



Northwestern Indiana Regional Planning Commission
Economic Development Planning Project 2006

Foreword

In early 2006 John Swanson, Executive Director of the Northwestern Indiana Regional Planning Commission, sought to define how, as part of its statutory authority, NIRPC should be involved in economic development efforts in Lake, Porter and La Porte counties. After issuing an RFP, NIRPC chose Policy Analytics, LLC to lead a planning and analytical process focused on two main issues: *1) What is NIRPC's role in economic development and by extension its other primary roles? 2) To what goals and which strategies should regional leaders direct economic development efforts?* All stakeholders felt strongly that this economic development process would provide practical answers, garner valuable information and guide regional progress to the right ends.

We would like to thank John Swanson, the executive staff at NIRPC and members of NIRPC's Economic Development Committee, particularly Leigh Morris, Mayor of La Porte and Co-chair of Economic Development Committee, for their leadership, counsel, collaboration and support. As in any planning process, government officials, business executives, labor leaders and other key stakeholders made time available to provide thoughtful input to the process. Policy Analytics could not have completed this project without their assistance and is grateful for their insights. In addition, this report contains local images captured by Northwest Indiana residents Nick Zivanovic and Tina Rongers.

Policy Analytics is a firm committed to bringing the highest quality insight and analysis to public sector issues. We believe this economic development planning project fulfilled NIRPC's requirements, and we are grateful for the opportunity to assist in the effort to grow the regional economy of Northwest Indiana.



"The sky's the limit for Northwest Indiana."

Governor Mitch Daniels

"It's encouraging to see high-tech companies...see the value of growing their businesses and creating jobs...in Northwest Indiana."

U.S. Representative Pete Visclosky



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“A typical definition of local economic development is ‘changes that affect a local economy’s capacity to create wealth for local residents. . .’ Based on this definition, economic development is affected by anything the local government does. But, ‘local economic development programs’ usually refer more narrowly to programs that intervene more intimately with business in order to encourage local business growth and development.”

Timothy J. Bartik
“Economic Development Strategies”
Upjohn Institute Staff Working Paper 95-33



I. Executive Summary

In order to provide a foundation for its new and expanded role in economic development planning, the Northwestern Indiana Regional Planning Commission [NIRPC] undertook in March of this year a region-wide planning project [Lake, Porter, La Porte counties]. The objectives of the research were first, a deeper understanding of NIRPC’s own roles in economic development planning specifically, and in whatever other capacities it might function as an organization. Secondly, NIRPC sought to lay a foundation of region-wide economic development analysis and planning that would – if chosen, lead to a longer term, more comprehensive economic development planning process. This report is a reflection of that process and a delineation of its outcomes.

NIRPC is viewed as a credible, honest broker organization which has demonstrated its capacities to provide region-wide transportation and environmental planning. Stakeholders believe it to be an organization that can provide leadership in economic development planning now. Its most important functional regional roles are as *planner, forecaster, convener, integrator, communicator, provider of technical assistance, and troubleshooter*. The most important function that NIRPC can fulfill in the minds of many stakeholders in the region is to begin to more forcefully and consistently integrate economic development planning with its transportation and environmental planning. NIRPC’s planning continuum is the seamless integration of NIRPC’s functions across economic development, transportation, and environmental issues.



“Region 1 will be a global leader with a highly diversified economy and a vibrant culture centered upon an outstanding quality of life. Region 1 will work collaboratively to employ dynamic leadership vested in fostering talent, harnessing partnerships and attracting intellectual capital.”

**A New Path to Progress: Region I Strategic Plan for Economic Development
Indiana Economic Development Corporation**

“Northwest Indiana’s regional economy is in the midst of profound change.”

Quality of Life Indicators Report

The NIRPC region has been and still is heavily populated with manufacturing industries. Steel [primary metals] and refining comprise a high degree of employment and invested tax base. The decline in manufacturing that occurred in the period from 1979 through the early 1990's has largely subsided with global consolidations that have changed the employers for many of the regions' workers. New technologies and new businesses are seen in the landscape and reflected in the data from throughout the region.

To adjust to this new economic environment and to propel further growth in these directions, the project distilled six themes in economic development that research demonstrates have been important to building a rapidly growing and sustainable regional economy. The project was developed and pursued over a six-month period with stakeholder interviews and analytical review. The results of that work are presented in the balance of the report. A delineation of the recommendations distilled from the project's work are listed below.

1. Pro-Growth Business Environment: Provide coordinated economic development, transportation and environmental planning using comprehensive land-use strategies that build from local governmental processes which are democratically based, and are integrated into region-wide strategies by NIRPC.
2. Transportation: Provide strategic and far-sighted planning in the area of transportation as a response to the rapid growth in Northwest Indiana and the prospect of its continuation. NIRPC has a clear leadership role in transportation planning and must use its role to strategically move forward on the development of the region's current key transportation assets: the Gary-Chicago International Airport, the South Shore Commuter Rail Line, regional freight corridors and an efficient and effective regional bus system.



“Leadership is an ability because a leader must have the intellectual awareness to perform in ways that attract others. It is a process because being a leader calls for developing positive interpersonal relationships with others. It is a product because the processes initiated by the leader and developed among group members result in satisfying the group's goals.”

Carole R. Bloom



Anticipate the continued growth in residential development in southern Lake and Porter counties, including planning for the Illiana Expressway and other assets that will improve the flow of citizens and workers within the region and to destinations outside it.

3. Environment: Ensure a sustainability-driven regional planning framework by integrating the five aspects of environmental planning into the processes of transportation and economic development planning. Coordinate comprehensive land-use strategies and provide ongoing technical assistance across jurisdictions and diverse stakeholders. Support the implementation of the Marquette Greenway, pedestrian-friendly systems, blueways and biodiversity projects that strengthen the health and well-being of life within the NIRPC region.
4. Workforce: Partner with regional workforce leaders and academic institutions to co-convene best practices forums on the vital linkages between world-class economic development and globally-competitive workforce and education systems.
5. Leadership: Develop and continue to communicate a cohesive regional vision for economic development and that builds intra-regional collaboration into the fabric of the public and private sector processes.
6. Quality of Life: Promote quality of life values through a comprehensive land use plan. Engage in broader dialogue with stakeholders to open cultural pathways between communities and across the region. Promote opportunities for disadvantaged residents, and seek to reduce economic disparities by incorporating socially just solutions for regional problems. Plan strategically for strong economic growth, a diversifying employment base, efficient and accessible intra-regional transportation, and a healthy environment for generations to come.



“Hoosiers need to think, plan and act regionally. There is a clear consensus among economic development experts that economic growth and competitive advantage occur at the regional level, rather than at the state or local levels. Being competitive today requires the ability to develop networks that bridge organizational and political boundaries.”

Governor Mitch Daniels



II. Introduction

In early 2006 the Northwestern Indiana Regional Planning Commission initiated a two-fold planning and research project. NIRPC had recently [2003] undergone a change in its statutory structure, becoming a council of governments and receiving broader responsibilities in the process – one of those being economic development planning. The organization properly wanted to be sure of its footing before venturing too far into this un-charted territory.

Regional economic development activities and processes are sometimes difficult to observe – let alone understand. In most areas, economic development is a process that occurs across a network of organizations and persons. Cities and towns, local economic development organizations [LEDO’s], chambers of commerce, regional utility providers, municipal planning organizations, academic institutions, local real estate boards, community planning organizations, regional business organizations and undoubtedly some others play a part in the critically important drama that is economic development.

Planning for economic development across a multi-county region is a difficult process involving coordination with state economic development goals, municipal and county organizations and private or business entities. The Comprehensive Economic Development Strategic planning process, known as CEDS, was developed to bring all of these actors into the process and inform the planning with the best in relevant research. NIRPC determined to take the first steps toward a CEDS and at the same time investigate its own role through engaging Policy Analytics, LLC in an eight month long project. This report provides a window into that process and the recommendations resulting from it.

NIRPC Strategic Planning Timeline

March-April 2006

- Frame economic development question
- Identify important issues
- Define economic development process

May-July 2006

- Conduct stakeholder interviews
- Compile and distill regional planning documents
- Gather regional economic and demographic data

August 2006

- Identify NIRPC’s economic development role
- Create regional data profile
- Continue stakeholder interviews

September 2006

- Identify planning themes and priorities
- Develop economic development strategies
- Collect stakeholder feedback on roles
- Continue stakeholder interviews

October 2006

- Integrate data research
- Gather NIRPC EDC feedback

November 2006

- Present finalized strategic plan

Methodology

Policy Analytics, in consultation with NIRPC's Economic Development Committee, approached this project in a three-fold manner. Interviews and focus groups were conducted across the region with members of NIRPC and other stakeholders. Both public sector officials and business leaders were solicited for their input into NIRPC's current roles and those functions it might undertake in accomplishing its purpose of economic development planning.

More than fifty regional and local planning reports or studies over the previous six year period were reviewed for relevant information regarding strategic economic development directions for the NIRPC region. These documents were used to identify the five strategic directions that are presented later in this report. The reviewed documents are listed in the included in the Economic Planning Document Matrix, found in appendix B.

An economic profile was developed from national and state datasets to describe the region's current economy and make inferences about its future directions.

Selected Research

Accelerating Growth: Indiana's Strategic Economic Development Plan

A New Path to Progress: Region I Strategic Plan for Economic Development

*Critical Cargo:
A Regional Freight Action Agenda*

*Connections 2030 :
Regional Transportation Plan*

*Strategic Skills Initiative:
Economic Growth Region I*

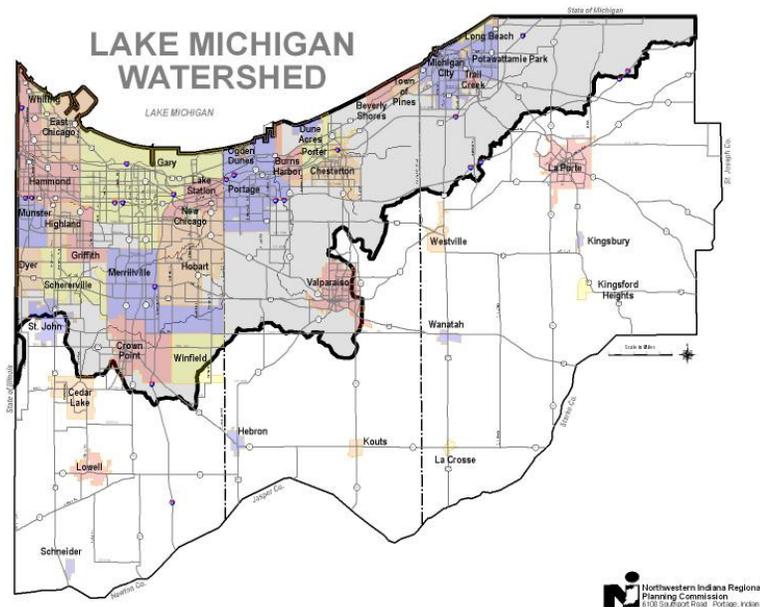
Quality of Life Indicators Report

Marquette Greenway Executive Summary

Economic Development Strategies

This document begins by describing the economic development framework or a starting point for economic development in Northwest Indiana. It then identifies NIRPC's role in this framework. Next, the section on Strategic Directions in Economic Development and the Regional Data Profile seek to use external information to clarify economic development needs and opportunities. Finally, through an understanding of the economic development environment, NIRPC's role in this environment and the needs of the region, the findings and recommendations are presented.

The blue sidebars throughout the report provide supplementary information, stakeholder feedback and further analysis where appropriate.



"In a global economy every community is dependent upon other communities in its multi-county region for labor and other resources."

**A New Path to Progress: Region 1
Strategic Plan for Economic Development
Indiana Economic Development Corporation**



III. An Economic Development Framework A Phased Approach

In a globally-competitive region, economic development involves a set of actors operating within a framework of investments, activities and processes aimed at accelerating a particular economy. Various stakeholders from the private, public and non-profit sectors engage in this activity to generate revenue for business, employment for workers and tax base for governments. A whole host of activities take place as part of a two phase economic development process.

Phase one is planning and preparation. In this stage, the public sector takes a lead role in technical aspects of economic development such as the creation of physical plans, public finance mechanisms including special districts, land acquisition and other regulatory matters. Local elected officials, planners, economic developers and the public work together in formulating comprehensive land use plans which set the vision and direction of economic growth. These local plans detail infrastructure needs, transportation expansion, environmental impacts and design specs. Regional commissions, like NIRPC, coalesce site-specific projects into region-wide, long-range strategic planning documents. In turn, the regional plans become catalysts for resource allocations and economic development in the region.

