



NORTHWESTERN INDIANA REGIONAL
PLANNING COMMISSION
ECONOMIC DEVELOPMENT DISTRICT

**COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY**

February 19, 2016
With Designation Revisions December 2018

NIRPC Economic Development District
**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
(CEDS)**

TABLE OF CONTENTS

I.	Introduction	3
II.	Background of Economic Development Situation	14
III.	Analysis of Economic Development Problems and Opportunities	42
IV.	CEDS Goals and Objectives	78
V.	Community and Private Sector Participation	86
VI.	Strategic Projects, Programs, and Activities	90
VII.	CEDS Plan of Action	96
VIII.	Performance Measures	98
	Appendices	99

SECTION ONE: INTRODUCTION

This update of the Comprehensive Economic Development Strategy (CEDS) for Northwest Indiana was prepared by the Northwestern Indiana Regional Planning Commission with the assistance of the Northwest Indiana Forum and is supported by the U.S. Department of Commerce, Economic Development Administration. Public Law 105-393, the Economic Development Administration Reform Act of 1998 (42 U.S.C. § 3121, et seq.), a comprehensive amendment of the Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a strategy to qualify for assistance under most EDA programs.

The 2016 CEDS for Northwest Indiana provides updated information from the 2013 CEDS and focuses on a continued effort to organize for the most effective economic development strategy and implementation. While the Northwest Indiana's economic development strategy should not focus solely on the availability of federal assistance, the presence of that funding is a factor in determining priorities.

As a region highly sensitive to economic cycles, Northwest Indiana has experienced severe economic distress since the beginning of the recession in 2008 into 2013. The distress further compounds the prolonged structural economic problems that have impacted the Region since the 1960's. The deliberation and forethought incorporated in this CEDS will help create jobs, foster a more stable and diversified economy, and improve quality of life. It provides a mechanism to coordinate the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

For the purposes of this CEDS, the Region covers Northwest Indiana, specifically, from west to east: Lake County (bordered by Illinois to the west and Lake Michigan to the north), Porter County, and LaPorte County. Any reference to "Northwest Indiana" contained within this document is a direct and collective reference to these three counties. Throughout this document, the counties will be discussed in the following order: Lake, Porter, and then LaPorte. This coincides with the descending rank in population as well as geographic position from west to east.

This CEDS represents broad based community involvement and updates the following information required by EDA:

- Background: current economic situation of Northwest Indiana, including demographic information, workforce, transportation access, resources, environment, and other pertinent information.

- Analysis of Economic Development Problems and Opportunities, including strengths, weaknesses, opportunities, and threats (SWOT Analysis); past, present, and projected economic development investments, and cluster analysis.
- CEDS Goals and Objective–Defining Regional Expectations: goals and objectives necessary to solve the economic problems or capitalize on the resource
- Community and Private Sector Participation: relationships between the community in general and the private sector in the development and implementation of the CEDS.
- Strategic Projects, Programs, and Activities: identification of Regional projects, programs, and activities designed to implement the CEDS’ Goals and Objectives.
- CEDS Plan of Action: Implementation of the goals and objectives of the CEDS.
- Performance Measures: measures used to evaluate the successful development and implementation of the CEDS.

The first section of the CEDS is an update of the non-capital projects and programs and capital projects completed since 2013. The many accomplishments have been efforts of the public and private sectors, which has fostered the economic development of Northwest Indiana.

NON-CAPITAL PROJECTS AND PROGRAMS

1. NIRPC Economic Development District Application History

Prior to 2016, a non-profit entity (the Northwest Indiana Economic Development District, Inc.) spearheaded the production of the original CEDS. That non-profit corporation was formed in 2009 after regional groups had been discussing for many years the need for the formation of an Economic Development District (EDD). The Northwestern Indiana Regional Planning Commission (NIRPC) together with the Northwest Indiana Forum came together to form the earlier non-profit entity with the singular goal of making Northwest Indiana recognized as an Economic Development District, a status which would make the northwest Indiana region eligible to receive certain types of federal funding. The first CEDS which was submitted to EDA on February 28, 2010.

The non-profit entity received funding from EDA in 2011 to bring the EDD grant application up-to-date, and this was subsequently presented to the EDA April 1, 2013. EDA again granted funding for an update to CEDS which was undertaken in 2015. The updated CEDS was adopted in February 2016.

Discussions with EDA regarding newer requirements of the EDD subsequent to the creation of the non-profit entity led to the need for locating the EDD fully within the Northwestern Indiana Regional Planning Commission. As the Regional Council of Governments for Northwestern Indiana, NIRPC is created by Indiana Code 36-7-7.6, which charges NIRPC with creating a comprehensive planning and programming process for transportation, environment, and economic development. As the recipient of Federal transportation funds as northwest Indiana's designated Metropolitan Planning Organization (MPO) as well as other Federal funding, NIRPC is equipped and experienced with the distribution of Federal investment dollars.

NIRPC is responsible for the implementation of this CEDS in partnership with other economic development groups in Lake, Porter, and LaPorte Counties, Indiana.

Organizational Structure

The CEDS for northwest Indiana was originally guided and overseen by an 11-member Board of Directors. This independent body reflected the demographic makeup of the Region as a whole, and included representation from public, private, and educational sectors. Nine public representatives were appointed by NIRPC, and eight private sector representatives by the Northwest Indiana Forum. Members at the time of the last CEDS revision included:

Northwest Indiana Economic Development District Board Members

<u>Member</u>	<u>Affiliation</u>	<u>City</u>
Allen, Roosevelt Jr.	Lake County Commission	Crown Point
Decker, David	LaPorte County Commission	LaPorte
Ensign, Don	Town of Hebron Council	Hebron
Freeman-Wilson, Karen	Mayor of Gary	Gary
Kelly, Shawn	Falk PLI	Portage
Keilman, Tom	BP Whiting Refinery	Whiting
Koliboski, Don	Lake County Economic Development	Crown Point
Murphy, Richard	Councilman, City of Michigan City	Michigan City
Nelson, Kay	NWI Forum	Private Industry
Pearman, Dewey	Construction Advancement Foundation	Portage
Stinson, Greg	Council, Town of Porter	Porter

Going forward under the Northwestern Indiana Regional Planning Commission as the eligible recipient of the Economic Development District designation, the NIRPC Commission consists of the individuals in the following chart. All members of the NIRPC Commission are elected representatives that reflect in varying degrees the additional backgrounds, experiences, occupations, and service areas reflective of local units of government, economic development officials, workforce development officials, higher education, business, and citizens.

2018 NIRPC APPOINTMENTS

	APPOINTING AUTHORITY	MEMBER
Lake County	Lake County Commissioners	MG, WDB Kyle W. Allen, Sr.
	Lake County Council	CL, MG Christine Cid
	Lake County Surveyor	Bill Emerson, Jr.
	Mayor of East Chicago	Anthony Copeland, Executive Board
	Mayor of Gary	CL, MG Karen Freeman-Wilson, Secretary
	Mayor of Hammond	Thomas M. McDermott, Jr., Executive Board
	Mayor of Hobart	CL Brian Snedecor
	Mayor of Lake Station	Christopher Anderson
	Mayor of Whiting	Joseph M. Stahura
	Crown Point City Council	Andrew Kyres
	Cedar Lake Town Council	CL Robert Carnahan
	Dyer Town Council	C Mary Tanis
	Griffith Town Council	L Rick Ryfa
	Highland Clerk-Treasurer	CL, IHL Michael Griffin, Immediate Past Chair
	Lowell Town Council	CL Will Farrellbegg
	Merrillville Town Council	CL, MG Richard Hardaway
	Munster Clerk-Treasurer	CL Dave Shafer
	New Chicago Clerk-Treasurer	Lori Collmar
	St. John Town Council	Christian Jorgensen
	Schererville Town Council	LG Tom Schmitt
Schneider Town Council	CL Jack Jerals	
Winfield Town Council	Dave Anderson	
Porter County	Porter County Commissioners	CL, PS Jim Biggs
	Porter County Council	CL, IHL, PS Jeff Larson
	Porter County Surveyor	CL Kevin Breitzke
	Mayor of Portage	James Snyder
	Valparaiso City Council	Matt Murphy
	Beverly Shores Town Council	CL Geof Benson, Chair
	Burns Harbor Clerk-Treasurer	Jane Jordan
	Chesterton Town Council	CL, PS Jim Ton, Executive Board
	Dune Acres Clerk-Treasurer	Jeannette Bapst
	Hebron Town Council	Don Ensign
	Kouts Town Council	CL, PS Tim Jones
	Ogden Dunes Town Council	Carolyn Saxton
	Pines Town Council	Pending
	Porter Town Council	IHL Greg Stinson, Executive Board
	Porter Township Trustee	Edward Morales
Union Township Trustee	George H. Topoll, Treasurer	
LaPorte County	LaPorte County Commissioners	CL Richard Mrozinski
	LaPorte County Council	CL Cary Kirkham
	LaPorte County Surveyor	Anthony Hendricks
	Mayor of La Porte	CL Mark Krentz, Executive Board
	Michigan City City Council	Tim Bietry
	Kingsbury Town Council	Mark Ritter
	Kingsford Heights	Pending
	LaCrosse Town Council	CL, PS Justin Kiel, Executive Board
	Long Beach Town Council	Nick Meyer
	Michiana Shores Town Council	Jean Poulard
	Pottawattamie Park	Pending
	Trail Creek	Pending
Wanatah Clerk-Treasurer	Diane Noll, Vice Chair	
Westville Town Council	CL, PS Thomas Fath	
	Governor of Indiana	Ed Soliday, Executive Board

Self-Identifying Self-Responders in a 2018 Voluntary Commissioner Poll:

CL = Community Leader
 IHL = Institution of Higher Learning
 LG = Labor Group

MG = Minority Group
 PS = Private Sector
 WDB = Workforce Development Board

NIRPC is now responsible for the preparation of the CEDS document and for establishing a sustainable and productive process to manage the implementation of the CEDS. The implementation includes the identification and prioritization of EDA investments in the Region and identifies other potential federal funding sources for investment in the Region. Potential sources include the Federal Highway Administration, Housing and Urban Development CDBG program, Environmental Protection Agency State Revolving Loan Fund and Brownfield’s programs, Department of Energy efficiency programs, and other federal and state programs.

Process, Activities and Milestones in update of the CEDS

DATE	GROUP	PURPOSE
January 2015	Full Board	Approved Ratio Architects for contractor
February 2015	Full Board	Create a plan on action for the CEDS update.
Call for Project Announcement at Non-Profit Board Meeting		
May 2015	Full Board	Outline the call for projects timeline and set a public meeting announcement schedule.
May to October, 2015	Public Outreach Meetings	Ratio Architects meet with communities
November 2015 Due Date for Project Submissions Updates		
November 2015	Full Board	Presentation of all projects submitted through the call for projects
November 2015	Full Board	Review and update of SWAT analysis, Goals and Objectives, and Project Criteria
November 2015	Full Board	Revision and approval of draft
February 19, 2016: 45 Day Public Review and CEDS submitted to EDA		

It is the intent of NIRPC to be transparent in all efforts and activities and to manage public perception and expectations of Board activities. To that end, all full board meetings were and are open to the public, with notices to the media. Also, two well publicized Public Outreach Meetings were held. The purpose of the subject outreach meetings was to provide the public at large with an opportunity to receive a detailed overview of the development of the CEDS and project submission process. Substantial time was allotted to questions and answers.

Meeting dates and times were announced in several Regional newspapers one week in advance and explanatory email invitations were sent to an extensive list of community contacts, elected officials and economic development professionals. Seventeen people attended the first meeting, and four people attended the second.

The goal of NIRPC is to achieve designation as an Economic Development District.

2. Northwest Indiana Forum

Provide administrative support and facilitate Board activities. Represent the private sector. Attract new jobs and investment as well as retain and expand current businesses in harmony with the environment.

3. NIRPC 2040 Comprehensive Regional Plan

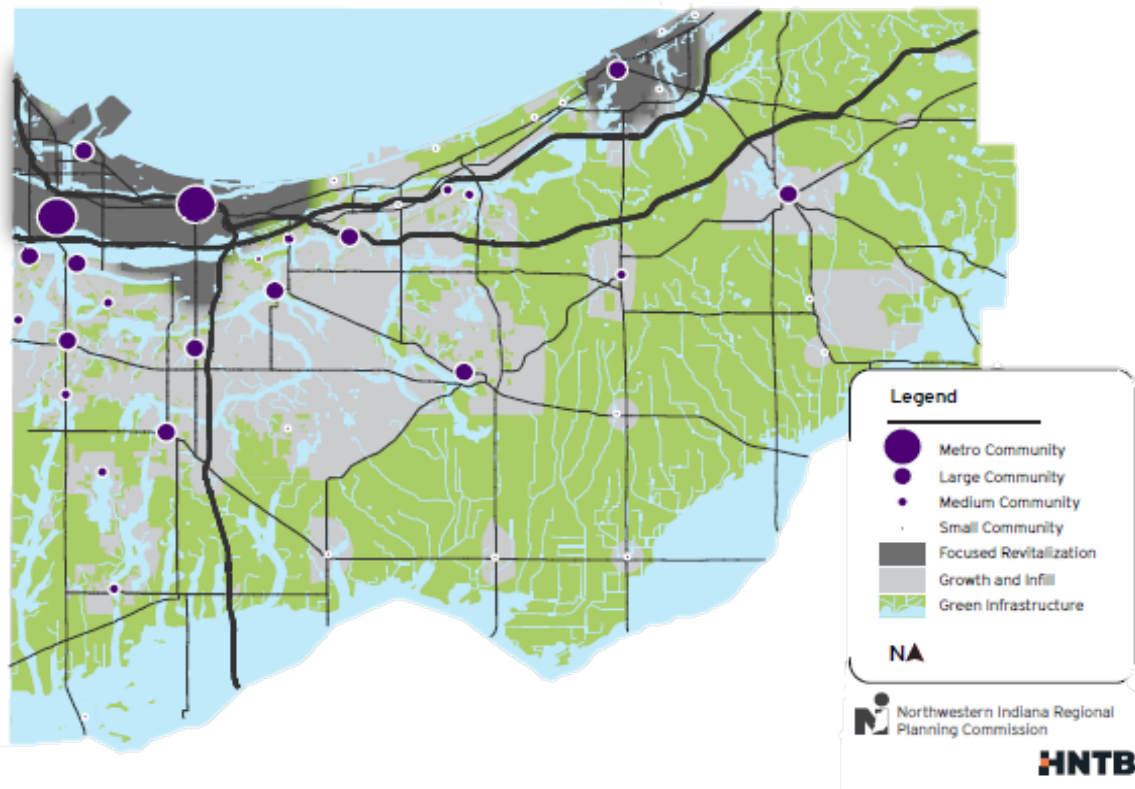
The Northwestern Indiana Regional Planning Commission's 2040 Comprehensive Regional Plan (CRP) is the first plan with a comprehensive vision for sustainable growth and revitalization of Lake, Porter and LaPorte Counties. As a Metropolitan Planning Organization, NIRPC is responsible for the development of a long-range regional transportation plan. The 2040 CRP places NIRPC in an enhanced role in the Region with respect to planning and implementation and encourages NIRPC to assist local governments and Regional stakeholders to integrate transportation, land use, human and economic resources, and environmental policy objectives.

The Region expects to grow by 170,000 people and add 80,000 new jobs by year 2040. The CRP centers on revitalizing the Region's communities, particularly the older "core" cities along Lake Michigan, making them more sustainable and livable. The vision for 2040 in the CRP emphasizes a *vibrant, revitalized, accessible and united region*.

The Plan, adopted in June of 2011 and updated in 2015, was developed according to the following guiding principles:

- ⦿ Supporting urban reinvestment
- ⦿ Ensuring environmental justice
- ⦿ Protecting natural resources and minimizing impacts to environmental features
- ⦿ Integrating transportation and land use to improve mobility and job access

Northwest Indiana Growth and Revitalization Vision



The Comprehensive Regional Plan examines the cooperation between business, government and other institutions to improve workforce skills, develop infrastructure and create reinvestment opportunities. A major emphasis of the Plan involves redevelopment in the Region's core communities, including Hammond, East Chicago, Gary and Michigan City. Promoting top industries provides a sustainable means of regional economic health and vitality. A key ingredient to economic health is the investment in educational and job development networks. An educated workforce is vital for prosperity and educational institutions help the region compete for quality jobs.

The following are key strategies Economic Development in the Plan:

- ⊙ Support the Northwest Indiana Economic Development District, a partnership between NIRPC and the Northwest Indiana Forum.
- ⊙ Advance top industry clusters which include:
 - Transportation, distribution and logistics.
 - Advanced manufacturing
 - IT/technology
 - Professional and medical services
- ⊙ Leverage land use and multimodal transportation.
- ⊙ Support education and job development partners.

4. One Region

The Northwest Indiana Quality of Life Council was established as a not-for-profit in 2000, as a collective voice for sustainable economic, environmental, and social progress in the Region. The Council determined that it needed to collect data that would indicate both problems and progress in order to open conversations, set priorities, and move forward. In 2000, the first Northwest Indiana Quality of Life Indicators Report was published. In 2012, the Northwest Indiana Quality of Life Council and One Region, One Vision initiative undertaken by The Times Media Company merged. They developed the 2012 Quality of Life Indicators Report. This report was the result of more than a year of careful analysis from a variety of sources. Similar reports were published in 2000, 2004, and 2008. It offers a current analysis of indicators and data points, and also looks at the trends over the past decade. The report also includes a dashboard graphic for each topic to show if the indicator itself has improved, worsened, or remained unchanged. One Region has action plans underway and attempt to identify specific approaches to improving Northwest Indiana. Indicators include: people, economy, environment, transportation, education, health, public safety, housing, culture, and government. [NIRPC](#) will incorporate these indicators into its strategies for economic development.

5. Shovel Ready Industrial Parks

- ⊙ Lake County: Northwinds Crossing (Hobart) Ameriplex at the Crossroads (Merrillville)
- ⊙ Porter County: Ameriplex at the Port (Portage), Port of Indiana (Portage)
- ⊙ LaPorte County: Thomas Rose Industrial Park (LaPorte), Inland Logistics Port (Kingsbury)

6. Certified Technology Districts/Parks

Purdue Research Center (Crown Point)

7. Jobs Cabinet of Porter County

The Jobs Cabinet of Porter County was created in December 2011 to develop a road map to guide the County's efforts to attract new businesses, encourage the expansion of existing firms, and improve the quality and quantity of job opportunities available to residents. This group of unpaid volunteers analyzed the county's strengths, weakness, opportunities, and threats through interviews with more than 120 business and community leaders and held 12 meetings over a period of 10 months to develop and refine its report. Recommendations of the Cabinet included: (1) Strategic Focus: the Capinet recommended that strategies for achieving job and economic growth be concentrated in the following major industry categories: healthcare, industrial, information technology, and tourism,

(2) Opportunities for Development: the Cabinet identified several opportunities for development: infrastructure, land planning and acquisition, Porter County Airport, and transportation, (3) Economic Development Director: Creation of a Porter County Department of Economic Development, and (4) Sources and Uses of Funding.

8. Porter County Economic Development Alliance

The Porter County Economic Development Alliance provides a forum for Porter County community leaders and economic development organizations to work together toward promoting the continued economic development of Porter County. The Alliance, funded by Porter County Commission, was established to promote economic development in the County. It is comprised of five economic development entities. The members meet at least once a month to share information about which sites are available for development in their respective areas.

CAPITAL PROJECTS

1. Northwest Indiana Regional Development Authority

The Northwest Indiana Regional Development Authority (RDA) was created by the Indiana General Assembly in 2005. The RDA has invested \$210 million in projects across the region, which leveraged \$667 million in spending by local governments, federal government, and private parties. The RDA is pushing now for state funding to replace the \$10 million per year it received in Toll Road lease proceeds, which will end in 2015.

2. Gary/Chicago International Airport

The Gary/Chicago is the largest of the Region's seven airports. It is located off Interstate 90 and within 10 minutes of the areas' three other interstates. Beginning in February, 2012, the airport now offers twice-weekly scheduled, passenger service to Orlando/Sanford Airport. The airport is currently undertaking an extension of the main runway from 7,000 to 8,900 feet. This \$166 million project involves relocating railroad tracks, which are only 130 feet from the northwest end of the airport's main runway.

Capital Projects: The project includes the rehabilitation of an unused rail line known as the Fort Wayne Line. The Norfolk Southern Railroad wants to use the tracks to run trains to the Indiana Sugars factory on Gary's east side. Currently Norfolk Southern uses another track to get there. The airport expansion is a major economic development opportunity. Once the expansion is complete, the airport will be better positioned for both passenger and cargo service as Chicago's third major airport. Passenger service would be convenient to air travelers from the south Loop to southwest Michigan, and increased freight service will create jobs.

3. Kingsbury Multimodal project

On September, 2012, ground was broken for the new Inland Logistics Port within the Kingsbury Industrial Park south of LaPorte. It sits on 600 acres and will be served by CSX trains. To make the intermodal facility possible, CSX will undertake a two-miles extension of its rail line to the site for rail cars to ship perishable food and other products such as steel, machinery, and grain to and from markets as far south as Mexico and South America. The site is estimated to employ 4,000 to 5,000 once it reaches full capacity in 12-13 years, with a similar number of construction jobs with an investment of \$500 million.

4. Gibson Yard

Potash Corp. broke ground on April 27, 2012 on a storage facility at Gibson in Hammond. The company, based in Saskatoon, Saskatchewan, Canada, is the world's largest fertilizer producer. The \$40 million project includes construction of a storage facility, which is designed to hold 130,000 tons of fertilizer, and an office complex and maintenance shed for locomotives. The project will create 225 construction jobs. In April, 2012, the Indiana Harbor Belt Railroad officially opened the rail yard it built for the project.

5. Kirk Yard

The Canadian National Railroad will locate some of its maintenance operations in Gary and invest \$163 million to fully redevelop the existing Kirk Yard rail facility, a move projected to create 251 new jobs by 2015. The RDA's \$4 million commitment will go toward the installation of a new wastewater treatment facility and new storm water management system at the Kirk Yard facility. The Indiana Economic Development Corporation offered CN up to \$2.95 million in performance-based tax credits and up to \$250,000 in training grants based on CN's job creation plans, while City of Gary has offered funds generated from the issuance of a tax increment financing (TIF) bond.

SECTION TWO

BACKGROUND OF ECONOMIC DEVELOPMENT SITUATION IN NORTHWEST INDIANA

PHYSICAL DESCRIPTION OF NORTHWEST INDIANA

Geography

Lake, Porter, and LaPorte Counties occupy a total of 1,520 square miles in Northwest Indiana, just over 4% of the land area of the entire state. The most prominent geographical feature of Northwest Indiana is Lake Michigan, which comprises the northern border of the region for 46 miles. This provides not only commercial opportunities arising from access to shipping and fresh water, but also recreational opportunities on Northwest Indiana's beaches.

To the south, the Region is bordered by the Kankakee River, Northwest Indiana's largest river. Originally an important transportation and fur trading route, the Kankakee River today serves primarily recreation and irrigation purposes.

The National Park Service recognizes the value and beauty of the dunes and currently protects and maintains over 15,000 acres of the Indiana Dunes National Lakeshore (Park). The State of Indiana maintains an additional 2,100 acres in the Indiana Dunes State Park. Visitors are welcome to swim, hike, fish, camp, or just enjoy the natural splendor and wildlife of the dunes. The Park Service, along with other organizations, utilize the dunes to provide an important environmental education for the residents of the Region, including numerous school groups that visit throughout the year. According to the Porter County Convention, Recreation and Visitor Commission, two million people visit the National Park annually, while an additional one million visit the State Park.

Perhaps the most nationally advantageous feature of Northwest Indiana is its proximity to the City of Chicago. From its closest point, Northwest Indiana is a 19 mile drive to Chicago's Loop. Most residents in the Region can drive to Chicago in less than an hour.

Topography

Northwest Indiana is divided into three distinct geological Regions due to the historical influence of glaciers. The first Region is the Calumet Lacustrine Plain, which runs along the shores of Lake Michigan. The next band extending away from Lake Michigan is the Valparaiso Morainal Area, which rises 300 feet above Lake Michigan at its highest point. Furthest from Lake Michigan is the Kankakee Outwash & Lacustrine Plain.

Northwest Indiana has rich and fertile soil ideal for farming. While land closer to

Lake Michigan has been converted to residential communities and commercial developments, parts of the Region most distant from Chicago and the shores of Lake Michigan are still dominated by farmland.

Watersheds

Within the three county Region, the area is divided into two watersheds. The Little Calumet-Galien Basin encompasses the northern portions of Lake, Porter, and LaPorte counties with the Valparaiso Moraine being the boundary between this and the Kankakee River basin. This basin is densely populated and includes most of the urbanized communities within Lake, Porter and LaPorte counties. Water bodies within this basin ultimately flow into Lake Michigan. The northwest part of the basin is one of the major industrial centers of the United States. Economic development and the sustainability of Northwest Indiana are primarily dependent upon steel, petrochemical, energy generation, and other ancillary industrial development. Historically, Northwest Indiana's most densely populated areas were near the industrial cores along Lake Michigan. The Little Calumet River crosses Lake County, and the floodplain contains significant development in the Cities of Hammond, Munster, Highland, Griffith, and Gary.

Within Indiana, the Kankakee basin has an area of 2,989 square miles of which approximately 909 square miles are in Lake, Porter, and LaPorte Counties. Most of the northern part of the basin is bounded by the Valparaiso Moraine, which forms a major divide separating drainage to the Mississippi River from drainage to the St. Lawrence River. The major northern tributaries of the Kankakee River, which flow from the Valparaiso Moraine, are the Little Kankakee River, Crooked Creek, and Singleton Ditch . The current landscape of the Kankakee River Basin is dominated by agricultural crops and artificial drainage networks. Remnants of natural prairies, savannas and wetlands remain in isolated parcels. The City of LaPorte is the major urban center lying totally within the Kankakee basin. Large tracts of developed land also are found near smaller towns and around a few of the large lakes such as Cedar Lake in Lake County.

Immediately north of the Kankakee Floodplain Region is the Kankakee Outwash Plain and Kankakee Lacustrine Plain. These areas are characterized by nearly level or depressional to gently sloping topography. Soil textures range from loamy to sandy and permeability typically ranges from moderate to very rapid. Interspersed throughout the area are windblown sand dunes or ridges that are typically oriented in a southwesterly to northeasterly direction and are crescent shaped. .

The Kankakee Floodplain Region is an area that lies adjacent to the Kankakee River and some of its major tributaries. Soils in this Region typically have moderate to moderately slow permeability and have a seasonal water table that is near or above the soil surface at the wettest times of the year unless artificially drained.

If adequately drained, the soils in this Region are suited to cultivated agricultural crops. Flooding, ponding, and wetness are the main limitations for agricultural uses. Flood control levees have been constructed along the major drainage ways to minimize the flooding potential. The wetness and ponding limitations have been minimized by constructing a network of open drainage channels and installing subsurface drainage tile.

Soils in this Region are generally not suitable for most urban land uses. Flooding, ponding, and wetness are the main limitations. When adequately drained, these soils are suited to cultivated agricultural crops. Wetness is the main limitation. Some of the minor soils are ponded in winter and early spring. Much of the Kankakee Outwash Plain and Kankakee Lacustrine Plain have been drained by open drainage ditches and subsurface drainage tile to allow for the planting and harvesting of cultivated crops. Often, control structures are incorporated into the drainage systems to hold water in the open ditches and subsurface drain tiles for the purpose of sub-irrigating crops during dryer periods of the growing season.

Development and increased development in both watersheds are increasingly contributing to ever greater stages of flooding. A Regional watershed development plan is needed to adequately provide for a holistic and reasonable approach to address flooding.

Climate

Northwest Indiana is located 41 degrees north latitude and 87 degrees west longitude. This, combined with its inland location, provide for a continental climate with average summertime highs in the mid-80s and average winter high temperatures hovering around freezing. The northern parts of the Region situated along the coast of Lake Michigan experience slightly moderated temperatures due to the influence of the lake.

Annual precipitation is roughly 40 inches, with the eastern parts of the Region are slightly wetter due to greater amounts of lake effect snow during the winter.

DEMOGRAPHICS

Population

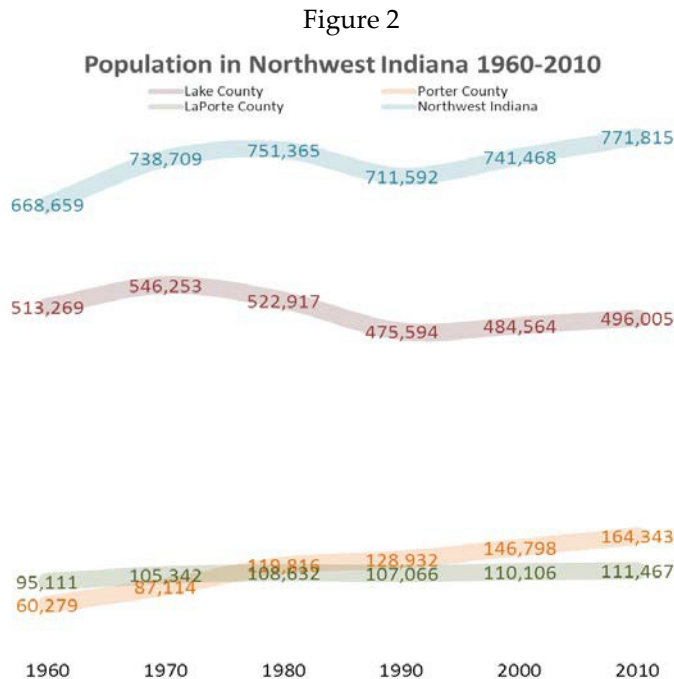
For purposes of the US Census Bureau, Northwest Indiana is split up into two Metropolitan Statistical Areas. Lake and Porter Counties are part of the greater Chicago Metropolitan Area, while LaPorte County is a stand alone metropolitan area. All three counties are classified as part of the Chicago Combined Statistical Area. The population of the Region and each county is listed below.

Figure 1
Population Estimates and Change for Northwest Indiana
Counties, April 1, 2000 to July 1, 2012

Area	Census 2000 Population	Population Estimate 2014	Change 2000-2014	% Change 2000-2014
Northwest Indiana	741,468	770,252	28,784	3.8
Lake County	484,564	493,140	10,994	2.2
Porter County	146,798	165,819	18,739	12.8
LaPorte County	110,106	111,293	1,268	1.2

Source: 2014 American Community Survey, Table B01003

The population of these three counties totaled 741,468 as of 2014 and comprised 11.8% of the total state population, as well as 7.9% of the Chicago Combined Statistical Area. A breakdown showing the population of each individual city and town by county can be found in Appendix A. The 50-year trend has varied widely among each county. Since 1960, Lake County’s population has decreased by 3.4%. One possible explanation for this net emigration is the decrease in steel and other manufacturing jobs. Over the same period of time LaPorte County has grown by 17.2%, while Porter increased 172.6%.

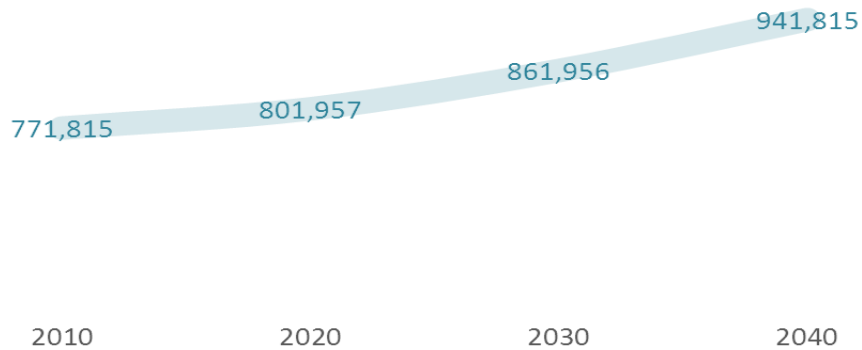


Source: US Census Bureau, Prepared by Northwestern Indiana Regional Planning Commission

According to the Northwestern Indiana Regional Planning Commission’s projections in the 2040 Comprehensive Regional Plan (CRP), Northwestern Indiana is expected to grow to just over 940,000 people by 2040, an increase of 22% over the next three decades. Where that growth occurs will be determined by transportation,

land use, and environmental policy decisions. The CRP calls for focused growth in areas where infrastructure investments have already been made, the development of “Livable Centers” in each city and town, and focused revitalization in the urban core communities of Gary, Hammond, East Chicago, and Michigan City.

Figure 3
Population Change in Northwest Indiana 2010-2040



Source: Northwestern Indiana Regional Planning Commission

Population By Race

Northwest Indiana is becoming increasingly ethnically and culturally diverse due to both natural birth rates and migration. The following chart shows the in-depth population dynamics over the past decade. Like many places around the country, much of the recent growth can be attributed to growth in the Hispanic population, which increased by 33,080 (47.5%) between 2000 and 2010. The entire Region’s population only increased by 30,347 during this period. In other words, all of the growth in population in Northwest Indiana between 2000 and 2010 was due to an increase in the Hispanic population. Compared to the nation, Northwest Indiana’s Hispanic population rose at a slightly higher rate than the nation’s 43.0%.

**Figure 4:
Census 2000 and 2010 County Population Estimates for Northwest
Indiana by Race and Hispanic Origin**

Race	Census 2000	2010 Estimate	Change 2000- 2010	% Change 2000-2010	% of Total 2000 Pop	% of Total 2010 Pop
White	589,032	563,194	25,838	4.4	80.2	73.0
Black	137,010	145,158	8,148	5.9	18.6	18.8
Amer Indian/ AK Native	2,226	2,428	202	9.1	0.3	0.3
Asian	6,048	8,179	2,671	44.2	0.8	1.1
Native HI	342	165	177	51.8	0.0	0.0
Some Other Race	*	34,836	*	*	*	4.5
Two or More	6,810	17,315	10,505	154.3	0.9	2.2
Total	734,358	771,815	37,157	5.1	100.0	100.0
Non Hispanic						
White	524,162	506,100	18,602	3.4	71.3	65.6
Black	134,195	141,990	7,795	5.8	18.3	18.4
Amer Indian/ AK Native	1,468	1,508	40	2.7	0.2	0.2
Asian	5,786	8,511	2,725	47.1	0.8	1.1
Native HI	164	107	57	34.8	0.0	0.0
Some Other Race	*	730	*	*	*	0.1
Two or More	6,084	10,180	4,096	67.3	0.8	1.3
Non Hispanic Subtotal	671,850	660,126	2,723	0.4	91.5	86.7
Hispanic						
White	64,870	57,094	7,776	12.0	8.8	7.4
Black	2,815	3,168	353	12.5	0.4	0.4
Amer Indian/ AK Native	758	920	162	21.4	0.1	0.1
Asian	262	208	54	20.6	0.0	0.0
Native HI	178	58	120	67.4	0.0	0.0
Some Other Race	*	34,106	*	*	*	4.4
Two or More	726	7,135	6,409	882.8	0.1	0.9
Hispanic Subtotal	69,609	102,689	33,080	47.5	9.5	13.3

Source: US Census Bureau, Prepared by Northwestern Indiana Regional Planning
Commission.

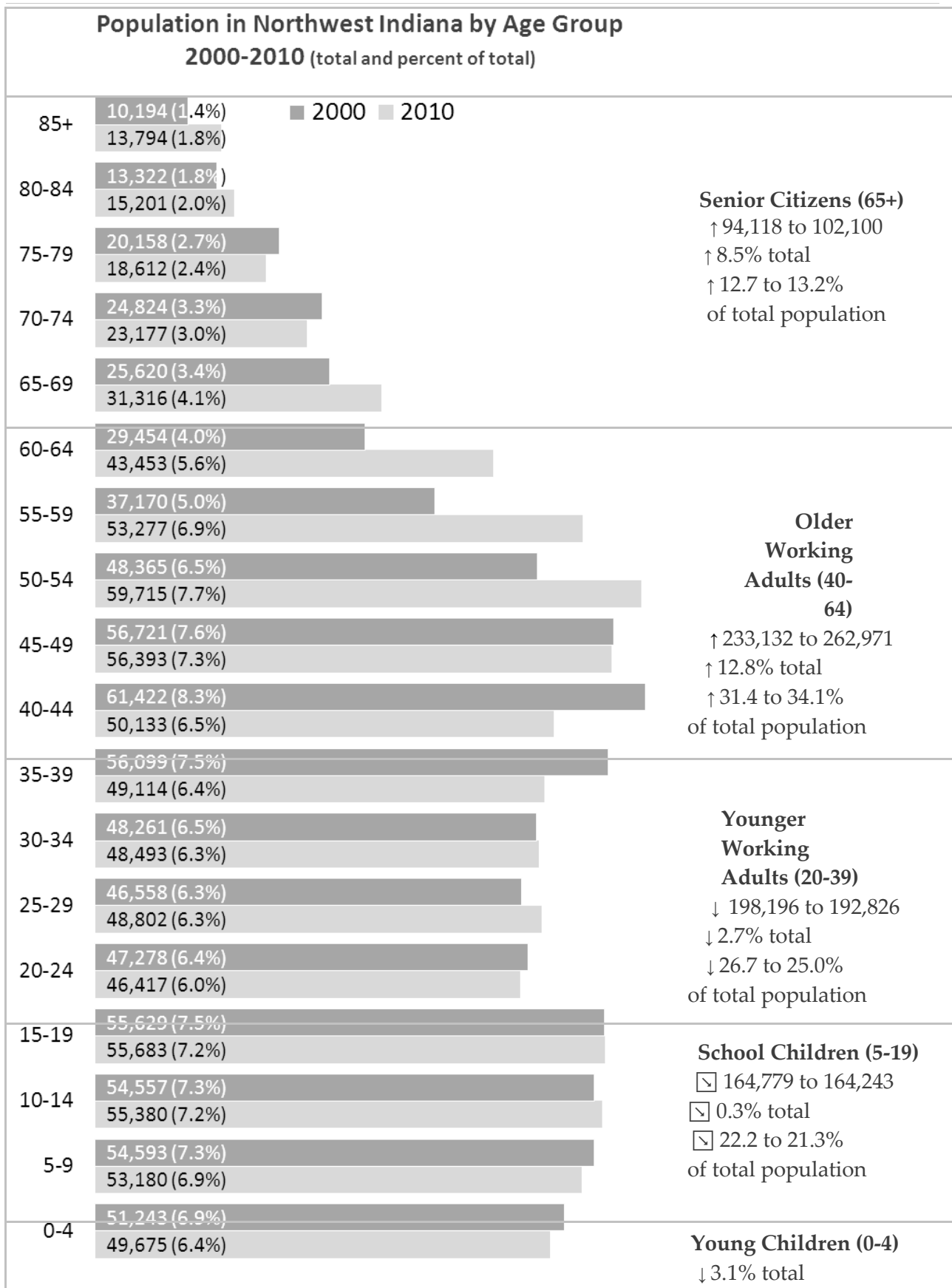
***"Some other race" was not an option on the 2000 Census questionnaire.*

Population by Age

Northwest Indiana has seen its population age over the past decade, with a net decrease in population under 45 years of age (-3.6%) and a net increase in population older than 45 (+23.6%). The age groups with the largest increases were all in the over 50 range. They are, beginning with the highest: 60 to 64 (+47.5%); 90+ (44.6%); 55 to 59 (43.3%); 85 to 89 (31.1%); 50 to 54 (23.5%); 65 to 69 (22.2%); and 80 to 84 (14.1%). Interestingly, the age groups of 70 to 74 (-6.6%) and 75 to 79 (-7.7%) were the only ones in the over 50 range of age groups to show declines over this period. This could be due to out-migration of recent retirees, but that would require further analysis to determine.

In the under 50 range, the sharpest decreased occurred in the 40 to 44 (-18.4%) and 35-39 (-12.5%) age groups. More modest decreases occurred in the under 5 (-3.1%), 5 to 9 (-2.6%), and 20 to 24 (-1.8%) age groups. Other groups in the under 50 range saw increases, with the 25 to 29 (4.8%) group leading the way, followed by the 10 to 14 (1.5%), 30 to 34 (0.5%), and 15 to 19 (0.1%) age groups.

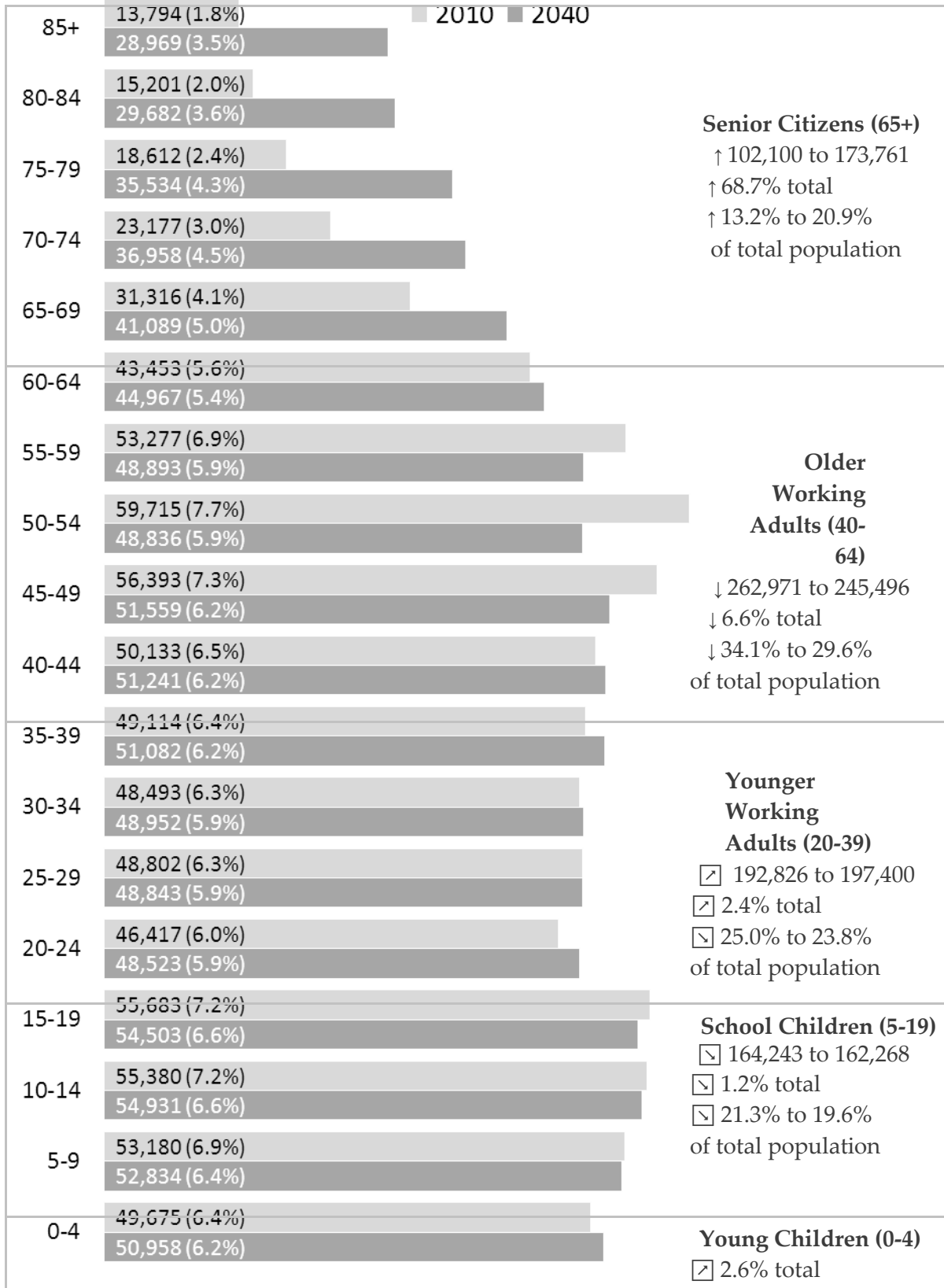
Figure 5



The Northwestern Indiana Regional Planning Commission projects that by 2040, 21% of persons in Northwest Indiana will be 65 and over and total 173,761, up from 13% in 2010. The population projection is influenced to a large extent by the impact of the “baby boom” generation. Diminishing numbers of younger persons could have serious implications for the provision of services required by ever increasing older populations. However, projections can be dramatically altered by changes in migration, economic restructuring, and social conditions.

Figure 6

**Population in Northwest Indiana by Age Group
2010-2040 (projected) (total and percent of total)**



SOCIAL CHARACTERISTICS

Educational Achievement

Northwest Indiana exceeds the national high school graduation rate by a full two percentage points for people age 25 and older. However, the tri-county area lags behind the rest of the nation when it comes to higher education (see above). 13.8% of residents have earned a bachelor's degree compared to 17.9% nationally, and only 7.1% hold a graduate degree, while 10.6% of all Americans have earned an advanced degree.

Figure 7
Educational Attainment, Northwest Indiana
2011

Attainment Level	United States		Northwest Indiana	
	Population	Percentage	Population	Percentage
Population 25 years and over	206,471,670	100.0%	515,804	100.0%
Less than 9th grade	12,317,606	6.0%	22,551	4.4%
9th to 12th grade, no diploma	16,771,699	8.1%	40,434	7.8%
High school graduate (includes equivalency)	58,653,211	28.4%	184,314	35.7%
Some college, no degree	43,822,166	21.2%	119,205	23.1%
Associate's degree	16,016,175	7.8%	41,462	8.0%
Bachelor's degree	36,915,459	17.9%	71,357	13.8%
Graduate or professional degree	21,975,354	10.6%	36,481	7.1%

**Source: US Census Bureau American Community Survey 2011 1-Year Estimates,
Prepared by Northwestern Indiana Regional Planning Commission**

**Includes Lake, Porter, and LaPorte Counties.*

Language

Face to face communication is an integral part of building a both a society and an economy. While Northwest Indiana's foreign born population is significant (5.5% of the total population), it falls well short of the national average (12.8%). Speaking English as a second language is a significant challenge for these individuals, but residents of the Region assimilate better than national averages. Of the nearly 83,000 people in La Porte, Lake, and Porter Counties speaking a primary language other than English, 32.7% speak English less than "very well." This is significantly below both the state rate (40%) and national rate (42.4%). Overall, 75% of residents of La Porte, Lake, and Porter Counties speak little or no English, which is slightly higher than the state (3.24%), but is well below the national rate (8.73%).

Figure 8
English Proficiency in La Porte, Lake, and Porter Counties 2007-2011

Language Spoken At Home	Lake	La Porte	Porter	Total	%
Population 5 years and over	461,665	104,638	153,557	719,860	100%
English only	395,880	98,422	142,889	637,191	88.5%
Language other than English	65,785	6,216	10,668	82,669	11.5%
Speak English less than "very well"	22,829	2,455	2,832	28,116	3.9%
Spanish	45,736	4,104	5,161	55,001	7.6%
Speak English less than "very well"	16,145	1,743	1,491	19,379	2.7%
Other Indo-European languages	15,113	1,477	3,645	20,235	2.8%
Speak English less than "very well"	4,795	446	697	5,938	0.8%
Asian and Pacific Islander languages	2,765	386	1,362	4,513	0.6%
Speak English less than "very well"	1,171	184	555	1,910	0.3%
Other languages	2,171	249	500	2,920	0.4%
Speak English less than "very well"	718	82	89	889	0.1%

Source: US Census Bureau American Community Survey 2007-2011 5-Year Estimates, Prepared by
Northwestern Indiana Regional Planning Commission

ECONOMIC INDICATORS

Income

As of 2011, Lake County's median household income was \$48,533; Porter County had a median household income of \$61,432, and LaPorte County had a median household income of \$48,389. Indiana had a median income of \$46,438 in 2011. With the exception of Porter County, all median household incomes were below that of the US at \$50,502.

Figure 9
Median Household Income 2011

	Lake County	Porter County	LaPorte County	Indiana	US
Median Household Income	\$48,533	\$61,432	\$48,389	\$46,438	\$50,502

Source: US Census Bureau. American Community Survey 2011 1-Year Estimates Prepared by
Northwestern Indiana Regional Planning Commission

Per capita personal incomes are listed below. Compared to the rest of the country, a resident of Northwest Indiana is not as financially well off, earning almost 15% less than the average American. It is important to note that LaPorte County falls below the 80% federal level which makes the County eligible to apply for EDA funding. Lower incomes are partially offset by a lower cost of living, which is highlighted in a later section.

Figure 10
Per Capita Personal Income 2011

	Lake County	Porter County	LaPorte County	Northwest Indiana	US
2011 PCPI	\$34,847	\$42,999	\$31,650	\$35,689	\$41,560
% of IN PCPI	97.6%	120.5%	88.7%	-	116.5%
% of US PCPI	83.8%	103.5%	76.2%	85.9%	-

Source: Bureau of Economic Analysis; Prepared by Northwestern Indiana Regional Planning Commission

Poverty

During the period 2009-2011, 15.5% of persons in Northwest Indiana were below the poverty level, a higher level than the US or Indiana (both 15.2%). Of the three counties, Lake had the highest level of persons below poverty at 17.1%, followed by LaPorte County at 16.5%, both surpassing the US and Indiana poverty level. Porter County, at 10.1%, was well below the US and Indiana poverty level. From 2000 to the 2009-2011, the number of persons below the poverty level rose from 75,875 to 117,217, or 54.5%, while the total population of Northwest Indiana rose just 4.1% during the same period. In 2000, just 10.2% of Northwest Indiana was living in poverty.

Figure 11
Persons Below Poverty
2009-2011

	Lake County	Porter County	LaPorte County	Northwest Indiana	Indiana	US
% Persons Below Poverty Level	17.1%	10.1%	16.5%	15.5%	15.2%	15.2%
Persons Below Poverty Level	83,949	16,194	17,074	117,217	995,418	45,768,084

Source: U. S. Census Bureau. American Community Survey 2009-2011 3-Year Estimates; Prepared by Northwestern Indiana Regional Planning Commission

Unemployment/Employment

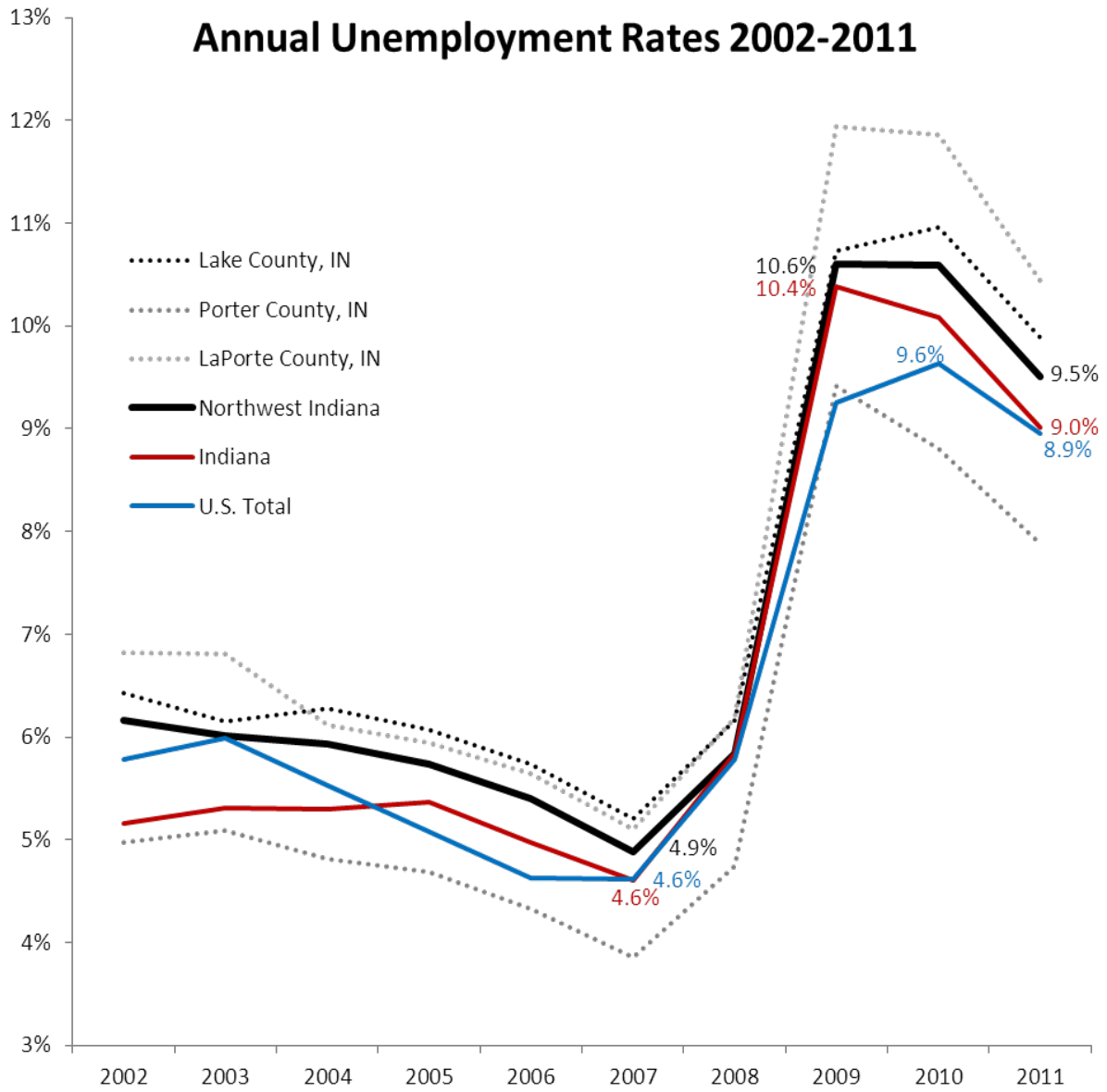
Northwest Indiana, like the state and the nation, has rebounded somewhat from high unemployment rates during the great recession, but unemployment remains higher than is desirable. Between January 2011 and November 2012 (the last month for which data is available), the average monthly unemployment rate in LaPorte (10.2%) and Lake (9.6%) Counties was above both the state (8.6%) and national (8.5%) levels. Unemployment in Porter County (7.8%) was below both the state and nation. With both

Lake and LaPorte Counties exceeding one percent above the national average during this period, both counties would be eligible to apply for EDA assistance.

Month-by-month comparisons between 2011 and 2012 show decreases in unemployment nearly across the board at the local, state, and national levels, with the only exception being Porter County in November, which showed slightly higher unemployment in 2012 (7.7%) than in 2011 (7.4%).

Using the figures from the DWD, which are slightly more comprehensive, the number of people employed in the Region fell by 5.0% between 2007 and 2011, the most recent year for which data is available.¹ Just six out of 20 sectors showed increases in employment during this period, with the vast majority of sectors showing job losses (see Figure 14).² Given that this period covers the Great Recession, these numbers are not surprising. Construction (-2,158; -10.7%), Manufacturing (-3,454; -7.7%), and Retail Trade (-2,667; -6.9%) are all large sectors that tend to fare poorly during recessions, and these numbers show that to be the case in Northwest Indiana. Of the other large sectors (>10,000 employees), only Health Care and Social Services (1,749; 4.3%) and Accommodation and Food Services (158; 0.6%) showed positive job growth, though the latter was negligible. Transportation and Warehousing grew nicely, adding 1,406 jobs (17.0%), as did Education Services (629; 12.1%) and Utilities (391; 24.4%). Though it accounts for a small amount of all jobs, Agriculture, Forestry, Fishing and Hunting increased employment by 24.4% while adding 88 jobs.

Figure 12



Source: Bureau of Labor Statistics.

Prepared by Northwestern Indiana Regional Planning Commission

Figure 13

Employment and Revenues by Industry 2010

Employment and Earnings by Industry in 2010	Employment	Pct. Dist. In Region	Earnings	Pct. Dist. In Region	Avg. Earnings Per Job
Total	366,410	100.0%	\$16,701,327,000	100.0%	\$45,581
Wage and salary	301,278	82.2%	\$12,254,195,000	73.4%	\$40,674
Proprietors	65,132	17.8%	\$1,246,755,000	7.5%	\$19,142
Farm proprietors	1,558	0.4%	\$58,637,000	0.4%	\$37,636
Nonfarm proprietors (see note #2)	63,574	17.4%	\$1,188,118,000	7.1%	\$18,689
Farm	2,244	0.6%	\$80,827,000	0.5%	\$36,019
Nonfarm	364,166	99.4%	\$16,620,500,000	99.5%	\$45,640
Private	319,134	87.1%	\$14,336,664,000	85.8%	\$44,924
Accommodation and food services	27,263	7.4%	\$471,648,000	2.8%	\$17,300
Administrative and waste services	18,263	5.0%	\$498,404,000	3.0%	\$27,290
Arts, entertainment, and recreation	11,259	3.1%	\$375,382,000	2.2%	\$33,341
Construction	23,479	6.4%	\$1,627,985,000	9.7%	\$69,338
Educational services	8,148	2.2%	\$198,510,000	1.2%	\$24,363
Finance and insurance	11,695	3.2%	\$403,645,000	2.4%	\$34,514
Forestry, fishing, related activities, and other (see note #2)	325*	0.1%	\$4,189,000*	0.0%	\$12,889*
Health care and social assistance	49,640	13.5%	\$2,504,796,000	15.0%	\$50,459
Information	3,324	0.9%	\$140,703,000	0.8%	\$42,329
Management of companies and enterprises	2,030	0.6%	\$181,693,000	1.1%	\$89,504
Manufacturing	40,171	11.0%	\$3,519,409,000	21.1%	\$87,611
Mining	314*	0.1%	\$16,468,000*	0.1%	\$52,446*
Other services, except public administration	24,198	6.6%	\$722,110,000	4.3%	\$29,842
Professional and technical services	14,466	3.9%	\$633,507,000	3.8%	\$43,793
Real estate and rental and leasing	14,451	3.9%	\$172,470,000	1.0%	\$11,935
Retail Trade	43,644	11.9%	\$1,233,191,000	7.4%	\$28,256
Transportation and warehousing	9,199*	2.5%	\$469,344,000*	2.8%	\$51,021*
Utilities	1,701*	0.5%	\$197,257,000*	1.2%	\$115,965*
Wholesale trade	10,482	2.9%	\$669,601,000	4.0%	\$63,881
Government and government enterprises	45,032	12.3%	\$2,283,836,000	13.7%	\$50,716

Source: Bureau of Economic Analysis via STATS a

Indian Prepared by Northwestern Indiana

Commission

Regional Planning

t are not available due to non-disclosure requirements.

* These totals do not include county data that

#2 = Excludes limited partners.

held by U.S. residents employed by international organizations

The Bureau of Economic Analysis (BEA) computes employment numbers slightly differently than the Indiana Department of Workforce Development (DWD), as the figures in the above chart do not exactly match the chart on the following page. The difference is likely attributable to the DWD subdividing workers into more categories; for instance, the DWD separates management out from hourly positions. While the rankings vary slightly, both sources agree that the largest sectors of employment in Northwest Indiana are manufacturing, healthcare, retail, and government.

Using the figures from the DWD, which are slightly more comprehensive, the number of people employed in the Region increased by 2.9% between 2003 and 2007, the most recent year for which data is available. (Note: Number of people employed differs from unemployment rate in two ways. First, employment is based on location of employer; unemployment is based on residency. Second, employment is a strict count of those working; unemployment is a ratio dividing those out of work and *actively* looking for a job over the past *six months* by the available pool of workers.)

Some sectors fared better than others. Management positions increased employment by 56%, followed by educational services at 21.7%, and transportation and warehousing jobs at 16.3%. On the other side of the spectrum, agricultural jobs decreased by 23%; information jobs decreased by 11.5%; and arts, entertainment, and recreation jobs decreased by 10%.

Of the four largest sectors, manufacturing saw a reduction of jobs by almost 5%, and government jobs decreased by 3.4%. Healthcare and retail both increased employment figures, by 11.5% and 4.8% respectively.

Figure 14
Employment by Industry in Northwest Indiana

	2007	2011	2007-2011 Change	% Change
Total Employment	296,793	281,863	-14,930	-5.0%
Total Private Employment	254,351	242,008	-12,343	-4.9%
Accommodation and Food Services	25,520	25,678	158	0.6%
Admin. & Support & Waste Mgt. & Rem. Services	12,821	11,661	-1,160	-9.0%
Agriculture, Forestry, Fishing and Hunting	361	449	88	24.4%
Arts, Entertainment, and Recreation	9,277	8,345	-932	-10.0%
Construction	20,197	18,03	-2,158	-10.7%
Educational Services	5,197	5,826	629	12.1%
Finance and Insurance	6,945	6,127	-818	-11.8%
Health Care and Social Services	41,094	42,843	1,749	4.3%
Information	2,687	2,137	-550	-20.5%
Management of Companies and Enterprises	1,979	1,713	-266	-13.4%
Manufacturing	44,664	41,210	-3,454	-7.7%
Mining	314	227	-87	-27.7%
Other Services (Except Public	10,913	10,552	-361	-3.3%
Professional, Scientific, and Technical	8,188	7,726	-462	-5.6%
Real Estate and Rental and Leasing	3,294	2,950	-344	-10.4%
Retail Trade	38,595	35,928	-2,667	-6.9%
Transportation & Warehousing	8,253	9,65	1,406	17.0%
Unallocated	32	2	-30	-93.8%
Utilities	1,605	1,996	391	24.4%
Wholesale Trade	8,674	7,400	-1,274	-14.7%
Federal, State, and Local Government	42,442	39,854	-2,588	-6.1%

Source: Indiana Department of Workforce Development, Annual Averages of Quarterly Employment

Prepared by Northwestern Indiana Regional Planning Commission, December 2012.

As of 2007, the average wage in Northwest Indiana was \$37,301, or 99.4% of state levels. Management positions earned the highest wages at \$73,216, followed by manufacturing jobs at \$63,267, and then construction jobs at \$51,618.

From 2003-2007, the average nominal wage in Northwest Indiana increased 13.4%. Within sectors, wages for administrative and waste services increased the most at 23.7%, followed by real estate jobs at 23.0%, and agriculture, forestry, fishing and hunting wages increased 22.6%. On the low end of the spectrum, food service wages increased only 6.1% over the same five-year span, government wages increased 8%, and management wages increased 8.8%.

For the remaining three largest sectors, manufacturing wages increased 19.6%,

healthcare wages increased 11.6%, and retail wages went up 9.6%. For a more comprehensive look at employment in the Region, refer to the Cluster Analysis section later in this document.

Figure 15
Wage Figures for Northwest Indiana

	2002	2007	03-07 Change	% Change	Avg. State Wage	% of State
All Industries	\$32,893	\$37,301	\$4,408	13.4%	\$37,530	99.4%
Ag., For., Fishing, & Hunt.	\$18,529	\$22,715	\$4,186	22.6%	\$28,008	81.1%
Mining	Incomplete Data					
Construction	\$44,067	\$51,618	\$7,550	17.1%	\$44,754	115.3%
Manufacturing	\$52,906	\$63,267	\$10,360	19.6%	\$51,148	123.7%
Wholesale Trade	\$41,495	\$49,282	\$7,787	18.8%	\$51,432	95.8%
Retail Trade	\$20,658	\$22,636	\$1,978	9.6%	\$22,581	100.2%
Trans. & Warehousing	\$35,660	\$39,574	\$3,913	11.0%	\$38,012	104.1%
Utilities	Incomplete Data					
Information	\$35,954	\$41,622	\$5,668	15.8%	\$46,311	89.9%
Finance & Insurance	\$37,432	\$41,221	\$3,790	10.1%	\$52,649	78.3%
Real Est., Rent., Leasing	\$22,271	\$27,394	\$5,123	23.0%	\$32,614	84.0%
Prof. & Tech. Services	\$36,717	\$42,127	\$5,410	14.7%	\$51,451	81.9%
Mgt. of Companies	\$67,314	\$73,216	\$5,902	8.8%	\$72,682	100.7%
Admin. & Waste Services	\$20,663	\$25,565	\$4,902	23.7%	\$24,934	102.5%
Education Services	\$20,687	\$24,115	\$3,428	16.6%	\$31,029	77.7%
Health Care & Social Assist.	\$34,446	\$38,435	\$3,990	11.6%	\$37,706	101.9%
Arts, Ent. & Rec.	\$25,267	\$28,735	\$3,468	13.7%	\$29,251	98.2%
Accom. & Food Services	\$10,826	\$11,487	\$661	6.1%	\$12,442	92.3%
Other Services	\$20,412	\$22,451	\$2,039	10.0%	\$24,862	90.3%
Fed., State & Local Govt.	\$31,305	\$33,799	\$2,494	8.0%	\$37,054	91.2%

Source: Indiana Department of Workforce Development, Data as of January 29, 2009

Prepared by Northwestern Indiana Regional Planning Commission

Firm Size

As of the first quarter 2012, roughly seven out of ten firms in Northwest Indiana were small firms employing single digit employees. (See Figure 16 at right.) As is typical, the number of firms diminishes as firm size increases.

The only increase between 2006 and 2012, was from firms employing 0-4 people, with an increase of 2.3%. All other firms showed a reduction, however no reduction was above 0.8%.

Figure 16
Number of Firms by Size, Northwest Indiana 2012

	Number of Business Units 1Q 2012	% of Total
0 to 4 employees	8,644	52.9%
5 to 9 employees	3,028	18.5%
10 to 19 employees	2,146	13.1%
20 to 49 employees	1,563	9.6%
50 to 99 employees	538	3.3%
100 plus employees	420	2.6%
TOTAL	16,339	100.0%

Source: Indiana Department of Workforce Development;
 Prepared by Northwestern Indiana Regional Planning Commission, December 2012. Note: Business Units with zero

Figure 17
Change in Firms by Size, Northwest Indiana 2006(Q1)-2012(Q1)

Firm Size	2006	2012	% Chang
0 to 4 employees	7,943	8,644	8.8%
5-9 employees	3,246	3,028	-6.7%
10-19 employees	2,228	2,146	-3.7%
20-49 employees	1,609	1,563	-2.9%
50-99 employees	558	538	-3.6%
100 plus employees	439	420	-4.3%
Total	16,023	16,339	2.0%

Source: Indiana Department of Workforce Development; Prepared by Northwestern Indiana Regional Planning Commission, December 2012. Note: Business Units with zero employees and Federal Government Employees are included.

Steel Industry

Historically, much of the economy of Northwest Indiana was built on the steel industry. The City of Gary was incorporated in 1906 when US Steel chose that location as the site of their new plant. The location along the south shore of Lake Michigan proved very strategic, as it provided relatively easy access to ore deposits in Minnesota, as well as immediate access to domestic rail lines and international shipping opportunities via the St. Lawrence Seaway.

For much of the past century, Northwest Indiana led the nation in steel production. However, in 1996 Indiana was surpassed by Ohio. Employment in the steel industry reached 66,400 in 1979 and has decreased to 18,000 in recent years. In the late 60s, steel mills accounted for 30% of direct employment in Northwest Indiana. By 2011, that figure was down to 6.5%.

Over the past decade, several mills in Northwest Indiana have merged. Arcelor Mittal and USS now own the five steel mills in Northwest Indiana. These corporate restructurings eliminated even more jobs. This job attrition reduces tax revenue, personal spending, increases family stress, and shifts the burden for healthcare, pension, and environmental cleanup to other sources.

Casinos

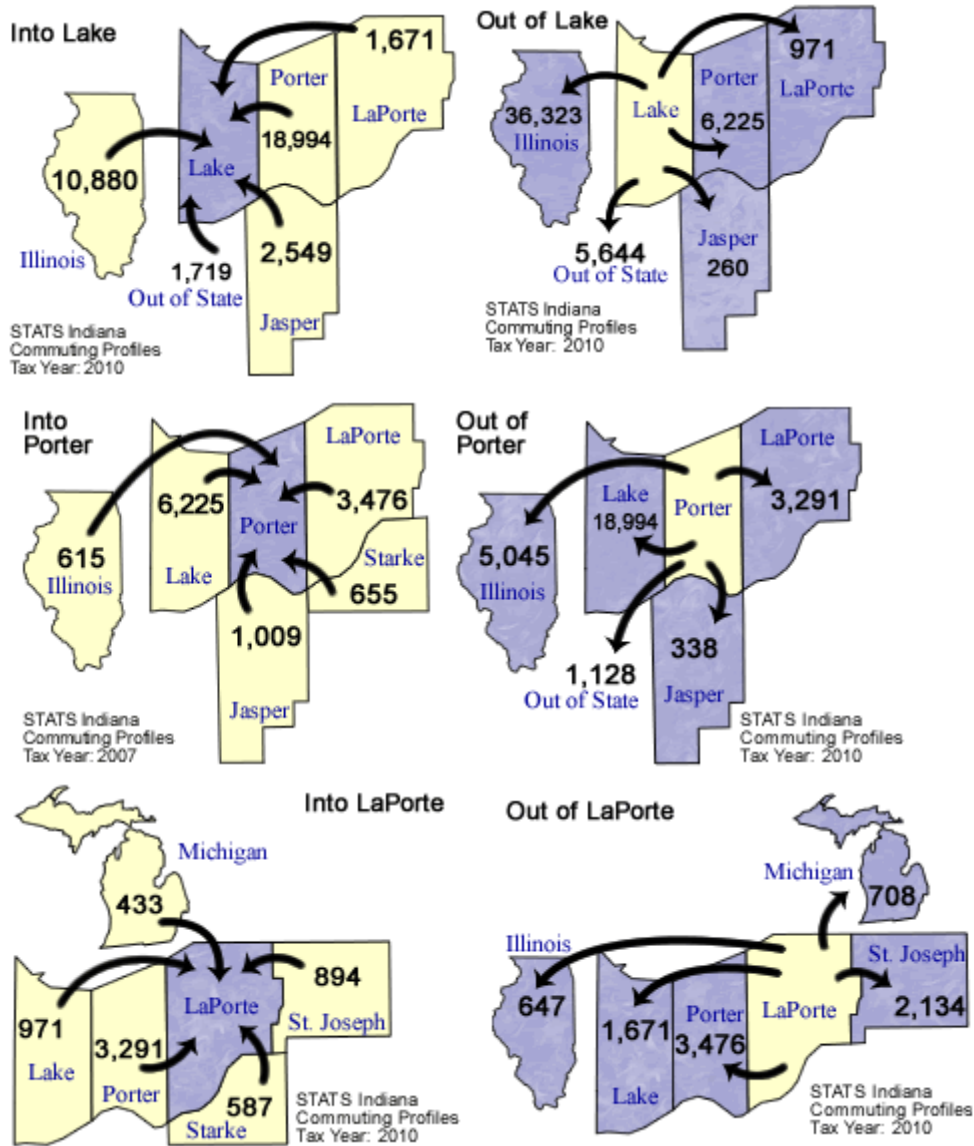
Partly in response to the loss of manufacturing jobs, Northwest Indiana has opened up to casinos over the past two decades. Currently, five casinos dot the harbors and towns along Lake Michigan. Casinos represent the 3rd largest source of tax revenue for the State of Indiana. In 2012 the Region received over \$75 million in tax revenue.

