project	The LIFT Network Apprenticeship program is an advanced industry adult apprenticeship program that develops customized programs focused on occupations that support Industry 4.0 and advancement within the South Bend - Elkhart region. Training is delivered by region postsecondary institutions and technical school programs.	07-19-2021	06-26-2026
Local Spirit Talent Programs	Local Spirit	Strategy-Driven Program or Project	Social meetups/gatherings/events to attract, connect and retain top talent and build community in our region. Special interest paid to local college students, entrepreneurs, creatives, bonus talent (trailing spouses) and small business partners.	07-15-2021	07-18-2025
Local Spirit Townie Tour Expansion	Local Spirit	Quality of Place and Quality of Life	Over the past four years, I have done summer walking tours for the graduate business programs at Notre Dame with the goal of connecting top talent to our local/regional community. I've toured more than 1,200 students in this time frame and it's NOW time to grow and scale.	06-01-2018	07-18-2025
Lundquist-Bicentennial Park	City of Elkhart Parks and Recreation	Quality of Place and Quality of Life	Lundquist-Bicentennial Park is aimed to be Elkhart's first destination park. Aptly situated in the epicenter of an economic renaissance, it is planned to be a "flagship park" that creates inclusive and natural play experiences for all backgrounds and ages. Featuring many amenities that residents and travelers afar will love.	09-12-2018	05-01-2023
Lynx Capital Regional Loan Fund	Lynx Capital Corporation	Strategy-Driven Program or Project	Lynx Capital Corporation manages a statewide fund dedicated to providing access to capital to racial minority-owned companies with its high touch and high impact approach. The revolving loan fund will provide minority companies the required risk capital needed to access Lynx Capital funding which further unlocks traditional funding sources.	01-01-2022	12-31-2025

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Marshall County Blue Zones	Marshall County Crossroads	Strategy-Driven Program or Project	Marshall County Crossroads seeks to implement a Blue Zones Project (BZP), an inclusive and systems approach to population health, in order to leverage the existing opportunities and partnerships in Marshall County to create transformative economic, health, and social change for all county residents for decades to come.	01-01-2022	08-31-2025
Marshall County Career Innovation Center	Lifelong Learning Network	Quality of Place and Quality of Life	Building upon an existing CTE cooperative among Marshall County Area schools, proposed career center will provide enhanced, sustainable skill development capacity and career exposure for high school students to secure professional certifications or degrees and skills aligned with industry needs. The facility will also be used for incumbent worker training.	01-01-2022	12-31-2025
Marshall County Crossroads Capacity	Marshall County Crossroads	Strategy-Driven Program or Project	Marshall County Crossroads' mission is to inspire our communities to connect, collaborate, and create Great Hometowns through our Quality-of-Life vision. Adding capacity will empower us to leverage the momentum of our Stellar Communities success and ensure sustainability of our organization.	10-01-2021	10-01-2024
Marshall County Industrial Revolving Loan Program	Marshall County Economic Development Corp.	Quality of Place and Quality of Life	As a rural county, Marshall County has struggled to attract new spec facilities and housing stock for decades. MCEDC seeks to expand its existing efforts through establishing a revolving loan fund to attract private partners to meet the needs of the county's six communities now and for years to come.	02-01-2022	01-01-2024
Marshall County Neighborhood Center	Marshall County Neighborhood Center	Quality of Place and Quality of Life	Marshall County Neighborhood Center is a county-wide nonprofit helping vulnerable families achieve financial independence through programs such as food and clothing pantries, utility and holiday assistance as well as educational components. This project provides community increase to healthy foods, sustainable living projects, clothing, and education opportunities for local marginalized populations.	02-12-2022	12-31-2025
Marshall County Trails	Marshall County Crossroads	Quality of Place and Quality of Life	Envisioned in the Statewide Comprehensive Outdoor Recreation plan and Marshall County Trails Master Plan, the project would complete three phases of trail from LaPaz to Rochester. Connecting to the existing Nickel Plate trail, the result is a continuous 70+ mile trail route from the Marshall/St. Joe County line to Kokomo.	07-01-2022	07-01-2023
Memorial Hospital of South Bend Campus Redevelopment Plan	Memorial Hospital of South Bend	Quality of Place and Quality of Life	Memorial is the largest hospital and only level two trauma center in the region. Project seeks to upgrade and expand core facilities, originally constructed in 1958 and 1973. It includes a new patient tower, trauma bays and upgrades throughout the campus. The expansion will create 588 new jobs at Memorial.	10-01-2021	06-30-2026

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Mentoring to Build Social Capital	South Bend Regional Chamber	Strategy-Driven Program or Project	This professional mentoring program will build social capital by expanding networks, provide opportunities for personal and professional growth, create a confidential space to discuss challenges and solutions, and encourage the sharing of wisdom and expertise to help other minority and female professionals see their potential.	06-18-2022	12-31-2025
Minority Business Accelerator	Project Partner LLC	Strategy-Driven Program or Project		06-01-2022	12-02-2022
Mishawaka Adaptive Reuse	Cressy Commercial Real Estate	Quality of Place and Quality of Life	A partnership with the City to renovate the current antiquated Police Station in the heart of downtown into a Corporate headquarters and entertainment venue that will result in the relocation of 80 employees to the urban core and add the only hospitality establishment on the river in the downtown.	06-01-2022	02-09-2023
Mishawaka Fieldhouse	Card and Associates Athletic Facilities, LLC.	Quality of Place and Quality of Life	Mishawaka Fieldhouse will be an instrument of tangible economic impact to the surrounding region. Through the three pronged pull of local, regional, and national business, the Fieldhouse will generate tens of millions of dollars of new impact, allowing for the region to continue to grow even after Fieldhouse project completion.	03-01-2022	05-01-2023
Montgomery Ward Commerce Center	City of Plymouth, Indiana	Quality of Place and Quality of Life	The Montgomery Ward Commerce Center is envisioned as a dynamic space for innovators, current businesses and students that will help build the entrepreneurial ecosystem in Marshall County. The accelerator/co-working space will provide mentorship opportunities to start-ups and serve the region's goals of entrepreneurship/industry growth, while revitalizing a historic downtown building.	10-01-2022	04-01-2024
Morris Performing Arts Center - Morris 100	City of South Bend Venues Parks and Arts	Quality of Place and Quality of Life	The Morris Performing Arts Center Centennial project includes facility upgrades, a building addition, new on-site parking garage, redeveloped public plaza, and the creation of an arts equity program. The goal is to enhance quality of life offerings and destination appeal while inciting additional economic impacts and future development opportunities.	01-02-2022	01-02-2024
Norfolk Southern Railroad Overpass Study at Ash Road and SR 933 (Osceola)	St. Joseph County, Economic Development	Strategy-Driven Program or Project	The study analyzes mobility/safety and impacts associated with numerous at-grade railroad crossings in study area. The western end of the railyard regularly experiences slow/stopped trains which block multiple crossings. The study will consider alternatives and benefits/costs of a railroad over/underpass in the study area at the St. Joseph/Elkhart County line.	01-01-2022	07-01-2022
Northern Indiana Maker Network	1st Maker Space, LLC	Strategy-Driven Program or Project	1st Maker Space is proposing a maker network as a part of the South Bend-Elkhart region to spur economic development and talent acquisition. These three makerspaces – one in each county – will serve as hubs for creativity, new business startups, and mentorship and build on previous momentum in innovation.	11-01-2021	01-16-2024

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Notre Dame to Downtown South Bend Connection	City of South Bend	Quality of Place and Quality of Life	The project creates a multi-use path and protected bike lanes providing a safe, connecting regional assets between South Bend and Notre Dame. The path, which includes a new pedestrian bridge, links together the East Bank Trail, Northeast and East Bank Neighborhoods, local parks, and the downtown bicycle network.	09-01-2022	11-01-2023
Outdoor Placemaking at the Library	St. Joseph County Public Library	Quality of Place and Quality of Life	St. Joseph County Public Library seeks to activate outdoor spaces and expand public gathering places in our neighborhoods. We propose building outdoor facilities at four neighborhood branch locations so community members have access to more safe spaces for learning, working, gathering, and relaxing.	05-01-2022	05-01-2025
Park Office	Marshall County Park and Recreation Department	Quality of Place and Quality of Life	The Marshall County Park Board was established March 16, 2020 without a budget or staff. We are looking for financial assistance for a park office/storage building and a pavilion. The Marshall County Parks and Recreation Department Mission is to preserve, protect and steward the County's natural, cultural, and recreational resources.	07-18-2021	12-31-2022
Pathways to Career Advancement for Latinx Adults	Horizon Education Alliance (HEA)	Strategy-Driven Program or Project	This project expands the accessibility and reach of adult education and workforce training for Latinx adults in the region, who've often been excluded from these opportunities due to language and educational barriers. With support, HEA and partners are poised to continue developing programming that meets needs, including bilingual industry-recognized certifications.	01-01-2022	12-31-2024
Pierre Moran Tolson Neighborhood Opportunity Hub	City of Elkhart in partnership with the Elkhart Chamber of Commerce	Quality of Place and Quality of Life	Pierre Moran Tolson Neighborhood Opportunity Hub will be a location of "opportunity providers": Providing "in-community" training, career crosswalks to enhance household incomes; Improving community health services; Networking talent, entrepreneurs to jobs and capital sources; Partnering City and CDCs to create strategically located workforce housing; Providing recovery growth assistance to businesses.	10-21-2021	09-30-2022
Plymouth Library Makerspace Teaching Kitchen	Plymouth Public Library	Quality of Place and Quality of Life	The teaching kitchen is designed to enhanced library program offerings to the community while providing a space to partner with local non-profits and other entities.	11-01-2021	09-30-2022
Portage Manor Woods Park	St. Joseph County Commissioners	Quality of Place and Quality of Life	This 33-acres of urban forest and fields remains pristine. Forest hides diverse terrain (ravines and waterway) ideal for hiking, biking and nature. A network of trails will connect to existing trails. The park will connect to Pinhook Park. Hist./cultural elements will be restored. Reorganization of land use will improve aesthetic	04-01-2022	08-01-2025

