STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES
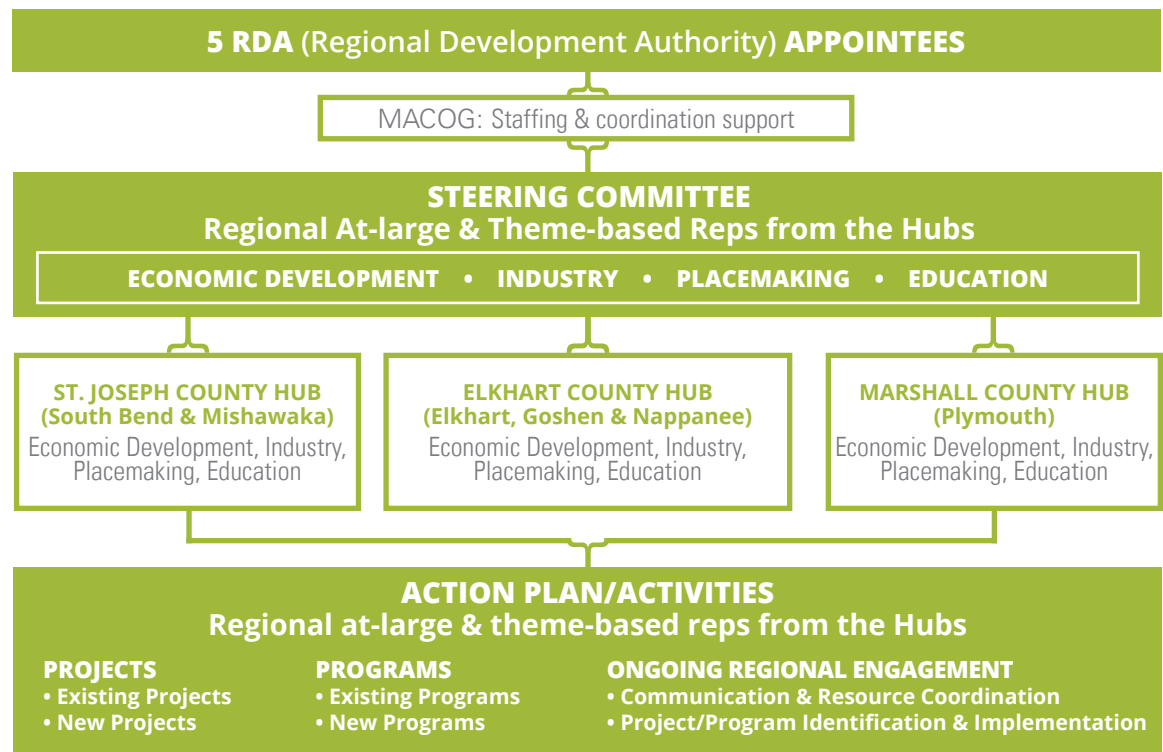
STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES

Regional Development Authority

In June of 2015, the fiscal bodies of Elkhart, Marshall and St. Joseph counties adopted an ordinance to establish the Northern Indiana Regional Development Authority (RDA). The RDA serves more than half a million people in 22 interconnected cities and towns in Northern Indiana.

The second and third class cities of Elkhart, Goshen, Mishawaka, Nappanee, Plymouth and South Bend have joined the Development Authority. The following towns are also located within the RDA geography: Argos, Bremen, Bristol, Bourbon, Culver, Indiana Village, Lakeville, La Paz, Middlebury, Millersburg, New Carlisle, North Liberty, Osceola, Roseland, Wakarusa and Walkerton.

THE NORTHERN INDIANA REGIONAL DEVELOPMENT AUTHORITY

5 RDA (Regional Development Authority) **APPOINTEES**

MACOG: Staffing & coordination support

STEERING COMMITTEE
Regional At-large & Theme-based Reps from the Hubs

ECONOMIC DEVELOPMENT • INDUSTRY • PLACEMAKING • EDUCATION

ST. JOSEPH COUNTY HUB
(South Bend & Mishawaka)
Economic Development, Industry, Placemaking, Education

ELKHART COUNTY HUB
(Elkhart, Goshen & Nappanee)
Economic Development, Industry, Placemaking, Education

MARSHALL COUNTY HUB
(Plymouth)
Economic Development, Industry, Placemaking, Education

ACTION PLAN/ACTIVITIES
Regional at-large & theme-based reps from the Hubs

PROJECTS
• Existing Projects
• New Projects

PROGRAMS
• Existing Programs
• New Programs

ONGOING REGIONAL ENGAGEMENT
• Communication & Resource Coordination
• Project/Program Identification & Implementation

STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES

Partners in Prosperity

While not formal members of the Northern Indiana RDA, LaPorte and Kosciusko counties in Indiana and Berrien and Cass counties in Michigan are key members of the region due to social, economic, planning and infrastructure linkages. These counties are "Partners in Prosperity" that collaborate with the RDA on various issues that are strategically beneficial to the RDA and the respective counties. The greater seven-county region collaborates on many initiatives that will continue to be enhanced in the future, including:

- Coordinated regional marketing and business recruitment activities (Michiana Partnership promotion in Chicago market. Notre Dame and Lake Michigan special events. which demonstrate quality of life and vibrancy across the greater region).
- Resource and knowledge sharing of regional workforce development tools (commuting patterns, job training).
- Resource and knowledge sharing of regional economic trends across Northern Indiana (demonstrating the true picture of the economy and resulting opportunities).