Much of this revenue is generated by residents from other states as over two-thirds of patrons at the five casinos are non-Hoosier. Stiff competition from a new Indian casino in Southwest Michigan, a state with a more casino-friendly tax structure, and potential expansion of gaming in Illinois, currently threaten the viability of this source of revenue.

Commuting

Figure 17 on the previous page reveals that each individual County in Northwest Indiana has a daily net migration of commuters outside its borders. Lake County sees roughly a net of 17,000 commuters leave its borders every day, primarily heading to Illinois. Porter County has a net of almost 21,000 commuters leaving daily, though most of its commuters stay within Northwest Indiana and commute to Lake County. LaPorte County has a net of roughly 3,500 residents heading away for work, with Porter County being the largest recipient of workers. Illinois is by far the largest recipient of the Northwest Indiana labor force. All told, nearly 53,000 Northwest Indiana residents work in Illinois.

Figure 18
Commuting Patterns in Northwest Indiana



Source: Indiana Department of Revenue, Compiled by STATS Indiana December, 2012

Note: These figures are provided to give a summary of commuting patterns, not employment patterns, and will not match labor force or employment numbers from sources such as the Bureau of Labor Statistics.

Commuting has become much more commonplace in recent years, outpacing employment over the past decade in Northwest Indiana. While the labor force has increased by just under 30% over the most recent 11 years for which data are available, the number of people who cross county lines to work has more than doubled during the same time frame, up 165.4% (Note: These individuals are not necessarily commuting outside of Northwest Indiana. For instance, an individual living in Porter County and working in Lake County would be considered among these commuters.).

Figure 19
Summary of Commuters in Northwest Indiana

	2010	2000	Difference	1997-2007 % Change
Workers:				
Number of persons who live in Northwest Indiana and work (implied resident labor	467,073	456,817	10,256	2.25%
Number of persons who live AND work in the same county	375,801	362,353	13,448	3.71%
Total number of persons who work within Northwest Indiana (implied work	434,555	424,314	10,241	2.41%
Commuters:				
Number of persons who work in a different county than the one in which they reside (Commuters)	91,272	94,464	-3,192	-3.38%
Number of persons who commute into Northwest Indiana from a different	58,754	61,961	-3,207	-5.18%

Source: Indiana Department of Revenue, Compiled by STATS Indiana.
 Prepared by Northwestern Indiana Regional Planning Commission

Note: Commuters may be commuting from one Northwest Indiana county to another. Dataset includes both intraregional and interregional commuters.

Business Environment

Indiana has a favorable climate in which to conduct business. Although Indiana has the 11th highest corporate tax rate, the Tax Foundation ranks Indiana 14th in terms of overall "State Business Tax Climate." This category accounts not only for corporate tax, but also individual income tax, sales tax, unemployment insurance tax, and property tax. Indiana has remained fairly consistent in this category, ranging between 11th and 14th best over the past four years. *Forbes* most recent business rankings place Indiana 6th in terms of business costs and 15th in regulatory environment.

Fortune 500

Northwest Indiana is home to one Fortune 500 company. NiSource, the Region's gas and electric utility company based in Merrillville, was number 289 in terms of gross revenue in 2009, up 30 positions from the year before. NiSource had over \$9 billion in revenue in 2008, and currently employs over 2,500 people throughout Northern Indiana.

Gary and Hammond

Two cities in particular dwarf all other municipalities within Northwest Indiana. Gary and Hammond comprise almost one-quarter of the Region's total population. None of the other 39 cities or towns in the Region has a population exceeding 40,000. Because of their size and stature in the Region, Gary and Hammond deserve individual attention. Much of the information within this section was taken directly from each City's individual Department of Natural Resources profiles.

Gary: Gary borders Lake Michigan on the north; Hammond and East Chicago on the west; Porter County on the east; and Lake Station, Hobart, Merrillville, and parts of unincorporated Lake County to the south.

In March 1906, U.S. Steel began the construction of a large steel manufacturing complex on the southern most tip of Lake Michigan. This land was an uninhabited Region with swampy lowlands and sand dunes before construction began. In June, U.S. Steel organized and commissioned the Gary Land Company to lay out an “ideal individual town” and on July 17, the Town of Gary became incorporated. Building continued at an astonishing rate and by 1910, Gary was an industrial boom city with a population of 16,802. Between 1910 and 1920, the population continued to grow to 55,379. Other, primarily steel related industries continued to spring up in Gary’s industrial section. The population of Gary peaked at 178,320 in 1960.

As of 2010, Gary had a population of 80,294. That figure represents a drop of 22% between 2000 and 2010, 31% since 1990, and almost 55% since its peak population in 1960. Much of this population loss is due to cutbacks in the steel industry and loss of jobs.

Present land uses in Gary are primarily industrial and commercial. The iron, steel, sheet, and tin plate mills and cement plants are among the largest in the world today. Other products manufactured in Gary include finished steel products, including auto bodies, auto parts, washers and dryers, plastics, jet engines, train engines, and building materials. This manufacturing is mostly confined to the area between the Grand Calumet River and Lake Michigan due to the availability of water. The areas south of the Grand Calumet River are primarily residential. Gary has developed an excellent network of transportation facilities with three interstate highways, numerous railroad lines, and a deep draft harbor on Lake Michigan owned by US Steel.

According to the 2010 Census, 84.8% of Gary residents are black, 10.7% are white, and 5.1% of residents are Hispanic of any race. 81.7% of Gary residents over the age of 25 have graduated from high school, and 12.8% have a bachelor’s degree. Per capita income in Gary was \$16,906, with 42.2% of the population living below the poverty line.

Hammond: The City of Hammond is located in the northwest corner of Lake County. It is 19 miles south-southeast of the Chicago Loop. Hammond is bordered by Lake Michigan on the north; Gary, East Chicago, and Whiting on the east; Munster and Highland on the south; and Chicago, Burnham, and Calumet City, Illinois, on the west.

A community was founded at Hammond in 1851. The community was later

named for George Henry Hammond who established a meat packing plant there in 1868. Hammond was incorporated in 1884. Present land uses in Hammond are primarily industrial and residential with some commercial and open space uses evident. Hammond is a major transportation center with three interstate highways and numerous railroads. Although Hammond is surrounded by huge steel plants and oil refineries, its economy depends on about 200 small industries. The principal products include books, soap, margarine, corn products, steel forgings, railroad equipment, chains, steel and fiber containers, and candy. Horseshoe Casino, one of Northwest Indiana's five casinos is located on the waterfront.

According to the 2010 Census, Hammond has population of 80,830. 59.4% of Hammond residents are white, 22.5% are black, with 34.1% of residents being Hispanic of any race. According to the 2011 American Community Survey, 79.2% of Hammond residents over 25 received a high school degree, and 14.3% have a bachelor's degree. Per capita income was \$16,081, with 28.1% of the population living below the poverty line.

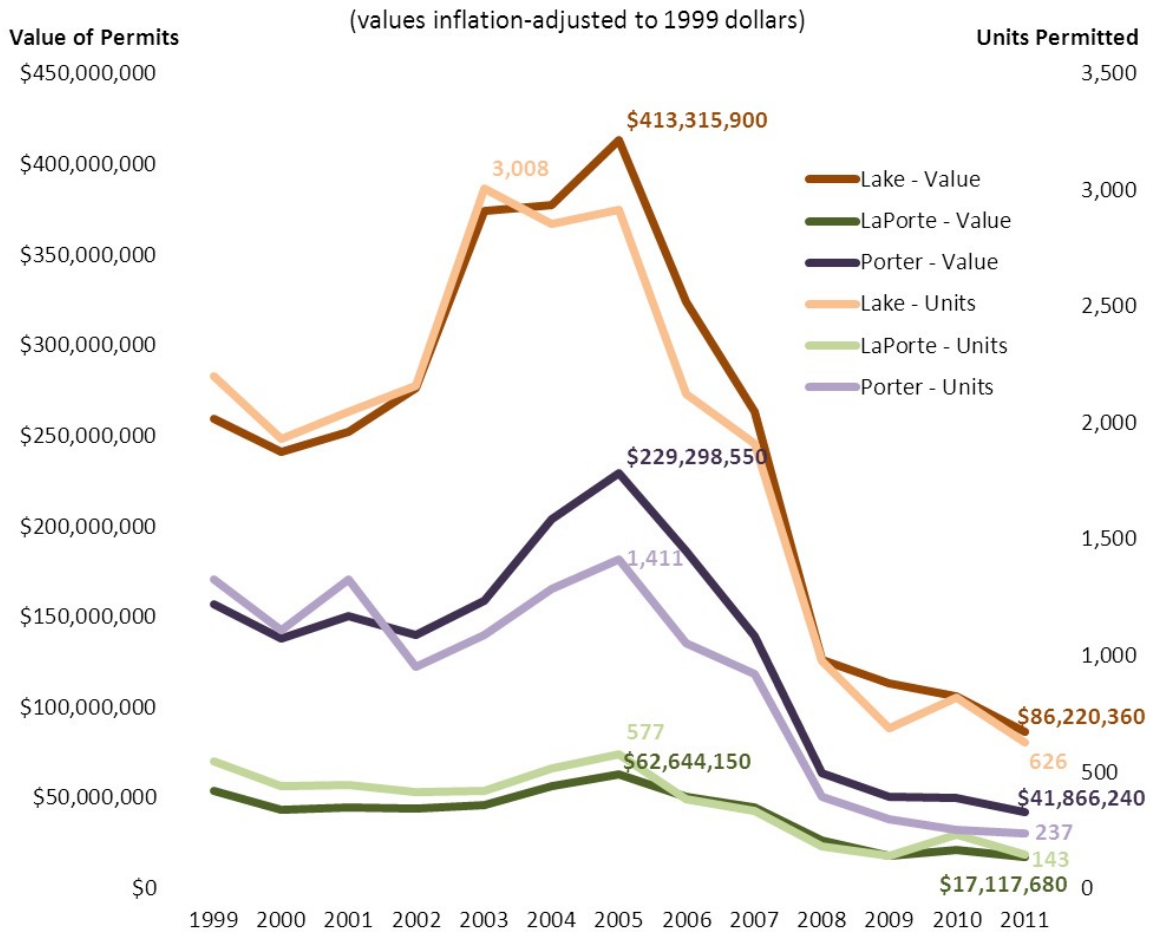
OTHER ECONOMIC DEVELOPMENT FACILITIES

Housing Market

Along with the rest of the country, Northwest Indiana was affected since 2006 by the downturn in the housing market. Though the impacts of this are pervasive and wide-ranging, the direct economic effect is threefold. First, fewer people are being employed in the construction industry. Second, less money is being spent to purchase building materials, home furnishings, lawn care equipment and services, and other items necessary within a home. Finally, from a government perspective, fewer construction projects equates to a lessening of the tax base, either from property taxes, sales tax, or payroll tax. The figure below shows the value of residential permits for this decade in nominal dollars.

Figure 20

Housing Permits by County, Total Value and Number of Units, 1999-2011



Data labels show peak year in housing for each county, plus the most recent (2011) data.

Source: Census Bureau, Manufacturing and Construction Division, Residential Construction Branch; Prepared by Northwestern Indiana Regional Planning Commission, December 2012.

Philanthropy

Northwest Indiana has a tradition of giving back to the community, but more strides could be made in this area. While Indiana is home to roughly 12% of the state's population, it accounts for 11% of the number of statewide grants, but only 5% in terms of dollar value. The average grant originating in Northwest Indiana (\$21,395) was less than half that of the state rate (\$46,029.) While the Lilly Endowment, based in Indianapolis, accounts for a very large percentage of giving throughout the state, Northwest Indiana still trails even when these figures are excluded (\$26,684).

All told, Northwest Indiana foundations accounted for \$44.5 million in grants in 2005. Of that amount, 46% were for education, 20% went towards human services, and 11% funded public/society benefits. Of the \$44.5 million, roughly four-fifths stayed in state.

Higher Education

Northwest Indiana is served by a number of colleges and universities conveniently located throughout the area. Valparaiso University is located in the heart of Porter County. VU celebrated its 150th anniversary in 2009 and is considered one of the top liberal arts colleges in America. In addition to an outstanding undergraduate program, the University also offers over 30 graduate degrees (or combinations of degrees) in 14 areas of study. Doctorate degrees are available in nursing and law.

Purdue University operates two campuses in the Region. The Calumet campus has had a presence in Hammond since 1946. PUC currently enrolls roughly 9,000 students in its seven colleges, and offers graduate degrees in education. The North Central campus in Westville (LaPorte County) enrolls roughly 4,000 students. PNC has been located LaPorte County since 1948, and moved to its current location in 1967. PNC offers numerous degrees from its four colleges as well as two Master's degrees.

Indiana University established its Northwest campus in Gary in 1963. IUN enrolls just under 5,000 students, who can choose from numerous majors and Master's degrees in five different fields with varying concentrations. IUN also has a Medical School.

St. Joseph's College operates one campus in the Region. Calumet College of St. Joseph was established in 1951 and has occupied its present location in Whiting since 1973. CCSJ offers majors in over 15 fields as well as a Master's in teaching. There are over 1000 students attending the college.

Ivy Tech Community College is the state's community college and technical school system. Over 5,000 students attend at the school's four area campuses in East Chicago, Gary, Michigan City, and Valparaiso.

Among other colleges in the area are Hyles-Anderson College, a Bible college in Crown Point; Kaplan College, with campuses in Hammond and Merrillville; Browne-Mackie, and University of Phoenix in Merrillville.

TRANSPORTATION

Highways

Northwest Indiana is served by four US interstates. Interstate 65 has its northern terminus in the City of Gary just north of Interstate 90. From there it runs south through Lake County towards Indianapolis in route to its southern terminus in Mobile, Alabama.

Interstates 80, 90, and 94 all run east-west through Northwest Indiana, serving all three counties in the Region. Interstate 80 spans the country, running from San Francisco to Teaneck, New Jersey. I-80 enters Indiana from the south suburbs of Chicago, sharing road space with Interstate 94. Just east of Interstate 65, I-80 joins up with I-90 on the Indiana Toll Road heading toward South Bend, Indiana and Toledo, Ohio.

Interstate 90 enters Indiana directly from the City of Chicago. From the Chicago Skyway, this highway becomes the Indiana Toll Road, joining up with I-80 just east of I-65, and then heading off toward South Bend and Toledo. Interstate 90 also spans the country, running from Seattle to Boston.

Interstate 94 runs through the City of Chicago, but heads to the southern suburbs to join I-80 before entering Indiana. At the Lake/Porter County lines, I-94 splits off from I-80 to head northeast towards Detroit. Interstate 94 spans over half the country, from Billings, Montana to Port Huron, Michigan. Additionally, Northwest Indiana is also served by eight US Highways and numerous state highways.

Figure 21
Northwest Indiana Interstate Highways



Source: The IndianaMap, Indiana University and the Indiana Geological Survey

Passenger Rail

Northwest Indiana is served by two different passenger rail routes operated by Amtrak. The Cardinal/Hoosier State route originates in Chicago and stops in Dyer before continuing on to Indianapolis, Cincinnati, Washington DC, and New York. Amtrak's Michigan Services line originates in Chicago, and stops in Hammond-Whiting and Michigan City before heading north to Michigan.

Two other Amtrak lines run through Northwest Indiana, but do not make stops in the Region. The Capitol Limited and the Lake Shore Limited share rail lines that traverse the Region from Chicago in route to South Bend, Cleveland, and points east.

The Northern Indiana Commuter Transportation District (NICTD) operates the South Shore line, which offers numerous daily trips between Chicago's Millennium Station and the South Bend (Indiana) Regional Airport. Along the way, the South Shore stops at 11 stations across the northernmost portions of Northwest Indiana. NICTD is heavily utilized throughout the Region and saw

ridership increase 1% in 2011 over 2010 (from 3,698,796 to 3,706,293). NICTD's budget of \$37.97 million is the second largest transit budget in the state, trailing only the Indianapolis Public Transit Corporation. NICTD is the most self-sustaining transit system in the state, receiving 48% of its budget from fares in 2011; no other fixed route system in Indiana gets more than one-quarter of its revenue from fares.

The Northwest Indiana Economic Development District supports the proposed development of high speed rail in the Midwest. Any route originating in Chicago and heading to Detroit, Cleveland, or Indianapolis would pass through Northwest Indiana.

Local Public Transit Bus

Public transportation in Northwest Indiana has decreased to five fixed route operators in 2011. Gary, East Chicago, Michigan City, and Valparaiso all offer fixed bus route service. The Regional Bus Authority (RBA) ceased operations in the Hammond area as of June 30, 2012. As previously noted, NICTD is far and away the largest of these and also the only rail line. In addition, Northwest Indiana is also home to a number of demand response bus services.

Gary Public Transportation Corporation (GPTC) is the smallest of the large fixed route operators in Indiana. Ridership decreased just over 27% from 2010 to 2011 (910,170 to 660,274). GPTC has gone from having the highest per capita ridership in the state (9.14 in 2007) to the lowest (2.8 in 2011). The fare recovery ratio for GPTC was 14% in 2011.

East Chicago, Michigan City, and Valparaiso are all classified as small fixed route systems (Group II). Valparaiso had the largest increase in ridership statewide, in 2011, going up 28% over 2010 (104,261 to 134,427). East Chicago and Michigan City both lost ridership in 2011, decreasing by 14% in East Chicago and 18% in Michigan City.

East Chicago has the third largest per capita Group II ridership in the state at 6.78, Michigan City is seventh at 4.43 East Chicago's ridership numbers are bolstered by the fact that they do not charge passenger fares and subsidize the entire \$1.35 million budget. 10% of Michigan City's \$.98 million budget comes from fares.

Aside from fixed route systems, Northwest Indiana is served by a number of Demand Response systems. Options throughout Northwest Indiana are TransPorte in LaPorte County, North Township Dial-a-Ride, South Lake County Community Services, Opportunity Enterprises Inc. in Valparaiso, and Porter County Aging Community Services.

Since 2008, the City of Valparaiso has operated an express coach service from downtown Valparaiso to downtown Chicago during peak commuting hours.

Airports

Northwest Indiana is home to seven airports. The Gary/Chicago International Airport (GYI) is the largest of these. GYY is located off Interstate 90 and within ten minutes of the areas' three other interstates. After sporadically offering commercial service throughout its history, GYY now has scheduled commercial service with Allegiant Airlines serving Sanford/Orlando Airport twice a week. It also offers charter flights, air cargo service, and serves as the base for several corporate air fleets.

In addition to GYY, Northwest Indiana has airports in Griffith, Hobart, Lowell, Valparaiso, Michigan City, and LaPorte. These additional six airports service primarily small, private aircraft and are maintained to varying degrees.

Inter-City Bus

Greyhound has stations in Hammond and Gary. From these locations, customers can access 2,300 different destinations around the country served by Greyhound. Tri- State/United Limo also offers bus service to O'Hare and Midway Airports in Chicago from multiple locations in the Region.

Ports

Northwest Indiana is served by one major port. The Port of Indiana-Burns Harbor has the capacity to handle any ship that comes through the St. Lawrence Seaway. Northwest Indiana is also home to five marinas in Hammond, Whiting, East Chicago, Portage, and Michigan City. A sixth marina has been proposed for Buffington Harbor in Gary.

There are multiple private docks throughout the Region. BP, SafetyKleen, US Gypsum, ArcelorMittal Indiana Harbor, ArcelorMittal Burns Harbor and US Steel all have private docks.

Freight Railroads

Aside from Amtrak and the South Shore Commuter Line, Northwest Indiana is dissected by the following rail lines, Norfolk Southern, CSX, Canadian National, Indiana Harbor Belt, and Chicago South Shore & South Bend Railroad.

Hospitals

Northwest Indiana is home to a number of hospitals, listed as follows with the home city in parentheses: Methodist Hospitals (Gary and Merrillville), Community Hospital (Munster), Intensiva Hospital of Northwest Indiana (Hammond), St. Anthony Medical Center (Crown Point and Michigan City), St. Catherine Hospital (East Chicago), St. Margaret Mercy Healthcare Centers (Hammond and Dyer), LaPorte Hospital (LaPorte), and Porter Hospital (between Valparaiso and Chesterton). In addition to these hospitals, Northwest Indiana is

also home to numerous other urgent care facilities, clinics, and private practices.

AVAILABILITY OF UTILITIES

Northern Indiana Public Service Company (NIPSCO), a division of NiSource Inc., is the largest natural gas distribution company and second largest electric distribution company in Indiana. They have ample, reliable natural gas capacity to serve current customers and resources to expand capacity to fulfill requests into the future.

SECTION THREE

ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

Figure 22
SWOT
Analysis

<u>Strengths:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none"> • Proximity to Chicago • Adjacent to Lake Michigan, Dunes, and Kankakee River • Existing Highway and Rail Infrastructure • Port of Indiana • South Shore Commuter Rail • Gary/Chicago International Airport • Intergovernmental Collaboration • Diversified Manufacturing Base • Universities and Colleges • Low Cost of Living • Cultural Diversity • Recreational/Entertainment Venues • Excess Industrial Utility Capacity • Skilled Workforce • Available Land • Public Financing Tools • Healthcare/Life Sciences • Stable Business Tax Climate • Comprehensive Economic Development Planning • Top Current and Potential Clusters (Industries) Identified • Fiber Infrastructure in Progress • Comprehensive Regional Land Use Plan 	<ul style="list-style-type: none"> • Non-diversified Economic Base • Workforce Not Skilled in Emerging Clusters • Brain Drain • Competition Among Regional Entities • Disparity in K-12 Education • Urban Core Decay • Limited Commercial Air Service • Lack of Corporate Headquarters • No Strong Sense of Regional Identity • Misperception as Having High Wage Rates/Labor Costs • Nonattainment Status for Air Quality • Need for Identification and Assembly of Underutilized Properties • Lack of Regional Transit System • Stormwater Planning and Management • Regional Public Transit System

<u>Opportunities:</u>	<u>Threats:</u>
<ul style="list-style-type: none"> • Partnerships with Higher Education to Provide Customized Job Skill Training • Increased Number of High School Graduates Moving on to College • Leverage the Aggressive Investment in Fiber Optic Infrastructure • Access More Federal Dollars • Reskill the Existing Workforce into High Potential Cluster Areas • Expand Commerce at the Gary/Chicago International Airport • Update the Marquette Plan • NICTD Expansion to Serve the Broader Region with Commuter Rail Service • Capitalize on State Incentives • Develop and Implement Regional Marketing Effort • Increase Tourism • Develop New High Potential Clusters (Industries) • Develop a Multimodal Infrastructure 	<ul style="list-style-type: none"> • Declining Jobs in Core Clusters (Industries) • Overshadowed by Chicago Media • Lack of Resources to Address Urban Decay • Peotone Airport Becomes the Third Chicago Airport • Resistance to Systematic Planning • Providing Services to an Aging Population • Ability to Retain Young, Creative Professionals • Lack of Corporate Headquarters • Fear of Negative Impacts of Development • Potential Flooding

Prior to planning and implementation of any economic plans, a Region must be fully cognizant of where its strengths and weaknesses lie. As a precursor to the CEDS, in 2006, NIRPC contracted with a third party, Policy Analytics, LLC, which consulted with a number of different parties and gathered information. Part of that information was a SWOT analysis. In early 2013, the NWI EDD Strategy Committee reviewed that SWOT analysis, and updated it to reflect current conditions. The full Board adopted the revised SWOT analysis, as follows:

REGIONAL STRENGTHS

Using the framework provided by the SWOT analysis, special attention will be given to certain attributes within Northwest Indiana. This first section will highlight the strengths of the Region.

Proximity to Chicago

Perhaps the most nationally prominent feature of Northwest Indiana is its proximity to Chicago. Downtown is within an hour drive for most residents of Northwest Indiana, offering easy access to Chicago’s employment opportunities, world-class museums, theaters, sporting venues, night life, and transportation networks. It also gives businesses in Northwest Indiana greater access to many corporate headquarters and Regional offices located in and around Chicago.

This relationship is mutually beneficial. Increasingly, residents of Chicago and the surrounding suburbs are discovering that Northwest Indiana is an outstanding venue for recreation and business. Residents of Chicago and its Illinois suburbs come in droves to Indiana's casinos and to enjoy the natural beauty of the Indiana Dunes. Increasingly, Illinois residents are being employed by business establishments in Northwest Indiana. According to the most recent numbers from the Census Bureau, over 19,000 commuter's daily cross state lines in order to make a living.

Adjacent to Lake Michigan, Dunes, and Kankakee River

The economy of Northwest Indiana was built on its location along Lake Michigan, the second largest of the Great Lakes. The lake provides transportation opportunities, with the Port of Indiana and private dockages offering year round access via the St. Lawrence Seaway. The lake also provides recreational opportunities, with dunes, marinas, beaches, National and State parks, and a quality of life for its residents and visitors. The Kankakee River forms the southern boundary of Northwest Indiana, providing recreational opportunities.

Capitalizing on its comparative advantages in both agriculture and transportation, Northwest Indiana is also part of the Department of Energy's first biofuels corridor, which runs the length of Interstate 65 from the tip of Lake Michigan to the Gulf of Mexico, bisecting much of the country's corn fields.

Existing Highway and Rail Infrastructure

Northwest Indiana's geographic location at the south end of Lake Michigan provides many opportunities, with transportation near the top of the list. The physical presence of the Great Lakes diverts most ground transportation traversing the northern half of the United States through Northwest Indiana. Goods, raw materials, finished products and tourists flow through this Region. Roads are one method by which many vehicles move.

As previously mentioned, Northwest Indiana is home to four interstates which span the country, connecting the Region to many other markets: Interstate 65, 80, 90, and 94.

The other major method of ground transportation is freight. As described above, Northwest Indiana is home to five freight rail systems: Norfolk Southern, CSX, and Canadian National qualify as Class I railroads; The Indiana Harbor Belt and the Chicago South Shore & South Bend railroads are Class III railroads. Future Regional plans for improvement include adding rail lines and reducing at-grade crossings in order to allow more trains to pass through the area in a shorter time frame, reducing the burden on traffic congestion.

Amtrak also runs through Northwest Indiana serving three stations with two different lines. During 2012, the three Regional Amtrak stations, Dyer (2,756), Hammond-Whiting (6,411), and Michigan City (3,293), saw a combined 12,460 people board or disembark up from 10,600 in 2008.

In January 2010, Northwest Indiana was awarded \$71 million for an "Indiana Gateway" to relieve an Amtrak bottleneck in Porter; it was the only Indiana winner in the competition for \$8 billion in high-speed rail stimulus funds, according to the White House.

U.S. Rep. Pete Visclosky, D-Ind., touted the Indiana Gateway project's connection with other Midwest rail routes as well as the 703 jobs it will create.

Port of Indiana

Northwest Indiana's location on Lake Michigan offers direct access to the St. Lawrence Seaway. This allows freight from Northwest Indiana to have a direct route to the Atlantic Ocean. Furthermore, the Port of Indiana-Burns Harbor has year round barge access to Midwestern markets and the Gulf of Mexico through the Inland Waterway System. Ships up to 1,000 feet in length, or any vessel capable of navigating the St. Lawrence Seaway, can dock at the Port of Indiana. The Port of Indiana is designated as a Foreign Trade Zone and offers the same services as any major port, as well as connection to Northwest Indiana's extensive ground transportation network.

South Shore Commuter Rail

The Northern Indiana Commuter Transportation District (NICTD) operates the South Shore line, carrying over 3.7 million people annually between Northwest Indiana, Chicago, and South Bend. NICTD has an opportunity to serve an even greater number of people. Currently, the South Shore cuts across only the most northern parts of Northwest Indiana.

Gary/Chicago International Airport

Northwest Indiana is home to seven airports. The Gary/Chicago International Airport (GYI) is the largest of these and the subject of frequent expansion discussions. GYY is located off Interstate 90 and within ten minutes of the areas' three other interstates. After sporadically offering commercial service throughout its history, GYY currently has scheduled commercial air service with Allegiant Airlines serving Florida. It also offers charter flights, air cargo service, and serves as the base for several corporate air fleets, including Boeing Corporation.

Intergovernmental Collaboration

The establishment of the Northwest Indiana Economic Development District was the culmination of the efforts of economic development groups in Northwest Indiana. In addition, the partners described in Section 4, represent the collaboration of groups in the Region.

In mid-2009 the states of Indiana and Illinois agreed to partner to study a potential new transportation link between the states from I-55 in Illinois to I-65 in Indiana. The two states' Departments of Transportation are employing a consulting team to follow the federal requirements in the conduct of the study. The Illiana Corridor Study identifies the transportation needs, develops alternatives of all modes and selects a preferred alternative, all while involving numerous agency and organization stakeholders and members of the public. That is followed by in-depth analysis and discussions plus detailed engineering and environmental studies. It will identify an alternative that provides the best balance of serving the transportation needs, avoiding or minimizing environmental impacts and incorporating community input and values.

In November of 2008 the governing board members and staff from the Northwestern Indiana Regional Planning Commission, Chicago Metropolitan Agency for Planning, Southeastern Wisconsin Regional Planning Commission, and Southwest Michigan Planning Commission met at the Wingspread Conference Center in Racine, Wisconsin, to discuss ways to work more effectively as a region. The four groups signed the Wingspread Regional Accord which will: (1) engage the business, civic and institutional sectors to leverage the combined strengths of our individual states to support approved regional plans for the benefit of the region, (2) enlist federal and state governments to play key roles as partners and funders of such quad-state planning initiatives in coordination with existing agencies and activities, (3) increase interstate and interagency communication using a variety of techniques and technologies with the goals of sharing information more efficiently and creating new opportunities for collaboration; (4) develop methods to improve planning efforts for the region as a whole with emphasis on border areas and interstate coordination, and (5) work to coordinate approved plans, programs and projects so as to move effectively and efficiently serve residents and visitors alike.

Diversified Manufacturing Base

While employment in the steel industry has been decreasing, other sectors of the manufacturing base has been increasing, resulting in a diversified manufacturing base.

As shown in the Cluster Analysis (Appendix C), the steel industry has far and away the highest Location Quotient (LQ) of any industry in Northwest Indiana,

with an aggregated 2007 LQ of 19.35. While the Region contains only 0.2% of the nation's workers, 4.3% of all primary metal manufacturers are employed here. However, employment in the steel industry has been decreasing in recent years. Between 2003 and 2007, over 3,000 steel mill jobs were eliminated, representing a decrease of over 17% in this workforce. In 2003, Northwest Indiana was home to over 20% of the nation's steel work force, but decreased to 17% in 2007. Even with these declines, the steel industry remains a formidable employer, with over 18,000 employees. Centralization of the steel industry is resulting in opportunities for suppliers of goods and services and for users of steel products.

Lake County is also home to a substantial percentage of workers employed in oil refineries. While data are unavailable for Porter and LaPorte Counties, Lake County's LQ of 10.82 for petroleum products manufacturing is the second highest for any economic subsector of the Region with 1.6% of the entire workforce in the country employed in Lake County. Over 1,800 people earn a living in this field, many of them employed by the BP refinery in Whiting. The LQ very high and has been increasing in recent years due to higher demand for oil from 2001-2007. This expansion should continue in the near future, as BP is undertaking a 4.3 billion upgrade to its Whiting facility, set to be completed in 2014.

Both Lake and LaPorte Counties had LQs over three in NAICS 713 "amusements, gambling, and recreation." These two counties are home to Northwest Indiana's five casinos. While specific data are masked for LaPorte County, as it is home to only one casino, Lake County has an LQ of over 26 in the "gambling industries" subcategory. 5,500 people are employed in this sector in Lake County alone, which represents 3.8% of the entire country in this BEA category.

Truck transportation, waste & remediation services, gas stations, and construction of buildings round out the top five highest Regional LQs.

The largest percentage gains in LQ were made in sporting goods, hobby, and book & music stores. The 65% increase in this industry is largely attributed to the opening of two large sporting goods retailers, Bass Pro Shops and Cabela's, during 2007. Other large gains were made in management, nonstore retailers, electronics stores, and heavy & civil engineering construction.

Bars and restaurants provide the most employment of all subsectors, followed by ambulatory services, specialty trade contractors, administrative & support services, and gambling & recreation. The complete dataset can be found in Appendix B, listed in descending order according to wage.

Universities and Colleges

Northwest Indiana offers excellent educational opportunities at its universities and colleges, high schools, and vocational institutions. Indiana University Northwest, Purdue University Calumet, Purdue University North Central, Calumet College of St. Joseph, and Valparaiso University all offer bachelors and graduate level degrees as well as continuing education classes, supporting the viewpoint that education is a life-long activity. In addition to these universities, Indiana also offers other vocational opportunities such as Ivy Tech, the state-run system of community colleges.

Low Cost of Living

Northwest Indiana is attractive because it is much cheaper than other areas of the country. The Region is 66% cheaper to live in than Los Angeles and 75% cheaper than New York. Chicago provides the most relevant comparison, and Northwest Indiana is less expensive to live in than Chicago.

Cultural Diversity

Citizens of Northwest Indiana come from a variety of ethnic, cultural, racial and religious backgrounds. Many groups and towns offer special events and festivals throughout the year, allowing members of the community to become more aware of different customs and partake in other traditions. The ethnic-racial complexity of the area lends a flavor to the quality of life.

Recreational/Entertainment Venues

Northwest Indiana draws big celebrities to its three premier venues: Star Plaza Theater in Merrillville, The Venue at the Horseshoe Casino in Hammond, and the Stardust Event Center at the Blue Chip Casino in Michigan City.

Northwest Indiana is home to one independent minor league baseball team, the Gary SouthShore RailCats.

Recreational opportunities, with a large number of federal, state, county, city, town, and township parks, offer all types of activities.

Cultural venues include the Northwest Indiana Symphony and the LaPorte Symphony.

Many communities in Northwest Indiana hold festivals throughout the year, including the Popcorn Festival in Valparaiso, Festival of the Lakes in Hammond, and the Gary South Shore Air Show.

Excess Industrial Utility Capacity

Northern Indiana Public Service Company (NIPSCO), a division of NiSource Inc.,

is the largest natural gas distribution company and second largest electric distribution company in Indiana. They have ample, reliable natural gas capacity to serve current customers and resources to expand capacity to fulfill requests into the future.

NIPSCO's interconnection with 7 interstate pipelines provides customers the benefit of access to virtually every natural gas basin in the United States. This gas delivery system is also supported by NIPSCO owned and operated underground gas storage and liquid natural gas (LNG) storage.

NIPSCO also owns and operates more than 3300 MW of clean, safe, reliable electric generation. The reliable electric distribution and transmission system has sufficient capacity to serve existing customer needs as well as new load growth.

Skilled Workforce

The workforce of Northwest Indiana has its highest concentrations of knowledge, skills, and abilities in manufacturing and the skilled trades. The O*NET occupational information database, which contains data that measures skill levels necessary for individual occupations, shows that Northwest Indiana has a higher concentration than the rest of the nation in categories of knowledge, skills, and abilities related to mechanics, food production, maintenance and repair, and other similar careers.

Available Land

According to the Northern Indiana Public Service Company, there are 27 sites totaling 6,100 acres of land available for industrial development. They range from 1.71 acres to 5,000 acres, with land available in each of the counties. However a comprehensive inventory of industrial and commercial land is still needed.

Three industrial parks in Northwest Indiana have been designed as Indiana Certified Shovel Ready Industrial Parks. Two are located in LaPorte and one in Hobart.

The Indiana Shovel Ready Program lowers the cost of site development, improves efficiency of state permitting and enhances the marketability of the site. Because site information is available before development, potential risks of investing and improving new land are reduced for businesses.

The Goals of the Shovel Ready Program are to:

- Certify sites to expedite the location and permitting processes for development
- Help local communities identify and prepare sites for economic

- development
- Identify and fast track the state, federal and local permits necessary

Public Financing Tools

Indiana ranks 14th in terms of business tax climate. The State is taking more steps to enhance its national corporate appeal and become more attractive to outside investment. For instance, Indiana eliminated inventory tax while creating a state tax exemption on partial income derived from federal patents for new technology or processes. Indiana also gives sales tax credits for research and development.

- *Senate Enrolled Act 448* Signed into law in 2009 by Governor Mitch Daniels, Senate Enrolled Act 448 gives local governments the ability to exempt certain new enterprises from payment of personal property taxes on information technology. The bill is designed to allow data centers, call centers, health care organizations, and financial institutions to move the technology portion of their operation into Indiana. Northwest Indiana is particularly well positioned to capitalize on its location and draw new investment from companies based a short drive away in Chicago and its suburbs. Two requirements of the bill will also benefit the Region. First of all, the amount of new investment in the Region must exceed \$10 million, and the newly created jobs must pay on average 125% of county wages.
- *Major Moves* The economy in Northwest Indiana is benefiting from Major Moves. Designed to enhance transportation infrastructure in economically vital areas, this ten-year statewide capital construction project will continue to make improvements in Indiana through 2015. The infusion of cash most prominently attributed with spurring Major Moves was the \$3.8 billion up-front lease of the Indiana Toll Road, though almost two-thirds of the funding comes from an existing gas tax. New construction is defined the addition of lanes or replacement of bridges, while major preservation lacks those two features.

The total expenditure in Northwest Indiana from Major Moves is placed at over half a billion dollars. In addition to this amount, Major Moves gave municipalities additional funds for improvements. These totals came to

\$1,283,431.76 in Lake County, \$792,752.53 in Porter County, and \$828,995.76 in LaPorte County. This \$3 million is in over and above the \$80 million given to Northwest Indiana because the Indiana Toll Road bisects this Region. This brings the total infusion of direct cash or capital improvements in Northwest Indiana to \$626 million over a ten-year period.

- *Certified Technology Districts/Parks* The idea for developing technology districts was adopted from models established in New Mexico and Arizona. Intel Corporation built and expanded two fabrication (“Fab”) facilities totaling over \$5 billion of investment and creating 2,000 high wage jobs. At the same time, Northwest Indiana was losing high technology-based companies to other states and, in some cases, other countries. In early 2009, legislation was passed in the form of Senate Enrolled Act 448. This bill exempts businesses locating within a “technology district” from paying personal property tax. The bill is designed to allow data centers, call centers, health care organizations, and financial institutions to move the technology portion of their operation into Indiana. In order to qualify for this exemption, the amount of new investment in the Region must exceed \$10 million and the newly created jobs must pay 125% of county wages.

Healthcare/Life Sciences

Northwest Indiana is home to a number of hospitals, listed as follows with its location in parentheses: Methodist Hospitals (Gary and Merrillville), Community Hospital (Munster), Intensiva Hospital of Northwest Indiana (Hammond), St. Anthony Medical Center (Crown Point and Michigan City), St. Catherine Hospital (East Chicago), St. Margaret Mercy Healthcare Centers (Hammond and Dyer), LaPorte Hospital (LaPorte), and Porter Hospital (between Valparaiso and Chesterton). In addition to these hospitals, Northwest Indiana is also home to numerous other urgent care facilities, clinics, and private practices.

The life sciences industry in Northwest Indiana has great potential for growth through its continued collaborations among industry, academia and government. Hospitals and clinics, private business medical device, drugs/pharmaceuticals and other healthcare product development provide strong examples of how industry contributes to growth in this field. The contributions of research and discovery through institutions of higher education like Purdue University and the Indiana University Medical School provide commercialization opportunities of new biomedical devices and other life sciences. A fair number of these discoveries are commercialized through companies in Northwest Indiana. Continued support from the Indiana Economic Development Corporation and many other governmental agencies provide a strong foundation for our life sciences initiatives.

Obstacles to developing this sector as quickly as desired in Northwest Indiana and challenges that may delay a product or service going to market include the regulatory and financing process of a business proposition. Time also plays an important factor at the point of research and development and the commercialization of devices/product, as well as the education of a highly skilled labor pool. We have the opportunities, talents and ideas to further develop our life

sciences industries and with cohesive efforts of industry, academia and government we can move forward.

Stable Business Tax Climate

Indiana has a favorable climate in which to conduct business. Although Indiana has the 11th highest corporate tax rate, the Tax Foundation ranks Indiana 14th in terms of overall “State Business Tax Climate.” This category accounts not only for corporate tax, but also individual income tax, sales tax, unemployment insurance tax, and property tax. Indiana has remained fairly consistent in this category, ranging between 11th and 14th best over

the past four years. *Forbes* most recent business rankings placed Indiana 6th in terms of business costs and 15th in regulatory environment.

Comprehensive Economic Development Planning

This CEDS Update represents the public and private sectors joining to develop a strategy for both sectors. This 2013 CEDS updates the 2010 strategy. Before 2010, strategies had been developed for NIRPC, the Forum, Workforce Development, and other groups, but they had not been united into one strategic document.

Top Current and Potential Clusters (Industries) Identified

The Cluster Analysis, developed by Policy Analytics 2006 study, identified current and potential clusters. As discussed beginning on page 50, the top clusters within the Region’s clusters are: (1) steel (NAICS 331: primary metals manufacturing), (2) oil refining (NAICS 324: petroleum and coal products manufacturing), and (3) gaming and amusements, gambling, and recreation (NAICS 713). Potential clusters for further development are Biomed/Biotech (life sciences); Defense and Security; Agribusiness, Food Processing and Technology; Information Technology and Communications; and Computer and Electronic product manufacturing.

The Cluster Analysis section later in this report will highlight additional emerging sectors. Briefly, the data show that sporting goods & hobby stores have increased in number and employment this decade. This is largely due to the presence of two nationally-recognized retailers. Also, electronics & appliance stores have increased in number, as well as civil construction jobs. The latter is likely attributed to an increase in spending accompanying Major Moves, previously discussed.

The potential clusters identified by the Northwest Indiana Forum are: Transportation, Distribution and Logistics; Advanced Manufacturing; IT/Technology; and Professional Office Space (healthcare, headquarters and the like).

The State of Indiana targets the cluster sectors of: (1) transportation, distribution and logistics, (2) advanced manufacturing, (3) advanced materials, and (4) chemicals.

Fiber Infrastructure in Progress

As data files become increasing large and technology is pushing the limits of our outdated technology infrastructure, Northern Indiana has taken a step to become a leader in the next generation of fiber optics availability to the area. Cell phones with video capability, electronic medical files, paperless offices, E-books, and texting have squeezed the first generation of fiber, TI lines, and Wi-Fi to the useful limits of what consumers have come to expect and require. The major carriers are investing billions in new technology, towers, fiber, 4G networks and beyond.

At this point the major carriers cannot move fast enough, and the end consumer cannot absorb the costs that will come with this major build-out. Northwest Indiana has taken a major step to finding alternatives in two ways: 1) Region wide fiber mapping project. NIRPC must first know what is already available, the percentage being used, the dark fiber present, and the capacities still available. By knowing what infrastructure is already in place, the Region can then focus on where to expand and how to get the existing infrastructure to meet the needs of the new market. Fiber mapping can help the Region create looped networks and duality in the lines that is essential in the attraction of new high tech industry. 2) Dark fiber initiative. Dark fiber can significantly reduce the technology costs of existing businesses while being an attractive feature for new companies looking for virtually unlimited bandwidth. There is an existing statewide I- Light network in the Region which needs further development.

Many steps have been put in place to help communities create their own dark fiber rings. St. Joe Metro net (South Bend area) was the original catalyst to this concept. From there, NICTD has made dark fiber available to communities along the South Shore rail line. This dark fiber allows communities to send high volumes of data along these routes to either South Bend or Chicago. From these destinations the data can get anywhere in the world. These lines also create a loop which protects companies from downtime.

Comprehensive Regional Land Use Plan

As part of NIRPC's 2040 Comprehensive Plan, regional land use was introduced within the Growth and Conservation section of the 2040 CRP. A Growth and Revitalization vision map has been created, which included the growth and conservation element in the map as a critical component of the Plan.

To plan for the future, it was first important to have an understanding of the trends and patterns of development in the NIRPC region. Two land-use analyses were conducted —

1) an existing land use inventory; and 2) a regional growth analysis. The land-use inventory is a snapshot of the current land-use conditions of the region. Conversely, the regional growth analysis offers a recent picture of how the region's development patterns have changed over time. It presents a clearer understanding

of the trends and patterns of growth and development and the impacts of zoning and land-use decisions.

Historical growth patterns indicate that, without action, the unincorporated areas of the region will continue to lose their rural character and further the spread of unsustainable sprawl. More than 20 percent of the region's population resides in unincorporated areas. In Porter and LaPorte counties, approximately 40 percent of the population resides in unincorporated areas. Between 1992 and 2006, total land developed in the unincorporated areas of the region grew by 125 percent. Besides this, present trends forecast that job centers will remain in the urbanized areas of the region.

WEAKNESSES

Northwest Indiana is currently hampered by a number of impediments on its road to economic prosperity. This section will address a number of areas which must be improved in order to foster more economic activity.

Non-Diversified Economic Base

Northwest Indiana's economic base has traditionally been in steel and steel related products. Over the past half-century, the number of people employed in this industry has shrunk tremendously. Job loss within the steel industry has both internal and external causes. On one hand, technological advances within the industry require fewer workers to maintain output levels. On the other hand, growth and lower wages in Japan, India, and other countries have resulted in a shift in manufacturing jobs to those locations.

According to the Cluster Analysis, the steel industry has far and away the highest LQ of any industry in Northwest Indiana, with an aggregated 2007 LQ of 19.35, employing people at nearly 20 times the national rate in "primary metal manufacturing." While the Region contains only 0.2% of the nation's workers, 4.3% of all primary metal manufacturers are employed here.

Lake County is also home to a substantial percentage of workers employed in petroleum and coal products manufacturing. While data are unavailable for Porter and LaPorte Counties, Lake County's LQ of 10.82 is the second highest for any economic subsector of the Region, with 1.6% of the entire workforce in the country. Over 1,800 people earn a living in this field, many of them employed by the BP refinery in Whiting. Not only is this LQ very high, but it has also increasing in recent years due to higher demand for oil. This expansion will continue in the near future, as BP recently is undertaking a \$4.3 billion upgrade to its Whiting facility.

This tradition of heavy manufacturing can prevent attempts to attract capital investment in emerging clusters.

Workforce Not Skilled in Emerging Clusters

The U.S. Bureau of Labor Statistics recently released its latest long-term industry and occupation employment projections, covering 2008 – 2018. Below are the five fastest growing industry clusters (at the 3- and 4-Digit NAICS Code levels) in the United States during this period:

Figure 23
Long Term Industry and Occupational Projects 2008-2018

NAICS	Description Percent Code	Employment (in		
		2008	2018	
5416	Management, Scientific, and Technical Consulting Services	1,009	1,844	82.8%
5415	Computer Systems Design and Related Services	1,450	2,107	45.3%
6241-3	Social Assistance, Except Child Day	1,650	2,311	40.1%
5112	Software Publishers	264	343	30.0%
5417	Scientific Research and Development Services	622	779	25.3%

Source: U.S. Bureau of Labor Statistics

With the exception of Social Assistance, these industries are very small in Northwest Indiana. While employment growth for these industries is expected to be very positive for the Region, these industries are very small, employing approximately 1,800 individuals (the Social Assistance industry employs about 5,000 individuals). Given the dearth of graduate-level research institutions in the area, Northwest Indiana does not appear to be poised to take advantage of these fast-growing and high-paying industries.

Brain Drain

Residents of Northwest Indiana have long witnessed a trend of young people obtaining college degrees only to leave the Region. This phenomenon is known as “brain drain” which deprives the area of both potential and real capital: potential in the sense that these workers could contribute to the economic development of the area in the future in addition to serving as a potential source of tax revenue, and real capital in the sense that Northwest Indiana institutions invested time, money, and energy to educating and nurturing these young people.

While no comprehensive analysis specific to the Region has been performed, the

US Census Bureau published a brain drain study in 2003. This report analyzed state level and large metropolitan area data, but the findings can be extrapolated to Northwest Indiana. The study found that while Indiana increased in population between 1995 and 2000, the State was the 8th biggest loser in terms of the percentage of young, single, college-educated individuals. In real terms, the state lost over 14,000 individuals fitting this demographic, the 4th highest number in the country.

It can be inferred that Northwest Indiana contributed to this situation at a fairly high rate. The economic base of the Region is manufacturing and other blue collar activity. The Region lacks a substantial number of white collar office jobs which tend to attract young college graduates.

While educated expatriates likely spread out around the country and the world, the largest beneficiary of Northwest Indiana's brain drain is probably Chicago, which added almost 19,000 mobile alums. This means that Chicago saw almost one percent of its entire population migrate to the city in the form of young, educated adults.

Competition Among Regional Entities

As described in the Partnership Section of the CEDS, there are a number of Regional economic development groups. Until the Economic Development District was established, there was no central, public-private group which was responsible for Regional development. Previously, the various governmental units competed for new businesses and attracting existing companies to relocate. With the EDD, the competition should evolve into cooperation.

Disparity in K-12 Education

Northwest Indiana's primary and secondary education system is characterized by educational disparity. It is difficult to summarize the state of K-12 education in a few sentences, due in large part to the overwhelming amount and often unclear meaning of the data available (e.g., do test scores really measure academic success?). However, some clear trends emerge from the data. Northwest Indiana has some of the best performing schools in the State, and the Region's share of the State's high school dropouts continues to decline and is often lower than the share of Indiana's overall school enrollment. Nevertheless, some areas have very poor educational outcomes. Poor academic performance appears to be highly concentrated in urban, minority communities. Gary, East Chicago, and to a lesser extent, Hammond, all have underperforming high schools with low graduation rates. Meanwhile, neighboring school corporations in the same county have graduation rates much higher than the state average. This poses a serious weakness in terms of workforce effectiveness and is a major contributor to persistent poverty and unemployment in those same areas.

Urban Core Decay

Some of the older, urban areas have experienced decay, with vacant lots, empty stores, and closed businesses. As expected this neighborhood blight results in depressed property values, low per-capita income, high unemployment; and poor infrastructure. These areas will be targeted as part of this CEDS for renewal and restoration.

Limited Commercial Air Service

No airport in Northwest Indiana had scheduled commercial air service until February, 2012 when Allegiant Airlines started to offer services from Gary/Chicago International Airport to Sanford/Orlando. Airports in Griffith, Hobart, Lowell, Valparaiso, Michigan City, and LaPorte serve primarily small, private aircraft and are maintained to varying degrees.

Residents and businesses use Chicago's two major airports. However, certain businesses want to locate near an airport with scheduled service, while people with jobs involving air travel want to live near an airport.

Lack of Corporate Headquarters

Northwest Indiana is home to nearly 400,000 workers, yet only one Fortune 500 corporation, NiSource, has its headquarters here. This puts workers in Northwest Indiana at a distinct disadvantage since many of the decisions regarding their livelihoods are made by individuals living hundreds of miles away or abroad. If Northwest Indiana could draw some of these headquarters to the Region, these executives would have a more vested interest in preserving and enhancing the fabric of the community.

No Strong Sense of Regional Identity

Northwest Indiana never developed a strong sense of identity as a single entity. The entire area also suffers from a "shadow city" syndrome caused by its proximity to the city of Chicago. Recently, a more positive identity has evolved due to the efforts of a number of Regional groups, supported by local organizations, which are overcoming local parochialism and fostering Regional cooperation. The Forum developed a promotional effort to enhance the area by better coordination and discussion of economic development topics.

Misperception of Having High Wage Rates/Labor Costs

Northwest Indiana is still perceived within the business community as a high wage rate and labor cost area due to its original dependency on the primary and fabricated metal industries as well as the existence of unions. This perception is no longer reality. With recent restructuring of the local Regional economy, the overall wage rates are currently below state and federal averages.

Northwest Indiana lost 40,000 manufacturing jobs during the early 80s, 27,000 during the mid-90s, and is losing even more during the current economic crisis. Manufacturing currently accounts for less than 12% of employment in the Region, down from roughly one-half historically. The perception of high wage rates and labor costs is becoming less material as the national economy becomes more service-based. Preconceived notions are also being counteracted by the knowledge that a talented labor force is present in the Region, which can undergo retraining to meet restructuring of the local economy.

Nonattainment Status for Air Quality

For air quality purposes, Lake and Porter Counties are linked to the Greater Chicago Metropolitan Area. LaPorte County is considered a separate urbanized area for air quality. Like most large urban areas, Northwest Indiana has struggled to attain some of the federal air quality standards. LaPorte County was designated in non-attainment for ozone in 2004, but was designated to attainment and maintenance status in 2007.

Lake and Porter Counties struggled to attain federal health-based air quality standards for ozone and fine particles since implementation of the newer, more stringent standards in 2004. All though Indiana Department of Environmental Management air quality monitoring data demonstrate that Northwest Indiana Air meets all current air quality standards in effect, and has petitioned USEPA for designation to attainment and maintenance status. This is a terrific achievement for both public health and economic development in the region. Currently US EPA continues to designate Lake and Porter counties as nonattainment for the 2008 8 hour ozone standard due to our inclusion in the Chicago Metropolitan Area. Despite considerable progress being made on air quality, the continued tightening of air quality standards combined with the need to maintain the gains achieved will likely make this an ongoing challenge and opportunity for improvement in Northwest Indiana.

Need for Identification and Assembly of Underutilized Properties

No uniform inventory of underutilized properties in the Region exists. Barriers to identification include:

- Insufficient resources at the community level to organize and identify;
- Owners and realtors unwilling to share information;
- Lack of consistent repository of information;
- No process for accumulating and updating information.

Barriers result in disparate, inconsistent and incomplete efforts to identify properties thereby are a barrier to land assembly and Regional economic development efforts.

Lack of Regional Transit System

Northwest IN is served by five fixed route systems, and five demand response bus services. GPTC, East Chicago, and Michigan City also provide complementary paratransit services. However the systems are not coordinated and transportation between cities is limited. The Regional Bus Authority (RBA), established in 2000, was created to provide continuous, high quality bus transportation oversight and multimodal coordination that delivers service to Northwest Indiana. Unfortunately, a permanent source of local funding was not established and the RBA ceased to exist in June, 2012.

Stormwater Planning and Management

Northwest Indiana is built on former marsh and swampland. Settlers in the mid-19th century drained these marshes with numerous ditches in order to access the fertile loam underneath. This land was then cultivated, with much of the harvest sold to the expanding Chicago metropolitan market. As more land was cleared and urban sprawl crept across state lines, business and residential development took advantage of these cleared spaces to pave and commercialize much of the area. The impact of these land-use changes has been to increase the quantity of stormwater runoff requiring management.

Traditional stormwater management strategies have been to move water off of the land and into channels as quickly as possible to promote development. As a result Lake County alone is home to over 30 manmade ditches. Each of these ditches exposes nearby communities to the risk of flooding on a yearly basis. Northwest Indiana has been designated a federal disaster area on many occasions throughout its history, primarily for flooding. Recent flooding related disaster area designations for Northwest Indiana Counties occurred in March 2009, September 2008, and August 2007.

Many communities in the Region have begun to take a proactive approach to stormwater management. Stormwater management boards and utilities have been established and stormwater management plans are being implemented. Cities are making major strides in implementing their long term combined sewer overflow plans. Investments in managing stormwater with regional watershed based approaches and integrating green infrastructure practices will be the key to ongoing improvements in water quality and mitigation of future flood risks.

Regional Public Transit System

With the loss of the RBA, the potential for creating a truly regional transit system is fading. Without a dedicated source of local funding for all of the remaining services, public transit in northwest Indiana will remain a fragmented minimal service used only by the truly desperate traveler.

OPPORTUNITIES

The strengths of Northwest Indiana can be expanded upon, while overcoming the weaknesses.

Partnerships with Higher Education to Provide Customized Job Skill Training

Partnerships with higher education has resulted in many customized training programs and continues to provide even more opportunities for programs which meet the needs of the region's employers.

For example in the last three years, Ivy Tech Community College in Northwest Indiana has created the following customized training programs:

- Industrial Technology
 - Power Plant Operator (Associate and Certificate)
- Transportation, Distribution, and Logistics
 - Certified Logistics Associate
 - Certified Logistics Technician
 - Certified Production Technician
- Career Development Certificates
 - Electric Line Construction
 - Power Plant Technology
 - Natural Gas Technology

Partnerships with businesses, Center for Workforce Innovation (CWI), and various universities have resulted in adding faculty to Purdue University Calumet and North Central to increase the number of bachelor and master level nursing students. This was based on employment opportunities at area hospitals and health care institutions. Supervisory training has tripled as a result of input from employers stating it is the number one training need for their existing workforce. Purdue North Central has launched a masters' level program in economic development/business. Indiana University has partnered with LaPorte Hospital to provide practical educational opportunities for its medical and nursing students.

Increased Number of High School Graduates Moving on to College

Over the past 10 years, the share of high school graduates intending to pursue higher education increased in Northwest Indiana and is comparable to the rest of Indiana. In 1997, 57% of high school seniors in the Region intended to enroll at a 4-year college or university after graduation from high school. By 2007, that rate increased to 65%, compared to 61% of students throughout Indiana. The next challenge is improve the persistence rate of students who enter post-secondary education as while more students are enrolling, that does not insure successful completion. It is imperative that students who seek post-secondary training have

the requisite competencies to immediately engage in the selected program. At this point 60% of Ivy Tech students require some form of remediation and many students attending local universities also must take at least one class to prepare themselves for rigorous college classes.

Leverage the Aggressive Investment in Fiber Optic Infrastructure

Northwest Indiana has two initiatives in progress that position the Region to stay on the cutting edge of demands induced by technology. The primary issues that need to be addressed are the last mile connectivity. Northwest Indiana has the superhighway for dark fiber; each individual community must now create a plan to run and distribute this dark fiber throughout their communities. This concept can be a huge competitive advantage for the Region.

Access More Federal Dollars

The completion of this CEDS will open up the opportunity to secure EDA funds and other state and federal dollars that have not been available to Northwest Indiana. In addition this document will serve as a central clearinghouse for current and future economic development projects, their status, and performance over the long term.

Reskill the Existing Workforce into High Potential Cluster Area

There is substantial opportunity to develop a workforce to meet the needs of emerging high potential clusters. Partnerships with colleges and universities have resulted in dynamic training programs that are responsive to employer needs and university incubators that are poised to create new jobs in the area. The strong partnership between business and the Center for Workforce Innovation will ensure that the demands are planned for and accommodated.

Expand Commerce at Gary/Chicago International Airport

Gary/Chicago International Airport (GYY) has the location and potential to provide a boon to Northwest Indiana's economy; however, necessary runway expansion has been impeded by the presence of a railway bounding one side of the airport, as well as environmental factors such as natural wetland habitat. The Gary/Chicago is the largest of the Region's seven airports. It is located off Interstate 90 and within 10 minutes of the areas' three other interstates. Beginning in February, 2012, the airport now offers twice-weekly scheduled, passenger service to Orlando/Sanford Airport. The airport is currently undertaking an extension of the main runway from 7,000 to 8,900 feet. This \$166 million project involves relocating railroad tracks, which are only 130 feet from the northwest end of the airport's main runway.

While the physical presence of an airport is a strength in the SWOT analysis, GYY represents unrealized economic potential. Lengthening the runway, along with the addition of a crosswind runway, would allow for mainstream commercial activity

into the region. Commercial activity, in turn, would provide more business investment in Northwest Indiana and would assist in the relocation of industries centered around transportation, as well as satellite industries needed to support a fully-functional airport. The Gary Jet Center is a fixed base operator (FBO) on-site to assist cargo transportation needs. A major Chicago real estate company is negotiations with the Airport to operate a second airport service center.

An improved airport would provide benefit the entire Chicago Metropolitan Area. As one of the perennially busiest transit hubs in the world, Chicago is hampered by the fact that it is only served by two airports, O'Hare International Airport (ORD) and Midway International Airport (MDW). These are currently the 2nd and 28th busiest airports in the country in terms of passenger service, and are operating near capacity. As the third largest city in the country, Chicago would also be greatly aided by the addition of a third major airport. New York and Los Angeles are both served by more than two airports, as multiple locations allow more options for passengers as well as relief for crowded and geographically constrained airports.

Update the Marquette Plan

The Marquette Plan represents a bold initiative to create a vision of Northwest Indiana's

46 miles of Lake Michigan shoreline. The document recognizes that unused and underutilized industrial areas near the shoreline provide a unique opportunity to convert these lands into other uses for the long-term benefit of residents and visitors alike. The plan seeks to have public accessibility to 75% of the shoreline, establish a minimum 200 foot setback for any future development proximate to the lake shore, and create a continuous greenway trail parallel to Lake Michigan from the Illinois to the Michigan state lines. Using funding from the Regional Development Authority and a variety of different federal, state, and private sources, a series of near-term catalytic projects are being proposed or undertaken in all three counties which will enhance the quality of life in the region as a place to live, work, and play. In 2012 the Regional Development Authority and Northwestern Indiana Regional Planning Commission obtained a NOAA Indiana Lake Michigan Coastal Program Grant to undertake an update of the Marquette Plan. Over the course of 2013 this grant will enable Northwest Indiana to document progress, identify potential new economic development projects relating to historic landmarks, and integrate Phase I and Phase II into one cohesive document for the lakeshore.

NICTD Expansion to Serve the Broader Region with Commuter Rail Service

Though discussion recently stalled, routes to Lowell and Valparaiso would allow more people to access Chicago, South Bend, and Northwest Indiana in an environmentally friendly way. There is opportunity to add a parallel track to the existing Gary to South Bend corridor for improved travel time and rider attraction.

Capitalize on State Incentives

By establishing this District and implementing the CEDS, Northwest Indiana can take advantage of state incentives including Senate Enrolled Act 448, Major Moves, Technology Districts, and other incentives described earlier in this document. The amount of new investment in the Region must exceed \$10 million and the newly created jobs must pay 125% of county wages.

Develop and Implement Regional Marketing Effort

The Northwest Indiana Forum marketing efforts include Regional and local advertising, trade show and conference attendance, broker/developer outreach, educational programming, marketing collateral, unique South Shore poster art series, and Regional site selection/information web site www.nwiforum.org. Northwest Indiana's target areas are Transportation, Distribution and Logistics; Advanced Manufacturing; IT/Technology; and Professional Office Space (healthcare, headquarters and the like). The Northwest Indiana Economic Development District, Local Economic Development Organizations, municipalities, workforce, state agencies, and the Forum work cooperatively to attract business and industry to Northwest Indiana.

Increase Tourism

Tourism is becoming more important to the economy of Northwest Indiana. The Region has a lot to offer, from recreational activities in the pristine dunes and beaches to casinos and nightlife. Northwest Indiana offers many historic sites, a wide range of restaurants, friendly cities and towns, and affordable accommodations. For more information about the Tourism Bureaus, the following are their websites:

- Lake County- <http://www.southshorecva.com/>
- Porter County- <http://www.casualcoast.com/>
- LaPorte County- <http://www.visitlaportecounty.com/>

Develop New High Potential Clusters (Industries)

The Cluster Analysis, developed by PolicyAnalytics 2006 study, identified current and potential clusters. As discussed beginning on page 50, the top clusters within the Region's clusters are: (1) steel (NAICS 331: primary metals manufacturing), (2) oil refining (NAICS 324: petroleum and coal products manufacturing), and (3) gaming and amusements, gambling, and recreation (NAICS 713). Potential clusters for further development are Biomed/Biotech (life sciences); Defense and Security; Agribusiness, Food Processing and Technology; Information Technology and Communications; and Computer and Electronic product manufacturing.

The Cluster Analysis highlights additional emerging sectors. Briefly, the data show that sporting goods & hobby stores have increased in number and employment

this decade. Also, electronics & appliance stores have increased in number, as well as civil construction jobs. The latter is likely attributed to an increase in spending accompanying Major Moves, previously discussed.

The potential clusters identified by the Northwest Indiana Forum are: (1) Transportation, Distribution and Logistics; (2) Advanced Manufacturing; (3) IT/Technology; and (4) Professional Office Space (healthcare, headquarters, etc.).

The State of Indiana targets the cluster sectors of: (1) transportation, distribution and logistics, (2) advanced manufacturing, (3) advanced materials, and (4) chemicals.

Develop a Multimodal Infrastructure

Northwest Indiana has a strategic location. Located directly east of the Country's third largest consumer market in Chicago and a one day drive to 80% of the Country's population Northwest Indiana is primed for logistical expansion. As case studies on intermodal and multimodal facilities have proven efficient and effective from the western rail carriers in Will County, Illinois, it seems logical that the major three eastern rail carriers (CSX, CN, and N/S) would look to a similar concept to the east. The eastern ports are increasing in usage as the Panama Canal is being expanded and the Suez Canal is increasing as an acceptable alternative route to North America. The eastern rail carriers are investing significantly in expanding corridors such as the Heartland Corridor to make these routes accessible for intermodal train cars. With Lake Michigan pushing rail down, Northwest Indiana is home to all of the "Interstate" rail systems for the big three as well as many short line carriers. It is part of the new strategy to pull full trains off of these highways and distribute into the central part of the Country.

On September, 2012, ground was broken for the new Inland Logistics Port within the Kingsbury Industrial Park south of LaPorte. It sits on 600 acres and will be served by CSX trains. To make the intermodal facility possible, CSX will undertake a two-miles extension of its rail line to the site for rail cars to ship perishable food and other products such as steel, machinery, and grain to and from markets as far south as Mexico and South America. The site is estimated to employ 4,000 to 5,000 once it reaches full capacity in 12-13 years, with a similar number of construction jobs with an investment of \$500 million.

Improve Air Quality

For air quality purposes, Lake and Porter Counties are linked to the Greater Chicago Metropolitan Area. Like most large urban areas, Lake and Porter Counties struggled to attain federal health-based air quality standards for ozone and fine particles since implementation of the newer, more stringent standards in 2004. Lake and Porter Counties were designated "nonattainment" under the 1997 ozone standard in June 2004, as well as under the 1997 annual standard for fine

particles in April 2005. The U.S. EPA established a new 24-hour standard for fine particles in December 2006, and though Lake County air quality exceeded this new standard in 2006 and 2007, U.S. EPA has yet to proceed in designating areas under the standard. Both counties have attained the 1997 24-hour standard for fine particles since monitoring began in 1999.

Implement the Regional Land Use Plan

NIRPC developed the 2010 existing land-use inventory for the region based on available information from local communities and counties. To better compare land use across the region, communities' land-use data was consolidated into 16 regional categories as shown in the below chart.

Figure 24
Regional Land Use by Category

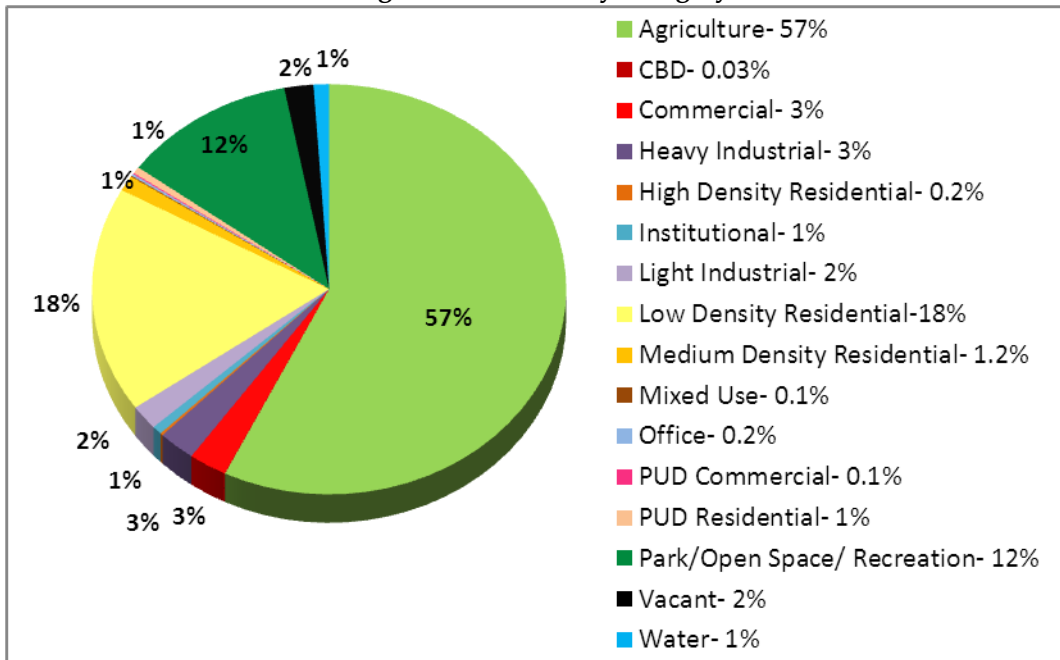
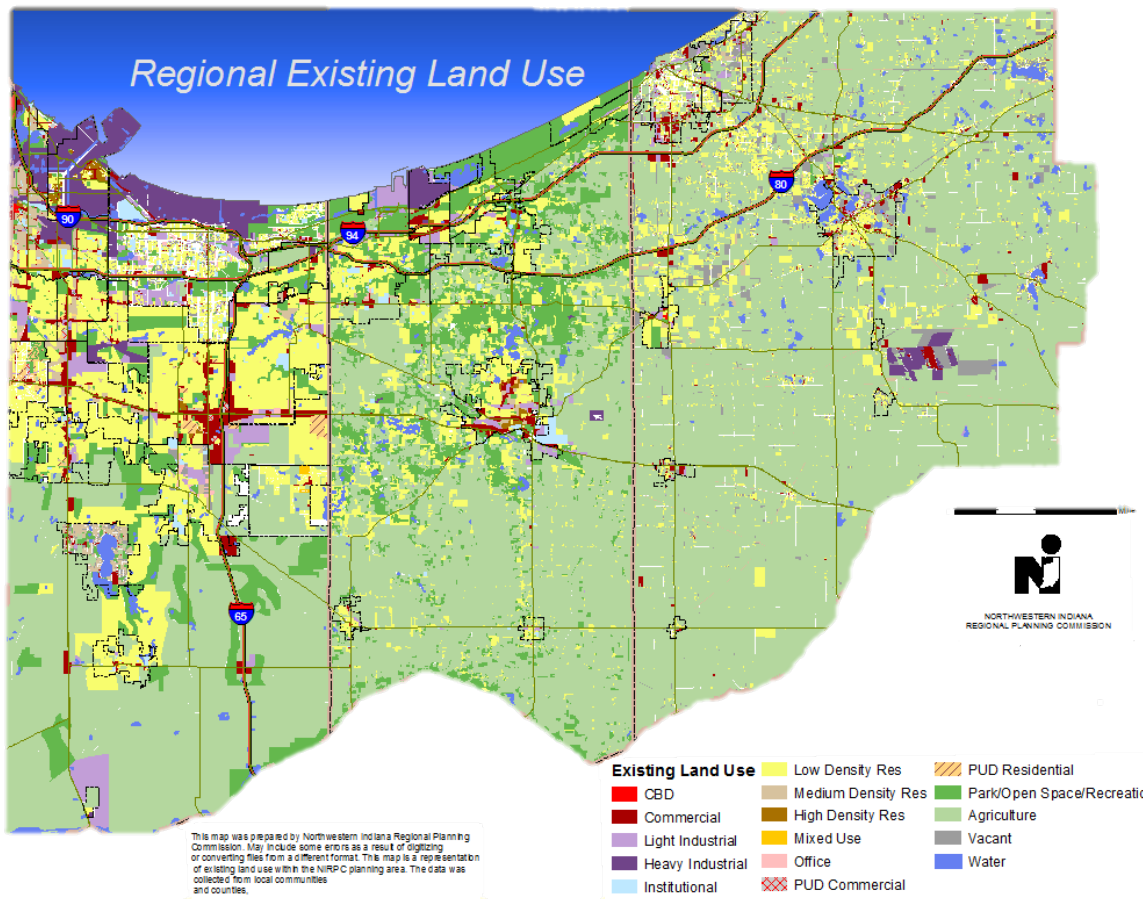


Figure 25



In Northwest Indiana, nearly half of the region (48%) is devoted to urban uses while 52% of the three counties remain devoted to agricultural uses. Low density residential land uses dominate urban uses (18%), followed by park/ open space/ recreation at 12%.