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Portage Place	The Bakery Group LLC	Quality of Place and Quality of Life	Portage Place is an adaptive reuse project that will turn the abandoned Ward Bakery building from attractive nuisance into a vibrant neighborhood node, community commercial center, and regional destination. It will serve as an intentionally inclusive "collaborative village" for retail, professional services, studios, maker space, health and wellness, and cafes.	01-01-2021	12-31-2022
Premier Arts Academy	Premier Arts	Quality of Place and Quality of Life	The Premier Arts Academy is a K-8 independent public school scheduled to open in the Fall of 2023 in the heart of the Elkhart Arts District. This project provides families an educational choice regardless of their income and, equally importantly, it provides an economic infusion into the main street corridor.	01-01-2022	08-01-2023
Project SCOPE	Project S.C.O.P.E	Quality of Place and Quality of Life	Parking lot structure repair is needed at our facility. The parking area is a short term project. This will help with providing safety to the members of the facility and the community seeking assistance.	10-01-2021	10-31-2021
Project SCOPE	Project S.C.O.P.E	Quality of Place and Quality of Life	MRT classes for program anticipation. MRT classes will enable our members to have proper skills needed to persevere. Moral Recognition Therapy helps to recognize issues and teaches one to work through things allowing for healthy decision making. We hope to help focus on train of thought and processing.	01-03-2022	01-08-2024
PWR^South Bend	PWR UP GG	Strategy-Driven Program or Project	PWR^South Bend taps into the emerging video game industry, empowering people to celebrate a widespread hobby in community while creating opportunities to connect big picture ideas with executable plans on the ground.	12-17-2021	12-19-2021
Rapid Expansion of Placemaking Academy at Indiana University South Bend	IU South Bend	Strategy-Driven Program or Project	The project would deliver presentations, workshops and support for improving Quality of Place. The goals are to Increase awareness and understanding of placemaking; Optimize efficiency related to implementing placemaking projects; Provide processes, techniques and tools to use; Increase the number and quality of placemaking projects.	10-15-2021	10-17-2025
Reducing "Brain Waste" in St. Joseph County	Welcoming Michiana, a program of the United Religious Community	Strategy-Driven Program or Project	In year one, ten underemployed skilled immigrants (e.g., refugees, "trailing spouse," EB-2 visa candidates, etc.) will obtain employment in line with their goals, education and credentials. By year three, 25/year will find appropriate employment. The program will positively affect talent attraction and retention and diversity and inclusion.	10-01-2021	07-31-2024
REES Theatre Program Director	The REES Theatre Inc.	Strategy-Driven Program or Project	The REES intends to establish a permanent organizational position that will nurture the growth of arts and culture in Marshall County, support the newly forming Art Council, increase the diversity of engaged artists, and strengthen and diversify our communities through education, advocacy, and the celebration of arts and culture.	11-01-2021	12-31-2024

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Regional Manufacturing Readiness Grants	iNdustry Labs at the University of Notre Dame	Strategy-Driven Program or Project	The grants will provide capital assistance to give companies the confidence and ability to implement operational innovations identified through iNdustry Labs Transformation Plans (XP). The grants will spur the adoption of advanced technologies and practices, furthering the region's goals to leverage technology to retain talent, increase productivity, and remain competitive.	04-01-2022	12-31-2024
Regional Talent Attraction and Retention through High-Quality Early Childhood Education Opportunities	Horizon Education Alliance	Strategy-Driven Program or Project	COVID-19 highlighted the important relationship between access to early childhood education and the ability of employers to employ and retain workers, particularly women. Across our region, there is a significant need to increase the scope and quality of early childhood education opportunities, and our research effort will address this need.	01-01-2022	12-31-2023
Regional Talent High Skill Immigration Support Fund	City of South Bend, IN	Strategy-Driven Program or Project	South Bend – Elkhart's depends on a growing population of talented individuals. The Regional Talent Attraction Fund will provide matching grants to reduce the risk and cost of processing requests for work visas or permanent residence, retaining talented international students, and attracting top talent to the region.	01-01-2022	12-31-2025
River Park Square Phase 3	City of Plymouth, Indiana	Quality of Place and Quality of Life	This project will complete the final phase of River Park Square, a more than a decade-long flood plain remediation effort in the City's downtown, with the demolition of a vacant structure and the repurposing of another into an all-seasons indoor/outdoor pavilion with a synthetic ice rink.	04-01-2023	09-30-2024
Riverfront West	Great Lakes Capital	Quality of Place and Quality of Life	Completed in phases the plan anticipates a series of 3-story buildings. Unique residential living options include 200 market rate apartments and 175 workforce apartments, both types consisting of a mix of units and amenity spaces. The for-sale products include a mix of townhomes/condominiums, approximately 80/100 respectively are currently envisioned.	03-01-2022	12-31-2026
Riverwalk Bridge at Monkey Island	City of Mishawaka	Quality of Place and Quality of Life	This project connects Jefferson Boulevard/ Fields at Highland subdivision on the north side of the river to the golf course on the south side. The Bridge is the critical connection point for making pedestrian and bikes viable modes of transportation for a much larger geographical area including Capital Avenue.	03-17-2023	10-25-2024
Roth Farm	D-ACT-Z LLC	Quality of Place and Quality of Life	229 acres of contiguous land, annexed into the City of Goshen. An excellent location for single and multifamily housing. There is a severe shortage of both housing and labor in Elkhart County. This project could be major assist on both the need for affordable housing and labor.	01-01-2022	01-01-2031

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Ryan's Place Building a Home for Healing Hearts	Ryan's Place	Quality of Place and Quality of Life	Ryan's Place will build a 20,000 sqft. Building on 9.5 acres in Goshen, to provide a wide range of grief services, for children, and their families. The purpose-built children's grief support center will be unique to the community, allowing bereaved families to heal in a safe place at no cost.	03-01-2022	07-01-2022
Ryan's Place Grief Support Programs for Children, Teens and Families	Ryan's Place	Strategy-Driven Program or Project	We will provide grief support services to 1205 individuals per year in 2021/22 and 2022/23. The services will include grief programs at our center in Goshen for children, teens and adults, individual counseling, school-based programs, and at the Elkhart County Juvenile Detention Center. All services are provided free of charge	09-01-2021	08-31-2023
SB-E International Welcome Center	Ivy Tech Community College	Strategy-Driven Program or Project	Establish a world-class, nationally recognized, multicultural welcoming center (the Center) with visible/readily accessible language training facilities, and immigrant/refugee community support and job placement services that will promote migration of individuals and companies to our region. Leverage local RV industry to provide "bridge" housing located in "Opportunity Villages" throughout our region.	03-01-2022	09-01-2023
SBE Digital Skills Accelerator Fund Expansion	South Bend - Elkhart Regional Partnership	Strategy-Driven Program or Project	The Digital Skills Accelerator Fund successfully provided \$2.5M in funding to create/enhance postsecondary non-degree and/or degree programs focused on technology and advanced industry STEM skills. The programs are currently preparing for implementation and leaders from the universities requested a READI submission to expand the fund for a Round II.	07-25-2022	07-24-2023
SBE Founders Summer Internship	SB School Entrepreneurship CTE	Strategy-Driven Program or Project	A three week immersive experience for high school students (goal of 40-50 percent from underrepresented groups) that provides students with an in depth look at what it takes to be an entrepreneur in our region, tour our startup community, grow social capital, identify their entrepreneurial passions and connect them to community.	06-05-2022	06-23-2022
SBE Region Postsecondary Student Success Research and Best Practices Fund	SBE Higher Education Advisory Council	Strategy-Driven Program or Project	Members of the SBE Higher Education Advisory Council propose the development of a research fund to conduct research and analyses of institutional student data to identify challenges, equity gaps and successful institutional strategies and programs to increase student persistence and retention, especially women and underrepresented minority students in STEM-related field.	01-03-2022	07-25-2025
SBE Regional Career and Technical Education (CTE) Collaborative	South Bend - Elkhart Regional Partnership	Strategy-Driven Program or Project	The Regional CTE Collaborative will be a network coordination and strategy initiative to align CTE districts around labor market approaches, employer engagement, student/family/employer marketing-branding, and CTE instructor attraction-retention strategies through the development of an endowed instructor retention fund, and will also align the SEAL WBL model.	01-03-2022	07-25-2025