- Coordinated effort toward intergovernmental communication on economic development policy initiatives (i.e. Northern Indiana Chamber Coalition, Northern Indiana Mayors Roundtable and Northern Indiana Legislators Caucus).
- Additionally, Kosciusko County is a member of the Michiana Area Council of Governments (MACOG) region. This plan refers to Kosciusko County and their continued role in the region's development based on these connections and opportunities for ongoing collaborations.

Inter-Regional Collaboration

The Northern Indiana RDA is actively engaged in a shared project —South Shore Train—with the Northwest Indiana RDA, the Northwest Indiana Forum and LaPorte County leadership. The South Shore Train project links communities across Northern Indiana to the Chicago market, which is a huge opportunity for both regions. Additional detail on this inter-regional initiative is included in the Marquee Project Summary. Both regions recognize that by working together, they will be able to most efficiently and effectively leverage this asset—by improving the frequency, reliability and speed of this critical linkage between South Bend and Chicago, and all of the communities in-between.

EXECUTIVE SUMMARY

THE REGION ENGAGED

CURRENT TRENDS

STATE OF THE REGION & QUALITY OF PLACE

VISION & STRATEGY

PROJECTS

STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES

BENCHMARKING & MEASUREMENT

ADDITIONAL SUPPORT

STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES

Participating Stakeholders

A more detailed list of the participating stakeholders and their roles in planning and executing the Innovate Indiana plan, including names and contact information, is attached (Exhibit A).

- A-1   Steering Committee Members & Investors
- A-2   Community Engagement
- A-3   Key Leader Interviews
- A-4   Project Team Consultants
- A-5   Elected Officials Engagement
- A-6   Media Engagement

- A-7   RDA Board Member Profiles & Oaths
- A-8   RDA Bylaws
- A-9   MACOG Staffing Services
- A-10 County RDA Ordinances
- A-11 Written Agreement of Board Appointees

Organization and Leadership

The executives of the Members of the Development Authority appointed the following individuals to the Board of the Development Authority, all of whom meet the criteria defined in the state legislation:

- John Affleck-Graves, Executive Vice President, University of Notre Dame

- Regina Emberton, President, Michiana Partnership

- Dallas Bergl, CEO, INOVA Federal Credit Union

- Pete McCown, President, Elkhart County Community Foundation

- John DeSalle, V.P. Engineering & Manufacturing, Hoosier Racing Tire Corp.

Full member profiles and oaths are attached (Exhibit A-7).

The RDA adopted bylaws (Exhibit A-8) and elected the following officers at their August 18th 2015 meeting: CHAIR: John Affleck-Graves, VICE CHAIR: Regina Emberton and SECRETARY-TREASURER: Dallas Bergl.

The Northern Indiana RDA is ultimately responsible for updating the plan and project portfolio, managing the budget and overseeing plan execution. This will be done with the staffing and financial support of MACOG and the Michiana Partnership. MACOG has been engaged to provide staffing services for the RDA and is doing so on an in-kind basis to support the overall economic development goals (Exhibit A-9).

STAKEHOLDERS, EXECUTION & STRUCTURAL CHANGES

The RDA has engaged Krieg DeVault to provide legal services, such as attending board meetings contract review, reviewing minutes and generally advising and counseling the Board and the RDA with respect to applicable laws and regulations.

The RCNI Steering Committee will continue to work closely with the RDA board to manage the overall project portfolio coordination and cross-hub communication. Steering Committee members will be responsible for monitoring and reporting on projects, identifying funding opportunities or gaps, indicating new project opportunities and recognizing potential programmatic and physical project partnerships between the locations within the region.

Projects and initiative unique to each hub city will be managed and developed by a local advisory committee at the hub city level. Members of the Steering Committee and hub city level committees will represent at least one of four interest areas to include industry, education, placemaking and/or economic development. A minimum of one member of each hub-city committee will serve on the RCNI Steering Committee.

Industry subcommittees will focus on developing and implementing programs and investments that support and advance local industry in terms of entrepreneurship, R&D, growth and retention. Education subcommittees (such as Horizon Education Alliance in Elkhart County, St. Joseph County Education Alliance and WorkOne) will coordinate and develop programs and investments that ensure the region's students and workforce are equipped for the best opportunities and meet local business needs. Placemaking subcommittees will focus on programs, projects and investments that maintain and enhance the region's quality of life in terms of cultural, urban and recreational amenities. Economic development subcommittees, coordinated by Michiana Partnership and MACOG, will coordinate and develop programs and investments that enhance internal and external perceptions of the region, support the innovation and entrepreneurship ecosystem, and ensure the right partnerships are in place to support regional needs.

While a formal operational model will be refined in coming months, it is anticipated that at least one person in each hub will serve as an Innovation District Liaison. Their duties will include outreach to existing industry, entrepreneurs and capital resources, and identifying innovation or market challenges and opportunities. They will collect information and match or refer regional innovation and economic development resources to those specific needs and opportunities. They will serve as a point of contact for inquiries and communications between and among stakeholders in each innovation hub.

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