Commercial and heavy industrial uses represent 3% each of the total land use.

Within the three-county region, the development trend, particularly for residential uses, has been shifted away from the more historically urban portions of the region. The greatest shifts in population have occurred in Lake and LaPorte counties, where people have moved away from the urban centers to growing suburbs or unincorporated areas. These urban area losses were offset by population gains in central and southern Lake and Porter counties. The highest population gains in unincorporated areas from 1992 to 2006 occurred in Porter and LaPorte counties.

The region is expected to add another 170,000 people by 2040 with a total population of 771,815. Lake County will capture the majority of this growth with additional 126,945 people – 75 percent of the anticipated growth. Despite the fact Lake County’s current population represents about 64% of the region’s total, it is expected that the county will have a higher population share of the region. The

CRP calls for redevelopment and re-vitalization of northern Lake County and, more specifically, in the urban core area of Gary, Hammond and East Chicago. As the region experiences population growth and economic development resulting from the growth, there will be increasing development pressure on the region's natural lands, farmland and forest lands. Based on evaluation of the existing regional land inventory, the supply of land appears more than adequate to meet the growth needs through the year 2040. The major land use issue facing the region is how to effectively manage and direct this growth.

Establish Fully Developed Business Parks

The major constraint to industrial development is the lack of land that is properly zoned, not encroached by urban development and is fully served by utilities. According to NIPSCO's Economic Development Department, 6,100 acres have been identified as potential industrial sites.

The development of these parcels will result in the attraction of businesses and creation of jobs.

Identification of underutilized properties

If a robust Regional database of underutilized property existed, communities would be better prepared to respond to economic development inquiries. Additionally they will be better positioned to carry out strategic land assembly. This database will also strengthen comprehensive planning and execution at a community level.

If compatibility is built-in, there is an opportunity to leverage existing NIPSCO and IEDC databases.

High Speed Rail

INDOT spokesman Wil Wingfield called the \$71 million awarded for the gateway project (referenced in strengths) a "major first step" in establishing high-speed rail between Chicago and Cleveland.

"It moves the ball forward," Wingfield said.

Indiana's 2010 bid for \$2.8 billion to build a Chicago-to-Cleveland high-speed rail route including a major station stop at the Gary airport has failed to win federal stimulus funds.

Projects that won a more substantial funding appeared to all be ones where work could start quickly, said Jim Wrinn, editor of Trains magazine. Those states also had energetically pushed for rail improvements, in many cases years before the stimulus money became available.

The continued emphasis on rail is a significant opportunity for Northwest Indiana.

THREATS

The weaknesses in the economy can result in threats to development.

Declining Jobs in Core Clusters (Industries)

Like other industrial areas in the United States, Northwest Indiana has lost jobs due to foreign competition globalization. Heavy manufacturing has been particularly affected resulting in the loss. For example, employment in the steel industry reached 66,400 in 1979 and has decreased to 18,000 in recent years. In addition, Indiana faces increasing competition from neighboring states aggressively pursuing emerging clusters.

If Northwest Indiana fails to adapt to attract emerging and diverse industries to the area unemployment will continue to rise and the standard of living will decrease.

Overshadowed by Chicago Media

Northwest Indiana is served by Chicago media for TV, radio, and newspapers. Except for LaPorte County, which is served by South Bend media, residents in Northwest Indiana do not have access to statewide news. This results in a lack of state intelligence and identification.

Lack of Resources to Address Urban Decay

If decay in urban areas is not substantively addressed problems in the area will continue to persist and grow. Over time there will continue to be an 1) Increase in crime; 2) middle-class exodus; 3) decline in public school performance; 4) decrease in commercial businesses; and 5) underutilized areas.

Peotone Airport Becomes the Third Chicago Airport

One of the highest potential economic drivers is the expansion of the Gary/Chicago International Airport. If the Peotone Illinois airport is developed as Chicago's third major airport, the potential for Gary as a viable commercial airport is greatly reduced.

Resistance to Systematic Planning

Economic development efforts have to date been disparate and have had limited Regional impact due to lack of coordination and resistance to systematic planning. If independent entities do not cooperate, economic development impact will be not be as effective. The large public funding awards are made to Regional groups which have demonstrated a willingness to work together for the greater good as opposed to a spirit of parochialism.

Providing Services to an Aging Population

The Northwestern Indiana Regional Planning Commission's Outlook on Aging projects that by 2040, 21% of persons in Northwest Indiana will be 65 and over and total 170,000, up from 13% in 2010. The population projection is influenced to a large extent by the impact of the "baby boom" generation. Diminishing numbers of younger persons could have serious implications for the provision of services required by ever increasing older populations; however projections can be dramatically altered by changes in migration, economic restructuring, and social conditions.

Ability to Retain Young, Creative Professionals

The US Census Bureau published a brain drain study in 2003 analyzing state level and large metropolitan area data, and the findings can be extrapolated to Northwest Indiana. The study found that while Indiana increased in population between 1995 and 2000, the state was the 8th biggest loser in terms of the percentage of young, single, college- educated individuals. In real terms, the state lost over 14,000 individuals fitting this demographic, the 4th highest number in the country.

It can be inferred that Northwest Indiana contributed to this situation at a fairly high rate. The economic base of the Region is manufacturing and other blue collar activity. The Region lacks a substantial number of white collar office jobs which tend to attract young college graduates.

Lack of Corporate Headquarters

The lack of corporate headquarters creates a lack of vested interest in the Region from corporate stewards. This puts workers in Northwest Indiana at a distinct disadvantage since many of the decisions regarding their livelihoods are made by individuals living hundreds of miles away or overseas. If Northwest Indiana fails to attract headquarters to the Region the problem will persist.

Fear of Negative Impact of Development

A tension exists between those who are pro-development and those who advocate maintaining the status quo. The debate is between development of greenfields versus reinvestment in urban areas, including clean-up of brownfields. There are both real and perceived threats to the impact created by development which need to be addressed if a cohesive regional development and land use plan can be implemented.

Potential Flooding

Increased development in Little Calumet River and Kankakee River watersheds are contributing to ever greater risks of flooding. A regional watershed development plan is needed to adequately provide for a holistic and reasonable approach to address flooding in each of the watersheds.

The Little Calumet River Basin Development Commission has authorized a preliminary study for a watershed plan in the Little Calumet watershed of Lake County and well as continuing to maintain the Little Calumet Flood Protection and Recreation Project along the main stem of the Little Calumet from Gary to the State Line.

The Kankakee River Basin covers 11 counties in Northwest Indiana and does not have a regional watershed plan but there are several subwatersheds within the 11 counties which are being studied. A complete watershed plan is needed by the Kankakee River Basin Commission to coordinate all areas including Lake, La Porte, and Porter Counties.

CLUSTER ANALYSIS

The analysis of Economic Development Problems and Opportunities includes an identification and analysis of economic clusters within the Region. In 2006, NIRPC contracted with PolicyAnalytics, LLC, to develop the cluster analysis for Northwest Indiana, using data provided by the Purdue Center for Regional Development.

Economic clusters are one of the main vehicles through which a Region might achieve economic prosperity. The idea is that a critical mass of companies, suppliers, service firms, academic institutions, and organizations in related industries within a certain geographic region might compete and cooperate with each other to produce the best possible goods and services. The main idea is to discover the degree of specialization each region has in any particular cluster, so as to be able to build competitive advantage. For example, nationally recognized cluster regions specializing in information technology and other high technology industries include Silicon Valley, CA; Research Triangle, NC; and Route 128, MA.

A couple different methods exist for the examination of economic clusters. Simpler methods include counting the number of firms or employees in an industry in a given Region. While these methods have some merit and can give absolute comparisons within a given Region, it is difficult to determine the relative strength of an industry since some industries, such as restaurants, might have a high number of establishments and employees in all Regions. The fact that restaurants are one of the largest employers in a Region does not necessarily mean that a Region specializes in food service.

Even if a direct comparison were made between the number of restaurants in two different Regions, these comparisons might be faulty since the pool of available workers in each Region might vary. Chicago is likely to have more restaurants than

Boise, but this comparison alone does not mean Chicago is relatively more specialized in this arena.

Because of this, the Economic Development Administration makes use of Location Quotients (LQs) when examining the relative strength of an industry. An LQ divides the ratio of employment in a particular Region by the ratio of employment for that sector in the entire country. As a hypothetical example, if 6% of the people in Northwest Indiana are teachers, and 5% of people in America are teachers, Northwest Indiana would have an LQ of 1.2 (6% / 5%) in education. An LQ of 1.0 would mean that Northwest Indiana is at the national average of employment in a given sector. 1.2 is generally the threshold above which an industry or cluster is considered more specialized than the nation, while LQs below .8 represent a relative dearth of enterprise. In other words, a higher LQ represents the economic cluster groups in which the Region has a stronger relative presence than the country as a whole.

Wages and salaries also play into the equation as, given a choice, any region would choose to be specialized in industries or sectors with high paying jobs because they represent a higher tax base as well as increased spending power which would help drive a local economy.

The following bubble charts are probably the most comprehensive way to view sectoral and cluster change and potential. The axes depict current LQ along with recent historical change in LQ. The size of the bubble indicates the number of employees within each sector, and the color of the bubble equates to a wage range for each sector.

To further analyze each chart, the charts are divided into four quadrants. The “emerging” quadrant contains industries which have seen recent local increases, but which are relatively unspecialized on a national scale with LQs less than one. “Stars” are groups of industries which have increased in employment faster than the nation in recent years. “Mature” industries are established and specialized within a region, but have seen decline in recent years. Finally, “transforming” industries are those in which a Region is generally unspecialized, and which have seen further decrease in recent years.

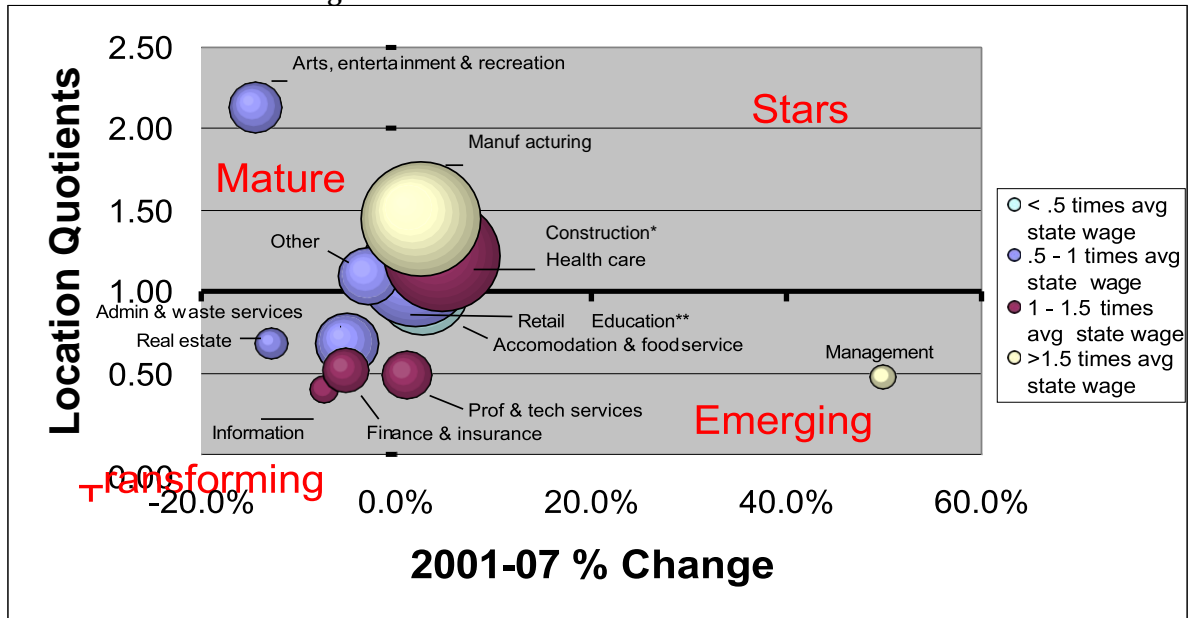
One quadrant does not necessarily take precedence over another when determining economic viability, though generally transforming industries are not good candidates for economic development. Arguments could be made for investing in mature industries and stars in order to enhance or revive industries for which a Region displays a general aptitude. However, emerging industries are also viable funding recipients as the Region has displayed recent improvement in an area.

Sectoral Analysis

The first bubble chart below shows this information at the 14-sector level, as defined by the North American Industry Classification System (NAICS). Northwest Indiana is most concentrated in arts, entertainment, and recreation relative to other areas of the country, though that sector has seen the greatest percentage decrease in LQ in recent years. Management, the highest paying sector, has seen the most dramatic increase in LQ over the early part of the decade. The manufacturing super sector is the largest employer, the second highest paying, and increased its LQ slightly from 2001-2007, even as actual employment decreased during this time. Further information is available in the chart located in Appendix B.

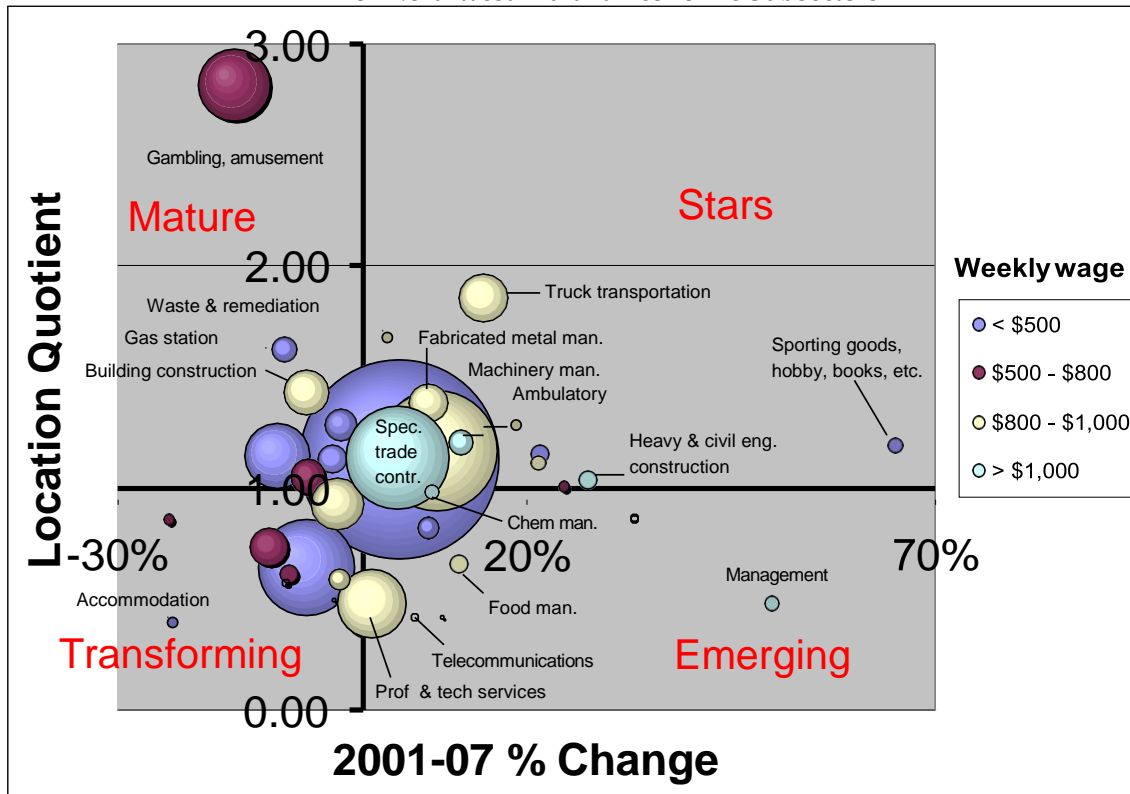
While this chart is very informative and helpful at a very high level, it fails to answer specific questions regarding the nature of many of these sectors. Manufacturing in itself is a huge category and can cover any number of industries. The same is true of health care, recreation, construction, and virtually every other sector. In order to better examine the sectors that make up the regional clusters; the data have been divided in 47 different subsectors for analysis.

Figure 26
Location Quotients, Employment, and Relative
Wages for Northwest Indiana Economic Sectors



Source: Bureau of Labor Statistics provided Location Quotient and employment information, Bureau of Economic Analysis provided wage information through Stats Indiana, Compiled by Northwestern Indiana Regional Planning Commission, June 2009. Size of bubble represents number of employees per sector. Location Quotients greater than 1 indicate a high concentration of employment relative to the entire country.
 * Health care bubble completely covers construction. Both occupy the same wage range.
 ** Retail bubble completely covers education. Both occupy the same wage range.

Figure 27
Location Quotients, Employment, and Relative Wages
for Northwest Indiana Economic Subsectors



Source: Bureau of Labor Statistics provided LQ and employment information, Indiana Business Research Center provided wage information via Stats Indiana based on ES-202 data, Compiled by Northwestern Indiana Regional Planning Commission, June 2009. Notes: Size of bubble represents number of employees per sector. Location Quotients greater than 1 indicate a high concentration of employment relative to the entire country. Wage information was based on 3rd Quarter 2007.

This chart compares only subsectors for which data were available for Lake, Porter, and LaPorte Counties in both 2001 and 2007. Six notable subsectors are missing from this analysis, including utilities, petroleum & coal products manufacturing, primary metal manufacturing, transportation equipment manufacturing, hospitals, and social assistance.

These data show that gambling & amusement has the highest LQ in the analysis. Though Northwest Indiana is fairly specialized in this industry, this LQ has been declining in recent years. Truck transportation, waste & remediation services, gas stations, and construction of buildings round out the top five highest Regional LQs. Electrical equipment & appliance manufacturing, insurance, and accommodation are the three least specialized subsectors in Northwest Indiana.

The largest percentage gains in LQ were made in sporting goods, hobby, and book & music stores. The 65% increase in this industry is largely attributed to the opening of two large sporting goods retailers, Bass Pro Shops and Cabela's, during 2007. Other large gains were made in management, nonstore retailers, electronics stores, and heavy & civil engineering construction. The largest declines were felt by warehousing & storage, accommodation, and electrical equipment & appliance manufacturing.

Bars and restaurants provide the most employment of all subsectors, followed by ambulatory services, specialty trade contractors, administrative & support services, and gambling & recreation. The complete dataset can be found in Appendix B, listed in descending order according to wage.

Figure 28
Employment and Wages by
Sector

Cluster	Estab.	Empl.	Wages	Avg Wage
Total All Industries	16,221	296,793	\$11,070,077,555	\$37,298.98
Advanced Materials	358	20,787	\$1,631,830,292	\$78,502.44
Agribusiness, Food Processing & Technology	143	2,756	\$99,257,188	\$36,014.94
Apparel & Textiles	110	347	\$10,785,238	\$31,081.38
Arts, Entertainment, Recreation & Visitor Industries	327	9,427	\$274,016,683	\$29,067.22
Biomedical/Biotechnical (Life Sciences)	730	11,319	\$438,435,361	\$38,734.46
Business & Financial Services Cluster	2,133	10,525	\$467,509,333	\$44,418.94
Chemicals & Chemical Based Products	191	5,697	\$300,674,972	\$52,777.77
Defense & Security	364	4,891	\$169,187,542	\$34,591.61
Education & Knowledge Creation	456	24,478	\$765,158,194	\$31,259.02
Energy (Fossil & Renewable)	1,195	11,925	\$555,243,255	\$46,561.28
Forest & Wood Products	415	3,990	\$146,544,048	\$36,727.83
Glass & Ceramics	76	1,882	\$91,027,073	\$48,367.20
Information Technology & Telecommunications	529	3,737	\$213,699,330	\$57,184.73
Transportation & Logistics	552	8,825	\$351,922,413	\$39,877.89
MANUFACTURING SUPERCLUSTER	335	30,014	\$2,075,580,471	\$69,153.74
Primary Metal Mfg	29	19,671	\$1,568,844,008	\$79,754.16
Fabricated Metal Product Mfg	183	4,798	\$227,183,091	\$47,349.54
Machinery Mfg	65	3,199	\$170,215,434	\$53,208.95
Computer & Electronic Product Mfg	19	213	\$11,788,968	\$55,347.27
Electrical Equip, Appliance & Component Mfg	13	167	\$4,946,280	\$29,618.44
Transportation Equipment Mfg	26	1,968	\$92,602,690	\$47,054.21
Mining	27	130	\$8,570,473	\$65,926.72
Printing & Publishing	260	2,317	\$91,316,936	\$39,411.71

Data Courtesy Bureau of Labor Statistics, Indiana Business Research Center, and Purdue Center for Regional Development, made available through IBRC website. 2007 figures shown.
Compiled by Northwestern Indiana Regional Planning Commission, June 2009

In terms of employment size, important clusters in Northwest Indiana include Advanced Materials; Arts, Entertainment, Recreation and Visitor Industries; Biomedical/Biotechnical (Life Sciences); Business and Financial Services; Education and Knowledge Creation; Transportation and Logistics; and the Manufacturing Supercluster. Within the Manufacturing Supercluster, the Primary Metals Manufacturing sub-cluster is the most significant, followed by Fabricated Metal Products, Machinery Manufacturing, and the Transportation Equipment Manufacturing sub-clusters.

According to more recent data (2009) supplied by the Purdue Center for Regional Development using the EMSI database, these clusters remain significant in the Region, but not all of them have been experiencing growth in employment. Significant growth (ranging from 6% to 18%) has occurred within the Biomedical, Business and Financial, Education and Knowledge Creation, Transportation and

Logistics, and the Machinery Manufacturing clusters and sub-clusters. A newly identified cluster, Defense and Security, has also experienced growth over the period 2002-2009. However, employment in the Arts and Entertainment, Advanced Materials, Primary Metals, Fabricated Metal Products, and Transportation Equipment manufacturing has declined, as it has also declined in some other traditionally important clusters in the Region (for example, Chemicals, and Chemical Products, as well as Forest and Wood Products)

The Region remains highly specialized (i.e., it has a competitive advantage) in the Advanced Materials cluster, Primary Metals, the Manufacturing Supercluster overall, Fabricated Metal Products, Transportation and Logistics, and Machinery Manufacturing clusters. In all of these clusters, the Location Quotients have increased in size. Further analysis, as the CEDS implementation proceeds, will assist in determining which of these clusters (and which industry sectors within them) are most worthy of attention for further development.

Notable Subsectors

A couple notable Regional industries are absent from the cluster information on the previous pages. The steel industry has dominated the economic and cultural landscape of Northwest Indiana for the past century, but federal non-disclosure laws masked data for LaPorte County in 2001, preventing an accurate comparison with other sectors. BP (formerly Amoco) is also imbedded in the fiber of the Region, but lacks sufficient data to garner an accurate comparison with the other economic sectors. Because of their gravity, these, along with a couple other sectors will be examined separately in this section.

Steel The steel industry has far and away the highest LQ of any industry in Northwest Indiana, with an aggregated 2007 LQ of 19.35. This means that Northwest Indiana employs people at nearly 20 times the national rate in what is considered “primary metal manufacturing.” While the Region contains only 0.2% of the nation’s workers, 4.3% of all primary metal manufacturers are employed here.

Figure 29
Location Quotients of Steel Industry Subsectors Listed under NAICS Code 331 in 2007

Industry	Lake County, Indiana	Porter County, Indiana	La Porte County, Indiana
Base Industry: Total, all industries	1	1	1
NAICS 331 Primary metal manufacturing	19.41	26.73	9.35
NAICS 3311 Iron and steel mills and ferroalloy mfg.	80.68	117.55	NC
NAICS 33111 Iron and steel mills and ferroalloy mfg.	80.68	117.55	NC
NAICS 331111 Iron and steel mills	83.16	121.17	NC

Data Courtesy Bureau of Labor Statistics, NC= data not calculable or equal to 0.

Location Quotients greater than 1 indicate a high concentration of employment relative to the entire country.

When the employment category is narrowed even further, the numbers are even more staggering. Lake County employs people in the steel mills at over 80 times the national rate, and Porter County mills employ steelworkers at well over 100 times the national rate.

Equally important to the magnitude of LQ is direction, and the steel industry LQ has been decreasing in recent years. Back in 2003, the furthest year with complete data, the LQ of NAICS 331 was well over 20 for the entire Region.

Figure 30
Actual Employment Figures of Steel Industry
Subsectors Listed under NAICS Code 331 in 2007

Industry	U.S. TOTAL	Lake County, Indiana	Porter County, Indiana	La Porte County, Indiana	Northwest Indiana as a % of US
Base Industry: Total, all industries	114,012,221	167,009	49,657	37,685	0.2%
NAICS 331 Primary metal manufacturing	455,683	12,957	5,305	1,409	4.3%
NAICS 3311 Iron and steel mills and ferroalloy mfg.	99,417	11,749	5,090	NC	16.9%
NAICS 33111 Iron and steel mills and ferroalloy mfg.	99,417	11,749	5,090	NC	16.9%
NAICS 331111 Iron and steel mills	96,449	11,749	5,090	NC	17.5%

Data Courtesy Bureau of Labor Statistics, NC= data not calculable or equal to 0

The numbers bear out the same result in absolute terms, and not simply on the relative scale of the LQ. Between 2003 and 2007, over 3,000 steel mill jobs were eliminated, representing a decrease of over 17% in this workforce. In 2003, Northwest Indiana was home to over 20% of the nation's steel work force. By 2007, that number had been reduced to slightly over 17%. Even with these declines, the steel industry remains a formidable employer. As of 2007, the steel mills still employed over 16,000 area residents.

Oil Refineries Lake County is also home to a substantial percentage of workers employed under NAICS code 324 "petroleum and coal products manufacturing." While data are unavailable for Porter and LaPorte Counties, Lake County's LQ of 10.82 is the second highest for any economic subsector of the Region. This translates that 1.6% of the entire workforce in the country in NAICS 324 are employed in Lake County. In real numbers, over 1,800 people earn a living in this field, many of them employed by the BP refinery in Whiting.

Not only is this LQ very high, but it has also increasing in recent years. Likely

attributable to higher demand for oil from 2001-2007, Lake County's petroleum LQ rose by more than 1 point during this period, a percentage gain which puts it among the highest in the Region. This expansion should continue in the near future, as BP recently announced a \$3 billion upgrade to its Whiting facility.

Gaming Both Lake and LaPorte Counties had LQs over 3 in NAICS 713 "amusements, gambling, and recreation." It is no coincidence that these two counties are home to Northwest Indiana's five casinos. While specific data are masked for LaPorte County, as it is home to only one casino, Lake County sports an LQ of over 26 in the very specific subcategory assigned by BLS as "gambling industries." 5,500 people are employed in this sector in Lake County alone, which represents 3.8% of the entire country in this U.S. Bureau of Economic Analysis category.

As mentioned earlier, the gaming industry in Northwest Indiana is increasingly threatened by out of state competition. The LQ for this sector declined over 15% since the early part of the decade, representing the elimination of over 1,000 jobs, or 16.7% of Lake County's casino employees.

Other Industries Further charts and graphs can be found in Appendix C, but other notable figures include:

- Lake County employs 1.1% of the US workforce in asphalt paving and roofing materials manufacturing (NAICS 32412) and 1.6% of the US workforce in petroleum lubricating oil and grease manufacturing (NAICS 324191). These are considered part of the petroleum subsector.
- LaPorte County has an impressive LQ in terms of machinery manufacturing at 5.30. The majority of this comes from 801 employees in HVAC and commercial refrigeration equipment manufacturing (NAICS 3334), which represents just over one-half of one percent of the US workforce in this industry subsector.
- Lake and Porter Counties combine to employ just over 1% of the US workforce in industrial building construction (NAICS 23621).
- Lake County employs 1.1% of the US workforce in metal heat treating (NAICS 332811). Porter County employs 1.2% of the US workforce in ball and roller bearing manufacturing (NAICS 332991). These industries are both part of the fabricated metal product manufacturing subsector.

SECTION FOUR CEDS GOALS AND OBJECTIVES

As a guideline for specific plans of the CEDS, the EDA calls for broad goals and objectives which further clarify and define the plans the Region hopes to achieve over the next five years.

The process of creating this CEDS involved the development of goals and objectives based on the analysis of the background and the SWOT described above. The Strategy Committee held one session to develop the goals and objectives, led by a facilitator. The full Board then refined the goals and objectives.

The overall goal is to create a pro-growth business climate that fosters economic development in harmony with the environment. To achieve this goal NWI must:

- **Maximize technology, productivity, and efficiency of existing core industries**

Objectives

- Map all fiber optic systems that run thru the Northwest Indiana CEDS foot print.
- With Regional public/private partnerships develop and deliver last mile solutions to existing core industries.
- Identify other technology initiatives (cloud, other fiber optics, broadband communications etc.) that can be utilized to enhance core industries productivity and efficiencies.
- Facilitate collaboration with core industries research & development with higher education and technology centers in finding new ways of doing business and /or process & productivity improvement.
- Facilitate core industries and environmental groups in resolving issues that impact: quality of life (Marquette Plan); air quality; water quality; underutilized properties; and core industries efficiencies & productivity.
- Support the development of a Regional teaching hospital to support the healthcare industry in Northwest Indiana.

- **Create diverse, emerging, and sustainable industries**

Objectives

- Attract technology oriented industries including the creation and expansion of Technology Centers and State Certified Technology Parks.
 - Attract advanced manufacturing.
 - Attract transportation, distribution, and logistics companies.
 - Create a Life Science cluster.
- **Strengthen public/private partnerships resulting in increased Regional investment**

Objectives

- Secure funding to execute the Northwest Indiana Economic Development District's CEDS.
- Identify private funding sources to leverage public funds for Regional projects and initiatives.
- Provide connectivity and serve as the clearinghouse for economic development activities in the Region.

- **Redevelop urban core areas**

Objectives

- Develop strategies to address revitalization of existing commercial/industrial corridors.
- Develop strategies to address housing stock in urban areas.
- Develop transportation strategies to reach underserved stakeholders.
- Identify and repair infrastructure to facilitate growth in urban core.
- Identify underutilized and promote the reuse of underutilized properties in urban core areas.

- Support the development of a Regional teaching hospital to support the healthcare industry in NWI.
- **Utilization/expansion of transportation and other infrastructure advantages**

Objectives

- Facilitate/coordinate land use and reengineering of rail traffic/rail yards and patterns in Northwest Indiana to improve delivery and time efficiencies in freight management for existing and potential businesses.
 - Promote activities that capitalize on commerce at Ports.
 - Encourage development of the Chicago/Gary International Airport as the Chicagoland third airport.
 - Secure funding to support the establishment of high speed rail.
 - Review and upgrade road transportation to insure adequate delivery systems exist to support existing and new core industries.
 - Plan and develop multimodal facilities to expedite delivery of parts and products.
 - Protect, maintain, and enhance commuter rail.
- **Promote growth that protects and enhances the environmental assets of Northwest Indiana**

Objectives:

- Protect existing Green Infrastructure (prime farmland and open space).
- Encourage context sensitive design approaches.
- Water/Wastewater: Support supply, infrastructure, conservation, and protection planning and implementation projects.

Expand the use of creative and/or innovative stormwater management approaches on new and/or redevelopment projects.

- Encourage projects that incorporate proactive air quality measures.
 - Incorporate proactive approaches to recycling and waste reduction planning.
 - Map regional brownfields, defined as underutilized property with known or perceived environmental contamination.
 - Address Superfund sites.
 - Develop a workforce that is motivated and flexible, earning sustainable or higher wages, and actively engaged in skill advancement and lifelong learning.
- **Improve the workforce of the Region to accommodate growth in emerging industries**

Objectives

- Increase skills of current workforce to align with economic development strategies and key industry clusters.
 - Advance business growth and sustainability by improving access to qualified workers and awareness of training resources.
 - Insure youth in Northwest Indiana are positioned for college and workforce readiness.
 - Encourage and support an entrepreneurial spirit.
- **Create a Region that is desirable for businesses and families to live and work.**

Objectives

- Pursue the Marquette Plan.
- Create and market recreational opportunities.
- Support accessible health care facilities.
- Encourage non-motorized transportation.

- Encourage investment in arts and culture.
- Support and coordinate with the county tourism bureaus.

THE BIGGER PICTURE: HOW THE CEDS TIES TO THE “ACCELERATING GROWTH” OBJECTIVES

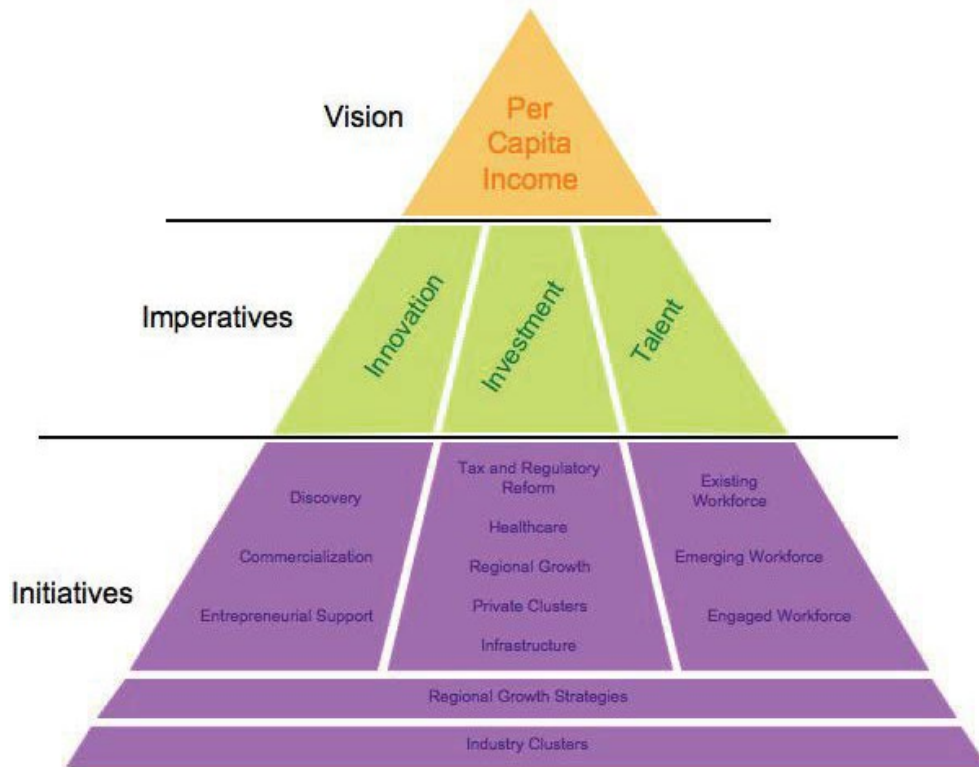
NIRPC recognizes the importance of initiating and implementing a strategy that is consistent with and makes a contribution towards the achievement of the “Accelerating Growth” strategy for the State of Indiana. Efforts were made to coordinate the CEDS to the key elements of the State plan that is described below.

Accelerating Growth Critical Success Factors

- A skilled labor force with constantly improving educational aspirations and attainment.
- A culture of innovation and entrepreneurship.
- A pro-investment business climate.
- A focus on leveraging key growth opportunities based on current assets.
- Enhanced connectivity - broadband and other enabling technologies.
- Strategic leadership development.
- Place-Making (promoting and investing in quality of life, community amenities and civic tolerance).
- SPEED—SPEED—SPEED (getting more done more rapidly with greater quality and at lower cost).

Tools for Success

- **Innovation** to leverage the speed of change for economic benefit in existing and emerging industries;
- **Investment** incentives to stimulate and sustain innovation and talent, further leverage existing resources and advance critical aspects of the State’s underlying infrastructure and culture.
- **Talent** to provide workers with the globally competitive skills, knowledge, and aspirations to generate the innovations; and



The Connection

CEDS GOAL	INDIANA ACCELERATING
Maximize technology, productivity, and efficiency of existing core industries	<i>Enhanced connectivity - broadband and other enabling technologies.</i>
Create diverse, emerging, and sustainable industries	<ul style="list-style-type: none"> • <i>A culture of innovation and entrepreneurship</i> • <i>A pro-investment business climate.</i> • <i>Regional Growth Strategies</i> • <i>Cluster Development</i>
Strengthen public/private partnerships resulting in increased Regional investment	<i>Pro-Investment business climate</i>
Redevelop urban core areas	<i>A focus on leveraging key growth opportunities based on current assets</i>
Utilization/expansion of transportation and other infrastructure advantages	<i>A focus on leveraging key growth opportunities based on current assets</i>
Promote growth that protects and enhances the environmental assets of Northwest Indiana	<ul style="list-style-type: none"> • <i>A focus on leveraging key growth opportunities based on current assets</i> • <i>Place-Making (promoting and investing in quality of life, community amenities and civic tolerance)</i>
Develop a workforce that is motivated and flexible, earning sustainable or higher wages and actively engaged in skill advancement and lifelong learning	<ul style="list-style-type: none"> • <i>A skilled labor force with constantly improving educational aspirations and attainment</i> • <i>Strategic leadership development</i>
Recreate a Region desirable for businesses to locate and people to live and work	<i>Place-Making (promoting and investing in quality of life, community amenities and civic tolerance)</i>

Specific objectives for each goal found elsewhere in this strategy further link the plan to the State Accelerating Growth strategy.

SECTION FIVE

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

This CEDS represents the collaboration of many different public and private sector organizations which worked with the Northwest Indiana Economic Development District on the development of this strategy. A summary of those participants is listed below. It is the intent that the CEDS reflects the strategic direction of each organization as it relates to Regional economic development.

Northwestern Indiana Regional Planning Commission (NIRPC)

Pursuant to enabling state legislation, the Northwestern Indiana Regional Planning Commission (NIRPC) was established in 1965 as a Regional planning organization for Lake and Porter Counties. LaPorte County joined in 1979. New legislation in 2003 added economic development as one of NIRPC's responsibilities, in addition to transportation and environmental planning. NIRPC is engaged in Regional economic development analysis and strategic planning, emphasizing transportation, logistics, intermodal facilities, brownfield redevelopment, infrastructure, and public/private partnerships. NIRPC is comprised of a 53 member Council of Governments. This includes elected officials from 41 cities and towns in Lake, Porter, and LaPorte Counties; representatives from Porter Township and Union Township; plus one Governor's appointment. In addition, the three counties each appoint their Commissioner, Surveyor, and County Council representatives.

Northwest Indiana Forum ("the Forum")

Formed in 1979, the Northwest Indiana Forum ("the Forum") is a not-for-profit organization consisting of a diverse membership of small businesses, municipalities, health care, financial institutions, legal firms, local universities, and large industry. The Forum is dedicated to the economic development of the Region, to attracting and retaining jobs, quality of life improvement, and to an increased standard of living for all. The Forum connects Northwest Indiana to the rest of the world through their advocacy in expanding the Gary/Chicago Airport as well as their role in the Great Lakes/St. Lawrence River Basin Compact.

Northwest Indiana is the Indiana Economic Development Corporation (IEDC)

The IEDC is the State's lead economic development agency. This public-private partnership focuses its efforts on growing and retaining businesses in Indiana and attracting new business to the State of Indiana.

IEDC responds quickly to help businesses locate, grow and thrive in Indiana. The State of Indiana's lead economic development agency, IEDC, oversees Indiana's statewide business attraction and development efforts, coordinates state programs and incentives for companies looking to grow in Indiana, and provides technical assistance, business expertise and funding to Indiana entrepreneurs and high-tech start-ups. The IEDC is led by Indiana Secretary of Commerce and Chief Executive

Officer E. Mitchell Roob, Jr. and governed by a 12-member board chaired by Governor Mitch Daniels.

The Northwest Indiana Regional Development Authority (RDA)

The Northwest Indiana Regional Development Authority (RDA) was enabled by the Indiana General Assembly in 2005 for the purpose of expanding the Gary/Chicago International Airport, extending the South Shore Commuter Rail Service, redeveloping the Lake Michigan shoreline and creating a regionalized bus transit system. It can pursue other qualified projects of regional significance if warranted. The RDA receives \$27.5 million annually, \$10 million from the State of Indiana and \$17.5 million from local units of government in Lake and Porter Counties. LaPorte County is not a member at present; however, the RDA statute contains a provision allowing for that county's participation. A seven member board oversees the agency and has committed the RDA to fund over \$210 million on 16 projects through calendar year 2011. The RDA has leveraged over \$667 million from other sources of funding. For every one dollar of RDA funds invested to date, a return of an additional \$3.17 is generated toward implementing regional development priorities.

The Northwest Indiana Small Business Development Center (NWI SBDC)

The NWI SBDC offers free assistance for entrepreneurs starting or expanding their businesses. Through one-on-one consulting, the NWI SBDC helps guide small businesses toward their goals by offering referrals, workshops, training opportunities, and other essential business tools. It is funded in part through a cooperative agreement with the Small Business Administration, the State of Indiana, and other local partners.

The Regional Development Company (RDC)

The RDC is a private, not-for-profit Indiana corporation that was certified by the U.S. Small Business Administration (SBA) in April, 1994 to administer the SBA 504 loan program for a seven county area of Indiana: Lake, Porter, LaPorte, Jasper, Newton, Starke, and Pulaski Counties. The 504 program gives closely held small business owners access to the same capital markets as the larger publicly traded companies, and in the process, assists local communities in creating and retaining jobs and increasing their tax base by stimulating business investment into plant and equipment. The loan program blends private capital, bank financing, and government bonds to provide long-term, fixed asset financing to eligible healthy, expanding, and creditworthy businesses.

Construction Advancement Foundation (CAF)

CAF represents Northwest Indiana union contractors. Its contributors work on a wide range of commercial, industrial and civil projects. Their companies range in size from small to multi-national. CAF works closely with the local building trade

unions to promote the interest of the union construction industry. The CAF governing body is a 17 member Board of Trustees, eight of which are appointed by the Calumet Builders Association, eight by the Industrial Contractors and Builders Association, and one elected at-large by the Board. Construction Advancement Foundation (CAF) promotes the union construction industry of Northwest Indiana by helping to enhance its efficiency and competitiveness via: Relations Management, Government Relations, Education, Training Safety, and Workforce Development. The Construction Advancement Foundation also promotes economic environment and public policies that affect its contributors in a positive manner.

Northwest Indiana Regional Workforce Board (NWIWB)

The Northwest Indiana Regional Workforce Board mobilizes and integrates the leadership, services and resources of the community to support the creation of a workforce that is highly skilled, motivated and diverse. Appointed by local elected officials, NWIWB is charged with overseeing the seven county workforce system, including Lake, Porter and La Porte Counties. The NWIWB is supported by the Center of Workforce Innovations (CWI) who serves under contract as staff support for the board and Regional Operator and Fiscal Agent for the region's one stop career center system. Together, NWIWB and CWI connect private sector leaders with policy makers from government, education, economic development, labor, and community-based organizations to analyze regional labor market trends, needs, and issues, in order to develop strategic workforce solutions for the system in Northwest Indiana.

Office of Community and Rural Affairs (OCRA)

The Indiana Office of Community and Rural Affairs (OCRA) works with local, state, and national partners to provide resources and technical assistance to aid rural communities in shaping their visions for economic development. Some of OCRA's initiatives include: the Indiana Main Street program, which emphasizes downtown revitalization in community development, Home Town Competitiveness, which is a framework for rural groups to create more viable, sustainable communities in today's challenging economic climate, and also administers federal Community Development Block Grant funds for community-level infrastructure and quality of life projects. OCRA has eight community liaisons who serve as a resource for their Region of the state.

One Region

The Northwest Indiana Quality of Life Council was established as a not-for-profit in 2000, as a collective voice for sustainable economic, environmental, and social progress in the Region. The Council determined that it needed to collect data that would indicate both problems and progress in order to open conversations, set priorities, and move forward. In 2000, the first Northwest Indiana Quality of Life Indicators Report was published. In 2012, the Northwest Indiana Quality of Life

Council and One Region, One Vision initiative undertaken by The Times Media Company merged. They developed the 2012 Quality of Life Indicators Report. This report was the result of more than a year of careful analysis from a variety of sources. Similar reports were published in 2000, 2004, and 2008. It offers a current analysis of indicators and data points, and also looks at the trends over the past decade. The report also includes a dashboard graphic for each topic to show if the indicator itself has improved, worsened, or remained unchanged. One Region has action plans underway and attempts to identify specific approaches to improving Northwest Indiana. Indicators include: people, economy, environment, transportation, education, health, public safety, housing, culture, and government. [NIRPC](#) will incorporate these indicators into its strategies for economic development.

SECTION SIX STRATEGIC PROJECTS, PROGRAMS, AND ACTIVITIES

For the betterment of the Region, and in order to achieve the goal of making Northwest Indiana a nationally recognized leader in terms of job creation, innovation, and green business, a number of project proposals have been submitted.

In order to better evaluate projects and identify the most viable opportunities, a rating system was devised. This system assigns points based on criteria used by EDA in analyzing projects. Adapted from other Economic Development Districts, these criteria rate project worthiness in eight different areas. *This scoring system is not designed to eliminate projects from consideration, but rather advance certain projects, which have more immediate need.*

To be considered, any project proposal must be consistent with the Regional goals and objectives put forth earlier in this document. Projects that fail to appear in this list may have been omitted list for several reasons:

- The Board has yet to be made aware of such a project
- Private funding has yet to be secured
- The project fails to fit into overall Regional goals
- The project is judged to have no net effect on economic

development Projects have been ranked in two categories:

- Planning/Study Projects
- Construction Projects

EVALUATION CRITERIA

- 1) **Unemployment:** Especially at this juncture in our country's economy, the number one priority of any economic development program is job creation. Job creation provides for a larger tax base as well as discretionary income for residents. In line with EDA funding guidelines, points will be awarded to those projects which benefit jurisdictions above the 24 month average national unemployment rate.

Less than national rate 0

110% of national rate	1
115% of national rate	2
Over 115% of national rate	3

- 2) **Per capita income:** The EDA specifically aims to help those communities' areas having a standard of living below that of the average American. In accordance with that mandate, points will be awarded to programs assisting those areas with per capita incomes below the national average.

Above 80% national income	0
70 - 80% of national income	1
60 - 69% of national income	2
59% and below	3

- 3) **Population growth:** Economic development will occur more naturally in areas with increasing population, as the open market will encourage the building of new communities and shopping centers. Therefore, priority will be given to projects promoting infill and combating emigration. The basis of such projects will be population growth since 1980.

15% +	0
10 - 14%	1
0 - 9%	2
Net decrease	3

- 4) **Project category:** Certain project categories are better suited to spur economic development. In alignment with that ideology, points have been awarded based on the following.

No economic impact	0
Urban Core Revitalization/Infill	1
Job Creation/Infrastructure/planning	2
Job Creation/Infrastructure/planning (Emerging Industry)	3

- 5) **Project readiness:** In accordance with EDA guidelines, points will be awarded to projects which are ready to begin immediately, and have already completed engineering and other necessary studies.

Not Initiated	0
Engineering Complete	1
Site Control/Compliant Environmental	2
Can break ground within 6 months	3

- 6) **Matching Funds:** Having communities take ownership of development projects is important to both the EDA and to Northwest Indiana. Therefore, points will be awarded to projects that are further along in the process of private funding. Matching funds can also be considered local share for the project, whether public or private.

Not Initiated	0
Partially Secured	1
Secured public funds	2
Secured public/private funds	3

- 7) **Environmental:** Promote growth that protects and enhances the environmental assets of Northwest Indiana

Environmental not considered	0
Comprehensive explanation of environmental impact	1
Demonstrates proactive environmental stewardship	2
Partnership with environmental and community organizations	3

- 8) **Spatial Impact:** Projects were awarded points according to the anticipated spatial impact of their benefits. Fewer points were given to projects with limited reach.

Local Impact Only	0
Area Impact	1
County Impact	2
Regional Impact	3

Given this point system, the maximum attainable value for any project is 24 points. Grades will be assigned to projects on the basis of the scale below. As stated earlier projects will be ranked in two categories: 1) Planning/Study Projects and 2) Construction Projects.

Timeframe

- 20-24 **Immediate** - project is a priority
 10-19 **Short term** - final details to be ironed out
 0-9 **Long term** - project to be reexamined

PROJECTS FOR EDA CONSIDERATION

APPLICANT	PROJECT NAME	TOTAL
PLANNING PROJECTS		
City of LaPorte	Economic Development Corridor EIS	13
City of LaPorte	39N Annexation and Fiscal Impact Study	10
Hobart	IT Business Park Feasibility Study	10
Chesterton	Dickinson Road Engineering Study	7
CONSTRUCTION PROJECTS		
LaPorte City	KIP Industrial Park	16
Whiting	Front Street Office Park	15
Michigan City	Eastwood Road Elevated Tank	14
City of LaPorte	AC Trust Property Clean Up New Porte	13
City of LaPorte	Verma Property Clean up - New Porte Landing	13
LaPorte City/Michigan City	421/94 Economic Development Area	13
Highland	Light the Fiber	13
City of LaPorte	Brownfields Purchase and Clean up	12
City of LaPorte	Boyd Blvd. Reconstruction	11
Entech	Entech Innovation Center	11
Dyer/Munster	Will County Flood Control Reservoir	11
Michigan City	US Hwy 20/Johnson Rd Regional San. Sewer Indianapolis Blvd Commercial Redevelopment Project	10
Whiting and LaPorte and LaPorte County	39 N Water Storage Tank	9
City of LaPorte	Philadelphia Street Reconstruction	8
Valparaiso	Valparaiso Shovel Ready Industrial Park	8
Chesterton/Porter County	SR 49 Corridor Utility Extensions	8
Portage	Ameriplex Drive Bridge	8
Crown	Delaware Parkway	8
Crown	Mississippi Street	8
Crown Point/Lake County	129th Avenue Overpass & Roadway	8
City of LaPorte	Monroe Street Parking Garage	7
Hebron	Industrial park interceptor sewer line	7

**PROJECTS FOR OTHER FEDERAL FUNDING
CONSIDERATION (NON –EDA)**

ROAD AND/OR NIRPC PROJECT POTENTIAL

APPLICANT	PROJECT NAME
Michigan City	Relocation South Shore Railroad
Michigan City	I-94/County Line Road
City of LaPorte	Handicap Sidewalk Ramps
City of LaPorte	18th Street Reconstruction
Town of Hebron	Norbeh Industrial Park Street Repair
Town of Hebron	Washington Street Resurface
Town of Hebron	Sidewalk replacement & additions to town
Town of Hebron	Aspen street to west end
Porter, Chesterton, Valparaiso	Dunes-Kankakee Trail
Chesterton	Westchester-Liberty Trail
Highland	Repave Erie-Lackawanna Bike Trail
Hobart	61st Avenue Road Project
Town of Merrillville, Crown Point	101st Ave
Whiting	Lakefront Park Pedestrian Bridge

PROJECTS WITH POTENTIAL FOR "OTHER" FEDERAL

Michigan City	Downtown Revitalization
Michigan City	Washington Pk Zoo Feline House
Michigan City	Washington Pk Zoo - Electrical Upgrade
Michigan City	Washington Pk Zoo- Monkey Island
Michigan City	Turning Basin Number Two
Michigan City	Municipal Boat Launch
Michigan City, Springfield	US 35 Water Main Project
Michigan City, Coolspring	CR 950W & CR 300 N Water Main
City of LaPorte	Monroe Manor
City of LaPorte	LaPorte City Hall Rehabilitation
Town of Hebron	Monroe Street Lift Station Upgrade
Town of Hebron	North Water Tower Rehab
Town of Hebron	New clarifier/digester sewer plant
Town of Hebron	Wilson street water line replacement &
Town of Hebron	North side sewer extension
Town of Hebron	Water plant upgrade and repairs
Chesterton	15th Street Sewer Reline
Chesterton	Storm Water Lift Station
Town of Porter	The Brickyard
Chesterton, Unincorporated Porter	Town of Chesterton Second Fire Station
Hammond	Gateway Promenade
Merrillville	Merrillville Flood Reduction Project
Unincorporated Lake County	Schererville Heights Flood Diversion

Project Hammond	Woodmar Center
Highland	Lincoln Center Reconstruction
Whiting	Downtown Business District Retail Incubator

POTENTIAL CITY FUNDING

Great Lakes Development	Gary/Chicago Ferry Service
Innovative Energy Solution	Greener and More Prosperous Indiana

FUTURE POTENTIAL - INCOMPLETE SUBMISSION

City of LaPorte	LaPorte County Water & Sanitary Sewer
Potentially LaPorte	Rolling Prairie Sanitary Sewer
LaPorte County	Rolling Prairie Storm Sewer
City of LaPorte	LaPorte Civic Auditorium Fire Protection
City of LaPorte	Boyd Blvd. West Water Main
Extension City of LaPorte/LaPorte County	Fail Road South Water Main
City of LaPorte/LaPorte County	Indiana Summit Farm Water Supply
City of LaPorte/LaPorte County	Water Main Extension LaPorte
Fairgrounds City of LaPorte	LaPorte Airport Water Main Loop
City of LaPorte/LaPorte County	West Stone Lake Well Field

SECTION SEVEN

CEDS PLAN OF ACTION

After projects are identified and prioritized, mechanisms must be in place to ensure that these plans come to fruition. NIRPC will be taking several actions to drive successful execution of the plan.

Apply for a Planning Grant

With the CEDS in place, NIRPC will apply to the EDA for a Planning Grant to ensure the momentum and Board commitment continue into implementation. The grant will be used to staff endeavors designed to execute the plan.

Establish Effective Processes

The Board and Strategic Committee will meet regularly to establish and implement processes to identify high potential projects, update the CEDS, and monitor project performance. A key function of the Board is to measure economic impact associated with its activities.

Secure Funding

It is the intent of NIRPC to assist organizations with high potential projects to secure funds through the EDA and other sources. Assistance will include sourcing funding options, providing application guidance and establishing performance metrics.

Coordination of Economic Development Efforts

As identified earlier in the plan, economic development efforts in the Region have been disparate and sometimes ineffective. NIRPC will serve as a coordinator and clearinghouse for Regional economic development efforts in conjunction with the Northwestern Indiana Regional Planning Commission, Northwest Indiana Forum, and other partner organizations. The CEDS will anchor activities and provide focus.

Actively Pursue a Partnership with Jumpstart

To accelerate the goals and objectives set forth in this CEDS it is the desire of the Board to actively pursue a partnership with Jumpstart. Jumpstart is an organization that seeks to leverage stimulus resources to assist communities struggling to transform into healthier, more diverse entrepreneurial economies. They achieve optimal outcomes through strategic alignment and partnership.

JumpStart is proposing to provide the Northwest Indiana Region expertise and tools that can help to build Regional, sustainable entrepreneurial ecosystems that leverage physical and human and virtual assets in targeted communities.

They do so by engaging in the following ways:

1. Opportunity includes providing “entrepreneurial ecosystem” experts, experienced professionals from JumpStart who will work with communities in the Midwest most significantly impacted by distressed economic conditions to help them identify Regional assets that can be leveraged to create economic wealth via entrepreneurship.
2. Special focus on leveraging internet social networking technology which can dramatically increase access and the scale of critical resources required by entrepreneurs and new businesses in communities across the country.

The powerful combination of human expertise and technology has the potential to set the standard for grant-makers and communities nationwide desiring to accelerate economic transformation via entrepreneurship.

Update CEDS

In compliance with EDA requirements, the Board will update the CEDS to incorporate new projects and changes in the economic environment in Northwest Indiana.

SECTION EIGHT PERFORMANCE MEASURES

In order to ensure the viability of any project for which federal or local money was provided, certain performance measures must be in place. These measures are important not only for examining historical projects, but also evaluating potential future investment opportunities. While actual numbers vary by project type and scope, general guidelines are in place to quantify program success. These include job creation and retention, secondary, and private investment, as well as changes to the economic environment.

The Northwest Indiana Economic Development District will be in charge of project oversight to ensure projects stay within budget and on time. Specific oversight guidelines will spelled out as part of each individual plan. In general, however, projects will be monitored to ensure that the funds are being spent in the amount prescribed and that jobs are being created in the numbers specified. The NIRPC Board will ensure that performance measures are optimistic yet attainable.

Using the Criteria for Scoring, the following performance measures will be used:

Unemployment
Per Capita
Income
Population
Growth Project
Type Project
Readiness
Environmental
Impact Number of
Jobs Created
Dollars of Private Sector Investment

APPENDIX A

Population of Northwest Indiana Towns and Cities



Northwest Indiana
Economic Development
District

APPENDIX A- Population of Northwest Indiana Towns and Cities

Population of Northwest Indiana by County and Town, 2000-2010				
Place	Census 2000	Census	Change	%
			2000-2010	Change
Northwest Indiana	741,468	771,815	30,347	4.1%
Lake County	484,564	496,005	11,441	2.4%
Cedar Lake	9,279	11,560	2,281	24.6%
Crown Point	19,806	27,317	7,511	37.9%
Dyer	13,895	16,390	2,495	18.0%
East Chicago	32,414	29,698	-2,716	-8.4%
Gary	102,746	80,294	-22,452	-21.9%
Griffith	17,334	16,893	-441	-2.5%
Hammond	83,048	80,830	-2,218	-2.7%
Highland	23,546	23,727	181	0.8%
Hobart	25,363	29,059	3,696	14.6%
Lake Station	13,948	12,572	-1,376	-9.9%
Lowell	7,505	9,276	1,771	23.6%
Merrillville	30,560	35,246	4,686	15.3%
Munster	21,511	23,603	2,092	9.7%
New Chicago	2,063	2,035	-28	-1.4%
St. John	8,382	14,850	6,468	77.2%
Schererville	24,851	29,243	4,392	17.7%
Schneider	317	277	-40	-12.6%
Whiting	5,137	4,997	-140	-2.7%
Winfield	2,298	4,383	2,085	90.7%
Unincorporated Lake Co	40,561	43,755	3,194	7.9%
Porter County	146,798	164,343	17,545	12.0%
Beverly Shores	708	613	-95	-13.4%
Burns Harbor	766	1,156	390	50.9%
Chesterton	10,488	13,068	2,580	24.6%
Dune Acres	213	182	-31	-14.6%
Hebron	3,596	3,724	128	3.6%
Kouts	1,698	1,879	181	10.7%
Ogden Dunes	1,313	1,110	-203	-15.5%
Portage	33,496	36,828	3,332	9.9%
Porter	4,972	4,858	-114	-2.3%
Town of Pines	798	708	-90	-11.3%
Valparaiso	27,428	31,730	4,302	15.7%
Unincorporated Porter	61,322	68,487	7,165	11.7%
LaPorte County	110,106	111,467	1,361	1.2%
Kingsbury	229	242	13	5.7%
Kingsford Heights	1,453	1,435	-18	-1.2%
La Crosse	561	551	-10	-1.8%
La Porte	21,621	22,053	432	2.0%
Long Beach	1,559	1,179	-380	-24.4%
Michiana Shores	330	313	-17	-5.2%
Michigan City	32,900	31,479	-1,421	-4.3%
Pottawattamie Park	300	235	-65	-21.7%
Trail Creek	2,296	2,052	-244	-10.6%
Wanatah	1,013	1,048	35	3.5%
Westville	5,211	5,853	642	12.3%
Unincorporated LaPorte	42,633	45,027	2,394	5.6%

Source: U.S. Census Bureau; Prepared by Northwest Indiana Regional Planning

APPENDIX B

Further Location Quotient Data



Northwest Indiana
Economic Development
District

APPENDIX B- Further Location Quotient Data

Location Quotients, Employment, and Wages of Northwest Indiana Economic Sectors

Sector	2001 LO	2007 LO	01-07 % Change	# of Employees	Avg. Annual Wage
NAICS 55 Management of companies and enterprises	0.32	0.48	50.0%	1,979	\$73,216
NAICS 31-33 Manufacturing	1.41	1.45	2.5%	44,664	\$63,267
NAICS 23 Construction	1.16	1.20	3.0%	20,197	\$51,618
NAICS 54 Professional and technical services	0.48	0.48	1.2%	8,188	\$42,127
NAICS 51 Information	0.43	0.40	-7.3%	2,687	\$41,622
NAICS 52 Finance and insurance	0.55	0.52	-5.3%	6,945	\$41,221
NAICS 62 Health care and social assistance	1.16	1.22	4.7%	41,094	\$38,435
NAICS 71 Arts, entertainment, and recreation	2.48	2.13	-14.3%	9,277	\$28,735
NAICS 53 Real estate and rental and leasing	0.78	0.68	-12.8%	3,294	\$27,394
NAICS 56 Administrative and waste services	0.72	0.69	-5.0%	12,821	\$25,565
NAICS 61 Educational services	0.99	1.02	2.4%	5,197	\$24,115
NAICS 44-45 Retail trade	1.09	1.11	2.0%	38,595	\$22,636
NAICS 81 Other services, except public administration	1.13	1.10	-2.8%	10,913	\$22,451
NAICS 72 Accommodation and food services	0.98	1.00	2.6%	25,520	\$11,487

Source: Bureau of Labor Statistics, Bureau of Economic Analysis via Stats Indiana

Compiled by Northwestern Indiana Regional Planning Commission, June 2009

Location Quotients greater than 1 indicate a higher concentration of employment relative to the entire country.

Location Quotients, Employment, and Wages of Northwest Indiana Economic Subsectors

Subsector	2001 LO	2007 LO	01-07 % Change	# of Employees	Avg. Weekly Wage
NAICS 517 Telecommunications	0.39	0.41	6.4%	956	\$1,308
NAICS 237 Heavy and civil engineering construction	0.81	1.04	27.5%	2,292	\$1,202
NAICS 325 Chemical manufacturing	0.90	0.98	8.4%	1,871	\$1,199
NAICS 551 Management of companies and enterprises	0.32	0.48	50.0%	1,979	\$1,189
NAICS 238 Specialty trade contractors	1.09	1.14	4.2%	12,267	\$1,013
NAICS 333 Machinery manufacturing	1.08	1.21	12.0%	3,199	\$1,004
NAICS 454 Nonstore retailers	0.64	0.86	33.3%	826	\$984
NAICS 423 Merchant wholesalers, durable goods	0.96	0.93	-3.1%	6,447	\$952
NAICS 327 Nonmetallic mineral product manufacturing	1.08	1.28	18.8%	1,431	\$926
NAICS 424 Merchant wholesalers, nondurable goods	0.61	0.59	-2.9%	2,697	\$915
NAICS 332 Fabricated metal product manufacturing	1.28	1.39	8.1%	4,798	\$910

**Location Quotients, Employment, and Wages of Northwest Indiana Economic Subsectors
(Cont'd)**

Subsector	2001 LQ	2007 LQ	01-07 % Change	# of Employees	Avg. Weekly Wage
NAICS 621 Ambulatory health care services	1.07	1.17	9.2%	14,223	\$903
NAICS 236 Construction of buildings	1.54	1.43	-7.0%	5,638	\$884
NAICS 326 Plastics and rubber products manufacturing	0.91	1.11	21.5%	1,860	\$854
NAICS 484 Truck transportation	1.62	1.85	14.7%	5,943	\$839
NAICS 541 Professional and Technical Services	0.48	0.48	1.2%	8,188	\$822
NAICS 311 Food manufacturing	0.58	0.65	11.8%	2,139	\$806
NAICS 562 Waste management and remediation services	1.63	1.68	3.0%	1,325	\$802
NAICS 524 Insurance carriers and related activities	0.37	0.37	-0.6%	1,787	\$774
NAICS 441 Motor vehicle and parts dealers	1.13	1.05	-6.8%	4,456	\$728
NAICS 493 Warehousing and storage	1.13	0.86	-23.6%	1,266	\$694
NAICS 511 Publishing industries, except Internet	0.63	0.57	-9.4%	1,141	\$685
NAICS 522 Credit intermediation and related activities	0.83	0.74	-11.6%	4,718	\$682
NAICS 611 Educational services	0.99	1.02	2.4%	5,197	\$667
NAICS 811 Repair and maintenance	1.24	1.32	6.0%	3,667	\$626
NAICS 713 Amusements, gambling, and recreation	3.34	2.81	-15.7%	8,921	\$608
NAICS 323 Printing and related support activities	0.52	0.50	-3.4%	696	\$585
NAICS 446 Health and personal care stores	1.21	1.27	4.7%	2,817	\$582
NAICS 339 Miscellaneous manufacturing	0.81	1.00	24.7%	1,430	\$579
NAICS 442 Furniture and home furnishings stores	0.92	0.91	-1.0%	1,167	\$561
NAICS 335 Electrical equipment and appliance mfg	0.23	0.18	-21.4%	167	\$550
NAICS 321 Wood product manufacturing	0.38	0.41	9.7%	478	\$531
NAICS 444 Building material and garden supply stores	1.26	1.34	6.3%	3,909	\$507
NAICS 531 Real estate	0.67	0.61	-9.0%	2,042	\$507
NAICS 443 Electronics and appliance stores	0.65	0.87	33.1%	1,049	\$460
NAICS 623 Nursing and residential care facilities	1.05	1.11	6.3%	7,319	\$458
NAICS 561 Administrative and support services	0.69	0.64	-6.8%	11,496	\$455
NAICS 812 Personal and laundry services	1.32	1.28	-2.8%	3,742	\$357

Location Quotients, Employment, and Wages of Northwest Indiana Economic Subsectors (Cont'd)

Subsector	2001 LQ	2007 LQ	01-07 % Change	# of Employees	Avg. Weekly Wage
NAICS 451 Sporting goods, hobby, book and music stores	0.72	1.19	65.2%	1,757	\$350
NAICS 447 Gasoline stations	1.80	1.62	-9.6%	3,112	\$346
NAICS 813 Membership associations and organizations	1.17	1.13	-3.7%	3,364	\$346
NAICS 445 Food and beverage stores	1.04	1.07	2.6%	6,785	\$345
NAICS 452 General merchandise stores	1.28	1.15	-10.5%	7,747	\$335
NAICS 721 Accommodation	0.51	0.39	-23.3%	1,612	\$322
NAICS 453 Miscellaneous store retailers	0.94	1.15	21.8%	2,227	\$319
NAICS 448 Clothing and clothing accessories stores	0.76	0.82	8.1%	2,751	\$295
NAICS 722 Food services and drinking places	1.08	1.13	4.4%	23,909	\$220

Source: Bureau of Labor Statistics provided LQ and employment information, Indiana Business Research Center provided wage information via Stats Indiana based on ES-202 data. Wages are based on 3rd quarter 2007. Compiled by Northwestern Indiana Regional Planning Commission, June 2009. Location Quotients greater than 1 indicate a higher concentration of employment relative to the entire country.

* This chart compares only subsectors for which data were available for Lake, Porter, and LaPorte Counties in both 2001 and 2007. Six notable subsectors are missing from this analysis, including utilities, petroleum & coal products manufacturing, primary metal manufacturing, transportation equipment manufacturing, hospitals, and social assistance.