Phase two is deal-making which is private-sector driven. With planning and preparation prioritized, chamber of commerce and local economic developers field and generate leads. The economic foci are creation, attraction, retention, expansion and redevelopment efforts. Relationships, site data and negotiations dominate economic development activities at this level. Here the planning function is supportive, on call to troubleshoot and assist as issues arise. The public sector plays a leadership role in negotiating economic development packages.

Framing Economic Development A Phased Approach

*Phase One: Planning and Preparation
Public sector led, Private sector driven*

*Phase Two: Deal-making
Private sector led, Public sector supporting*



Regional Collaboration

Successful economic development leading to world-class stature relies upon the collaborative nature of private, public and nonprofit sector actors invested in the future of the NIRPC region. Key actors within each sector offer expertise and resources respective to its role in the phased approach. Responsibility and accountability varies between the key actors, most notably in reference to jurisdictional boundaries. Therefore regional collaboration, in one sense, means key actors whose geographic scope lies within or parallels NIRPC's and in a broader context includes key actors whose larger geographic scope overlaps and lies adjacent to the NIRPC region or is within the Chicago MSA.

To illustrate how the economic development framework utilizes regional collaboration, the sectoral relationship between NIRPC, Northwest Indiana Forum and the Northwest Indiana Quality of Life Council serves as a simplified model. Each entity embodies distinct strengths aiding the process in either phase of economic development.

NIRPC's strength is in planning, technical assistance and public policy leadership. For over thirty years, NIRPC has been developing comprehensive plans based on technical data, in compliance with federal regulations. It also supplies public information, assists in analysis, conducts public outreach and provides leadership on public policy issues aligned to its mission.

The Northwest Indiana Forum's strength lies within being private sector driven. Its membership of major manufacturing firms and other key businesses facilitate strategic marketing efforts and capital coordination leading to new investments. In addition, it manages a network of LEDOs for sharing timely, relevant economic development information and best practices.

Framing Economic Development Regional Collaboration

Public Sector—NIRPC

Planning Land use planning, Project management, Citizen involvement

Technical Assistance Data and information, Communication, Best practices

Public Policy Leadership Convener, Project management

Private Sector—FORUM

Business Leadership Membership, Convener, Lobbyist, Project management, Communication

Capital Coordination Finance mechanisms, Site and industry, Project management

Marketing Generating leads, LEDO development, Information resource

Nonprofit Sector—Quality of Life Council

Social Leadership Convener, Agenda setting, Diverse membership

Technical Assistance Community-based resources, Service delivery

The Northwest Indiana Quality of Life Council plays a supportive role to agenda-setting around key economic development opportunities. In addition, this sector bridges people and resources through community-based service delivery systems.

In practice, regional collaboration within the economic development framework resembles a network of key actors and commingled activities. NIRPC must sustain a web of relationships with and between local elected officials, local economic development officials, local service providers, citizens, Northwest Indiana Forum, Quality of Life Council, Northwest Indiana Regional Development Authority, Indiana Economic Development Council, Northwest Indiana Workforce Board, Center of Workforce Innovations, Kankakee-Iroquois Regional Planning Commission, a cadre of governmental agencies, private entities serving multiple markets, including major firms like NIPSCO, nonprofit organizations and those with funding capacity such as the Gaylord and Dorothy Donnelly Foundation and professional planning partners from the Chicago metropolitan area, including southeast Wisconsin and southwest Michigan.



“Support the formation of regional investment consortia (RICs) comprising area political, business and community leaders to work in close coordination with the IEDC, regional workforce boards, Ivy Tech boards and representatives of relevant state agencies to craft and implement consistent and complementary regional growth strategies, and to encourage inter-jurisdictional collaboration”

**Regional Growth Initiative
Accelerating Growth**



IV. NIRPC's Role in Economic Development

The field of economic development involves an array of local and regional institutions covering diverse roles and responsibilities. NIRPC is a new entrant to this mix with statutory authority to oversee comprehensive regional economic development planning. Policy Analytics has outlined NIRPC's role based upon extant research, economic development best practices and stakeholder interviews throughout the region.

Statutory History

In 2003 NIRPC's enabling legislation was revised to expand its membership and its purview to include economic development planning. Today, the Commission comprises a fifty-three member council of governments (COG), the largest regional body of elected officials. Voting members include an elected official from each of the 41 cities and towns located in Lake, Porter and La Porte counties, and the State. NIRPC has primarily concentrated on transportation and environmental policy and planning. Transportation activities and environmental quality transect other key domains that often are inextricably linked to economic development. As the municipal planning organization, [MPO] NIRPC is the recognized regional transportation planning organization with responsibility to provide data and recommendations to federal, state and local units of government.

The 2003 change to NIRPC's purpose added economic development without mentioning roles and responsibilities. NIRPC's new statutory charge continues its planning functions, weaving economic development into the environmental and transportation planning processes for which it is known.

NIRPC's Organizing Statute

IC 36-7-7.6-12

"The purpose of the Commission is to institute and maintain a comprehensive planning and programming process for:

- (1) transportation;
- (2) economic development; and
- (3) environmental;

policy and provide a coordinative management process for the counties described in section 1 of this chapter. The commission shall coordinate its activities with all member units in the counties and shall coordinate and assist the planning programs of member units and the state that are related to its purpose. As added by P.L.165-2003, SEC.6."

NIRPC's Role Across the Region

NIRPC is the only region-wide public sector entity empowered to act governmentally across the Lake, Porter, and La Porte county region. It is viewed by stakeholders as credible and capable in assisting local governments with planning and technically demanding functions. In a series of stakeholder interviews, including elected officials, private sector leaders, appointed officials, and academics, NIRPC was identified as fulfilling to a greater or lesser degree the following roles and responsibilities.

Planner

According to both stakeholders and its statutory authority, NIRPC's central and most important role is providing regional planning for Northwest Indiana. Constituted as a council of governments, NIRPC has the role of public sector planning in transportation, environment and economic development. NIRPC staff can work directly with local governments to set regional priorities and develop long range plans to meet transportation, environmental and economic development goals. Effective planning must be public-private as well as regional, and therefore NIRPC is required to be inclusive in collaborating with the Forum and other private sector organizations.

Forecaster

Accurate information is vital to the decision making process. Good public policy decisions often require accurate forecasts of future conditions. Because of forecasting's complex technical nature and associated cost, it is beyond the means of many local governments. NIRPC can serve as the regional resource in forecasts that are necessary to local governments' planning functions. These forecasts may span the range of the economic, environmental and transportation arenas and because they require maintaining databases of planning and forecasting information, NIRPC will provide a resource in that area as well.

NIRPC's Strategic Vision—Economic Development

Vision 2: Diversified economic opportunity exists for current and future generations.

Vision 4: NIRPC is a knowledge leader in planning, economic development, environment, transportation and related areas.

Vision 5: NIRPC undertakes bold planning initiatives, in a comprehensive planning framework, that positively impacts the region's future.

Fiscal Year 2007 Report

Convener

NIRPC is seen as a credible governmental organization with the regional presence to bring together representatives from local governments and other stakeholders to share perspectives on relevant issues. During the planning or decision making process, NIRPC can gather all affected parties, so decisions can be made with a full body of information and a wide range of input.

Integrator

Good regional planning requires the meshing of plans across geographies and across layers of government. NIRPC is situated and authorized to bring disparate or conflicting planning organizations or governments into a coordinated and integrated planning process.

Communicator

NIRPC must act as a valid regional communication conduit to disseminate technical and specialized information from federal and state sources among the local governments of the region. NIRPC is also positioned to express local or regional messages to state or federal governments.

Technical Assistance

Many issues that local governments face require specialized training or experience. These issues are common among governmental units within the region and it is both effective and efficient for NIRPC to provide the technical assistance that is required to solve these problems. In fulfilling this role, NIRPC will again prove to be a repository of technical data and expertise to support local government planning functions. As part of providing technical assistance, NIRPC must make available a network of academic and professional experts who are prepared to assist local governments in economic development, transportation and environmental issues.

Commentary from NIRPC Stakeholders

“NIRPC is the established planning entity within the Northwest Indiana region – it has a lot of credibility in its planning role among citizens, elected officials and business leaders.”

“In its role as a regional governmental organization and convener, NIRPC should help to break down barriers between Lake, Porter and La Porte counties and the cities and towns within them.”

“NIRPC’s transportation planning is important to making progress in the region, and it is important for the region’s leaders to understand the strategic dimensions of that planning.”

“NIRPC’s efforts in economic development planning should work collaboratively with other regional and local organizations, and with the cities to ensure effective outcomes.”

“Smaller towns throughout the region often need technical assistance on various planning functions – NIRPC is seen as a technical resource to these governmental units – and could be even more accessible.”

Troubleshooter

NIRPC also has a role in identifying issues as they arise that do or will pose problems for the region and convene groups or identify resources to address the problems. NIRPC functions in this role as a leader for the region who takes the initiative in bringing issues to the fore and making sure that they are confronted at times by those at other levels of government.

“Planning commissions are charged with preparing comprehensive plans. That is one of their core responsibilities. The value of a comprehensive plan, however, lies not in its preparation or its adoption. The real measure of a comprehensive plan is whether the quality of life enjoyed by the residents of a community actually improves as a result of the plan”

Michael Chandler

“Existing infrastructure, proximity to employment, and access to transit are factors that make urban land assembly projects attractive to developers, businesses and residents.”

International Economic Development Council



V. Strategic Directions in Economic Development Planning

State of Indiana’s Vision—Economic Development

Accelerating Growth is a multi-faceted approach to economic development derived from a vision to meet the national average in per capita personal income and average annual wages by 2020. In order to execute this economic plan and achieve its goal, NIRPC should play an active role in the areas of tax and regulatory reform, infrastructure for high growth and regional growth strategies.

Tax and Regulatory Reform

Using its *convener* and *communicator* roles, NIRPC can assist in conducting a review of the region’s business taxes. By gathering tax policy information from local government units and soliciting input from the private sector, NIRPC can develop a comprehensive picture of the Northwest Indiana fiscal policy milieu. This information can then be compared to regional best practices to assess the region’s tax competitiveness. Finally, NIRPC should take the lead in continuing tax reform to eliminate weaknesses in the region’s fiscal policy.

Infrastructure for High Growth

Infrastructure investments will be crucial to the region’s sustained growth. Because of the magnitude of the Major Moves initiative, NIRPC needs to be at the fore to maximize the initiative’s commitment to Northwest Indiana projects. Additionally, as a player on the Joint Intermodal Task Force, NIRPC can help to ensure the region has the intermodal capacity to meet future freight demand. Furthermore, actively searching for and disseminating strategic data, transportation planning can be conducted with accurate and useful information.

Regional Growth Strategies

NIRPC should seek to integrate private and public sector economic development planning and higher education efforts to strengthen the region’s key economic clusters.

Accelerating Growth

Pro Innovation Initiatives
 Discovery
 Commercialization
 Entrepreneurial Support
 and Risk Financing

Pro Talent Initiatives
 Existing Workforce
 Emerging Workforce
 Engaged Workforce

Pro Investment Initiatives
 Tax and Regulatory Reform
 Healthier Hoosiers
 Infrastructure Initiatives

Regional Growth Strategies
 Regions for Economic Growth
 From Networks to Clusters

Accelerating Growth
 Indiana Economic Development Corporation,
 2006

ECONOMIC DEVELOPMENT EVALUATION	
<p>Strengths</p> <ul style="list-style-type: none"> Proximity to Chicago Intergovernmental collaboration Steel industry Port of Indiana South Shore Commuter Rail Gary Chicago International Airport Six universities and colleges Low cost of living Cultural diversity Recreational/entertainment venues Industrial capacity Skilled workforce Available land Public financing tools 	<p>Weaknesses</p> <ul style="list-style-type: none"> Non-diversified economic base Low-skilled workforce Lack of mentoring Property taxes (in some communities) Manufacturing mentality, inhibiting capital investments in other sectors Comprehensive economic development planning Brain drain Slow to adapt to new technologies
<p>Opportunities</p> <ul style="list-style-type: none"> Partnerships with higher education, K-12 institutions Broadband infrastructure Access more federal dollars Workforce development Gary Chicago International Airport Marquette Greenway Plan South Shore Westlake Corridor Regional Public Transit System Major Moves Regional marketing effort Destination development Multi-modal Infrastructure 	<p>Threats</p> <ul style="list-style-type: none"> Negative effects of globalization (job losses) Lack of media and information channels Peotone Airport Resistance to systematic planning Reactionary land use planning Parochialism, lack of local government collaboration Lack of knowledge on effective economic development strategies and plans High illiteracy rates Aging workforce Unsuccessful at attracting young, creative professionals Lack of corporate headquarters Environmental impacts upon/from Development Casino gaming on Chicago Lakeshore

SWOT Analysis Highlights

Policy Analytics culled asset/liability data from strategic reports to conduct a SWOT analysis of the NIRPC planning region.