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
Small Business Hub	St. Joseph County Public Library	Strategy-Driven Program or Project	This project will create an online resource hub and mentor network for entrepreneurs and small business owners. By consolidating existing programs and expanding access to resources, this project will help increase the number of new small business ventures in our region and improve their individual chances of success.	02-01-2022	01-31-2023
South Bend - Elkhart Career Pathways Network	South Bend - Elkhart Regional Partnership	Strategy-Driven Program or Project	The South Bend - Elkhart Career Pathways Network will serve as the overarching education-workforce ecosystem strategy to connect all regional stakeholders around a connective labor market and ecosystem model built upon the StriveTogether cradle-to-career network model, with consulting data support from EMSI Burning Glass.	01-04-2021	12-26-2025
South Bend Code School-Technology Workforce Development Training	South Bend Code School	Strategy-Driven Program or Project	A workforce development program that assists individuals and employers with skilling up and employing technology talent.	01-01-2021	12-31-2024
South Bend Destination Project	The South Bend Chocolate Company	Quality of Place and Quality of Life	Modeled after Fair Oaks Farms, The South Bend Chocolate Company will develop a new tour-able factory and a year-round, recreational, educational and experiential attraction including the Chocolate Experience, the Indiana Dinosaur Museum, a Visitor's Center/Gift Shop, a Public House Restaurant, a winery, an agricultural experience with connecting nature trails.	01-01-2022	06-16-2023
South Bend-Elkhart Innovation Studio	INVANTI	Strategy-Driven Program or Project	The South Bend-Elkhart Innovation Studio gives open access to the process of innovation to aspiring and established entrepreneurs, specifically focusing on women and minority participants. The Studio allows entrepreneurial support organizations to scalably deliver a process that helps entrepreneurs and business owners navigate the pre-idea to pilot stages of innovation.	01-01-2022	12-31-2024
South Bend-St. Joseph County PK-14 Career Development Hub (SBSJ Career Hub)	South Bend Community School Corporation	Quality of Place and Quality of Life	South Bend-St. Joseph County PK-14 Career Hub (SBSJ Career Hub) is a comprehensive career pathway development center for Secondary Career and Technical Education, Adult Education, ELL/Migrants, Pre-K, workforce organizations, and SEAL industry partners. Expanded facilities and programs will advance diverse regional goals via job-ready certifications, dual credits, and work-based learning.	09-01-2021	06-01-2023
Spirit Townhomes	Culver Sand Hill Farm LLC	Quality of Place and Quality of Life	Increased housing and reversing out-migration is a major goal in Marshall County as evidenced by its inclusion in the Marshall County Crossroads Stellar Region SIP. It is also prominent in Culver's Comp Plan and Stellar SIP. This project would address the mid-range housing needs which are currently difficult to achieve.	08-15-2022	03-31-2023

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
St. Joseph County Career Center	Garatoni Family Office	Strategy-Driven Program or Project	Establish an independent not for profit Career Center for St. Joseph County in a new building to be constructed on the South Bend Ivy Tech campus to help county high schools more effectively train their students to meet industry needs and offer students a broader array of courses.	01-01-2022	09-01-2023
St. Joseph County Hubs of Social Innovation	United Way of St. Joseph County	Quality of Place and Quality of Life	UWSJC, BGCSJC, City of South Bend and Town of Walkerton seek funding to create four social innovation hubs of support located within areas of highest need in St. Joseph County. This efficient delivery system will reduce barriers to accessing essential resources while increasing regional economic development and quality of life.	08-02-2021	07-31-2024
Startup Studeo 315	TKM Capital	Strategy-Driven Program or Project	The Startup Studeo 315 will invest in and nurture 2-4 high growth startups per year. We will help the region but not only helping create new startups each year, but this will also result in job creation for the region.	12-01-2021	12-18-2023
State Bank Building Renovation	City of Plymouth, Indiana	Quality of Place and Quality of Life	The State Bank Building Renovation project will repurpose a now-vacant building in Plymouth's downtown as the proposed new home of Marshall County Tourism, the emerging Marshall County Arts Council, and a new Artist-In-Residence program located in a second floor apartment/studio space.	03-01-2023	10-31-2023
STEM Opportunity Accelerator: Regional Initiative to Bridge Equity within K-12 STEM Pathways and Advanced Industry Careers	South Bend School Corporation	Strategy-Driven Program or Project	The Brown Community Learning Center is proposed as a hub for experiential math, science, and technology exploration, targeting underrepresented students in grades four through six –a whole-child approach—centering family, social-emotional development, and community partnerships to cultivate foundational skills on the pathway to high-value courses, with an entrepreneurial career orientation.	08-15-2022	07-15-2024
Stockroom East (Co-Working, Events, and Start - Up Hub)	Codex LLC	Strategy-Driven Program or Project	We are cultivating a space that invites the transformation of people and environment, by creating a watering hole effect for the collusion of entrepreneurs, business owners, and events. We are bringing three pillars together in the East Bank, in an intentional way, to see the continued development of South Bend.	04-01-2022	10-04-2022
STRONG Communities through Equitable Development (Stenghtening The Regions Opportunities for New Growth)	South Bend Regional Chamber	Strategy-Driven Program or Project	Leverage predictive analytics and economic impact software to foster equitable development of blighted or vacant properties in underserved neighborhoods, eliminating implicit bias through data-driven market analysis reports based on households, not race. Support small and minority-owned businesses with consumer profile insight into market dynamics, including growth, expansion, and realignment opportunities.	01-01-2022	12-31-2026
Sunny Meadows Expansion	Marco Construction	Quality of Place and Quality of Life	11 acre, approximately 20 single family lots on the east side of town. Developer needs funds for infrastructure - storm, sewer, water and electric.	07-01-2022	07-01-2023

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
Talent Pipeline Development Targeting the Local Justice System	American Prison Data Systems	Strategy-Driven Program or Project	Through innovative technology and programming, APDS will approach talent development in the correctional system, reaching the nearly 1,500 individuals housed in Northern Indiana's local adult and juvenile jails daily. As many companies are starved for qualified talent, APDS will provide resilient workers by incorporating data-driven strategies to improve employment outcomes.	01-01-2022	12-31-2023
Tech Juncture	Ivy Tech Community College	Strategy-Driven Program or Project	Tech Juncture introduces high school students to technology and allows them to apply their skills and knowledge to a tech project. It concludes with a work-based learning, career readiness, and higher education opportunity with regional employers after graduation. It is crucial to our region's education, workforce, and talent retention goals.	06-21-2022	05-31-2023
Tennis Bubble	Goshen College	Quality of Place and Quality of Life	We propose to create a ten-court tennis bubble adjacent to Goshen College and Greencroft Retirement Community and Goshen Health, with pickle ball and indoor walking track. This regional state-of-the art facility will support walking, cardiac rehab and racket sports year-round for school children, collegiate athletes, and adults of all ages.	07-01-2023	07-01-2024
The Concession Lodge and Bear Exhibit	Potawatomi Zoo	Quality of Place and Quality of Life	The Concession Lodge and Bear exhibit will be a modern concession facility connected to a bear habitat. The dining area will look directly into the bear exhibit, allowing visitors to dine next to these amazing animals. This concession area will meet the growing attendance numbers providing a better visitor experience.	10-01-2022	07-01-2023
The DW Victim Advocacy Center Inc.	The DW Victim Advocacy Inc.	Quality of Place and Quality of Life	Our program helps victims and their families in the City of Elkhart navigate through the emotional, physical and financial aftermath of a trauma. Our advocates support clients from the crime scene to recovery 24 hours a day 365 days a year.	09-01-2021	01-01-2030
The Hatchery: An Innovation Center Dedicated to Women-Led Entrepreneurship and Technical Skill Development	The Corporation of Saint Mary's College, Notre Dame	Strategy-Driven Program or Project	"The Hatchery" will provide students at area colleges and universities with hands-on learning opportunities; offer students and women in the community opportunities to earn credentials in-demand by regional employers; and give both students and women entrepreneurs the tools they need to launch and grow their own businesses.	01-01-2022	12-31-2024
The Michiana Storytelling Festival	St. Joseph County Public Library	Strategy-Driven Program or Project	This project brings together artists and authors for a week of events, workshops, and activities centered around the theme of storytelling. We will invite local and regional talent to our Main Library for a storytelling celebration that will attract residents and visitors of all ages and backgrounds.	06-01-2022	06-01-2024