Location Quotients by Sector and County in Northwest Indiana, 2007

Industry	Lake County, Indiana	Porter County, Indiana	La Porte County Indiana
Base Industry: Total, all industries	1.00	1.00	1.00
Natural Resources and Mining	0.16	0.30	0.41
Construction	1.17	1.45	0.99
Manufacturing	1.30	1.52	2.02
Trade, Transportation, and Utilities	1.05	1.03	0.98
Information	0.37	0.36	0.60
Financial Activities	0.60	0.53	0.46
Professional and Business Services	0.60	0.59	0.44
Education and Health Services	1.24	1.10	1.08
Leisure and Hospitality	1.20	1.05	1.19
Other Services	1.11	1.19	0.93
Unclassified	0.08	NC	0.08

Footnote: (NC) Not

Location Quotient: Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area

Source: Bureau of Labor Statistics

Location Quotients greater than 1 indicate a higher concentration of employment relative to the entire country

Subsectors with Location Quotients Greater than 2.00 in Northwest Indiana Counties in 2007

Industry	Lake County	Porter County	La Porte County
Base Industry: Total, all industries	1.00	1.00	1.00
NAICS 236 Construction of buildings	1.18	2.20	1.54
NAICS 311 Food manufacturing	0.45	0.21	2.14
NAICS 324 Petroleum and coal products manufacturing	10.82	ND	ND
NAICS 326 Plastics and rubber products manufacturing	0.83	0.93	2.59
NAICS 331 Primary metal manufacturing	19.41	26.73	9.35
NAICS 332 Fabricated metal product manufacturing	0.97	2.19	2.17
NAICS 333 Machinery manufacturing	0.42	0.75	5.30
NAICS 484 Truck transportation	2.04	1.67	1.27
NAICS 562 Waste management and remediation services	2.07	1.32	0.41
NAICS 611 Educational services	0.79	2.24	0.42
NAICS 713 Amusements, gambling, and recreation	3.24	0.97	3.34
Footnotes: (ND) Not Disclosable			
Location Quotient: Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area			

Source: Bureau of Labor Statistics

Location Quotients greater than 1 indicate a higher concentration of employment relative to the entire country

APPENDIX C

Industry Cluster Analysis



NIRPC Economic Development District

Table of Contents

UNDERSTANDING NIRPC EDD REGIONAL ECONOMICS

Regional Maps	3
Chicago Region County Changes 1998-2013	4-5
Economic Performance Metrics – 2013	6-10
Top Industry Clusters	11-23
Importance of Chicago to Northwest Indiana	24-30

TRADED INDUSTRY CLUSTERS

Northwest Indiana Traded Industry Clusters	31-37
Employment by Traded Cluster 1998-2013	38-42
Establishments by Traded Clusters 1998-2013	43-47
Employment Traded Clusters 2013	48-52
Wages by Traded Cluster 2013	54-57
Job Creation by Traded Cluster 1998 – 2013	58-62
Specialization by Traded Cluster 1998 – 2013	63-67
Innovation by Traded Cluster 1998 – 2013	68-72

LOCAL INDUSTRY CLUSTERS ANALYSIS

Employment by Local Cluster 2013	73-77
Wages by Local Cluster 2013	78-82
Job Creation by Local Cluster 1998 – 2013	83-87
Specialization by Local Cluster 1998 – 2013	88-92

NIRPC EDD POPULATION BY AGE GROUP

Youth Population 1998 – 2013	93-97
Young Adult Population 1998 – 2013	98-102
Older Adult Population 1998 – 2013	103-107



NIRPC Economic Development District



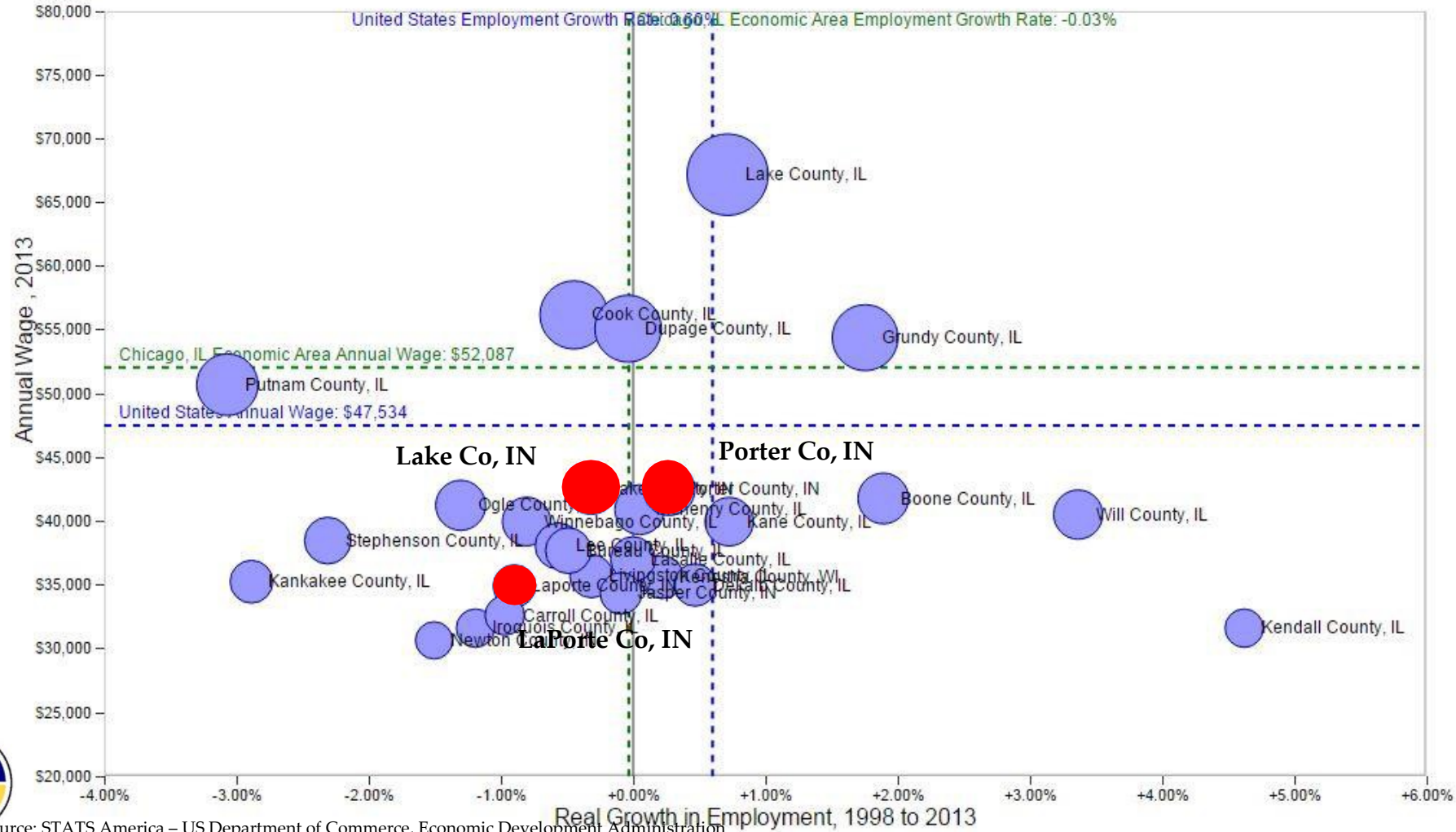
Greater Chicago Economic Region



Source: STATS America – US Department of Commerce, Economic Development Administration

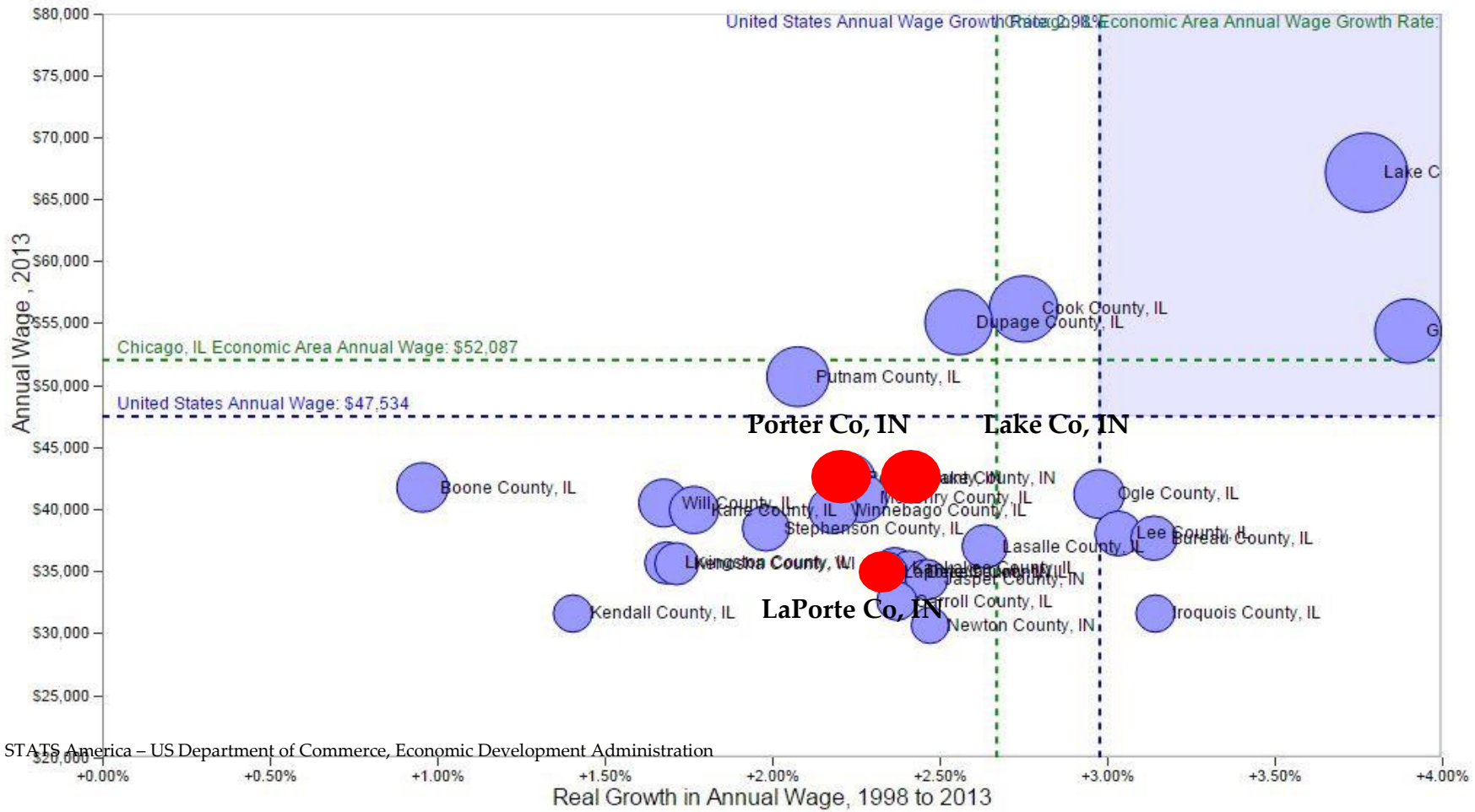
Chicago, IL Economic Area Sub-Regions Employment Performance

Private, Non-Agricultural Employment, 1998 - 2013



Source: STATS America - US Department of Commerce, Economic Development Administration

Chicago, IL Economic Area Sub-Regions Annual Wage Performance Average Private Wage, 1998 - 2013



Source: STATS America – US Department of Commerce, Economic Development Administration

ECONOMIC PERFORMANCE METRICS - 2013



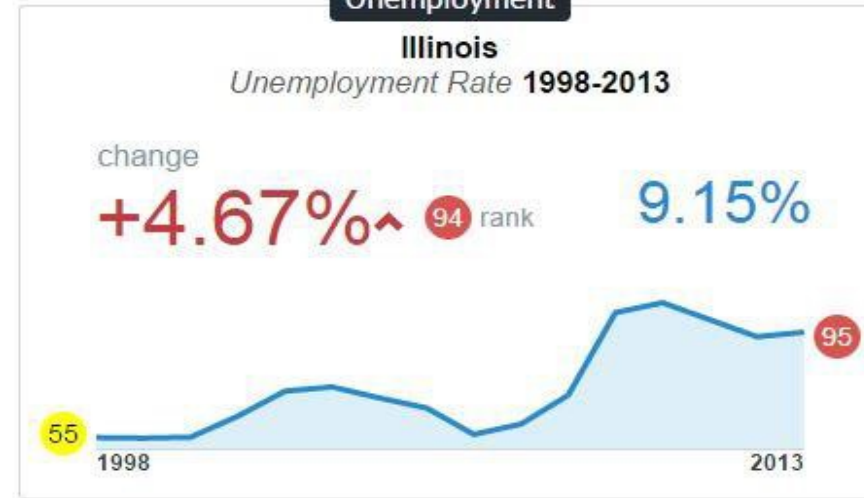
Ranks are by percentile from 1-100 among all 179 U.S. economic areas:

- 1-20 (first quintile)
- 21-40 (second quint.)
- 41-60 (third quint.)
- 61-80 (fourth quint.)
- 81-100 (fifth quint.)

Prosperity



Unemployment



Annual Wage



Employment



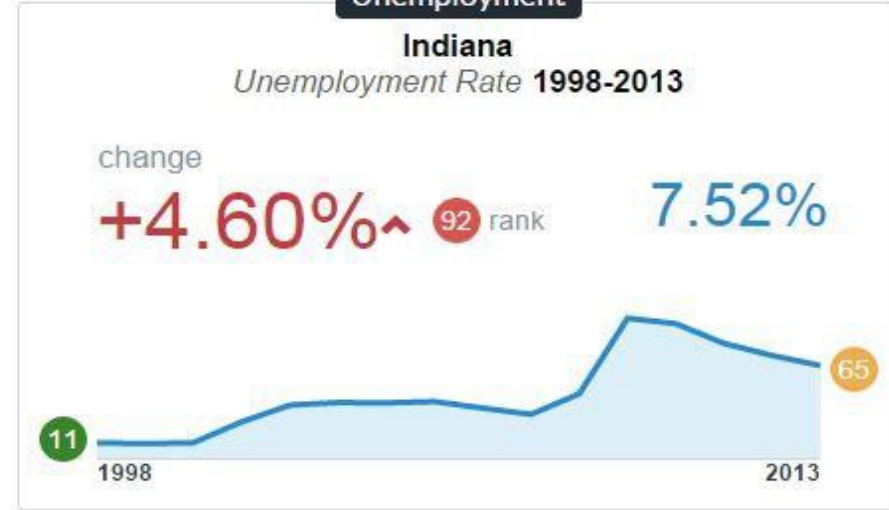
Ranks are by percentile from 1-100 among all 3221 U.S. counties:

- 1-20 (first quintile)
- 21-40 (second quint.)
- 41-60 (third quint.)
- 61-80 (fourth quint.)
- 81-100 (fifth quint.)

Prosperity



Unemployment



Annual Wage



Employment



Performance



Regional economic performance can be measured by indicators of overall performance directly related to the standard of living in a region, as well as intermediate indicators of economic activity that may or may not translate into a region's standard of living.

Outcomes



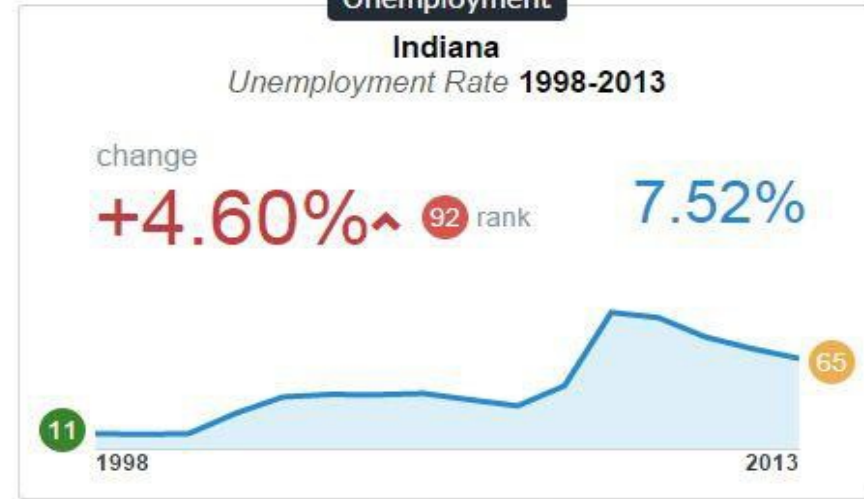
Ranks are by percentile from 1-100 among all 3221 U.S. counties:

- 1-20 (first quintile)
- 21-40 (second quintile)
- 41-60 (third quintile)
- 61-80 (fourth quintile)
- 81-100 (fifth quintile)

Prosperity



Unemployment



Annual Wage



Employment



TOP INDUSTRY CLUSTERS



TRADED CLUSTERS

THE ENGINES OF REGIONAL ECONOMIES

- Serve markets in other regions or nations
- Concentrated in regions that afford specific competitive advantages
- Example industries: aircraft manufacturing, management consulting, iron ore mining

LOCAL CLUSTERS

THE FOUNDATION OF LOCAL ECONOMIES

- Sell products and services primarily for the local market
- Located in every region
- Example industries: drug stores, physician offices, elementary schools, radio networks

Traded vs. Local Share of the U.S. Economy



Traded Clusters 51

-  Aerospace & Defense
-  Agriculture
-  Apparel
-  Automotive
-  Biopharma
-  Business Services
-  Coal Mining
-  Communications
-  Construction
-  Distribution & eCommerce
-  Downstream Chemicals
-  Downstream Metals
-  Education
-  Electric Power
-  Environmental Services
-  Financial Services
-  Fishing
-  Food Processing
-  Footwear
-  Forestry
-  Furniture
-  Hospitality
-  IT
-  Insurance
-  Jewelry
-  Leather Products
-  Lighting
-  Livestock
-  Marketing
-  Medical Devices
-  Metal Mining
-  Metalworking
-  Music
-  Nonmetal Mining

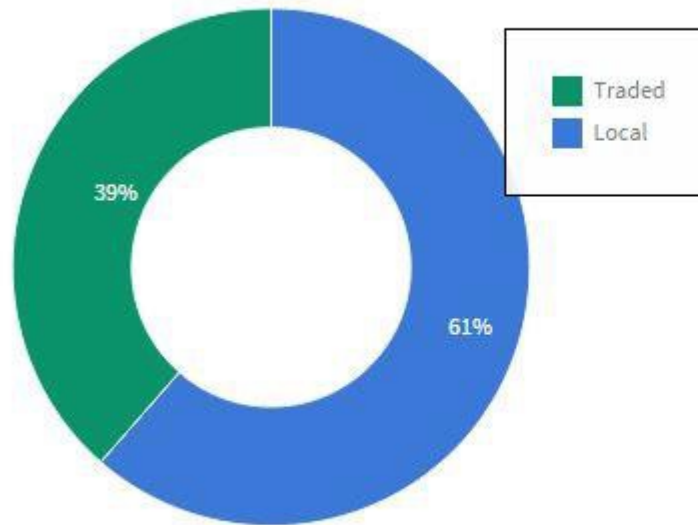
Local Clusters 16

-  Commercial Services
-  Community Organizations
-  Education
-  Entertainment
-  Financial Services
-  Food & Beverage
-  Health Services
-  Hospitality
-  Household Goods
-  Industrial Products
-  Logistics
-  Motor Vehicles
-  Personal Services
-  Real Estate
-  Retail
-  Utilities
-  Oil & Gas
-  Paper & Packaging
-  Performing Arts
-  Plastics
-  Printing
-  Production Technology
-  Recreational Goods
-  Textiles
-  Tobacco
-  Trailers & Appliances
-  Transportation
-  Upstream Chemicals
-  Upstream Metals
-  Video Production
-  Vulcanized Materials
-  Water Transport
-  Wood Products

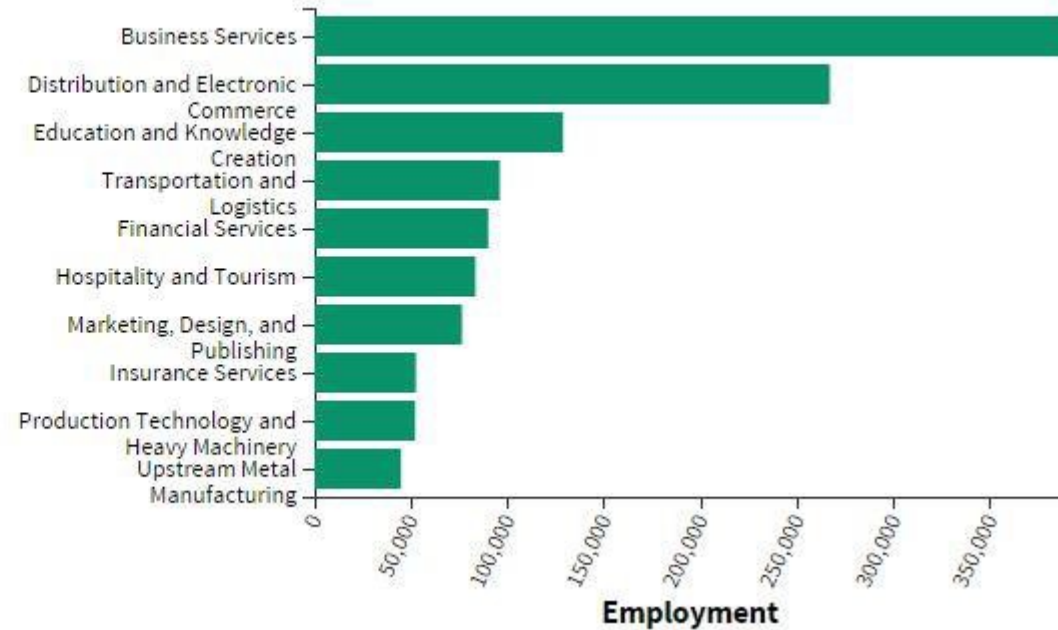


CHICAGO ECONOMIC REGION INDUSTRY CLUSTERS

Traded vs. Local Clusters

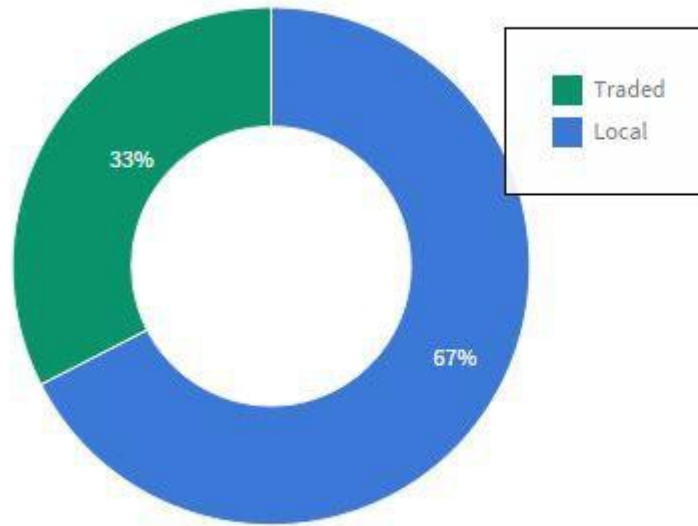


Top Clusters by Employment

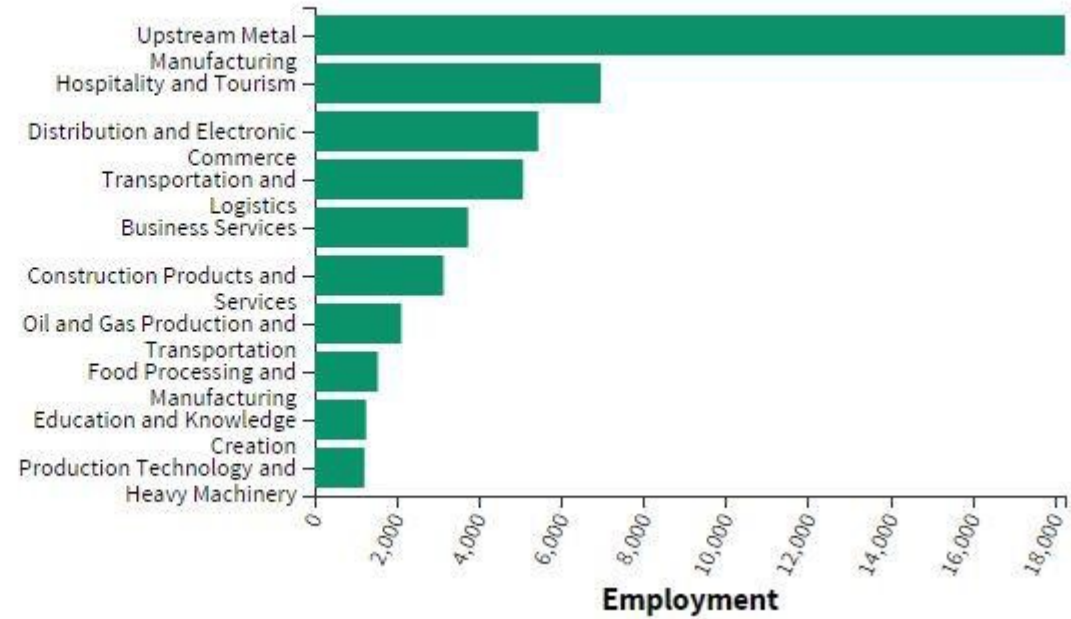


LAKE COUNTY INDUSTRY CLUSTERS

Traded vs. Local Clusters



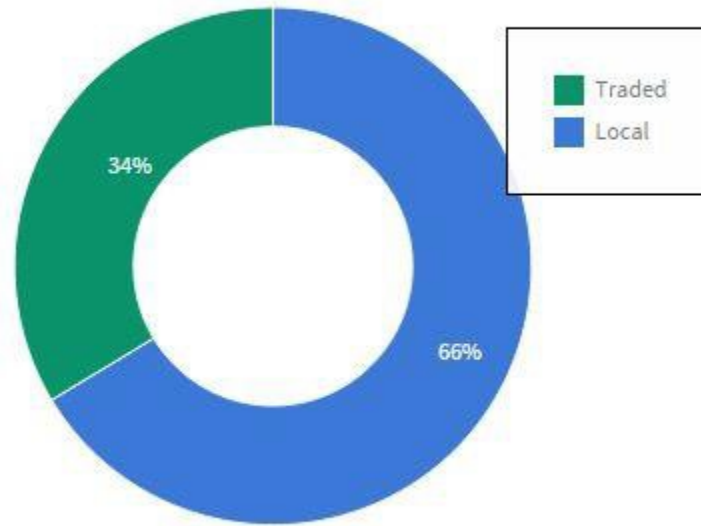
Top Clusters by Employment



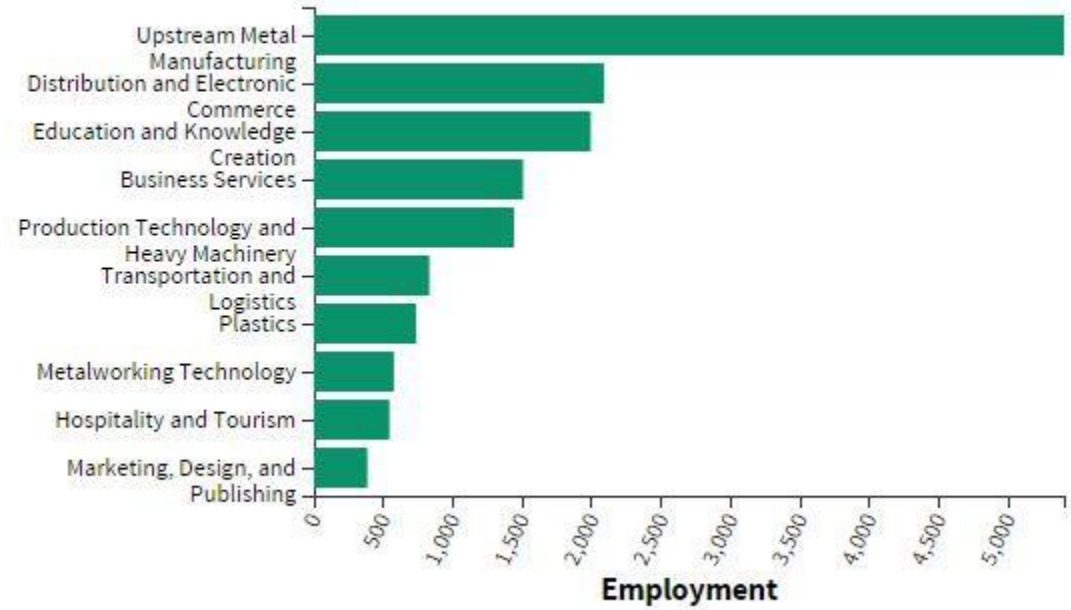
PORTER COUNTY INDUSTRY CLUSTERS



Traded vs. Local Clusters



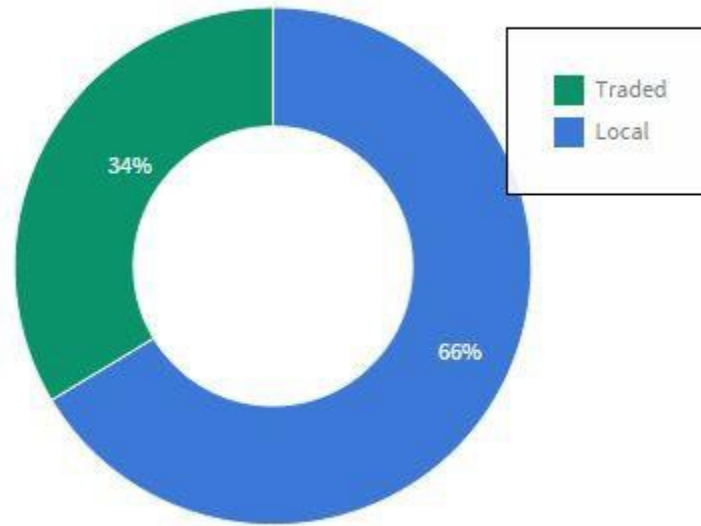
Top Clusters by Employment



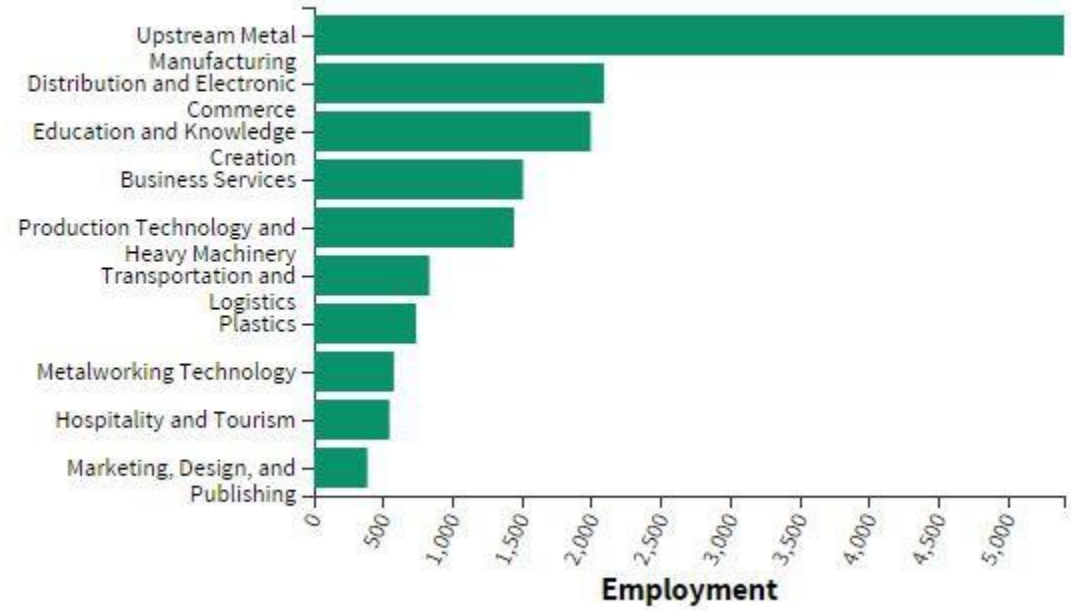
LAPORTE COUNTY INDUSTRY CLUSTERS



Traded vs. Local Clusters



Top Clusters by Employment



CHICAGO ECONOMIC REGION

Cluster Portfolio

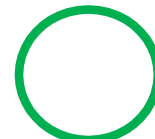
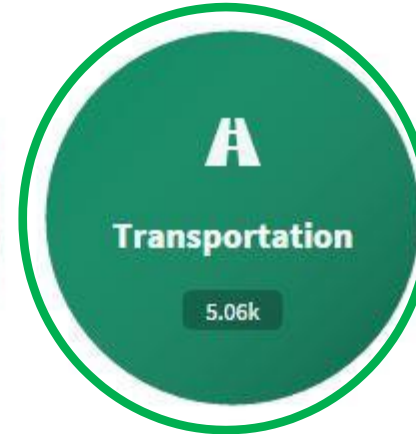
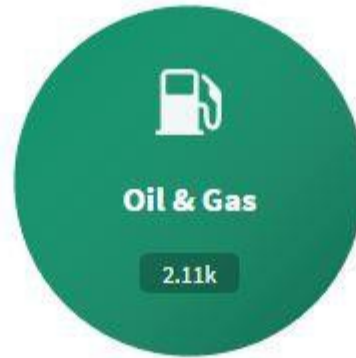
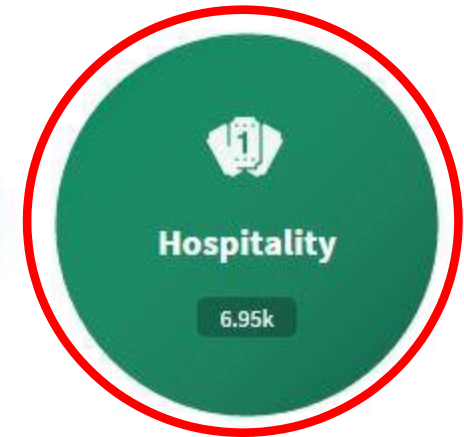
10
Traded
Clusters



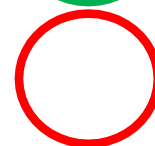
Chicago Economic Region Cluster matching Northwest Indiana County Clusters

Lake County Cluster Portfolio

11
Traded
Clusters



Northwest Indiana County Cluster matching Chicago Cluster

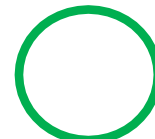
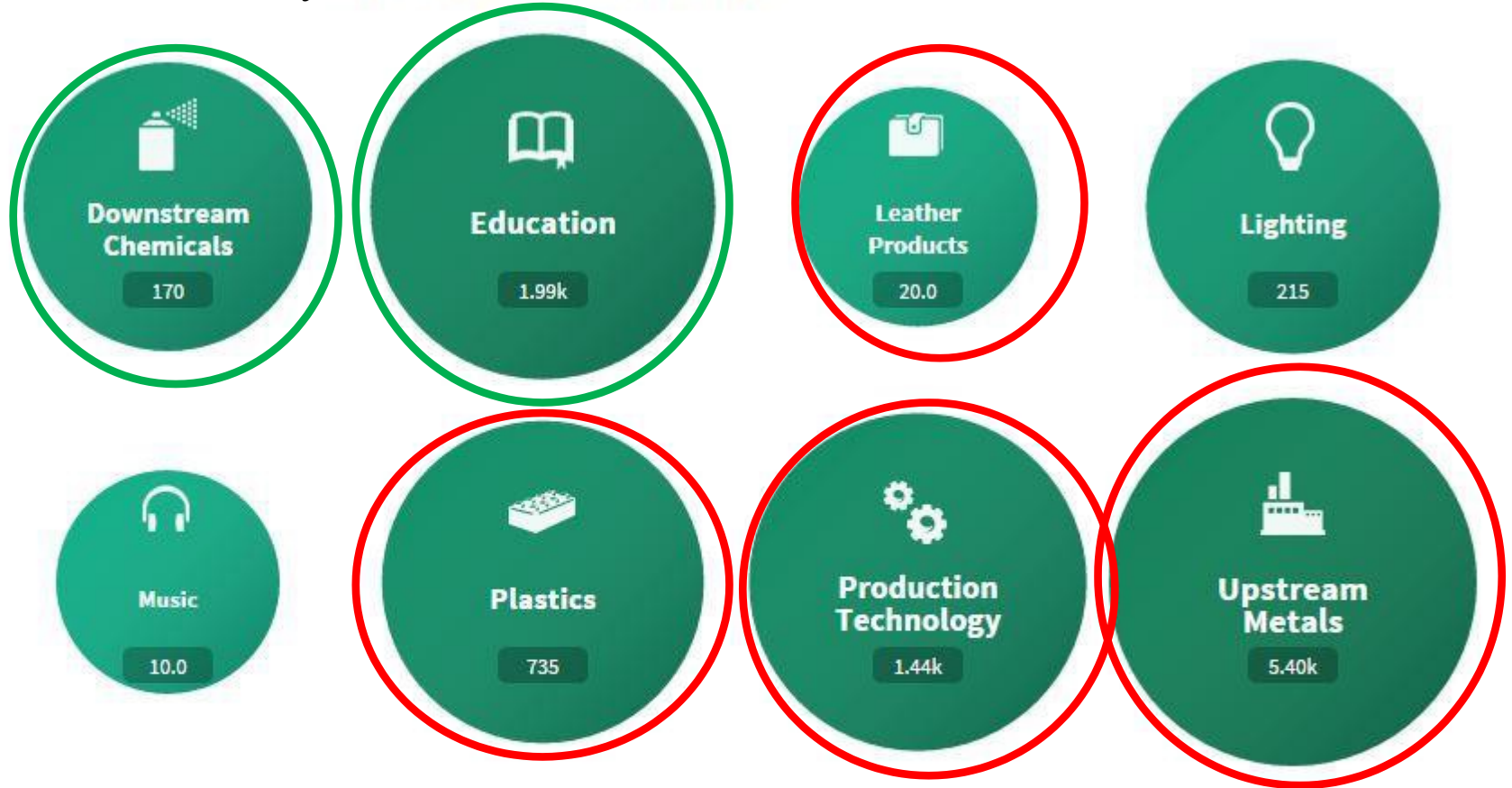


Northwest Indiana Co. Cluster Matching another Co. Cluster

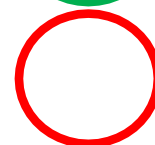


Porter County Cluster Portfolio

10
Traded
Clusters



Northwest Indiana County Cluster matching Chicago Cluster

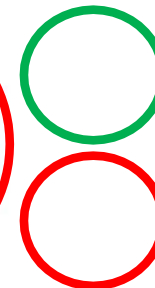
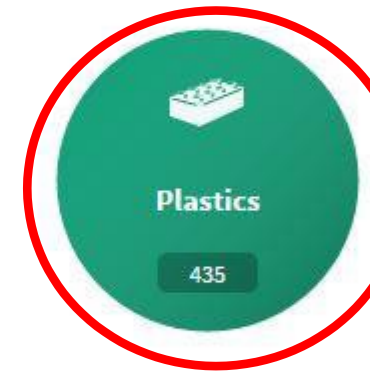
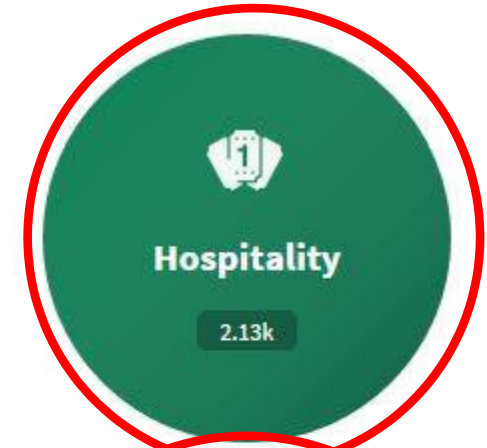


Northwest Indiana Co. Cluster Matching another Co. Cluster



LaPorte County Cluster Portfolio

12
Traded
Clusters



Northwest Indiana County Cluster matching Chicago Cluster

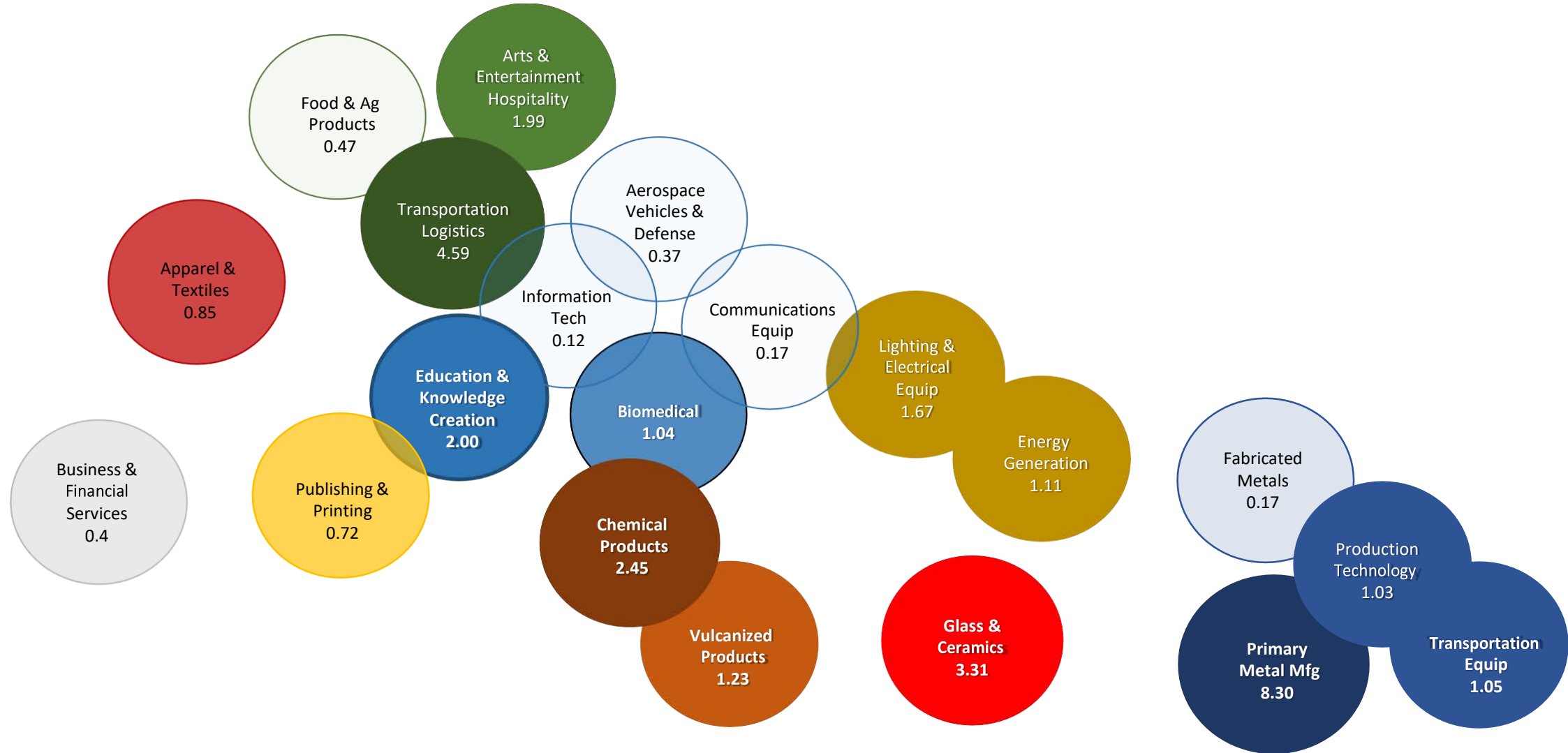
Northwest Indiana Co. Cluster Matching another Co. Cluster



Chg 98-13	Traded Industry Clusters	CHICAGO REGION	Lake County	Porter County	LaPorte County
	Automotive				
	Biopharma				
	Construction				
	Distribution & Ecommerce				
	Downstream Chemicals				
	Downstream Metals				
	Education				
	Environmental Services				
	Financial Services				
	Hospitality				
	Leather Products				
	Lighting				
	Marketing				
	Medical Devices				
	Metalworking				
	Music				
	Oil & Gas				
	Paper & Packaging				
	Plastics				
	Printing				
	Production Technology				
	Transportation				
	Upstream Chemicals				
	Upstream Metals				
	Vulcanized Materials				
	Water Transport				
	Increased Jobs 98-13				
	Decreased Jobs 98-13				

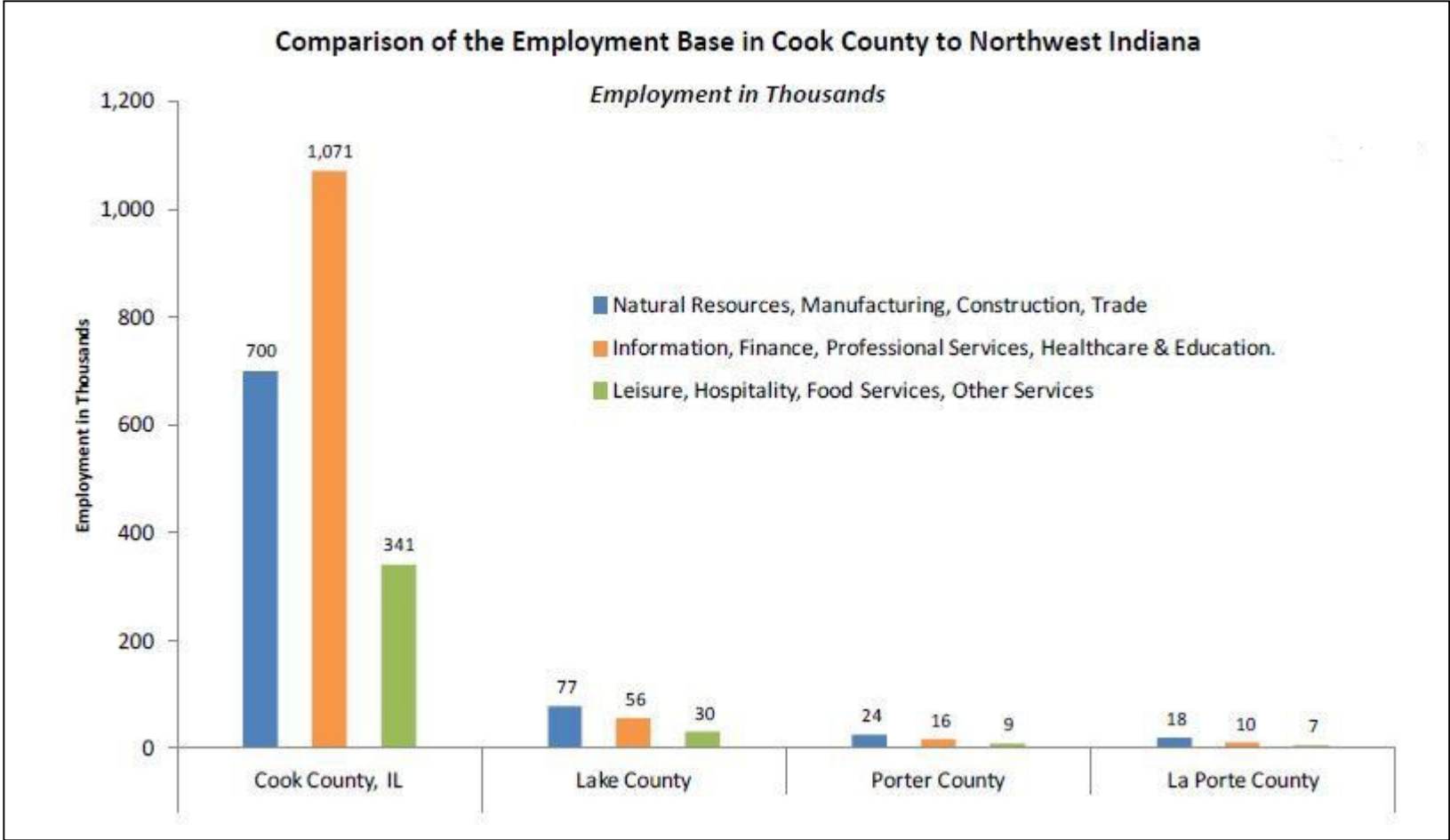


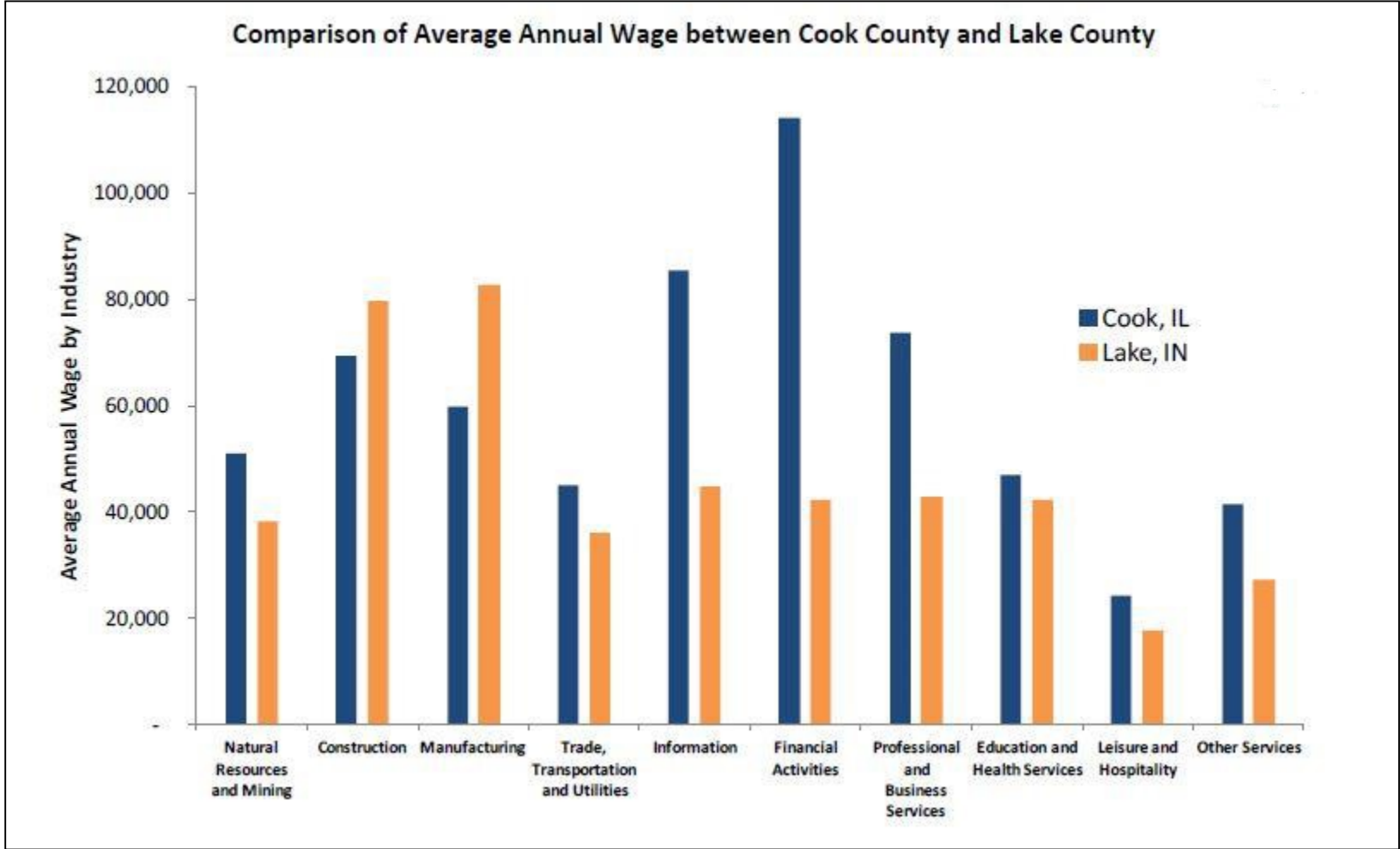
NORTHWEST INDIANA ECONOMIC DEVELOPMENT DISTRICT REGIONAL - TRADED CLUSTER LINKAGES - 2013



IMPORTANCE OF CHICAGO TO Northwest Indiana



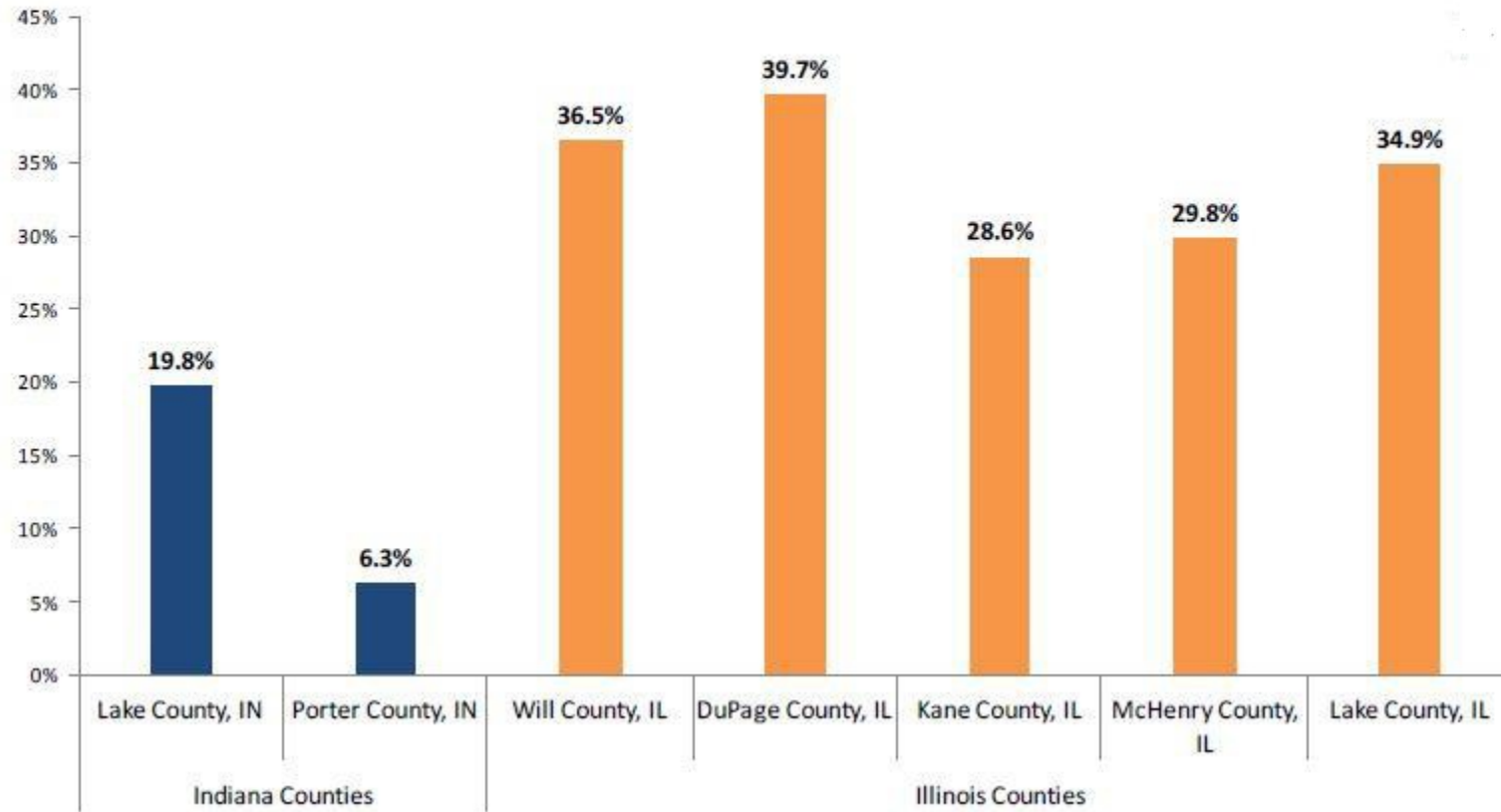




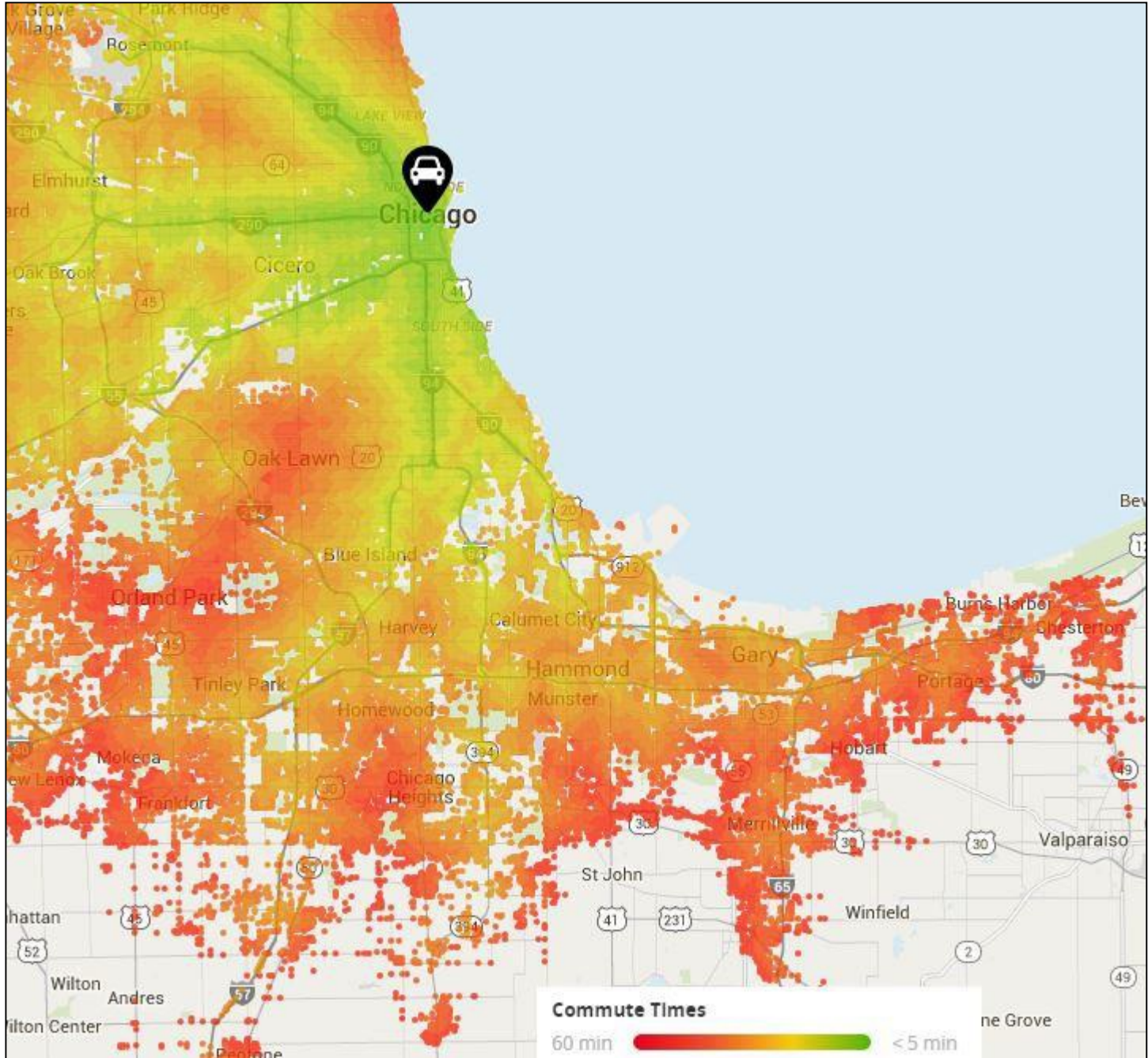
Source: NWI Regional Development Authority

Regional Commuting Trends

Percentage of Workforce Commuting to Cook County, Illinois

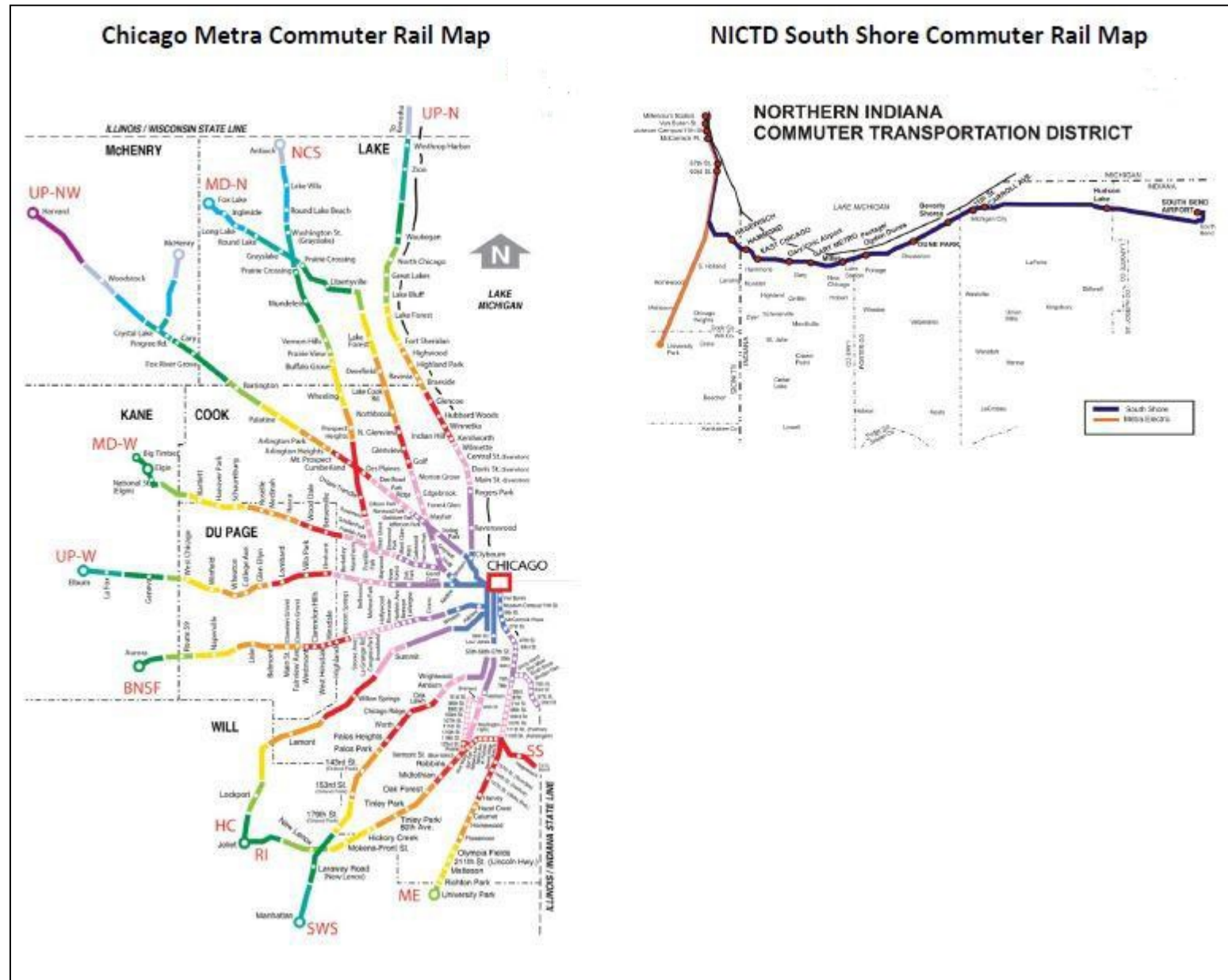


Downtown Chicago Commute Times



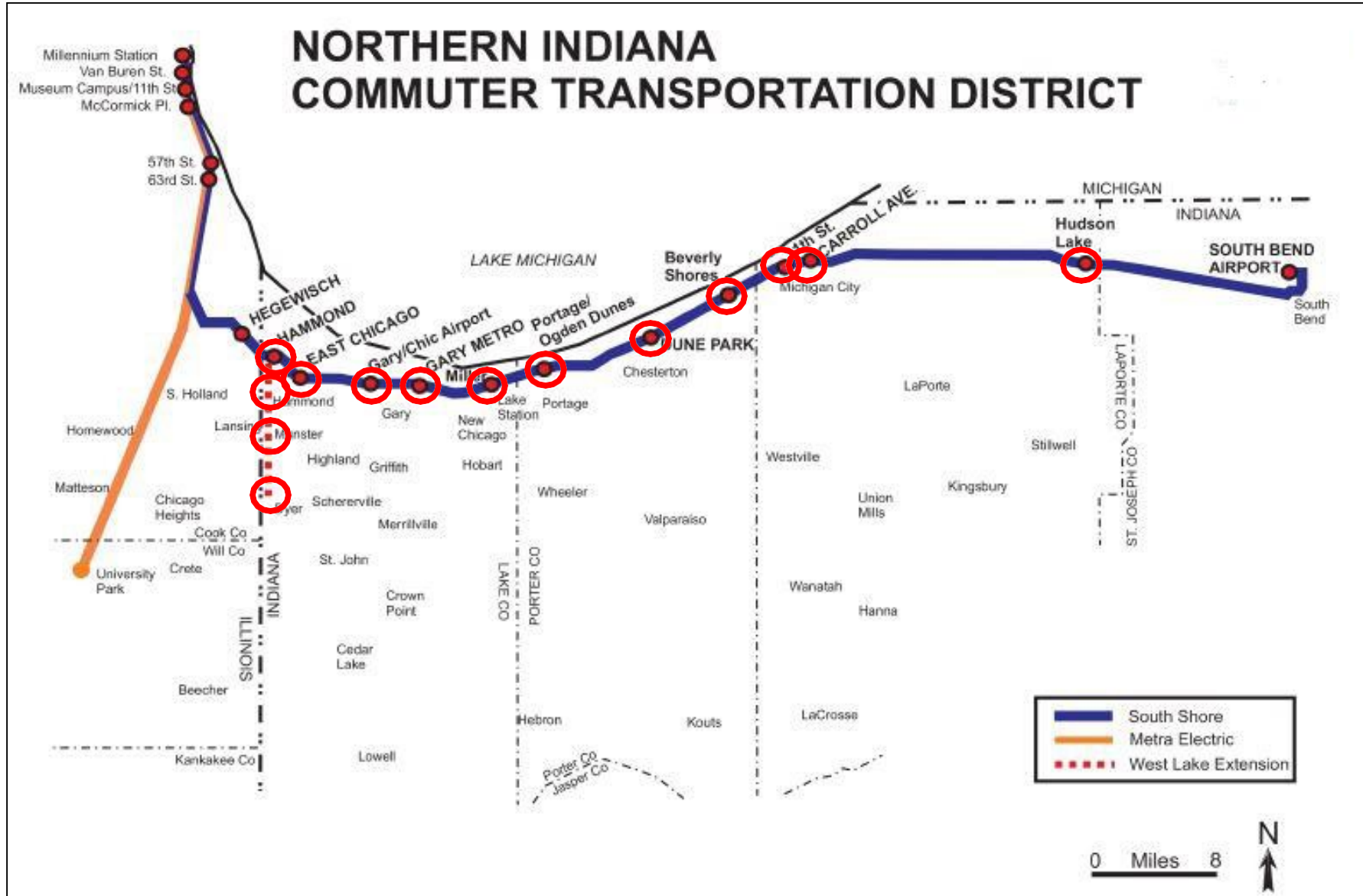
Source: Trulia and RATIO

Transit Connectivity Downtown Chicago



Source: METRA and NICTD

TRANSIT
ORIENTED
DEVELOPME
T AREAS



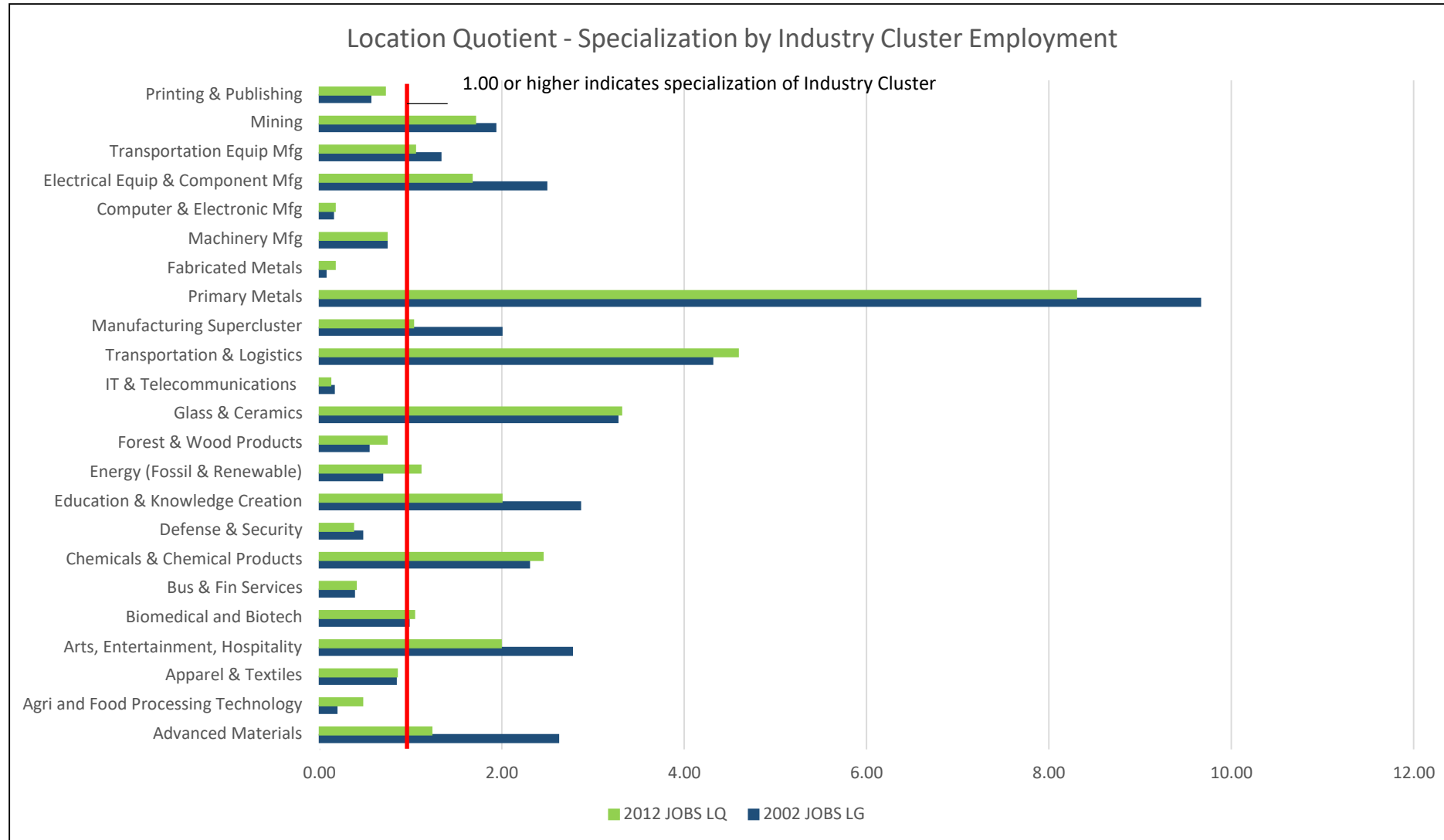
Source: Northern Indiana Commuter Transportation District



