



2018 ANNUAL REPORT

SOUTH BEND | ELKHART
REGIONAL PARTNERSHIP

LETTER FROM THE PRESIDENT AND BOARD CHAIR

Dear Regional Partners,

Over the past five years, the South Bend – Elkhart Regional Partnership and our partners have led several new regional collaboration initiatives, positioning the South Bend-Elkhart Region for more widespread economic growth in the future.

In 2015, the Regional Partnership and the RDA secured a \$42 Million Regional Cities award to seed quality of place initiatives across the region. Building on this win, we developed a comprehensive Regional Economic Development Strategy (REDS Plan), which set the audacious goal of matching the national per capita personal income by 2025, an increase of 15% that will require the regional economy to expand by 5% annually.

In 2018, the Regional Partnership moved from planning to implementation of the REDS Plan, creating a supporting foundation to welcome investment and increasing our team's expertise in several critical areas. A new board governance structure was established to represent the business, academic, economic development, public and private leaders from across the region and facilitate the execution of strategies in the REDS Plan. The goal of this collaborative structure is to enhance and streamline the network of economic development support and resources needed to execute the REDS Plan. This report outlines the goals and collective impact our efforts aim to achieve.

With the establishment of these regional collaboration efforts, our region is on a growth path that aligns stakeholder efforts, eliminates duplication, improves overall service and response, and ensures that the South Bend - Elkhart Region's businesses and economy can complete globally and thrive during changing times.

Thank you for working with us to solidify our region's position as an innovative, knowledge-based economy, one that is good for business and offers a high quality of life with vast opportunities for all residents.

Sincerely,

Regina Emberton
President & CEO
South Bend - Elkhart Regional Partnership

Dr. Pete McCown
President
Community Foundation of Elkhart County

SOUTH BEND – ELKHART REGIONAL PARTNERSHIP

Vision

To grow the South Bend - Elkhart Region's economy by improving wages and livability, we will move forward together as one region to attract and grow the best industries and workers. The region must unify to fight the enemy of declining wages and population stagnation. Together we will capitalize on the significant manufacturing and educational resources already available.

Mission

The South Bend - Elkhart Regional Partnership is a collaboration of the economic development partners from 47 smart connected communities in Northern Indiana and Southwest Michigan. 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: Educating a world-class WORKFORCE, Recruiting and retaining great TALENT, Attracting and growing new economy companies in complement to our remarkably strong manufacturing INDUSTRIES, Promoting INCLUSION and sparking opportunities for minorities, and Helping ENTREPRENEURS thrive. The Regional Partnership seeks to unify and collaborate so that together, the communities across the region work together to achieve what cannot be done individually.

Our Team

Regina Emberton, CCIM, SIOR
President and CEO

Bethany Hartley
Director of Diversity and Inclusion

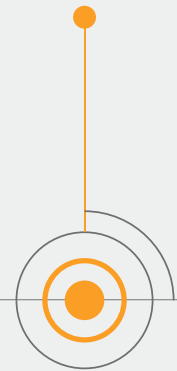
Sarah Niespodziany
VP, Marketing and Strategic Communications

Catlin Bulger
Startup Ecosystem Manager

Jill Scicchitano
Director of Industry Growth

SBERP MILESTONES

LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS (LEDOS)
FORM REGIONAL PARTNERSHIP TO ENGAGE IN COLLABORATIVE ECONOMIC DEVELOPMENT EFFORTS



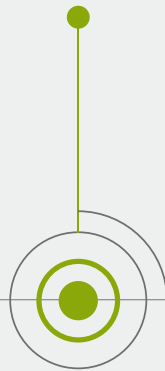
2011

2013



REGIONAL PARTNERSHIP HIRES FIRST STAFF
TO ADVANCE REGIONAL MARKETING & LEAD GENERATION EFFORTS

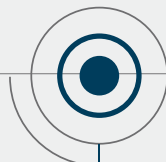
REGIONAL CITIES INITIATIVE ANNOUNCED (FALL 2014)
LEADERSHIP INVESTS IN PLAN DEVELOPMENT GUIDED BY THE REGIONAL PARTNERSHIP



2014

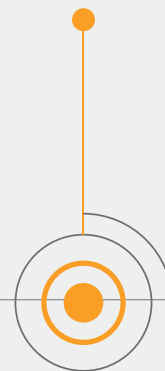
THOUSANDS ENGAGED IN DEVELOPING RCI PLAN (SUMMER 2015)
RDA FORMED & REGIONAL CITIES PLAN PRESENTED TO IEDC