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
The Mill at Ironworks Plaza Phase 2	Flaherty and Collins	Quality of Place and Quality of Life	This will be a mixed-use multifamily project consisting of 215 apartments, 8,000 SF of commercial, and a 350 space parking garage building on the momentum and success of Phase 1 of The Mill at Ironworks Plaza. This will be located adjacent to The Mill in Beutter Park.	05-01-2022	02-16-2024
The RiverRail (a modern streetcar connecting Notre Dame, South Bend and Mishawaka)	The RiverRail Task Force	Quality of Place and Quality of Life	A modern streetcar transit system will connect Notre Dame, South Bend and Mishawaka bringing people and businesses back to the urban core, produce sorely needed economic infill, improve home and business values 3-5 blocks deep along the route. The initial investment will earn returns 10-fold in less than a decade.	12-01-2021	08-01-2025
The Studebaker Mansion Revitalization	The Studebaker Mansion LLC	Quality of Place and Quality of Life	The Studebaker Mansion is a federal and state historic landmark and a vital asset to the history of South Bend. It's been approximately 40 years since the last major overhaul and the building is in need of reinvestment. We are proposing an event center, Studebaker art/artifact gallery, and reimagined restaurant.	05-01-2022	05-01-2023
Tolson Center Construction	Tolson Center for Community Excellence	Quality of Place and Quality of Life	In response to a June 2018 City of Elkhart decision to close a community youth center, the community created a new nonprofit entity to expand and revitalize the Tolson Center and Park. A board of directors has been formed and plans are developed, coordinated and supported by the City.	12-01-2021	03-01-2023
Transforming the Student Career Experience	Ivy Tech South Bend-Elkhart	Strategy-Driven Program or Project	Expanding the Career Coaching and Employer Connections (CCEC) program will provide Ivy Tech students with transformational tools to help them meet their career goals. This expansion will enhance workforce readiness and connect talent to opportunity via: Student Experience, Career Development, Navigators, Mentors and staff support, and Success Planning for Minorities.	01-24-2022	05-30-2024
Trek10 Launch Program	Trek10 Inc.	Strategy-Driven Program or Project	Trek10 proposes the expansion of an existing platform (Trek10 Launch) to fill a major gap in cloud computing training. The program will upskill 430 individuals ranging from high school and college graduates to Regional IT professionals to accelerate digital skills and facilitate growth and innovation within our Regional companies.	01-01-2022	12-31-2024
Triple P - Positive Parenting Program in Regional Workplaces	Horizon Education Alliance	Strategy-Driven Program or Project	Since 2015, 90 partners in Elkhart County have come together to make evidence-based parenting support widely available through "Triple P - Positive Parenting Program." Now, various employers (including Lippert Components and Thor Industries) are joining to provide support to employees to improve workplace culture and increase employee efficacy and retention.	01-01-2022	12-31-2024

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
Venture Development Services	enFocus, Inc.	Strategy-Driven Program or Project	We propose a Venture Development Accelerator that will build upon "top of the funnel" idea generation programs in the region and provide key maturation resources for entrepreneurs who need to accelerate their business concept. The accelerator will provide talent, advisory services and help coordinate access to funding across the region.	01-01-2022	12-31-2025
Water Street Townhomes	City of Plymouth, Indiana	Quality of Place and Quality of Life	Housing creation of all types has been identified as a pillar of the Marshall County Crossroads strategic plan. Water Street Townhomes begins to fill an identified deficit of market rate rental housing in the Plymouth marketplace. This fine grained, mixed use, urban solution comports with Plymouth's comprehensive downtown development plan.	08-01-2022	07-01-2023
WBL and Apprenticeship Ecosystem Advancement - Northern Indiana Workforce Board	NIWB	Quality of Place and Quality of Life	The Northern Indiana Workforce Board, Inc, is legislated through the Workforce Opportunity and Innovation Act (WIOA) to serve as support to all local economic and workforce development programs within the region, providing labor market information and strategic assistance to achieve success for employers and jobseekers.	07-01-2021	06-30-2024
Wellfield Botanic Gardens - Visitors Center Project: Growing Community	Wellfield Botanic Gardens	Quality of Place and Quality of Life	The 'Visitors Center Project: Growing Community' realizes four key master plan features that provide not only a transformational guest experience with necessary infrastructure and amenities, financial sustainability, and increased mission-effectiveness, but also delivers increased quality of place, encourages diversity, equity and inclusion, and promotes economic development for our area.	06-01-2021	06-01-2023
West Township Trustee Cabin	Marshall County Park and Recreation Board	Quality of Place and Quality of Life	This project is to move this historic log cabin from its present location to a more suitable permanent one. The cabin is the original township trustee cabin build around 1840. We would like to establish a historic site to be used for education.	07-18-2021	07-15-2022
Western Reserve	Great Lakes Capital	Quality of Place and Quality of Life	Project will likely be completed in three phases. Plan anticipates a series of 4-story buildings strategically located on the site. Unique residential living options will include 175 market rate apartments and approximately 115 workforce apartments. The for-sale products will include a mix of townhomes/condominiums, approximately 60/50 respectively are currently envisioned.	01-01-2023	07-18-2026
What's Next	Greater Elkhart Chamber of Commerce	Strategy-Driven Program or Project	What's Next is a program aimed at recruiting regional and HBCU college students to the area. This is done through two or three day visits to the South Bend Elkhart Region that engage the students with career and quality of life opportunities in the region.	09-16-2023	05-16-2027

PROJECT OR PROGRAM NAME	ORGANIZATION NAME	TYPE OF PROJECT	ABSTRACT (50 WORDS). A DESCRIPTION OF THE PROJECT OR PROGRAM ANTICIPATED OUTCOMES AND HOW IT WILL HELP THE REGION ACHIEVE ITS GOALS AND VISION.	START DATE	END DATE
Wheelchair Help Mishawaka-South Bend branch	Wheelchair Help.org inc 501c3 non-profit	Quality of Place and Quality of Life	Wheelchair Help has served Elkhart seniors with affordable home medical equipment, Loaners, Budget assistance and Thirds Match Assistance 18 years. Mishawaka-South Bend clients grew to five percent over 18 years but concerned likely only one percent low income. Low income clients can't get transportation 20 miles from South Bend to Elkhart downtown.	01-02-2021	12-30-2022
Work Based Learning Development	Ivy Tech Community College	Strategy-Driven Program or Project	Provide more WBL opportunities for students in the region while simultaneously building a talent pipeline for regional employers to attract and retain local talent.	09-01-2021	08-31-2022
YSB Center for Youth Success	Youth Service Bureau of St. Joseph County	Quality of Place and Quality of Life	YSB's Center for Youth Success will help strengthen the fabric of our communities by providing housing and services for homeless youth, including single mothers with children. Our entire region benefits when we can empower young people and give them the proper tools to build self-sufficient and successful lives.	03-01-2022	09-01-2022
Zones 2 and 3 Elkhart River District	weIMPACT	Quality of Place and Quality of Life	Continued development of the River District with mixed-use retail, office, for-sale residential, and rental residential. The initial site plan includes nearly 150,000 square feet of residential and 17,000 square feet of retail, providing more than 100 market-rate housing units in downtown Elkhart.	07-13-2022	07-13-2024

C. LETTER OF SUPPORT FROM THE LOCAL PUBLIC SECTOR

September 24, 2021

Secretary of Commerce Brad Chambers
Chief Executive Officer
Indiana Economic Development Corporation
1 North Capitol Avenue, Suite 700
Indianapolis, IN 46204

Dear Secretary Chambers,

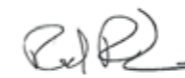
As Mayors and Commissioners of the cities and counties in the South Bend - Elkhart region, this letter is written to express our support of the recent collaboration to develop a Regional Economic Development Strategy that, when implemented, will attract, develop, and retain talent in the state by aligning efforts of various stakeholders around five key areas: Educating a world-class workforce, recruiting and retaining great talent, attracting and growing new economy companies in complement to our remarkably strong manufacturing industries, helping entrepreneurs thrive, and promoting inclusion and sparking opportunities for minorities.

We recognize the opportunity to build on this framework and make critical and sustainable investments that will leverage the industrial, academic, and technology assets, as well as the people and place resources within the region to become a magnet for talent and economic growth. We welcome a financial partnership with the state to promote strategic investments aligned with the IEDC's objectives for the Indiana READI program and are committed to providing a one-to-one match of \$50 million in local public funding to support a portfolio of programs and projects consistent with the vision of our cities, counties, and region.

We look forward to continuing our work with a broad group of stakeholders from across the South Bend - Elkhart region as we implement these strategies and are confident that this will transform the regional economy for decades to come.

