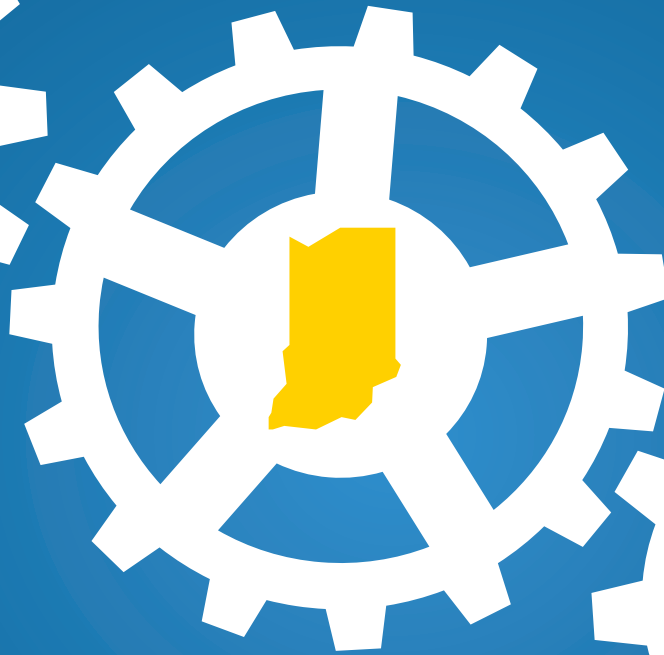
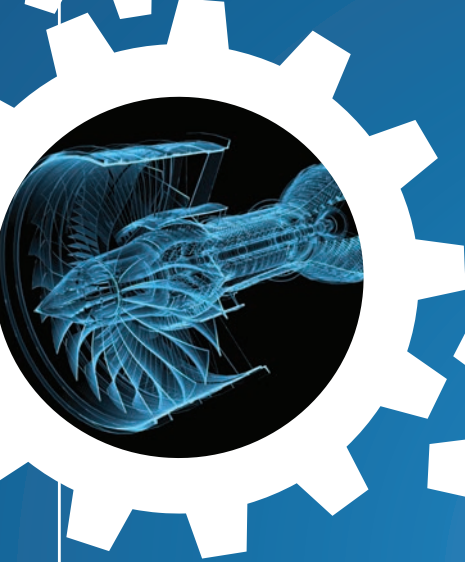


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Davies County
Indiana**



- Adaptable workforce with tech elements
- Serious logistical advantages with an all-new \$1.8 billion intercontinental interstate, active omni-direction rail, new \$2 million railroad cross dock, solid airport serving commercial aviation, easy travel to Indiana port with Gulf access (and by the way, want to talk location? Davies County was recently the designated median center of the U.S. population)
- Business-friendly tax environment
- Growing concentration of plastics and film manufacturing
- \$100 million certified tech park (initiated by Davies County) adjacent to \$2 billion military technology center with major university engagement
- Advanced manufacturing hub with available space
- Strong agribusiness presence
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\$100 million technology park (initiated by Daviess County) adjacent to \$2 billion military tech center (20 minutes away). Major university affiliation



Daviess Co Airport (lighted 4,600-ft runway), serves corporate jets and general aviation; commercial hangers and fuel



\$18 million film extrusion/plastics production facility (now expanding)



New \$6 million commercial logistics facility (expandable shell building) with railroad cross dock



\$4.6 million expansion of Japan-based M&C Tech Indiana (opening late summer 2017)



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DISC



Designated super site (1,200+ acres, multiple opportunities)



East/West CSX railroad and Indiana Railroad access



Shovel ready expansion site



\$4.2 million Canadian manufacturing operations

Daviness County Key Stats

Income

#1

- No. 1 county in Indiana median household income growth since 2000 (38%)
- Per capita income ranks in Indiana 90th percentile
- Median family income (2015) \$57,158

Workforce

58%

- 58% of workforce has at least some college experience
- Of that figure, 54% hold associate, bachelor's or graduate degrees

Employment

100%

- Highly qualified and diversified workforce (Daviness County led Indiana in employment rate through Great Recession)

Population Growth

10%

- While neighboring counties have declining population growth, Daviness County's population has grown at about 10% since 2000 (2.3% average annual growth rate)



\$9 million expansion of MacAllister Machinery (Caterpillar) operations

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Port of Evansville
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(one hour away)



\$1.8 billion toll-free
NE/SW interstate



Future housing
expansion



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Growth in per
capita income
since 1994



New downtown
Washington \$5 million
orthopedic healthcare
expansion (main
Daviss Community
Hospital operations
managed by
St. Vincent -
one mile west)



\$70 million
expansion of
Grain Processing
Corporation (GPC)
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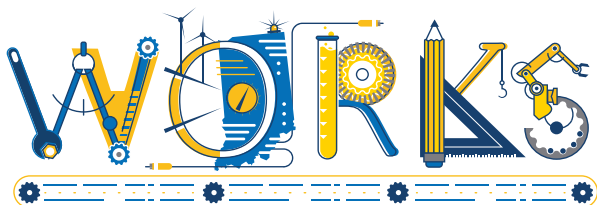
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Indiana

A STATE THAT WORKS



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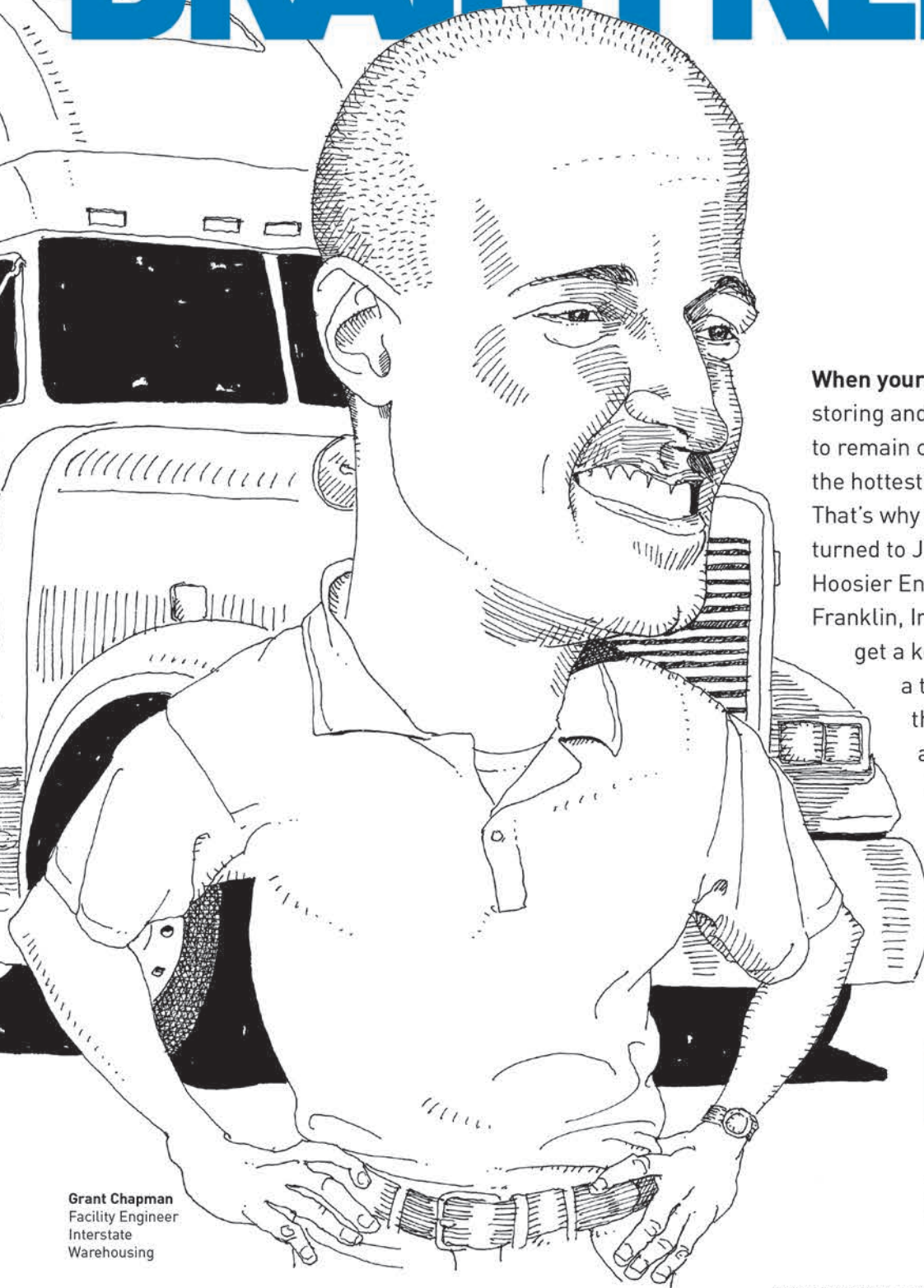
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Northwest Indiana is one of the leading agribusiness regions in the US, and it's still growing.

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Warehousing

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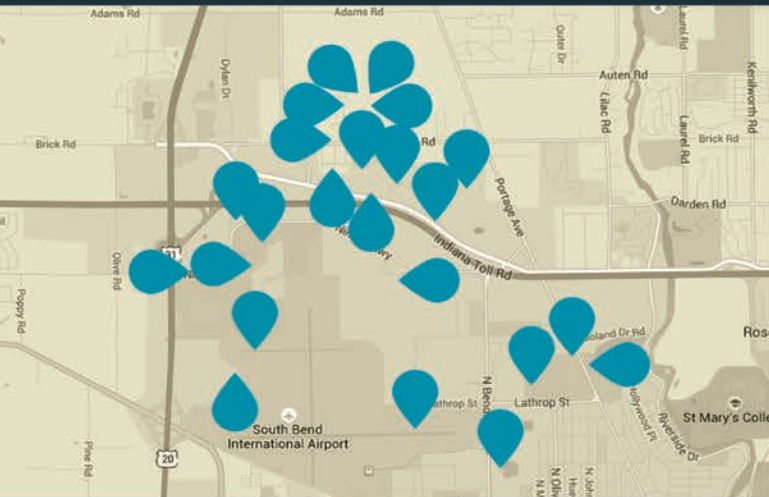


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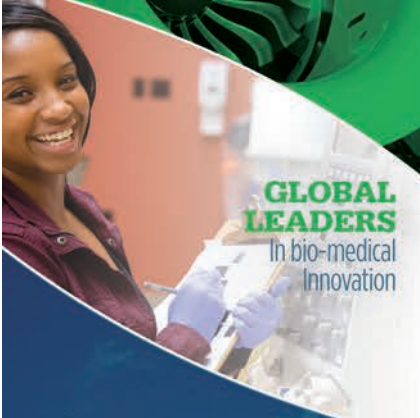
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- Fountain County
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- Warren County
- White County



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Indiana: A State That Wins

by RON STARNER

Here's a pop quiz: which state ranks No. 1 in lowest cost of doing business; No. 1 in best state infrastructure; No. 1 in best regulatory environment; and second-lowest in workers' compensation premium rates?

If you answered Indiana, give yourself a gold star. The Hoosier State may be world famous for basketball, the Indy 500 and the legendary football career of Peyton Manning, but business leaders know that sporting exploits aren't the state's only selling point.

Over the past decade, Indiana has been racking up business climate honors faster than A.J. Foyt chugged milk following his four Indy 500 victories.

Since 2008, Indiana has ranked first every year in Site Selection

magazine's annual survey of the Best Midwest Business Climates; and its triple-A bond rating ties 11 other states for best in the country. The PEW Charitable Trusts recently said that Indiana is one of 10 states that excel in their management and reporting of incentives. These states "rigorously measure the economic and fiscal impact of their programs," PEW said.

Indiana was just awarded the No. 1 ranking in the nation for Best State Government Administration, and the state just got its third international port. In addition, the I-69 Corridor was completed all the way to Evansville.

Meanwhile, the tax climate in Indiana keeps improving.

With a corporate income tax rate that has been lowered to 6 percent and will drop to 4.9 percent by 2021,



#1

No. 1 ranking
in the nation for
Best State Government
Administration



30%

Indiana is the most
manufacturing-intensive
state in the U.S. with
30 percent of Hoosiers
employed in manufacturing

Indiana continues to build a better business climate. By eliminating the inheritance tax and the inventory tax, Indiana is competing with the Southeast and widening the gap in the Midwest. It's a big reason why Indiana is seeing capital investments and jobs announcements from Salesforce, Rolls-Royce, Toyota and other large employers.


The proof is in the performance. Indiana recorded a banner year in 2016, landing a \$300-million capital investment from GEP Fuel & Energy Indiana in Carroll County; a \$111-million investment from ELSA Corp. in Madison County; and a \$100-million project from Blue Buffalo Pet Products in Wayne County.

Since the start of 2017, Indiana has added a \$600-million expansion by

Toyota at its plant in Princeton; a \$100-million investment from NTK Precision Axle Corp. in Madison County; and a \$22-million project from Select Genetics in Vigo County.

Indiana now ranks third in the country in total automotive vehicle production and boasts five automotive assembly plants, including the only non-Japan plant in the Subaru supply chain. Subaru recently hired 1,200 new employees to take its Lafayette workforce to 5,200., while GM invested \$1.2 billion to add a million square feet in Fort Wayne.

With 30 percent of Hoosiers employed in manufacturing, Indiana is the most manufacturing-intensive state per capita in the U.S.

Perhaps that's why they call Indiana "A State That Works." 

811

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Indianapolis

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Indianapolis

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Designing Big Ideas

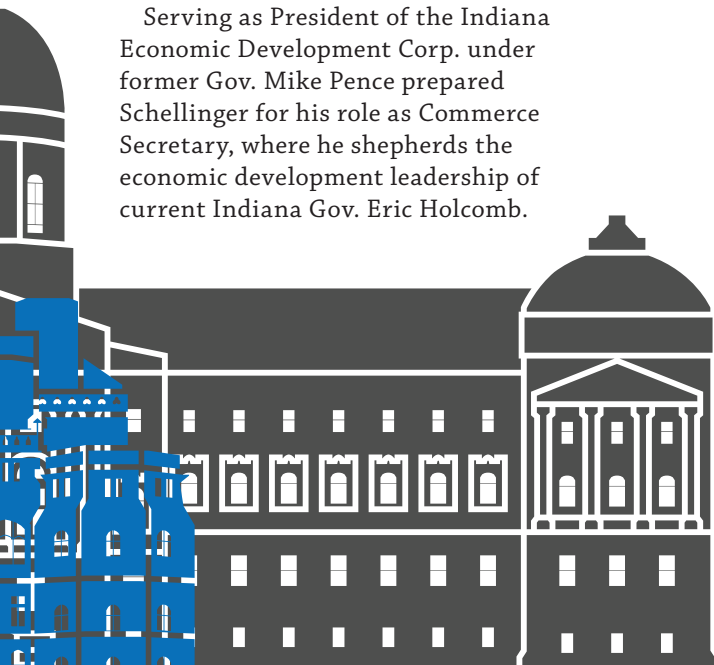


Secretary Schellinger brings an architect's mindset to the building of Indiana's economy.

by **RON STARNER**

Jim Schellinger is no stranger to big ideas. As the Indiana Secretary of Commerce, he has a direct hand in policy and actions that lead to large capital investments in his state.

Serving as President of the Indiana Economic Development Corp. under former Gov. Mike Pence prepared Schellinger for his role as Commerce Secretary, where he shepherds the economic development leadership of current Indiana Gov. Eric Holcomb.