2015



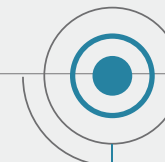
SBE REGION WINS \$42M REGIONAL CITIES GRANT (DECEMBER 2015)

CONVENED STAKEHOLDERS TO CONDUCT A SITUATIONAL ANALYSIS RESULTING IN FIVE AREAS OF FOCUS TO DRIVE ECONOMIC GROWTH



2016

2017



COMMITTEES ESTABLISHED DEVELOPED GOALS & STRATEGIES IN THE FIVE AREAS OF FOCUS

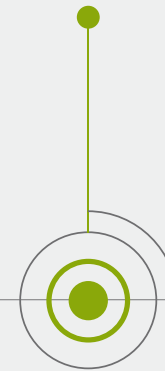
REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS PLAN) COMPLETE

REBRAND FROM "MICHIANA" TO SOUTH BEND - ELKHART REGIONAL PARTNERSHIP

RESTRUCTURE BOARD GOVERNANCE & BUILD TEAM

ENGAGED TECONOMY PARTNERS - DEEP DIVE INTO INDUSTRY OPPORTUNITIES

ESTABLISHED FOUNDATION & SECURED NECESSARY FUNDING TO EXECUTE PLAN



2018

EDUCATION & WORKFORCE

Increase availability of work-ready talent for key industry sectors, increase knowledge base and educational attainment levels of residents, and foster a culture of ongoing learning and innovation.

WORK-BASED LEARNING

Addressing workforce development and cluster personnel needs through experiential education opportunities for learners of all stages.

- Build **Sector Partnerships** that clarify common industry needs, helping to inform education and training activities that prepare students and adults for local jobs
- Expand **Career Exploration** opportunities for career development among students and adults
- Grow **Apprenticeships** with competency-based certificates and credentials of value to the current and future workforce
- Become a hub of **Lifelong Learning**

EQUITY IN EDUCATION

Increase access to the financial resources that allow individuals to reach their full potential academically and within the workforce.

- Maximize utilization and college completions through **21st Century Scholars** program
- Increase **FAFSA** completion rates
- Build **dual-credit** capacity in high schools
- Connect adult learners and incumbent workers with resources to develop basic skills and advanced education

HIGHER EDUCATION

Human capital is the single biggest driver of economic growth, and it continues to increase in importance in the knowledge economy. Regions with higher levels of Human Capital experience greater increases in outputs, productivity, wages, and employment.

COMMITTEE LEADERSHIP

Brian Wiebe, Co-Chair
Horizon Education Alliance

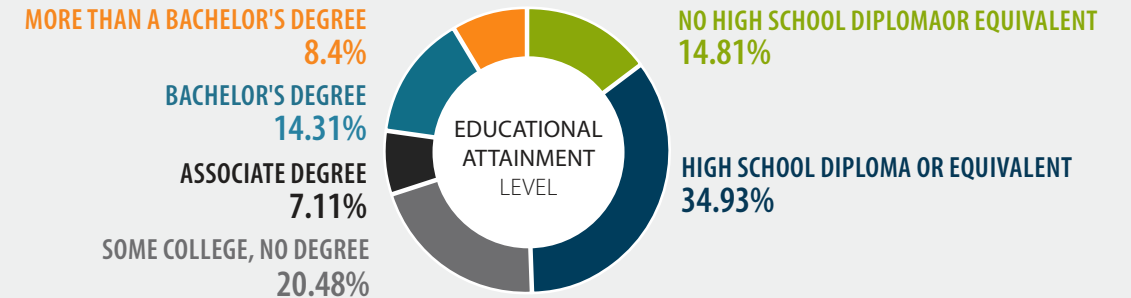
Matt Davis, Co-Chair
ITAMCO

Jill Scicchitano, Liaison
South Bend – Elkhart Regional Partnership

GOAL

Raise the postsecondary attainment level among the region's residents from 35.5 percent to 50 percent by 2025.