Sincerely,

CITY OF ELKHART
 Mayor Rod Roberson



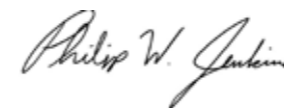
CITY OF GOSHEN
 Mayor Jeremy Stutsman



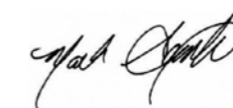
CITY OF MISHAWAKA
 Mayor David Wood



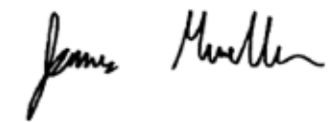
CITY OF NAPPANEE
 Mayor Philip Jenkins



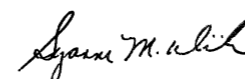
CITY OF PLYMOUTH
 Mayor Mark Senter



CITY OF SOUTH BEND
 Mayor James Mueller



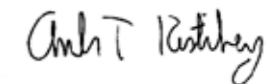
ELKHART COUNTY
 Suzanne Weirick, Commissioner



MARSHALL COUNTY
 Kevin Overmyer, Commissioner



ST. JOSEPH COUNTY
 Andrew Kostielney, Commissioner



D. REFERENCE DOCUMENTS, REGIONAL STUDIES, AND REPORTS

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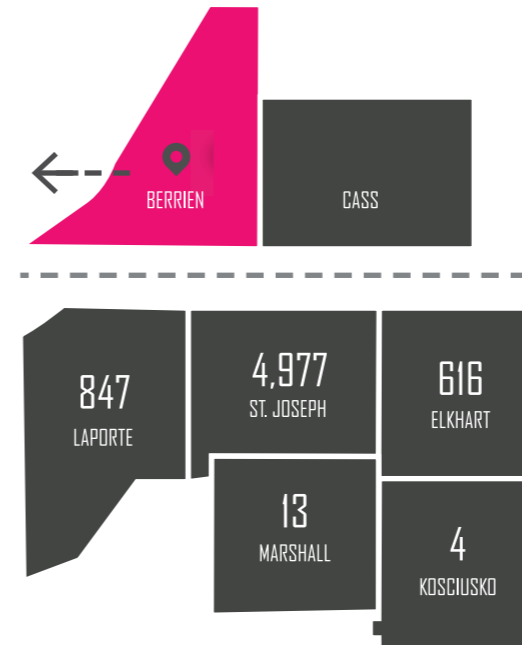
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South Bend Elkhart Regional Partnership (2021, September). [2021 Wages and Benefits Report for the South Bend - Elkhart region](#)

TEconomy Partners, LLC. (2018, September). [Tides of Change: Critical Investments Needed to Stimulate Long-term Economic Prosperity in the South Bend-Elkhart Region](#)

E. MAPS AND GRAPHICS



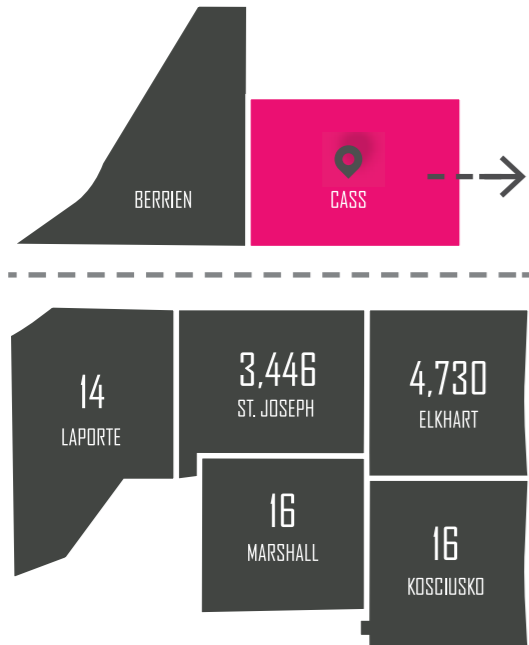
COMMUTING FROM BERRIEN COUNTY (MI)

	WORKERS
ELKHART COUNTY	616
KOSCIUSKO COUNTY	4
LAPORTE COUNTY	847
MARSHALL COUNTY	13
ST. JOSEPH COUNTY	4,977
Total	6,457

COMMUTING TO BERRIEN COUNTY (MI)

	WORKERS
ELKHART COUNTY	338
KOSCIUSKO COUNTY	0
LAPORTE COUNTY	1,659
MARSHALL COUNTY	21
ST. JOSEPH COUNTY	2,307
Total	4,325



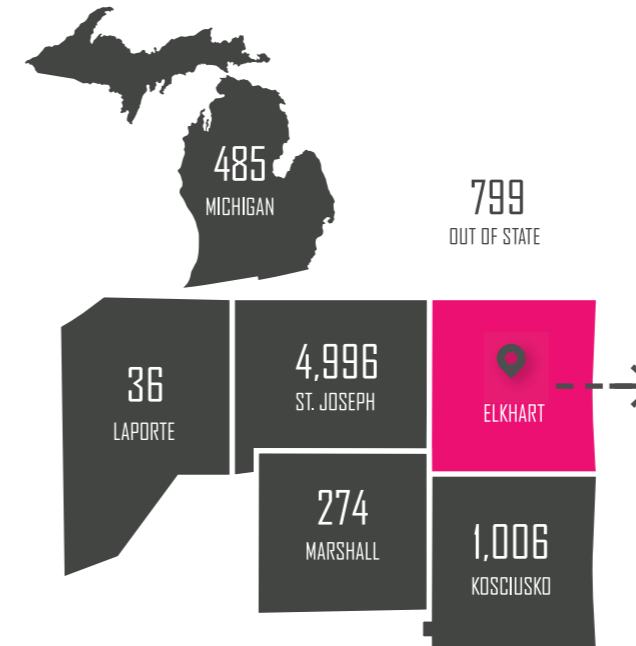
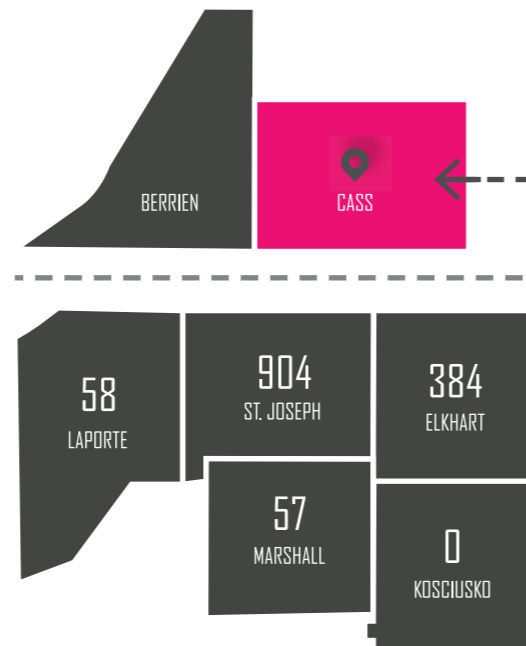


COMMUTING FROM CASS COUNTY (MI)

	WORKERS
ELKHART COUNTY	4,370
KOSCIUSKO COUNTY	16
LAPORTE COUNTY	14
MARSHALL COUNTY	16
ST. JOSEPH COUNTY	3,446
Total	8,222

COMMUTING TO CASS COUNTY (MI)

	WORKERS
ELKHART COUNTY	384
KOSCIUSKO COUNTY	0
LAPORTE COUNTY	58
MARSHALL COUNTY	57
ST. JOSEPH COUNTY	904
Total	1,403

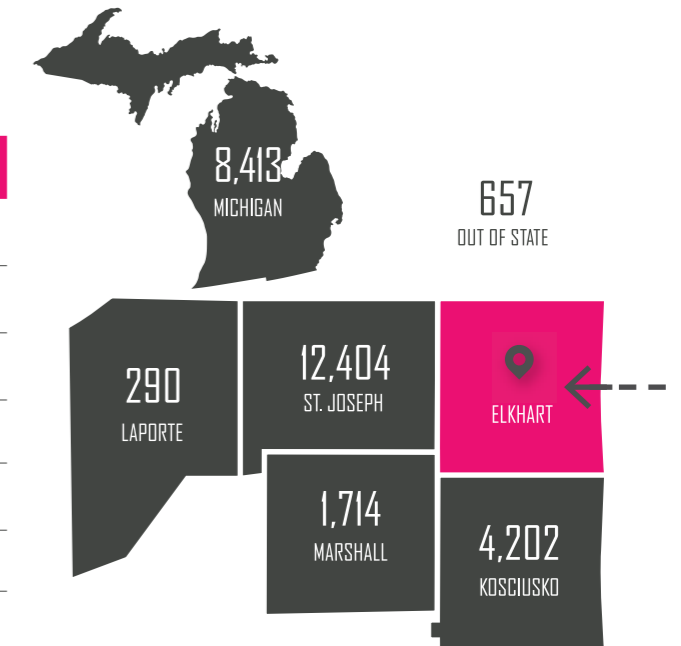


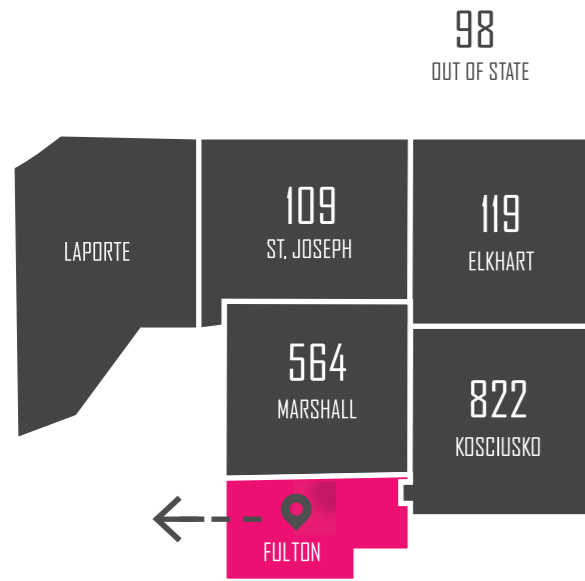
COMMUTING FROM ELKHART COUNTY

	WORKERS
KOSCIUSKO COUNTY	1,006
LAPORTE COUNTY	36
MARSHALL COUNTY	274
OUT OF STATE	799
ST. JOSEPH COUNTY	4,996
Total	7,596