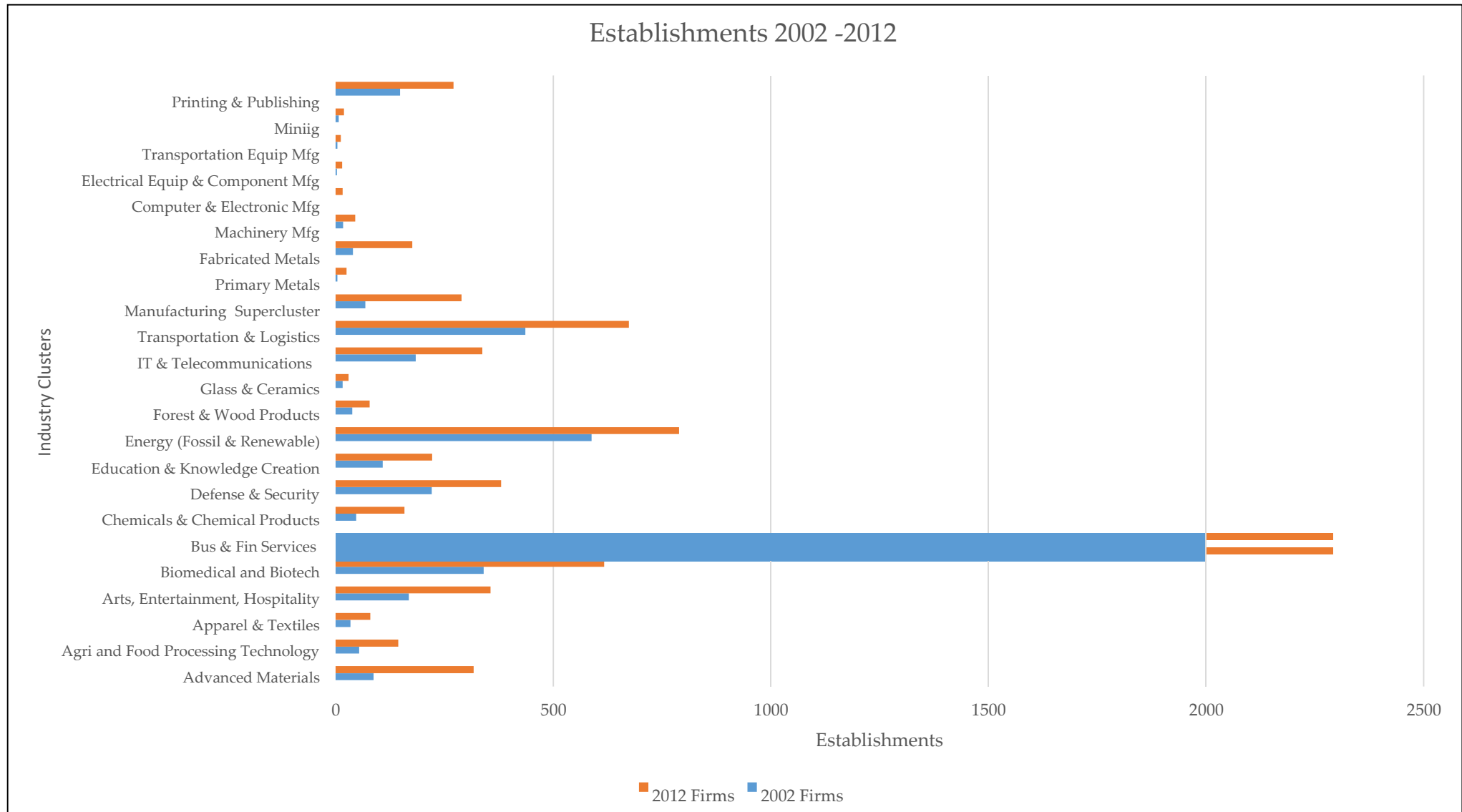
Northwest Indiana REGION Traded Industry Clusters



Northwest Indiana Industry Clusters



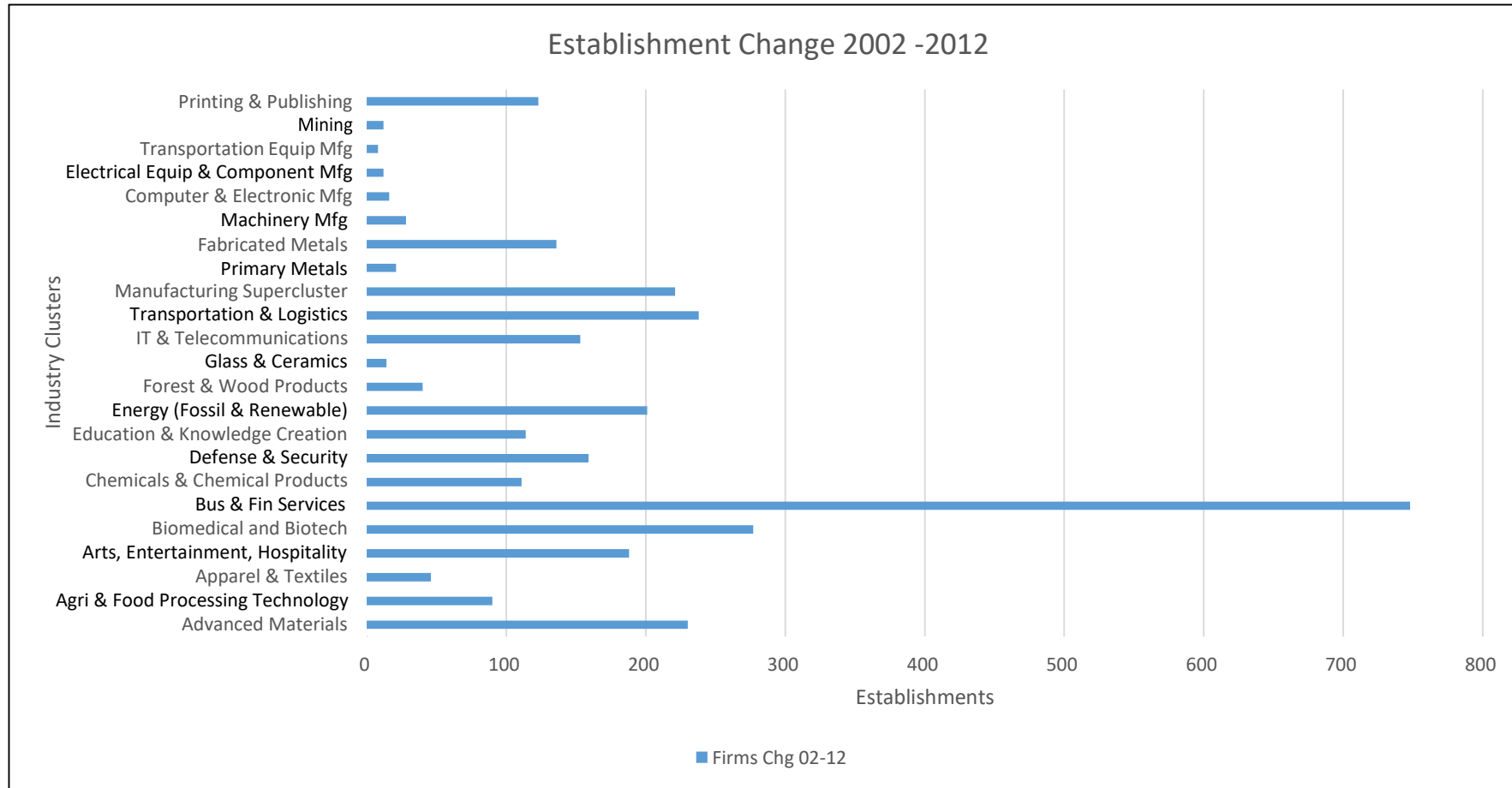
Northwest Indiana Industry Clusters



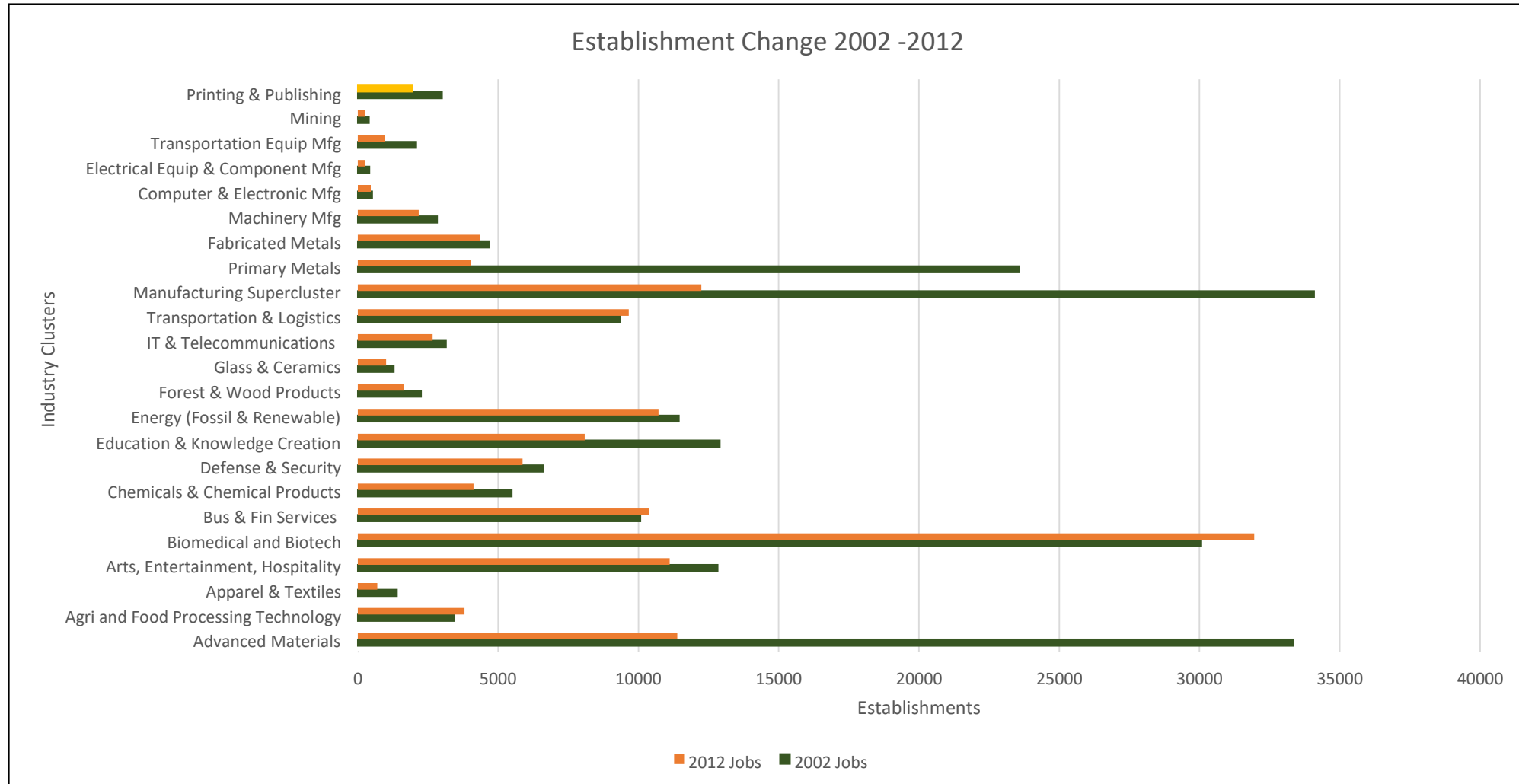
Source: STATS America – US Department of Commerce, Economic Development Administration



Northwest Indiana Industry Clusters



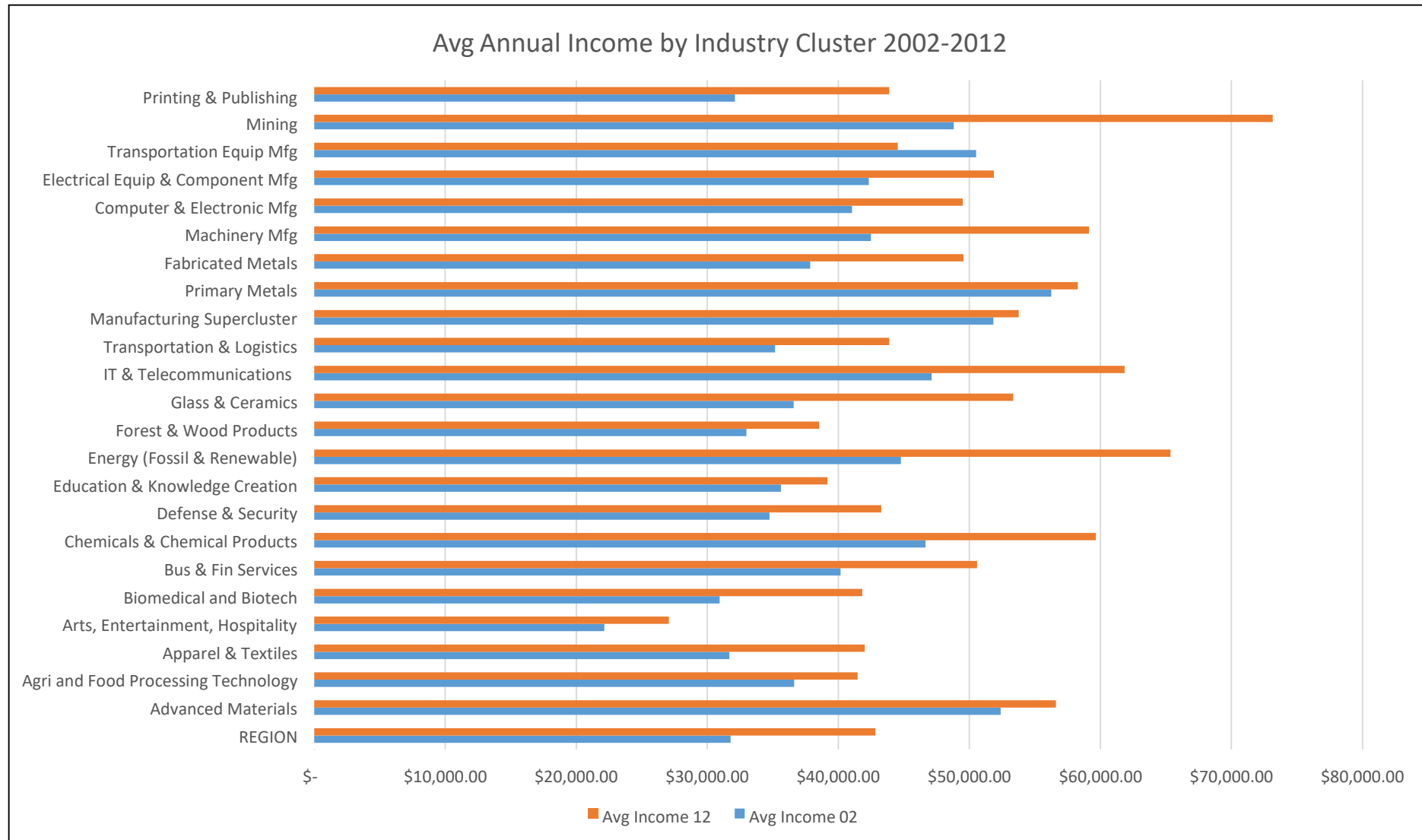
Northwest Indiana Industry Clusters



Northwest Indiana Industry Clusters



Northwest Indiana Industry Clusters

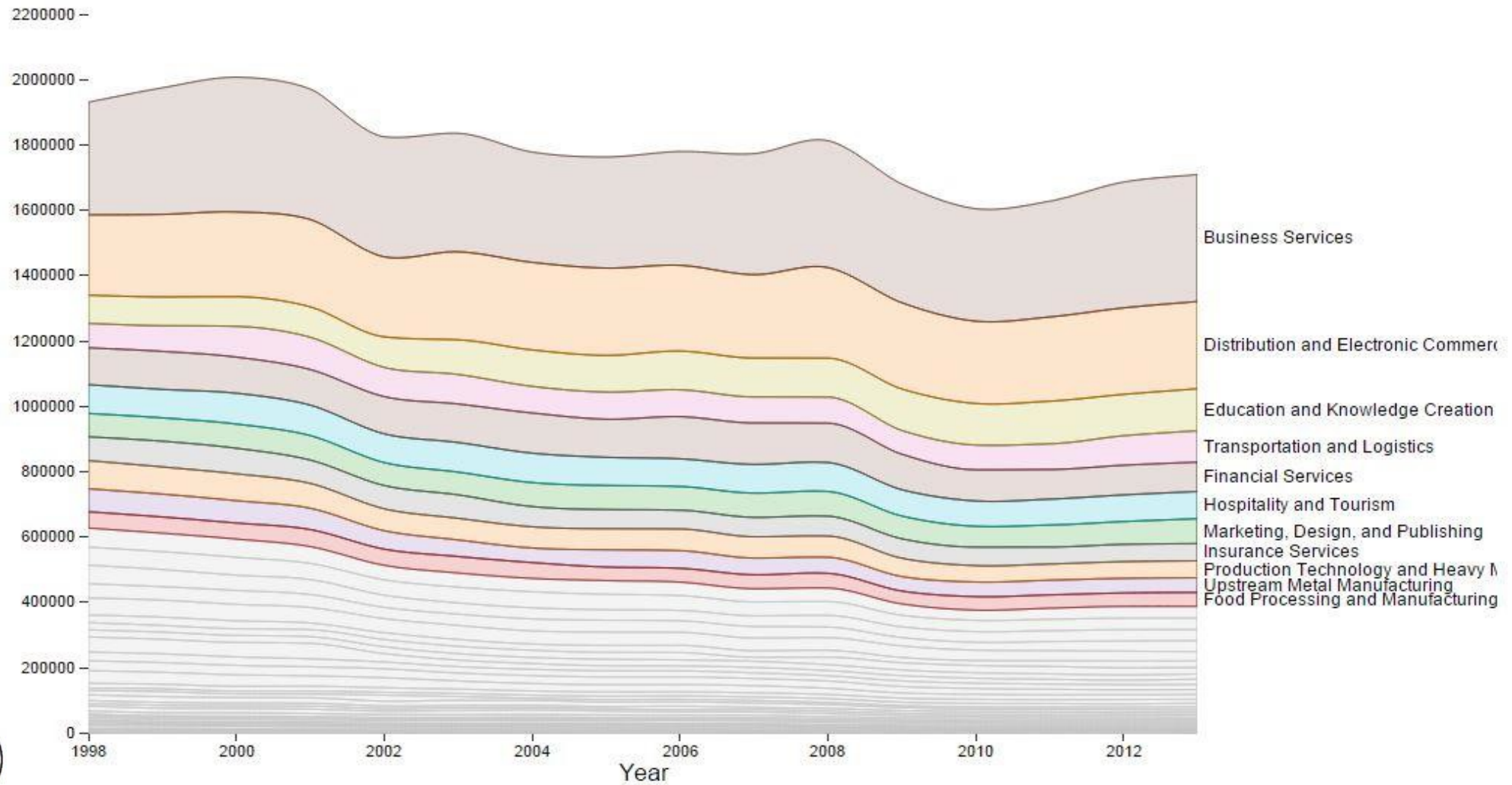


EMPLOYMENT TRADED CLUSTERS 1998 - 2013



Chicago-Naperville-Michigan City, IL-IN-WI

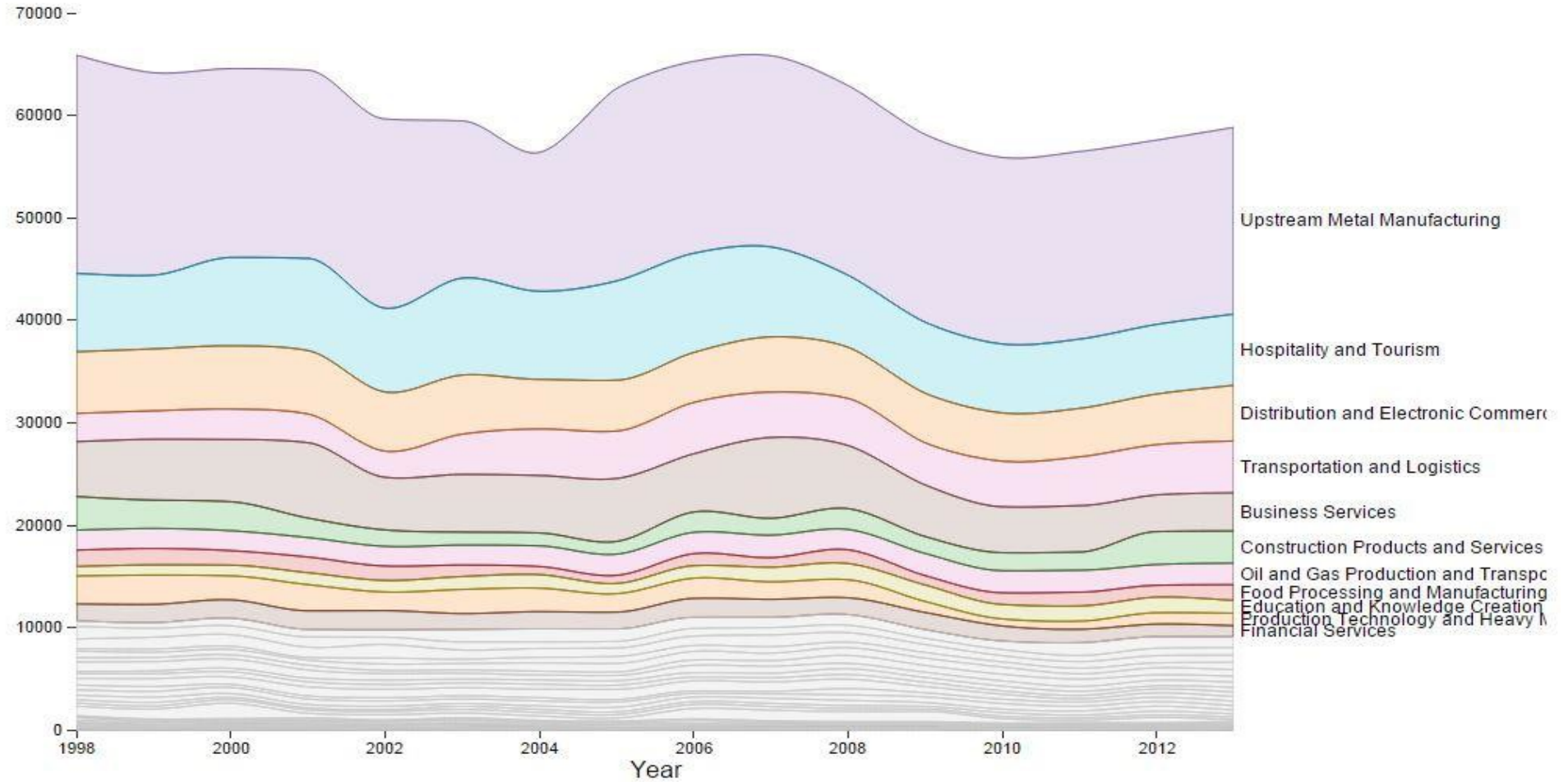
Employment Time series by Traded Cluster, 1998-2013



Source: STATS America – US Department of Commerce, Economic Development Administration

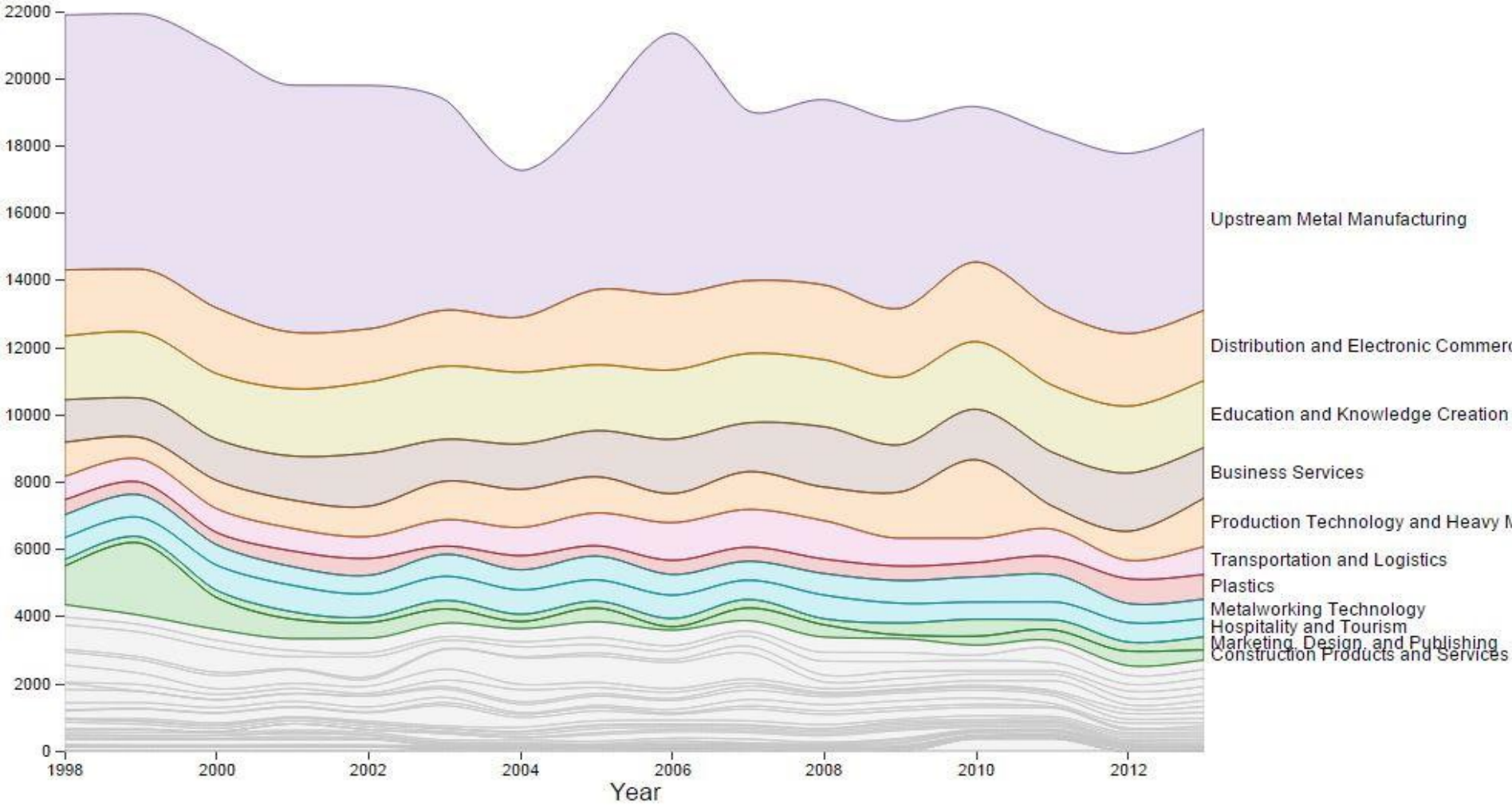
Lake County

Employment Time series by Traded Cluster, 1998-2013



Porter County

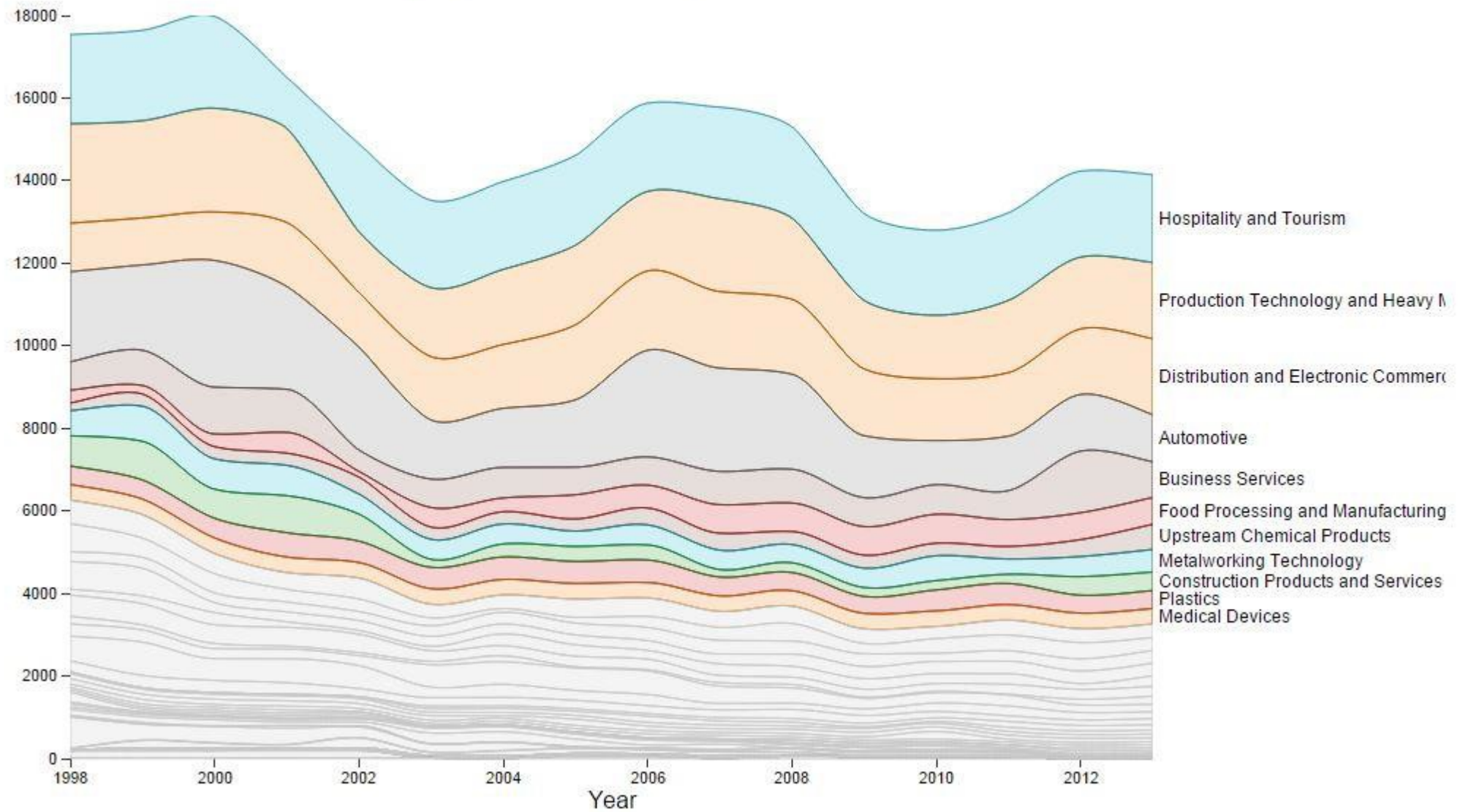
Employment Time series by Traded Cluster, 1998-2013



Source: STATS America – US Department of Commerce, Economic Development Administration

LaPorte County

Employment Time series by Traded Cluster, 1998-2013



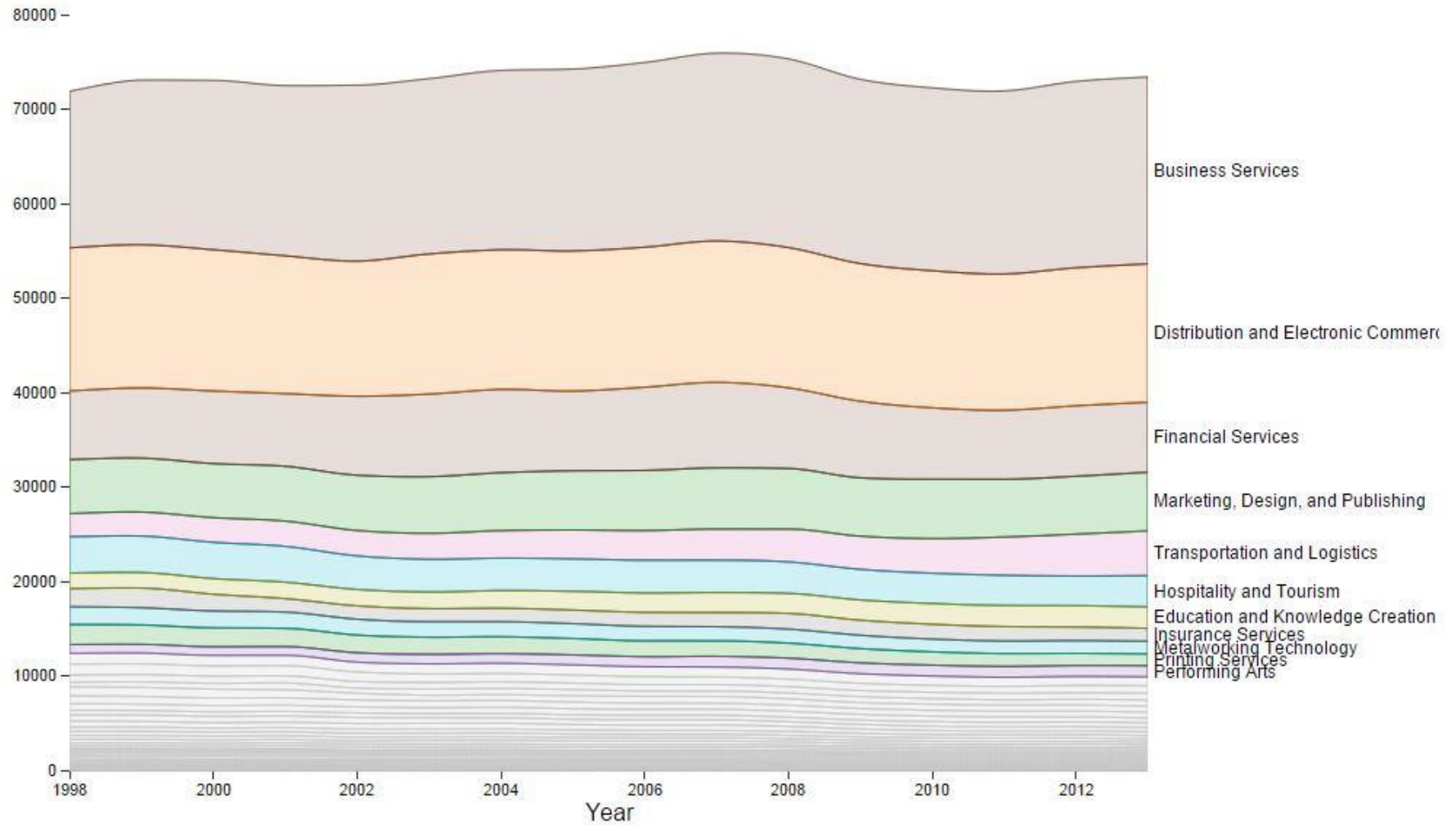
Source: STATS America – US Department of Commerce, Economic Development Administration

ESTABLISHMENTS BY TRADED CLUSTER 1998-2013



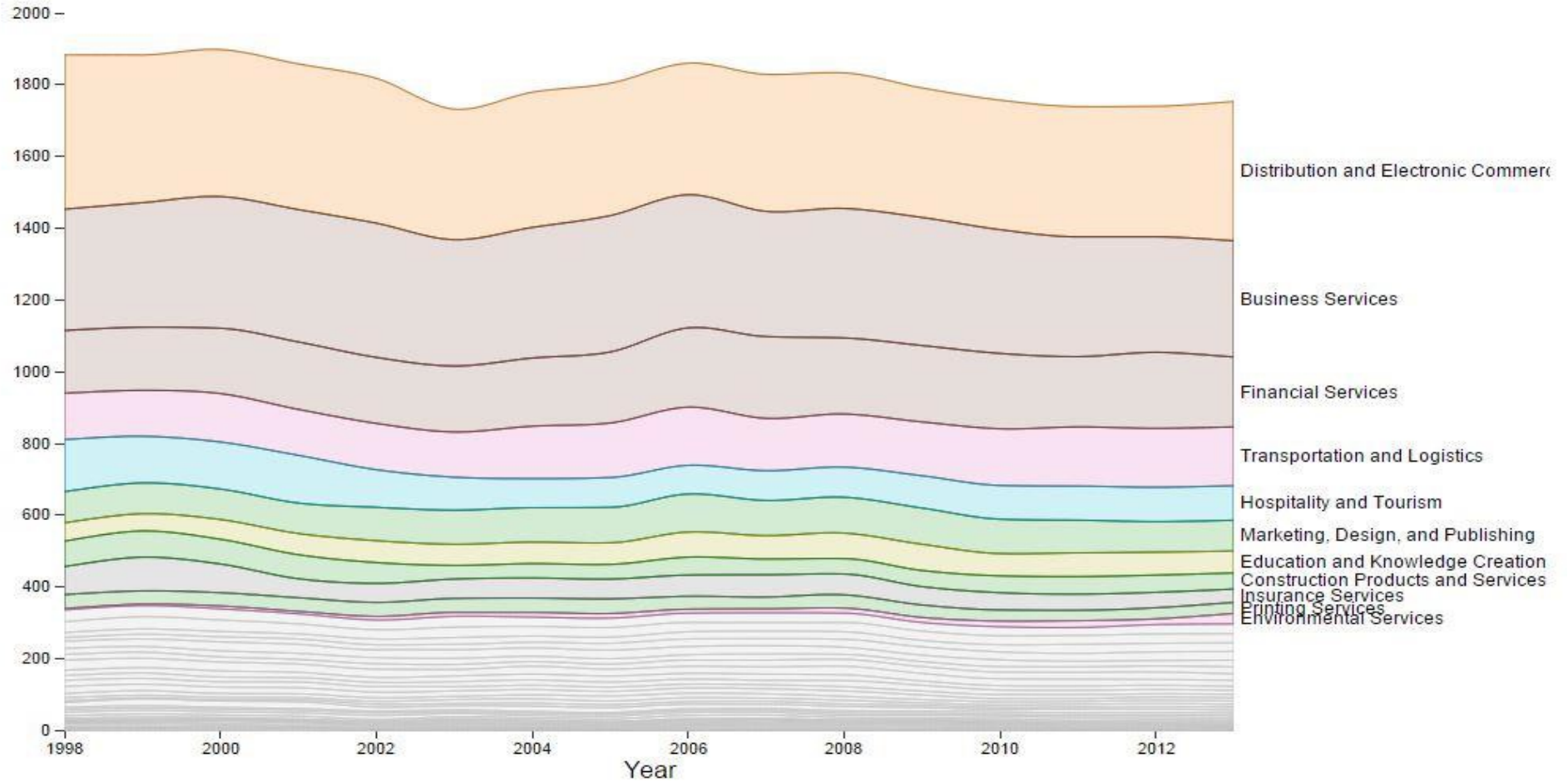
Chicago-Naperville-Michigan City, IL-IN-WI

Establishments Time series by Traded Cluster, 1998-2013



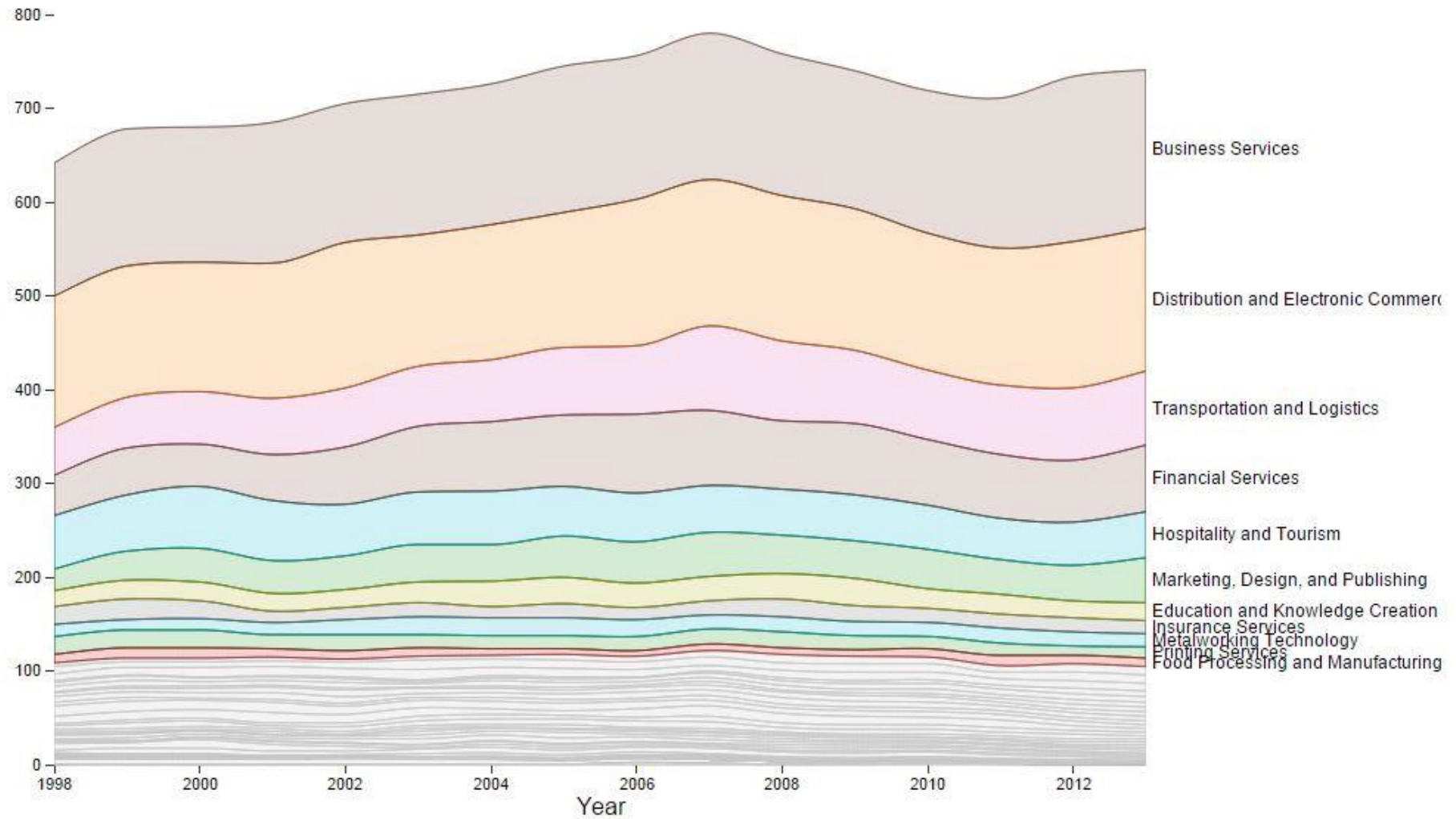
Lake County

Establishments Time series by Traded Cluster, 1998-2013



Porter County

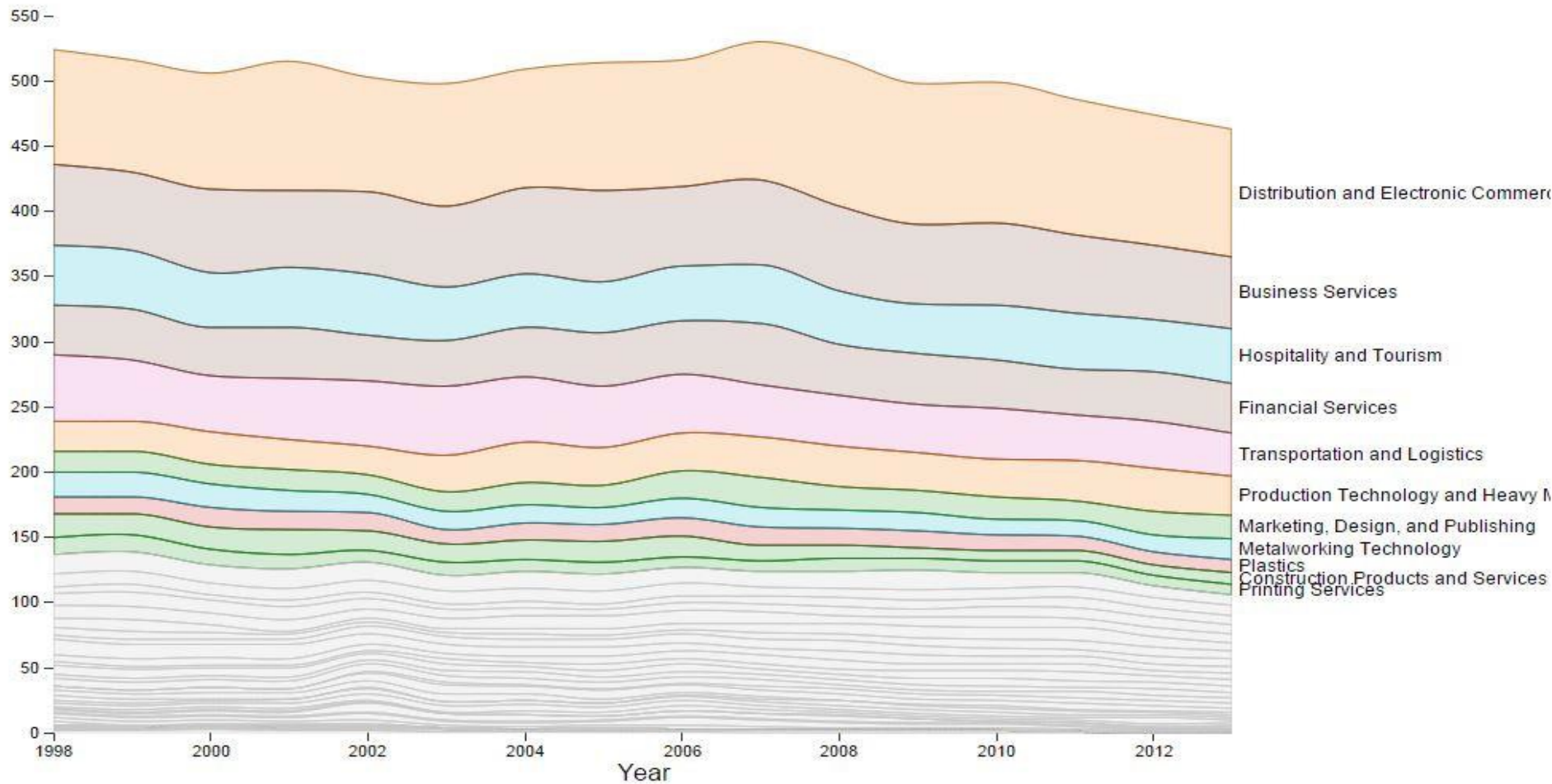
Establishments Time series by Traded Cluster, 1998-2013



Source: STATS America – US Department of Commerce, Economic Development Administration

LaPorte County

Establishments Time series by Traded Cluster, 1998-2013



Source: STATS America – US Department of Commerce, Economic Development Administration

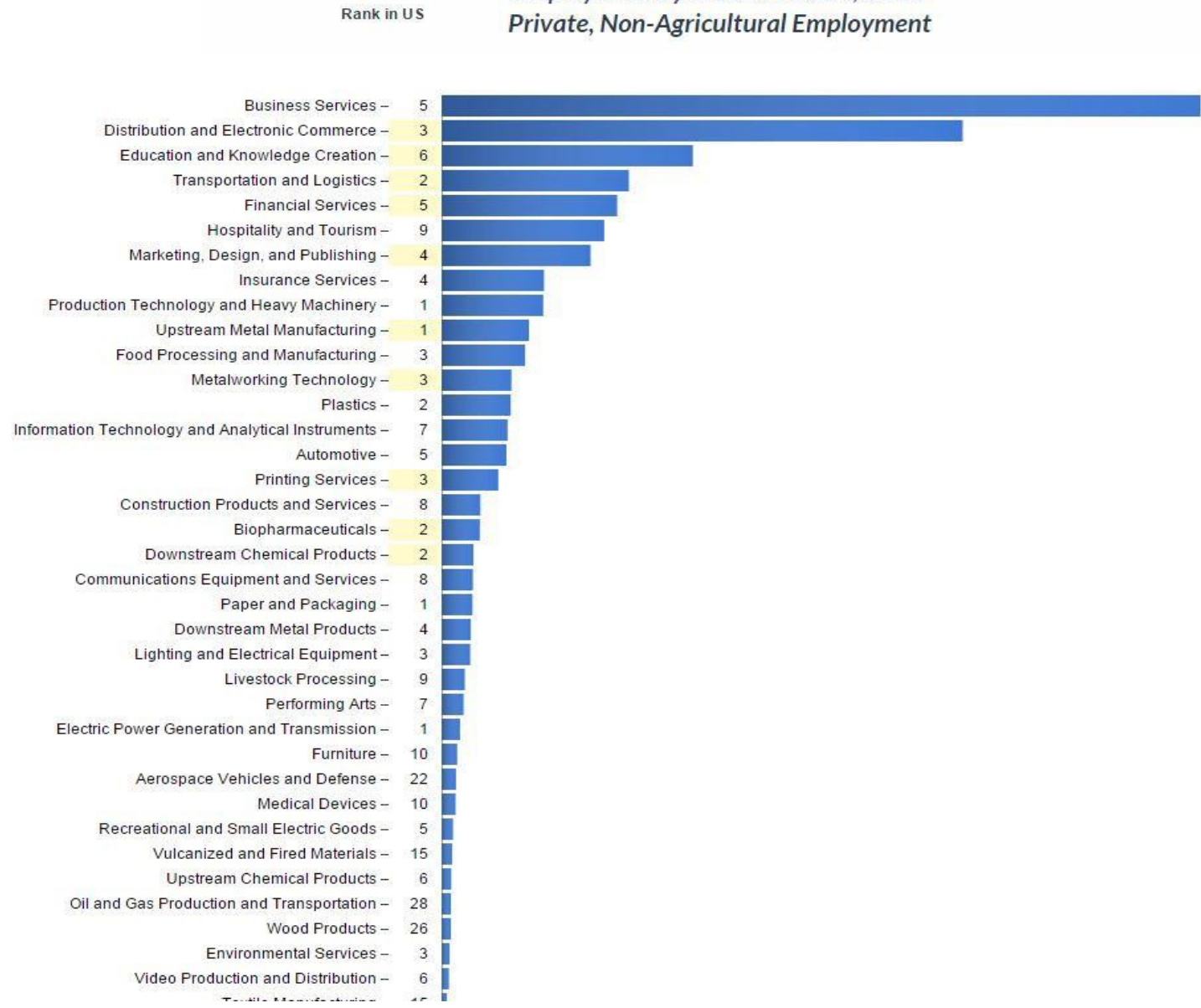
EMPLOYMENT BY TRADED CLUSTER - 2013



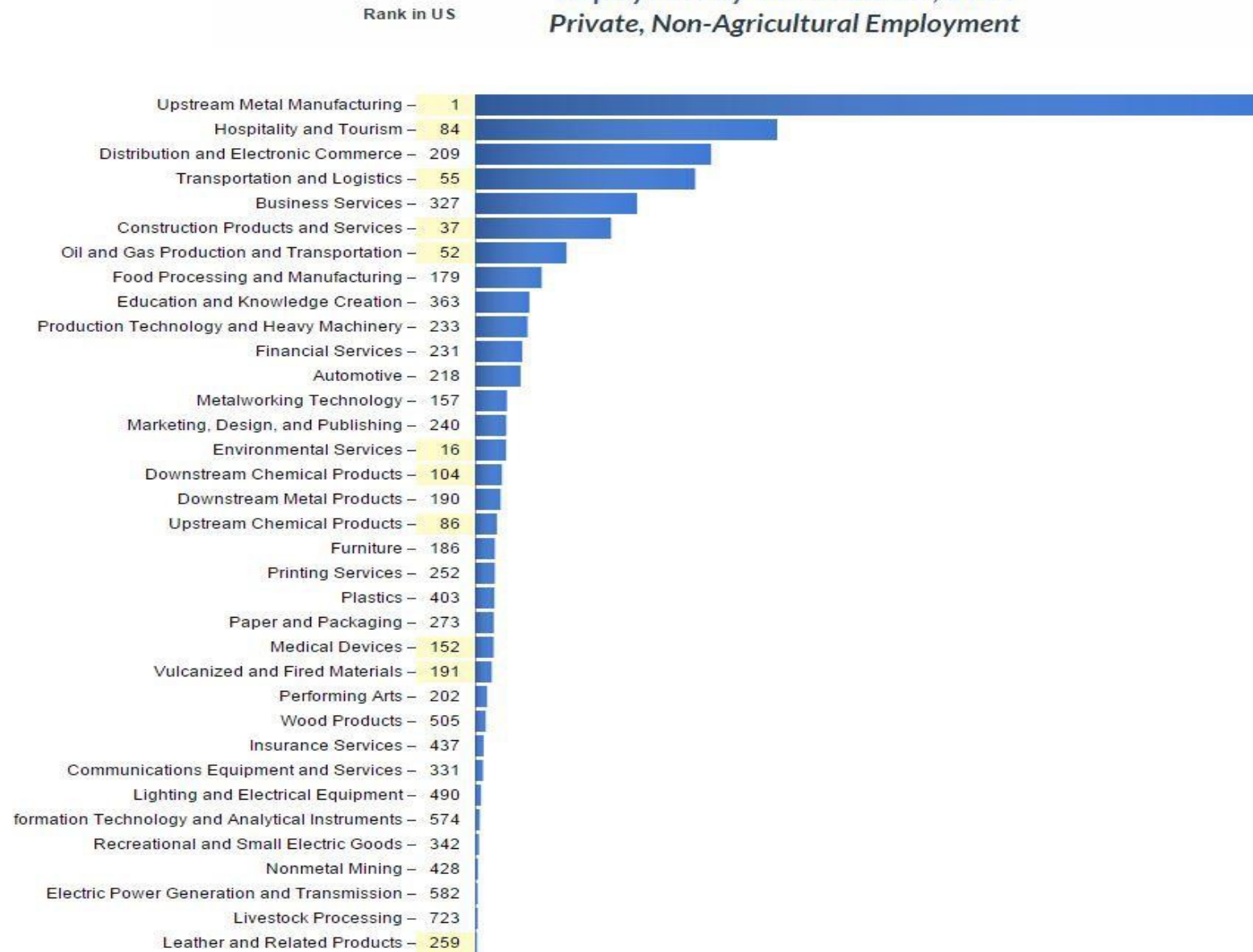
Chicago-Naperville-Michigan City, IL-IN-WI

Employment by Traded Cluster, 2013

Private, Non-Agricultural Employment

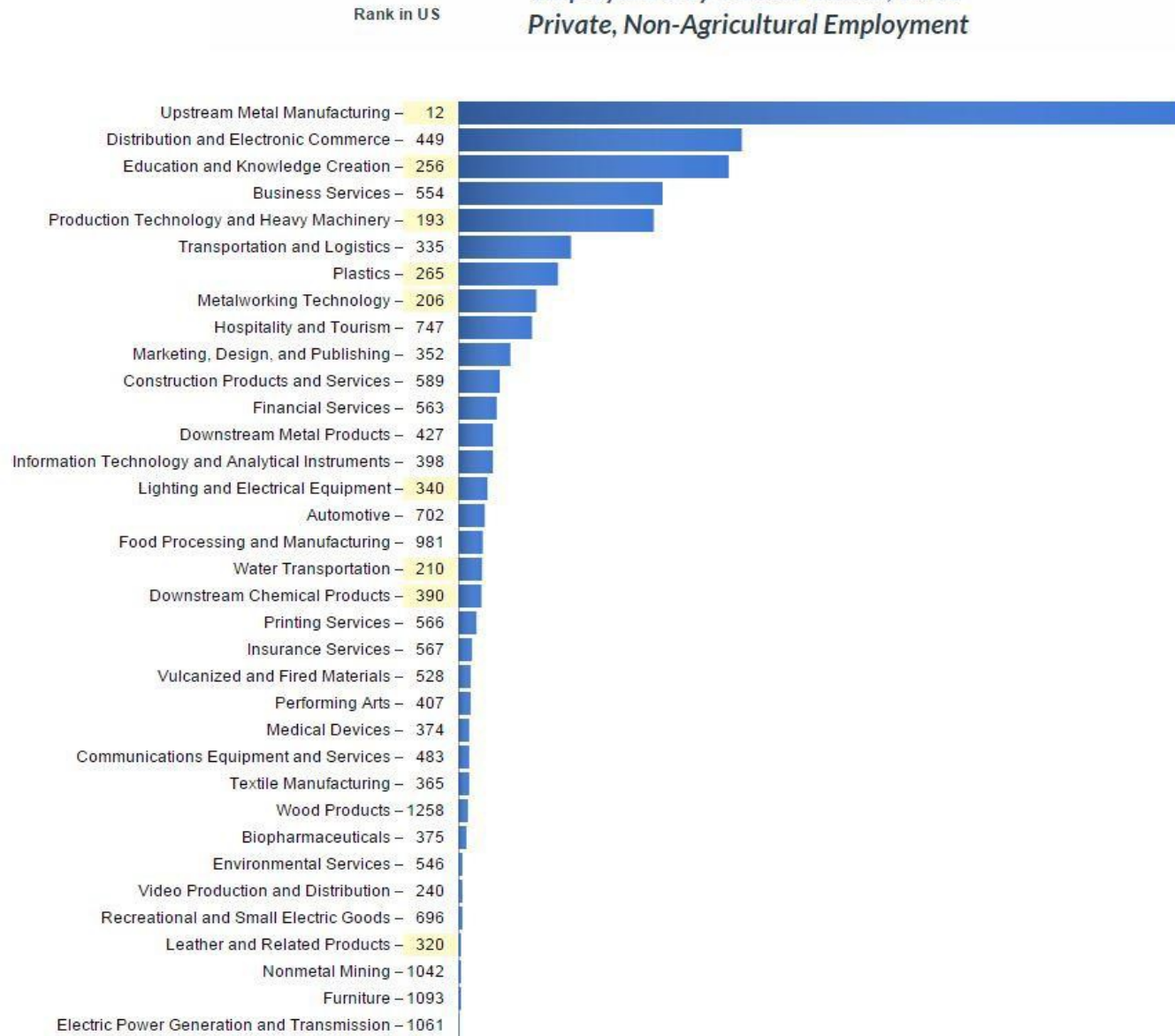


Lake County Employment by Traded Cluster, 2013 Private, Non-Agricultural Employment



Source: STATS America – US Department of Commerce, Economic Development Administration

Porter County Employment by Traded Cluster, 2013 Private, Non-Agricultural Employment

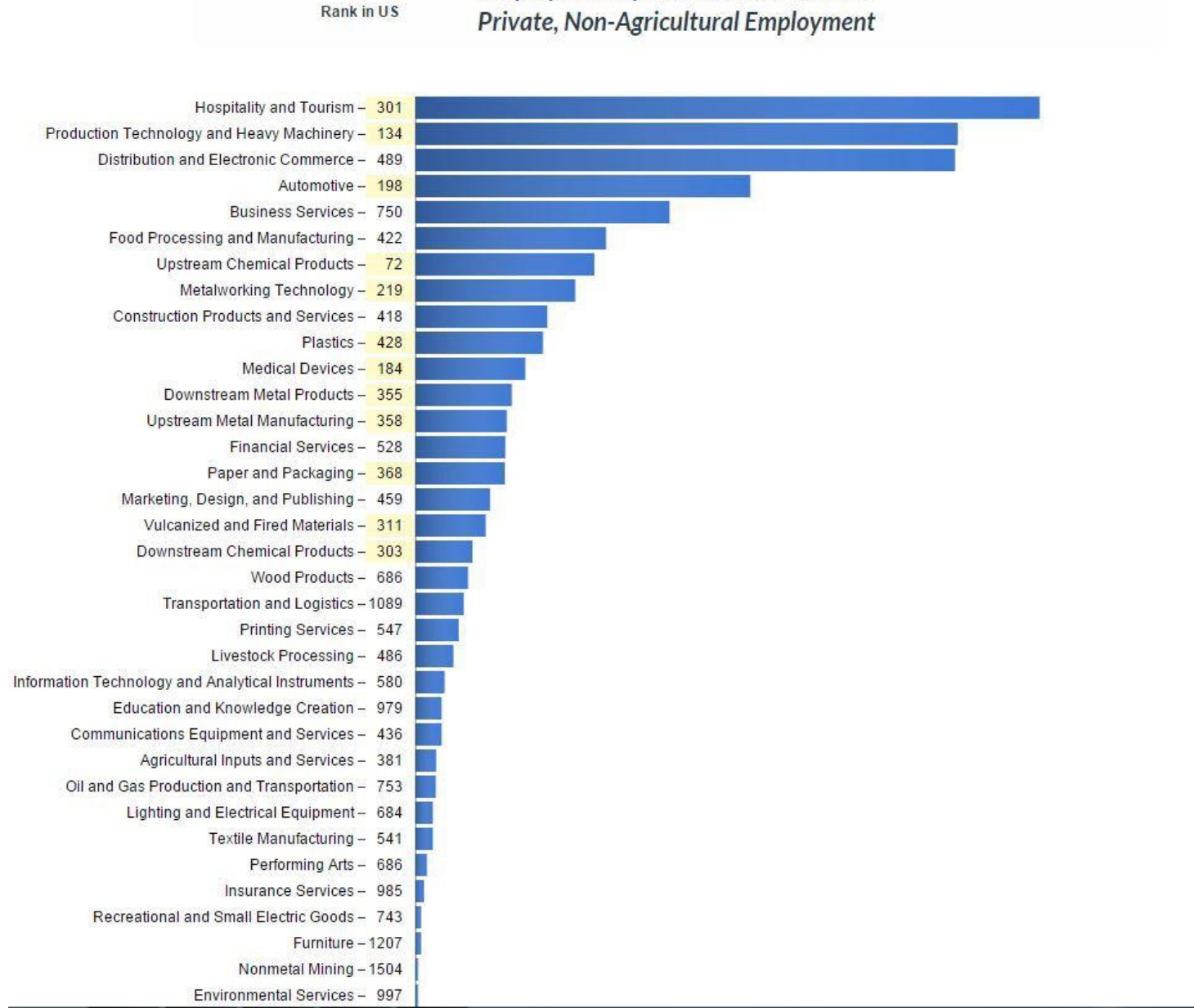


Source: STATS America – US Department of Commerce, Economic Development Administration

LaPorte County

Employment by Traded Cluster, 2013

Private, Non-Agricultural Employment



WAGES BY TRADED CLUSTER - 2013

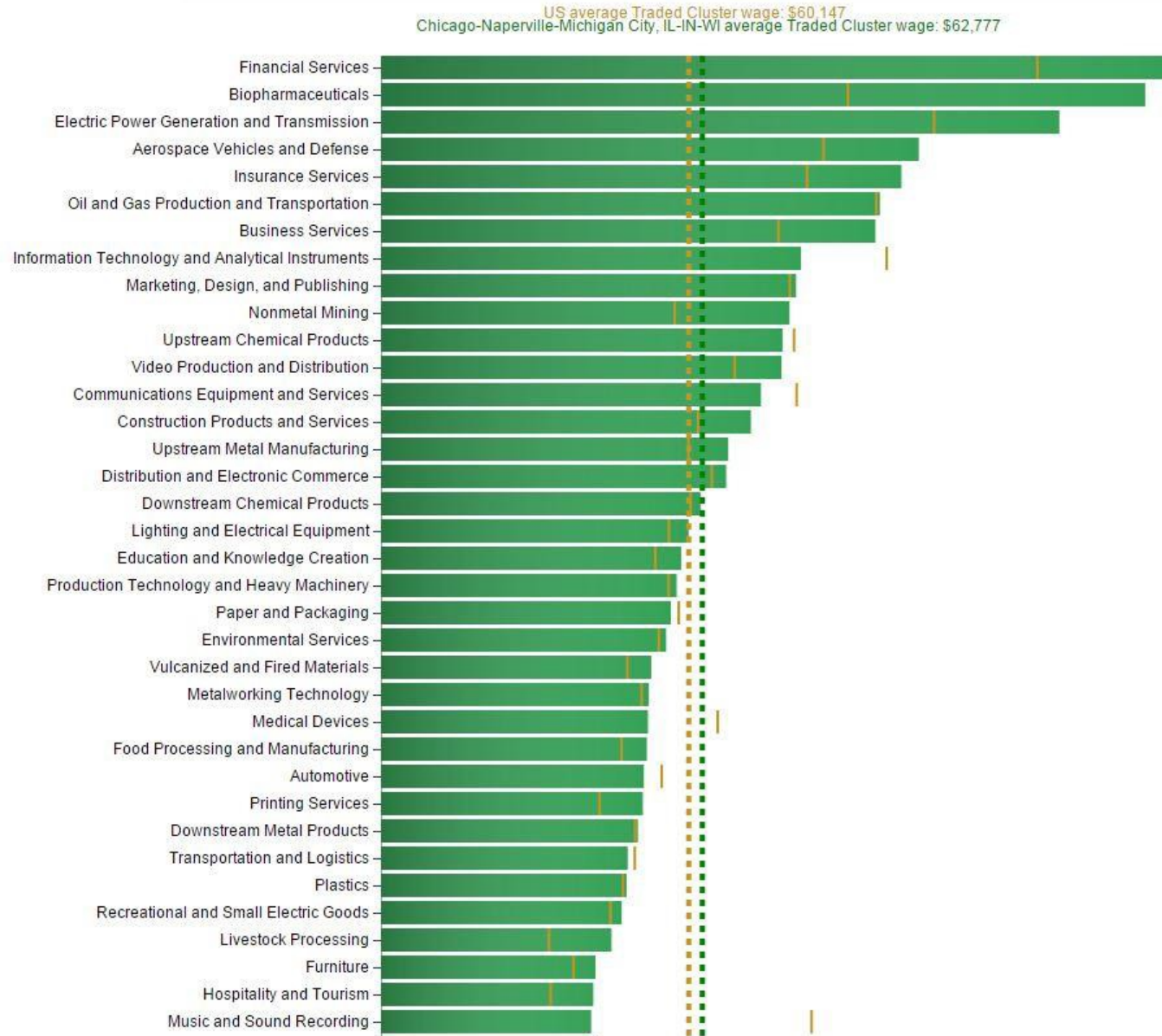


Chicago-Naperville-Michigan City, IL-IN-WI

Wages by Traded Cluster, 2013

■ indicates US average wage for cluster

Average Private Wage



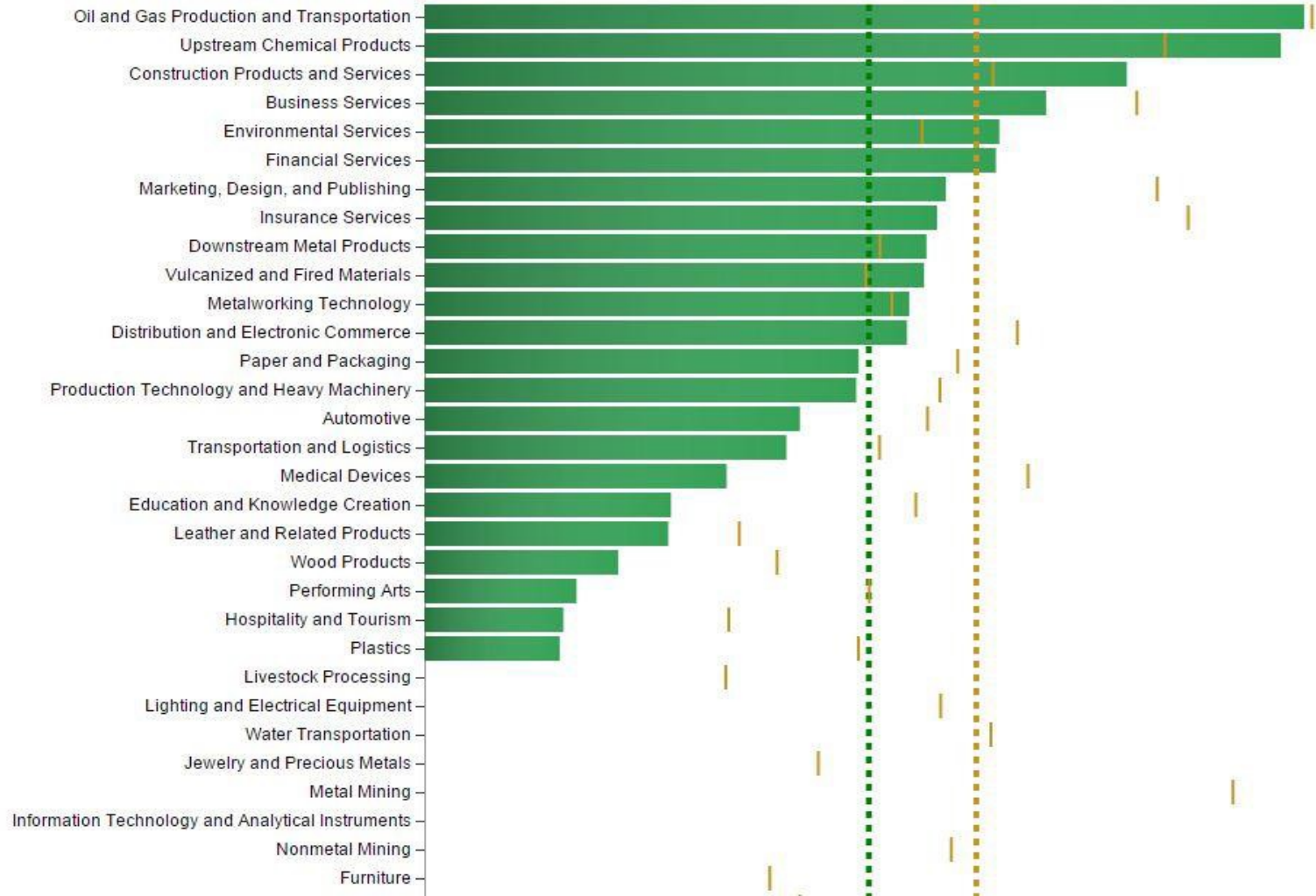
Lake County

Wages by Traded Cluster, 2013

Average Private Wage

■ indicates US average wage for cluster

US average Traded Cluster wage: \$60,147
 Lake County average Traded Cluster wage: \$48,461