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// We have 120 companies that came to Indiana through the IEDC that said they would not have done it before we passed Right to Work — that's \$2.6 billion in new capital investment. //

— Jim Schellinger, *Indiana Commerce Secretary*

Schellinger brings an architect's mindset to his job, having served previously as Chairman and CEO of CSO Architects, a 52-year-old firm that led such landmark projects as the Indianapolis International Airport, the JW Marriott, and the Paladium at the Center for the Performing Arts.

While leading the IEDC, Schellinger oversaw two of the biggest programs in state history: the Indiana Regional Cities Initiative and the \$1-billion Innovation and Entrepreneurship Initiative.

The Indiana Investment Guide caught up with Schellinger for a candid discussion on economic development in The Hoosier State.

The Carrier deal got a lot of attention when it was announced late last year. What were the specifics of that deal, and what does this expansion mean for Indiana moving forward?

Jim Schellinger: We found out when they were going to relocate 700 jobs from Huntington to Monterrey, Mexico, due to 260 federal regulations passed since 2013. They chose to go to Mexico where jobs are \$6 per hour total. Huntington and Indianapolis had Carrier jobs. President Trump

intervened and reopened the whole situation, keeping 300 jobs here and adding 800 more jobs here. Some 1,100 Indiana families were positively impacted by that.

FDI has been a huge contributor to the Indiana economy. How do you plan to leverage your state's many successes in this area to keep it going and build on it?

Schellinger: Many firms have reshored back to Indiana. Honda brought back CRV production from Mexico in a \$52-million investment. Sallie Mae moved back almost 300 jobs to the U.S. from the Philippines. We have a huge amount of success to leverage. I just returned from India. We met with three major companies there. There are now 170,800 people employed from 38 countries in Indiana. Japan has 260 companies doing business here and employing Indiana workers. We are going to China soon. We work with our partners overseas. Our Governor makes three or four trips abroad per year. We met with Rolls-Royce in the UK last year. Indiana has worked hard to build up a major amount of trust. We share common values. We have the best business climate.

What emerging industries in Indiana are beginning to make a name for themselves now?

Schellinger: Aerospace and defense has taken off in the last five years — GE, Rolls-Royce, Raytheon and others. The GE Aviation plant in Lafayette makes the engines for the Boeing 737. We are the number one state in advanced manufacturing. It accounts for 30 percent of our GDP. We are second in the U.S. for automotive — \$1 billion worth of making cars each year. Toyota, Subaru and Honda — three Japanese OEMs are here. We are the only Subaru plant outside of Japan.

Also, agri-business is a \$31-billion industry here. Life science is a \$63-billion industry in Indiana and accounts for \$9.6 billion in exports from our state. In the logistics sector, we are the crossroads of America located at the median center of the U.S. population. We are ranked number one for infrastructure in the country by CNBC. We have access to two coasts. And we have the eighth lowest cost of living in the country.

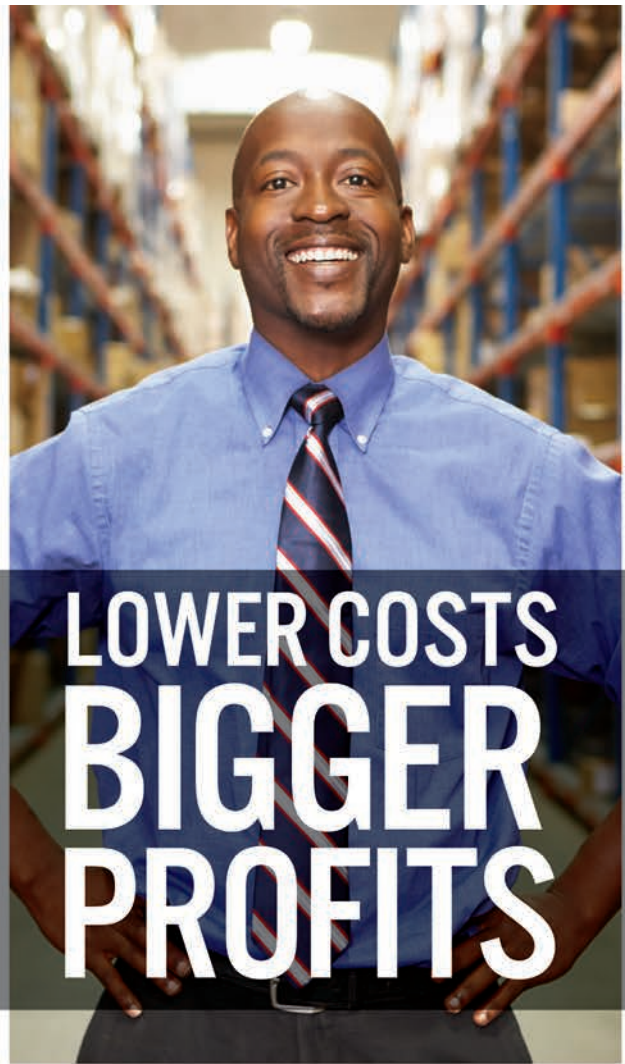
How has becoming a Right-to-Work state changed the perception of Indiana’s business climate?

Schellinger: Five years ago, we were one of the first states in the Midwest to pass Right to Work in more than 50 years. We have 120 companies that came to Indiana through the IEDC that said they would not have done it before we passed Right to Work — that’s \$2.6 billion in new capital investment. Being a Right-to-Work state has opened a lot of opportunities.

What are your top economic development priorities for the state this year?

Schellinger: We have two major ones. The first is the Regional Cities Initiative. Population scarcity is our number one threat. It is a big deal. We studied 11 communities doing well and we found that people planned regionally and had an intense focus on quality of place. Those were the two common factors. Millennials are going to choose where they want to live and play and then find a job there. We sent RFPs for two \$42-million grants. Three communities were awarded \$42-million grants and they are now working on over 100 projects. About \$2.1 billion in private sector and local money came from that.

The second major priority is the Governor’s \$1-billion Innovation and Entrepreneurship Initiative. Indiana has always been a great area for this. We want to put a stake in the ground. We



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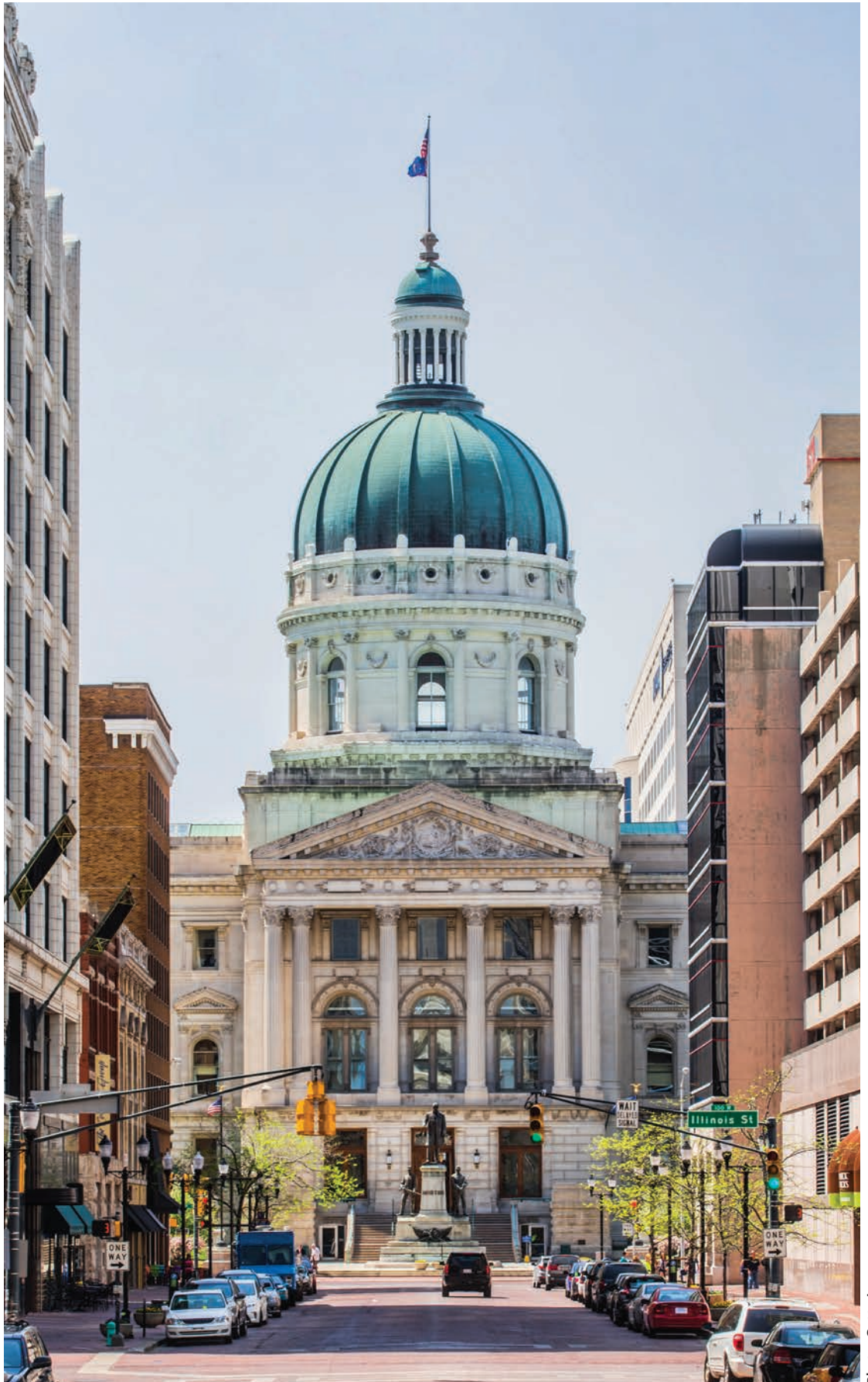


Photo: Getty Images

will invest in the K-12 level and help encourage and foster that in our schools. We will take it through the colleges and universities and in our communities too. Innovation and entrepreneurship are at the heart of vibrant communities.

What were your biggest wins of 2016?

Schellinger: It was quite a year for us. 2015 was a record year, with 323 projects and 26,500 jobs and \$4.8 billion in capital investment. In 2016, we landed 223 projects and \$2.6 billion and brought wages up. We had 43 commitments in the tech sector bringing in 5,300 new jobs and \$158 million in capex. We had 119 manufacturing projects accounting for \$2.75 billion. These included AISIN U.S.A. Manufacturing, Ryobi Die Casting, GM and Honda. In the agri-business sector, we landed big investments from DuPont and Walmart. Plus, 26 more companies came here in 2016 from other countries. Toyota Material Handling came to Indiana last year. Allied Solutions located their headquarters in Carmel with 600 new jobs. We have been hitting it out of the park.

What major infrastructure project investments recently have positioned Indiana to be even more competitive for jobs and industry moving forward?

Schellinger: With our reputation as the crossroads of America, we have to be true to that. The first question site selectors ask is about workforce; the second is about our logistics network infrastructure. We have invested billions in that. We are number one in infrastructure. We will continue to invest to remain the national leader. A 20-year sustainable infrastructure plan bill is working its way through our General Assembly right now; and we are working on establishing a fourth port in Lawrenceburg.

Any other thoughts on Indiana's business climate?

Schellinger: In many respects, Indiana is attractive. Indiana has become a very business-friendly environment with the second lowest workers' compensation cost in the country. We have over \$2 billion in cash reserves and a triple-A bond rating. We have the highest credit rating in the country and share it with 11 states. Our Governor and Legislature are very committed to that. Businesses know that we are stable and predictable. ⚙️



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Thinking Big, Responding Fast

by SAVANNAH KING

Within 10 minutes of sending an email requesting an interview with Evansville Mayor Lloyd Winnecke, my phone rang.

Winnecke explained to me that his previous roles as a television news producer and the vice president of marketing for Fifth Third Bank taught him the value of being accessible, and it's a trait he takes seriously as a public official.

Which may explain why the city of Evansville is in the middle of explosive growth and on course for continued improvement over the next decade. If businesses are looking to expand or invest in the area, Winnecke says he wants to be there for them. He had a lot more to say:

What are some of your goals for Evansville over the next year?

Mayor Lloyd Winnecke: One of our former governor's, now vice president's, strongest accomplishments as governor was to create this regional city concept to create stronger quality of cities in the state. The feeling was Indianapolis and the doughnut counties around it grow on a fairly constant level, but what about the other communities around the state? So, they created a competition and you had to partner with other communities. ... The city of Evansville partnered with Warrick County to the east, Gibson County to the north and Posey County to the west and we came up with a number of dynamic projects that we think will help draw millennials over the next decade. The goal is to grow our population by 70,000 people. We know that's a big number but we think if we don't have a big number we'll never get there.

There have been a few major investments from companies like Hein, Fishers and SSCS Technologies in Evansville over the last couple of years. What's next for the city?

Winnecke: The big deal we're working on now is Indiana University is expanding its medical school in Evansville. For many years, it's had a presence on the campus of Southern IU. We partnered with IU and a development firm to bring that facility downtown ... We are like many communities around the United States. We see a growing shortage of healthcare professionals, but we also know that 7 out of 10 doctors stay in a community where they do their training.

You've lived in Evansville for most of your life. Given your business background, what do you think makes Evansville a great place to do business in Indiana?

Winnecke: It's large enough that you feel like you're in a large city, but small enough that you can go down the street or to a restaurant and either see a dozen people you know or a dozen people you don't know. The cost of living is very affordable here. It's a very friendly community. It's the kind of city you could move here tomorrow and depending on how you wanted to be involved in the community, you could make a huge impact instantly. Whether it's in the not-for-profit world, a business setting, a chamber setting, a faith-based community — you name it — you can get involved and be on a committee that's doing great things. ⚙️

“We have a small-town, family-friendly feel but are actually the **second largest city in Indiana and the **74th largest city in the US.**”**

— Fort Wayne Mayor Tom Henry

Mayor Tom Henry is on a mission to let the world know Fort Wayne is a great place to live and excel in business.

Since 2012, more than 18,300 jobs have been retained in the city and another 5,050 jobs were created thanks to a total private investment of more than \$2 billion.

Henry spoke with this magazine about his goals for the next year and how he plans to continue to foster growth and investments in the city.

What are some of Fort Wayne’s more noteworthy economic development accomplishments over the last few years?

Mayor Tom Henry: The Ash Skyline Plaza downtown development project that includes a parking garage, the national corporate headquarters for Ash Brokerage and a residential component. Construction on the Ash Brokerage and parking garage components are complete and the residential tower will be completed in 2018. The total project investment is more than \$100 million.

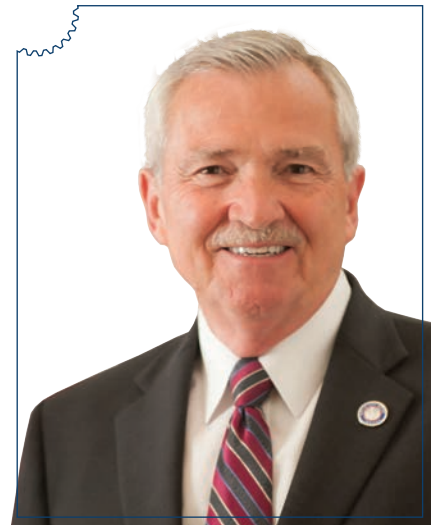
What’s the brand identity of the city?

Henry: We are a point-of-destination city experiencing momentum and investments like never before. We have growing neighborhoods and businesses and a

downtown that’s being revitalized. We have a small-town, family-friendly feel but are actually the second largest city in Indiana and the 74th largest city in the US.

What are some factors that make your city a more competitive and attractive location for businesses?