COMMUTING TO ELKHART COUNTY

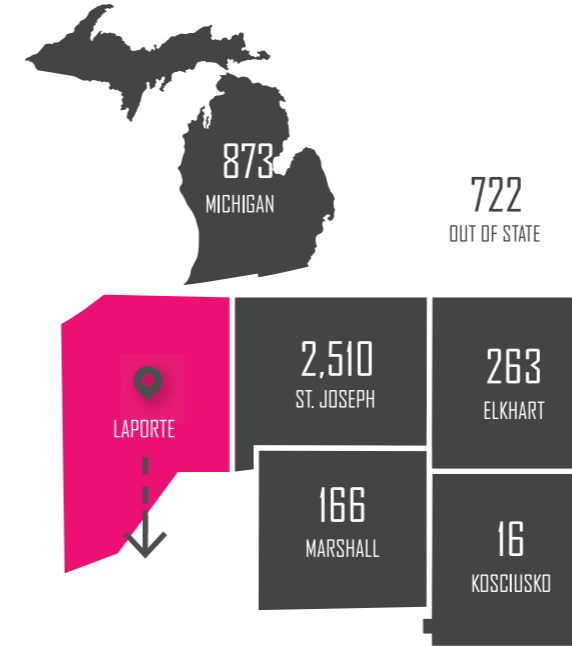
	WORKERS
KOSCIUSKO COUNTY	4,202
LAPORTE COUNTY	290
MARSHALL COUNTY	1,714
OUT OF STATE	657
ST. JOSEPH COUNTY	12,404
Total	27,680





COMMUTING FROM FULTON COUNTY

	WORKERS
ELKHART COUNTY	119
KOSCIUSKO COUNTY	822
MARSHALL COUNTY	564
MIAMI	121
OUT OF STATE	98
ST. JOSEPH COUNTY	109
Total	1,833

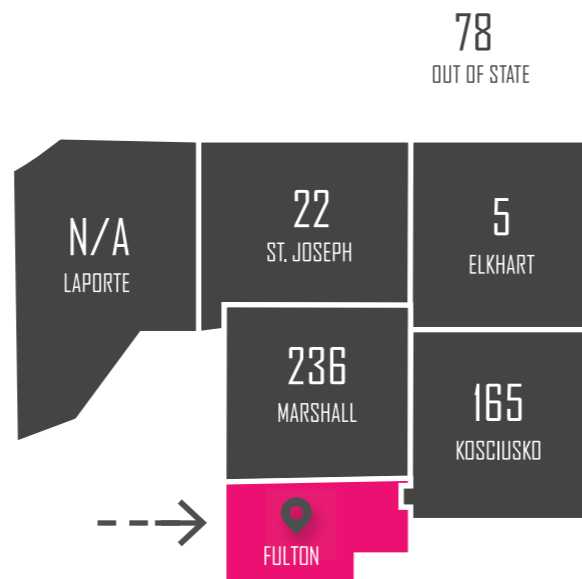


COMMUTING FROM LAPORTE COUNTY

	WORKERS
ILLINOIS	770
LAKE COUNTY	1,680
MICHIGAN	873
OUT OF STATE	722
PORTER COUNTY	3,929
ST. JOSEPH COUNTY	2,510
Total	10,484

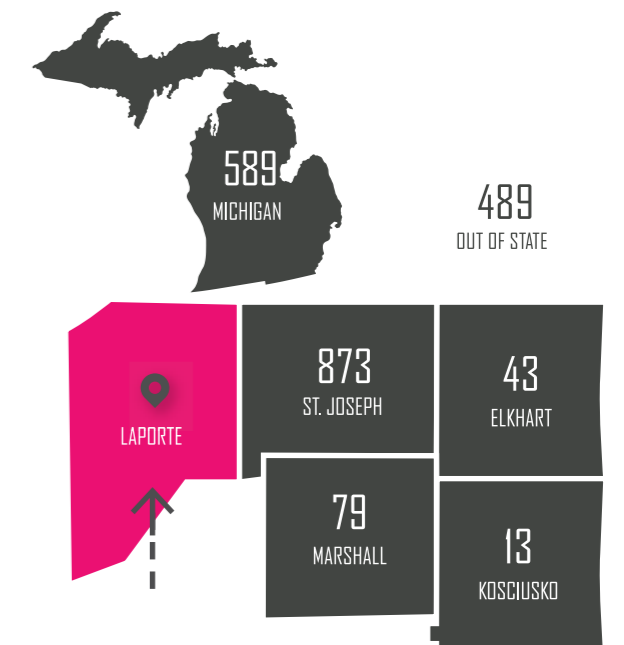
COMMUTING TO FULTON COUNTY

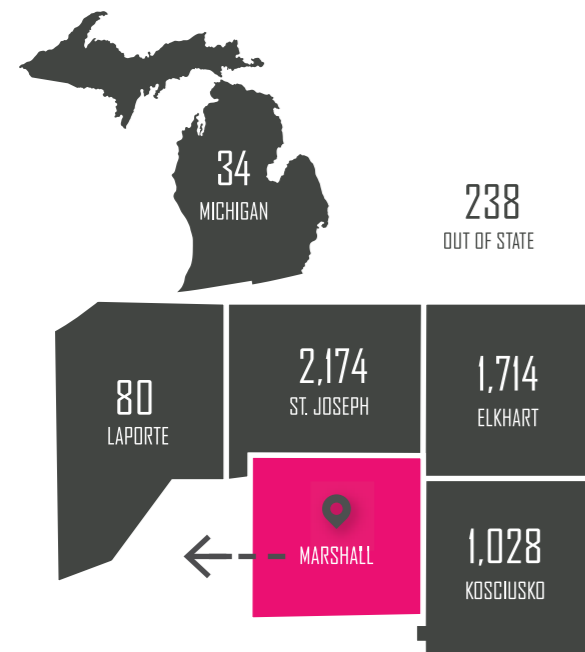
	WORKERS
ELKHART COUNTY	5
KOSCIUSKO COUNTY	165
MARSHALL COUNTY	236
MIAMI	325
OUT OF STATE	78
ST. JOSEPH COUNTY	22
Total	831



COMMUTING TO LAPORTE COUNTY

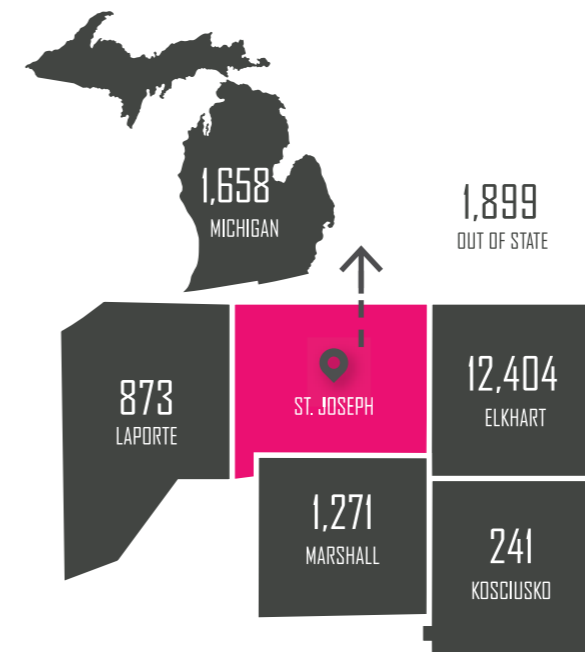
	WORKERS
LAKE COUNTY	951
MICHIGAN	589
OUT OF STATE	489
PORTER COUNTY	3,417
STARKE COUNTY	576
ST. JOSEPH COUNTY	873
Total	6,895