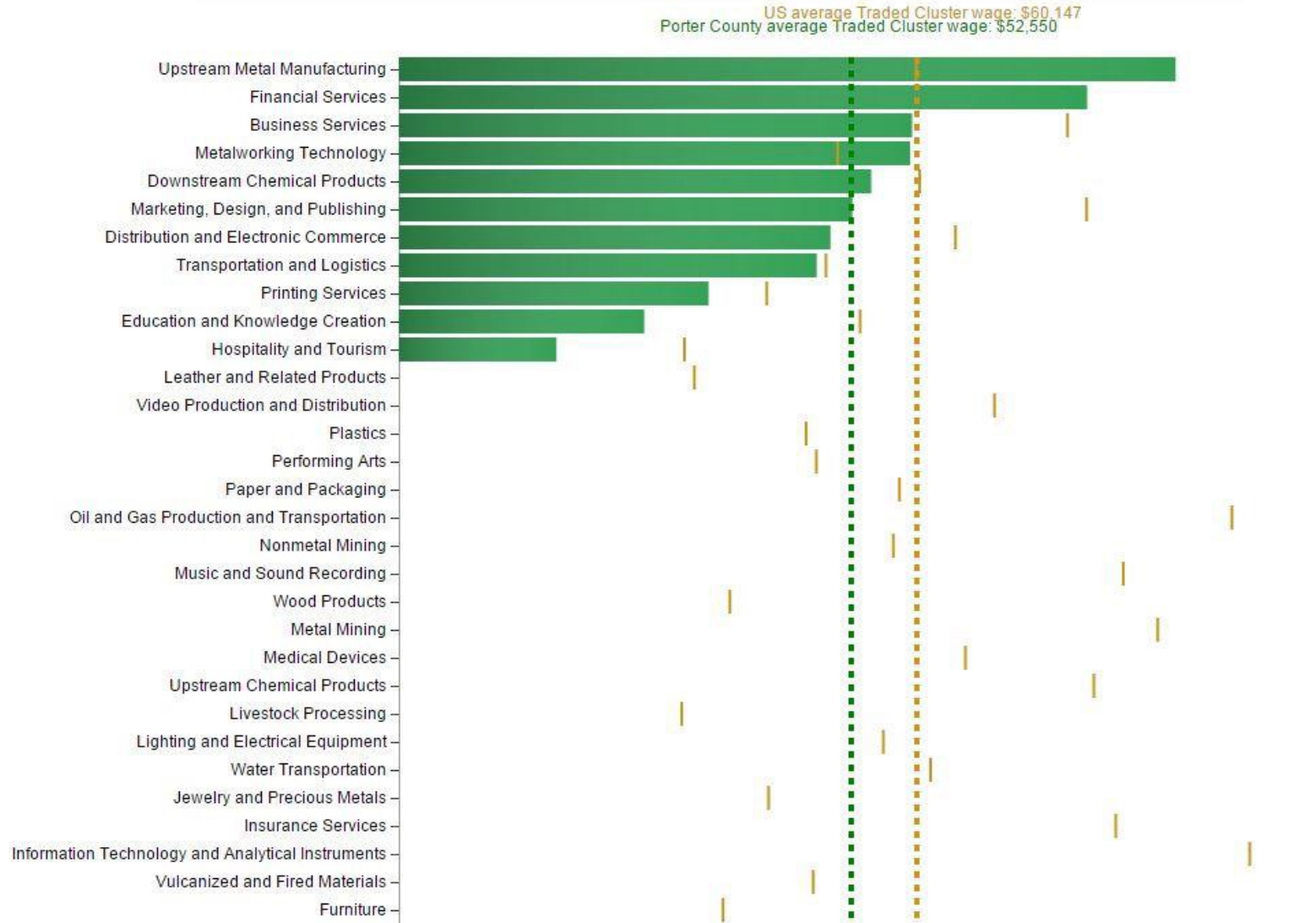


Porter County

Wages by Traded Cluster, 2013

Average Private Wage

Indicates US average wage for cluster

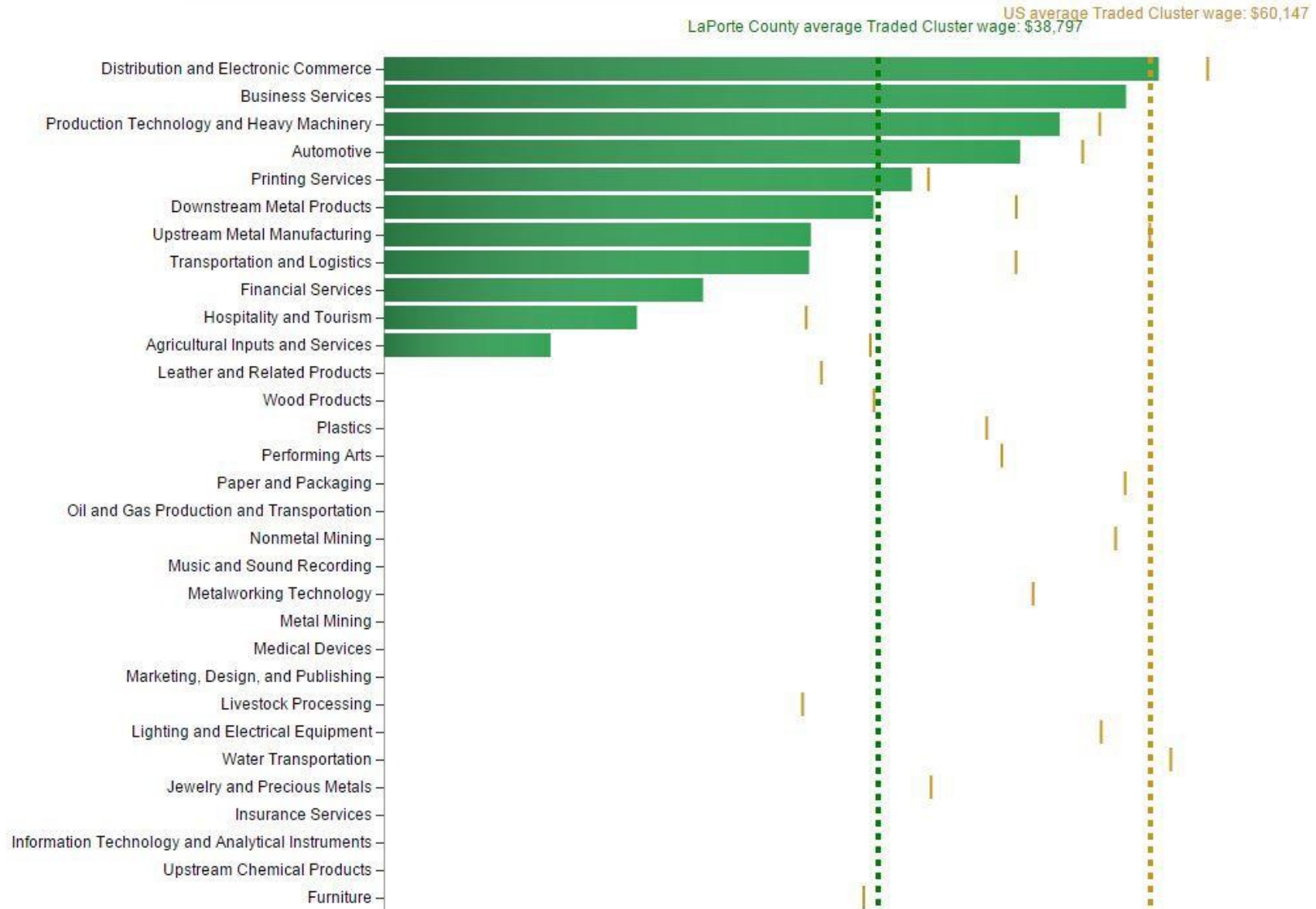


LaPorte County

Wages by Traded Cluster, 2013

Average Private Wage

■ indicates US average wage for cluster

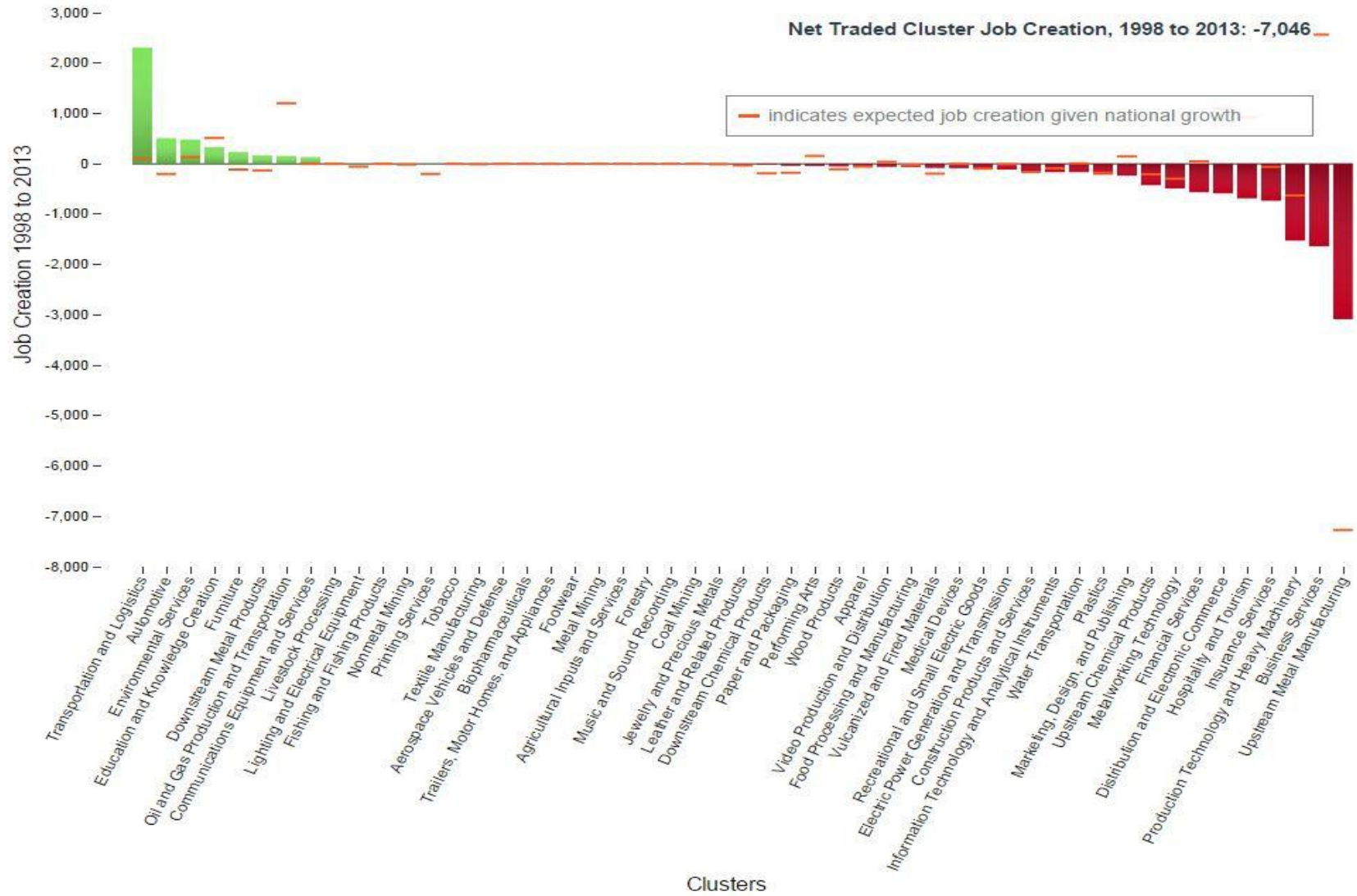


JOB CREATION BY TRADED CLUSTER 1998 - 2013



Lake County Job Creation by Traded Cluster, 1998-2013

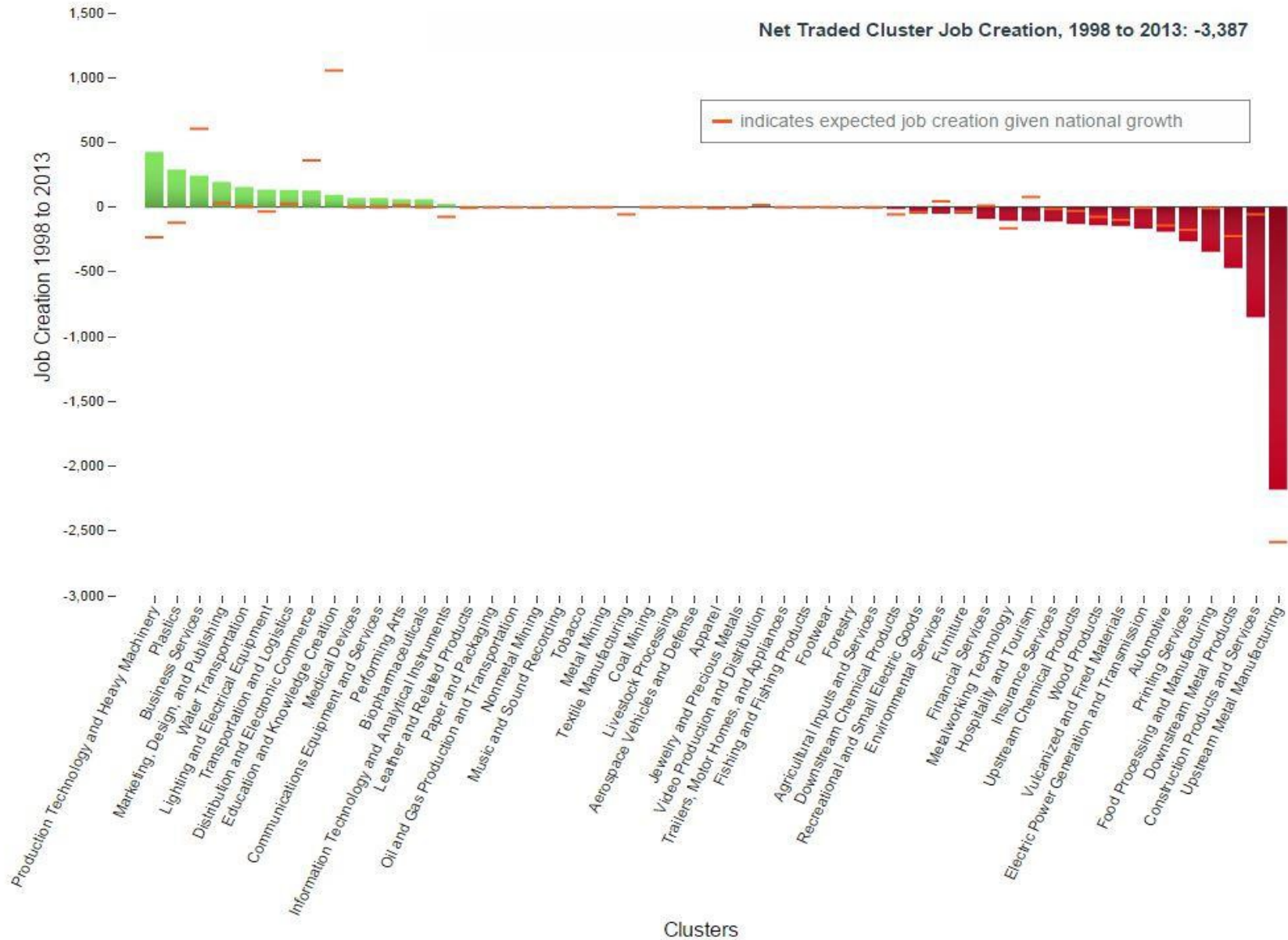
Private Employment, Absolute Job Gains



Source: STATS America – US Department of Commerce, Economic Development Administration

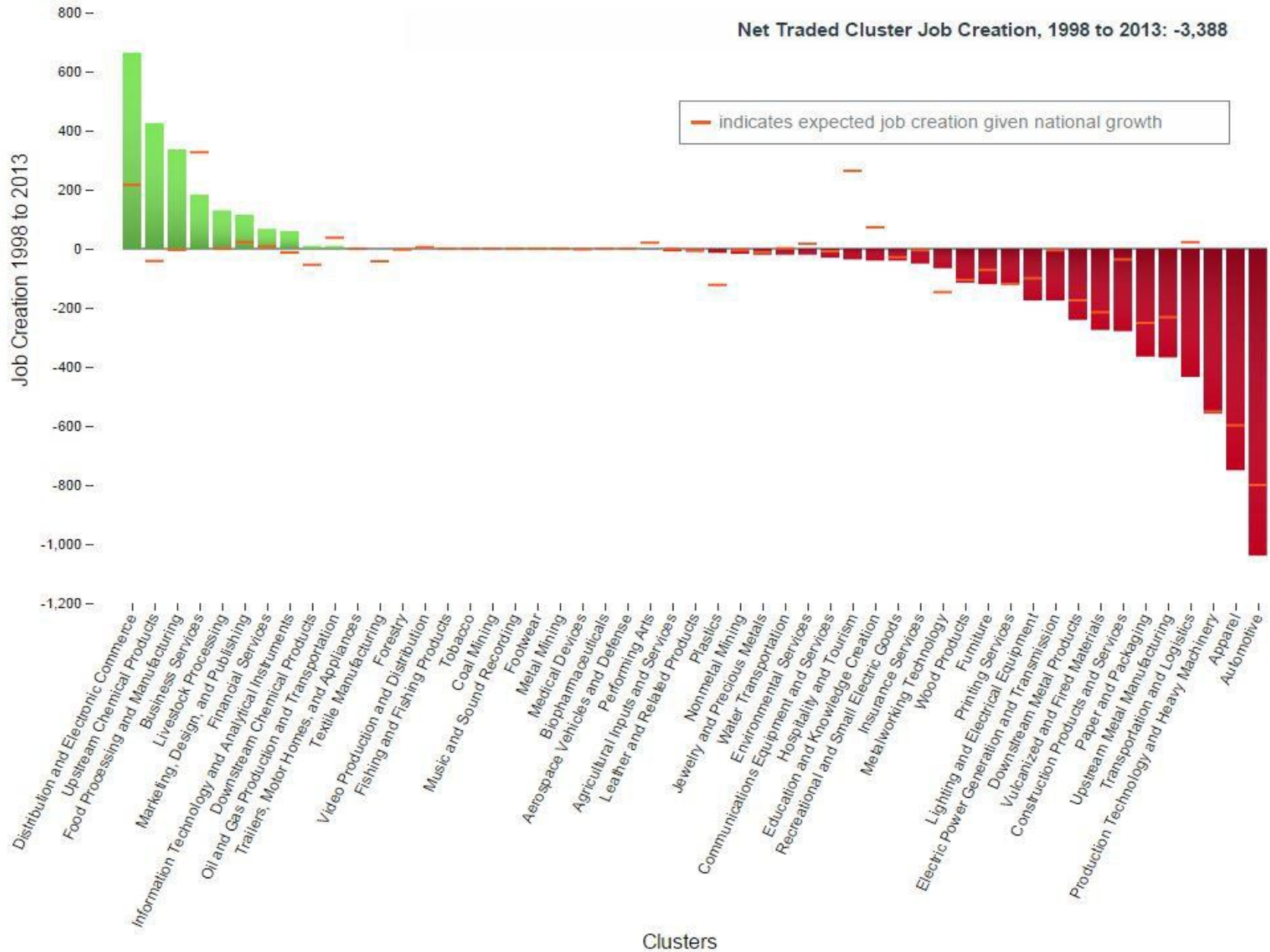
Porter County Job Creation by Traded Cluster, 1998-2013

Private Employment, Absolute Job Gains



LaPorte County Job Creation by Traded Cluster, 1998-2013

Private Employment, Absolute Job Gains



SPECIALIZATION BY TRADED CLUSTER

1998 - 2013



Chicago-Naperville-Michigan City, IL-IN-WI

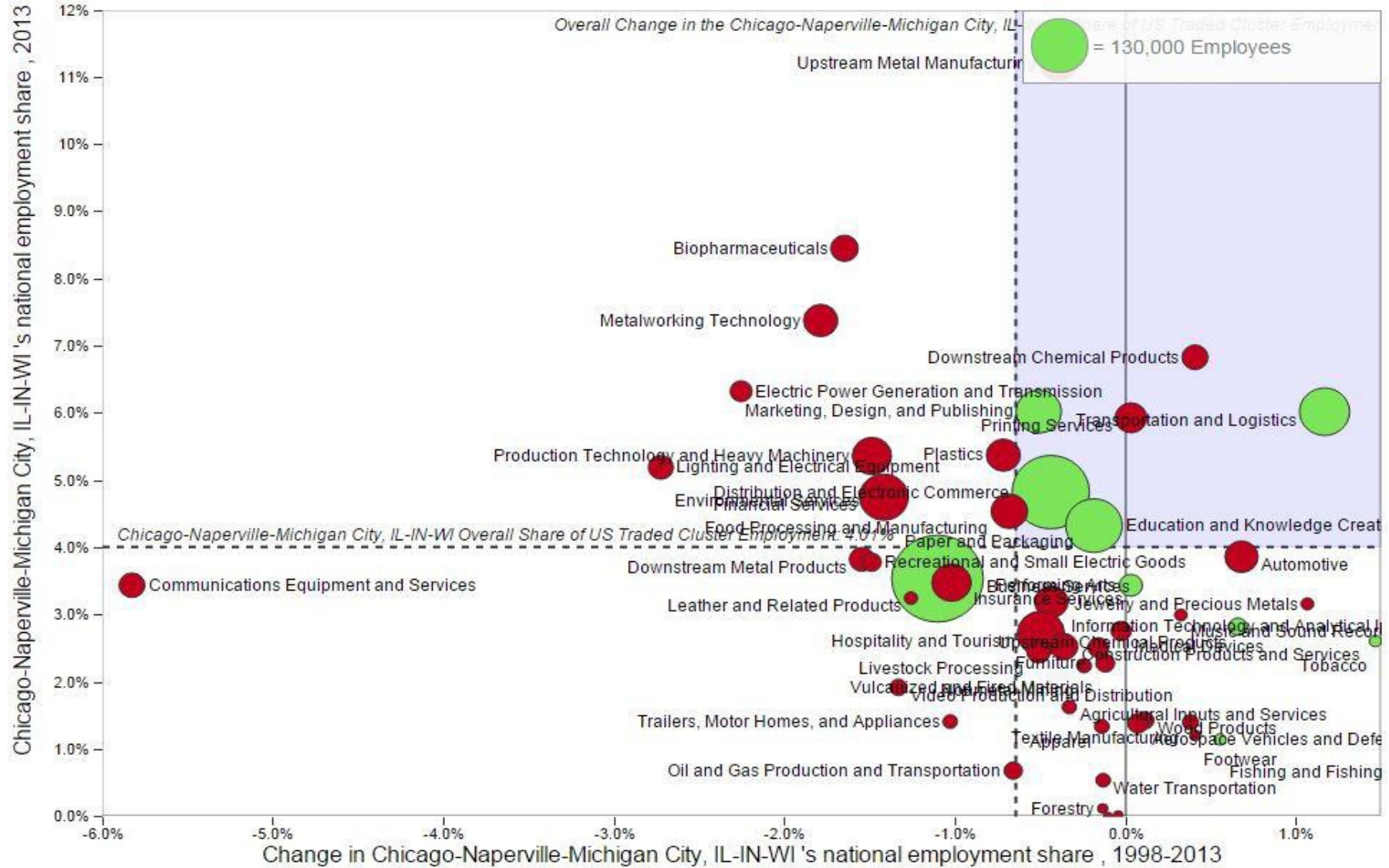
Specialization by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013

● Added Jobs

● Lost Jobs

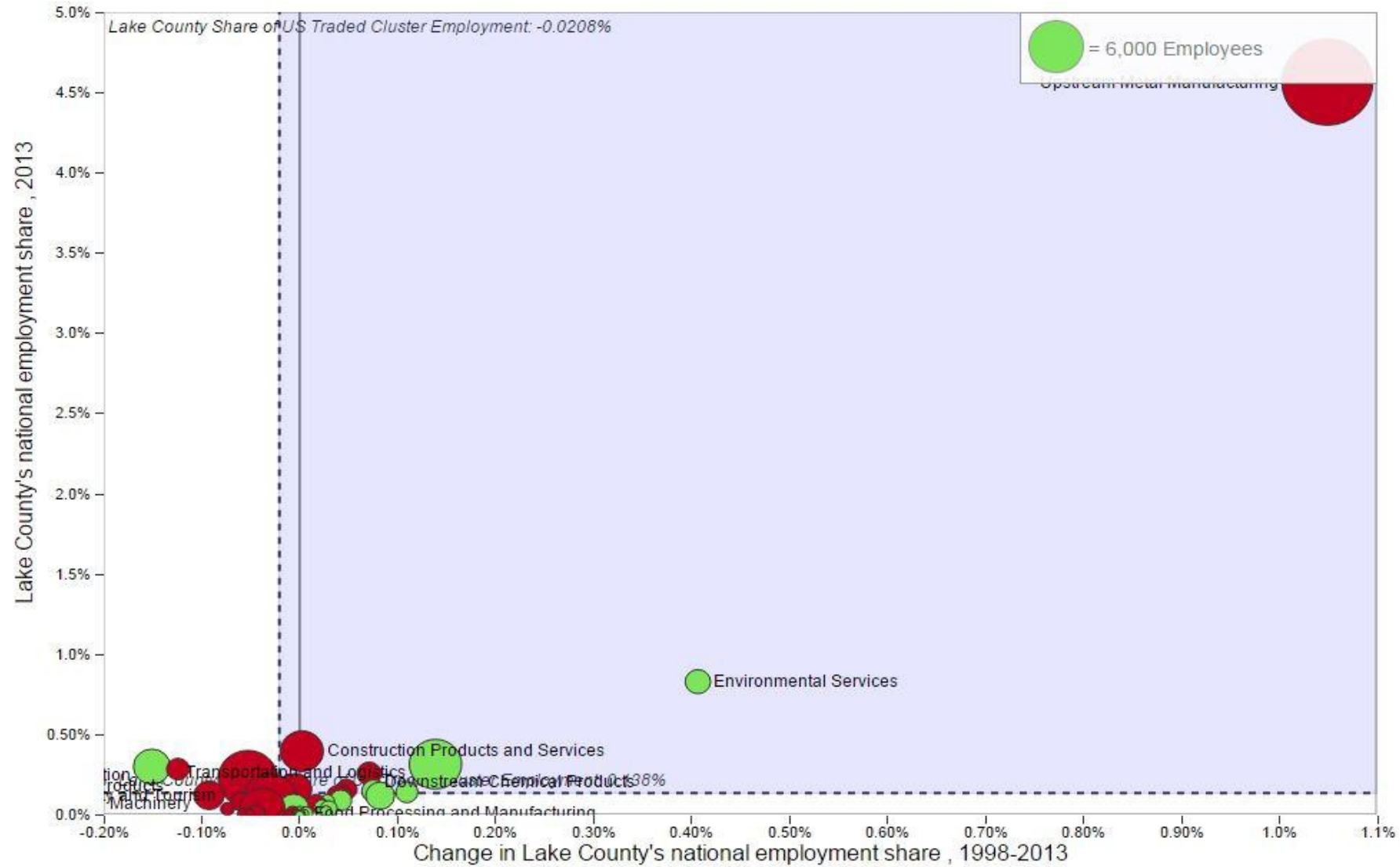


Lake County

Specialization by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013
● Added Jobs
● Lost Jobs



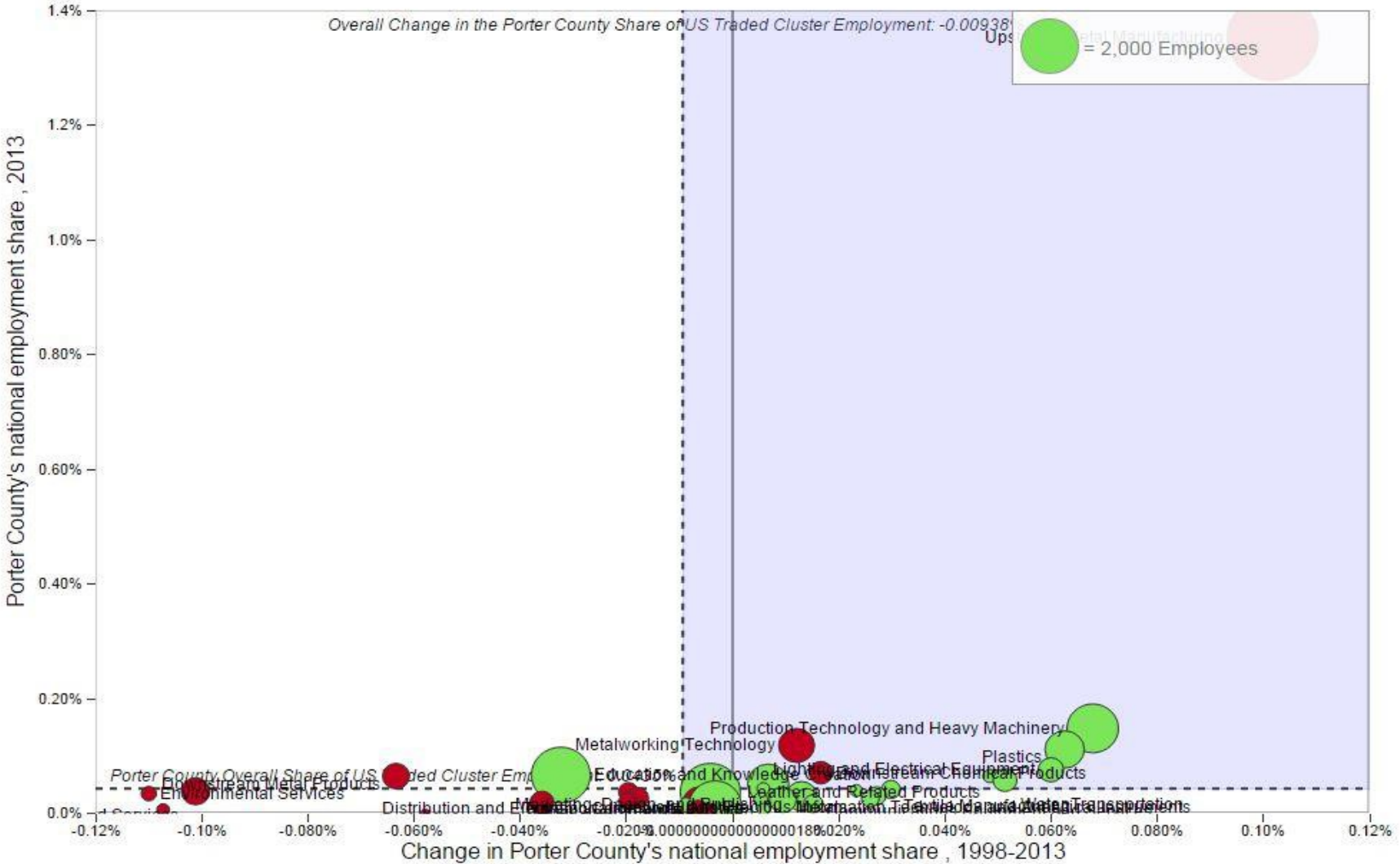
Porter County

Specialization by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

**Employment
1998-2013**

- Added Jobs
- Lost Jobs



Source: STATS America – US Department of Commerce, Economic Development Administration

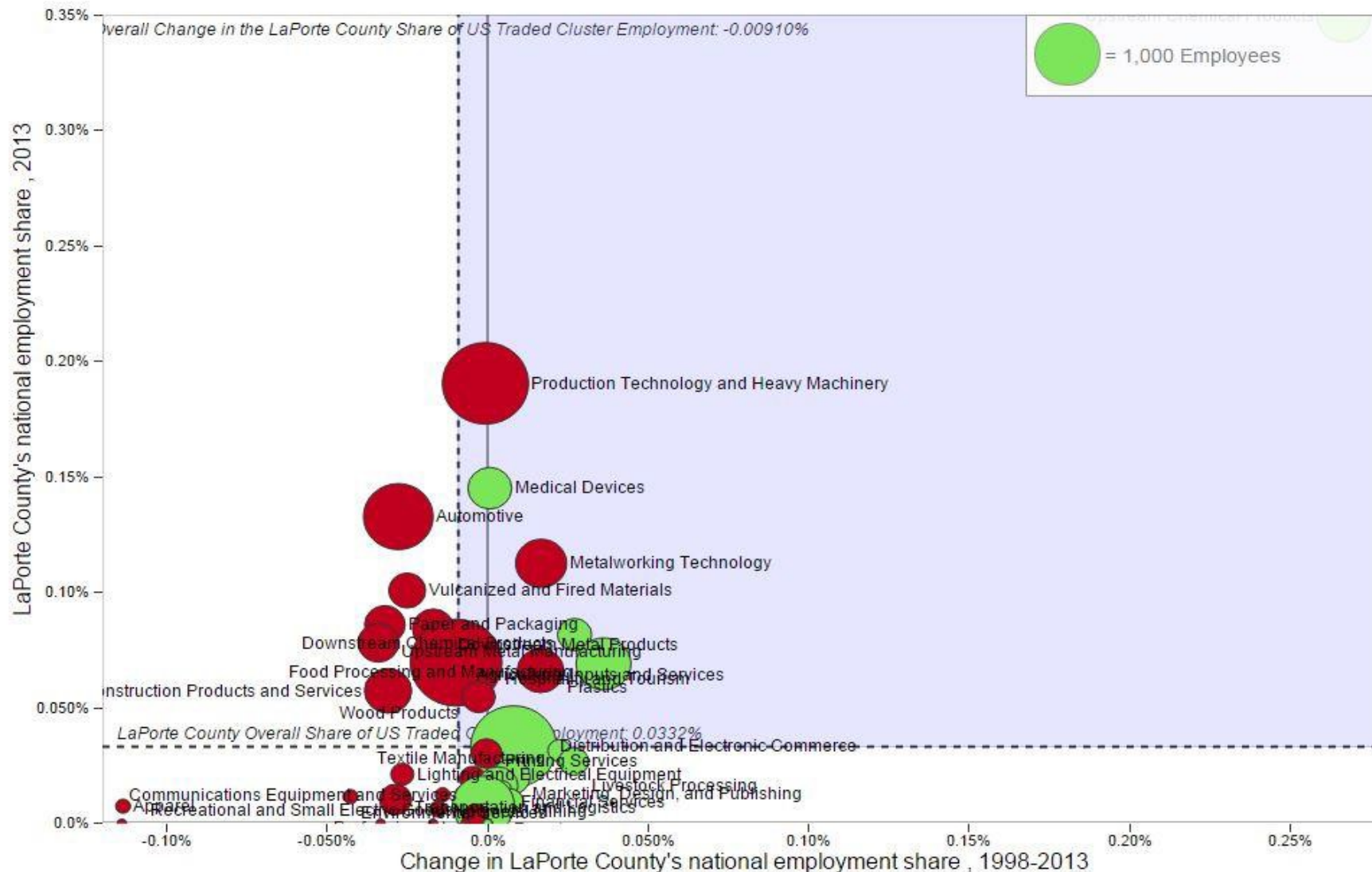
LaPorte County

Specialization by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013

- Added Jobs
- Lost Jobs



INNOVATION BY TRADED CLUSTER

1998 - 2013



Chicago-Naperville-Michigan City, IL-IN-WI

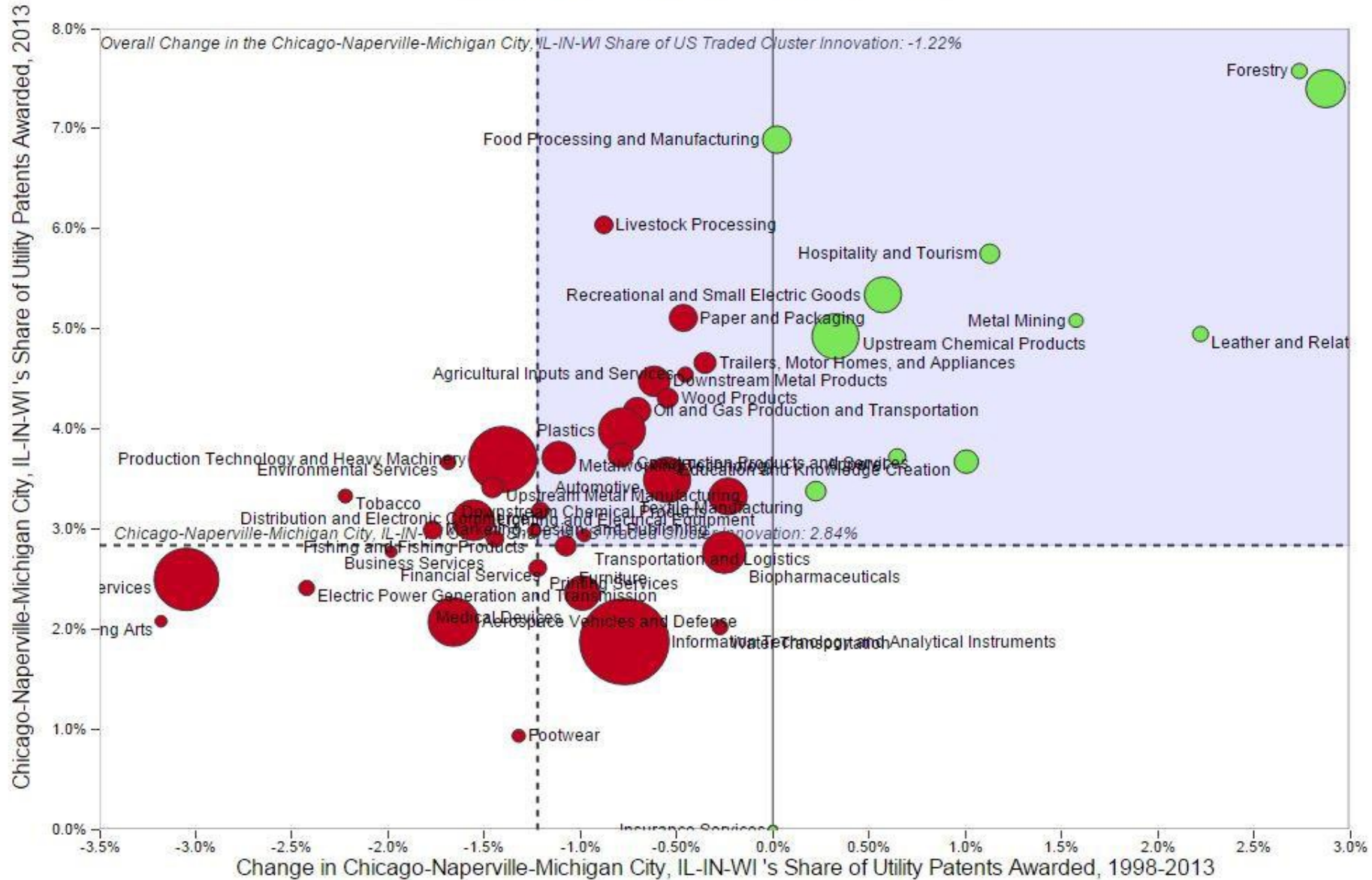
Innovation by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Innovation
1998-2013

● Share increased

● Share decreased

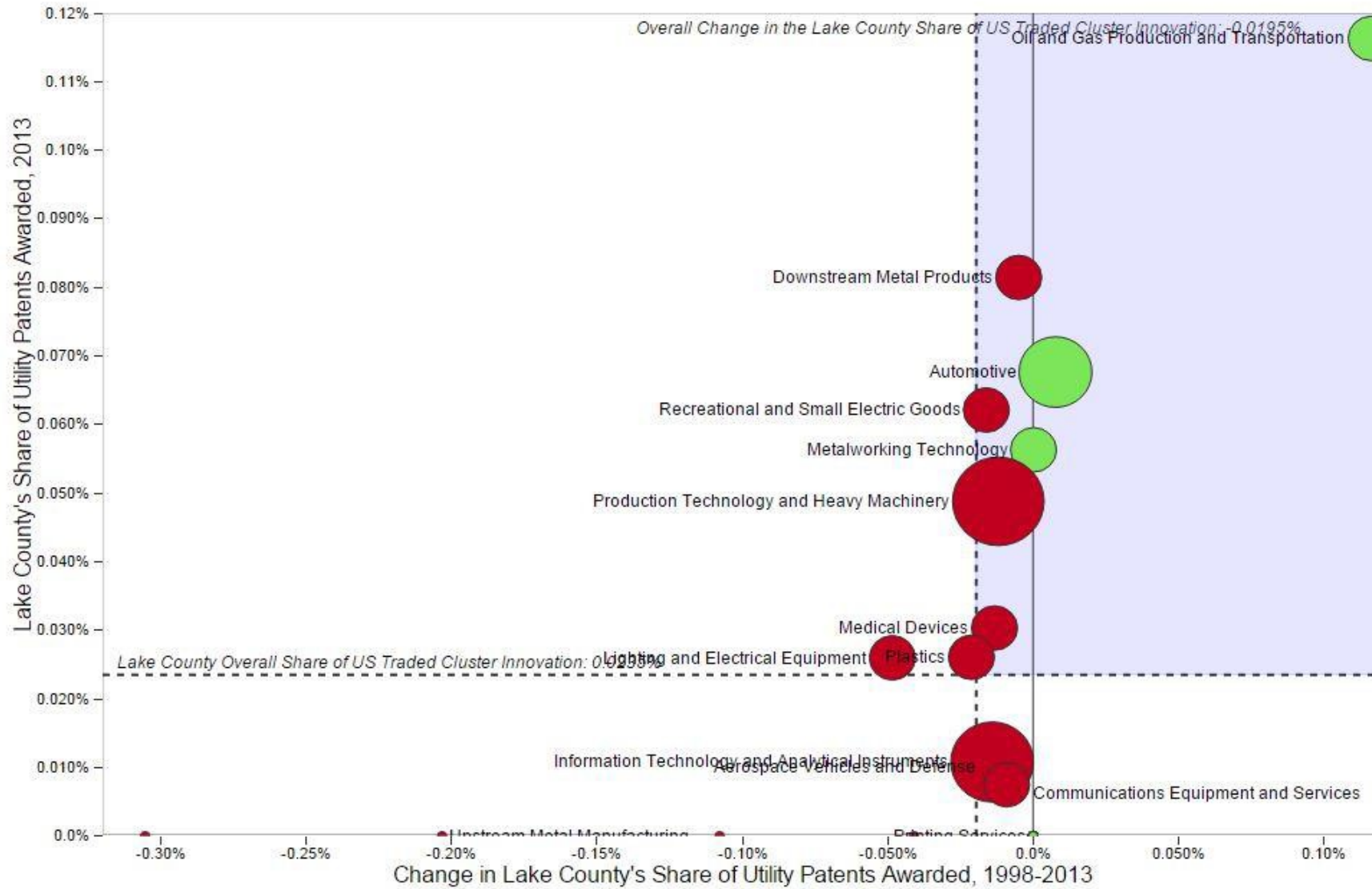


Lake County

Innovation by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Innovation 1998-2013
 ● Share increased
 ● Share decreased



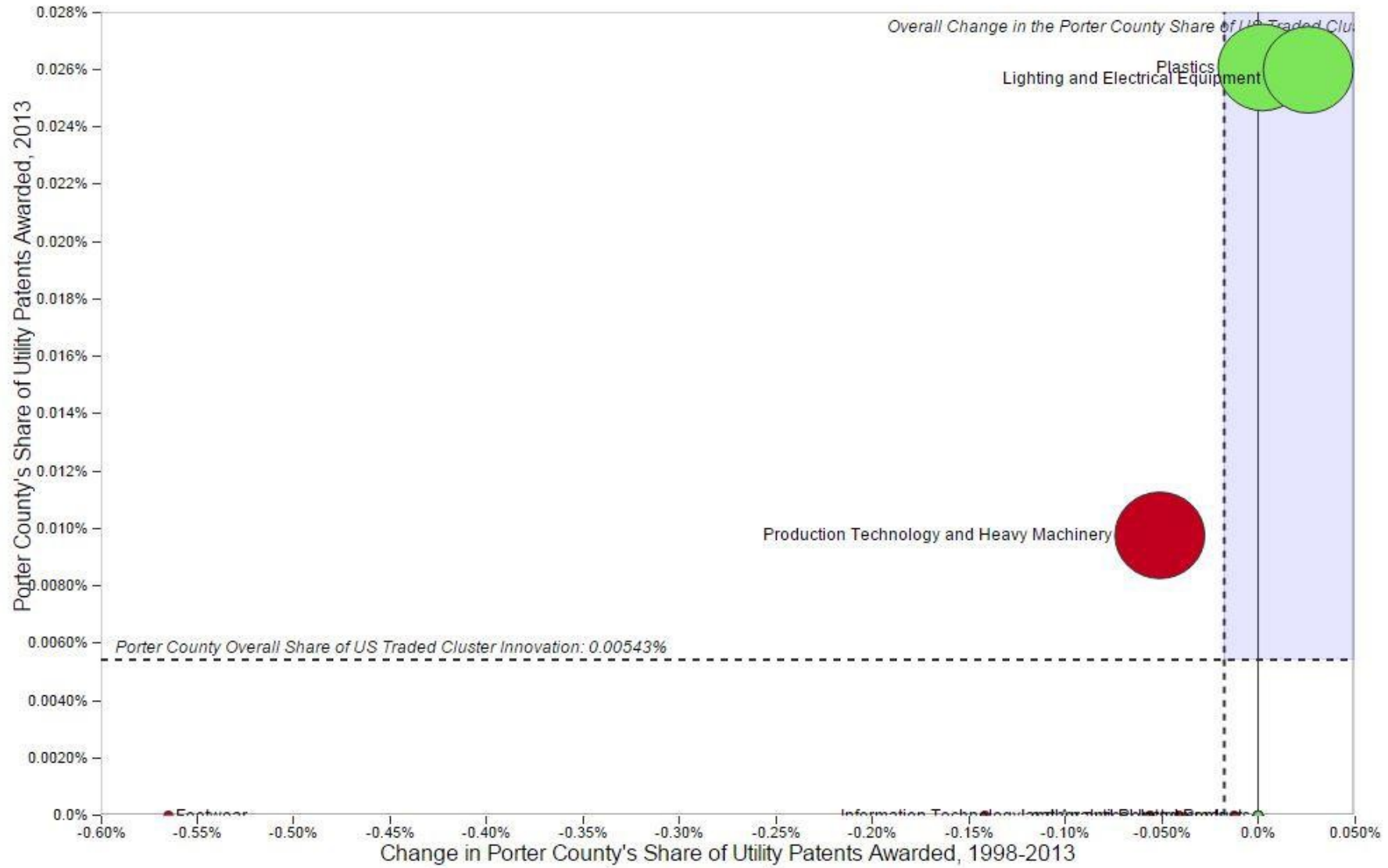
Porter County

Innovation by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

**Innovation
1998-2013**

- Share increased
- Share decreased



Source: STATS America – US Department of Commerce, Economic Development Administration

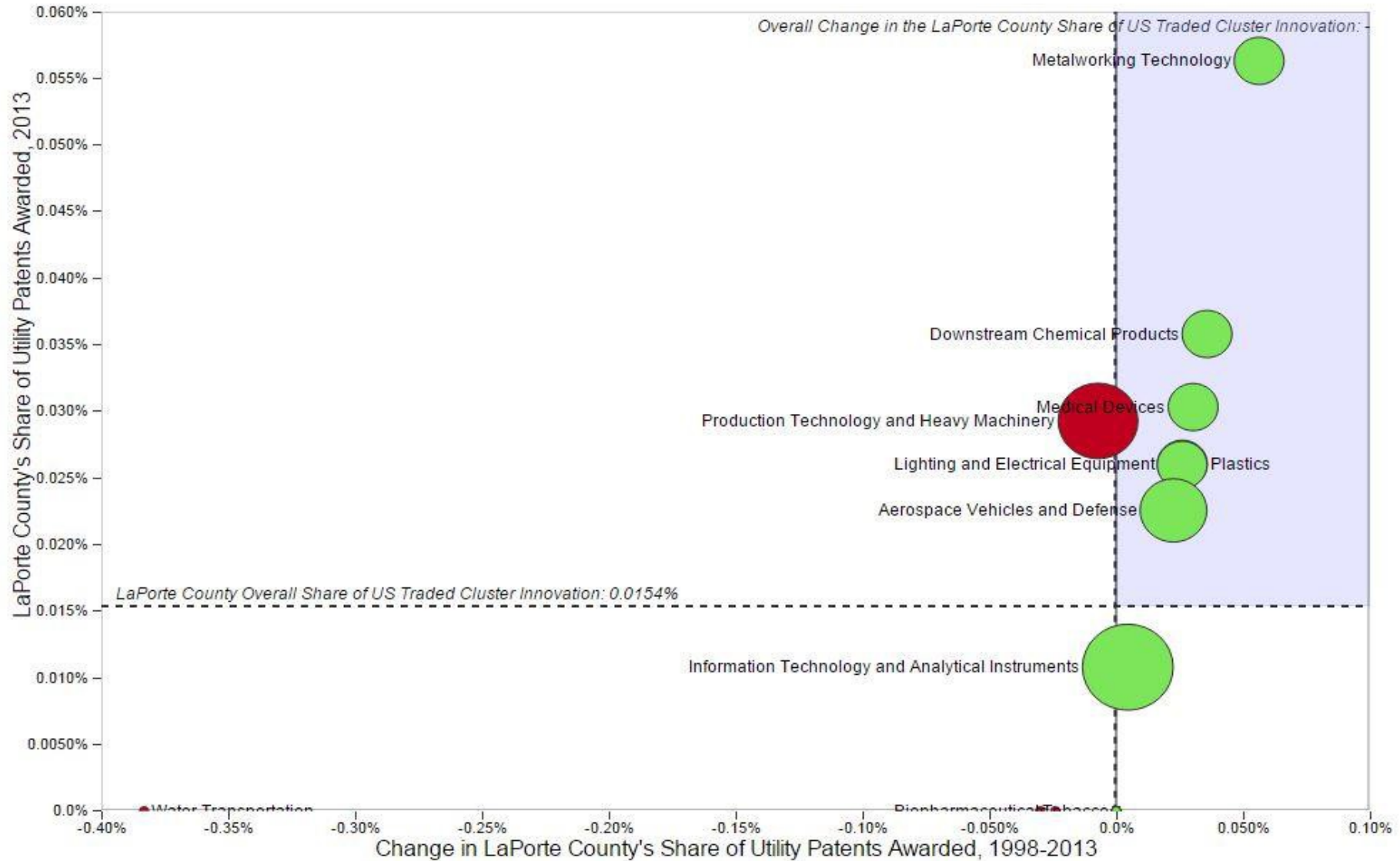
LaPorte County

Innovation by Traded Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Innovation
1998-2013

- Share increased
- Share decreased



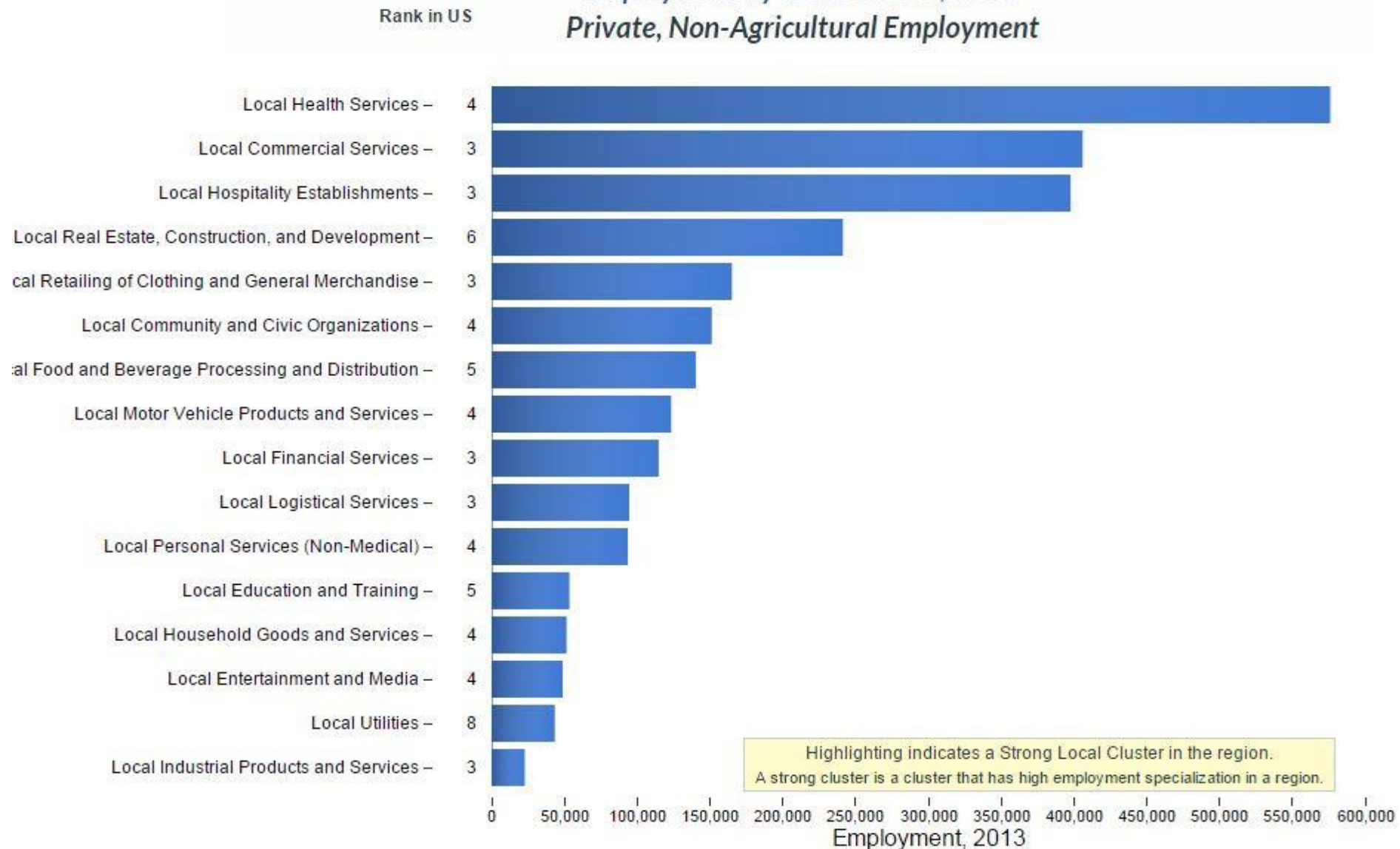
EMPLOYMENT BY LOCAL CLUSTER - 2013



Chicago-Naperville-Michigan City, IL-IN-WI

Employment by Local Cluster, 2013

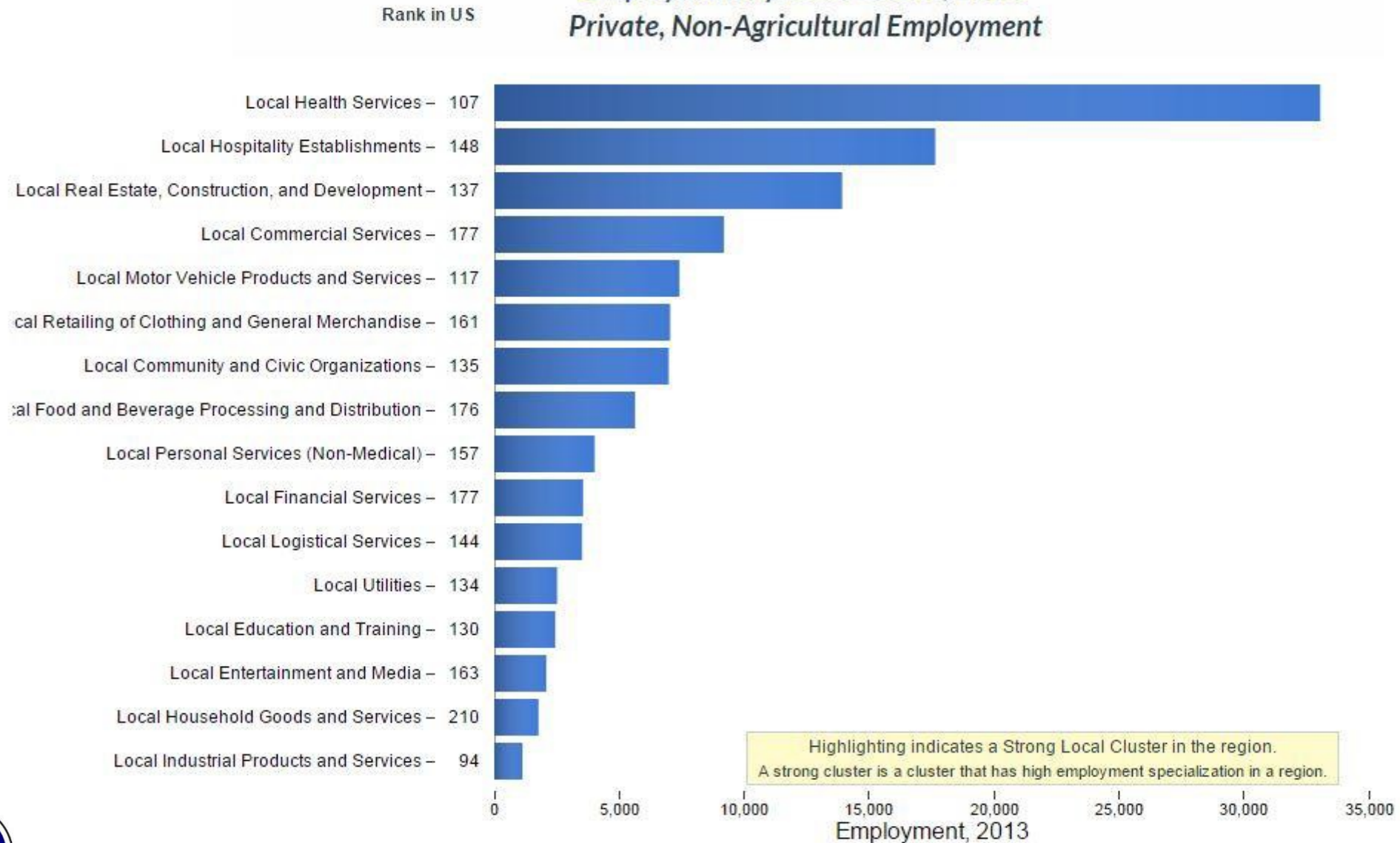
Private, Non-Agricultural Employment



Lake County

Employment by Local Cluster, 2013

Private, Non-Agricultural Employment

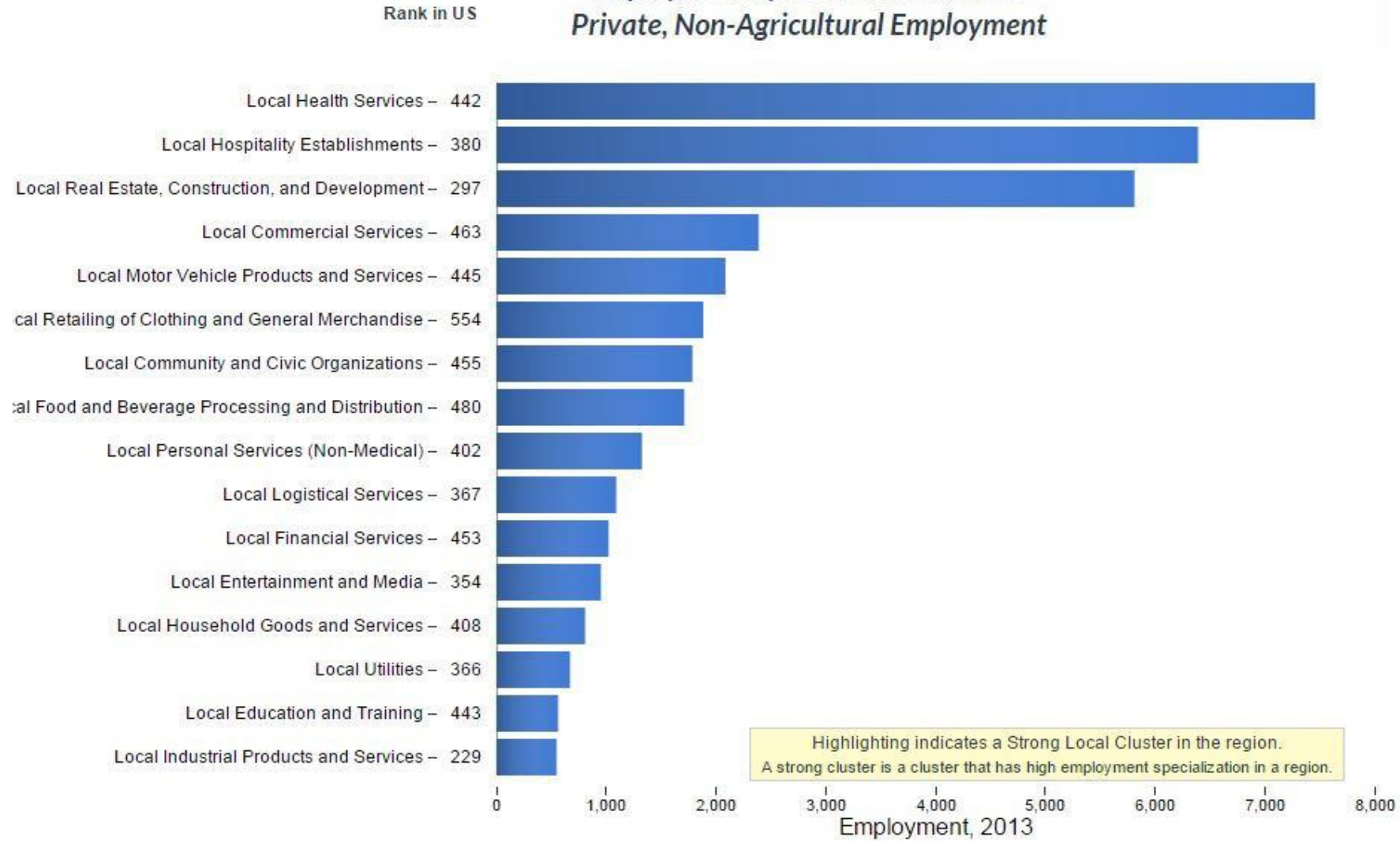


Source: STATS America – US Department of Commerce, Economic Development Administration

Porter County

Employment by Local Cluster, 2013

Private, Non-Agricultural Employment

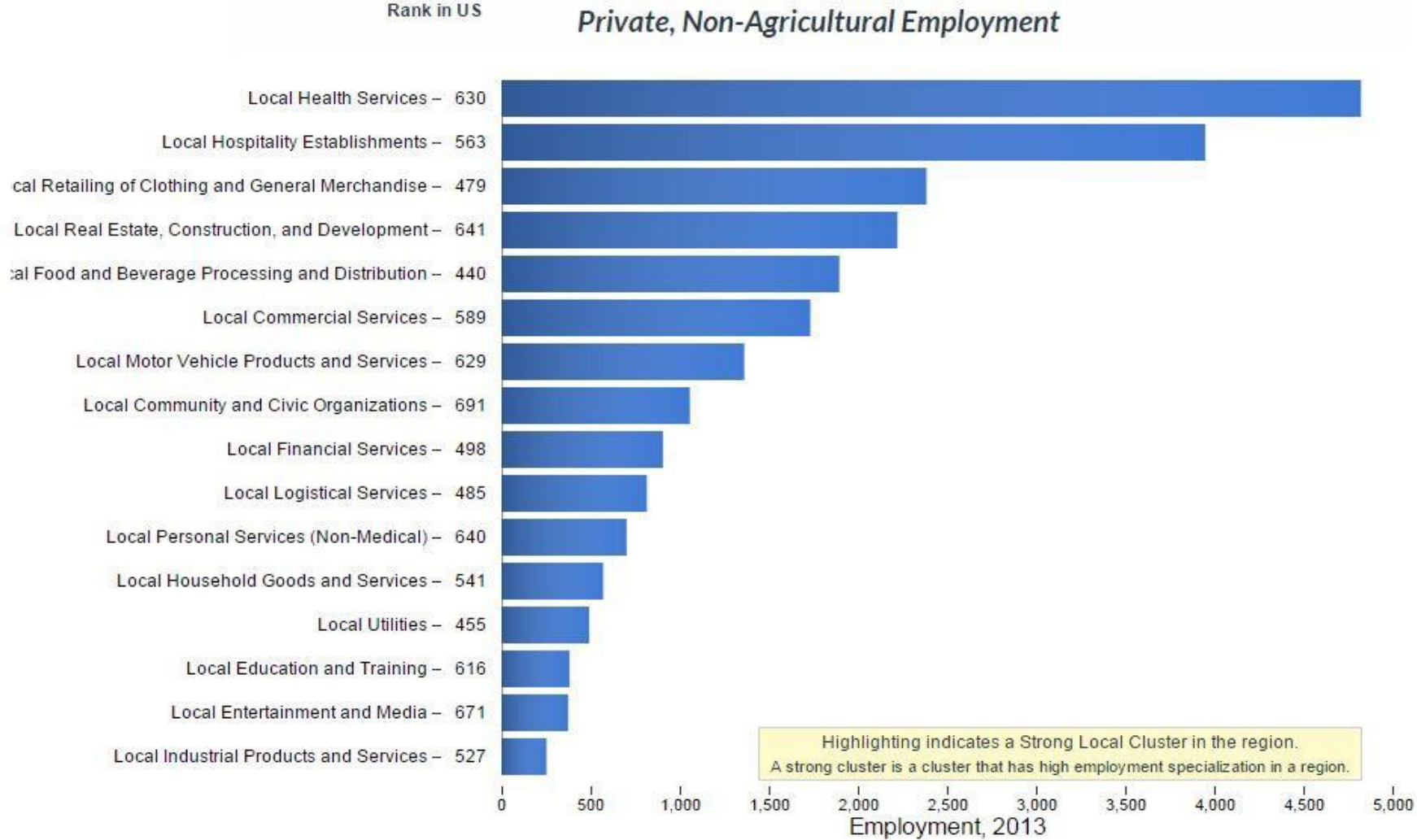


Source: STATS America – US Department of Commerce, Economic Development Administration. Rankings are out of 3221 for counties.

LaPorte County

Employment by Local Cluster, 2013

Private, Non-Agricultural Employment



Rank numbers are out of 3221 for counties.