Henry: Fort Wayne is a city committed to investing in infrastructure. We know that any successful city must have an infrastructure system that works effectively. Since 2014, \$75 million has been invested in neighborhood streets, roads, sidewalks, ADA ramps and street lighting. Another \$25 million in improvements is occurring this year. There’s no question taking care of our neighborhoods is critical to the current and future success of Fort Wayne. Investments never stop with infrastructure. The quality-of-life amenities we provide set us apart as an attractive and competitive business destination. We are nationally recognized as a lowest-cost-of-living city, a best-run city, a top real estate market, a top city where millennials are buying homes, a top city to visit with kids, a top city that’s adding jobs and a best place for employment. We’re also known for our award-winning parks system, a 100-mile trails system, educational offerings, new and historic neighborhoods, and a growing and thriving downtown. ⚙️



The Biggest Small Town in Indiana

by SAVANNAH KING



Racing to the Innovation Finish Line

by SAVANNAH KING

Indianapolis Mayor Joe Hogsett has compiled an impressive resume as a public servant in the Hoosier State. He served as Indiana's Secretary of State and as United States Attorney before his successful mayoral run in 2015.

These days, Hogsett is committed to helping the city he's called home for nearly four decades. Hogsett has made it his mission to continue pushing the revitalization, growth and economic development many downtown neighborhoods have experienced.

We spoke with Mayor Hogsett about his plans for the city's future.

What makes your city the best place to do business?

Hogsett: Indianapolis' competitive advantage for business growth is an extremely supportive and collaborative business community that rallies behind major investment and innovation. The Indiana BioSciences Research Institute (IBRI) to be constructed within 16 Tech is a perfect example of many interests uniting behind a common goal and working together to achieve it.

Indianapolis has a diverse and talented workforce that we are continuing to invest in, working together to strengthen the local pipeline of talent. We know that the



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quality of our workforce is crucial as we work to attract businesses to expand or relocate in Indianapolis, and investments in this workforce will be pivotal for future growth of the companies who choose to call Indianapolis home.

How would you describe Indianapolis?

Hogsett: Indianapolis is a place where innovation happens — where great ideas are turned into reality. Because of the city's access and opportunity, companies choose Indy to test, build and ship their products and services across the world. Indianapolis takes risks

and breaks down barriers, working collaboratively with civic and business interests to move big ideas into action.

Indianapolis welcomes all, and is dedicated to building success that is inclusive of all. We celebrate diverse cultures through festivals, arts and events. We connect our local cultures and make sustainable investments in the future. We also enjoy a world-class food culture, a language for which everyone is fluent.

Indianapolis loves sports, from the Greatest Spectacle in Racing to Olympic Trials. We thrive on performance, but we maintain our Hoosier Hospitality as a city who does big events right. ⚙️



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What Do You Need? There's a Good Chance Lafayette Offers It

by SAVANNAH KING

Companies large and small are casting a solid vote of confidence in Lafayette the old-fashioned way: they are voting with their capital.

In 1986, Subaru of Indiana America made the company's first overseas investment in the city. SIA now employs over 5,500 in Lafayette.

As a result, several automotive suppliers like Heartland Automotive, Toyota Tsusho and Sanoh America have located in the city. Caterpillar Logistics also recently started construction on its \$10-million warehouse and logistics facility in Lafayette.

These are just a few of the successful companies that call Lafayette home. Tony Roswarski, mayor of Lafayette since 2004, says he knows why his city is an attractive place for businesses looking to locate in Indiana.

Why is Lafayette a good choice for businesses interested in Indiana?

Roswarski: The City of Lafayette has a strong sense of purpose as a government entity to serve its citizens and those who want to do business by providing a safe and friendly, efficient environment to do business. We take great pride in our community and what we have to offer; we are welcoming and inclusive. We strive to make progress every day to be the best community we can be and lead the state and region in all we do.

The cost of doing business here is competitive to anywhere in the world and we work at the speed of business.

What are some things companies have said about investing in the city?

Roswarski: What we hear the most is that we are proactive. We invest in

the future so that ample and high-quality infrastructure is in place and ready to meet the needs of business. The other thing we hear is how we work together and make every process simple and straightforward. We have two cities, the county, and two educational institutions that come to the table to make sure a project gets done. Many companies have said that this is a unique experience for them.

What makes your city a competitive business destination?

Roswarski: State-of-the-art, robust infrastructure from telecommunications such as fiber and high-speed internet access to modern and well-maintained roads to the pipes and conveyances underground. We have the capacity to meet the needs of business now and in the future. We work closely with the Indiana Economic Development Corporation on leads and prospects as well as designating sites as "shovel-ready" to minimize the time it takes for a company to break ground. Our workforce draws from a seven-county region. Workers have many resources through Ivy Tech Community College and Purdue University to keep their skills current or advance them. Lafayette and the surrounding area have a great quality of life that is attractive to companies and citizens alike. We have a vibrant downtown with many arts and entertainment destinations including Purdue University across the river. Lafayette boasts a great parks system, with a zoo, water park, baseball stadium and more. We are adding more multi-use trails throughout the city. Housing options are abundant and overall cost of living is low. Families have excellent choices for education and so do adults for lifelong learning. ⚙️

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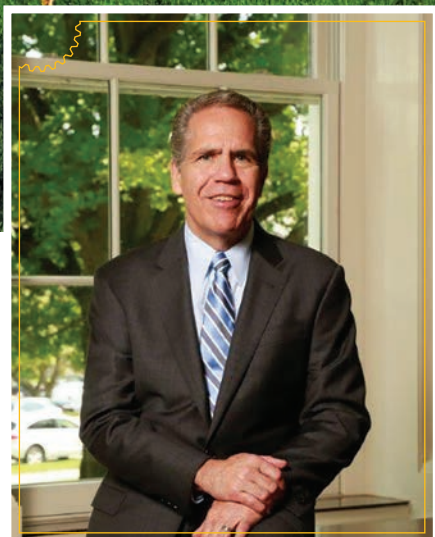
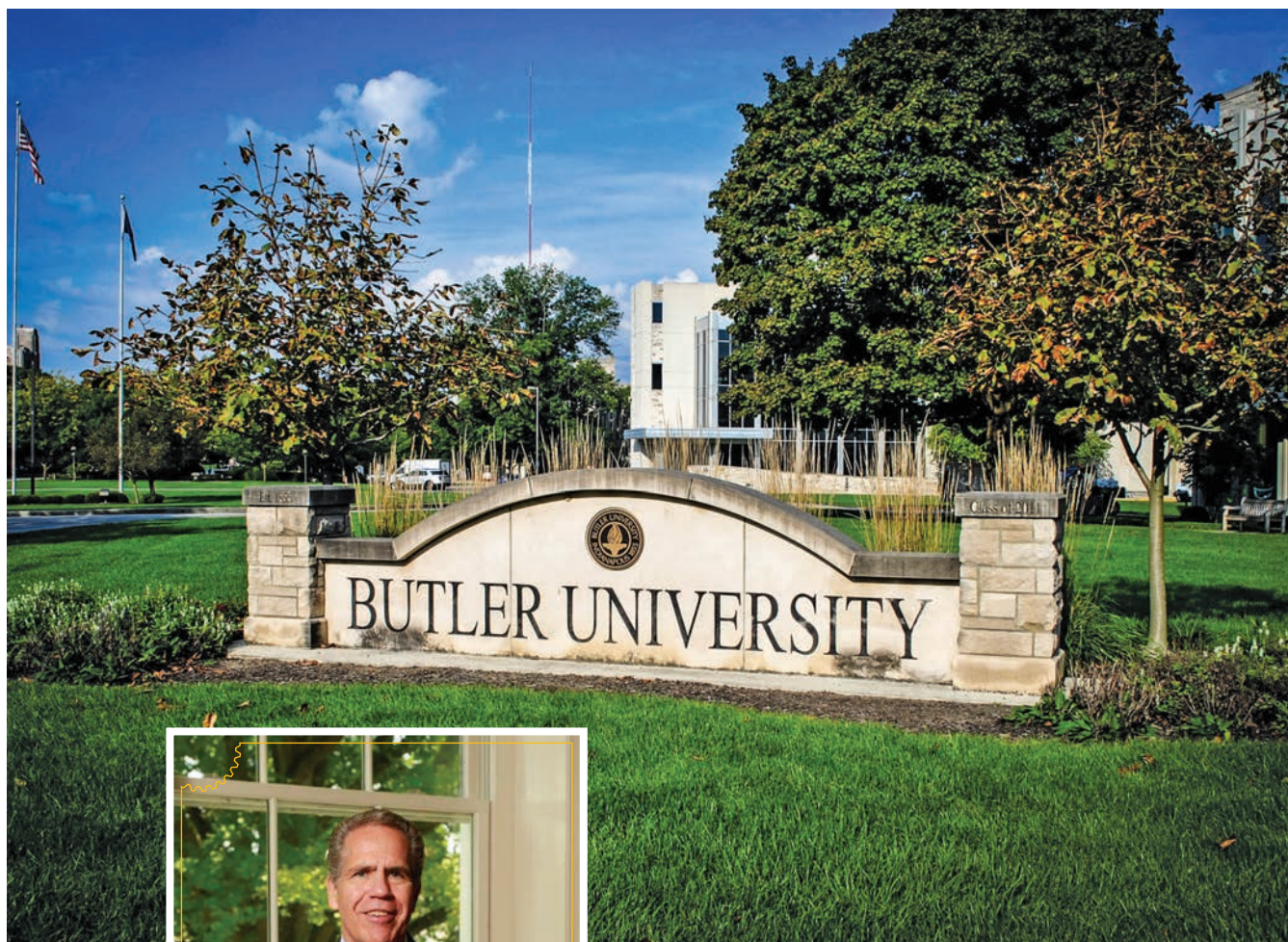


Photo by Ashleigh Porter

Butler scores an innovation slam dunk.

by SAVANNAH KING

While you've probably already heard about the Butler University's impressive basketball players, you may not have heard about the innovative entrepreneurs coming out of the school in Indianapolis.

Butler University President James Danko has unique perspective for entrepreneurs and innovators. He started his own business when he was 19 years old and worked in the home healthcare industry for 17 years before taking on his current role in 2011.

One of the first things Danko did after his inauguration was to announce the Butler Innovation Fund, a source of seed money that allows the university to invest in innovative ideas and new approaches to learning.

We spoke with President Danko about his goals for Butler and how the university's efforts fuel growth and innovation in the state.

How does Butler support entrepreneurship and innovation?

President James Danko: We're very interested in investing in the regions of economic and technology growth. To that end, we're attacking that from a classroom perspective and nurturing that entrepreneurship and innovation across our university and trying to instill that in our students.

In 2012, we started a new major for our entrepreneur and business students. We also have retooled our business core curriculum where during the first-year students work in teams, they build ideas, and then take their ideas to market in their sophomore year. It's called the Real Business Experience. ... What this does is educate our students to be creative, it teaches problem-solving and lets them practice the elements of a business startup and entrepreneurial start up and that's an important element on our campus.

What are your biggest goals for the coming year?

Danko: Since I got here, we've really tried to become a more prominent, nationally recognized university. You go back in our history and the majority of students came from Indiana. We've done a number of things to attract students from all over the country. And now we're seeing the results of that. The incoming class will be about 60 percent from outside the region. Now we're getting students from 37 states and 13 countries.

Another big goal for me this year is to Break ground on a new \$50-million business school. We're raising money for science. We think business, science, technology and innovation are a key part of what we're doing, so we have plans for a \$93-million investment in our science complex.

How do you see the university changing over the next 5, 10, 20 years?

Danko: I think our whole industry is ripe for disruption. Like so many industries out there ... we're very much subjected as an industry to the transformation of knowledge transfer. Where it used to just be the expert

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Photos courtesy Butler University

up on the stage, that's no longer the model. Our university has to keep pace with that. What I see our university doing more and more going forward, is that we are leaders in the knowledge transfer and that Butler itself is a transformative university.

It operates in a different way than it has historically. What that means in five years, I can't predict, but what I hope that means is our openness to change and innovation continues to thrive so that we find ourselves on the leading edge of whatever technological or sociological changes are going to happen.

What do you wish more people knew about Butler?

Danko: I have been at some great universities, but I have never seen a university where the faculty and students are so well connected. This is a group of teachers that really do care about students. It's not a traditional research university, but it really is a place where our teachers want to see our students thrive and grow. When you put great faculty with great students, it's amazing some of the success that I see. The education you get at Butler is unsurpassed. ⚙️

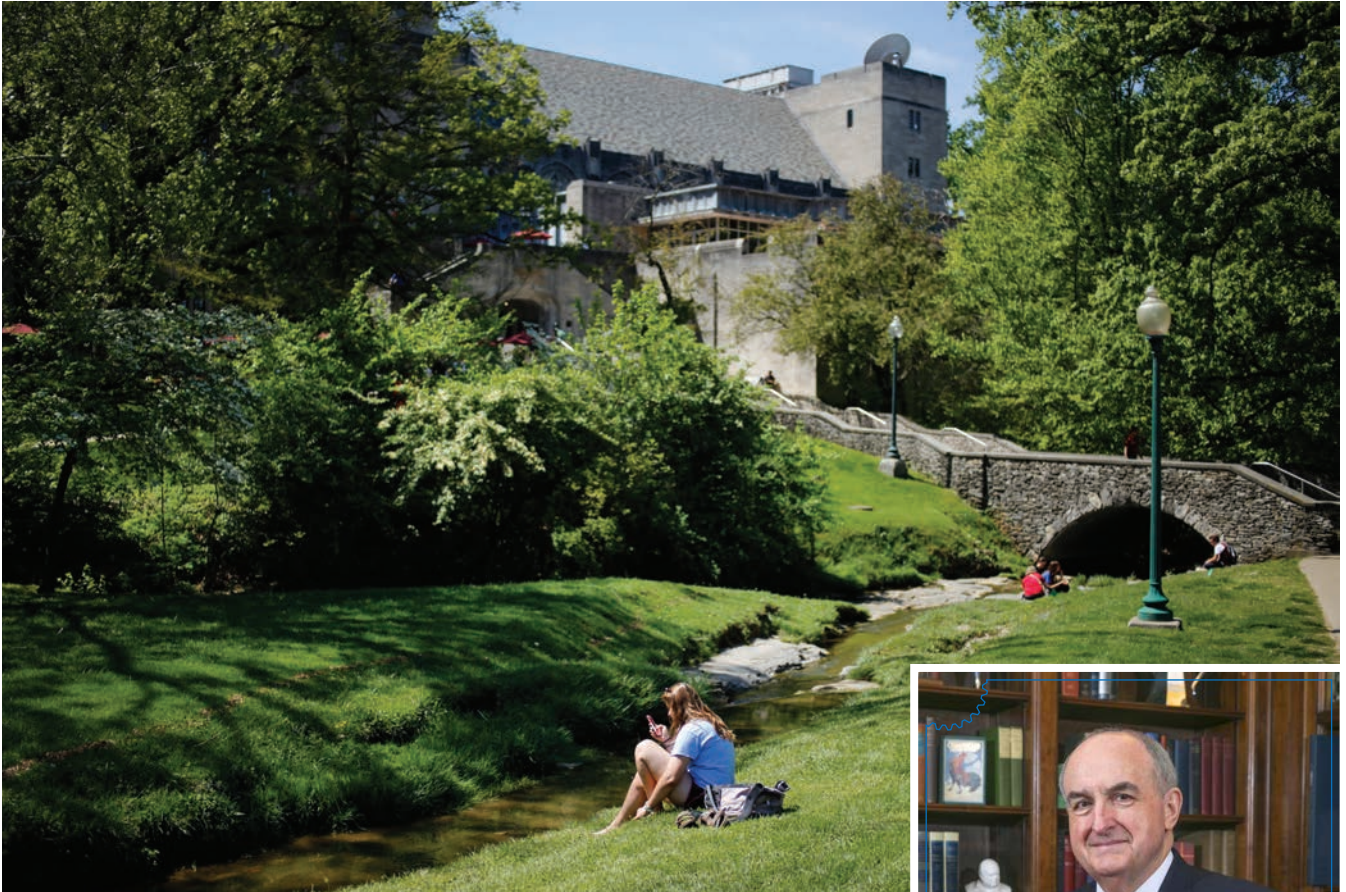
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Photos courtesy Indiana University

For nearly 200 years, Indiana University has been a beacon of academic achievement in the Hoosier State, and it doesn't show any signs of dimming.