COMMUTING FROM MARSHALL COUNTY

WORKERS	
ELKHART COUNTY	1,714
KOSCIUSKO COUNTY	1,028
LAPORTE COUNTY	80
MICHIGAN	24
OUT OF STATE	238
ST. JOSEPH COUNTY	2,174
Total	5,268

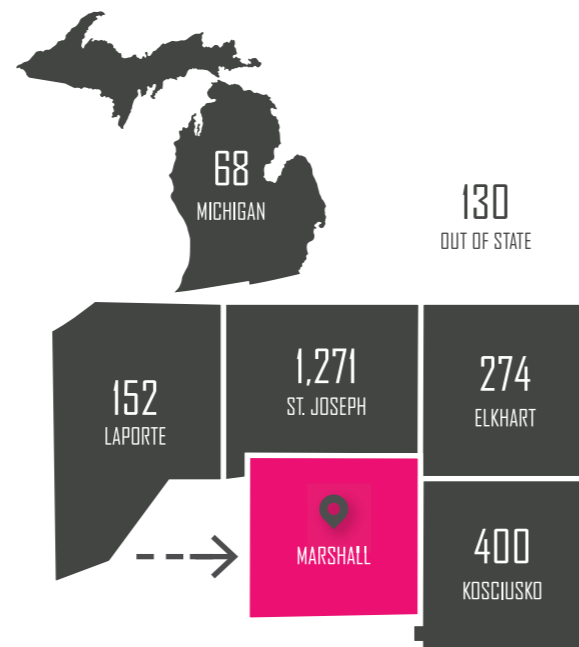


COMMUTING FROM ST. JOSEPH COUNTY (IN)

WORKERS	
ELKHART COUNTY	12,404
KOSCIUSKO COUNTY	241
LAPORTE COUNTY	873
MARSHALL	1,271
MICHIGAN	1,658
OUT OF STATE	1,899
Total	18,346

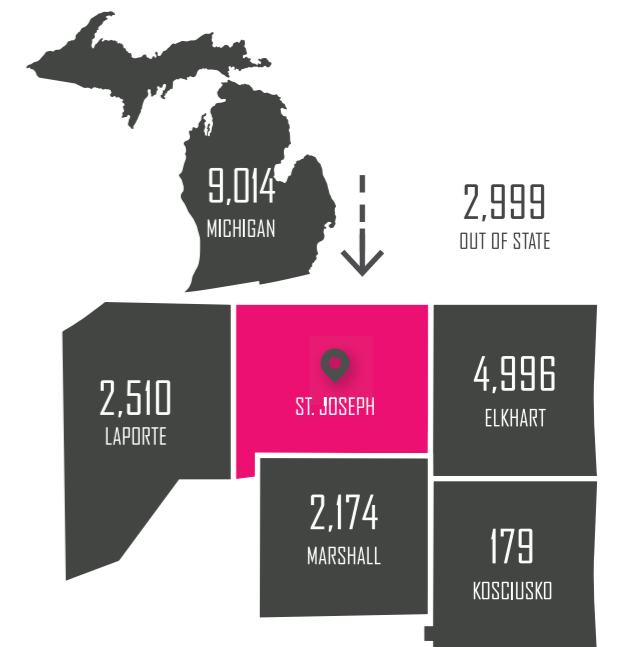
COMMUTING TO MARSHALL COUNTY

WORKERS	
ELKHART COUNTY	274
KOSCIUSKO COUNTY	400
LAPORTE COUNTY	152
MICHIGAN	68
OUT OF STATE	130
ST. JOSEPH COUNTY	1,271
Total	2,295

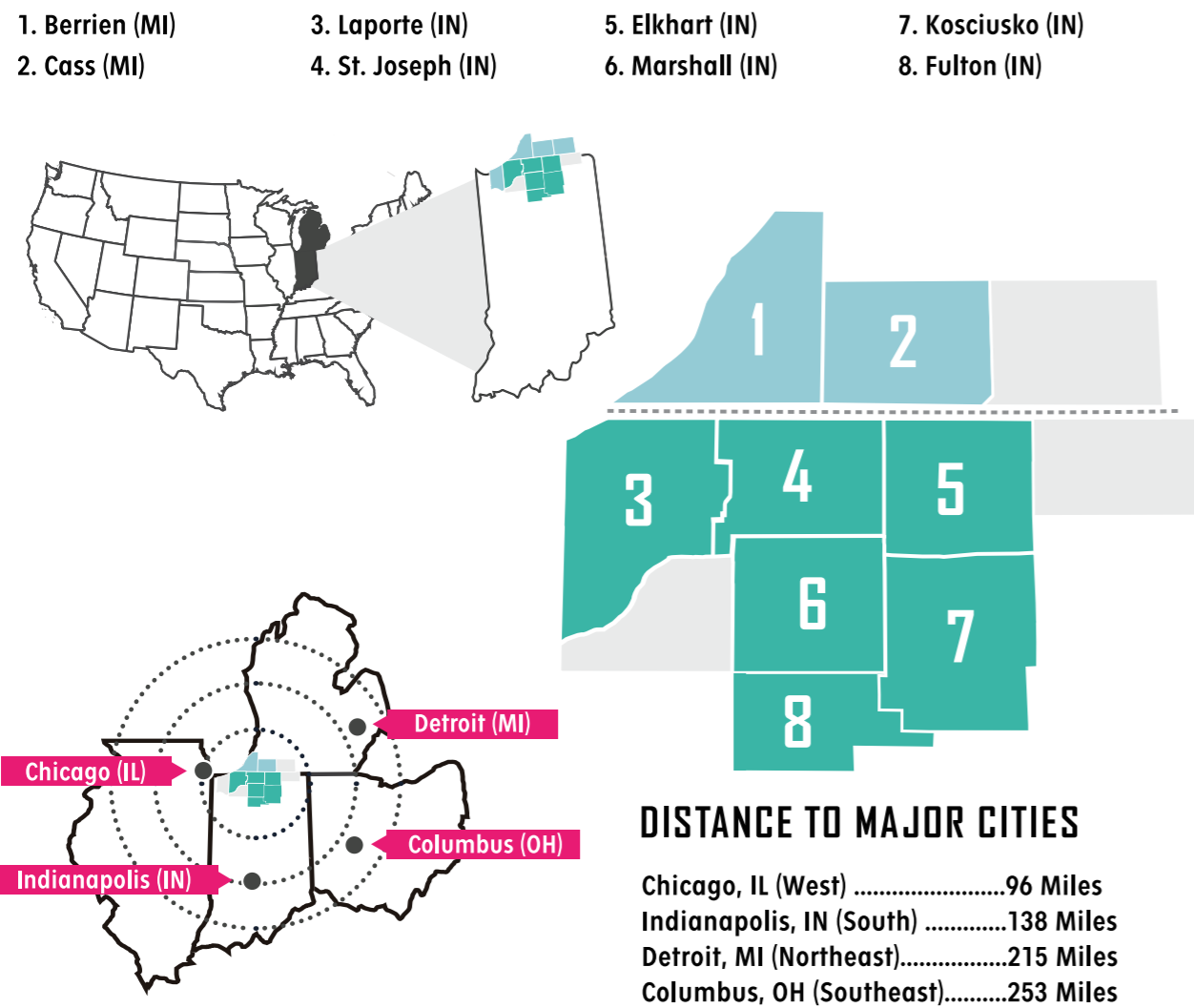


COMMUTING TO ST. JOSEPH COUNTY (IN)