OUTCOME	BASELINE	GOAL*
Postsecondary Attainment Level	35%	50%
Weighted Workforce Education Index	28%	35%



WORK-BASED LEARNING	BASELINE	GOAL*
Expand the Advanced Manufacturing and IT Sector Partnerships regionally	0	3
Number of middle & high school students engaged in career exploration activities	9,000	45,000
Number of apprenticeships for K-12 and adult participants	23	500
Postsecondary credentials attained	2,500	2,749

EQUITY IN EDUCATION	BASELINE	GOAL*
Percent of 8th graders enrolled in the 21st Century Scholars Program	31%	80%
Percent of enrolled students achieving a 21st Century Scholarships	72%	90%
FAFSA Completion Rate	36.6%	45.9%

HIGHER EDUCATION	BASELINE	GOAL*
Graduates of four-year degree programs in STEM-related fields	32	42
Postsecondary credentials in Health Tech awarded through the iNDustry Labs	0	25
Participation of Notre Dame students in the Engineering Innovation Hub	0	150

*Annual goals unless otherwise noted

TALENT ATTRACTION & RETENTION

Increase net migration into the region by workers from elsewhere, producing growth in the workforce and population.

PLACES TO BE

Enhance the region's "quality of place" by coordinating and improving region-wide land use planning, diverse housing choices, smart streets and walkability programs, and expansion of cultural and recreational amenities.

TELLING OUR STORY

Develop and implement a comprehensive internal and external marketing and communications strategy to improve marketing and brand of the region, accenting amenities and welcoming attitude in the region.

PEOPLE TO KNOW

Develop clusters of young professionals for in-demand occupations through internship, capstone and fellowship programs, as well as innovative talent engagement programs.

COMMITTEE LEADERSHIP

Chuck Lehman, Co-Chair

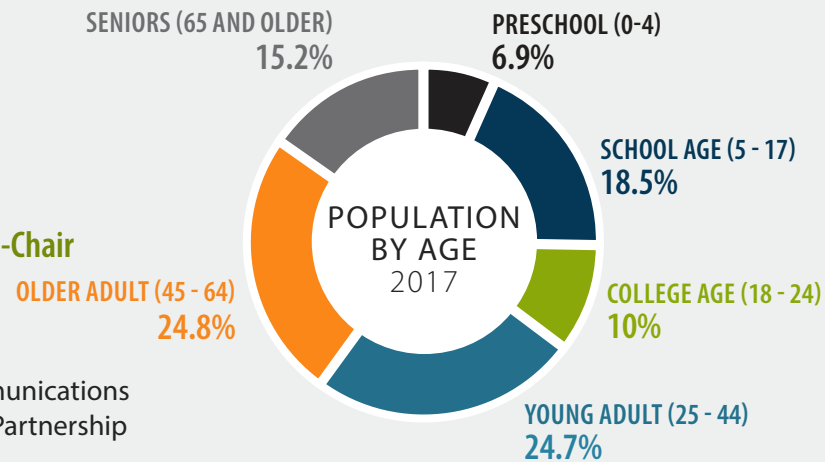
Lehman & Lehman, Inc.

Meghann Sullivan-Redding, Co-Chair

Fidelity National Title

Sarah Niespodziany

VP, Marketing & Strategic Communications
South Bend – Elkhart Regional Partnership



GOAL

Transforming Net Migration from negative 2.13 persons per 1,000 per year to positive in-migration by 2025.

OUTCOME	BASELINE	GOAL*
Net Migration Per 1,000	-2.13%	0%
Population	521,964	543,688



PLACES TO BE

Develop and facilitate a regional housing strategy to add 20,000 units to current inventory

TELLING OUR STORY

Develop and implement a marketing and communications plan

PEOPLE TO KNOW

Increase experiential learning opportunities for student attending college in the region

	BASELINE	GOAL*
Increase Internships through the LIFT Network	86	173
Data Engineering boot camp participants	0	50
Computer Programming Interns	0	20
Young professionals engaged in formal networks	1%	5%
Capstone Projects completed by students through the LIFT Network	7	50

Increase number of students retained in the region and employed in traded industries

	BASELINE	GOAL*
Notre Dame STEM graduates retained	5	10
enFocus Industry Fellows retained	0	25

*Annual goals unless otherwise noted

INDUSTRY GROWTH

Increase the share of employment in high-pay, traded industry clusters by providing business support and improved infrastructure for the region’s growing companies and industries.

CONNECTIONS, RELATIONSHIPS & CLUSTERS

Increase productivity by offering opportunities for business engagement within industry clusters.

COMPANY GROWTH

Accelerate expansion of employment and profitability of companies through adoption of new technology, accelerating expansion, business attraction, and succession planning.

INFRASTRUCTURE

Improve infrastructure for the region’s growing number of companies and people by increasing connectivity and product offerings.