As part of the university's Bicentennial Strategic Plan, it has established several programs aimed at creating a culture of innovation to benefit the state's economy.

In addition to several new programs of study, including the School of Art and Design, and a master's of architecture degree, the university plans to invest \$300 million into major research projects leading up to the university's bicentennial in 2020.

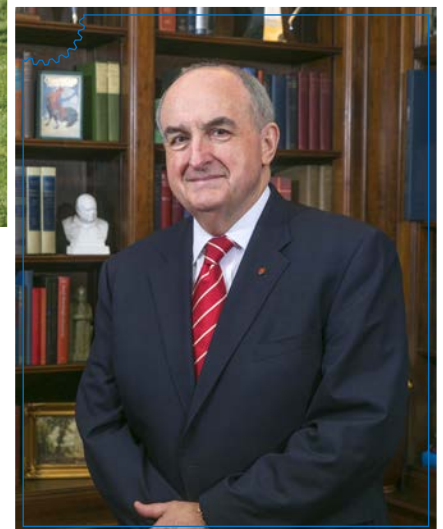
Indiana University is also making an effort to use its healthcare education programs to create healthier communities within the state and to provide learning opportunities for students. Through funding from the Grand Challenges Research Program, the Precision Health Initiative is seeking to

cure cancer, childhood disease and prevent illness.

Michael A. McRobbie, President of Indiana University, spoke with this publication about his goals for the university.

Indiana University's Innovate Indiana initiative is meant to help support entrepreneurship and innovation. Tell us about this program.

President Michael McRobbie: This effort encompasses a range of major activities, including transforming faculty innovations into new products, services and treatments; investing in new startups and companies; and connecting IU to the business community in Indiana, the nation and the world. In the last four years, 13 startup companies have been funded with help from the Innovate Indiana Fund, a \$10-million fund that channels the university's leading resources



Two centuries and counting: How IU builds better Hoosiers.

by SAVANNAH KING

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Photos courtesy Indiana University

to advance economic development and technology commercialization in Indiana and beyond. In addition, IU has continued to expand the commercialization of IU intellectual property. Last year, the IU Research and Technology Corporation had 165 global patents approved, the highest number in the state.

What are some notable achievements of your graduates?

McRobbie: Indiana University continues to graduate high-achieving students on all of its campuses around the state. In May, we awarded more than 20,000 degrees, a record number, during commencement ceremonies on our campuses across the state. This spring on our Bloomington campus alone, our undergraduate Class of 2017 was the largest in history. The class includes Wells Scholars, four recipients of the Gilman International Scholarship for study abroad, three Goldwater Scholars, a Boren Scholar and a Rhodes scholar. More than a third of this class have traveled around the world for their studies, and many have dedicated themselves to civic engagement and public service at home and around the globe. Many of our graduates go on to become leaders in business, industry, the arts and sciences, higher education and government.

Tell us about the research coming out of IU that's particularly interesting to you.

McRobbie: The Grand Challenges Program is the most significant investment in IU's research infrastructure in the university's history and will invest \$300 million in three to five major multi-investigator, multidisciplinary research projects in the years leading up to IU's Bicentennial in 2020. The program



aims to address some of the most urgent challenges facing Indiana and the world — such as global water supplies; the availability of energy; infectious diseases; harnessing the power of, and protecting, big data; and climate change.

Indiana University is a pipeline of highly skilled workers. How would you describe your university role in the state's overall workforce development?

McRobbie: Currently, more than 250,000 IU graduates live and work in Indiana and they include 58 percent of the state's physicians, 75 percent of lawyers, 40 percent of nurses, 36 percent of teachers, 64 percent of optometrists and 90 percent of dentists. Recent figures indicate that we are leading the state in responding to the call by the Indiana Commission for Higher Education and the state Legislature to produce more Hoosier graduates. Indeed, this year we will award more than 20,000 degrees, a new record for IU. We are the largest producer of Hoosier graduates annually in Indiana and will be so for the foreseeable future. Furthermore, IU's health profession schools — encompassing medicine, dentistry, optometry, nursing, public health, social work and rehabilitation sciences — continue to graduate more students who enter clinical practice than any other institutions in Indiana. Most of these graduates practice their profession in Indiana, improving access and healthcare for Hoosiers. Finally, our regional campuses are working together as efficiently and effectively as at any time in the university's history to bring an excellent IU education to every part of the state, with all the impacts and benefits this brings to the university and the communities where the campuses are located. ⚙️

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IU graduates stay in Indiana to invest their talents and grow the economy.

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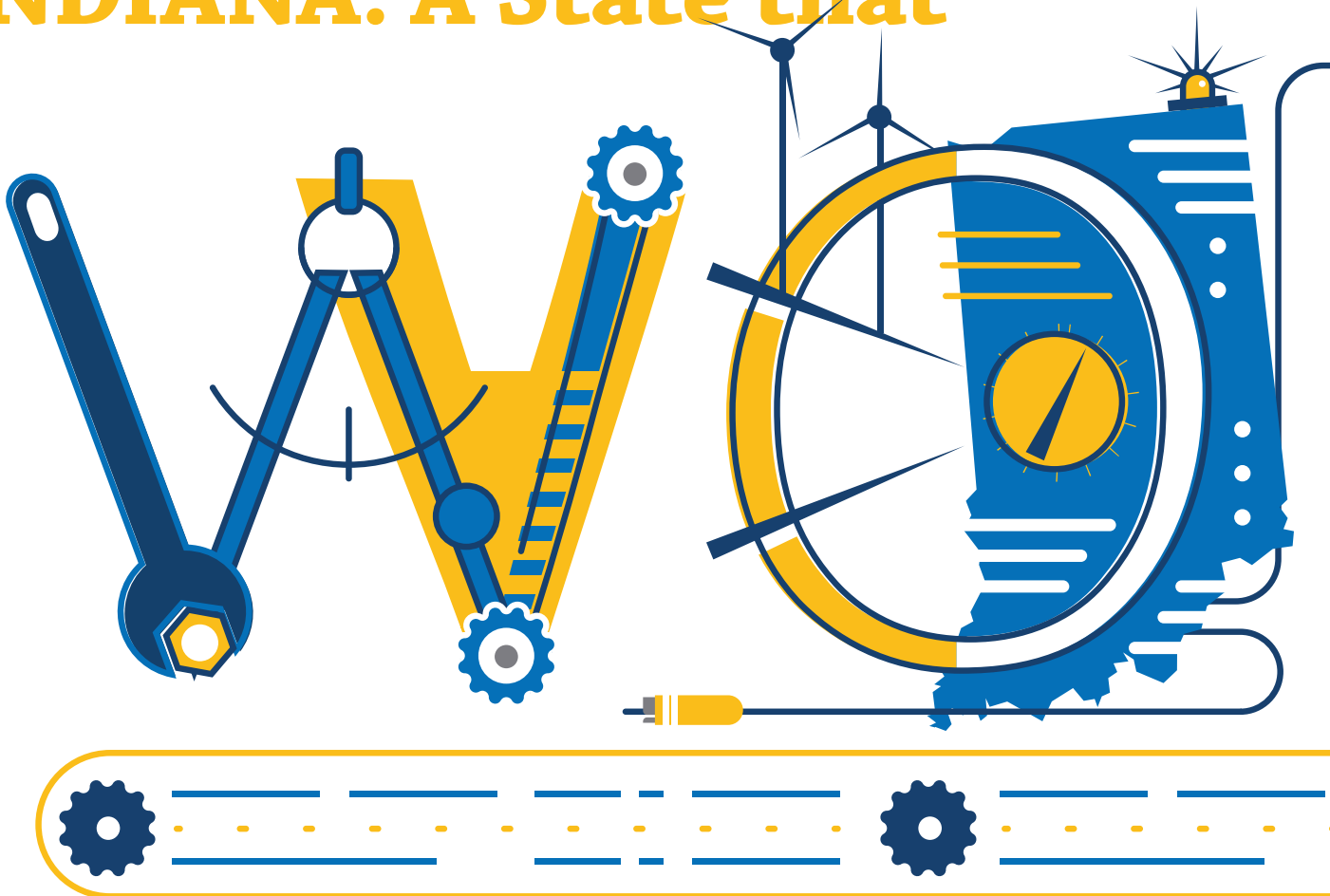
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INDIANA: A State that



How Indiana built an advanced manufacturing climate that is second to none.

by RON STARNER

When Rolls-Royce embarked last year on a 5-year project to revitalize its aerospace manufacturing centers, the UK-based conglomerate made Indiana its centerpiece.

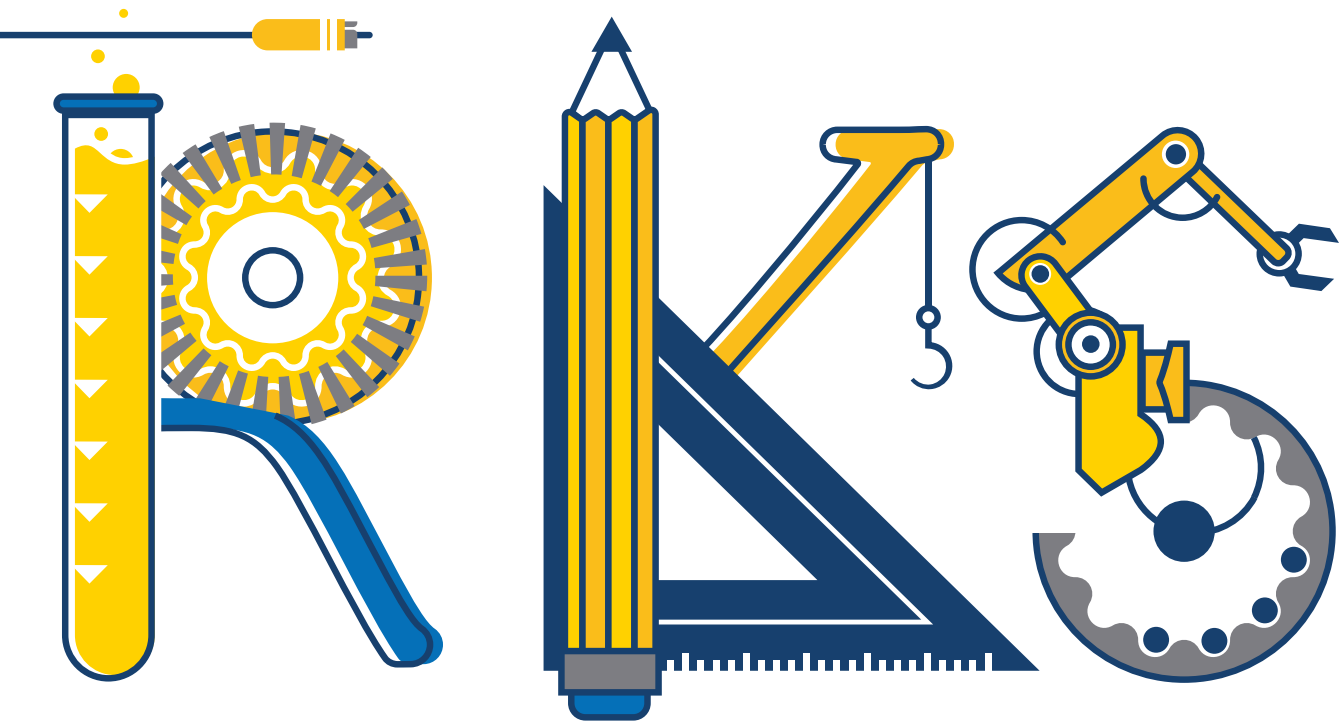
Spending \$400 million on infrastructure and facilities and another \$200 million on technology, the multinational giant is making a huge bet on the future of advanced manufacturing in the Hoosier State. The company employs 4,000 Hoosiers and is increasing that count.

“We go where there is a proven track record of performance,” says Joel P. Reuter, vice president of communications and marketing services for Rolls-Royce North

America in Indianapolis. “We have been in Central Indiana since 1985 when we bought the Allison Gas Turbines factory there. Our \$600-million investment in Indiana is about creating the most modern production systems found anywhere in the world. This investment will help us compete for the next 100 years.”

Rolls-Royce is not alone. Around Indiana, companies large and small are making large bets on Indiana’s advanced manufacturing workforce — and with good reason. With 30 percent of its workforce employed in making products, Indiana is the most intensively manufacturing-focused state in the nation.

“Indiana is the No. 1



manufacturing state in per capita workforce,” says Ryan Metzging, director of the Indiana Aerospace & Defense Council. “There are many factors that contribute to this. First is a very friendly business climate. Our taxes and incentives promote the growth of advanced manufacturing sectors. Second is

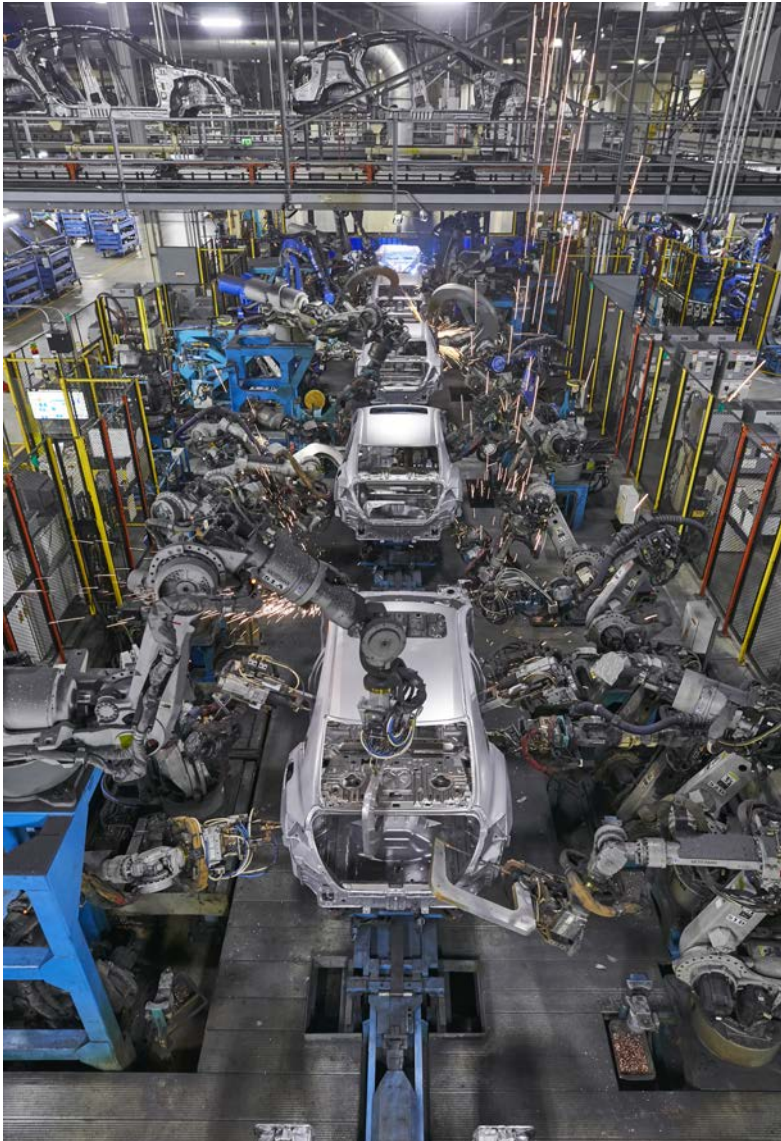
The biggest factor, however, says Metzging, is workforce. “Companies engaged in advanced manufacturing must have qualified workers, and the talent pipeline in Indiana is second to none,” he says. “Rolls-Royce employs more engineers from Purdue than from any other college or university.”