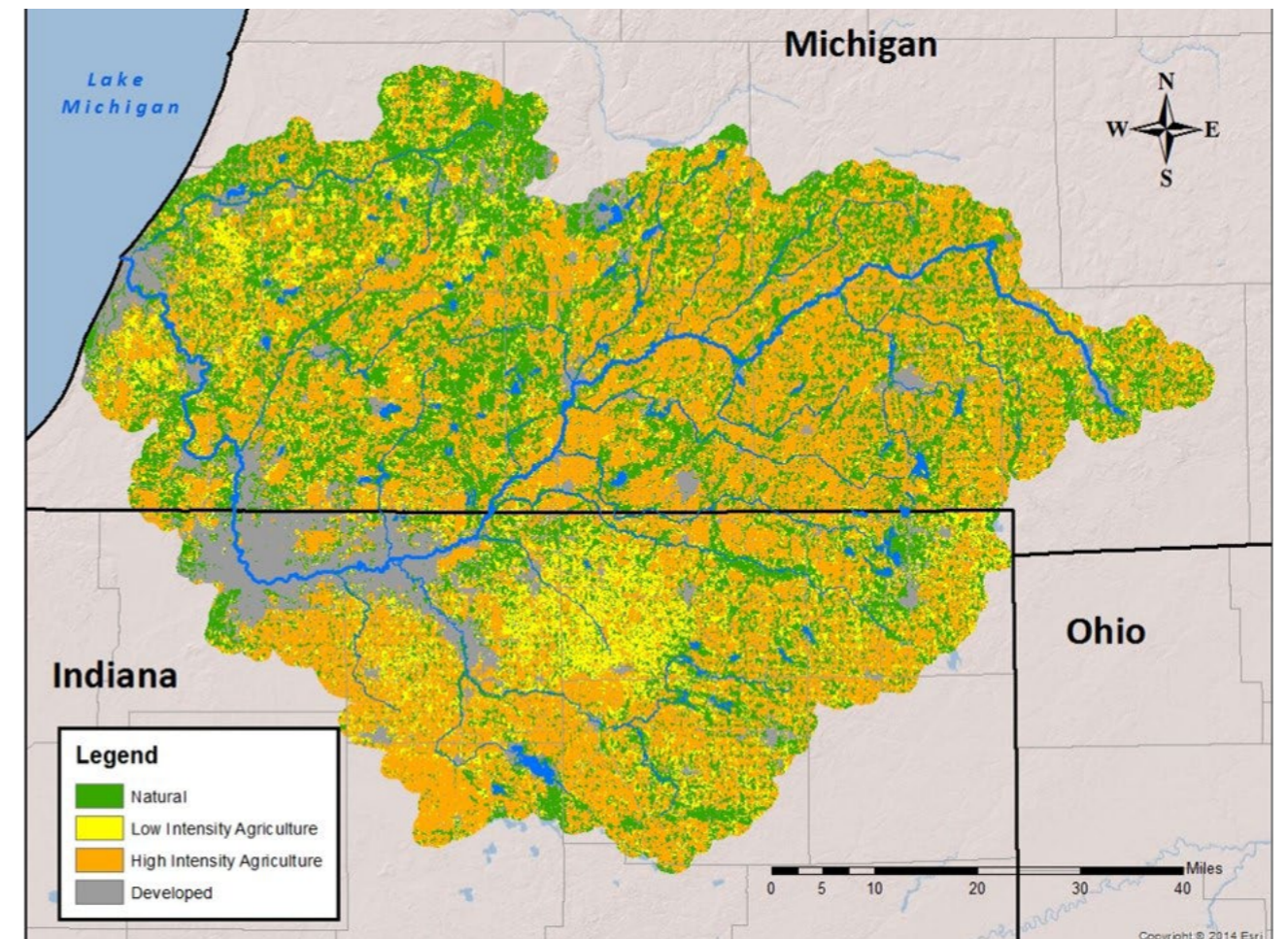
WORKERS	
ELKHART COUNTY	4,996
KOSCIUSKO COUNTY	179
LAPORTE COUNTY	2,510
MARSHALL	2,174
MICHIGAN	9,014
OUT OF STATE	2,999
Total	21,872



MAP OF THE GREATER REGION

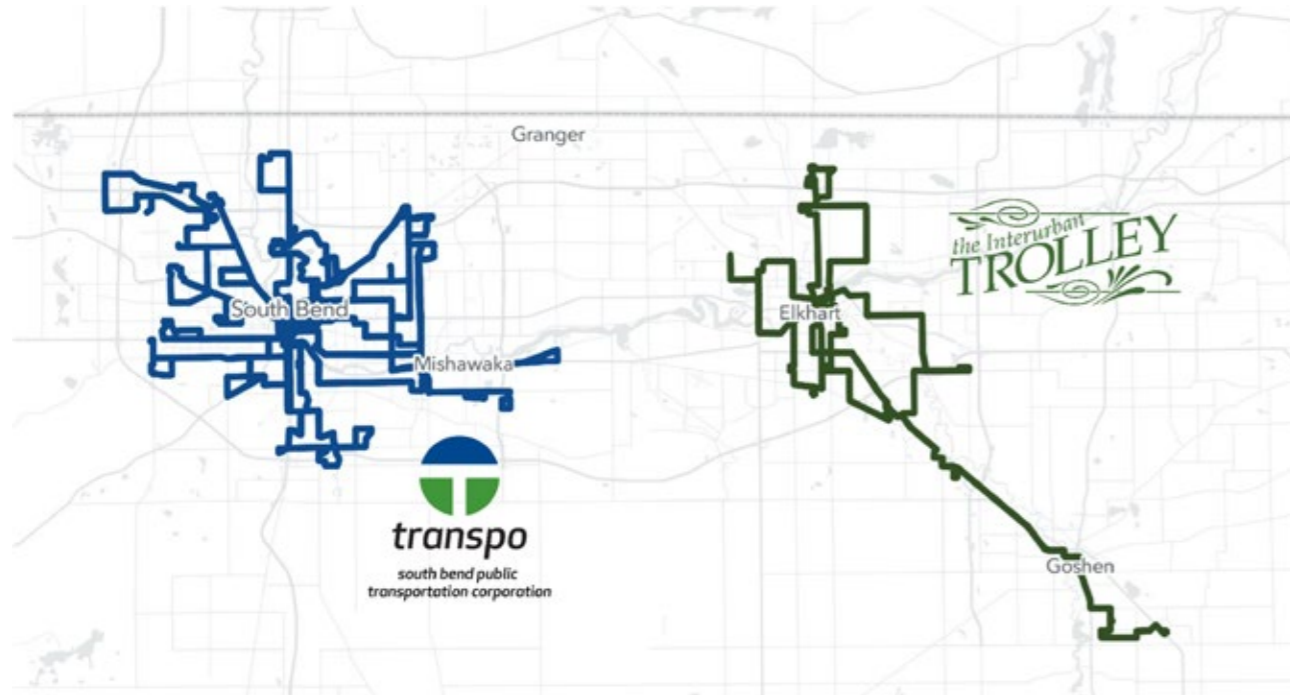


RIVER BASIN MAP

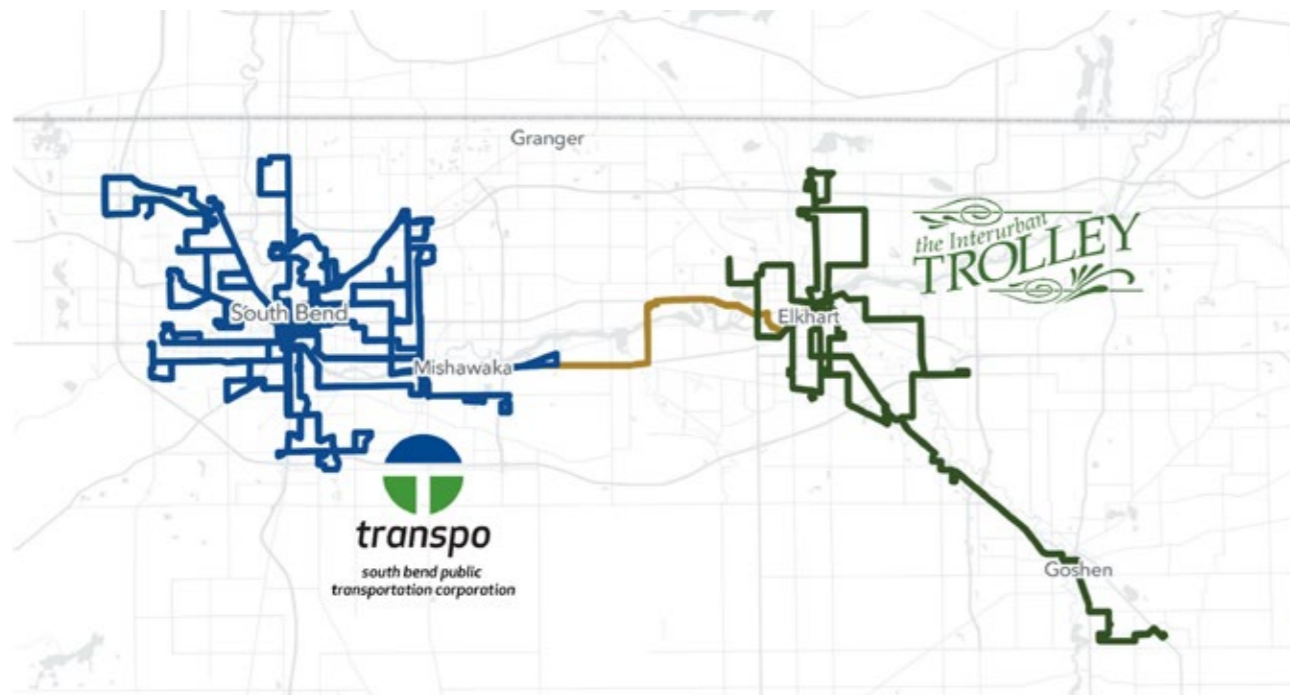


MUNICIPAL BUS TRANSPORTATION CONNECTIVITY

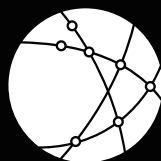
Before 2009 No Regional Connections



2009 - New Interurban Trolley Yellow Line



For more information about the South Bend - Elkhart region's READI proposal, please call [574-344-4686](tel:574-344-4686) or email info@southbendelkhart.org.



SOUTH BEND | ELKHART
REGIONAL DEVELOPMENT AUTHORITY

southbendelkhart.org