Strengths

- Proximity to Chicago
- Existing “targeted” assets
- Quality of life
- NIRPC leadership in regionalism

Weakness

- Non-diversified economic base
- Overburdened freight transportation system
- Growing highway congestion
- Lack of comprehensive land use planning
- Lack of highly-skilled workforce

Opportunities

- Existing “targeted” assets
- New infrastructures

Threats

- Competition from other regions
- Parochialism

Strategic Directions: Thematic Analysis

Planning for economic growth has been the norm at the state and local governmental level for many years. Planning at the regional level is more recently finding its way into the best practice descriptions for many economic development theorists. The challenge, of course, is to maintain the unique responsibilities of local governments for land use planning and asset development, the core of their representative government responsibilities. At the same time, governments are providing coordination across cities and counties to utilize the best within each specific area to attract and sustain growth.

For each region the specifics are different but many of the principles and themes remain the same. In the past six years, the governments and community organizations have sponsored research to determine the most important local priorities and themes to be carried out in growing the Northwest Indiana economy. While the NIRPC region's economy is a subset of the Chicago regional economy, it is in itself a specialized part of that larger whole. In addition the policies and procedures under which economic development takes place in Northwest Indiana are those governed by the State of Indiana and local ordinances. Therefore it is important that Northwest Indiana be able to conceptualize its own strategic direction in economic development planning.

The themes that follow are drawn from those regional analyses undertaken within that past six year period and various planning processes followed by local governments throughout the region. Both formal and informal feedback and interview processes were used to validate and prioritize these themes. Appendix A provides the scoring and resulting ranking of the supporting strategies which were grouped under each theme



Economic Development Themes

Pro-Growth Climate

Transportation

Environment

Workforce Development

Leadership

Quality of Life



Strategic Direction: Pro Growth Climate

As a contributor to the economic development process, NIRPC’s first and foremost duty is to foster region-wide economic development planning that incorporates a coordinated land use plan for the region. Because land use planning is at its most basic level a responsibility of local governmental units – cities, towns, and counties – NIRPC’s regional role in land-use planning is one of *coordination* and *technical assistance*.

Both business sector representatives and local government officials express confidence in NIRPC’s ability to service local governments in ways that further the regional competitive advantages. Leverage points exist along municipal boundaries where the integration of complementary zoning optimizes adjacent land uses. The need for two economic development tools arose when discussing how best to foster a pro-growth climate: a regional GIS database of municipal zoning and a repository of economic development, transportation and environmental planning best practices. As a *coordinator* and *technical assistant*, NIRPC should house such resources to facilitate information-sharing across municipal boundaries.

NIRPC’s transportation and environmental planning functions assist in fostering the second most important growth oriented business environment theme, that of maintaining a high quality infrastructure throughout the region. NIRPC is recognized as the lead planning organization in the region and its outputs in transportation infrastructure planning in particular are a major part of municipal and business organizations’ own planning priorities. This emphasis on infrastructure must extend beyond the physical to the broadband and communications infrastructures as well.

Pro-Growth Climate

Comprehensive land use planning

High quality infrastructure

Broadband communication access

Public/private partnerships

Equitable tax structure

Targeted recruitment of key industries

Shovel ready sites

Positive labor relations

Entrepreneurial atmosphere

Move-in ready office/light industry space

Small business development centers

Ranked according to stakeholder input. Reference Appendix A

Land use planning is largely a public sector endeavor, but a pro-growth climate can only be sustained if it is business-driven. Therefore, partnerships between public and private entities underpin this theme. NIRPC and the Northwest Indiana Forum, a regional economic development corporation, work in tandem on many key issues affecting economic development. While NIRPC synthesizes the planning priorities and intentions of local governments, the Forum serves as the regional voice of the business community and their investment strategies. Both entities view their partnership as a strategic one, especially with respect to intermodal infrastructure to support the Advanced Logistics or TDL industry.



“Public sector investments in roads, rail systems, airports and seaports provide the foundation upon which our 21st century economy moves.”

Economic & Demographic Trends Relevant to the West Lake Corridor Expansion



Strategic Direction: Transportation

As the MPO, NIRPC is the recognized regional transportation organization with responsibility to provide data and recommendations to federal, state and local units of government. Stakeholders across the region are demanding transportation planning that is coordinated with comprehensive land-use planning and directed toward the region’s economic development priorities. The coordination between municipalities and across counties is NIRPC’s primary function in this arena. The integration of transportation planning with economic development planning is seen as the oft-missed component in the past.

The Gary-Chicago International Airport is identified both in regional planning research and among stakeholders as the key transportation and economic development asset for moving the economy of the region forward. NIRPC can assist in the realization of this goal by ensuring that its transportation planning functions maintain a priority on issues related to airport development.

Northwest Indiana has long suffered with “under-investment” in its regional transportation assets. For commuters to and from Chicago the primary transit opportunity is the South Shore railroad managed by the Northern Indiana Commuter Transportation District. Its route has been un-altered in many decades, with the new developments far south of the lakeshore remaining relatively inaccessible to this otherwise efficient transportation asset. The expansion of the South Shore, known as the West Lake Corridor project, should be a high priority for the region, as new development will only further the increasing surface congestion.

Transportation

Comprehensive regional land use planning

Gary/Chicago International Airport

Intra-region transportation

Fully-integrated regional public transit system

Greater accessibility to Chicago economy

Faster freight movement

Intermodal freight capacity

Freight and passenger separation

Joint use rail lines

Access to health care, education and employment

Regional bicycle and trailway system

Transportation within the NIRPC region must also be addressed through the new Regional Bus Authority and its charge to create a unified and comprehensively planned approach to both fixed route and demand response bus services within the region. Intra-regional transportation is a key to providing employers with the widest possible pool of personnel and gives individuals without autos essential mobility for healthcare, jobs and shopping. Regional public transit is a pre-requisite for true regional cohesion as well as economic growth.

The Chicago region is the world's third busiest intermodal transport hub, and in its current state is far from efficient. Freight rail shipments across the Chicago region, including Northwest Indiana typically take two days or more and the times are increasing. Business and governmental leaders in Chicago have taken steps to address the rail and associated freight bottlenecks within the CREATE public-private partnership plan. NIRPC must address the imperative of freight efficiency by including freight interconnections within its transportation and economic development priorities, and working with business leaders to understand freight rail priorities.

The key to effective planning is anticipation. The Northwest Indiana region is no longer stagnant but is growing economically and geographically. Development in housing and retail are moving south and east as expanding regional employment spreads the footprint of the metro-suburban Chicago economy. One yet-to-be-created asset is the proposed Illiana Expressway, connecting the south suburban areas of Northwest Indiana and Northeastern Illinois. NIRPC can assist in planning for this proposed throughway and provide *technical assistance* to those who will work to see it accomplished.



"In Northwest Indiana, where some bus and rail already exist, 55 percent of those traveling to downtown Chicago use public transit..."

Northwest Indiana Times
11-26-2006



Finally NIRPC’s transportation planning efforts while providing effective detailed direction in the past, have for many stakeholders passed “under the radar screen.” Federally required, highly technical and detailed “Transportation Improvement Programs” [TIP’s] go largely unread – with the exception of a very narrow audience. For NIRPC to provide leadership in its transportation planning, the strategic focus of its transportation priorities must be highlighted for other stakeholder organizations and business leaders to grasp and subsequently follow.



“Public participation in rail investment could produce a rail industry that provides the cost-effective transport needed to serve national and global markets, relieve pressure on overburdened highways, and support local social, economic, and environmental goals”

**Freight Bottom Line Report
Cambridge Systematics**



Strategic Direction: Environment

NIRPC is a regional leader in environmental planning. While many view environmental planning solely as regulatory compliance, environmental planning has a much broader purpose. It is to untangle complex land-based uses, mitigate the externalities and offer sustainable solutions conducive to viable economic development.

Northwest Indiana is also known as the Calumet Region, an early reference to the native people and ecology extending from the southern shore of Lake Michigan to the bank of the Kankakee River. Today, it captures a century of progress, along with modern concerns and pressures from the co-existence of globally-significant heavy industry and fragile ecosystems along the shoreline to suburban sprawl within the Valparaiso moraine to diminishing farmland and family-owned operations in rural communities.

Such diverse topography and land uses pose an exciting challenge to NIRPC and solidify the need for comprehensive land use strategies interlaced through environmental, economic development and transportation planning. Specifically, NIRPC adds value to the planning process through its ability to *coordinate* and provide *technical assistance* in these five areas:

Air

Dialoguing and taking action on reducing air pollution emissions through alternative fuel usage, retrofitting mechanisms and air attainment compliance

Land

Convening and educating on sustainable land use best practices, including sensible growth tools and brownfield redevelopment, for economic reuse and to mitigate effects upon human health, biodiversity and natural resources

Environment

Marquette greenway plan

Air quality attainment

Brownfield redevelopment

Integrated environmental, land use and transportation planning

Green technology

Energy and water conservation

Water

Coordinating a regional watershed management plan and dialoguing on Great Lakes water quality, quantity and access issues including private well systems

Waste

Dialoguing and educating on waste reduction at home and in business, including hazardous materials

Biodiversity

Providing technical assistance for protecting and restoring native plant and animal habitats.

Comprehensive land use planning as envisioned through the Marquette Greenway plan could serve as a model for central and southern portions of the region. Perhaps, the land use paradox can best be answered and managed through “green” technological innovations that reduce system inefficiencies and by-product wastes. Coupled with techniques in place-making, this holistic approach to the planning continuum can function as a catalyst to a diversified regional economy, sustaining a high quality of life for all generations to come.

NIRPC’s role with respect to environmental planning engages all sectors from local municipalities, private developers, nonprofit organizations to concerned citizens. Good relationships across sectors have been forged and maintained by Environmental Management Policy Committee [EMPC]. However, NIRPC’s ability to offer programs and solutions to address emerging concerns is severely hampered by reliance on grant funding for essentially operational functions.

“Some biologists believe that Lake Michigan has passed “a point of no return” in accelerated eutrophication. While it is still a comparatively clean lake in its open waters, away from the inshore sources of pollution, no amount of money could restore the life in the lake as it existed before man began to exploit its fishery and to use its waters for waste disposal. Now that we understand what happened and how, we can, if we will, avoid causing still more irreversible biological destruction.”

Lee Botts



Strategic Direction: Workforce Development

A world class economy moves in tandem with a globally competitive workforce. The knowledge and skill sets embodied in the labor market are critical to an area’s competitive advantage in the global marketplace. The local workforce is a regional economic development asset, which is why K-12 educational performance and strategic partnerships are key concerns in economic development planning. As an *integrator*, NIRPC can communicate how both education and workforce issues impact activities and outcomes along the planning continuum.

The recognized leaders within workforce development are the Northwest Indiana Workforce Board [NWIWB] and the Center of Workforce Innovations, [CWI] which serves as the Regional Operator and management company for Economic Growth Region 1 [EGR1]. Through Indiana statute and the federal Workforce Investment Act, NWIWB is mandated to convene employers and stakeholder groups to strategically plan for workforce development and insure its seamless service to targeted populations of job seekers. CWI, in conjunction with the NWIWB, oversee the WorkOne Centers, provide labor market information, technical assistance and capacity building to workforce service providers, develop innovative programs and solutions to workforce issues and promote the replication of best practices in all communities of the region.

NWIWB and CWI oversee a number of initiatives aimed at increasing the skills sets of workers to meet businesses’ needs and preparing youth for success. CWI through the *Strategic Skills Initiative* identified the critical occupational and skills shortages related to the five targeted industries then developed a series of solutions-based programs. WorkOne Centers are playing a key role in construction training for *Major Opportunities*. They are implementing Jobs for America’s Graduates [JAG] and Work Ethics programs, both relevant to achieving K-12 performance.