“We go where there is a proven track record of performance.”

— Joel P. Reuter, vice president, Rolls-Royce North America, Indianapolis

that Indiana provides a real strategic advantage for supply chains. We are located at the median center of the U.S. population.”

More than 8,000 manufacturing firms call Indiana home. ConexusIndiana.com is a database “that allows any company to find an



Honda Manufacturing of Indiana LLC in Greensburg employs more than 2,400 workers making 250,000 Civic Sedans and CR-Vs per year at a 1.3-million-sq-ft. plant on 1,600 acres. To date, Honda has invested \$900 million on site.

Photo courtesy of Honda Manufacturing of Indiana LLC

Indiana supplier,” notes Metzger. “You can search for a company in any sector and find it. That is huge for any contractor. This is part of the whole Hoosier hospitality thing. We try to serve the needs of our stakeholders.”

A Healthy Lead in Life Sciences

That is true in the life sciences sector as well. Lori Leroy, vice president of communications for Biocrossroads and the Central Indiana Corporate Partnership, says the state does all it can to promote entrepreneurship and networking in

the biosciences.

“We are celebrating our 15th year,” she says. “We bolster our entrepreneur community, offer business consulting, and do intelligence reports and studies. The life sciences sector in Indiana is both wide and deep. Warsaw is the orthopedics capital of the world. One-third of the world’s orthopedics products come out of a town of 14,000 people. Eli Lilly is here, Roche Diagnostics is here. And our contract research organizations do drug research work for major life science firms all over the world.”

The state’s crowning achievement, she adds, is the Indiana BioSciences Research Institute. “Brought together by Eli Lilly, Dow, Roche, Cook and IU-Health to accelerate research, it is in year four now,” Leroy says. “It is a game changer for Indianapolis and the state.”

The Hoosier State is making a national and worldwide impact on human health, Leroy notes. A report by the Indiana Business Research Center at the IU Kelley School of Business shows that Indiana’s life sciences industry had a \$63-billion economic impact in 2015 and employed 56,198 workers at 1,687 companies.

The IU report adds that Indiana life science firms exported nearly \$10 billion in products — the second highest in the U.S. — and accounted for 28 percent of Indiana’s total manufactured exports in 2015. The average wages for life sciences workers increased to \$98,934 per worker annually, totaling \$5.6 billion.

Meanwhile, research and discovery at Indiana companies and universities resulted in 1,089

More than



manufacturing firms
call Indiana home.

patents for life sciences-related innovations and 77 new products gaining approval from the U.S. Food and Drug Administration.

Notable investments in 2016 included Roche Diagnostics' completion of a \$300-million investment in its North American headquarters in Indianapolis. Assembly BioSciences moved its headquarters from New York City to Carmel, Indiana, last fall; and EndoCyte, a cancer therapeutics firm that grew out of research at Purdue, continued to do well on the New York Stock Exchange.

"We are very good at making complicated things," says Leroy.

So is the automotive sector in Indiana. With five automotive assembly plants located around the state, Indiana ranks third in the U.S. in total vehicle production.

Toyota Pumps \$600 Million Into Indiana

With Honda, Toyota, Subaru and General Motors Corp. making cars or trucks in Indiana, the automotive sector is on a roll statewide — a roll that got bigger when Toyota announced this year that it would invest \$600 million in its Princeton operations and create 400 new jobs by the end of 2019.

"Indiana is home to the highest concentration of manufacturing jobs in the nation, and Hoosiers are building the products that power our world every day," Gov. Eric Holcomb said at the Toyota expansion announcement. "

Toyota Motor Manufacturing of Indiana is the only location where the Highlander, Sequoia and Sienna are manufactured. The new investment will modernize TMMI's 4 million-sq.-ft. plant in Princeton. TMMI employs more than 5,000 Hoosiers in Gibson County and supports about 80 suppliers across Indiana.

Meanwhile, Subaru in Lafayette — the only non-Japan plant operated by the company — hired 1,200 new workers recently to bring its total Indiana workforce to 5,200.

"We just had the 101st running of the Indy 500 in Indianapolis in May," says Brittany Mann, director of outside sales for the Indiana Economic Development Corp. "For 15 days, we showcased everything that Indiana has to offer to some of the leading companies and consultants representing advanced manufacturing."

Chances are, those guests liked what they saw both on and off the track. ⚙️



Playing in the Sandbox of Discovery

From reborn train depot to coding school, a high-tech renaissance is sweeping Indiana.

by SAVANNAH KING

IoT system innovator Clear Object will open a second facility inside Clear Object IoT Fishers-Lab.

Photo by Clear Object

Alex Sejdinaj says he was like a lot of graduates after college. The degree in music he'd worked so hard for wasn't earning him the kind of money he needed. He wasn't sure what to do. Then a friend suggested he learn how to code computer programs.

Within a year of learning to code Sejdinaj found work in his hometown at the University of Notre Dame doing business intelligence with his newly learned computer programming skills.

"I just really wish I would have known this existed when I was in high school," Sejdinaj said.

With this revelation, Sejdinaj co-founded the South Bend Code School with Alex Liggins and Chris Frederick inside the Union Station Technology Center. The center is a nearly 100-year-old former train station turned data center and carrier hotel located in the aptly named Renaissance District of South Bend.

The South Bend Code School is

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“We have incredible universities, talent and entrepreneurs in Indiana. With these ingredients, the Indiana IoT Lab concept has the potential to unlock a new sector in Indiana.”

— John Wechsler, founder and CEO of Launch Fishers

a computer app incubator for teens and young adults. The courses teach entry-level web development. Students get the opportunity to present apps they make in the program to technology professionals at

barriers into getting into coding and computer science.”

Sejdinaj says even if students don’t become “rockstar developers” they at least leave the program with a greater understanding of how technology



Photo by Clear Object

Google or Facebook at the end of the course.

“When we started this, it was something a lot of kids assumed you had to go to college for,” Sejdinaj said. So, it’s kind of addressing those needs. A lot of kids aren’t exposed to (computer science) in a lot of cases and it’s addressing a lot of the perceived

works — which puts them in a much better position in the job market.

Investing in Innovation

In Fishers, Indiana, a suburb of Indianapolis, a new internet of things lab is scheduled to open during the summer. Which is auspicious timing considering

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“New advances in technology — artificial intelligence, in particular— are radically transforming our world, and it is within our reach to learn these new technologies and to be the innovators and entrepreneurs who bring solutions based on these technologies to our clients in all industries.”

— Eric Holcomb, Governor of Indiana



South Bend Code School teaches young people how to code and program computer apps and programs. It is located in Union Station Technology Center.

Photo by South Bend Code School



the IoT is expected to become a \$3 trillion industry by 2025, according to Machina Research.

The IoT Lab-Fishers is designed to bring the various sectors related to the technology inside the lab for collaboration and innovation. The lab will be located inside 25,562 sq. ft. in Fishers' Certified Technology Park. Launch Fishers, Clear Object and Indiana University are founding partners of the project.

The initiative is being led by John Wechsler, founder and CEO of Launch Fishers, a 52,000-sq.-ft. co-working space for entrepreneurs.

Wechsler said the lab will be a "sandbox for discovery and development."

"While this is the first IoT Lab in the state, our hope is that it is not the last. We have incredible universities, talent and entrepreneurs in Indiana. With these ingredients, the Indiana IoT Lab concept has the potential to unlock a new sector in Indiana."

One of the fastest growing IoT companies in the state, Clear Object, which specializes in IoT systems, announced its plans to open an additional facility inside the new lab. John McDonald, CEO of Clear Object, said "Clear Object has been fortunate to see the Internet of Things early and we are excited to share what we already know with other companies and partners in this new Internet of Things lab."

Bringing innovative initiatives like the IoT Lab-Fishers into being is one of Indiana's goals. Governor Eric Holcomb's Next Level Legislative Agenda intends to invest \$1 billion in innovation and entrepreneurship over the next 10 years. This agenda aims to make the state a global leader in advanced technologies.

Another example of Indiana's conducive technology environment involves Infosys, a consulting and technology company, which announced plans in May to hire

10,000 American workers in the next two years. Part of Infosys' plan includes opening four new Technology and Innovation Hubs across the country. The first of those hubs will be built in Indiana, and is expected to generate 2,000 jobs by 2021.

Gov. Holcomb credited the company's investment in Indiana to its thriving technology ecosystem, and talented workforce. "Their projected 2,000 new jobs will support the continued momentum of our tech industry, which has grown 28 percent since 2013, and help advance Hoosier innovation. Our strong state economy along with our world-class workforce being produced by our state's leading higher education system means Infosys will immediately begin to contribute to our technology-based ecosystem where companies, employees and our communities continue to grow."

In addition to fostering technology and innovation, the four hubs will also provide services to Infosys clients in financial services, manufacturing, health care, retail, energy and other sectors. Infosys says it will hire both experienced technology professionals and recent graduates and will also provide training programs related to several core technologies and computer sciences.

"Learning and education, along with cultivating top local and global talent, have always been the core of what Infosys brings to clients; it is what makes us a leader in times of great change ... New advances in technology — artificial intelligence, in particular — are radically transforming our world, and it is within our reach to learn these new technologies and to be the innovators and entrepreneurs who bring solutions based on these technologies to our clients in all industries." ⚙️

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Photos by Toyota Motor Manufacturing Indiana

Indiana's business climate keeps its automotive industry in the fast lane.

by MARK AREND

When Apperson automobiles were first produced in Kokomo, Indiana, at the turn of the 20th century, cars were still a novelty and Henry Ford's moving assembly line hadn't yet been invented. Appersons were out of production by the mid-1920s, but Indiana's automotive sector was just getting warmed up. Fast forward a century, and it's in overdrive — Indiana is the No. 3 state for automobile production in the U.S. (Indiana has the second-highest automotive GDP in the U.S.), with OEM plants operated by Toyota, GM, Fiat Chrysler Automotive, Subaru and Honda, and more than 500 Tier 1, 2 and 3 suppliers. Combined, the sector employs more than 100,000 workers.

Toyota Motor Manufacturing, Indiana (TMMI) operates Toyota's second-largest U.S. operation in Princeton, where it has invested \$4.6 billion since opening in 1996. In January, TMMI announced a \$600-million investment in the facility that will create up to 400 new jobs, in addition to the 5,100 already on-site.

The Princeton expansion is part

of Toyota's localization strategy to build vehicles where they are sold. It's also part of a broader U.S. capital investment of \$10 billion over the next five years to make its plants more competitive. That's a serious bet on the labor pools and business climates in which it operates, and Indiana is no exception, says Toyota Manufacturing Analyst Barry Roberts.

"Workforce availability is good in the region, and Toyota Indiana works with resources throughout the area to continue to attract team members for the next generation of advanced manufacturing," says Roberts. "The company continues to foster strong relationships with middle schools, high schools and colleges to encourage STEM curriculum and education on Toyota Indiana as a career choice."

The Plant for Subaru's Most Important Market

Subaru of Indiana Automotive, Inc. (SIA), a wholly owned subsidiary of Subaru Corporation, operates a 4.4-million-square-foot production facility at an 832-acre site in Lafayette. Approximately 5,500 associates work at SIA,

TOYOTA

MOTOR MANUFACTURING, INDIANA
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manufacturing Subaru Outback, Legacy and Impreza models — they built more than 350,000 vehicles in fiscal year 2017.

It's the only Subaru production facility outside of Japan; over half of all Subarus sold in the United States are built at SIA. In the past eight years, sales of the Subaru Outback built at SIA have quadrupled in the U.S. market, and sales of the Legacy built at SIA have tripled in the U.S. market. Subaru's market share in the U.S. has grown from 1.2 percent to 3.5 percent in the U.S. over that period.

currently exports Subaru vehicles to Canada, Colombia, Mexico and Puerto Rico.

Indiana's "excellent" business climate is central to SIA's success in the U.S., says Easterday.

"Indiana has been lowering its corporate income tax rate for several years, and now has one of the lowest corporate tax rates in America," he relates. "It also enacted a cap on property taxes, which can be of significant benefit to manufacturers that must invest in a substantial amount of equipment and machinery. Indiana



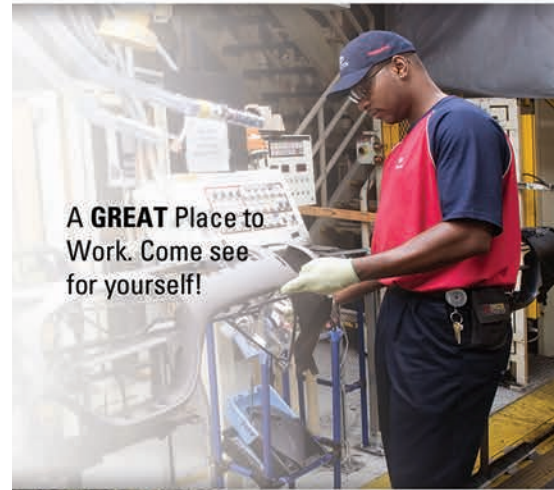
"The U.S. is Subaru's most important market, with more than half of all Subarus sold worldwide being sold in the U.S.," says Tom Easterday, SIA's Senior Executive Vice President, Secretary and Chief Legal Officer. "In the past four years, SIA has added 2,000 new jobs — 1,400 in the past 18 months — and invested \$1.3 billion to expand its production volume capacity and to bring production of the Subaru Impreza to the United States." Impreza production began at SIA November 1, 2016.

Since SIA's start of production in September 1989, SIA has built over 5 million vehicles, including over 3 million Subarus. SIA has also built vehicles for Toyota, Honda and Isuzu. SIA has exported vehicles to over 50 countries and

has also done a great job of limiting regulation on businesses, and its regulatory agencies have adapted to operating at the speed of business."

Indiana a Perfect Fit

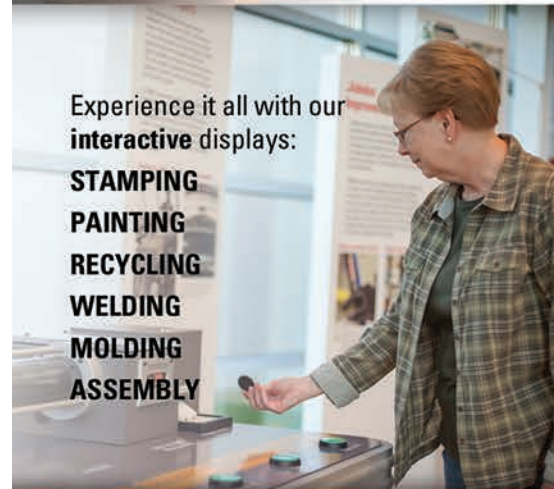
Honda Manufacturing of Indiana, LLC (HMIN) opened its Greensburg plant in October 2008. It's Honda's fourth auto plant in the U.S. and its seventh in North America. More than 2,600 associates build Civic sedans and the Honda CR-V, Honda's top-selling vehicle and America's best-selling SUV. The facility manufactures automobiles primarily for the U.S. market, and for export outside of North America. The facility has the capacity to produce 250,000 vehicles annually and sourced more than \$2.4 billion in OEM parts from



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“When Subaru Corporation decided to move Impreza production to North America, rather than deciding to open a new plant in another state or Mexico, it chose to expand SIA in Indiana. The favorable business climate in Indiana was a primary factor in that decision.”