COMMITTEE LEADERSHIP

Shelley Klug, Co-Chair

Indiana Michigan Power

Barkley Garrett, Co-Chair

Greater Niles Chamber of Commerce

Jill Scicchitano, Director of Industry Growth

South Bend – Elkhart Regional Partnership

GOAL Grow jobs in high-pay traded industry clusters by 20 percent by 2025.

OUTCOME	BASELINE	GOAL*
Employment in High-Pay Traded Industry Clusters	57,893	69,472
Average Private Sector Wage	\$44,175	\$53,507
GDP/Worker	\$92,529	\$111,561
GDP/Worker vs. GDP per Worker in the U.S	83%	100%

CONNECTIONS, RELATIONSHIPS & CLUSTERS

Increase productivity by offering opportunities for business engagement within industry clusters

Improve company access to low-cost and convenient supply chain options

COMPANY GROWTH

Develop and launch Labs for Industry Futures and Transformation (LIFT) Network

Provide business and technical assistance to help companies accelerate growth and integrate new technologies and methods

Use \$100,000 grant award to accelerate expansion of employment in high-pay traded industry clusters through business attraction efforts

Increase the amount of capital investment, government contracting, exporting, and foreign direct investment in the region

Support transitions that will retain privately held companies that may be in danger of closing due to owners reaching retirement age

INFRASTRUCTURE

Improve rankings in publications for business support and high performing communities

Improve connectivity with Chicago by reducing South Shore travel time from 150+ to 90 minutes

Increase travelers served at the South Bend International Airport from 734,833 by increasing flights, carriers, and destinations

Support expansions and relocations by increasing the availability of speculative buildings and shovel-ready and rail-served sites

*Annual goals unless otherwise noted

DIVERSITY & INCLUSION

Increase employment, income, and economic well-being for African-American, Hispanic and Female populations in the region by reducing barriers and providing business assistance to increase employment growth opportunity and the number and size of minority and women owned businesses.

INCLUSIVE ACCESS OPPORTUNITIES

Increase visibility of minority leaders and increase networking opportunities for minority professionals and students in the region.

MENTORSHIP/SPONSORSHIP

Develop sponsorship opportunities for minority professionals and students. Sponsorships are important because sponsors advocate and act on behalf of their proteges, rather than simply providing advice and guidance as with mentorships. Mentorships guide a protege through the organizational mazes; sponsorships change the maze.

ENTREPRENEURSHIP

Increase the number of minority and women owned businesses in the region and increase the number of certified minority and women owned businesses in the region.

PARTNERSHIPS

Increase minority and women participation in management training by developing corporate partnerships to help build diversity programs that are inclusive of management training and resource groups.

RECRUITING

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.

GOAL

Improve the region's national MSA percentile rank of minority income disparity from the 15th percentile to the 80th percentile by 2025.

OUTCOME	BASELINE	GOAL*
Disparity Index for Mean Income of White and African American Populations	52 - 54%	70 - 74%
Disparity Index for Mean Income of White and Hispanic Populations	67 - 72%	80 - 83%

INCLUSIVE ACCESS OPPORTUNITIES

Increase visibility of women and minority leaders in the region

Increase networking opportunities for women and minorities

Increase mentorship opportunities for high-potential women and minorities

Increase sponsorship opportunities for high-potential women and minorities

ENTREPRENEURSHIP/BUSINESS

Increase number of minority owned businesses

Increase number of women owned businesses

Increase the number of certified minority and women businesses

Increase the share of women and minorities in management training programs

Populate database of women and minority professional candidates

COMMITTEE LEADERSHIP

Tracy Graham, Chair
Graham Allen Partners

Bethany Hartley, Director of Diversity & Inclusion
South Bend – Elkhart Regional Partnership

*Annual goals unless otherwise noted

ENTREPRENEURSHIP

Increase new venture creation by fostering relationships, culture, and resources supporting a vibrant entrepreneurial ecosystem.

ACCELERATE STARTUPS

Provide business incubation, innovation, and business assistance services for startup companies to accelerate their growth and increase intellectual property commercialization from higher education and business.

MENTORING & EDUCATION

Establish a network of mentors to offer advice in business models and strategy; subject matter experts in technology and science, marketing and business operations; and provide technical resources to assist companies with prototyping and designing manufacturing processes for their products.

CULTURE & RELATIONSHIPS

Establish and support a robust program of regional networking meetings and events along with an aggressive public relations and information dissemination program.

CAPITAL

Provide financial mentoring for startups and increase the availability of capital to fund startup companies and commercialization of technologies emerging from research by universities in the region.

