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

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

Regina Emberton, CCIM, SIOR
President and CEO

Sarah Niespodziany
VP, Marketing and Strategic Communications

Jill Scicchitano
Director of Industry Growth

Dr. Pete McCown
President
Community Foundation of Elkhart County
**SBERP MILESTONES**

- **2011**
  - Local Economic Development Organizations (LEDOS) form Regional Partnership to engage in collaborative economic development efforts

- **2013**
  - Regional Partnership hires first staff to advance regional marketing & lead generation efforts

- **2014**
  - Regional Cities Initiative announced (Fall 2014)
  - Thousands engaged in developing RCI Plan (Summer 2015)
  - RDA formed & Regional Cities Plan presented to IEDC

- **2015**
  - Convened stakeholders to conduct a situational analysis resulting in five areas of focus to drive economic growth

- **2016**
  - Regional Economic Development Strategy (REDS Plan) complete
  - Rebrand from “Michiana” to South Bend - Elkhart Regional Partnership

- **2017**
  - Regional Partnership restructuring board governance & build team

- **2018**
  - Committees established
  - Developed goals & strategies in the five areas of focus
  - Engaged TEconomy partners - deep dive into industry opportunities
  - Established foundation & secured necessary funding to execute plan
  - Regional Economic Development Strategy (REDS Plan) complete
  - Rebrand from “Michiana” to South Bend - Elkhart Regional Partnership
  - Regional Partnership restructuring board governance & build team

*EDC (Economic Development Corporation) is a nonprofit organization dedicated to promoting economic growth and sustainability in the South Bend - Elkhart region.*
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%

EDUCATIONAL ATTAINMENT LEVEL
MORE THAN A BACHELOR’S DEGREE  8.41%
BACHELOR’S DEGREE  14.31%
ASSOCIATE DEGREE  7.11%
SOME COLLEGE, NO DEGREE  20.48%
NO HIGH SCHOOL DIPLOMA OR EQUIVALENT  14.81%
HIGH SCHOOL DIPLOMA OR EQUIVALENT  34.99%

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

TALENT ATTRACTION & RETENTION

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

PLACE 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 BASELINE GOAL*
Increase experiential learning opportunities for student attending college in the region
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
Notre Dame STEM graduates retained 5 10
enFocus Industry Fellows retained 0 25

*Annual goals unless otherwise noted

POPULATION OVER TIME
2% INCREASE FROM 2010 TO 2017

2% INCREASE FROM 2010 TO 2017

POPULATION BY AGE 2017

SENIORS (65 AND OLDER) 15.2%
PRESCHOOL (0-4) 6.9%
SCHOOL AGE (5 - 17) 18.5%
OLDER ADULT (45 - 64) 24.8%
COLLEGE AGE (18 - 24) 10%
YOUNG ADULT (25 - 44) 24.7%
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.

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<td>Employment in High-Pay Traded Industry Clusters</td>
<td>57,893</td>
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<td>Average Private Sector Wage</td>
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<td>GDP/Worker</td>
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<td>$111,561</td>
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<tr>
<td>GDP/Worker vs. GDP per Worker in the U.S</td>
<td>83%</td>
<td>100%</td>
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CONNECTIONS, RELATIONSHIPS & CLUSTERS
Increase productivity by offering opportunities for business engagement within industry clusters.

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 maze; 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.

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<td>Disparity Index for Mean Income of White and African American Populations</td>
<td>52 - 54%</td>
<td>70 - 74%</td>
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<tr>
<td>Disparity Index for Mean Income of White and Hispanic Populations</td>
<td>67 - 72%</td>
<td>80 - 83%</td>
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</table>

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 owned 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
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

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

**OUTCOME**

<table>
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<tr>
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<th>BASELINE</th>
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<tbody>
<tr>
<td>High Potential Startups Launched</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Share of Employment in Firms Ages 0-5 Years Old</td>
<td>6.5%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Patent Awards per $100M GDP</td>
<td>1.04</td>
<td>3.2</td>
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**ACCELERATORS**

<table>
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<tr>
<th>Baseline</th>
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<tbody>
<tr>
<td>New ventures commercialized in mobility cluster</td>
<td>1</td>
</tr>
<tr>
<td>Increase SBIR, STTR funding per $10M GDP (2 year)</td>
<td>$296</td>
</tr>
<tr>
<td>Academic R&amp;D expenditures ($ in thousands)</td>
<td>$203,690</td>
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**MENTORING & EDUCATION**

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<th>Baseline</th>
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<tr>
<td>Mentors actively engaged with founders</td>
<td>16</td>
</tr>
<tr>
<td>Students in entrepreneurial immersion programs</td>
<td>140</td>
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**CULTURE & RELATIONSHIPS**

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<tr>
<td>Number engaged in Startup SBE ecosystem</td>
<td>920</td>
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<tr>
<td>IDEA Week Learn &amp; Compete event attendance</td>
<td>7,638</td>
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**CAPITAL**

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<tr>
<td>VC investments per $10M in GDP (2 year)</td>
<td>$7,425</td>
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<tr>
<td>Proof of concept funds invested</td>
<td>$0</td>
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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 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.

**Metrics Snapshot**

**Education & Workforce**

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**Talent Attraction & Retention**

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<tr>
<td>Net Migration per 1,000 Population</td>
<td>-2.13%</td>
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<td>Total Population</td>
<td>521,964</td>
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**Industry Growth**

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<td>National MSA Percentile Rank of Minority Income Disparity</td>
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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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