Workforce Development

Successful outcomes in K-12 schools

Highly-skilled, qualified, and competitive workforce

Northwest Indiana graduates and private industry partnerships

Retraining and reentry of displaced workers

Education and training for today’s jobs

More workers with post-high school education

Stakeholders urge NIRPC to maintain strategic partnerships with the academic institutions which provide essential linkages between workforce and economic development. Beyond training tomorrow's workers, the six universities and colleges lead or are involved in economic development-related activities.

Highlights include:

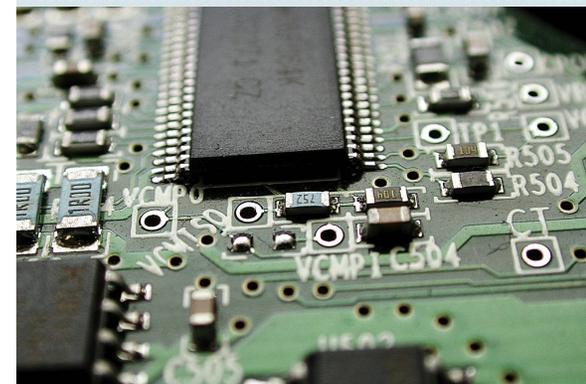
- Purdue University Technology Center is incubating start-up technology firms.
- Purdue University North Central expanded its nursing program to address occupational shortages through Indiana Department of Workforce Development's [IDWD] *Strategic Skills Initiative*.
- Ivy Tech State College is assisting with *Major Opportunities* jobs training program, the workforce side of the economic development initiative, *Major Moves*.
- Indiana University Northwest is exploring opportunities for urban renewal through the arts.
- Valparaiso University offers a MBA program centered on core business functions, values-based leadership and environmental stewardship as well as an associates degree for classroom paraprofessionals to ready them for enrollment in the elementary education degree program.
- Calumet College of St. Joseph has just launched an accelerated master's program in total quality management.
- The Presidents and Chancellors serve as Chairmen on a rotating basis to the Quality of Life Council and hold key appointments to the Regional Development Authority and Regional Bus Authority.

NWIWB , CWI and institutions of higher learning and NIRPC can work together to explore opportunities to improve the K-12 educational system and develop a highly-skilled workforce for a globally-competitive region in the 21st century.



"As the governor has said, Northwest Indiana must prosper economically if the entire state is to succeed. This grant [Strategic Skills Initiative] is part of our efforts to foster growth in several industries that are critical to the region's economic success."

Ron Stiver, Commissioner, Department of Workforce Development



Strategic Direction: Leadership

Coordinated action requires unity and cohesion of vision. Northwest Indiana has for many years been an arena of fiercely competitive internal rivalries. However it is in the view of many stakeholders beginning to develop a unity of purpose and coalescing of objectives. NIRPC is looked to as one of the organizations that can do much toward breaking down internal regional barriers and convening stakeholders on region-wide priorities.

Leadership means taking on the responsibility to tackle the tough issues. NIRPC occupies the regional role in the public sector space and must at times use its power as the region-wide *convener* and *communicator* to bring public and private sector stakeholders around issues in order to effect solutions. Greater connectivity to broadband communications and other integrated technologies can enhance the competitive advantages regionally and enable leadership to better connect with networks and investments globally. These issues may be fundamentally economic or may only touch on the economy, but NIRPC's leadership is central to putting issues on the regional agenda and directing regional resources toward solutions.

In providing this leadership, NIRPC must work with all sectors representative of its service area and forge alliances that promote the strategies within the planning continuum. Business leadership can, if included, work with NIRPC and elected officials to drive the economy and the public institutions toward the world class status for which the citizens aspire. Nonprofit organizations can, if necessary, facilitate balance between the effects of modernization of the economy and the impacts to quality of life. The involvement of emerging leaders and youth can also enhance planning processes resulting in an intergenerational vision and course of action for the NIRPC region.

Leadership

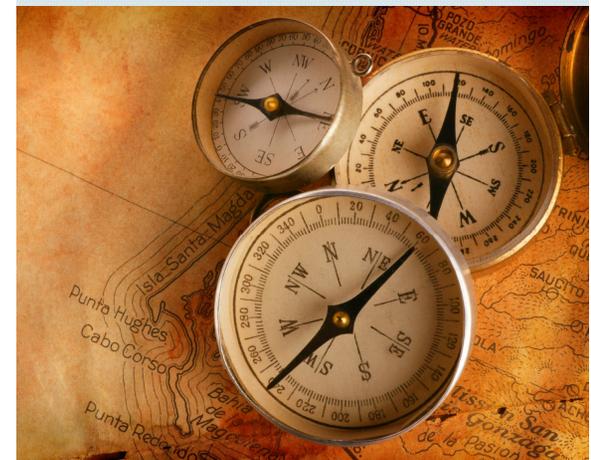
Cohesive regional vision

Public and private sector interaction

Anticipating market opportunities

Understand globalization, globally competitive

External investors and employers, high growth industries



Strategic Direction: Quality of Life

Quality of life encapsulates the overall well-being and unique culture of a multifaceted region. In Northwest Indiana, the concept of sustainability is an underlying philosophy to quality of life. Approaches to asset development, management and implementation should value the interconnectedness between today’s demand for and future generations’ supply of economic vitality, environmental quality and social equity. A set of key indicators can measure and track progress and balance over time. All of NIRPC’s roles can effectuate the stewardship of the quality of life tenets at the local level.

More evidence suggests that quality of life issues heavily influence whether or not a person or a firm wants to locate in a particular community. Each of the economic development assets targeted for capital investment will stimulate an inflow of new and ancillary economic activities and actors. Existing activities and stakeholders will be bolstered as well. However, communities with a welcoming culture, adaptability to creative change, intergenerational leadership and diverse offerings will be most attractive to people and private investment.

Divisions within the region undermine quality of life. Concentrations of poverty and wealth, of race and class and of openness and enclave provide a mixed set of messages regarding the warmth and welcoming character of Northwest Indiana. Comprehensive land use planning can gauge spatial mismatches and level out uneven economic development leading to a more sustainable and globally-competitive culture. NIRPC’s role as *planner*, *coordinator* and *technical assistant* can equip decision-makers with tools and information germane to quality of life matters.

Quality of Life

- Safe and secure living conditions
- Vibrant artistic and cultural atmosphere
- Quality education and health care
- Clean, safe parks and recreational activities
- Affordable housing
- Early childhood programs
- Retail, service and other amenities
- Impoverished families support
- Air attainment status

NIRPC's partnership with the Northwest Indiana Quality of Life Council and key regional collaborators involves co-leading in policy agenda setting and *co-convening* solution-oriented forums regarding systemic issues and strategic directions affecting regional sustainability.



"The design of sustainable development indicators by scientists and government officials reflects the belief that sustainable development is an evolving process that improves the economy, the environment, and society for the benefit of current and future generations."

The Journal of Social Health Indicators
Flynn Research
www.flynnresearch.com



VI. Regional Economic Profile

Economic indicators and census data serve as base information to analyze the regional economy minimize economic threats, and to exploit opportunities.

The NIRPC planning region is a three county area in Northwest Indiana, consisting of Lake, Porter, and La Porte counties. Historically, the economy has been dominated by manufacturing, primary metals in particular. The restructuring of the U.S. steel industry in the 1970's and 1980's had devastating effects on the economy in Northwest Indiana. These economic problems were compounded as the nation's economy shifted its focus from manufacturing to the service sector. The economy rebounded in the 1990's, but the effects of globalization and the 2001 recession were both keenly felt here. Though the economy of Northwest Indiana still faces significant challenges, there is good potential for growth. The region has diversified into the healthcare, service, and trade sectors, and seen economic recovery since 2002. The future success of Northwest Indiana's economy may depend on its ability to strengthen its manufacturing industry in an increasingly high-tech environment, while simultaneously capitalizing on the high wage service sector industries that define the new economy.

This economic analysis focuses on employment, earnings and population, leading indicators of a healthy economy. Because of the NIRPC region's close proximity to Chicago, and the effect that its economy has upon NIRPC's economic strategy, Cook County, Illinois (which includes the Chicago business district) is included in some parts of the economic analysis.

Economic Highlights

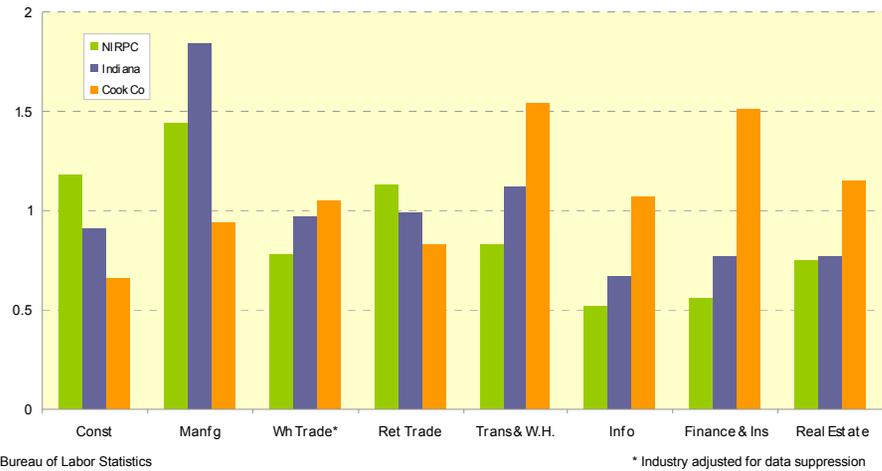
The Manufacturing sector is crucial to the NIRPC region's economic success. It is the largest in terms of total employment, and pays substantially higher wages than the average for the state or nation. However, from 1999-2005, the region lost over 14,000 manufacturing jobs.

Northwest Indiana faces a dearth of white collar jobs. The jobs that exist pay substantially lower wages than the national average. Neighboring Cook County, IL has a high concentration of high wage professional industries.

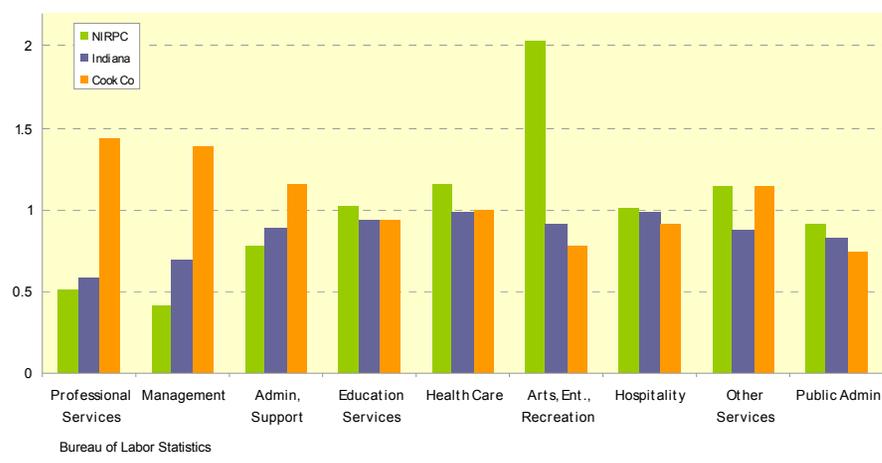
In 2005, NIRPC region workers earned \$0.87 on average to the national average of one dollar, compared to \$0.97 in 1990.

The two fastest growing employment sectors in the NIRPC region are Education Services and Healthcare. These two industries do not rely completely on traditional market forces.

2005 Location Quotients



2005 Location Quotients



Location Quotient

The location quotient [LQ] indicates whether an industry is more or less concentrated in a particular region than the in the U.S. as a whole.

Though the Manufacturing industry has seen significant job losses over the past 15 years, it is still highly concentrated in the NIRPC region, and the largest industry in terms of total employment. The Construction, Retail, Healthcare, Education, and Arts & Entertainment sectors are also highly concentrated in the NIRPC region.

The high LQ in the Arts & Entertainment industry is primarily a result of Northwest Indiana’s riverboat gaming industry. While this industry is heavily concentrated, it is relatively small in terms of total employment.

NIRPC’s white collar industries have low LQ’s compared to Cook County. Conversely, the Manufacturing and Construction industries have high LQ’s with respect to Cook County.