— Tom Easterday, SIA's Senior Executive Vice President,
Secretary and Chief Legal Officer


57 suppliers last year.

Fred Payne, HMIN Chief Administrator, says Indiana's business climate has been conducive to allowing HMIN to develop and grow, and the state and local government entities have been easy to work with.”

HMIN uses a multifaceted approach to attract the talent it requires, says Payne. “To help retain our current workforce, we have work-and-learn training programs. Our new Associate Resource Center is an on-site career-development facility that we opened last spring to help associates enhance their manufacturing skills. We offer self-guided e-learning classes that range from Honda-specific training to soft skills training. We also provide tuition assistance.

“In addition,” adds Payne “we partner with local schools and universities across the state, not-for-profit organizations and other employers to encourage interest and skill development in STEM. We share information about career paths in

manufacturing through tours, career panels and other avenues to give students exposure to Honda and opportunities in manufacturing. We're on campuses and work with career services to align college students' skills and interests with available roles. We also have recruitment initiatives that target veterans and have developed strategies to attract and retain talent both locally and regionally as a way of helping to ensure diversity of thought and contribution for our company.”

Indiana has been a perfect fit for Honda since the beginning, says Payne. “Honda decided to locate in Indiana, and specifically in Greensburg, because of the outstanding transportation network, accessible markets and available natural resources in this area. In addition, there is a strong and nearby supplier network, and there's available land for growth. Another hugely important factor was — and is — the availability of a great local workforce.” 

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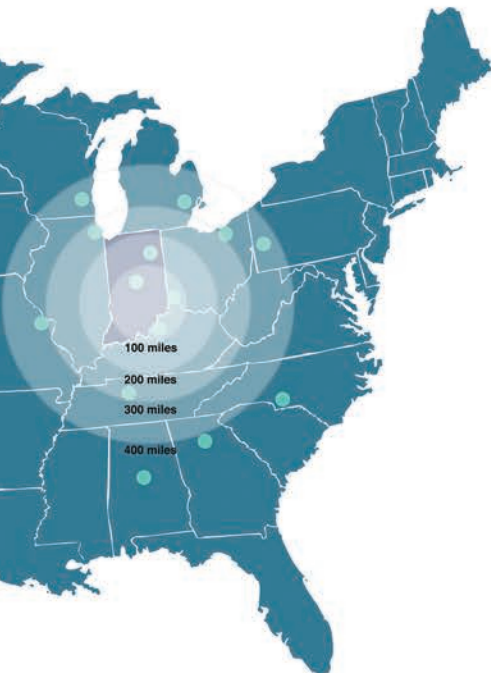
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From Seed to Shop

Food producers find ease getting to market from Northwest Indiana.

Green Sense Farm chose to locate in Portage because of workforce, business-friendly environment and access to the highway system.

Photo courtesy of Green Sense Farm

by FRANK REDDY

Things are looking up in the food sector, according to Northwest Indiana Forum President and CEO Heather Ennis.

Ennis estimates the industry in this region is projected to continue its progress at a 3 to 3.5-percent growth rate and — compared to the rest of the nation — she said its growth rates are better than most.

As one of the leading regions in the United States for agribusiness, food processing and distribution, Northwest Indiana is home to a cluster of businesses that process, distribute and market foods enjoyed worldwide.

From Albanese, which makes “the world’s best” gummy bears, to lunch meat manufacturer Land O’Frost, there is a vast diversity of foods produced in this corner of Indiana, and Ennis attributes that fact to Northwestern Indiana’s proximity to abundant fresh water as well as “being within a day’s

drive of 80-percent of the United States’ population.”

The ability to easily transport via bulk using nearby waterways is also a contributing factor in the area’s success with regard to food processing, she added. Other factors: easy access to the interstate and railway for the transportation of manufactured food.

Other companies in the area such as American Licorice, Cargill, ConAgra, Monsanto, Green Sense Farms and many others take advantage of such infrastructure as well to “allow for fast, efficient and cost-effective access for customers.”

“We chose Portage for our first farm because of the business-friendly environment, the good workforce and easy access to the interstate highway system that allows us to serve a five-state area,” said Robert Colangelo, co-founding farmer and president of Green Sense Farms.

Bon Wojcik, plant manager at Hearthside

Food Solutions, said the company continues “to grow in a highly competitive industry, due in part to the quality of the Indiana workforce and the state’s positive business climate.”

Within the Northwestern Indiana food sector, agribusiness has a big economic impact.

According to the Indiana Economic Development Corporation, in the state as a whole, Indiana agriculture contributes roughly \$31.2 billion to the Hoosier gross domestic product annually, with about 107,500 jobs supported by agricultural production, processing and related activities.

With more than 14.7 million acres of farmland, the state of Indiana is a leading producer of corn, soybeans, hogs, poultry, popcorn and tomato products.

“Our food sector is growing really well, and we’re projected to continue to do so,” Ennis said. “There’s been a lot of activity ... and we’ve seen some steady growth from many companies in this region.” 🌱

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whywaynecounty.com/food





Photos courtesy of Sun King

Best Suds

Craft beer in Indiana is brewing up big business for microbreweries.

by FRANK REDDY

Sun King Brewery started as a long conversation between Clay Robinson and Dave Colt — three years long to be exact.

“We had both been pub brewers for a long time before we started Sun King ... we were doing something we loved, but we were working for someone else,” Robinson said. “Very early in working together, we started talking about what it would be like to open our own brewery.”

Now in its seventh year of operation with canned and tap offerings available at more than 1,000 locations throughout the state, Sun King Brewery joins the ranks of more than a hundred other breweries in Indiana. Robinson said it’s a good place to be, if you’re in the beer business.

As the second largest brewery in the state — the biggest being 3 Floyds Brewing Company — Robinson said “at the end of the day, it’s a business like any other business. You’ve got to nail your financials, and you’ve got to have solid budgets and good cash flow ... and manage funds and materials in everything you do. So, it’s a business, but it’s also a very fun business, and the

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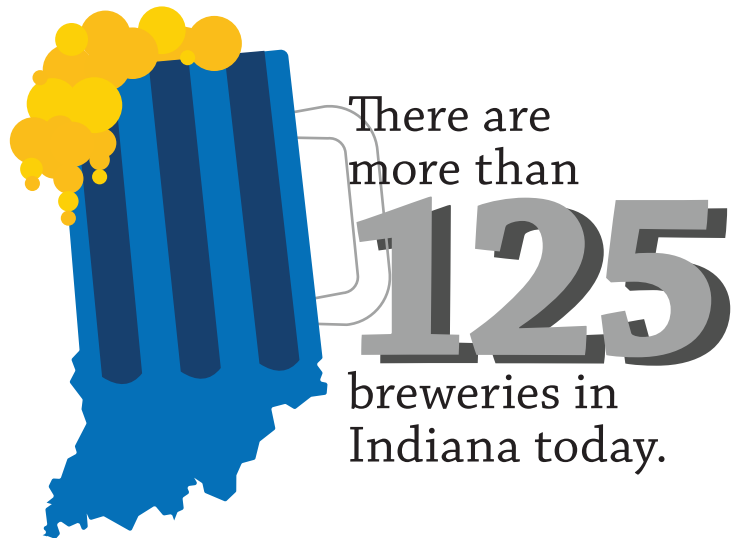
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types of people who tend to work in craft beer are unique individuals.”

Robinson said he and Colt learned more about their trade during the formation of their brewery. They met when Colt was the bar manager and assistant brewer at the now-defunct Circle V Brewing Co. on the north side of Indianapolis. Robinson at the time was a student at Wabash College.

They became friends a few years later when they both found themselves in brewing jobs in downtown Indianapolis — Colt at The Ram, and Robinson at Rock Bottom.


In 2002, Robinson left Rock Bottom and began what would become a three-year sabbatical from professional brewing, which ended when Colt called Robinson up. He needed help at The Ram, and he ended up hiring Robinson as an assistant brewer.

Thus began the epic, three-year conversation about starting their own business.

In July 2009, the first kegs of beer rolled out the door for delivery, making Sun King the first full-scale production brewery in the state since Indianapolis Brewing Company closed its doors in 1948.

When Sun King Brewery started that year, it was the 32nd brewery to open its doors in the state. Today, there are more than 125.

“There’s definitely been a huge boom and growth and influx of breweries in Indiana,” Robinson said, adding that “‘brewery’ is a generic word for an organization that makes beer ... and forever in America through the 70s 80s and 90s when people thought about breweries they thought about breweries like Bud, Miller, Coors ... large national breweries ... in the 80s and 90s you started to get more and more microbreweries or craft breweries.”

Robinson said the sky is the limit for breweries in Indiana: “This industry has seen tremendous growth and has been an excellent economic driver from both a money and a jobs standpoint here.” 

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Our Gateway Master Plan includes a 300-acre, picturesque Office and Research Campus designed to offer a true sense of place to organizations located there, as well as the larger community. Created to attract corporate, academic, civic, research and development, and other entities, the campus is positioned within the Gateway and adjacent to a new I-265 interchange. Complete with pedestrian sidewalks and bridges, premium campus amenities will include 6.7 miles of multi-purpose trails, an event space with amphitheater, and a five-acre, self-contained lake complete with an island and waterfalls. The Office and Research Campus is designed to be a socially, economically, and environmentally sustainable component that will enhance the quality of life for people throughout the area.



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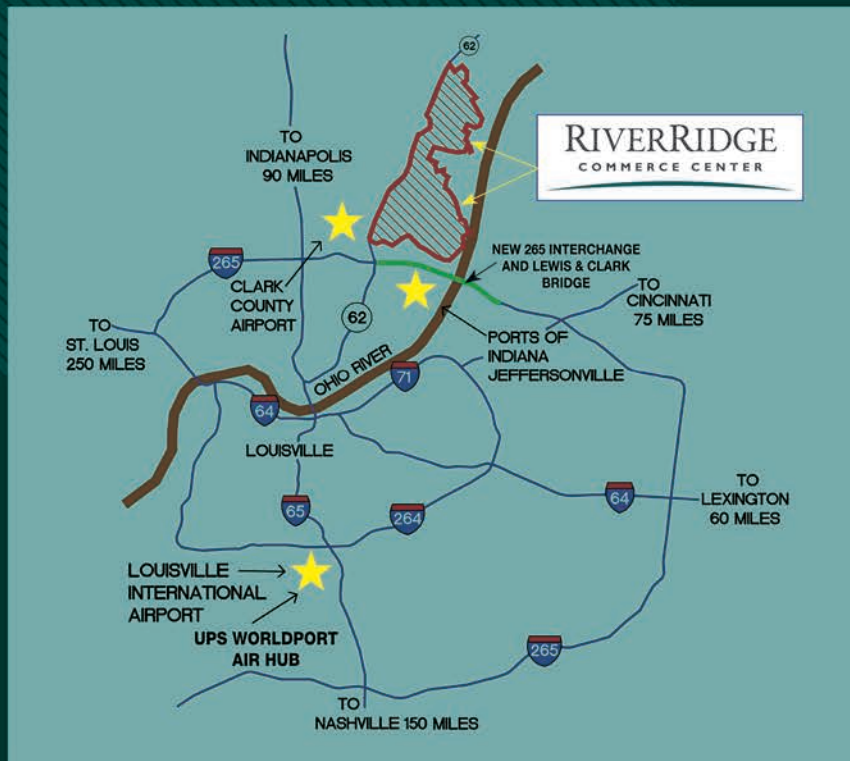
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At the Cutting Edge

Indiana universities lead the way to industry evolution.

by GARY DAUGHTERS

Purdue's Composites Manufacturing and Simulation Center, which opened its doors in 2016, is taking a lead role in a national industrial priority. Under the leadership of the U.S. Department of Energy, the center and its teams of faculty and graduate researchers are exploring ways to ignite production of a new generation of manufacturing materials that are more dynamic, increasingly lighter, and thus more sustainable than existing metals and plastics.

The DOE project at Purdue

is part of a five-year, national collaboration involving industry, economic development agencies and institutions of higher learning in six heavy manufacturing states, including Indiana. The push includes a \$70 million commitment by the federal government and \$180 million from its partners.

"The advanced composite market is poised for dramatic growth," says Purdue President Mitch Daniels.

"This important public-private partnership has a strong research, development and deployment mission focused on advancing the

Students at Purdue's Composites Manufacturing and Simulation Center are taking a lead role in advanced carbon fiber development.

Photo courtesy of Purdue University

use of composite materials such as carbon fiber to make lighter-weight cars, wind turbines, natural gas storage tanks and other products.”

Advanced composites are the coming progression in mass-produced manufacturing materials that began with metals and metal alloys, progressed into plastics and such simpler composites as fiberglass and graphite, and eventually into materials with ever-increasing degrees of performance and specialization. Advanced carbon fiber, for example, is already used in the bodies of high performance sports cars, space vehicles, and, perhaps most visibly, in the Boeing 787 Dreamliner, whose fifty-percent advanced composite frame makes it lighter and saves a substantial 20-percent on fuel consumption.

It’s a major departure from traditional manufacturing processes. Rather than casting objects and welding them into place, the process known as additive manufacturing works off computer software, builds an object by laying down ultra-thin layers of

manufacturing material, subjecting them to heat via lasers, and then “printing” the final product. The process allows greater flexibility in creating intricate shapes, requires less human labor and eliminates significant waste material.

The trick has been to get advanced composites production out of the exotic and into the mainstream. In its present formulation, the process requires expensive machinery and deep technical know-how.

“It takes an enormous amount of time to invest in teaching people to do things differently,” says Byron Pipes, executive director of the Composites Manufacturing and Simulation Center. “Plastics,” says Pipes, “replaced metals and wood, but we had to develop a whole knowledge base of engineers. That happened in the 50s and 60s. Composites started in the 70s and we still have a very small subset of the engineering community who actually understand how to design with these materials or how to estimate what it would cost to make a product.”



The \$50 million Indiana Manufacturing Institute at Purdue University is a hub of advanced engineering and top research talent. Photo courtesy of Purdue University

The composites manufacturing team led by Pipes is headquartered in the impressive new Indiana Manufacturing Institute, a \$50 million research center just north of Purdue's main campus. The sprawling 62,000-square-foot compound is embedded within Purdue Research Park, the largest university-affiliated incubation complex in the country

Ron Sterkenburg, a professor of aviation technology at Purdue, is also part of the DOE-funded composites research effort.

Sterkenburg says the collaborative nature of Purdue's manufacturing institute brings significant advantages to an array of research projects.

"The great thing here is that we are working together. We are helping each other. That makes these projects more efficient, and it helps us all understand the whole process from conceptual to testing to manufacturing."

Purdue's emerging pool of talent in additives manufacturing is winning lots of attention from industry.

"We have companies," says Pipes, "that want to come show us their problems and then they want to talk to all of our students about coming to work for them. The human talent base in this field is still so small. And we're among the few producing the most desired people."

Turbo Charged

Few places in the world can offer the level of research and testing on turbomachinery technology as the Notre Dame Turbomachinery Laboratory (NDTL) in South Bend at the university's 28,000-square-foot facility in Ignition Park. The lab provides research and testing for a variety of industries including aviation, power plants and the oil and gas industries.

"The capabilities we provide here are completely unique for any university in the United States, within this field there is no other university in the country that can do what we do. It's even unique globally... it really is a world-class laboratory for this sort of work and we're getting a lot of attention from the

global community."