COMMITTEE LEADERSHIP

Gary Neidig, Chair
ITAMCO

Catlin Bulger, Startup Ecosystem Manager
South Bend – Elkhart Regional Partnership

GOAL

Establish 200 high-potential startups, both privately and by commercializing research from local universities by 2025.

OUTCOME	BASELINE	GOAL*
High Potential Startups Launched	9	30
Share of Employment in Firms Ages 0-5 Years Old	6.5%	7.6%
Patent Awards per \$100M GDP	1.04	3.2

ACCELERATORS	BASELINE	GOAL*
New ventures commercialized in mobility cluster	1	25
Increase SBIR, STTR funding per \$10M GDP (2 year)	\$296	\$1,266
Academic R&D expenditures (\$ in thousands)	\$203,690	\$219,774

MENTORING & EDUCATION	BASELINE	GOAL*
Mentors actively engaged with founders	16	32
Students in entrepreneurial immersion programs	140	360

CULTURE & RELATIONSHIPS	BASELINE	GOAL*
Number engaged in Startup SBE ecosystem	920	1,793
IDEA Week Learn & Compete event attendance	7,638	14,884

CAPITAL	BASELINE	GOAL*
VC investments per \$10M in GDP (2 year)	\$7,425	\$127,617
Proof of concept funds invested	\$0	\$60,000

A successful "Startup" is defined as a legally founded, traded business with full time management in at least a \$100M market that has achieved sales of at least \$50,000 or has received external equity financing of at least \$20,000.

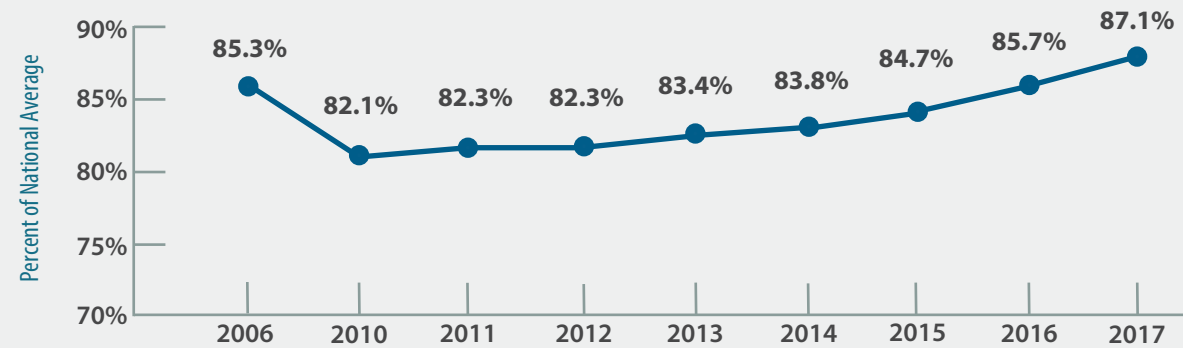


*Annual goals unless otherwise noted

METRICS SNAPSHOT

Metrics have been developed to assess progress with ambitious targets set for each goal, each year. The metrics will be reported on a regular basis. Each activity of every strategy is designed to help the South Bend - Elkhart Region achieve the overarching goal of increasing per capita personal income to match or exceed the national average by 2025.

ANNUAL PER CAPITA PERSONAL INCOME IN THE SOUTH BEND - ELKHART REGION AS A PERCENTAGE OF THE U.S. PER CAPITA PERSONAL INCOME



EDUCATION & WORKFORCE

	BASELINE	2025 GOAL*
Postsecondary Attainment Level	35%	50%
Weighted Workforce Education Index	28%	35%

TALENT ATTRACTION & RETENTION

	BASELINE	2025 GOAL*
Net Migration per 1,000 Population	-2.13%	0%
Total Population	521,964	543,688

INDUSTRY GROWTH

	BASELINE	2025 GOAL*
Jobs in High-Pay Traded Industry Clusters	57,893	69,472
Average Private Sector Wage in Region	\$44,175	\$53,507
GDP Per Worker	\$92,529	\$111,561
GDP per Worker in the Region vs. US	83%	100%

DIVERSITY & INCLUSION

	BASELINE	2025 GOAL*
National MSA Percentile Rank of Minority Income Disparity	15th	80th
Disparity Index for Mean Income of White and African American Populations	52 - 54%	70 - 74%
Disparity Index for Mean Income of White and Hispanic Populations	67 - 72%	80 - 83%