Location Quotient

- LQ > 1: Industry is more concentrated in the NIRPC region than in the U.S.
- LQ < 1: Industry is less concentrated in

Northwest Indiana Targeted Industries			
	Firms		
	2000	2005	Change
Manufacturing	797	751	-6%
Transportation and Logistics	488	571	17%
Healthcare	1,475	1,593	8%
Arts, Ent and Rec	167	184	10%
Professional Services	1,277	1,412	11%
	Employment		
	2000	2005	Change
Manufacturing	56,897	44,674	-21%
Transportation and Logistics	9,539	9,376	-2%
Healthcare	36,071	40,473	12%
Arts, Ent and Rec	10,406	9,959	-4%
Professional Services	7,840	7,945	1%
	Average Yearly Wage		
	2000	2005	Change
Manufacturing	\$ 48,694	\$ 58,600	20%
Transportation and Logistics	\$ 35,730	\$ 40,413	13%
Healthcare	\$ 30,885	\$ 36,433	18%
Arts, Ent and Rec	\$ 22,223	\$ 26,332	18%
Professional Services	\$ 36,145	\$ 39,363	9%

Bureau of Labor Statistics

Targeted Industries

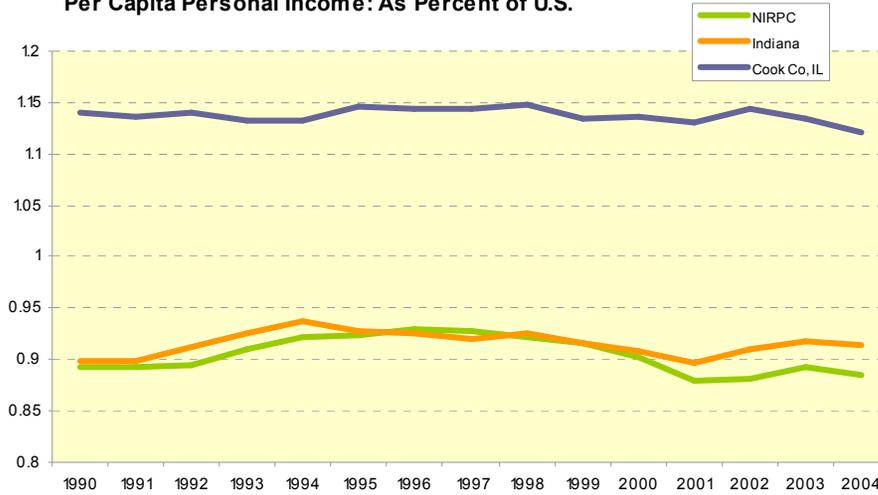
The Northwest Indiana Workforce Board has identified five industries as targeted industries in Northwest Indiana.

Of the five targeted industries, Manufacturing has the greatest number of jobs, and the highest wages. However, the Manufacturing industry has lost a significant number of jobs since 2000.

Healthcare is the fastest growing industry in the NIRPC region. Between 2000 and 2005, almost 4,500 jobs were added to the healthcare sector, a growth of 12%.

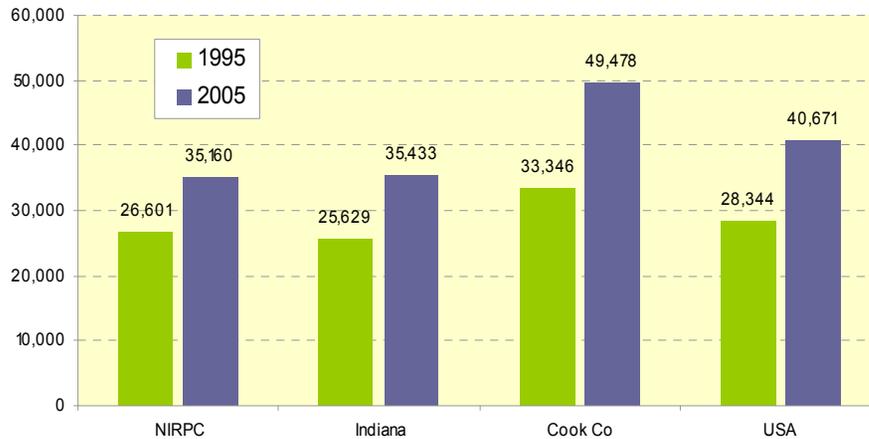
The Professional Services and Healthcare industries were the only two targeted industries to have employment increases between 2000 and 2005. Although Professional Services added jobs from 2000 to 2005, wage growth during that time frame lagged the other targeted industries.

Per Capita Personal Income: As Percent of U.S.



Bureau of Economic Analysis, STATS Indiana

Average Annual Wage Comparison



Bureau of Labor Statistics

Earnings

The vision for IEDC’s *Accelerating Growth* economic development plan is to meet the national average in per capita personal income and average annual wages by 2020.

Per capita personal income includes all types of income, including earnings, transfer payments, rent, etc. Average annual wage is employment based, and includes only salaries and wages.

In 2004, per capita personal income for the NIRPC region was 89% of the U.S. average. The region’s average annual wage was 86% of the national average.

In 1995, NIRPC workers earned \$1,743 less than the national average. In 2005, they earned \$5,511 less. In contrast, workers in Cook County earned nearly \$9,000 more than the national average in 2005. This disparity argues for increased access to the high-wage Chicago economy.

Income as Percent of U.S. (2004)

	PCPI	AAW
NIRPC	89%	86%
Indiana	91%	87%

Average Annual Pay by Industry in \$ (2005)				
	NIRPC	Indiana	Cook Co	USA
All Industries	35,124	35,431	49,691	40,676
Agriculture	19,208	26,026	23,081	23,242
Mining	55,312	51,606	68,147	72,227
Utilities	66,148	64,474	87,204	68,099
Construction	47,764	40,807	59,291	42,006
Manufacturing	58,600	48,232	50,206	49,336
Wholesale Trade	45,809	47,433	61,431	55,265
Retail Trade	21,664	21,792	25,526	24,924
Transp./Warehousing	40,413	36,965	46,151	41,659
Information	33,642	39,933	67,461	61,237
Finance and Insurance	39,456	49,509	93,718	73,334
Real Estate	25,274	30,066	54,442	39,320
Prof. Services	39,363	47,511	82,199	65,274
Mgmt. of Companies	80,224	72,241	115,472	85,262
Admin. Services	22,755	23,277	29,388	28,203
Educ. Services	31,004	33,632	45,147	36,849
Health Care	36,433	35,982	41,156	38,254
Arts/Enter./Rec.	26,332	26,501	32,429	27,724
Accommodation/Food	10,989	11,771	18,028	15,210
Other Services	21,580	23,148	34,145	25,995
Public Administration	32,655	35,254	56,468	47,097

Bureau of Labor Statistics

Earnings by Industry

Earnings by industry is a statistic reflecting the jobs that are physically located in the NIRPC region and do not include workers who commute outside the region.

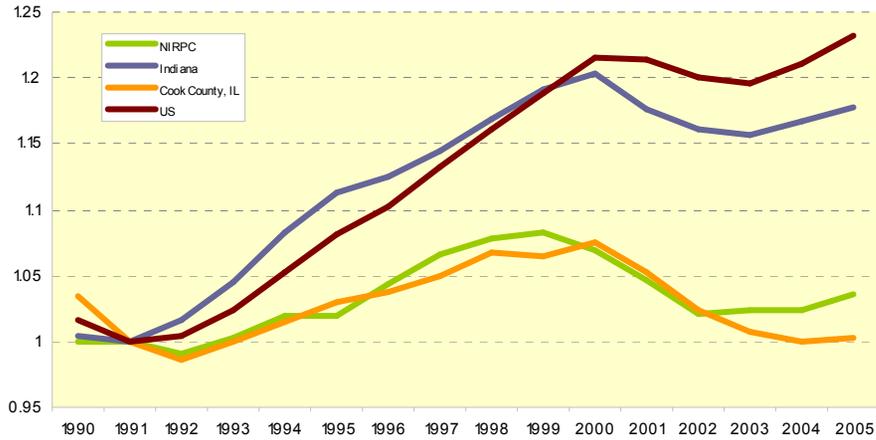
In the NIRPC region, high paying jobs are found in the Manufacturing industry. In Cook County, jobs in Finance and Professional services pay the highest wages (excluding the small Management of Companies sector). Manufacturing is the only sector that has higher wages in the NIRPC region than Indiana, Cook County, or the USA.

Two of NIRPC’s high wage industries are Management with \$80,224 and Utilities at \$66,148.

NIRPC region wages in most white collar industries are substantially lower than the national average. In contrast, white collar jobs in Cook County pay much better than the national average.

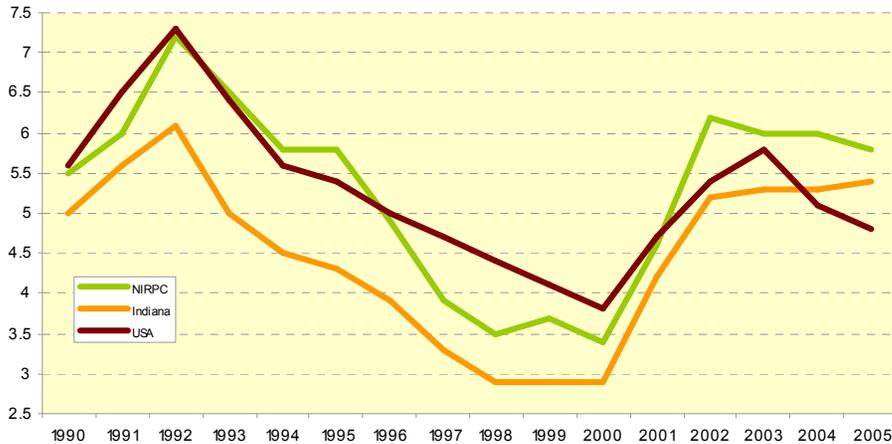
By improving connections to the Chicago region, area residents will have access to high wage Manufacturing jobs and high wage Services sector jobs.

Change in Employment: Indexed to 1991



Bureau of Labor Statistics

Unemployment Rate



Bureau of Labor Statistics, STATS Indiana

Employment

The national economy grew by 20% from 1990 to 2000. The NIRPC region also saw significant employment growth during this span, though to a lesser extent.

The recession that began in 2000 had a dramatic effect on employment in the NIRPC region, erasing five years of growth and sending employment back to 1995 levels. The 2000 recession had more of an impact on employment in the Midwest than the national economy as a whole.

The manufacturing sector is the largest sector in the NIRPC region though it has lost almost 15,000 jobs since 1999. Employment in the primary metals sub-sector declined by 10,000 jobs, or 34% from 1999 to 2005.

Employment patterns in the NIRPC area tend to follow Chicago employment trends more closely than Indiana trends, reinforcing the NIRPC region's strong association to the Chicago economy.

Occupations: NIRPC Region (2005)		
	Employees	% of Total
Management, professional, and related	93,751	27.26%
Management occupations	24,495	7.12%
Business and financial operations	11,347	3.30%
Computer and mathematical	3,931	1.14%
Architecture and engineering	6,466	1.88%
Life, physical, and social science	1,601	0.47%
Community and social services	5,613	1.63%
Legal	3,713	1.08%
Education, training, and library	16,408	4.77%
Arts, design, entertainment, sports, and media	4,383	1.27%
Healthcare practitioner and technical	15,794	4.59%
Service occupations	63,592	18.49%
Healthcare support	7,821	2.27%
Protective service occupations:	7,809	2.27%
Food preparation and serving related	20,967	6.10%
Building and grounds maintenance	15,090	4.39%
Personal care and service	11,905	3.46%
Sales and office	86,897	25.27%
Sales and related	37,543	10.92%
Office and administrative support	49,354	14.35%
Farming, fishing, and forestry	520	0.15%
Construction, extraction, maintenance, and	37,900	11.02%
Construction and extraction	22,788	6.63%
Installation, maintenance, and repair	15,112	4.39%
Production, transportation, and material	61,199	17.80%
Production	31,190	9.07%
Transportation and material moving	30,009	8.73%

U.S. Bureau of Census
American Community Survey

Occupations

Occupation data reflects the occupations of those who live in the NIRPC region, including those who commute to other regions for work. This data does not include individuals who commute into the NIRPC region.

27% of the region’s residents work in Management, professional, and related fields. Many of these workers travel to Illinois to take advantage of higher wages in Chicago.

Over 35,000 NIRPC region residents work in Healthcare or occupations related to Healthcare. The Healthcare industry is one of the fastest growing NIRPC industries, and one of Northwest Indiana’s targeted industries.