Over the past decade, the lab has worked with the Office of Naval Research, the Air Force Research Laboratory, the Air Force Office of Scientific Research and NASA. Most recently the lab has partnered with Korean

company, Doosan Heavy Industries and Construction Co. Ltd., to research and develop a 300-megawatt class power generation gas turbine in a \$25-million contract for 19 months. Testing

for this project will occur at the lab's 10MW compressor test cell, which is currently under construction and is expected to be completed by the end of the year and will be one of the largest university compressor research facilities in the world.

// The advanced composite market is poised for dramatic growth. //

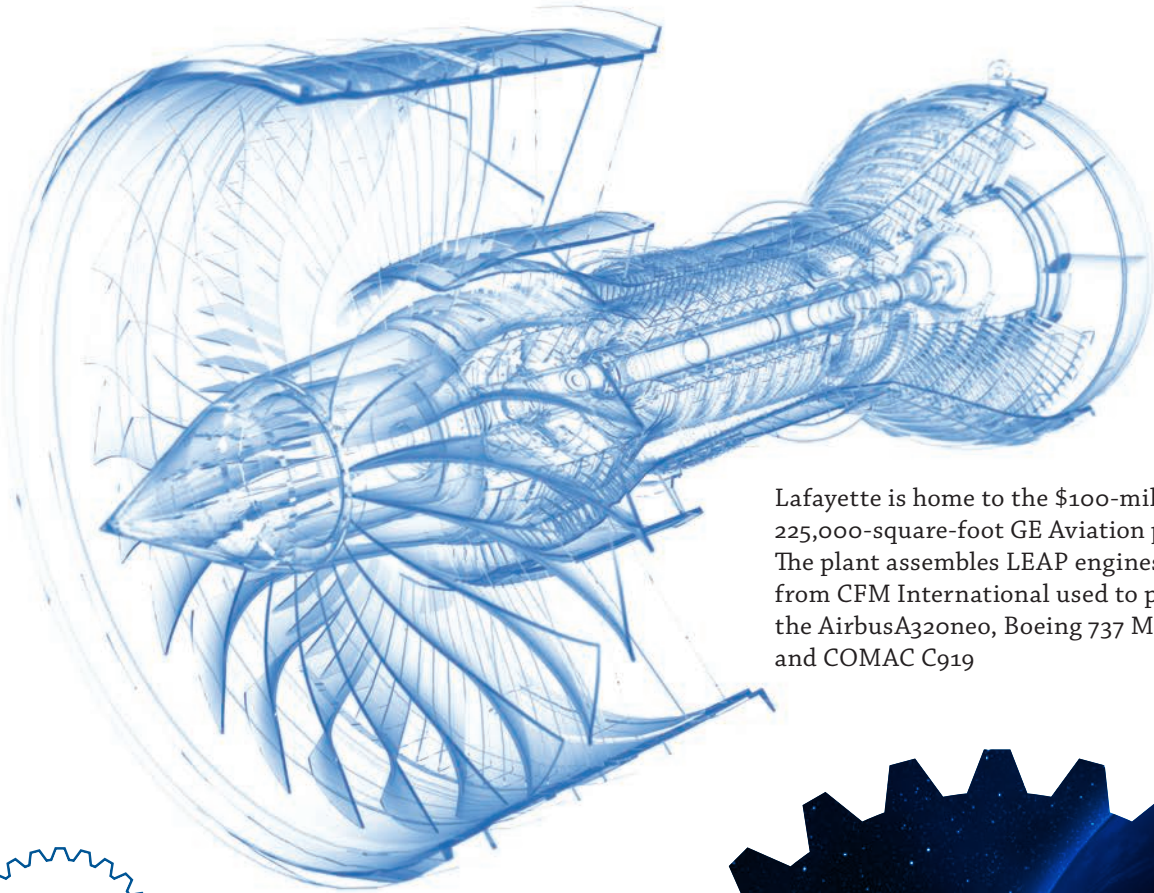
— Mitch Daniels, Purdue President

Producing the Engineers of the Future

Indiana, which is home to some 34,000 engineers, is deeply immersed in advanced engineering, particularly aviation engineering, at institutes of higher learning. Beyond Purdue, the state's engineering talent pipeline includes:

- **Notre Dame**, home of the Hessert Laboratory for Aerospace Research, a leading research facility for both public and private organizations.
- **Indiana State University**. ISU offers degrees in Aviation Management and Professional Aviation Flight Technology, with minors in Aviation Technology and Unmanned Systems.
- **Ivy Tech Community College** in Indianapolis, which offers an Aviation Manufacturing program with industry-driven certifications.
- **Rose-Hulman Institute of Technology** in Terre Haute. Rose-Hulman was voted a number-one school for undergraduate engineering by U.S. News and World Report.
- **Vincennes University Aviation Technology Center**. Located at Indianapolis International Airport, the branch of Vincennes University offers Airframe and Power Plant certifications and an Aviation Maintenance and Technology degree. ⚙️

Indiana on Target



Lafayette is home to the \$100-million, 225,000-square-foot GE Aviation plant. The plant assembles LEAP engines from CFM International used to power the Airbus A320neo, Boeing 737 MAX and COMAC C919

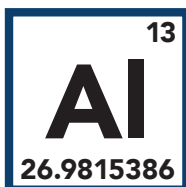
Aerospace and Aviation

Aerospace and aviation companies clearly see unlimited potential in Indiana. Since 2014, aerospace businesses announced plans to invest more than \$900 million in the state. The state's talent pool for the sectors comes from top research universities like Purdue, Indiana, Notre Dame and Embry-Riddle Aeronautical University among others. More than 34,000 engineers call the Hoosier State home.

Major aerospace companies have invested

\$900 M

in Indiana, creating more than 1,200 jobs since 2014.



The world's largest aluminum-lithium plant is located in Lafayette and is operated by Alcoa Aerospace Alloys

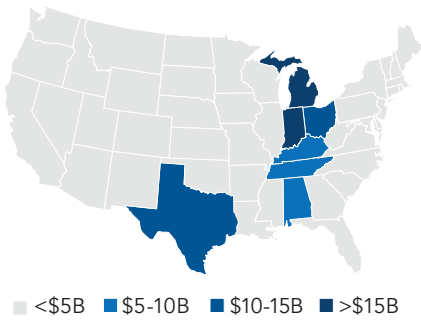
Source: Indiana Economic Development Corporation

Advanced Manufacturing

As the second largest automotive industry in the state, and the only state to have assembly plants from three Japanese automotive giants -- Honda, Subaru and Toyota -- Indiana's advanced manufacturing sector is traveling in the fast lane. Since 2010, more than 5 million cars and trucks have been produced in the state.

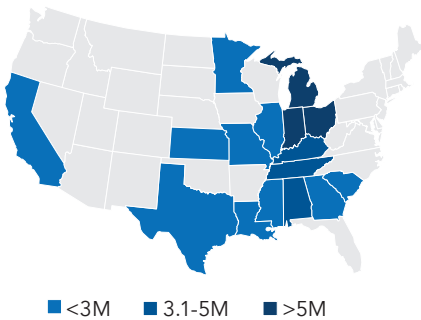
Automotive GDP

Source: Bureau of Economic Analysis, 2013



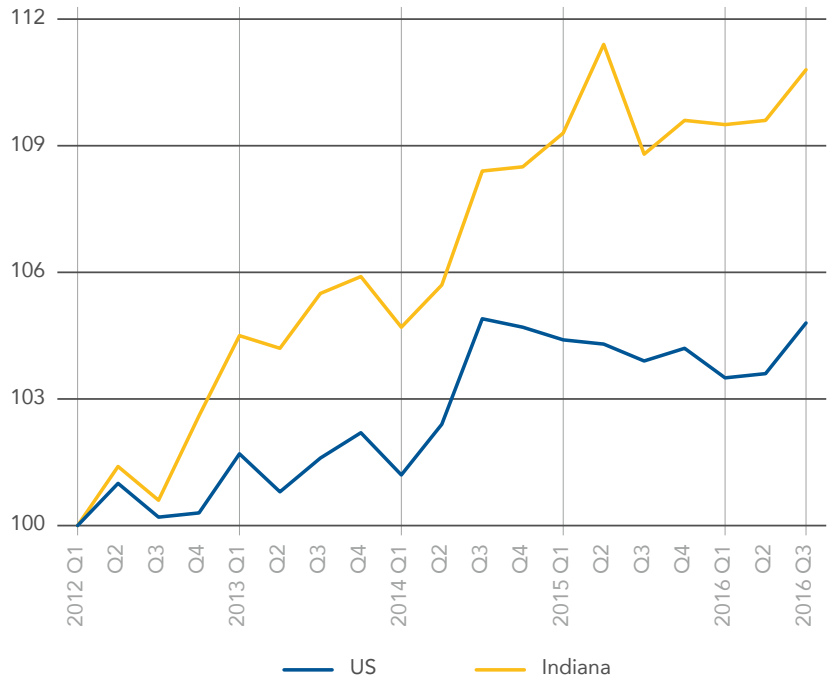
Car & Truck Production

Source: Center for Automotive Research, 2010-2014 Total Car & Truck Production



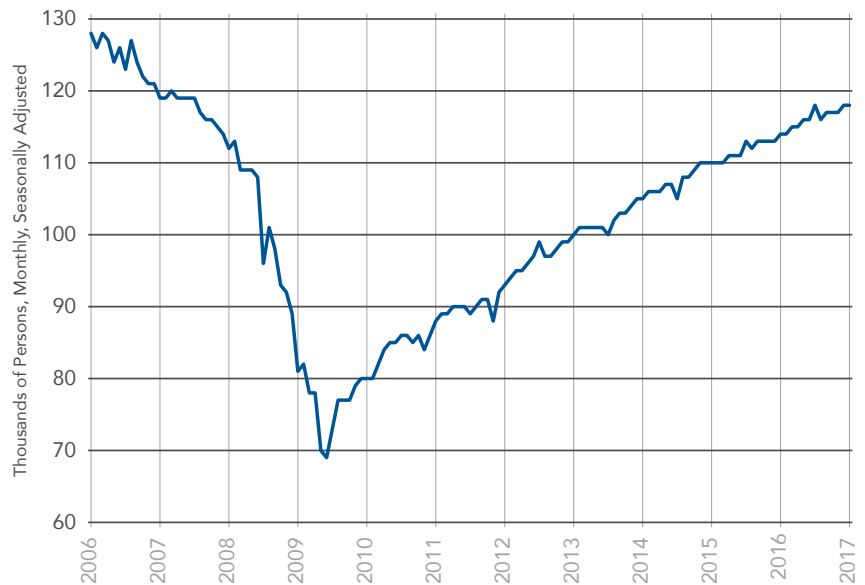
Indiana ranks 3rd in the nation for automotive manufacturing production.

Durable Goods Manufacturing Index Growth
Real GDP (chained 2009 dollars)



Source: U.S Bureau of Economic Analysis

Motor Vehicle Manufacturing Employment



Source: U.S Bureau of Labor Statistics

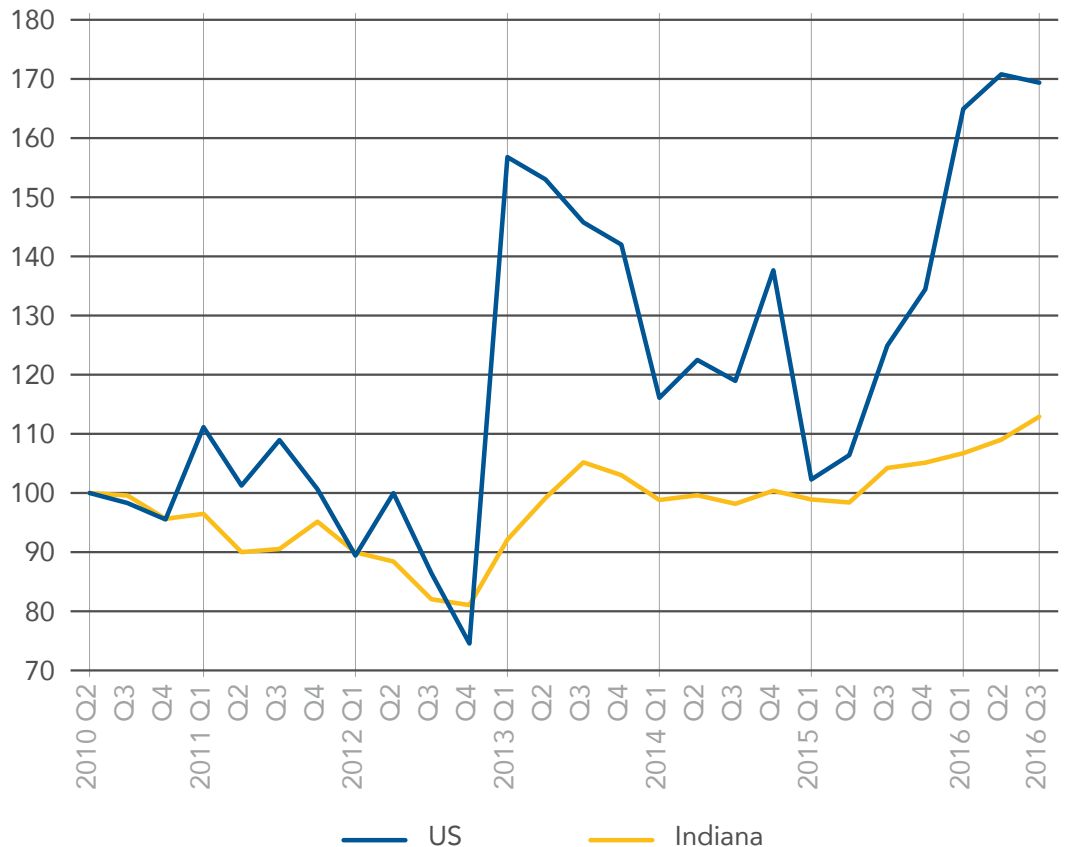


Agribusiness

With its long history as an agricultural leader, Indiana is poised to welcome new advances in technology to the industry. Indiana companies are innovating precision agriculture with the use of 3D printing and drone technologies, while contributing some \$31 billion to the state's annual GDP and supporting more than 107,500 jobs.

Source: U.S Bureau of Economic Analysis

Real Gross Domestic Product Index Growth
Agriculture, Forestry, Fishing, and Hunting



HENRY COUNTY, INDIANA

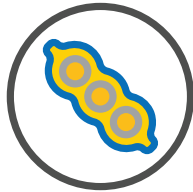
Shell Building 50,400 SF Expandable to 200,000 SF



Top 5 Commodities



CORN
\$4B



SOYBEANS
\$2.9B



HOGS & PIGS
\$1.2B



POULTRY & EGGS
\$1.1B



DAIRY
\$660M

Well Suited for Food Processing

- On 12.6 Acres; Additional Land Available
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- All Utilities in Place
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- TIF Available
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Centrally Located

- Chicago, IL – 230 mi
- Lansing, MI – 220 mi
- St Louis, MO – 290 mi
- Kansas City, MO, – 330 mi
- Columbus, OH 135 mi
- Dayton, OH 25 mi
- Baltimore, MD 540 mi
- Cincinnati, OH 103 mi
- Louisville, KY 135 mi

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WWW.READYTOGOHENRYCO.COM

Source: Indiana Economic Development Corporation

Cybersecurity

As technologies continue to advance, the need for cybersecurity grows with it. Indiana's cybersecurity industry thrives with an entrepreneurial foundation, a strong network of co-working stations, incubators and accelerators, not to mention graduates from the state's top universities.