WAGES BY LOCAL CLUSTER - 2013

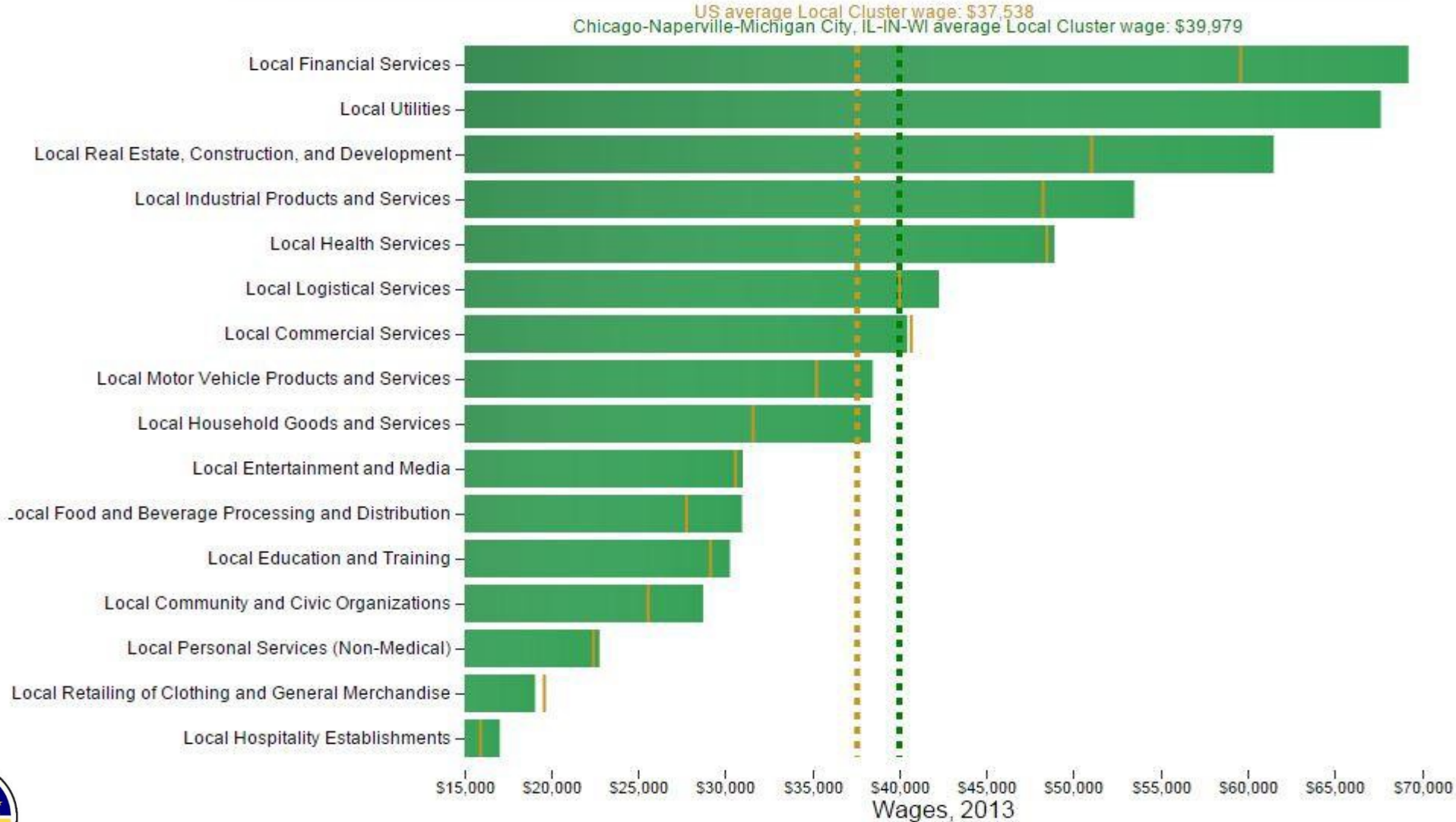


Chicago-Naperville-Michigan City, IL-IN-WI

Wages by Local Cluster, 2013

Average Private Wage

■ indicates US average wage for cluster



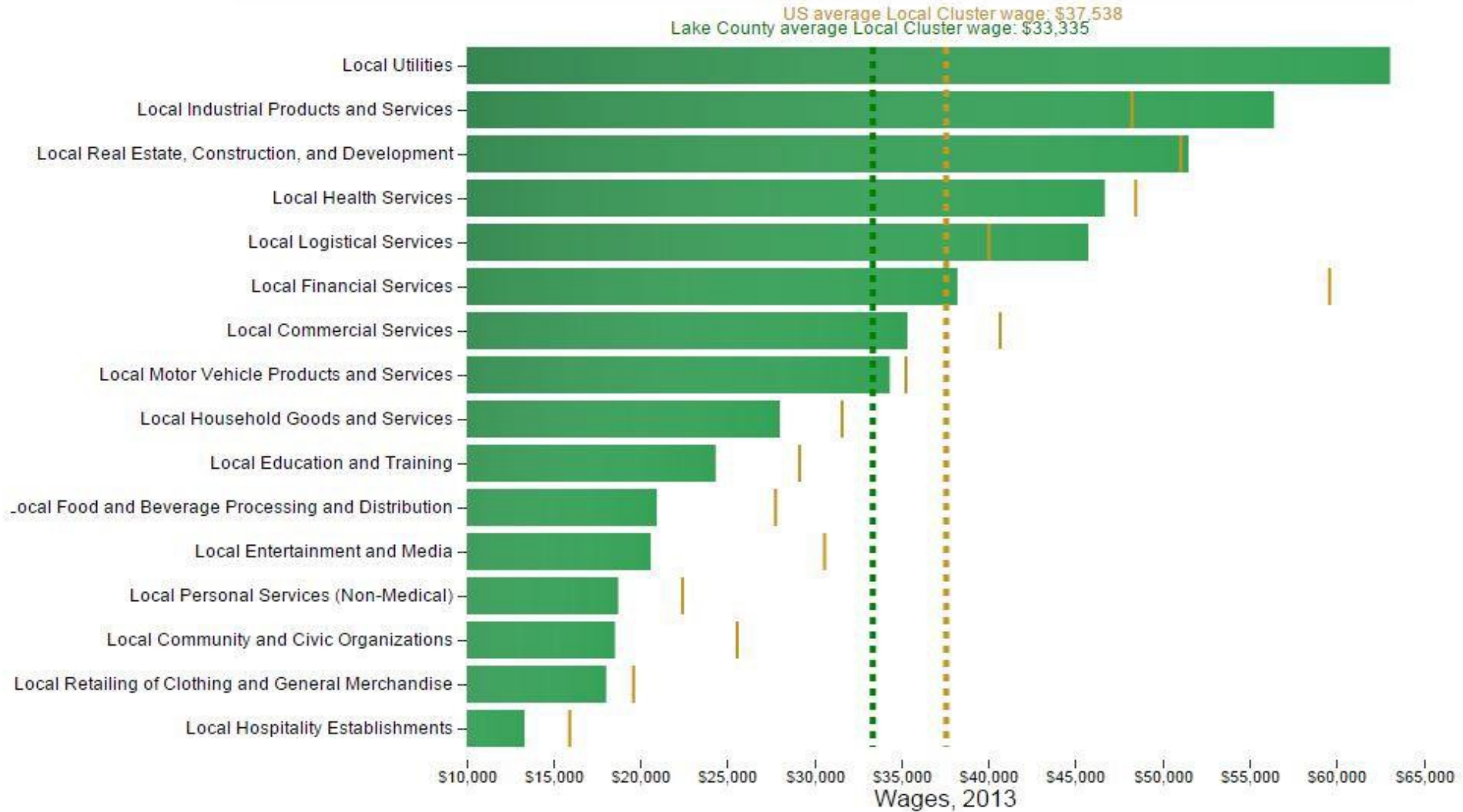
Source: STATS America – US Department of Commerce, Economic Development Administration

Lake County

Wages by Local Cluster, 2013

Average Private Wage

■ indicates US average wage for cluster



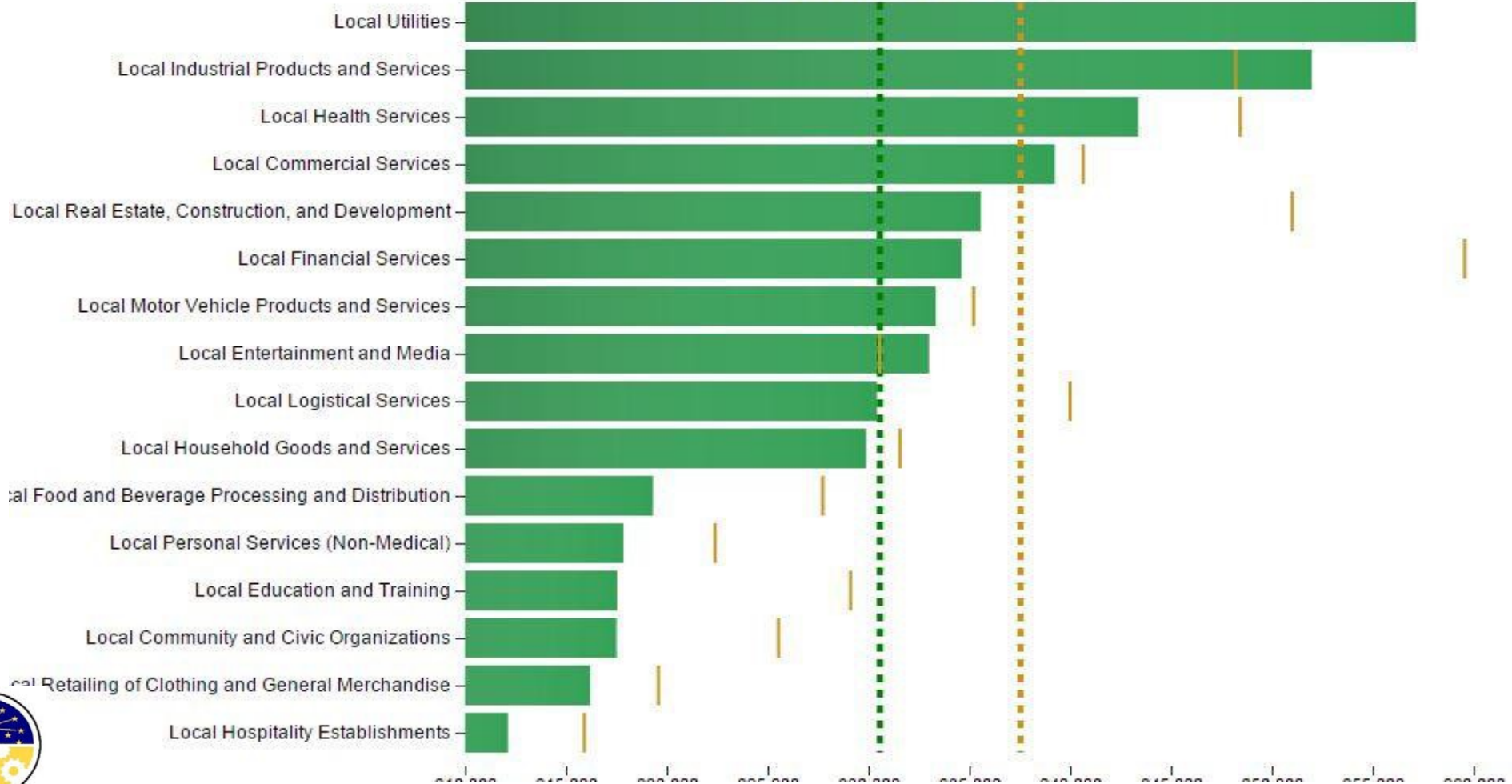
Source: STATS America – US Department of Commerce, Economic Development Administration

Porter County

Wages by Local Cluster, 2013 Average Private Wage

Indicates US average wage for cluster

US average Local Cluster wage: \$37,538
Porter County average Local Cluster wage: \$30,572

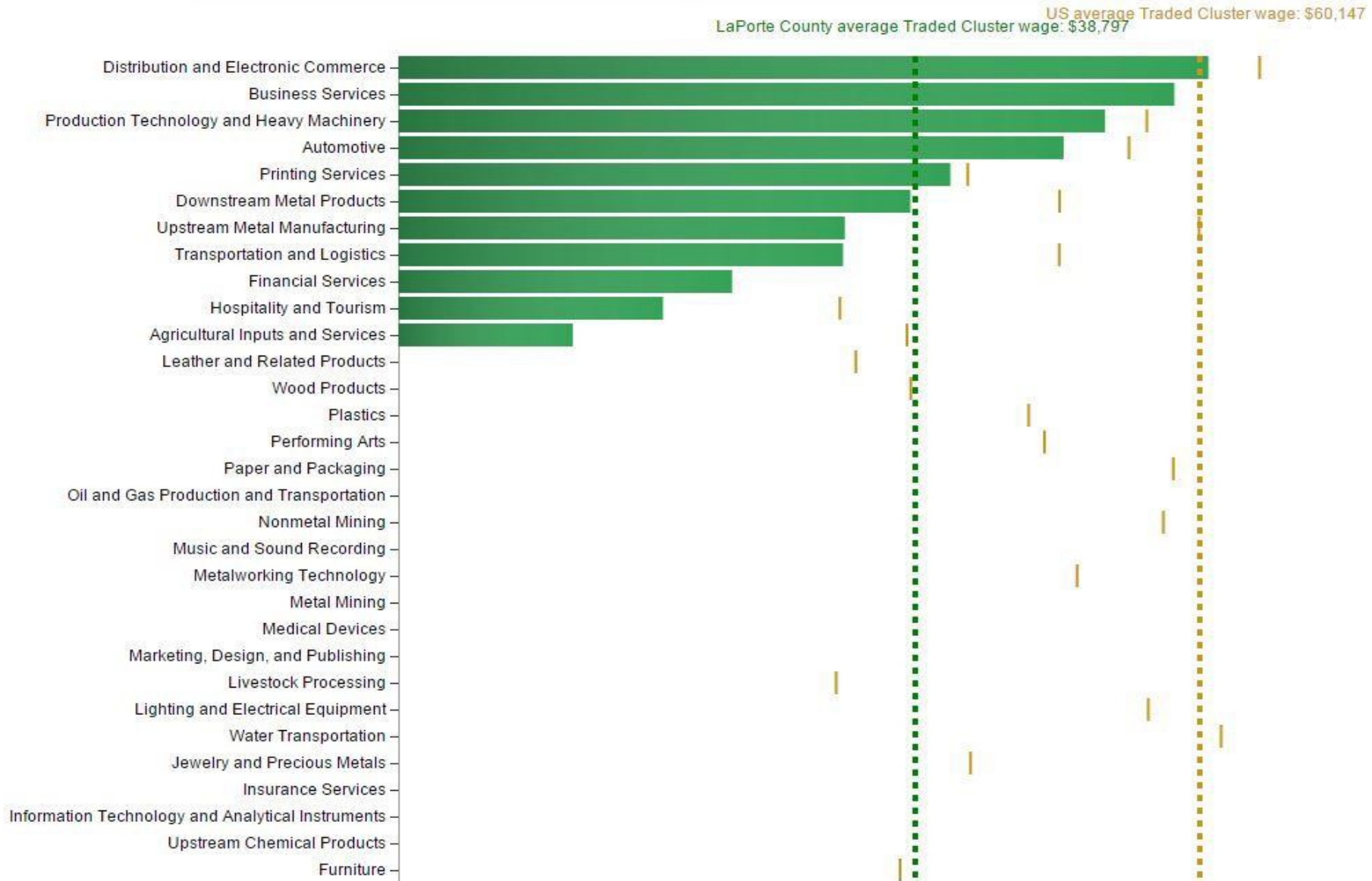


LaPorte County

Wages by Traded Cluster, 2013

Average Private Wage

■ indicates US average wage for cluster



JOB CREATION BY LOCAL CLUSTER

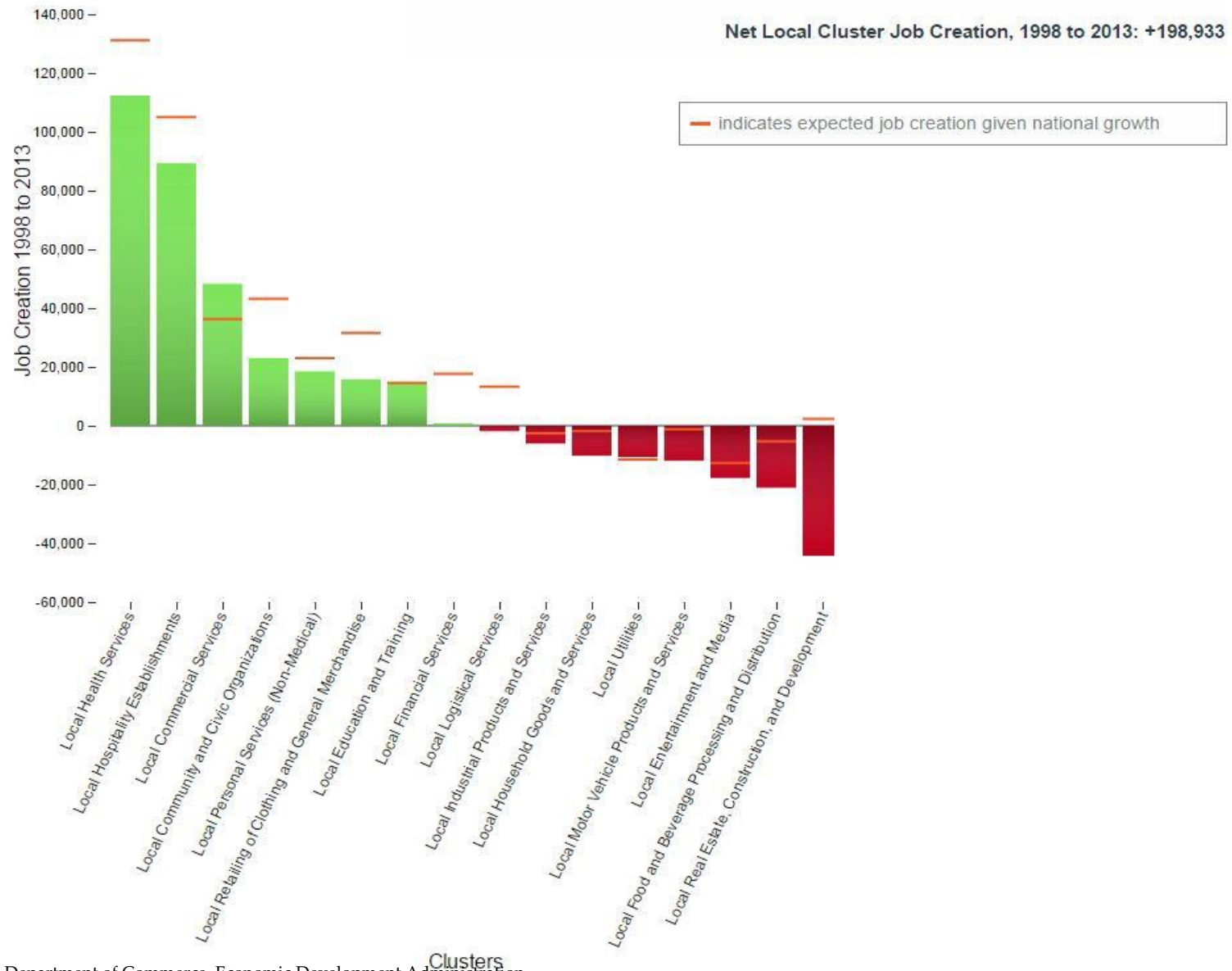
1998- 2013



Chicago-Naperville-Michigan City, IL-IN-WI

Job Creation by Local Cluster, 1998-2013

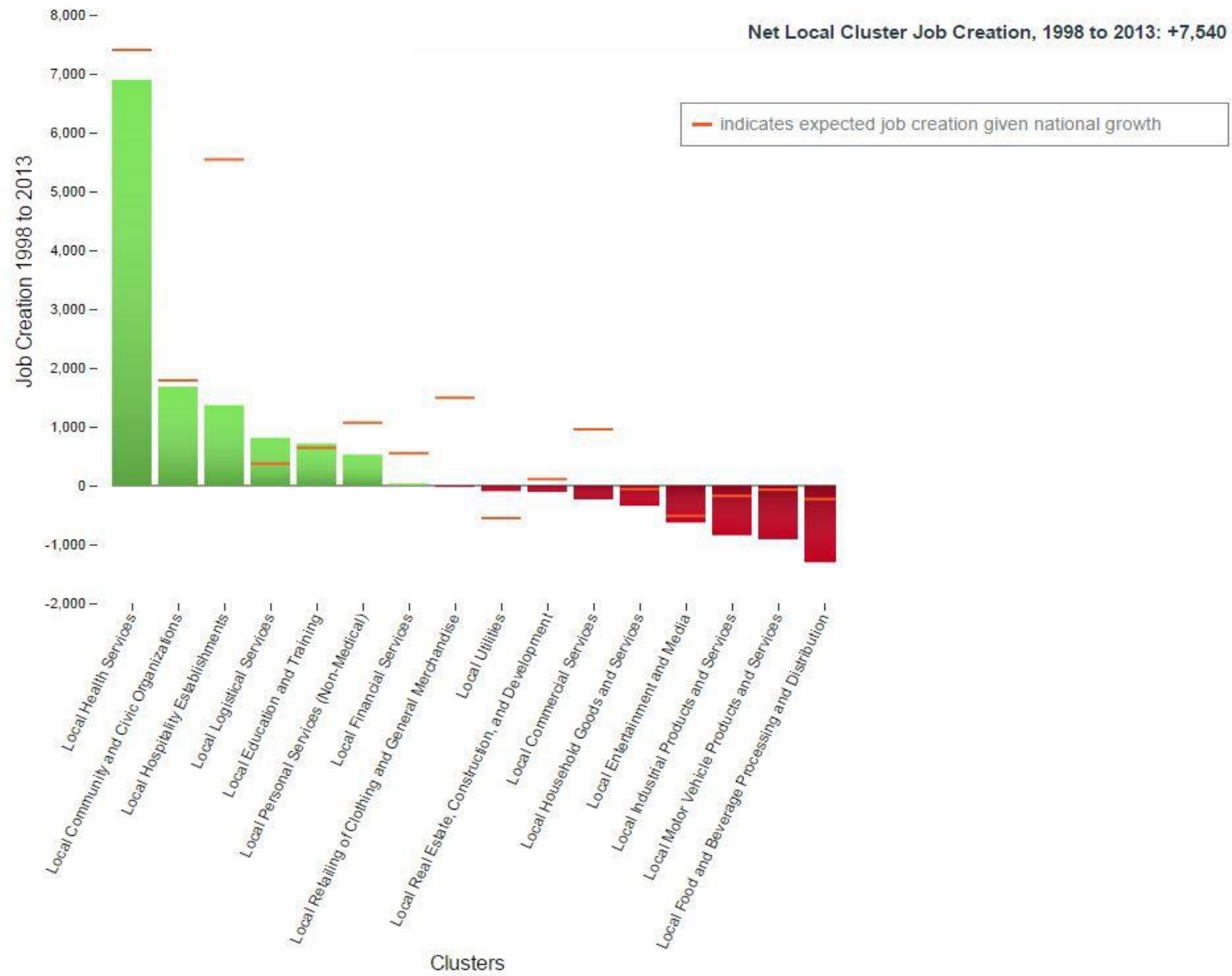
Private Employment, Absolute Job Gains



Source: STATS America – US Department of Commerce, Economic Development Administration

Job Creation by Local Cluster, 1998-2013

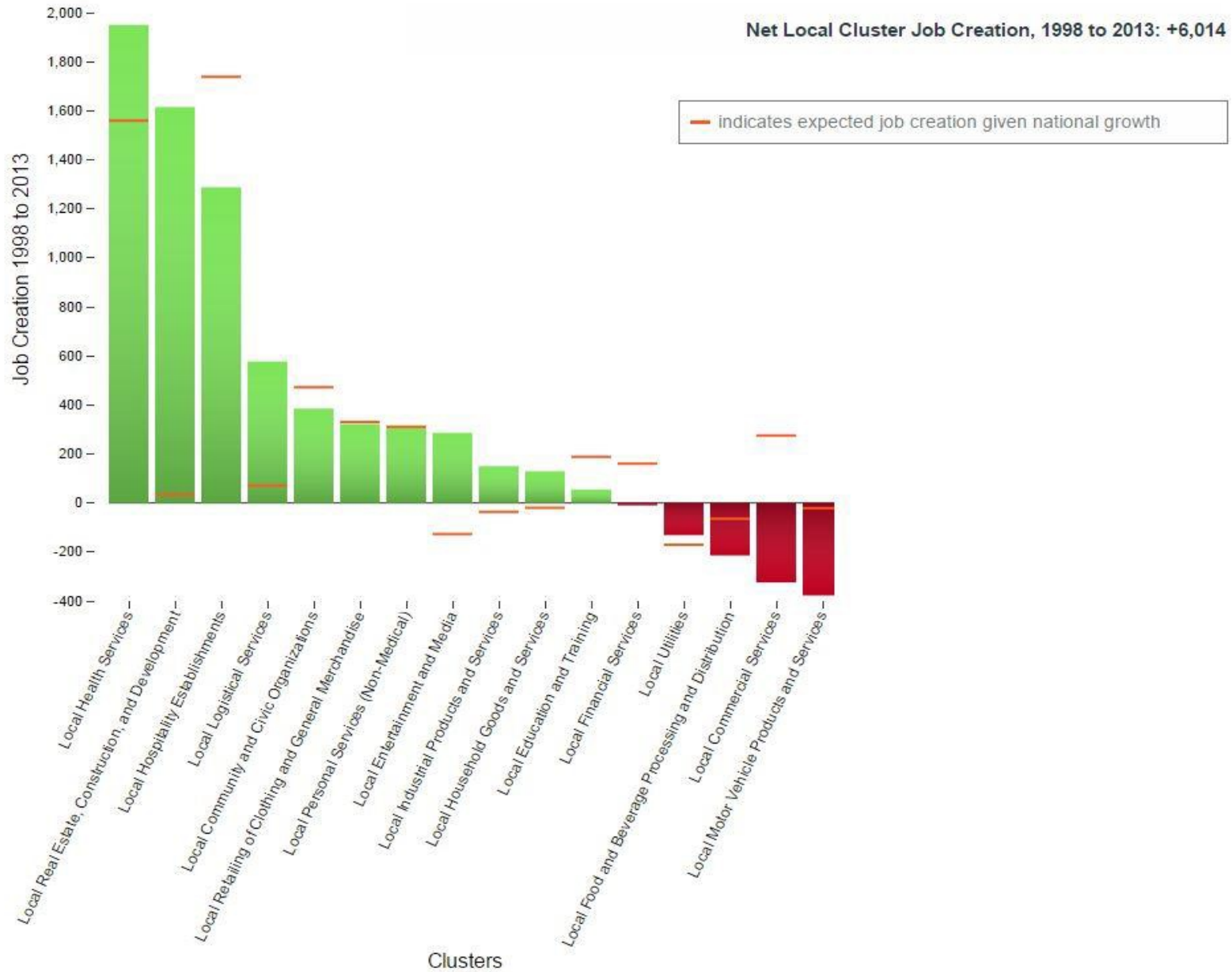
Lake County Private Employment, Absolute Job Gains



Source: STATS America – US Department of Commerce, Economic Development Administration

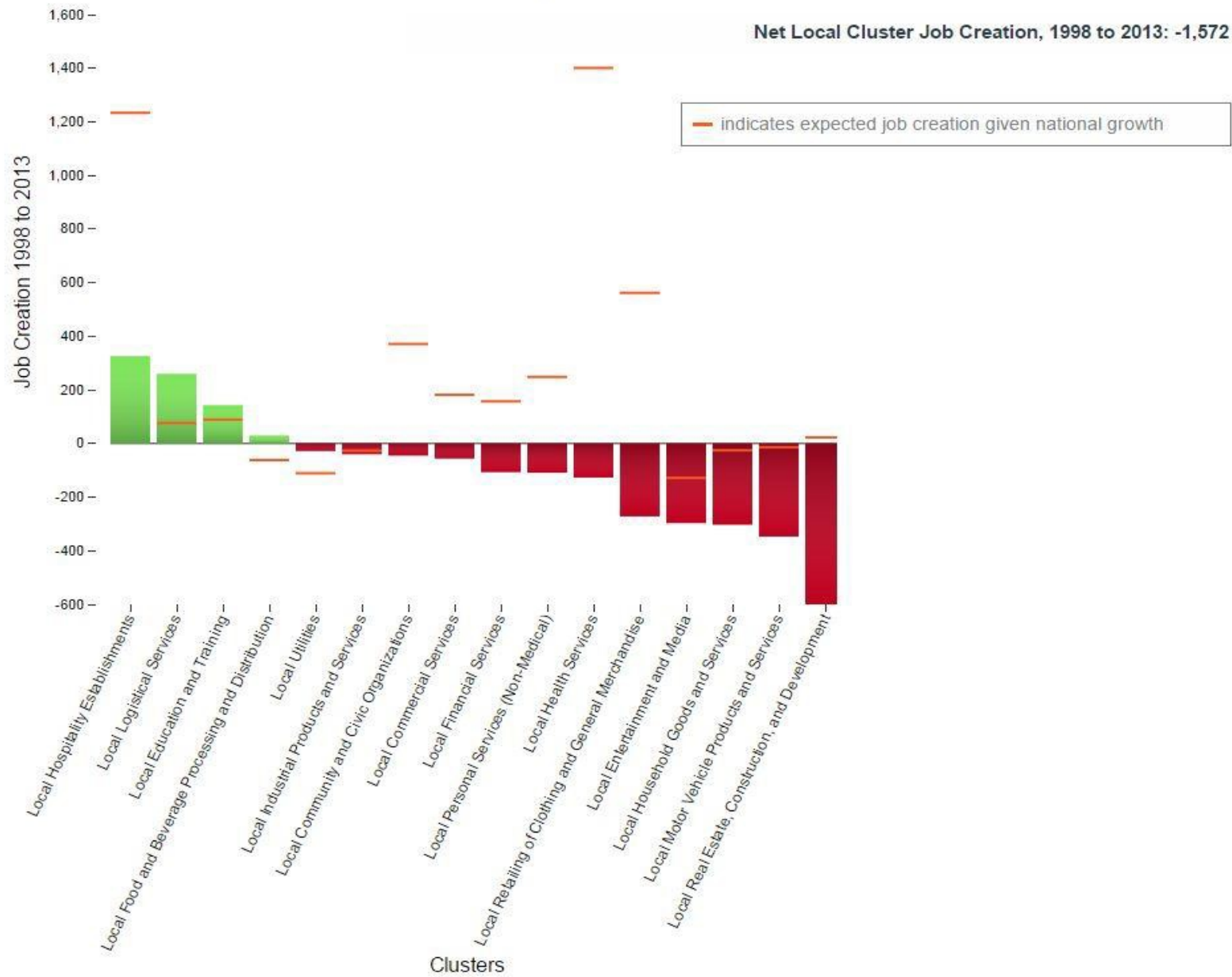
Porter County

Job Creation by Local Cluster, 1998-2013 Private Employment, Absolute Job Gains



LaPorte County Job Creation by Local Cluster, 1998-2013

Private Employment, Absolute Job Gains



SPECIALIZATION BY LOCAL CLUSTER

1998 - 2013

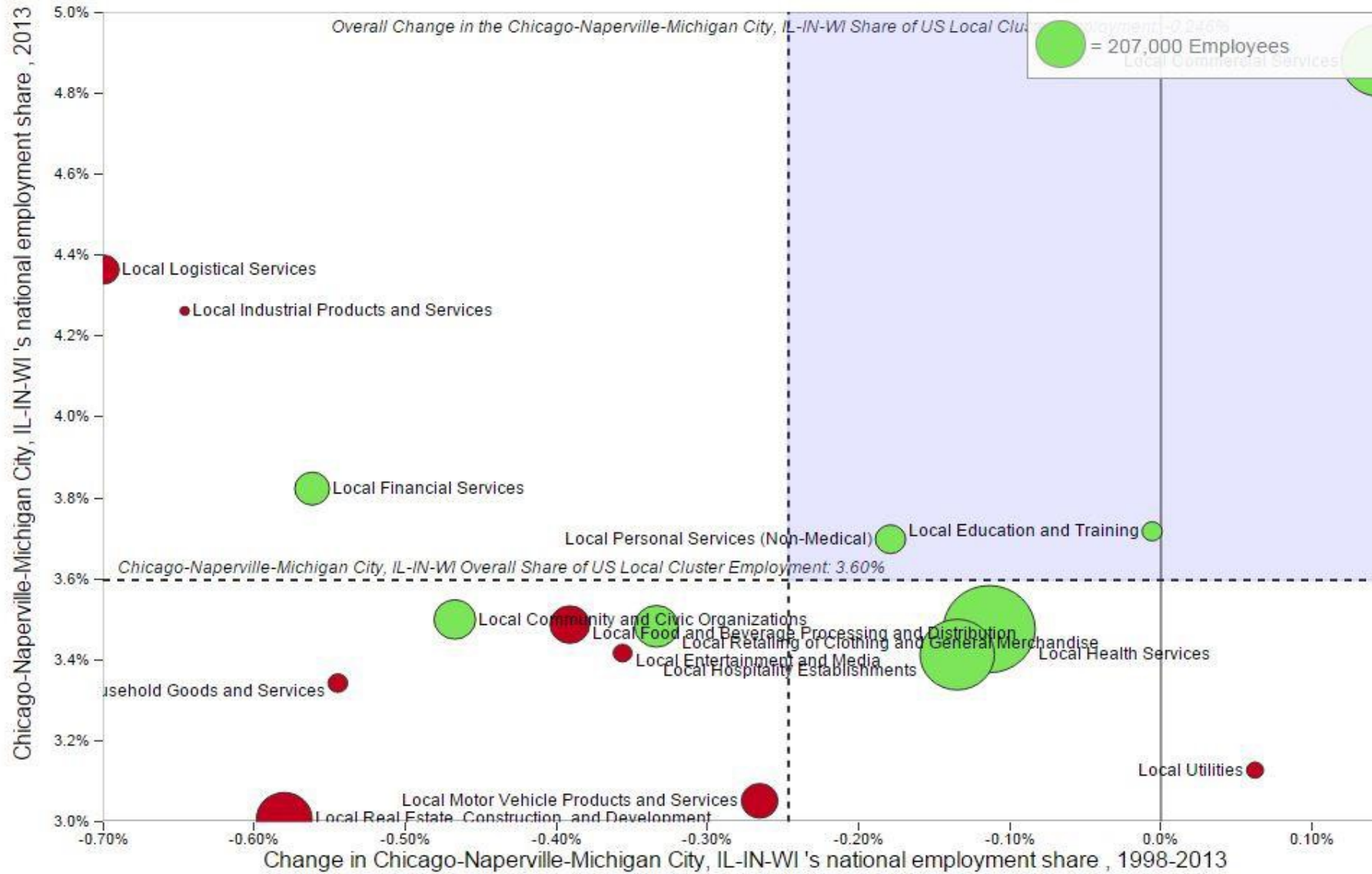


Chicago-Naperville-Michigan City, IL-IN-WI

Specialization by Local Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013
● Added Jobs
● Lost Jobs



Source: STATS America – US Department of Commerce, Economic Development Administration

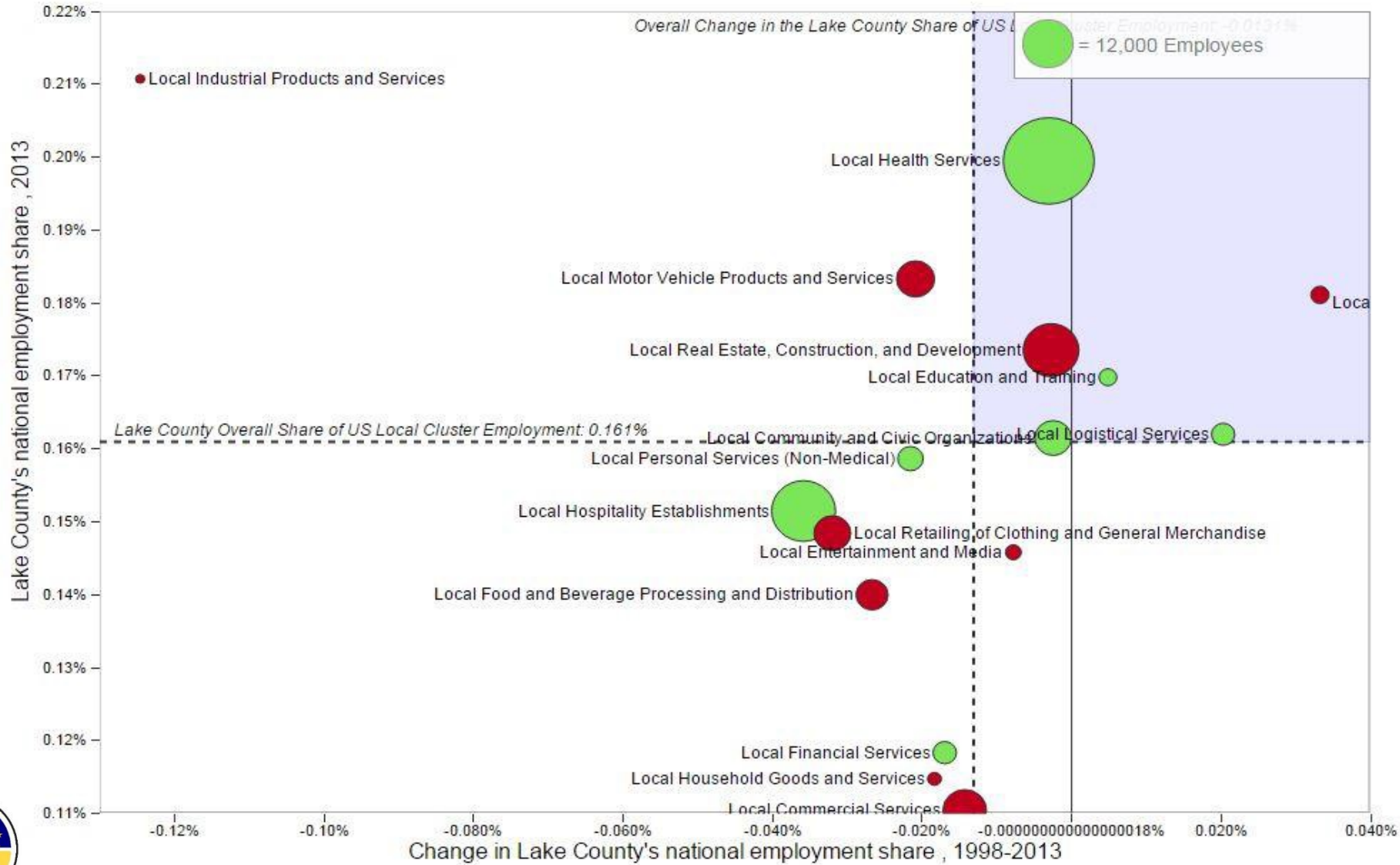
Lake County

Specialization by Local Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013

- Added Jobs
- Lost Jobs



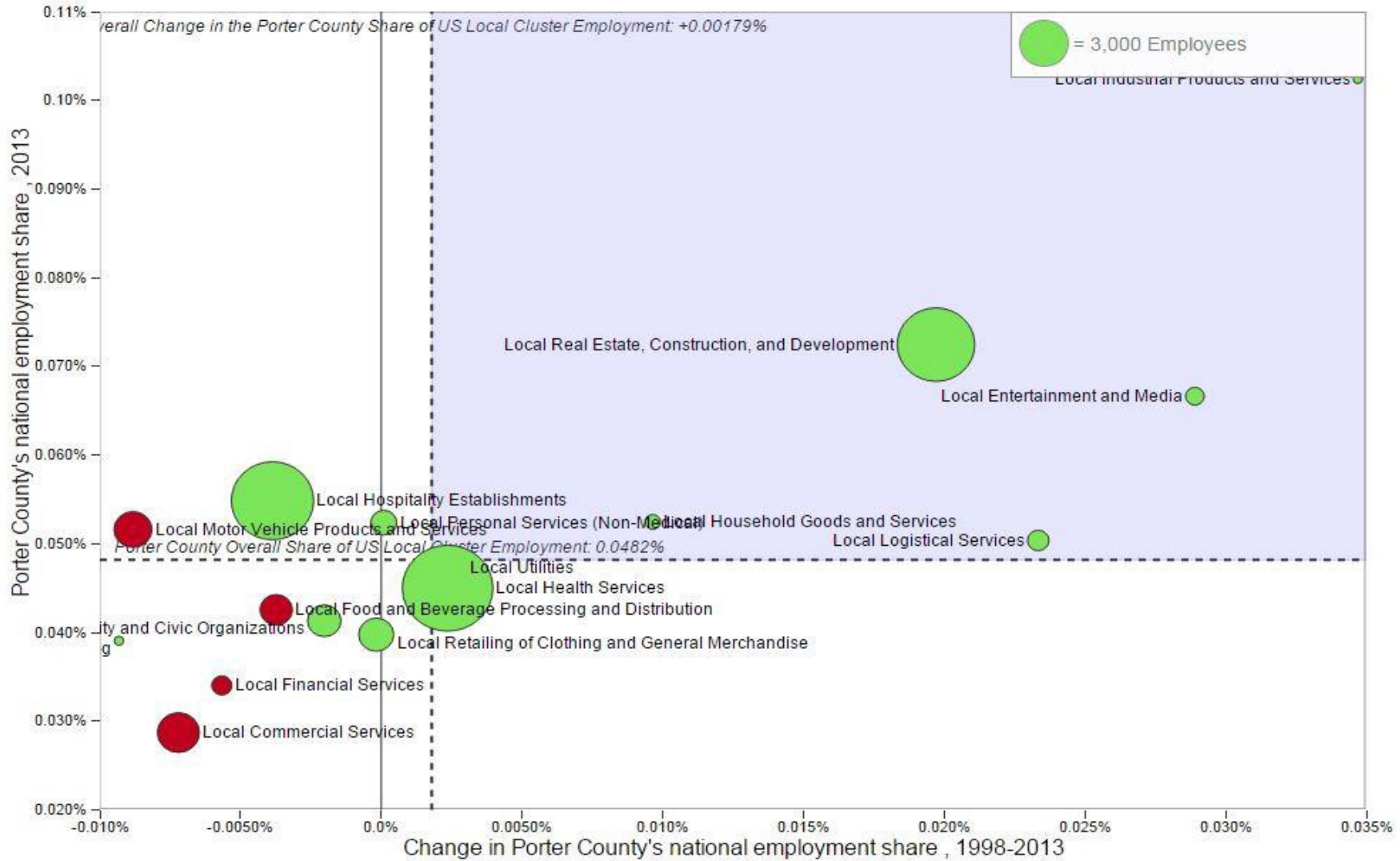
Source: STATS America – US Department of Commerce, Economic Development Administration

Porter County

Specialization by Local Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

Employment
1998-2013
● Added Jobs
● Lost Jobs



Source: STATS America – US Department of Commerce, Economic Development Administration

LaPorte County

Specialization by Local Cluster, 1998 to 2013

Click on a bubble or click and drag a box around an area to zoom.

**Employment
1998-2013**
● Added Jobs
● Lost Jobs

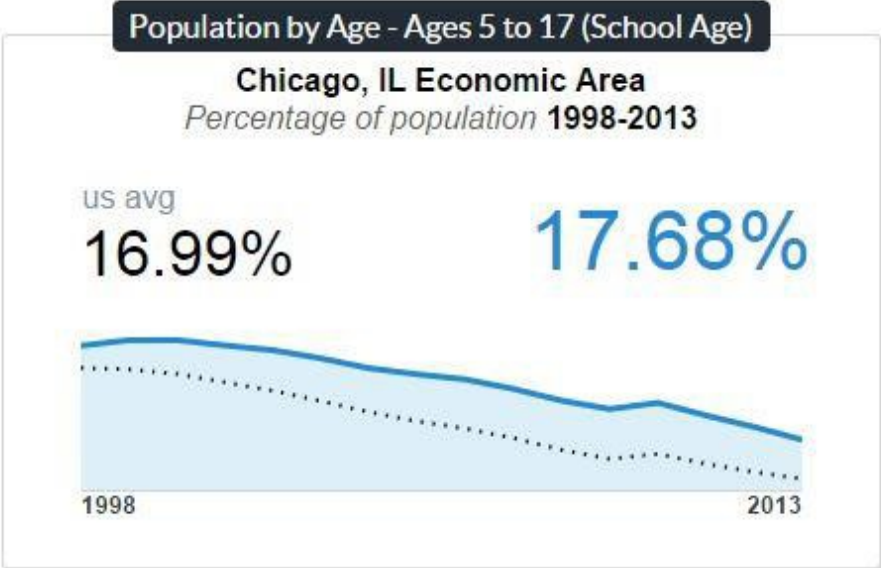
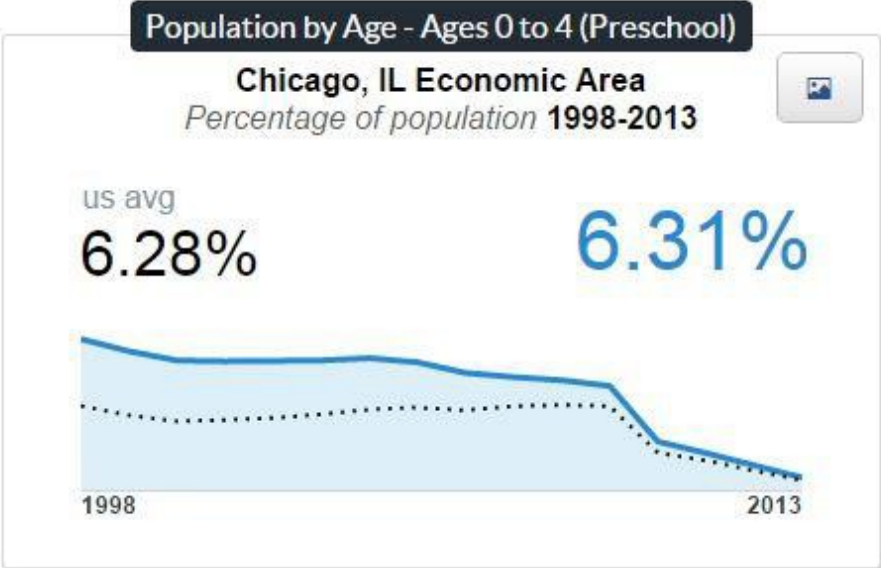


Source: STATS America – US Department of Commerce, Economic Development Administration

YOUTH POPULATION 1998 - 2013

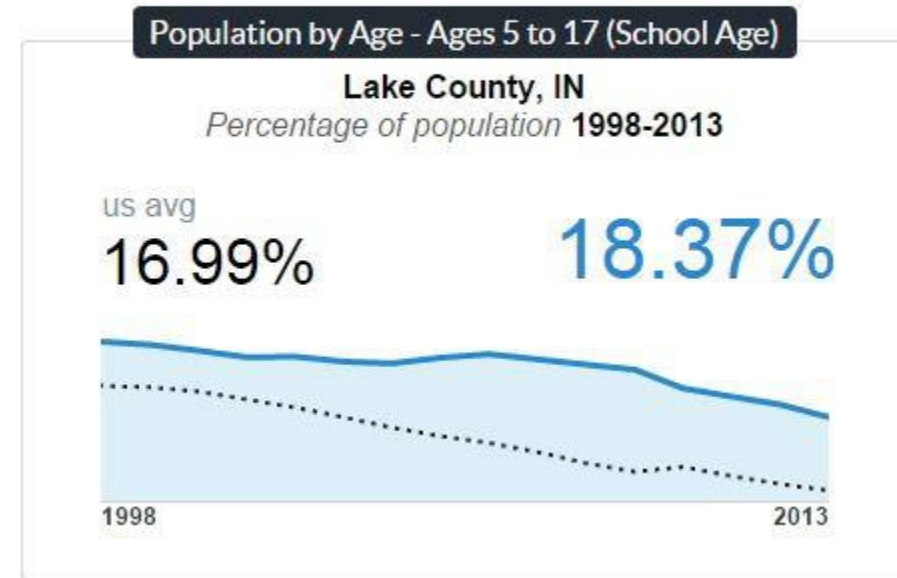
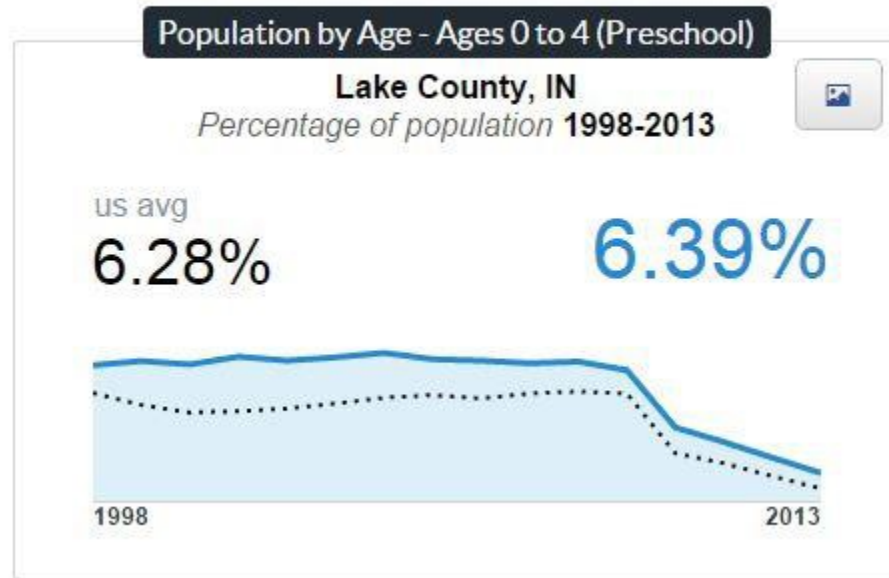


Population



Source: STATS America – US Department of Commerce, Economic Development Administration

Population



Population

Population by Age - Ages 0 to 4 (Preschool)

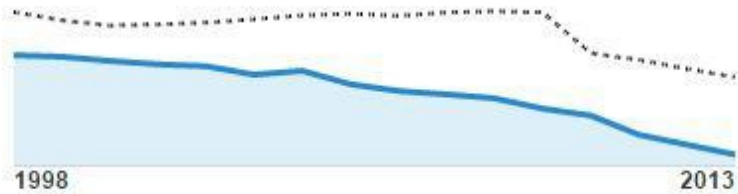
Porter County, IN

Percentage of population 1998-2013

us avg

6.28%

5.50%



Population by Age - Ages 5 to 17 (School Age)

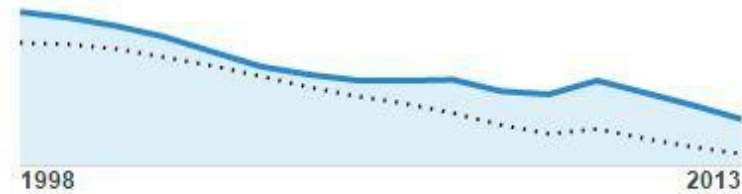
Porter County, IN

Percentage of population 1998-2013

us avg

16.99%

17.61%



Population by Age - Ages 0 to 4 (Preschool)

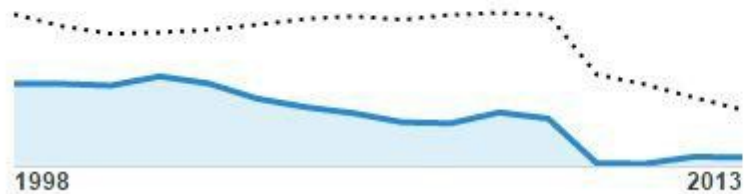
Laporte County, IN

Percentage of population 1998-2013

us avg

6.28%

5.96%



Population by Age - Ages 5 to 17 (School Age)

Laporte County, IN

Percentage of population 1998-2013

us avg

16.99%

16.16%



YOUNG ADULT POPULATION 1998 - 2013



Population by Age - Ages 18 to 24 (College Age)

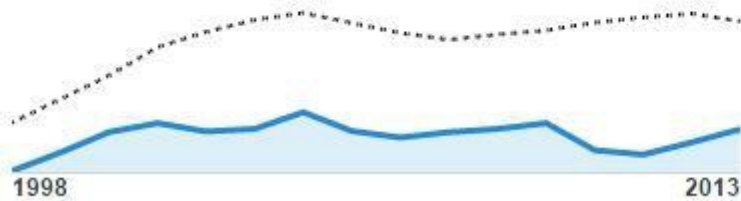
Chicago, IL Economic Area
Percentage of population 1998-2013



us avg

9.95%

9.41%



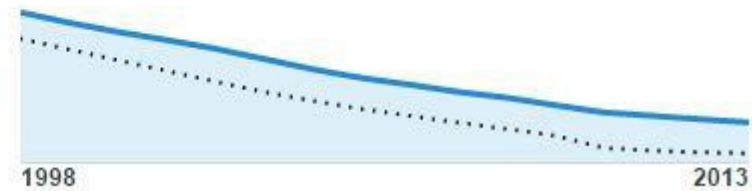
Population by Age - Ages 25 to 44 (Young Adult)

Chicago, IL Economic Area
Percentage of population 1998-2013

us avg

26.35%

27.60%



Population by Age - Ages 18 to 24 (College Age)

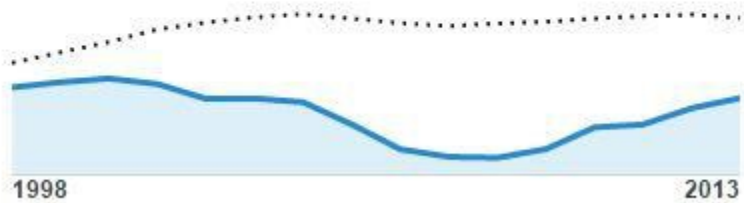
Lake County, IN

Percentage of population 1998-2013

us avg

9.95%

9.05%



Population by Age - Ages 25 to 44 (Young Adult)

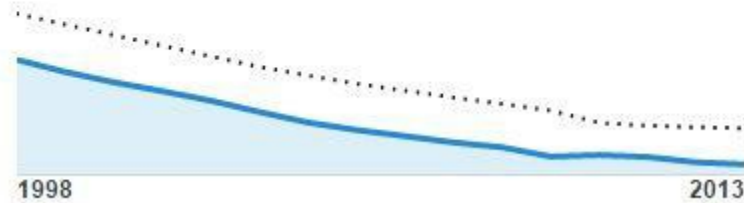
Lake County, IN

Percentage of population 1998-2013

us avg

26.35%

24.88%



Population by Age - Ages 18 to 24 (College Age)

Porter County, IN

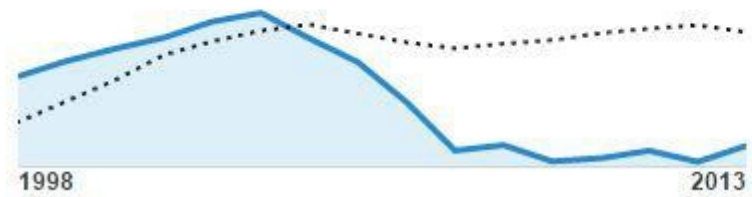
Percentage of population 1998-2013



us avg

9.95%

9.31%



Population by Age - Ages 25 to 44 (Young Adult)

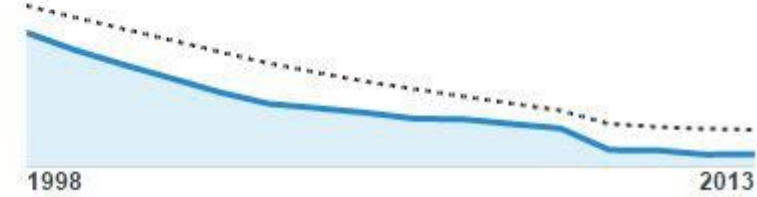
Porter County, IN

Percentage of population 1998-2013

us avg

26.35%

25.43%



Population by Age - Ages 18 to 24 (College Age)

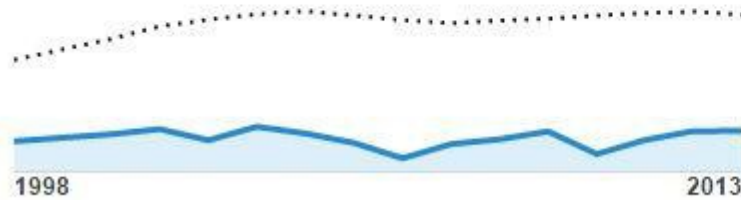
Laporte County, IN

Percentage of population 1998-2013

us avg

9.95%

8.65%



Population by Age - Ages 25 to 44 (Young Adult)

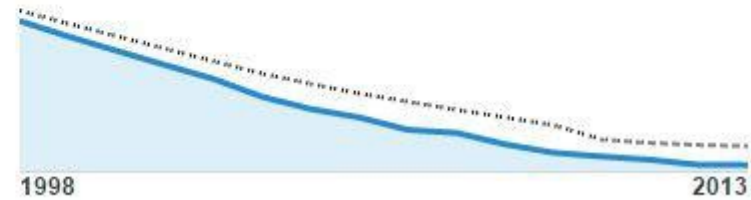
Laporte County, IN

Percentage of population 1998-2013

us avg

26.35%

25.70%



OLDER ADULT POPULATION 1998 - 2013



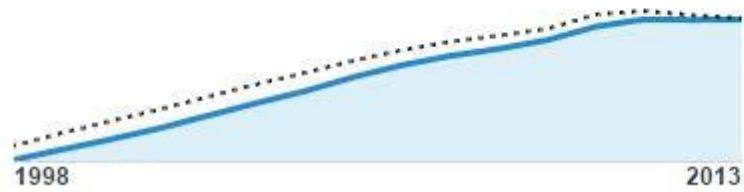
Population by Age - Ages 45 to 64 (Older Adult)

Chicago, IL Economic Area
Percentage of population 1998-2013

us avg

26.28%

26.24%



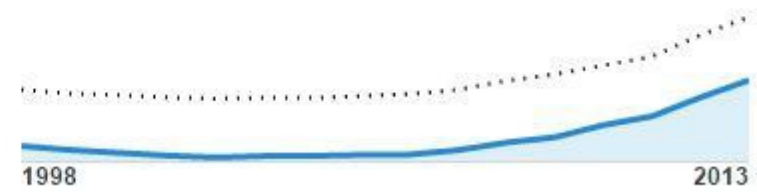
Population by Age - Ages 65 and Older (Older Adult)

Chicago, IL Economic Area
Percentage of population 1998-2013

us avg

14.14%

12.76%



Population by Age - Ages 45 to 64 (Older Adult)

Lake County, IN

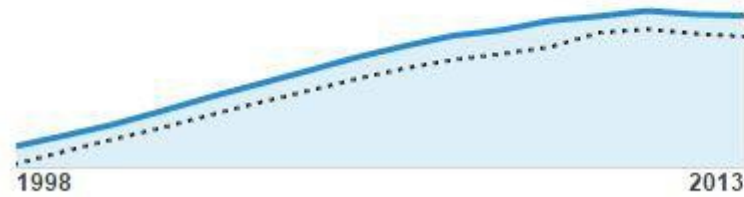
Percentage of population 1998-2013



us avg

26.28%

27.13%



Population by Age - Ages 65 and Older (Older Adult)

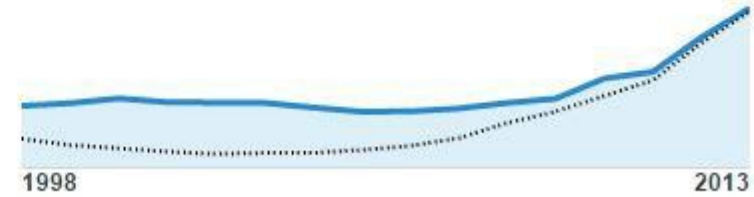
Lake County, IN

Percentage of population 1998-2013

us avg

14.14%

14.18%



Population by Age - Ages 45 to 64 (Older Adult)

Porter County, IN

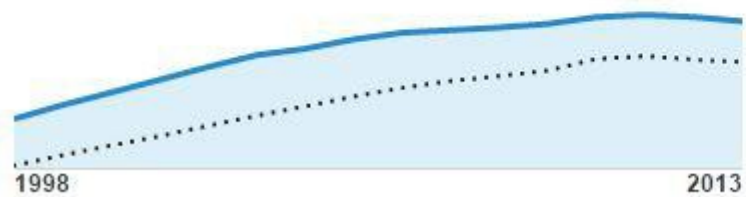
Percentage of population 1998-2013



us avg

26.28%

28.31%



Population by Age - Ages 65 and Older (Older Adult)

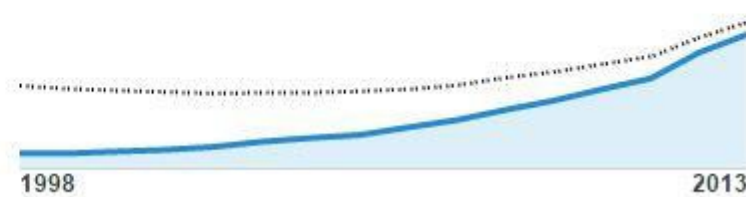
Porter County, IN

Percentage of population 1998-2013

us avg

14.14%

13.83%



Population by Age - Ages 45 to 64 (Older Adult)

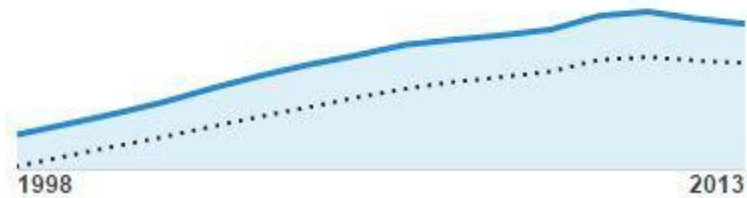
Laporte County, IN

Percentage of population 1998-2013

us avg

26.28%

28.23%



Population by Age - Ages 65 and Older (Older Adult)

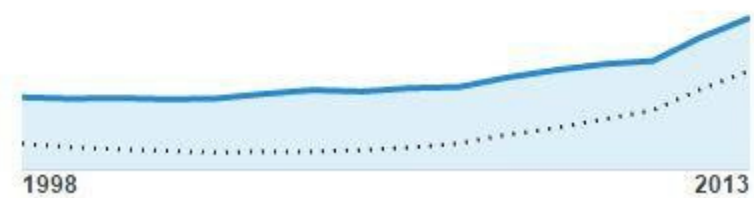
Laporte County, IN

Percentage of population 1998-2013

us avg

14.14%

15.30%



Northwest Indiana Keys to Economic Development Success

- Physical Connectivity to Chicago advance TOD planning and development
- Planning connectivity to Chicago with Northwest Indiana linking NIRPC with CMAP and other Chicago based planning and development organizations such as South Suburban Mayors and Managers Association (SSMMA)
- Education coordination among higher education institutions
- Create Calumet Region Brand with SSMMA Economic Development and CMAP
- Create partnerships for development of shared Calumet Advanced Manufacturing Research Corridor by NWI Forum



APPENDIX D

Supplemental Comprehensive Economic Development Strategy Areas to the Approved 2013 CEDS Project List

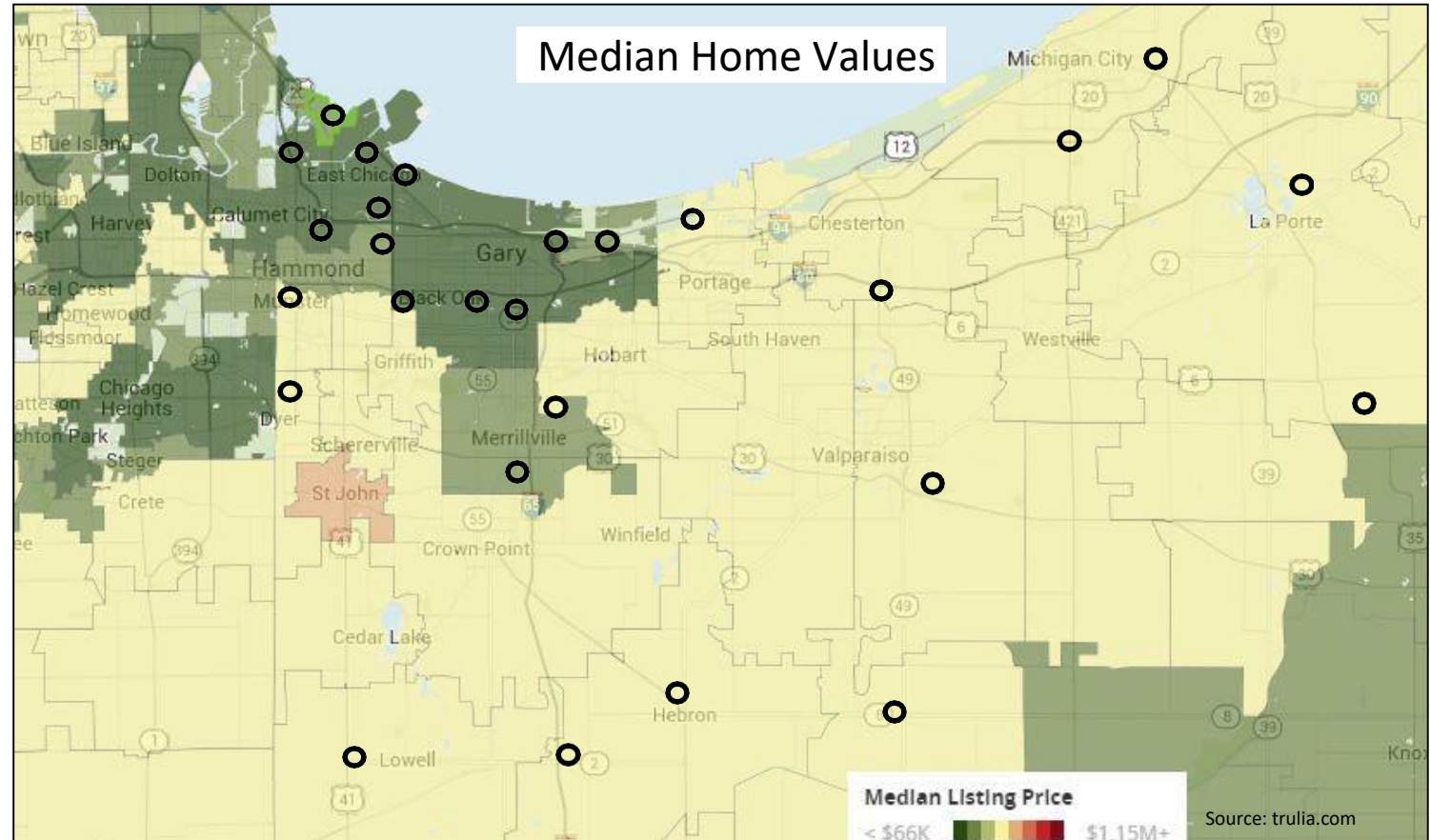


Northwest Indiana Economic Development
District 2015

CEDS Project Site Evaluation Criteria = 100 Possible

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 20
 - Road 5
 - Rail 5
 - Port 5
 - Airport 5
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

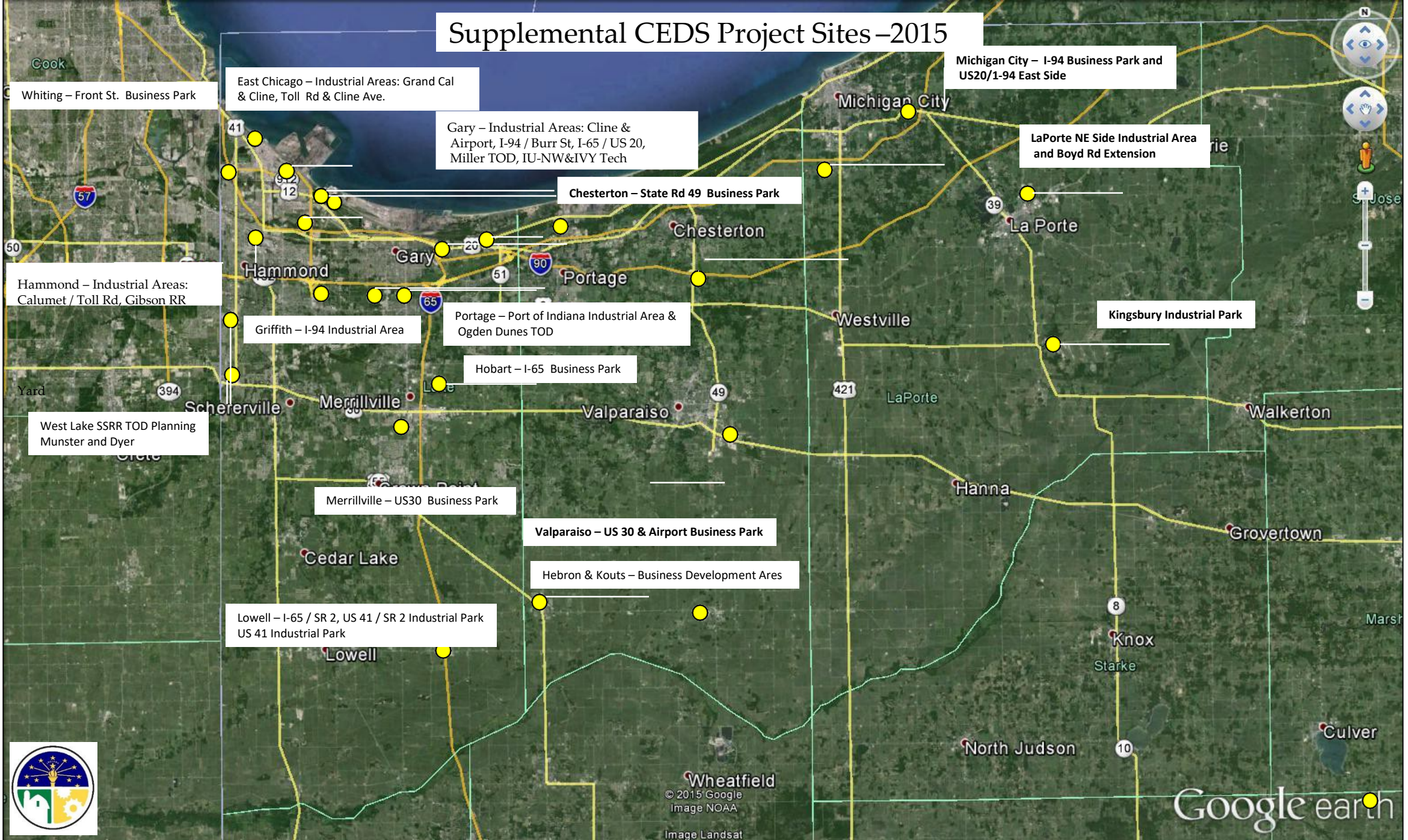
Developed and Developable Land = +/- 25,200 Ac



The CEDS Potential Project Site locations were developed from site economic research and stakeholder interviews. Stakeholder interviews were with NW Indiana private commercial/industrial developers, local and state economic development professionals. These CEDS project sites are not intended to be all inclusive, but to provide a take off point for further discussions to refine these and other potential CEDS projects with municipal, county, and regional economic development leadership.



Supplemental CEDS Project Sites – 2015



Whiting – Front St. Business Park

East Chicago – Industrial Areas: Grand Cal & Cline, Toll Rd & Cline Ave.

Gary – Industrial Areas: Cline & Airport, I-94 / Burr St, I-65 / US 20, Miller TOD, IU-NW&IVY Tech

Michigan City – I-94 Business Park and US20/I-94 East Side

LaPorte NE Side Industrial Area and Boyd Rd Extension

Chesterton – State Rd 49 Business Park

Hammond – Industrial Areas: Calumet / Toll Rd, Gibson RR

Griffith – I-94 Industrial Area

Portage – Port of Indiana Industrial Area & Ogden Dunes TOD

Kingsbury Industrial Park

Hobart – I-65 Business Park

West Lake SSRR TOD Planning Munster and Dyer

Merrillville – US30 Business Park

Valparaiso – US 30 & Airport Business Park

Hebron & Kouts – Business Development Ares

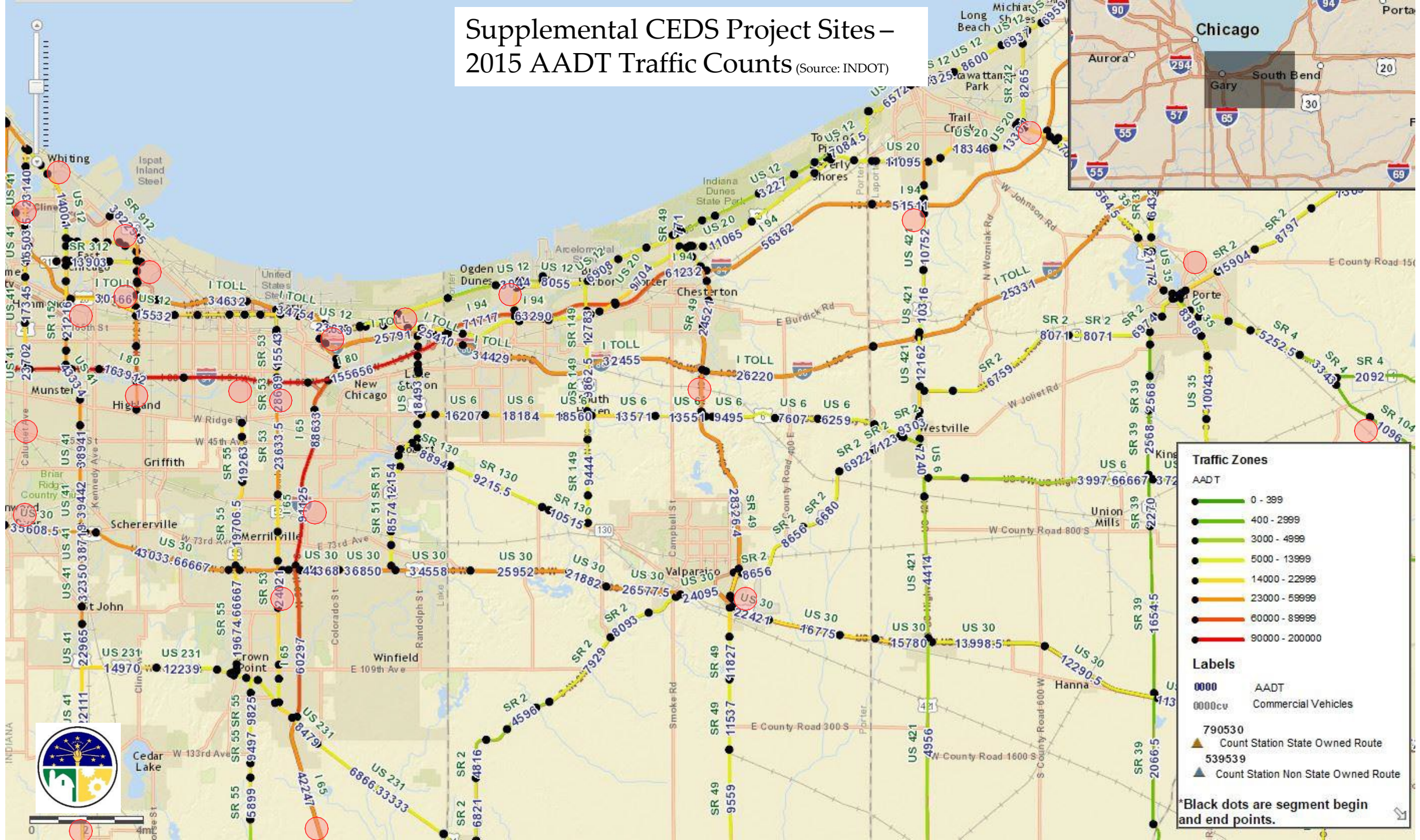
Lowell – I-65 / SR 2, US 41 / SR 2 Industrial Park
US 41 Industrial Park



Wheatfield
© 2015 Google
Image NOAA
Image Landsat

Google earth

Supplemental CEDS Project Sites – 2015 AADT Traffic Counts (Source: INDOT)



Traffic Zones

AADT

- 0 - 399
- 400 - 2999
- 3000 - 4999
- 5000 - 13999
- 14000 - 22999
- 23000 - 59999
- 60000 - 89999
- 90000 - 200000

Labels

- 0000 AADT
- 0000cv Commercial Vehicles
- 790530
- ▲ Count Station State Owned Route
- 539539
- ▲ Count Station Non State Owned Route

*Black dots are segment begin and end points.