Blue collar industries (Farming, Construction, Production, and Transportation) employ nearly 38,000 individuals, or 29% of the workforce.

Popular occupations in the NIRPC region include: Office and Administrative Support, Sales, Production, Transportation and Management.

Occupational Shortages--Region 1	
Occupation	Shortage Projection (2005-2007)
Registered Nurses	250
Welders, Cutters, Solderers, and Brazers	207
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	200
Pharmacists	98
Pharmacist Technician	63

Strategic Skills Initiative
 Occupational & Skills Shortage Report Summary
 Economic Growth Region 1—Northwest Indiana
http://www.in.gov/dwd/employers/ssi_regional_impact.html#region1

Overlapping Critical Skills For Top 5 Shortage Occupations with Associated Wage					
Skill	Assoc. Wage	Registered Nurses	Sales Reps Whsl & Mfg	Pharmacists	Pharmacy Technician
Science	\$52,104				
Active Learning	\$48,493				
Critical Thinking	\$45,509				
Reading Comprehension	\$39,654				
Social Perceptiveness	\$39,619				
Instructing	\$39,179				
Speaking	\$37,181				
Service Orientation	\$35,975				
Mathematics	\$35,083				
Active Listening	\$32,887				
Considered a Critical Skill for this occup.					

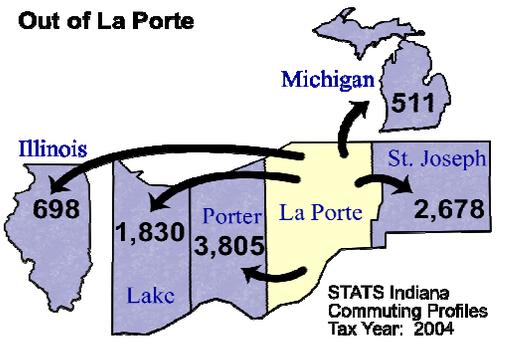
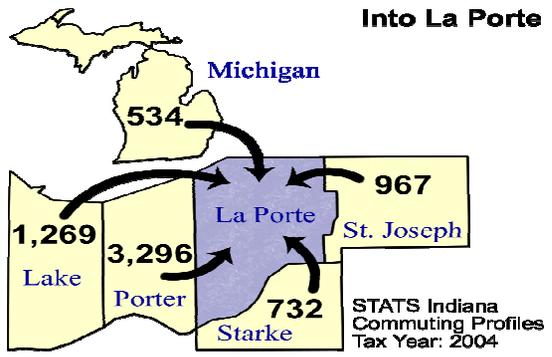
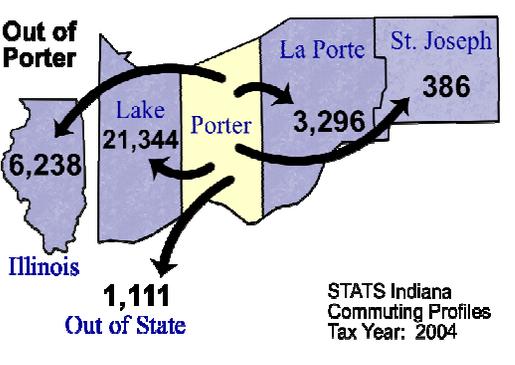
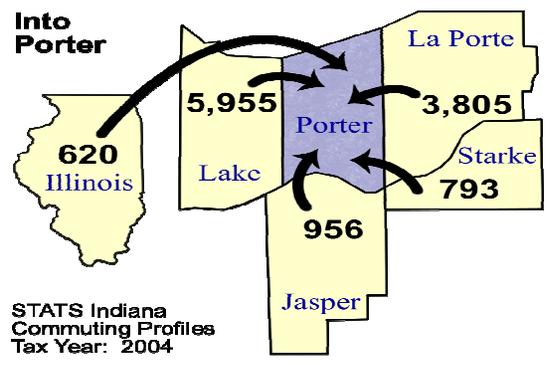
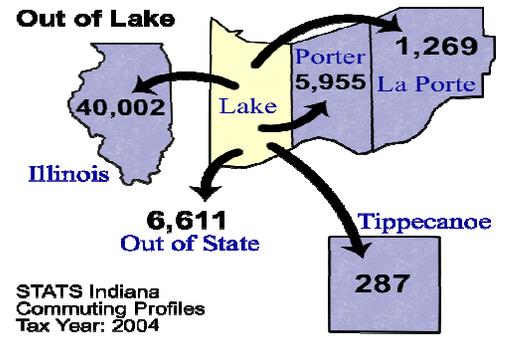
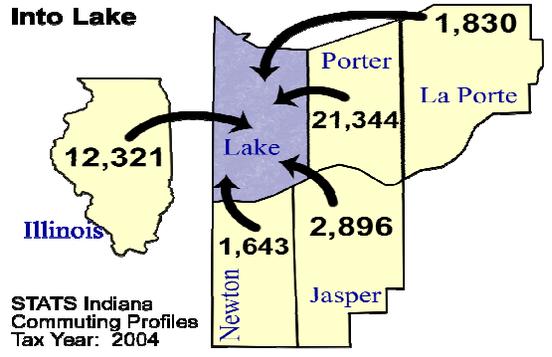
Strategic Skills Initiative
 Occupational & Skills Shortage Report Summary
 Economic Growth Region 1—Northwest Indiana

Occupational Shortages

In its *Strategic Skills Initiative Occupational & Skills Shortage Report Summary* for Economic Growth Region 1, CWI projected workforce shortages in three key industries: Health Care & Social Services; Manufacturing; and Transportation, Distribution & Logistics.

The top five occupations based on projected labor shortages were Registered Nurses; Welders, Cutters, Solderers and Brazers; Sales Representatives, Wholesale and Manufacturing; Pharmacists; and Pharmacist Technicians.

The above study found that the Health Care industry needs employees with strong skill sets in active listening, reading comprehension, speaking, critical thinking and service orientation. Advanced manufacturers need workers apt in speaking, mathematics, reading comprehension, coordination and critical thinking.



Commuting Patterns

More than 37,000 workers are intra-region commuters. These commuters travel to places of employment in other counties within the NIRPC region. Currently there is no regional comprehensive public transportation system, so the vast majority of intra-region commuters travel by personal vehicle.

Almost 47,000 commute across the state line to Illinois. Most inter-state commuters reside in Lake County. Access to the Illinois and Chicago economies are key to the NIRPC region's economic health. Most commuters travel to Illinois via expressway or the South Shore commuter railroad.

Approximately 14,000 commute from Illinois to jobs in the NIRPC region. Most of these jobs are in Lake County.

Because of the movement within the region and across regional boundaries, and the influence of the Chicago economy, efficient transportation networks are essential for expanding employment opportunities and economic growth to occur in the NIRPC region.

2005 Educational Attainment						
	NIRPC		Indiana		USA	
Less than 9th grade	18,988	3.9%	173,772	4.4%	11,793,051	6.2%
9th to 12th grade, no diploma	48,000	9.9%	406,895	10.3%	17,989,278	9.5%
High school graduate (incl equiv)	182,739	37.7%	1,468,342	37.1%	55,856,936	29.6%
Some college, no degree	106,039	21.9%	789,952	20.0%	37,984,610	20.1%
Associate's degree	35,703	7.4%	276,886	7.0%	13,960,054	7.4%
Bachelor's degree	59,685	12.3%	534,551	13.5%	32,536,186	17.2%
Graduate or professional degree	33,161	6.8%	306,325	7.7%	18,830,644	10.0%
High school graduate or higher		86.2%		85.3%		84.2%
Bachelor's degree or higher		19.2%		21.3%		27.2%

U.S. Bureau of Census
American Community Survey

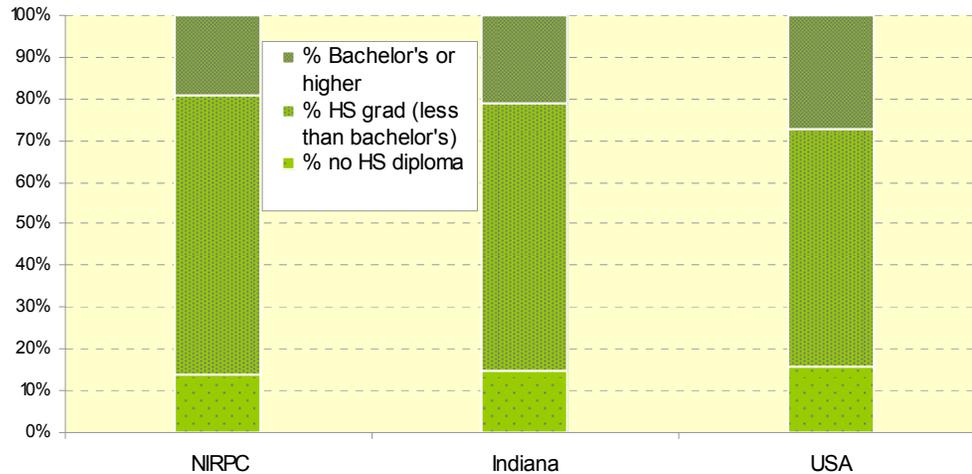
Educational Attainment

Indiana ranks 30th in the U.S. in percentage of residents with at least a high school diploma (or equivalent). The educational attainment rate for the NIRPC region is slightly greater, at 86%. Approximately 37% of NIRPC region residents over the age of 25 have a high school diploma but no further education.

Indiana ranks 45th in the U.S. in percentage of residents with at least a bachelor's degree, at 21.3%. The educational attainment rate for the NIRPC region is even lower, at 19.2%. Almost 22% of NIRPC region residents have started college, but not graduated.

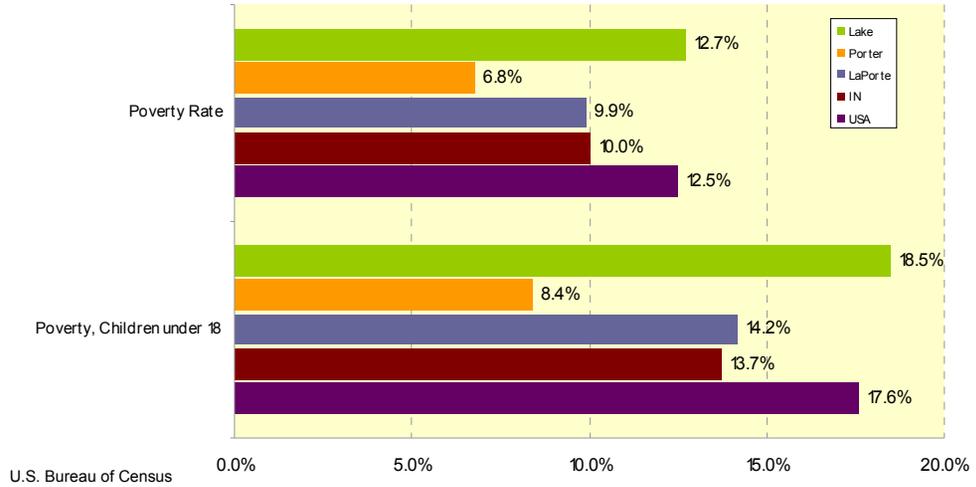
As the economy becomes more skill based, even traditional blue collar jobs require specialized skills. The lack of higher education degrees in the NIRPC region's workers may lead to a shortage in the supply of qualified workers, and prolonged unemployment for those workers who lack post-high school education.

Educational Attainment (2005)



U.S. Bureau of Census
American Community Survey

Poverty Rate (2003)



Social Assistance (2004)			
	Lake	Porter	LaPorte
Temporary Assistance to Families (Family Units)	10,478	524	968
Food Stamp Recipients (Percent of Residents)	13.95%	6.57%	6.71%
Reduced/Free School Lunch (Students)	37,187	5,364	6,455

STATS Indiana

Poverty and Social Assistance

There are a wide range of socioeconomic conditions present in the NIRPC region. Some areas are affluent, while others are severely distressed. In 2004, the poverty rate in Porter County was half the nation’s, while Lake County’s poverty rate was slightly greater than the U.S. rate.