ENTREPRENEURSHIP

	BASELINE	2025 GOAL*
High Potential Companies Launched	9	30
Share of Employment in Firms Ages 0 to 5 Years Old	6.5%	7.6%
Patent Awards per \$100M GDP	1.04	3.2

*Annual goals unless otherwise noted

2019 OFFICERS & BOARD MEMBERS

SOUTH BEND - ELKHART REGIONAL PARTNERSHIP

EXECUTIVE COMMITTEE

Pete McCown, Chair

Community Foundation of Elkhart County

Jeff Rea, Vice Chair

South Bend Regional Chamber

Jerry Chavez, Secretary

Marshall County Economic Development Corporation

Michael Daigle, Treasurer

South Bend International Airport

Suzanne Weirick, Public Representative

Elkhart County Commissioner

John Affleck-Graves, Member

University of Notre Dame

PUBLIC OFFICIALS

Andy Kostielney

St. Joseph County Commissioner

Kevin Overmyer

Marshall County Commissioner

Suzanne Weirick

Elkhart County Commissioner

PRIVATE SECTOR

Larry Garatoni

Garatoni Family Office

Jim Seitz

1st Source Bank

Jim Keenan

Judd Leighton Foundation

John Affleck-Graves

University of Notre Dame

Rose Meissner

Community Foundation of St. Joseph County

Michael Daigle

South Bend International Airport

Pete McCown

Community Foundation of Elkhart County

LEDOS

Chris Stager

Economic Development Corporation of Elkhart County

Jeff Rea

South Bend Regional Chamber

Jerry Chavez

Marshall County Economic Development Corporation

SOUTHWEST MICHIGAN

Barkley Garrett

Greater Niles Chamber of Commerce

EDUCATION & WORKFORCE

Brian Wiebe

Horizon Education Alliance

TALENT ATTRACTION & RETENTION

Chuck Lehman

Lehman & Lehman, Inc.

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Indiana Michigan Power

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Graham Allen Partners

ENTREPRENEURSHIP

Gary Neidig

ITAMCO

KEY STAKEHOLDER MEMBERS

Dave Behr

Indiana Economic Development Corporation

Levon Johnson

Greater Elkhart Chamber of Commerce

Diana Lawson

Elkhart County Convention & Visitors Bureau

James Turnwald

Michiana Area Council of Governments

SBERP FOUNDATION

Jeff Rea, Chair

South Bend Regional Chamber

Pete McCown, Chair-Elect

Community Foundation of Elkhart County

Tim Sexton,

Vice Chair Finance

University of Notre Dame

REGIONAL DEVELOPMENT AUTHORITY

Kristin Pruitt, Chair

Lake City Bank

John DeSalle, Vice Chair

Hoosier Racing Tire

Dallas Bergl, Treasurer

INOVA Federal Credit Union

Pete McCown, Member

Community Foundation of Elkhart County

John Affleck-Graves, Member

University of Notre Dame

THANK YOU TO OUR INVESTORS

The Regional Economic Development Strategy is a comprehensive effort, coordinated by the South Bend - Elkhart Regional Partnership, to provide leadership, direction, and long-range economic development strategy for the region.

COLLEGES & UNIVERSITIES

- Ancilla College
- Bethel College
- Goshen College
- Holy Cross College
- IU South Bend
- Ivy Tech Community College
- Purdue Polytechnic Institute
- Saint Mary's College
- University of Notre Dame

COMMUNITY FOUNDATIONS

- Community Foundation of Elkhart County
- Community Foundation of St. Joseph County
- Marshall County Community Foundation

LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS

- Economic Development Corporation of Elkhart County
- Marshall County Economic Development Corporation
- South Bend Regional Chamber
- South Bend - Elkhart Regional Development Authority
- Greater Niles Chamber of Commerce (Southwestern Michigan Economic Growth Alliance)

LOCAL GOVERNMENT

- City of Elkhart
- City of Goshen
- City of Mishawaka
- City of Nappanee
- City of Plymouth
- City of South Bend
- Elkhart County
- Marshall County
- St. Joseph County

PRIVATE SECTOR

- 1st Source Foundation
- Beacon Health System
- Garatoni Smith Family Foundation
- Hoosier Racing Tire
- Judd Leighton Foundation
- Lake City Bank

UTILITIES & TRANSPORTATION

- Indiana Michigan Power
- NIPSCO
- South Bend International Airport



SOUTH BEND | ELKHART
REGIONAL PARTNERSHIP

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