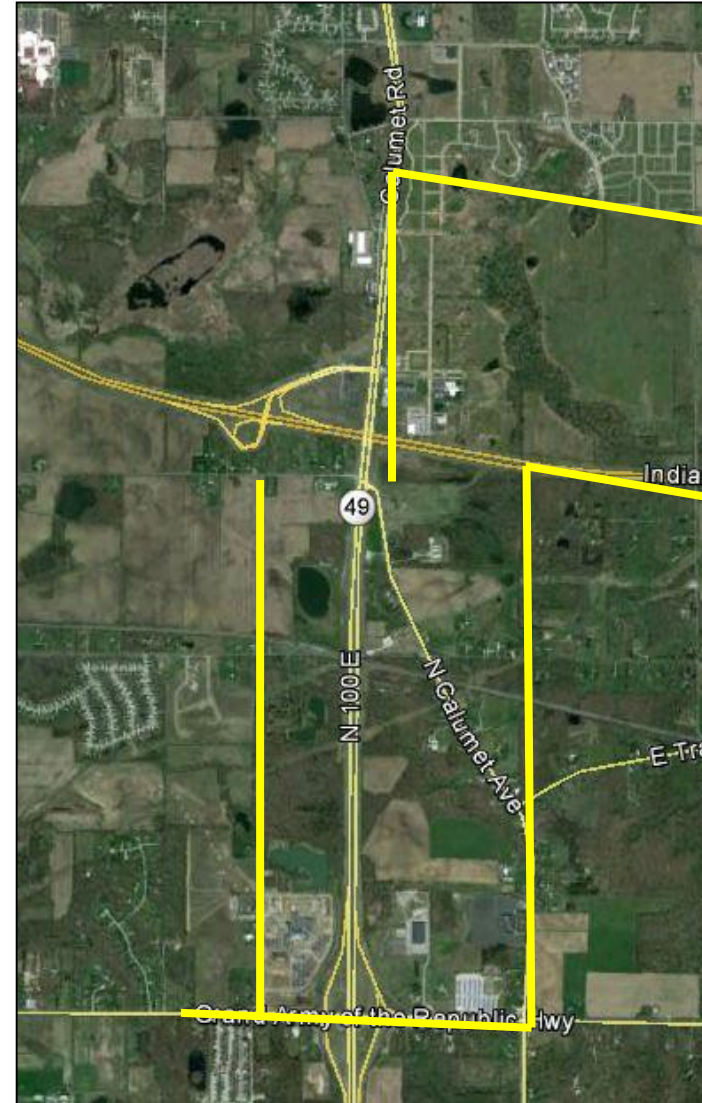


Chesterton – SR 49 Business Park Development = 47

- EDA Priorities 11
 - Community Economic Distress 3
 - New /Retain Jobs 3
 - New / Maintain Existing Investments 5
- Transportation Access 12
 - Road 5
 - Rail 3
 - Port 2
 - Airport 2
- Utilities Capacity 15
 - Sewer 0
 - Water 2
 - Telecom 3
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 9
 - Land Quality 5
 - Water Quality 4

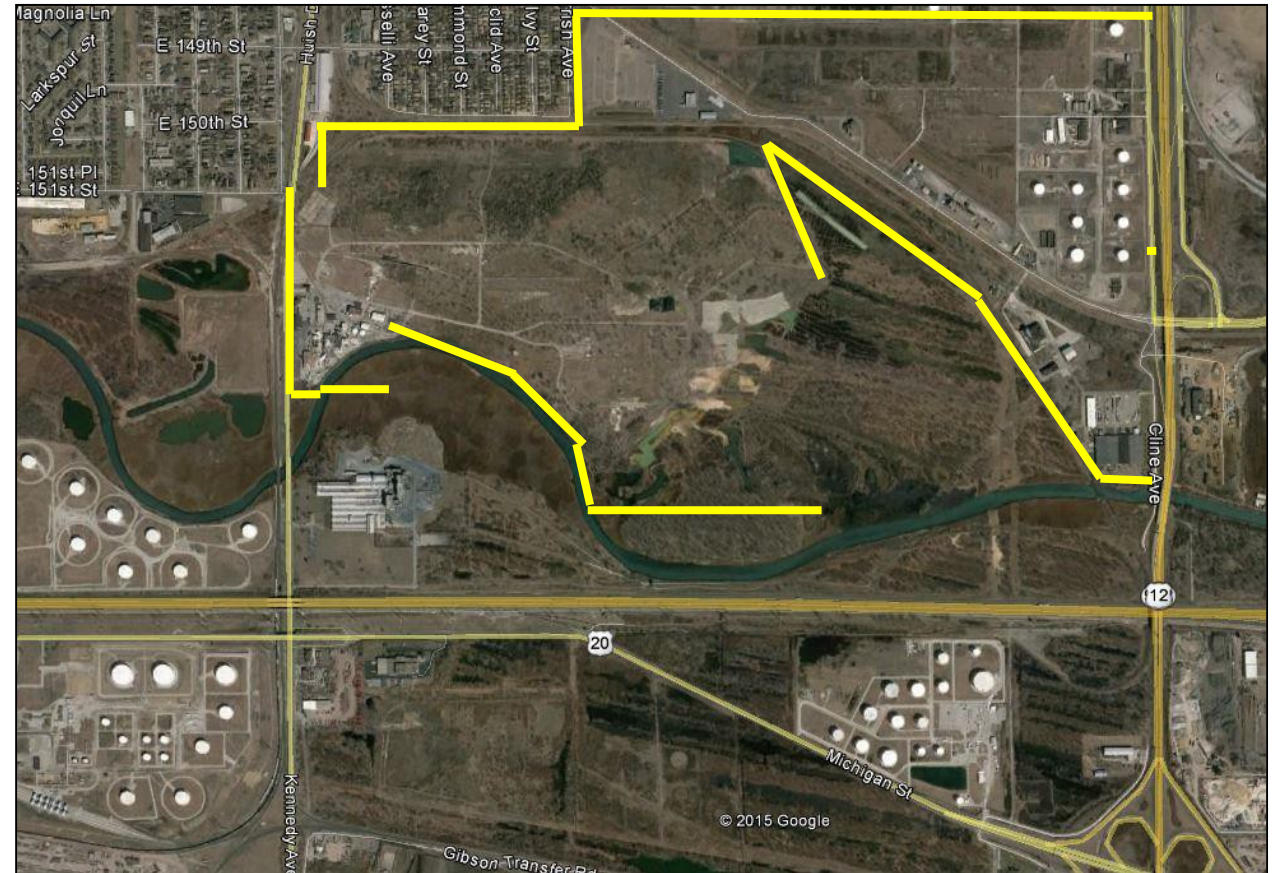
Developed and Developable Land = +/- 200 Ac

EDA Grants : Public Works and Economic Development Investments



East Chicago – Kennedy Ave, Gary Ave, Cline Ave Industrial Area = 91

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 18
 - Road 5
 - Rail 5
 - Port 3
 - Airport 5
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 3
 - Land Quality 1
 - Water Quality 2



Developed and Developable Land = +/- 170 Ac

Protect Conservation Land = +/- 150 Ac

EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance



East Chicago – Roxanna Neighborhood TOD Area = 92

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 16
 - Road 5
 - Rail 5
 - Port 3
 - Airport 3
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 6
 - Land Quality 3
 - Water Quality 3



Developed and Developable Land = +/- 170 Ac

Protect Conservation Land = +/- 150 Ac

EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance



East Chicago – Grand Calumet & Cline Ave Industrial Area = 90

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 18
 - Road 4
 - Rail 5
 - Port 3
 - Airport 5
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 2
 - Land Quality 1
 - Water Quality 1

Developed and Developable Land = +/- 225 Ac EDA

Resources: Planning



Gary – Cline Ave & Airport Industrial Area = 94

- EDA Priorities 45
 - Community Economic Distress 15
 - New / Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 20
 - Road 5
 - Rail 5
 - Port 5
 - Airport 5
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 4
 - Land Quality 1
 - Water Quality 3

Developed and Developable Land = +/- 2789 Ac

Protected Green Conservation Land = +/- 1014 Ac

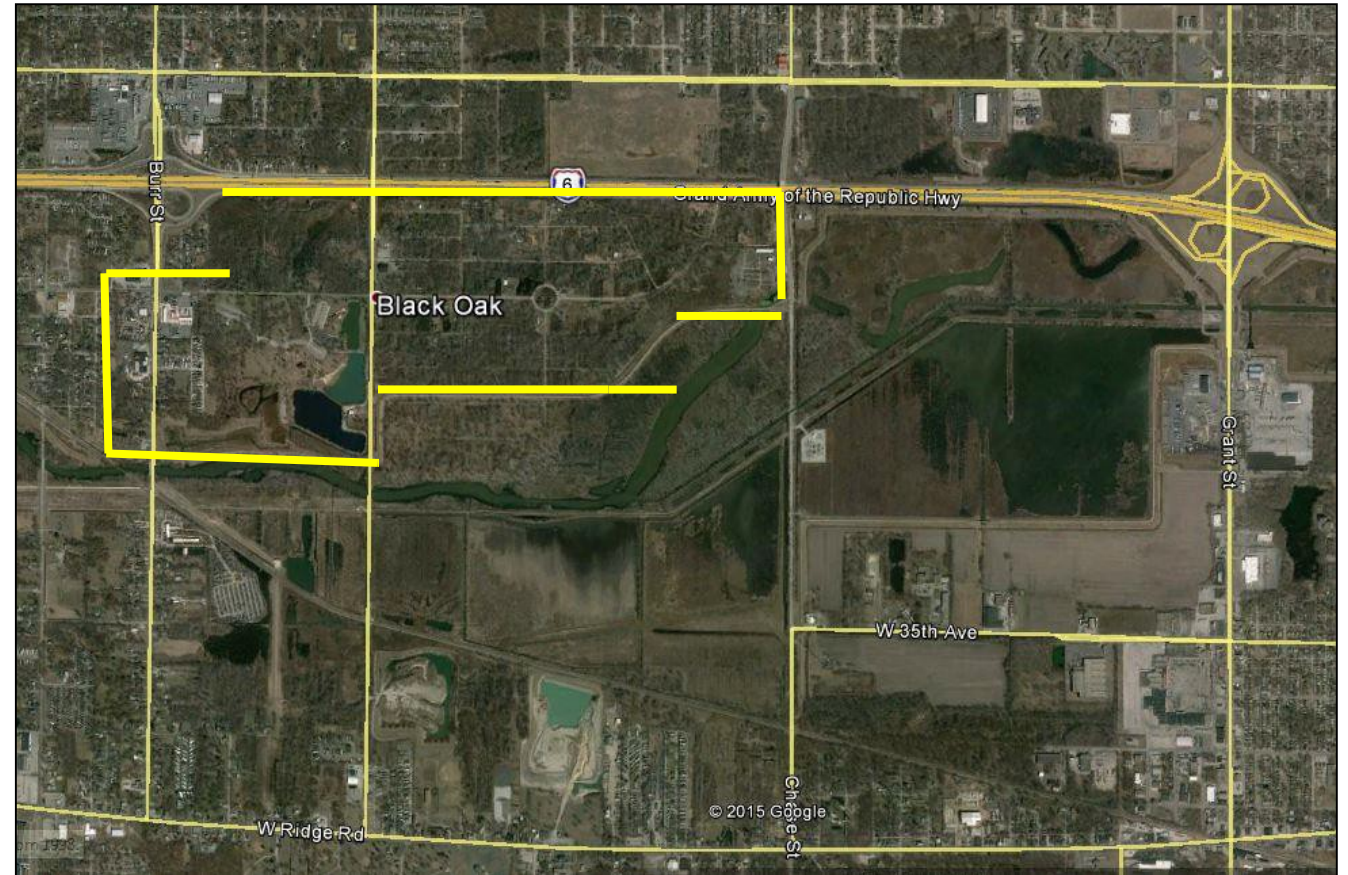


EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance



Gary – I-94 Business Park Development = 82

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 13
 - Road 5
 - Rail 2
 - Port 3
 - Airport 3
- Utilities Capacity 20
 - Sewer 4
 - Water 3
 - Telecom 3
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 4
 - Land Quality 3
 - Water Quality 1



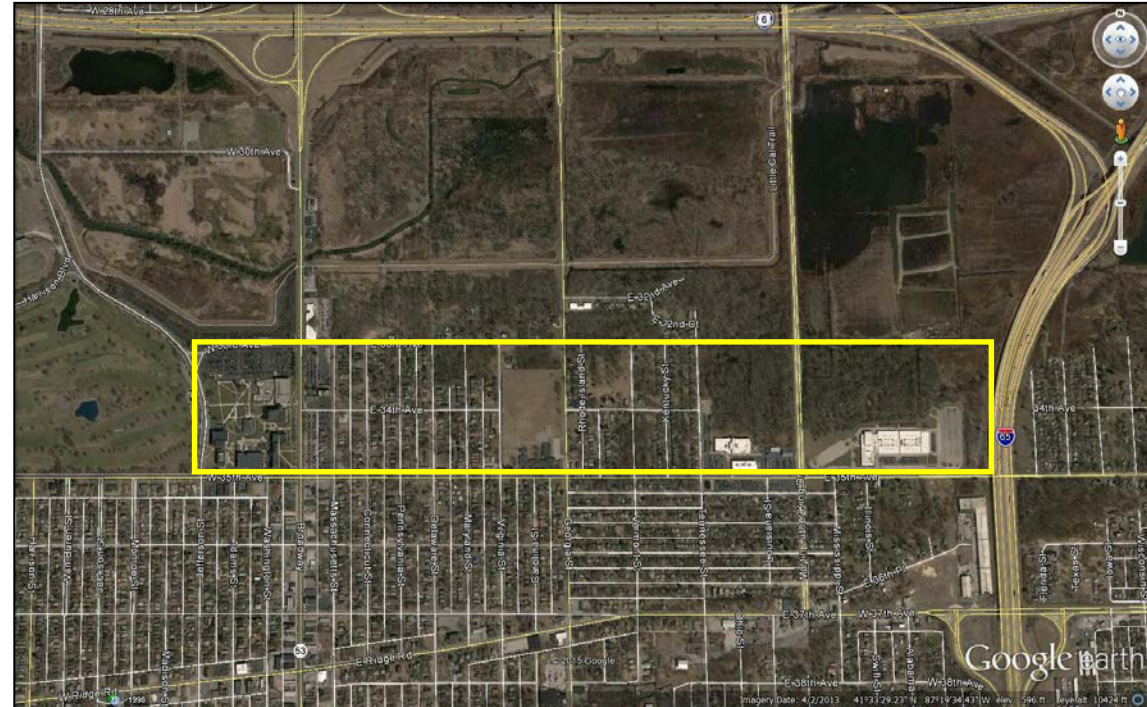
Developed and Developable Land = +/- 150 Ac EDA

Resources: Planning



Gary – Indiana University Northwest & IVY Tech Education & Research Area = 90

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 13
 - Road 5
 - Rail 1
 - Port 3
 - Airport 4
- Utilities Capacity 24
 - Sewer 5
 - Water 5
 - Telecom 4
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 8
 - Land Quality 4
 - Water Quality 4



Developed and Developable Land = +/- 40 Ac

EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance, and University Training, Research & Technical Assistance

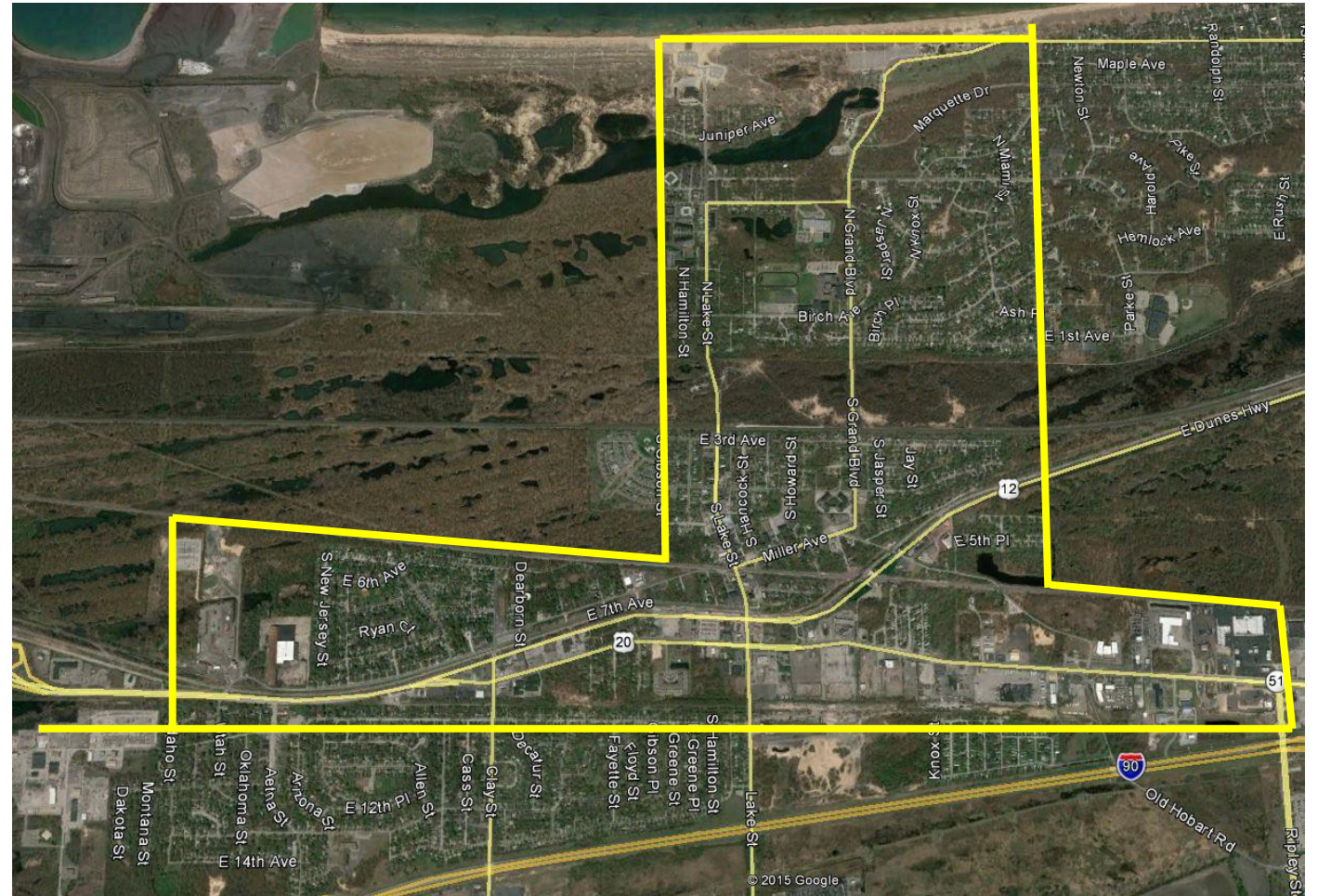


Gary–Miller TOD Commercial/Business Area=94

- EDA Priorities 45
 - Community Economic Distress 15
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 16
 - Road 5
 - Rail 5
 - Port 3
 - Airport 3
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 8
 - Land Quality 4
 - Water Quality 4

Developed and Developable Land = +/- 410 Ac

EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance



Griffith – I-94 Business Park Development = 90

- EDA Priorities 45
 - Community Economic Distress 15
 - New / Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 17
 - Road 5
 - Rail 5
 - Port 3
 - Airport 4
- Utilities Capacity 23
 - Sewer 4
 - Water 4
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 5
 - Land Quality 4
 - Water Quality 1

Developed and Developable Land = +/- 65 Ac

EDA Resources: Public Works & Economic Development Investment,
Economic Adjustment Assistance



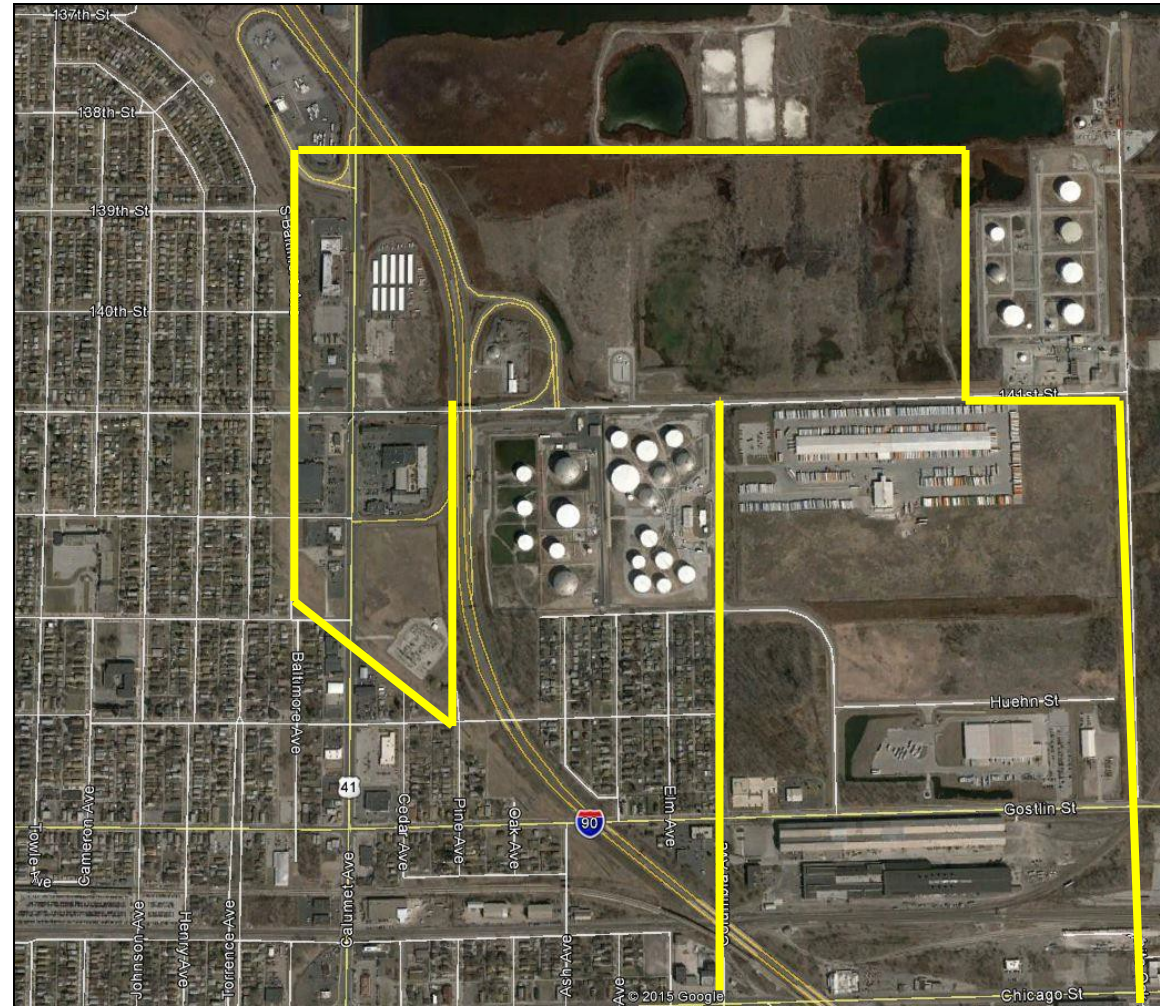
Hammond – Calumet Ave Industrial Area = 91

- EDA Priorities 40
 - Community Economic Distress 10
 - New/Retain Jobs 15
 - New/Maintain Existing Investments 15
- Transportation Access 16
 - Road 5
 - Rail 4
 - Port 3
 - Airport 4
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5



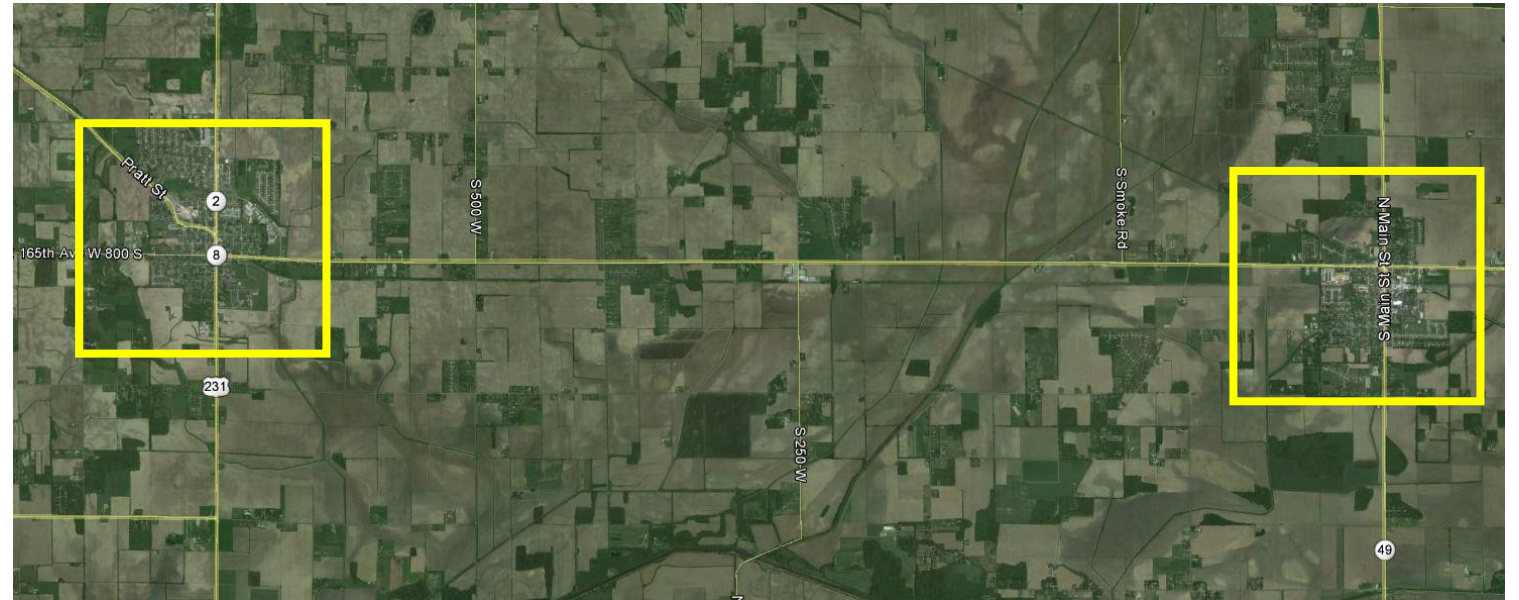
Developed and Developable Land = +/- 100 Ac

EDA Resources: Public Works & Economic Development Investment,
Economic Adjustment Assistance



Hebron / Kouts Business Development Areas= 65

- EDA Priorities 22
 - Community Economic Distress 8
 - New /Retain Jobs 6
 - New / Maintain Existing Investments 8
- Transportation Access 12
 - Road 3
 - Rail 5
 - Port 2
 - Airport 2
- Utilities Capacity 22
 - Sewer 4
 - Water 4
 - Telecom 4
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 9
 - Land Quality 5
 - Water Quality 5



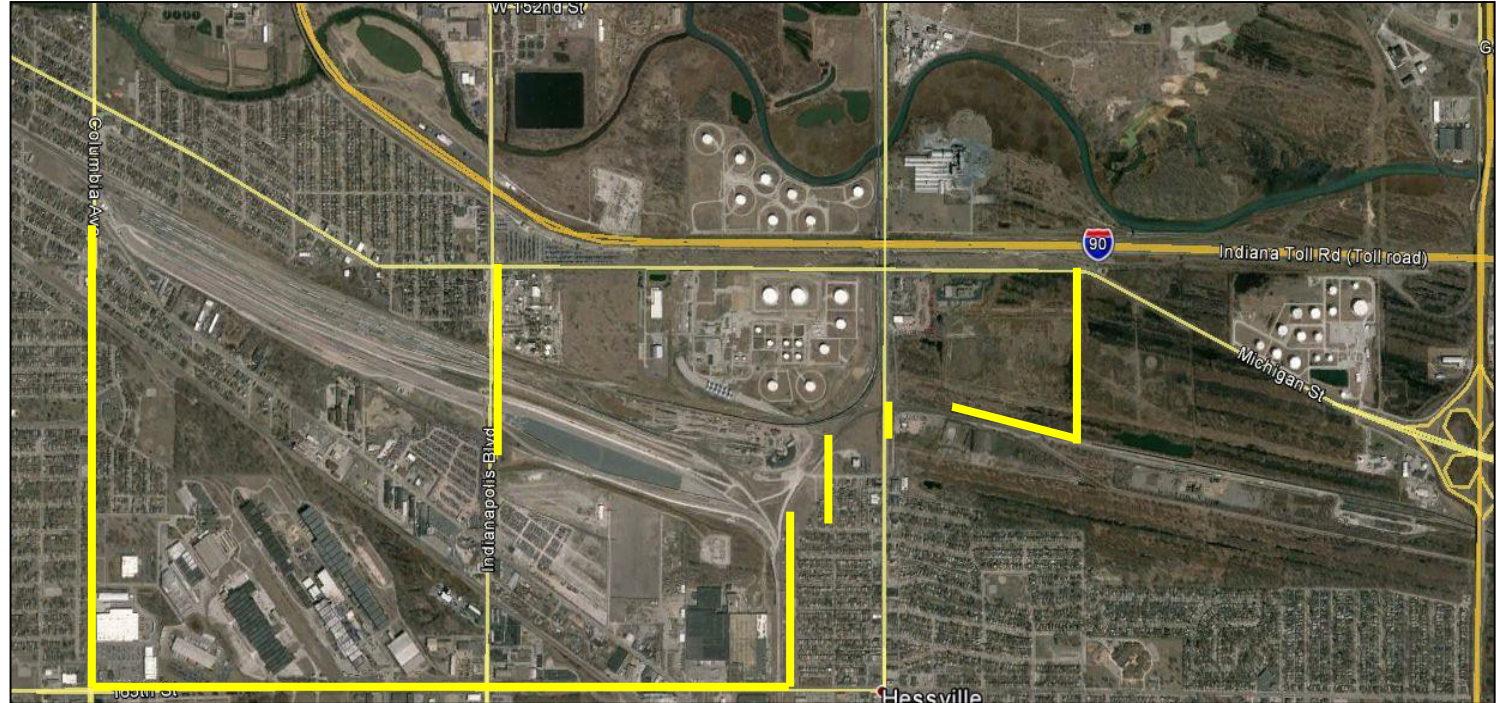
Developed and Developable Land = +/- 100 Ac



EDA Resources: Planning, Public Works & Economic Development Investment,

Hammond–Gibson Rail Yard Industrial Area=92

- EDA Priorities 42
 - Community Economic Distress 12
 - New /Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 16
 - Road 5
 - Rail 5
 - Port 3
 - Airport 3
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 9
 - Land Quality 4
 - Water Quality 5



Developed and Developable Land = +/- 100 Ac

EDA Resources: Public Works & Economic Development Investment, Economic Adjustment Assistance

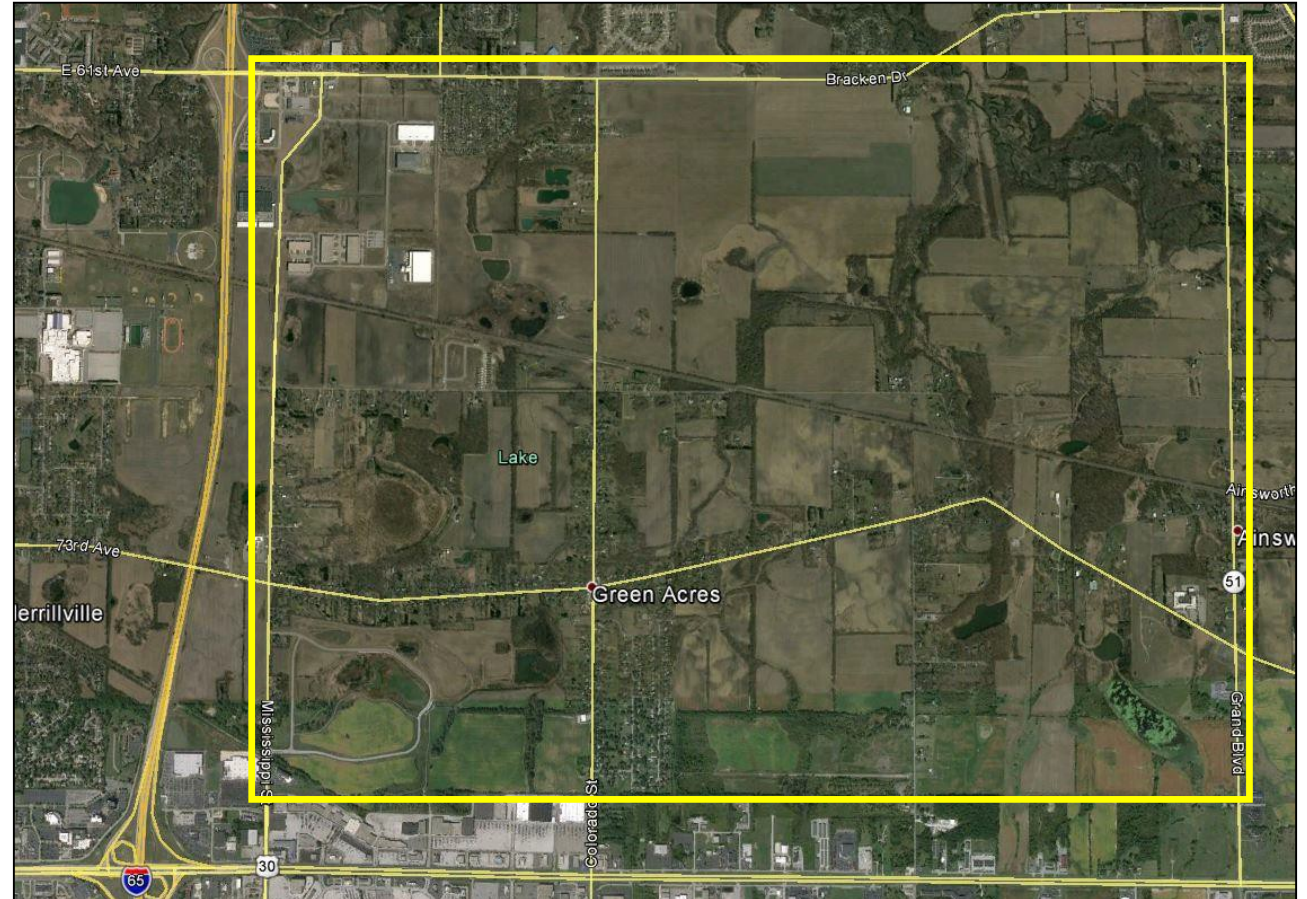


Hobart-61st St. & I-65 Industrial/Business Park Development = 83

- EDA Priorities 40
 - Community Economic Distress 10
 - New / Retain Jobs 15
 - New / Maintain Existing Investments 15
- Transportation Access 15
 - Road 5
 - Rail 4
 - Port 3
 - Airport 3
- Utilities Capacity 20
 - Sewer 3
 - Water 3
 - Telecom 4
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 8
 - Land Quality 5
 - Water Quality 3

Developed and Developable Land = +/- 2500 Ac
 Major Watershed Conservation (east side near SR 51) = +/- 1000 Ac

EDA Resources: Planning, Public Works & Economic Development
 Investments, Economic Adjustment Assistance

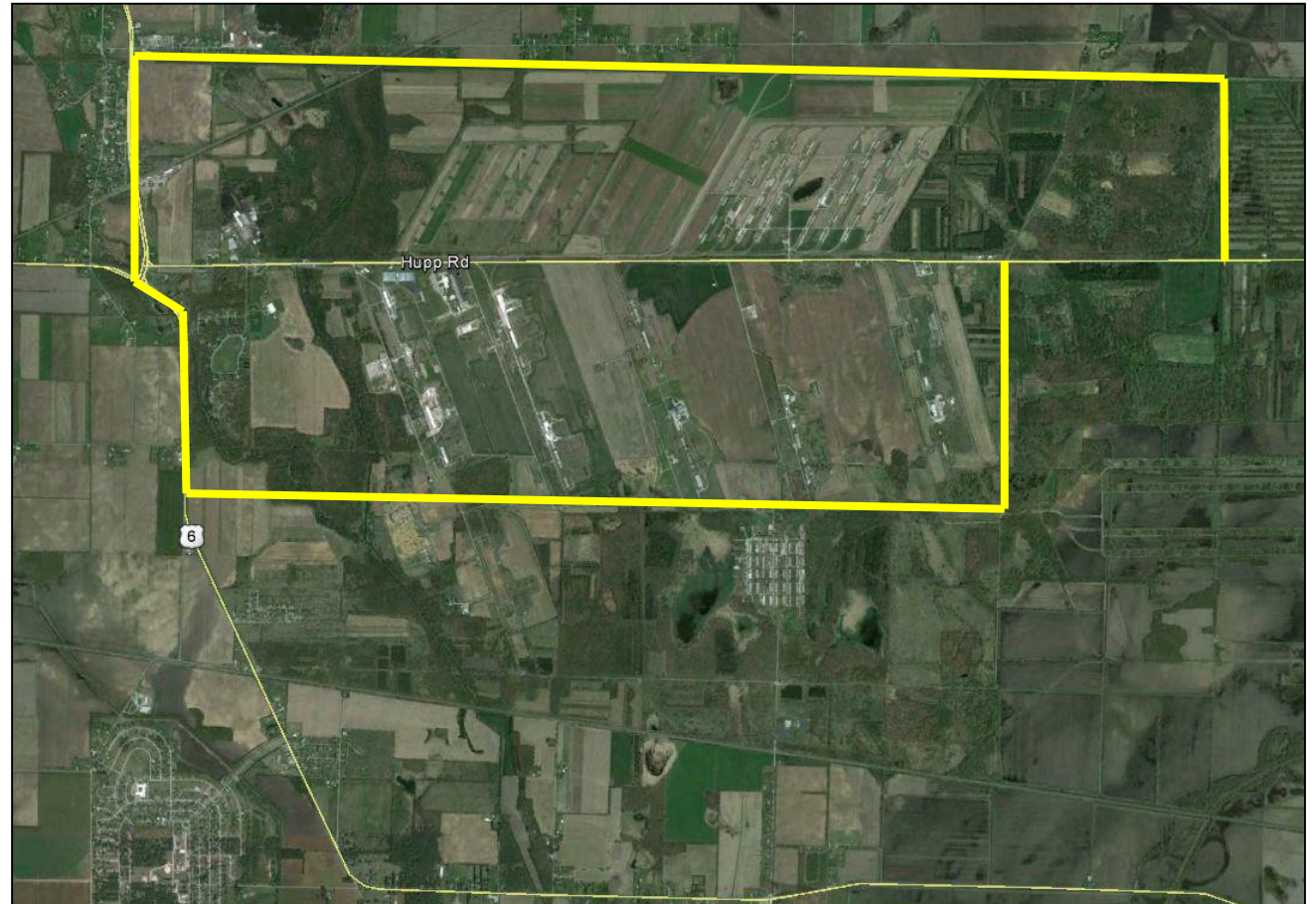


Kingsbury - Industrial Park Area =73

- EDA Priorities 32
 - Community Economic Distress 12
 - New /Retain Jobs 10
 - New / Maintain Existing Investments 10
- Transportation Access 8
 - Road 2
 - Rail 4
 - Port 1
 - Airport 1
- Utilities Capacity 23
 - Sewer 5
 - Water 5
 - Telecom 3
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 5400 Ac

EDA Resources: Public Works & Economic Development Investment,
Economic Adjustment Assistance

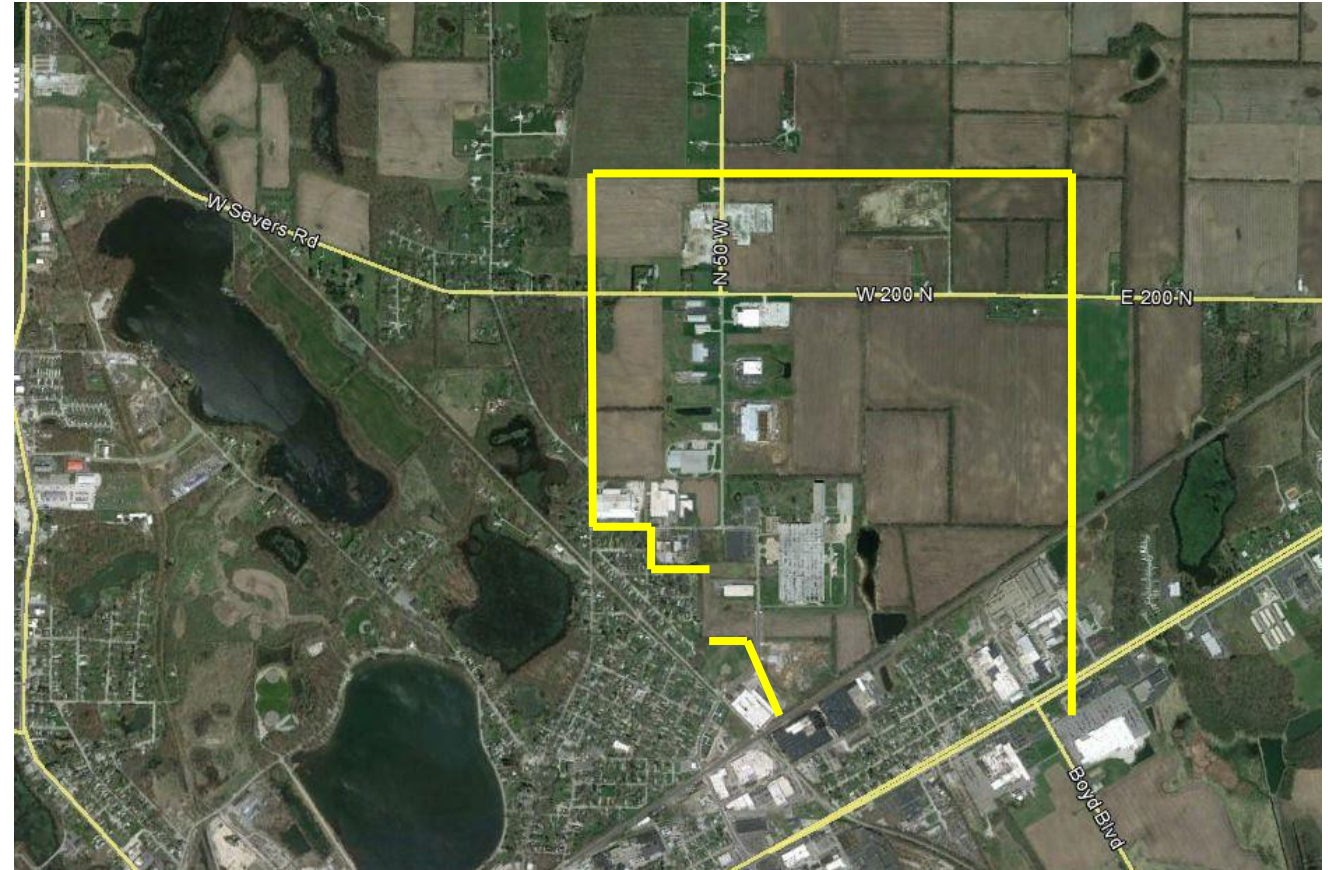


LaPorte NE Side Industrial Area and Boyd Rd Extension = 78

- EDA Priorities 36
 - Community Economic Distress 12
 - New /Retain Jobs 12
 - New / Maintain Existing Investments 12
- Transportation Access 7
 - Road 3
 - Rail 2
 - Port 1
 - Airport 1
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 618 Ac

EDA Resources: Planning, Public Works & Economic Development Investment,
Economic Adjustment Assistance



POTENTIAL FUTURE ECONOMIC DEVELOPMENT AREAS along PROPOSED --
ILLIANA EXPRESSWAY

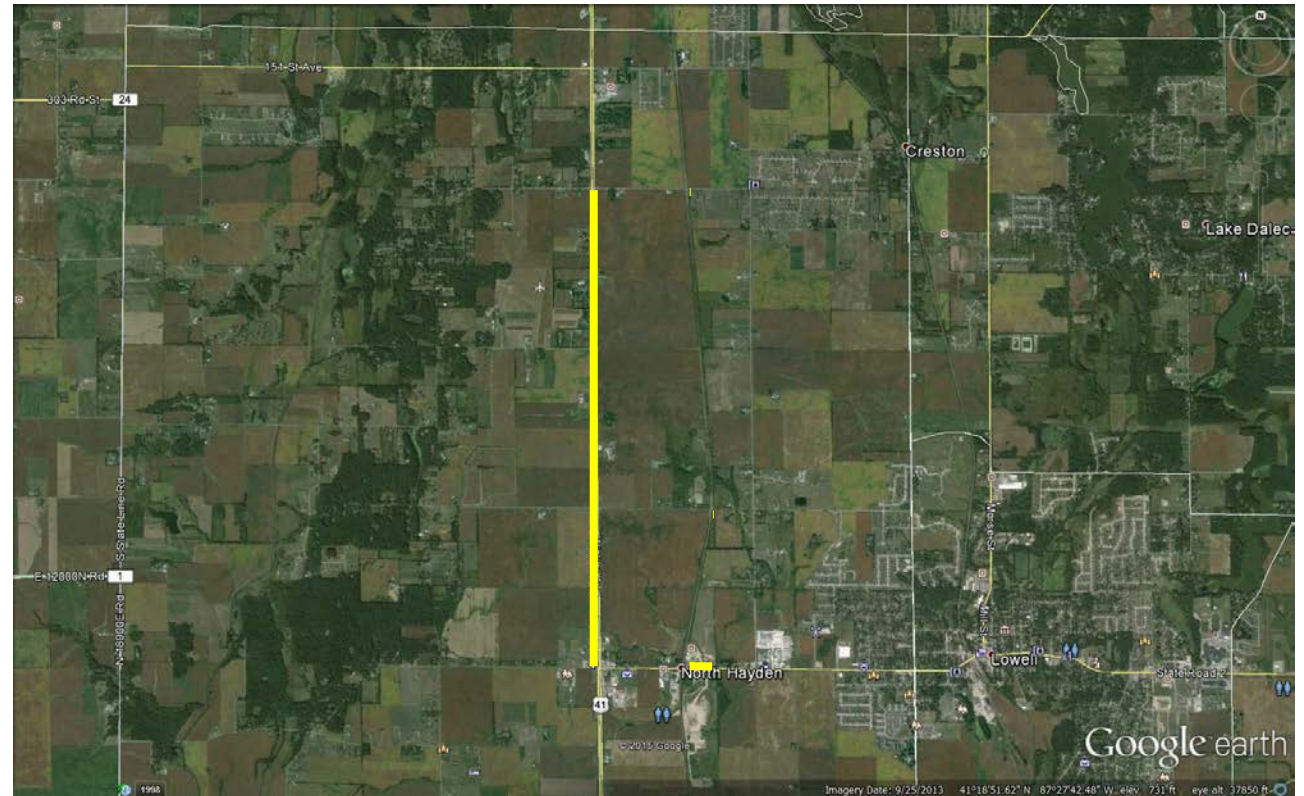


Lowell - US 41 Business Development Area = 51

- EDA Priorities 9
 - Community Economic Distress 3
 - New / Retain Jobs 4
 - New / Maintain Existing Investments 2
- Transportation Access 10
 - Road 5
 - Rail 3
 - Port 1
 - Airport 1
- Utilities Capacity 22
 - Sewer 3
 - Water 4
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 1200 Ac

EDA Resources: Planning, Public Works & Economic Development Investment

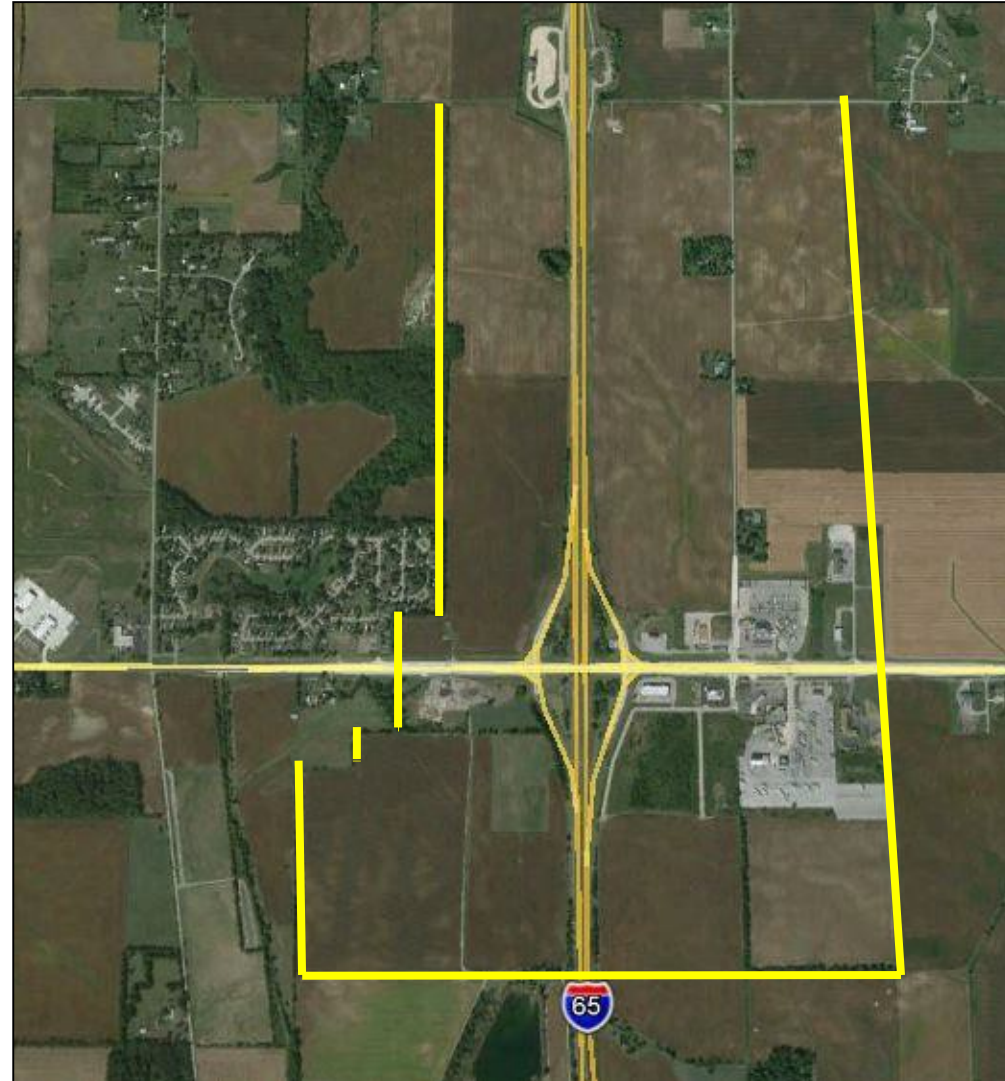


Lowell – I-65 Business Park Development =55

- EDA Priorities 15
 - Community Economic Distress 5
 - New /Retain Jobs 5
 - New / Maintain Existing Investments 5
- Transportation Access 8
 - Road 5
 - Rail 1
 - Port 1
 - Airport 1
- Utilities Capacity 22
 - Sewer 2
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 760 Ac

EDA Resources: Planning, Public Works & Economic Development Investment

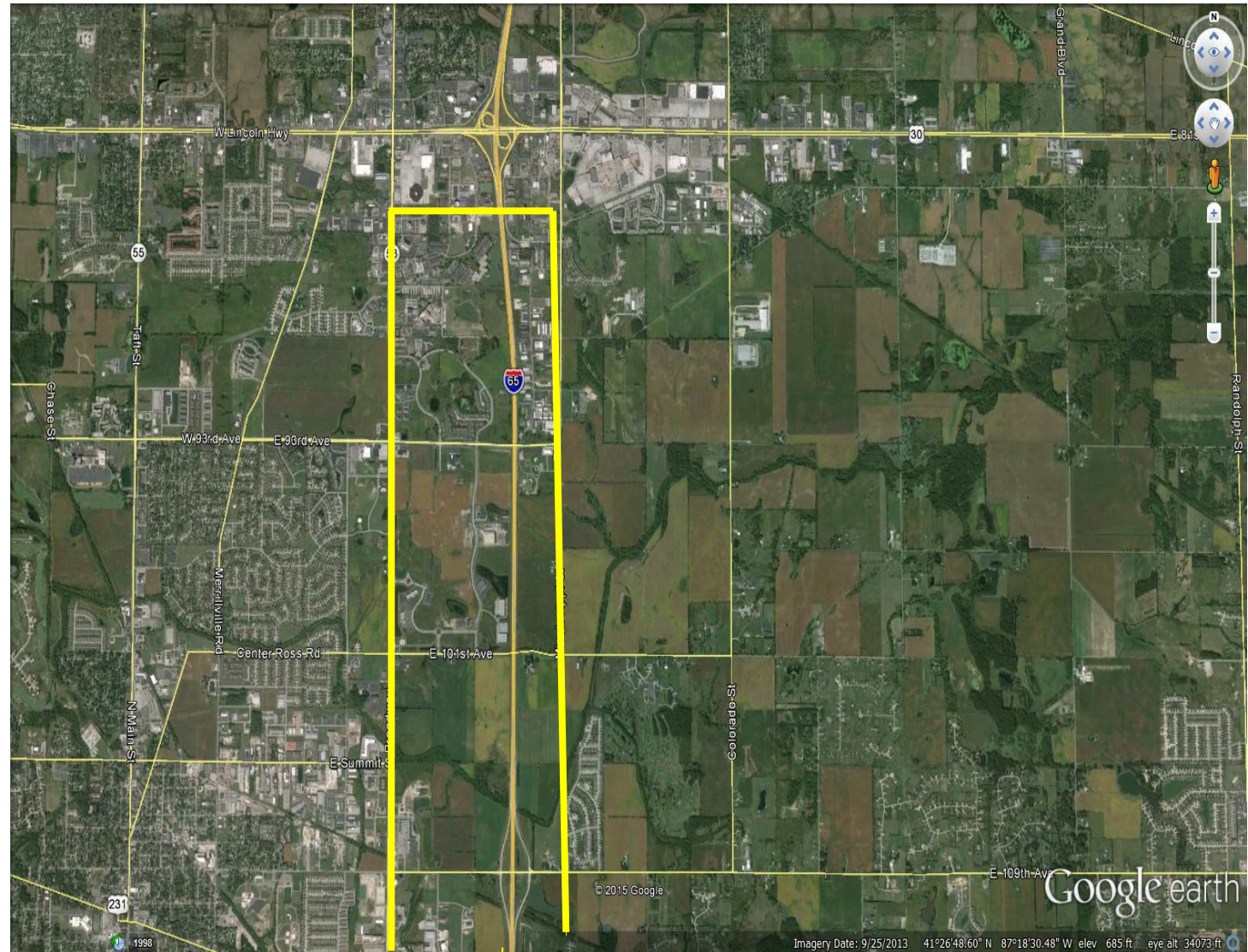


Merrillville / Crown Point – Business Park Development = 79

- EDA Priorities 34
 - Community Economic Distress 10
 - New /Retain Jobs 12
 - New / Maintain Existing Investments 12
- Transportation Access 11
 - Road 5
 - Rail 1
 - Port 3
 - Airport 2
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 9
 - Land Quality 5
 - Water Quality 4

Developed and Developable Land = +/- 500 Ac

EDA Resources: Public Works & Economic Development Investment



Michigan City – Eastwood Water Tank Industrial Area = 81

- EDA Priorities 34
 - Community Economic Distress 10
 - New /Retain Jobs 12
 - New / Maintain Existing Investments 12
- Transportation Access 15
 - Road 5
 - Rail 5
 - Port 3
 - Airport 2
- Utilities Capacity 22
 - Sewer 4
 - Water 3
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 200 Ac

EDA Resources: Public Works & Economic Development Investments,
Economic Adjustment Assistance

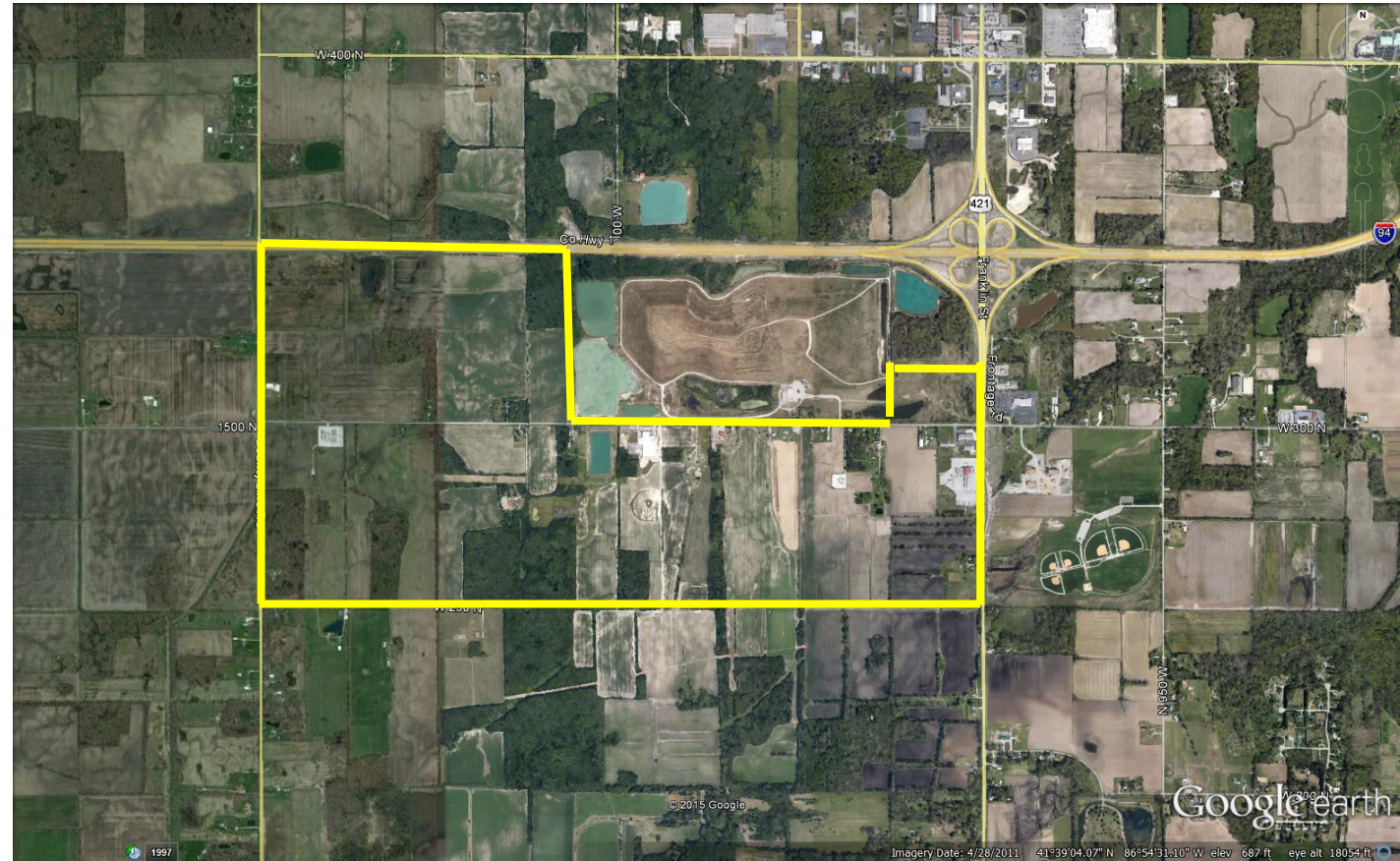


Michigan City– US 421 & I-94 South Side Business Park Development = 72

- EDA Priorities 34
 - Community Economic Distress 10
 - New /Retain Jobs 12
 - New / Maintain Existing Investments 12
- Transportation Access 11
 - Road 5
 - Rail 1
 - Port 3
 - Airport 2
- Utilities Capacity 19
 - Sewer 3
 - Water 3
 - Telecom 3
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 3

Developed and Developable Land = +/- 800 Ac

EDA Resources: Public Works & Economic Development Investments,
Economic Adjustment Assistance

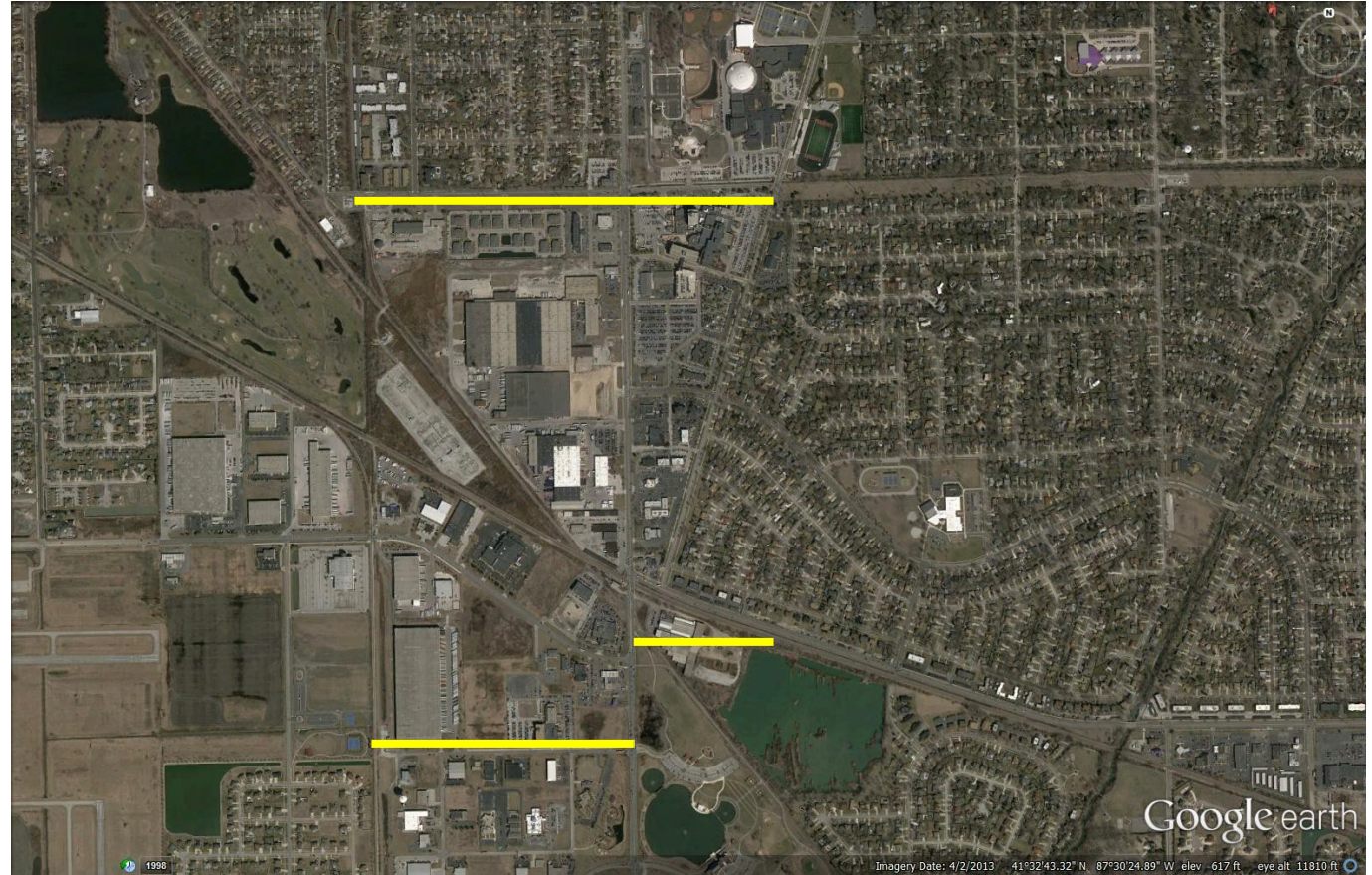


Munster – Calumet Avenue Business Park

• EDA Priorities	34	
• Community Economic Distress		10
• New / Retain Jobs		12
• New / Maintain Existing Investments		12
• Transportation Access		11
• Road		5
• Rail		1
• Port		3
• Airport		2
• Utilities Capacity		19
• Sewer		3
• Water	3	
• Telecom		3
• Electric		5
• Gas		5
• Environmental Issues Complexity		10
• Land Quality		5
• Water Quality		3

Developed and Developable Land = +/- 800 Ac

EDA Resources: Planning, Public Works & Economic Development Investment



Portage – Port of Indiana Business Area & Ogden Dunes Station TOD= 80

- EDA Priorities 30
 - Community Economic Distress 10
 - New /Retain Jobs 10
 - New / Maintain Existing Investments 10
- Transportation Access 17
 - Road 5
 - Rail 4
 - Port 5
 - Airport 3
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 8
 - Land Quality 5
 - Water Quality 3

Developed and Developable Land = +/- 200 Ac

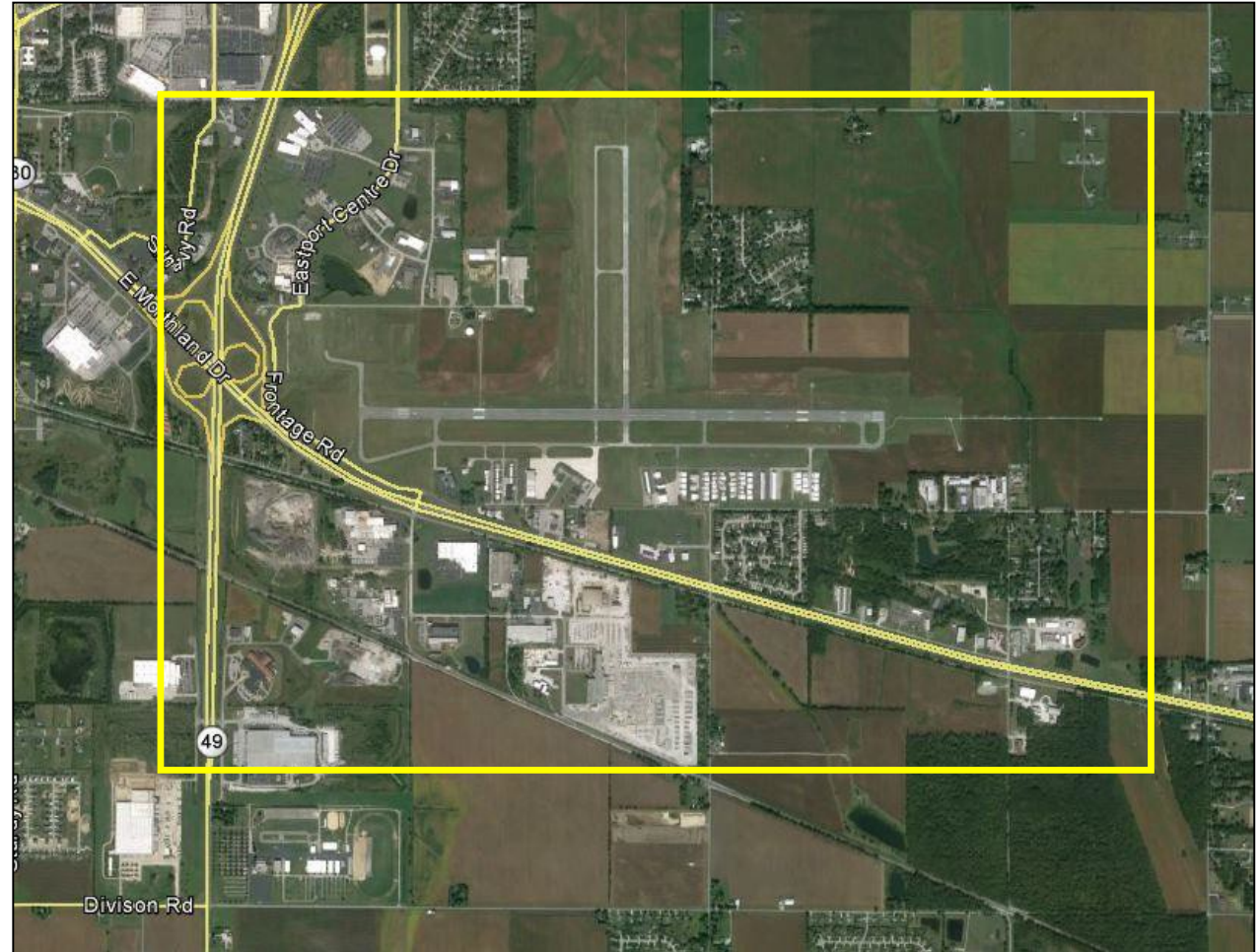
EDA Resources: Planning, Public Works & Economic Development Investment



Valparaiso – US 30 & Airport Business / Industrial Area = 76

- EDA Priorities 25
 - Community Economic Distress 5
 - New /Retain Jobs 10
 - New / Maintain Existing Investments 10
- Transportation Access 16
 - Road 4
 - Rail 4
 - Port 3
 - Airport 5
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues Complexity 10
 - Land Quality 5
 - Water Quality 5

Developed and Developable Land = +/- 600 Ac



Whiting – Front Street Business Development Park = 77


























- EDA Priorities 34
 - Community Economic Distress 10
 - New /Retain Jobs 12
 - New / Maintain Existing 12
- Transportation Access 13
 - Road 4
 - Rail 4
 - Port 2
 - Airport 3
- Utilities Capacity 25
 - Sewer 5
 - Water 5
 - Telecom 5
 - Electric 5
 - Gas 5
- Environmental Issues 5
 - Land Quality 2
 - Water Quality 3





Developed and Developable Land = +/- 25 Ac



EDA Resources: Planning, Public Works & Economic Development Investments, Economic Adjustment Assistance, and University Training, Research & Technical Assistance

CEDS Supplemental Projects Summary

Project	EDA	TA	UC	EI	TOTAL	Project	EDA	TA	UC	EI	TOTAL	
 Gary Miller TOD Area	45	16	23	5	94							
 Gary Cline & Airport	45	20	25	4	94	 Michigan City US20/I-94 East Side	34	15	22	10	81	
 Hammond Gibson Rail Yard	45	16	25	9	92	 Portage Industrial Area & Ogden Dunes TOD	30	17	25	8	80	
 East Chicago Kennedy Gary Cline Aves	45	18	25	3	91	 Merrillville Business Park along I-65	34	11	25	9	79	
 Hammond Calumet Ave	40	16	25	10	91		 LaPorte NE Industrial Area & Boyd Extension	36	7	25	10	78
 Gary IU-NW & IVY Tech Research Development Area	45	13	24	8	90		 Whiting Front St. Business Park	34	13	25	5	77
Griffith I-94 & Cline Ave	45	17	23	5	90		 Valparaiso US30 & Airport	25	16	25	10	76
East Chicago Grand Cal & Cline	45	18	25	2	90	 Kingsbury Industrial Park	45	8	23	10	73	
 Gary US20 & I-65	45	18	25	8	86	 Michigan City US421 & I-94 South Side	34	11	19	10	72	
 Hobart 61 st Ave & I-65	45	15	20	8	83	 Hebron & Kouts Business Development Areas	22	12	22	9	65	
 Gary I-94 Business Park	45	13	20	4	82	 Lowell I-65 / SR 2 Business Park	15	8	22	10	55	
						 Lowell US41 Business Area	9	10	22	10	51	
						 Chesterton - SR 49 Business Park	11	12	15	9	47	

-  EDA - Planning Grant
-  EDA - Public Works & Economic Development Investment
-  EDA - University Training Research
-  EDA - Economic Adjustment Assistance