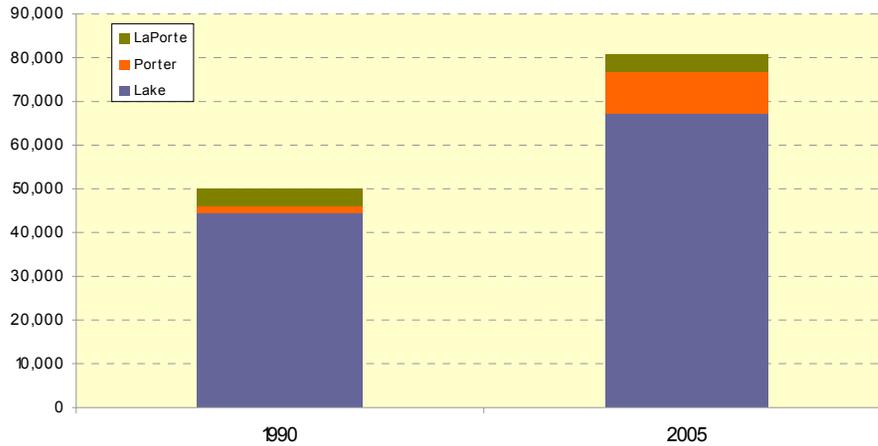
In 2004, the percentage of residents receiving food stamps in Lake County was twice that of Porter and La Porte counties. Approximately \$25 million in temporary assistance was distributed to needy families in the NIRPC region that year.

The effects of poverty are especially felt by children. In Lake County, nearly one child in five under the age of 18 was living at or below the poverty level in 2003. During the 2003-2004 school year, 44% of Lake County students qualified for free or reduced school lunches.

Students Eligible for Free or Reduced Lunch

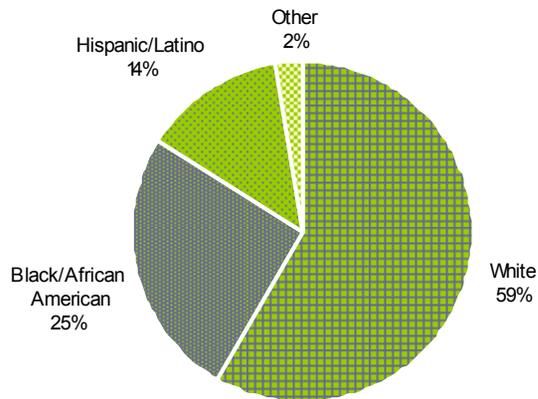
Lake	44%
Porter	30%
La Porte	37%

Hispanic/Latino Population, 1990 and 2005



U.S. Bureau of Census
American Community Survey

2005 NIRPC Racial and Ethnic Composition



U.S. Bureau of Census
American Community Survey

Racial and Ethnic Composition

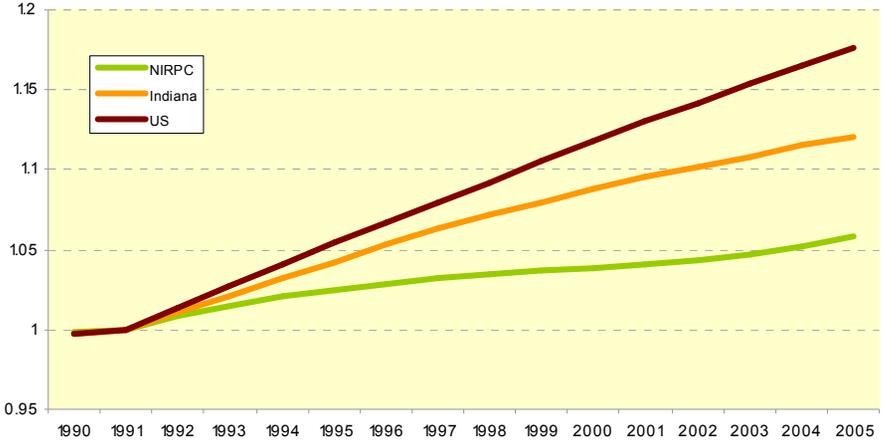
The racial and ethnic diversity of the NIRPC region varies by area. Lake County is the most diverse county, with a minority population of 41%. Porter and La Porte Counties have minority populations of 11% and 14% respectively.

The NIRPC region has a larger percent of minorities than Indiana, but is not as racially diverse as the nation on average. Though African American residents comprise 25% of the Lake County population, Porter County has an African American population of only 2%.

Between 1990 and 2005, the number of Hispanic/Latino residents living in the NIRPC region grew by 60%, going from almost 50,000 in 1990 to approximately 80,000 in 2005. In Porter County, there are almost 6 times more Latino residents now than in 1990.

According to NIRPC, Lake County ranks first, and Porter County ranks seventh in Indiana in Hispanic/Latino population growth from 2000-2005.

Population: As Percent of 1991



U.S. Bureau of Census, STATS Indiana

Population: NIRPC Region



U.S. Bureau of Census, STATS Indiana

Population

The NIRPC region has seen its population growth rates change dramatically over the past 20 years. There was significant out-migration in the 1980's and a slowly growing population in the 1990's. The US population is growing faster than both the state of Indiana and the NIRPC region.

However, the population growth rates for the NIRPC region since 1996 have been steadily increasing. The average growth in population for the region from 1990 to 1997 was about one-third of that of the nation as a whole. In the past five years, the average rate of growth has gone from approximately half that of the US and less than that of the state to faster growth than in Indiana as a whole and 80% of the US rate.

County	1990	2005	%
Lake	475,594	493,297	1.8
Porter	128,932	157,772	7.1
La Porte	107,066	110,512	0.3
Total	724,129	761,581	5.2%

VII. Findings and Recommendations

Economic development planning is about change. If there is no outcome effected by the planning process, then human and financial resources have been wasted and reasonable hopes have been dashed. This report gathered information from elected officials, business and community leaders, academic and thought leaders from across the region. Those collected insights were combined with data analysis and previous research to provide a picture of the economic development landscape and NIRPC’s place in it.

We have distilled from that landscape a set of recommendations that if followed, not only by NIRPC but also by other leading organizations and individuals, will result in substantial economic growth. These recommendations cannot be implemented without effort, focus and resources, however will always require these things.

Recommendations:

1. Pro-Growth Business Environment: Provide coordinated Economic Development and Transportation and Environmental Planning using comprehensive land-use strategies that build from the local governmental processes which are democratically based, and are integrated into region-wide strategies by NIRPC.
2. Transportation: Provide strategic and far-sighted planning in the area of transportation as a response to the rapid growth in Northwest Indiana and the prospect of its continuation. NIRPC has a clear leadership role in transportation planning and must use its role to strategically move forward on the development of the region’s current key transportation assets: the Gary-Chicago International Airport, the South Shore Commuter Rail Line, regional freight corridors and an efficient and effective regional bus system.



"That generation [in the early 20th century] came to Indiana to work hard, and what they built has worked well for 100 years," he said. "I believe that people will be looking back 100 years from now, and they will say this is where that change began."

U.S. Representative Pete Visclosky
Northwest Indiana Times, 11-3-2006



Anticipate the continued growth in residential development in southern Lake and Porter counties, including planning for the Illiana Expressway and other assets that will improve the flow of citizens and workers within the region and to destinations outside it.

3. Environment : Ensure a sustainability-driven regional planning framework by integrating the five aspects of environmental planning into the processes of transportation and economic development planning. Coordinate comprehensive land-use strategies and provide ongoing technical assistance across jurisdictions and diverse stakeholders. Support the implementation of the Marquette Greenway, pedestrian-friendly systems, blueways and biodiversity projects that strengthen the health and well-being of life within the NIRPC region.
4. Workforce: Partner with regional workforce leaders and academic institutions to co-convene best practices forums on the vital linkages between world-class economic development and globally-competitive workforce and education systems.
5. Leadership: Develop and continue to communicate a cohesive regional vision for economic development and that builds intra-regional collaboration into the fabric of the public and private sector processes.
6. Quality of Life: Promote quality of life values through a comprehensive land use plan. Engage in broader dialogue with stakeholders to open cultural pathways between communities and across the region. Promote opportunities for disadvantaged residents, and seek to reduce economic disparities by incorporating socially just solutions for regional problems. Plan strategically for strong economic growth, a diversifying employment base, efficient and accessible intra-regional transportation, and a healthy environment for generations to come.

“To the extent possible, local governments should avoid destructive competition for business real estate projects with nearby jurisdictions. If feasible, economic development efforts should be coordinated across the entire labor market. The focus of economic development efforts should be on stabilizing the local tax base and improving overall labor market opportunities for local residents.”

Timothy J. Bartik

“Economic Development Strategies”

Upjohn Institute Staff Working Paper 95-33



For the region to accomplish each of these recommendations, NIRPC must effectively exercise one of more of its roles as *planner, convener, forecaster, communicator, integrator, technical assister, and troubleshooter.*

NIRPC must sustain the economic development framework through regional collaboration with local elected officials, local economic development officials, local service providers, citizens, Northwest Indiana Forum, Quality of Life Council, Northwest Indiana Regional Development Authority, Indiana Economic Development Council, Northwest Indiana Workforce Board, Center of Workforce Innovations, Kankakee-Iroquois Regional Planning Commission, a cadre of governmental agencies, private entities serving multiple markets, including major firms like NIPSCO, nonprofit organizations and those with funding capacity such as the Gaylord and Dorothy Donnelly Foundation and professional planning partners. NIRPC must align its resources and activities to the identified strategic directions.

If NIRPC can fulfill the promise of a truly regional focus on economic development, transportation and environmental planning, then opportunity will abound for current citizens of the region and the generations that follow.

“...The region is also endowed with several major assets that, if fully leveraged, could vault the region forward. Among them are a strong research, innovation, and talent cultivation infrastructure; critical mass and expertise in emerging industries from advanced manufacturing to health care; global firms and universities that are significant players in the worldwide exchange of ideas, people, products ,and services; and the tremendous amenity and resource of the lakes and their waterways.”

The Vital Center: A Federal-State Compact to Renew the Great Lakes Region—The Brookings Institution



Comprehensive Economic Development Strategy: Requirements and Recommendations

The process, analysis and recommendations outlined in the above report demonstrate that even though the responsibility is recently acquired, NIRPC is coming of age as an economic development planner. For many regional planning agencies, the next step in the process would be the production of a Comprehensive Economic Development Strategy or CEDS. This is “a plan that emerges from a broad-based continuous planning process addressing the economic opportunities and constraints of a region...An acceptable CEDS is normally a prerequisite to be eligible to receive funds under most EDA programs.”

One requirement for receiving funds from the EDA to pursue a CEDS process is a demonstrated capacity to accomplish the tasks central to a CEDS plan. These tasks include:

- a) incorporate business and community stakeholders within the governmental planning process,
- b) undertake an analysis of the region’s economy and demographics,
- c) construct a community wide vision and action plan, and
- d) provide a plan for evaluation of progress.

This report shows these required capacities exist currently within NIRPC and its stakeholder committees and relationships. In fact, much of the work required by a CEDS has been accomplished at least in part within this planning project.

Recommendation: NIRPC bring the question of entering into a CEDS process to its governing board for evaluation and decision in the near future.

A CEDS Plan

“A plan should indicate not only what is desirable, but also what is possible, given available resources. Most plans feature a full range of objectives. A good plan will also include the ways and means to measure whether the community actually achieves what the plan calls for

1. Is the plan realistic?...
2. Is the plan comprehensive? ...
3. Is the plan specific? ...
4. Is the plan linked with related functions? ...
5. Does the plan link public & private interests? ..
6. Is the plan citizen-focused? ...
7. Is the plan understandable? ...
8. Is the plan problem- and solution-specific? ...
9. Is the plan change-specific? ...
10. Is the plan current? ... ”

Michael Chandler



**Appendix A
Planning Priority Rankings**

Planning Priority: Pro Growth Business Environment	Score
Comprehensive land use planning in conjunction with economic development planning.....	9.8
High quality infrastructure.....	8.7
Access to high speed broadband communication.....	6.5
Create public/private partnerships.....	6.5
Develop a more equitable tax structure.....	6.3
Use targeted industry recruitment to attract high growth industries.....	6.0
Prepare “ready-to-build” sites for development.....	5.8
Increase positive labor relationships.....	4.4
Foster an entrepreneurial atmosphere.....	3.9
Provide an supply of available office/manufacturing space	3.3
Small business development centers.....	3.2

Planning Priority: Transportation	Score
Comprehensive, region-wide land use planning in conjunction with transportation planning.....	10.0
Development of the Gary/Chicago International Airport.....	7.8
Improved intra-regional transportation.....	7.6
Fully integrated regional public transit system.....	6.7
Improved accessibility to the Chicago economy.....	6.1
Faster freight movement through the region.....	6.1
Increased inter-modal freight capacity.....	5.8
Fewer freight/passenger conflict points.....	3.6
Joint-use rail lines.....	3.3
Low cost access to health care, education and employment.....	3.2
Linked bicycle/trailway system.....	2.9

Planning Priority: The Environment **Score**

Complete the implementation of the Marquette Plan	2.3
Eliminate non-attainment air quality status throughout the region	1.6
Redeveloped underutilized brownfield sites	1.4
Integrate environmental planning with land use and transportation planning	1.0
Use technology to reduce environmental impacts	1.0
Promote regional energy conservation and water supply re-use policies	1.0

Planning Priority: Workforce Development **Score**

Assist in increasing the successful outcomes of the region’s K-12 schools	4.6
Train an educated, qualified, and competitive regional workforce	3.9
Create partnerships between Northwest Indiana graduates and Northwest Indiana private industry	3.2
Retrain displaced or downsized workers to facilitate reentry into the job market	2.9
Increase the number of workers with post-high school education	1.6

Planning Priority: Quality of Life including Social Equity **Score**

Promote safe and secure living conditions for all citizens	3.9
Ensure access to quality education and healthcare	3.3
Increase available affordable housing	2.7
Support early childhood education programs	2.1
Foster a vibrant artistic and cultural atmosphere	1.7
Support clean, safe parks and diverse recreational opportunities	1.7
Retail, service and other amenities to support growth	1.4
Implement programs to support families in poverty	1.3
Eliminate non-attainment status	1.0

Planning Priority: Leadership **Score**

Develop a cohesive regional vision for economic development	4.8
Facilitate interaction between the public and private sector	2.5
Anticipate economic opportunities in the regional, national, and global markets	2.5
Understand the dynamics of globalization and actively participate in the global economy	2.3
Aggressively recruit investors/employers in high growth industries	2.3

Appendix B Economic Planning Documents

Reports/Plans	Economic/Industry Strategies						Transportation Strategies						Other Infrastructure			Quality of Life									
	Job Creation	Company Attraction	Company Expansion/Retention	Tax Policy/Incentives	Workforce Education	Workforce Training	Land Use Planning	Road Improvements	Road Creation	Commuter Bus Service	Commuter Rail	Freight/Cargo Rail	Airport/Air Freight	Cargo Ports	Electric/Gas Utilities	Internet/Data Lines	Water/Sewer Lines	Tech/Business Parks/Incubators	Cultural/Recreational Amenities	Diversity	Greenspace/Parks	Affordable Housing	Universities	Environmental Regulations	Social/Health Initiatives
A Proposal to Promote Green Commerce in the Chicago Area	X	X				X				X	X											X		X	
Accelerating Growth: Indiana's Strategic Economic Development Plan	X	X	X	X	X	X		X	X		X	X	X			X		X		X			X		X
Analysis of Mid-Wage Job Opportunities in Northwest Indiana	X		X		X	X																			
Beverly Shores Comprehensive Plan							X									X					X			X	
Brownfield Forum Final Report and Action Plan				X																			X	X	
Calumet Area Empowerment Zone Application Round II	X	X	X	X	X	X	X		X										X			X	X	X	
Center for Regional Excellence, Regional Cultural Plan																			X						
City of Laporte Master Plan	X	X	X		X	X	X	X					X		X		X				X	X	X	X	
City of Whiting Commercial Redevelopment Plan	X						X			X											X	X			
Connections 2030 Regional Transportation Plan				X			X	X	X	X	X	X	X	X							X	X		X	
Crown Point Comprehensive Plan	X	X	X				X	X	X							X			X		X	X			
e3 Summit	X		X		X	X																			
Economic & Demographic Trends Relevant to the West Lake Corridor Expansion				X		X				X															
Economic Assessment & Manufacturing Perspective			X																						
Economic Development Inventory (PPT)																									X
Epidemiological Report on the Health Concerns of Northwest Indiana																									X
Final Report of the NW Indiana Transportation Study Commission	X	X		X				X	X	X	X		X												
Fiscal Year 2007 Unified Planning Work Program							X	X	X	X	X	X	X										X		
Hobart Master Plan		X	X	X			X	X	X								X		X		X				
Human Resources & Economic Growth in the Lake County Area	X	X	X		X	X															X	X	X		
Importance of Transport in Business Location Decisions	X	X	X	X	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X	X		
Lake Michigan Coastal Coordination Program							X												X						X
Indiana NonProfits: Impact of Community and Policy Changes																									X
Lake County Government Finance Study				X																					

Reports/Plans	Job Creation	Company Attraction	Company Expansion/Retention	Tax Policy/Incentives	Workforce Education	Workforce Training	Land Use Planning	Road Improvements	Road Creation	Commuter Bus Service	Commuter Rail	Freight/Cargo Rail	Airport/Air Freight	Cargo Ports	Electric/Gas Utilities	Internet/Data Lines	Water/Sewer Lines	Tech/Business Parks/Incubators	Cultural/Recreational Amenities	Diversity	Greenspace/Parks	Affordable Housing	Universities	Environmental Regulations	Social/Health Initiatives	
Marquette Plan							X				X			X			X				X		X			
Michigan City Consolidated Plan	X	X	X		X	X															X	X			X	
New Path to Progress	X	X	X	X	X	X			X	X	X		X			X				X		X	X	X	X	
Northwest Indiana Fully Integrated Steel Industry Report	X		X		X	X																				
Northwest Indiana Regional Transportation 2030 Plan							X	X	X	X	X	X	X													
Northwest Indiana Stakeholder Committee				X																						
Northwest Indiana Steel Industry Report	X		X		X	X																				
Portage Comprehensive Plan	X	X			X	X	X	X	X								X		X		X	X		X		
Porter County Land Use and Thoroughfare Plan							X	X	X		X	X	X						X		X			X		
Porter County Unified Development Ordinance							X														X	X		X		
Quality of Life Indicators Report	X	X		X	X	X	X	X	X		X	X	X							X	X	X	X		X	X
Strategic Skills Initiative: Region 1					X	X																	X			
Targeted Industries Report--Healthcare		X			X	X																				
Targeted Industries Report--Life Sciences		X			X	X																				
Targeted Industries Report--Logistics		X			X	X																				
Targeted Industries Report--NWI Learner's Report		X			X	X																				
Targeted Industries Report--Precision Equipment Manf		X			X	X																				
Targeted Industries Report--Professional Services		X			X	X																				
The Calumet Region Ecology	X																		X					X	X	
The Metropolis Freight Plan				X			X	X				X	X													
The State of Giving Report for Lake County, Indiana																									X	
Transforming the Economy of Northwest Indiana	X	X	X				X															X		X		
Unified Planning Work Program							X	X		X	X	X	X											X		
Valparaiso 2005 Strategic Plan	X	X	X	X	X	X	X	X			X		X		X	X	X				X	X	X		X	
Valparaiso Comprehensive Plan	X	X	X		X	X	X	X		X	X							X		X		X	X	X		
Watershed Management Plan of Lake, Porter & La Porte Counties							X	X									X							X	X	
Wolf Lake Survey & Focus Group Results Round 1							X												X		X			X	X	

Reports/Plans	Publisher/Sponsor	Scope	Date
A Proposal to Promote Green Commerce in the Chicago Area	Lee Botts	Region	2005
Accelerating Growth: Indiana's Strategic Economic Development Plan	Indiana Economic Development Corporation	State	2006
Analysis of Mid-Wage Job Opportunities in Northwest Indiana	KV Workforce Development Council and Lake County PIC	Region	
Beverly Shores Comprehensive Plan	Town of Beverly Shores	City	2003
Brownfield Forum Final Report and Action Plan	City of Chicago	City	1995
Calumet Area Empowerment Zone Application Round II	Cities of Gary, East Chicago & Hammond	Region	1998
Center for Regional Excellence, Regional Cultural Plan	Center for Regional Excellence	Region	2005
City of La Porte Master Plan	City of La Porte	City	2005
City of Whiting Commercial Redevelopment Plan	University of Illinois at Chicago	City	2005
Critical Cargo: A Regional Freight Action Agenda	Business Leaders for Transportation	Region	2002
Crown Point Comprehensive Plan	The Lakota Group	City	2005
e3 Summit	Indianapolis Private Industry Council	State	2006
Economic & Demographic Trends Relevant to the West Lake Corridor Expansion	NITCD	Region	2006
Economic Assessment & Manufacturing Perspective	Federal Reserve Bank of Chicago	Region	2002
Economic Development Inventory (PPT)	Northwest Initiative	Region	2003
Epidemiological Report on the Health Concerns of Northwest Indiana	PRC/United Ways	Region	2005
Final Report of the NW Indiana Transportation Study Commission	Indiana Legislative Services Agency	Region	2005
Fiscal Year 2007 Unified Planning Work Program	NIRPC	Region	2006
Hobart Master Plan	City of Hobart	City	200+
Human Resources & Economic Growth in the Lake County Area	LCISDB and CWI	Region	200+
Importance of Transport in Business Location Decisions	Napier University	None	2004
Indiana Department of Natural Resources, Division of Historic Preservation, Lake Michigan Coastal Coordination Program	Shive-Hattery	Region	2000
Indiana NonProfits: Impact of Community and Policy Changes	Gronberg and Child	Region	2004
Lake County Government Finance Study	IBRC/CSRV/NWILGA/Partners for Good	County	2005
Marquette Plan	JJR	Region	2005
Michigan City Consolidated Plan	City of Michigan City	City	2004
New Path to Progress	IEDC	Region	2004
Northwest Indiana Fully Integrated Steel Industry Report	LCISDB and Center of Workforce Innovations	Region	2003
Northwest Indiana Regional Transportation 2030 Plan	NIRPC	Region	2005
Northwest Indiana Stakeholder Committee	US EDA	Region	2006
Northwest Indiana Steel Industry Report	LCISDB and Center of Workforce Innovations	Region	2003
Portage Comprehensive Plan	City of Portage	City	200+
Porter County Land Use and Thoroughfare Plan	HNTB	County	2001
Porter County Unified Development Ordinance	Ground Rules	County	2006
Quality of Life Indicators Report	Northwest Indiana Quality of Life Council	Region	2004
Strategic Skills Initiative: Region 1	Indiana Department of Workforce Development	Region	2006
Targeted Industries Report--Healthcare	Center of Workforce Innovations	Region	2004
Targeted Industries Report--Life Sciences	Center of Workforce Innovations	Region	2004
Targeted Industries Report--Logistics	Center of Workforce Innovations	Region	2004
Targeted Industries Report--NWI Learner's Report	Center of Workforce Innovations	Region	2004
Targeted Industries Report--Precision Equipment Manf	Center of Workforce Innovations	Region	2004
Targeted Industries Report--Professional Services	Center of Workforce Innovations	Region	2004
The Calumet Region Ecology	Lincolnet.net	Region	200+
The Metropolis Freight Plan	Chicago Metropolis 2020	Region	2004
The State of Giving Report for Lake County, Indiana	Lake Area United Way	County	2004
Transforming the Economy of Northwest Indiana	Indiana Fiscal Policy Institute & IBRC	Region	2000
Unified Planning Work Program	NIRPC	Region	2006
Valparaiso 2005 Strategic Plan	City of Valparaiso	City	2005
Valparaiso Comprehensive Plan	City of Valparaiso	City	2005
Watershed Management Plan of Lake, Porter & La Porte Counties	NIRPC	Region	2005
Wolf Lake Survey & Focus Group Results Round 1	USDA Forest Service, North Central Research Station	Region	2003

About Policy Analytics

Policy Analytics, LLC is an Indiana based company specializing in economic research, public finance, and policy analysis. William J. Sheldrake founded the firm in 2004 with the vision of providing creative analytical insight for public and private decision-making to business executives, elected officials, and other community leaders in need of first rank research and top quality strategic thinking. The company is headquartered in Indianapolis, Indiana while working on projects throughout the state and the Midwest. Through its experienced staff, Policy Analytics brings to its projects the combined experience of over 60 years of public finance and public policy expertise and decades of private sector and academic research skills.

In the past decade Policy Analytics, LLC has provided research on the economy of Northwest Indiana to many organizations and in many different contexts. The economy and population of Northwest Indiana are now growing more rapidly than they have in decades. Policy Analytics is pleased to work with NIRPC and other entities in Northwest Indiana to continue to build the momentum.



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