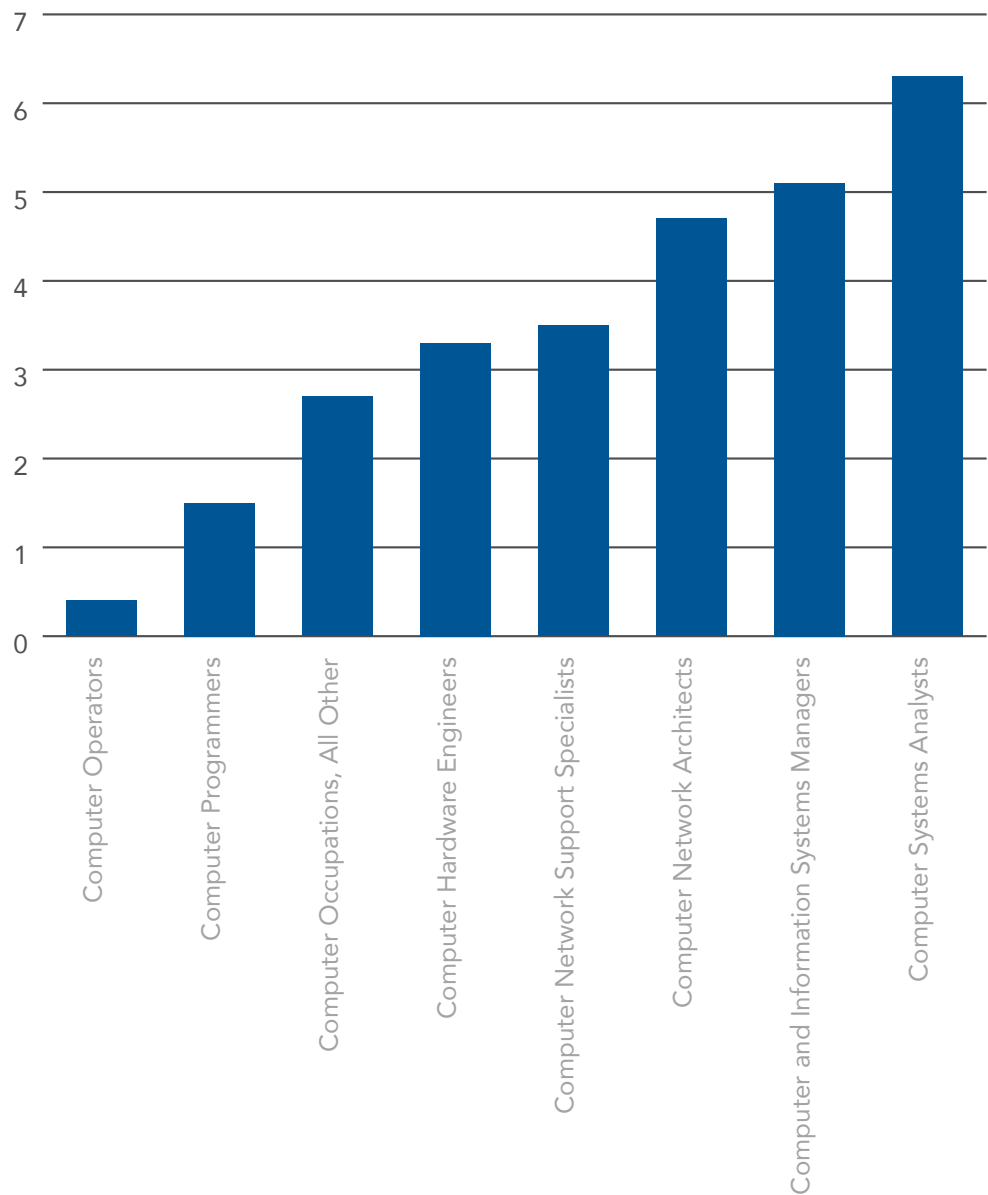


92%

Increase in computer related master's degrees from 2009 to 2013

Source: Projections Central - State Occupational Projections

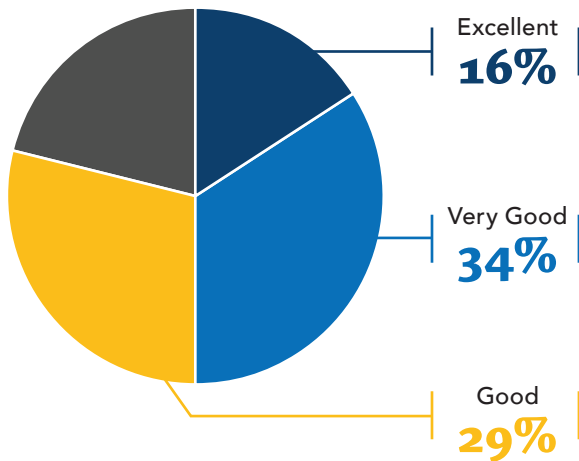
Indiana Occupational Projections Percentage change through 2018



Preparing Skilled Graduates

79%

of 71 surveyed Central Indiana companies rated the quality and preparedness of Indiana's computer-skilled graduates as **good to excellent**



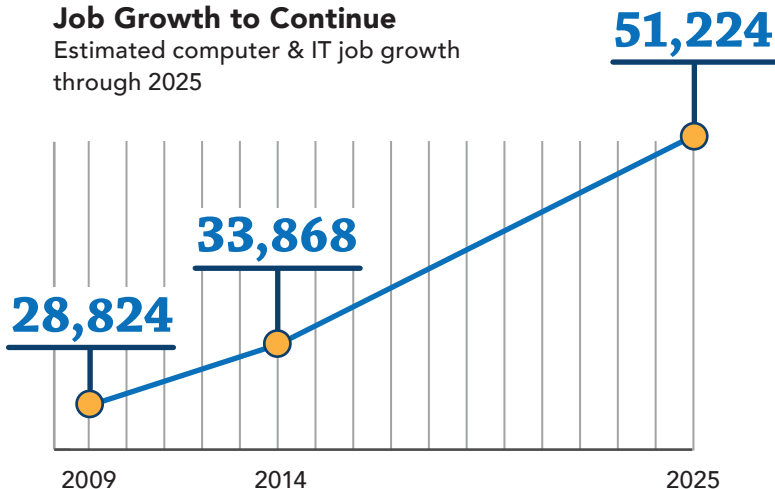
Source: Hire up Indy, Control Indiana Tech Workforce Study, 2015

Tech Companies Expanding Or Opening Offices in Indiana

APPIRIO	ORACLE
EMARSYS	RETURN PATH
KRONOS	SALESFORCE

Job Growth to Continue

Estimated computer & IT job growth through 2025



Source: Indiana Economic Development Corporation

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It's why Knox County is a leader in the AGRIBUSINESS INDUSTRY.

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- › Strategic Logistic Sectors
- › Specialized University Job Training
- › Quality of Life
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Defense & National Security

Indiana's research universities marry well with the state's advanced manufacturing and central location. These assets provide a strategic advantage for the military, defense and national security sectors. In 2014, the Department of Defense awarded \$2.5 billion in contracts in the state, while NASA contracts totaled more than \$156 million.

10,000+ Hoosiers

Employed across Department of Defense (DoD) installations and facilities in the state.

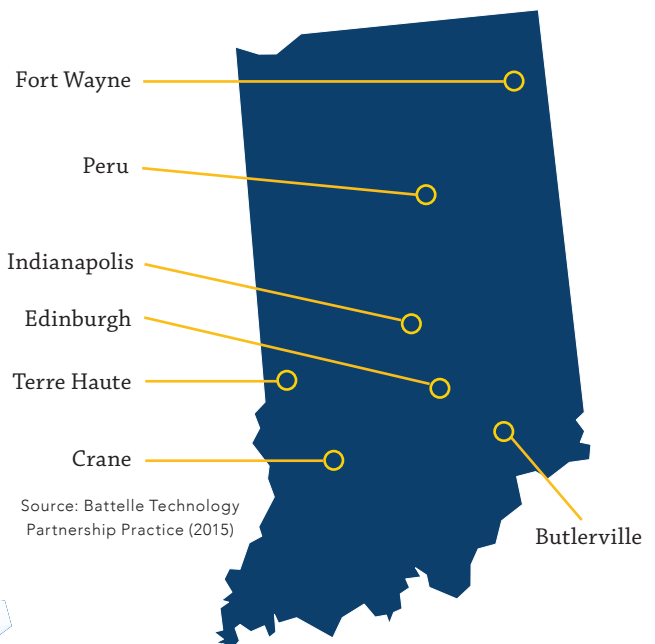
Defense contracts account for approximately



Of all federal contract Dollars in Indiana.

Source: Indiana Business Resource Center (2011)

DOD Installations in Indiana



Source: Battelle Technology Partnership Practice (2015)



\$156M

in NASA contracts in 2014

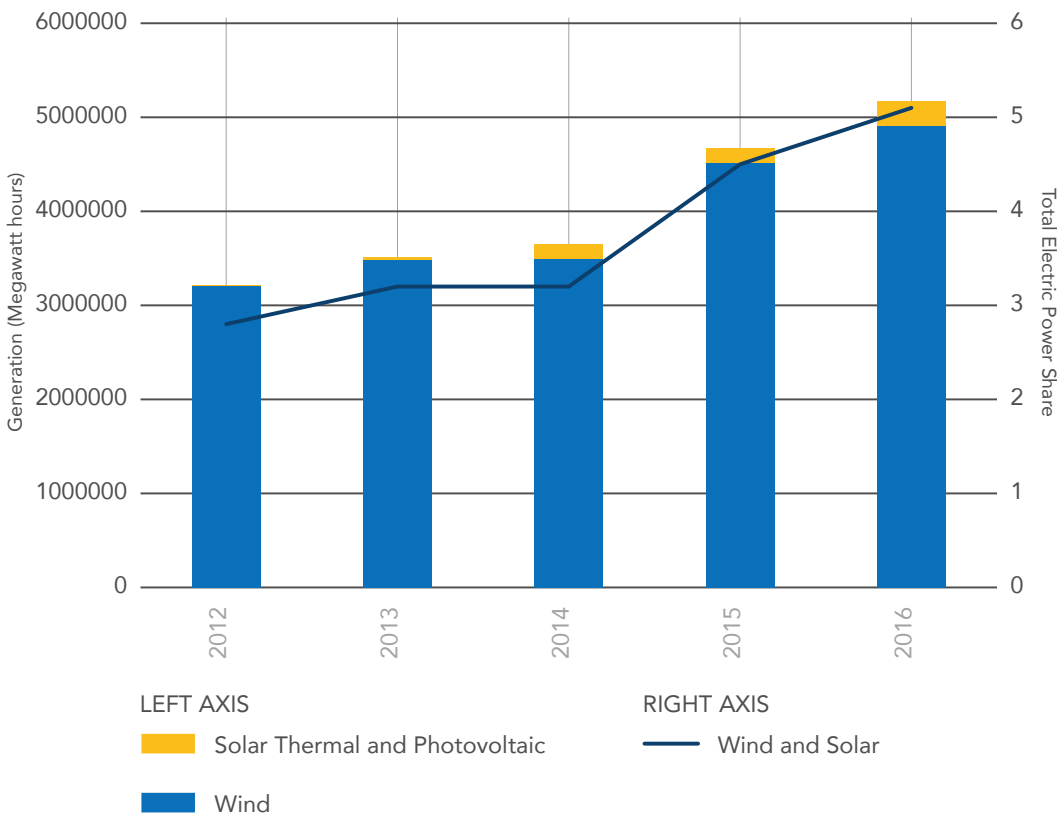
Source: USASpending.gov, 2014

Energy

Indiana is no stranger to working with emerging energy technologies. Take, for example, Amazon's 150-megawatt wind farm, or First Solar and Indiana Michigan Power's three new renewable energy projects, or the fact that Indianapolis International Airport has the largest airport-based solar farm in the nation.

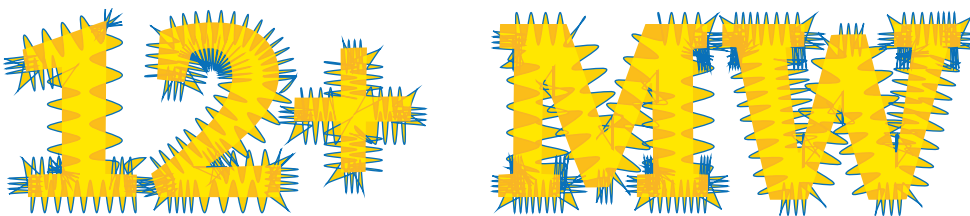
Source: U.S. Energy Information Administration (EIA)

Indiana Electric Power Industry



First Solar & Indiana Michigan Power

Recently broke ground on the first of three projects to bring

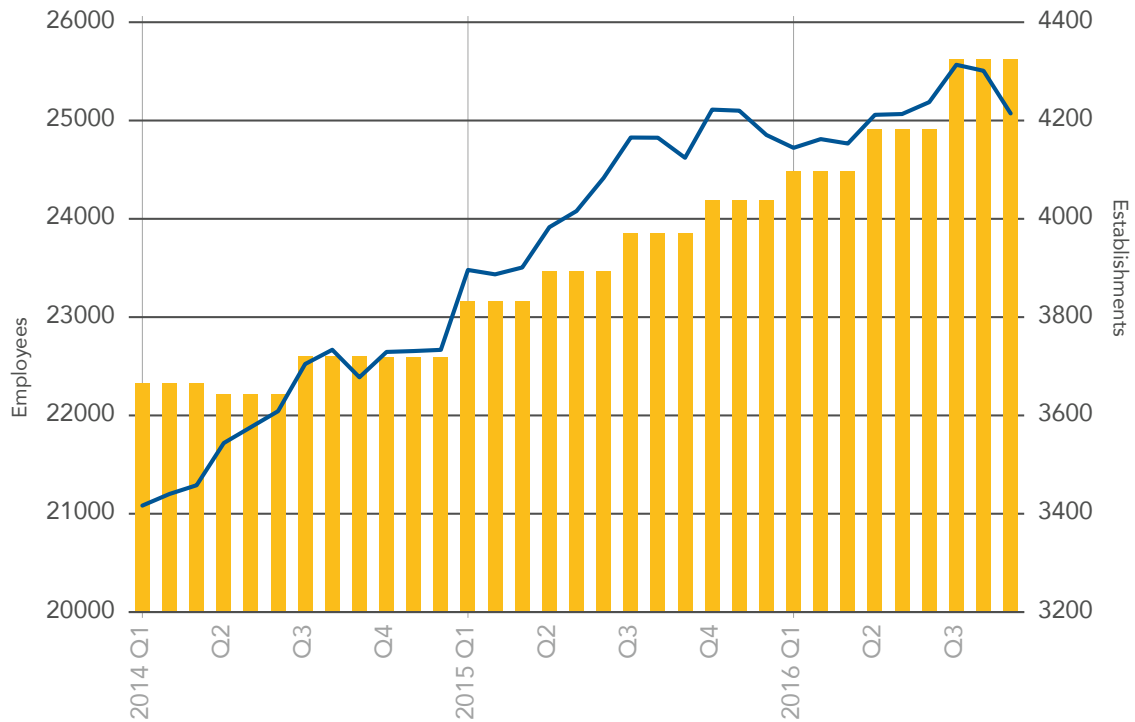


of renewable energy to Indiana's power grid.

Information Technology

Indiana stands out among the Midwestern states for its impressive technology industry. Not only does the state boast twice the national average of fiber-optic networks, and a computer and IT job growth rate that is 70 percent higher than the national rate; it's also home to three of the top 500 supercomputers in the world, which are located at Purdue University.

Computer Systems Design and Related Services



Source: U.S Bureau of Labor Statistics



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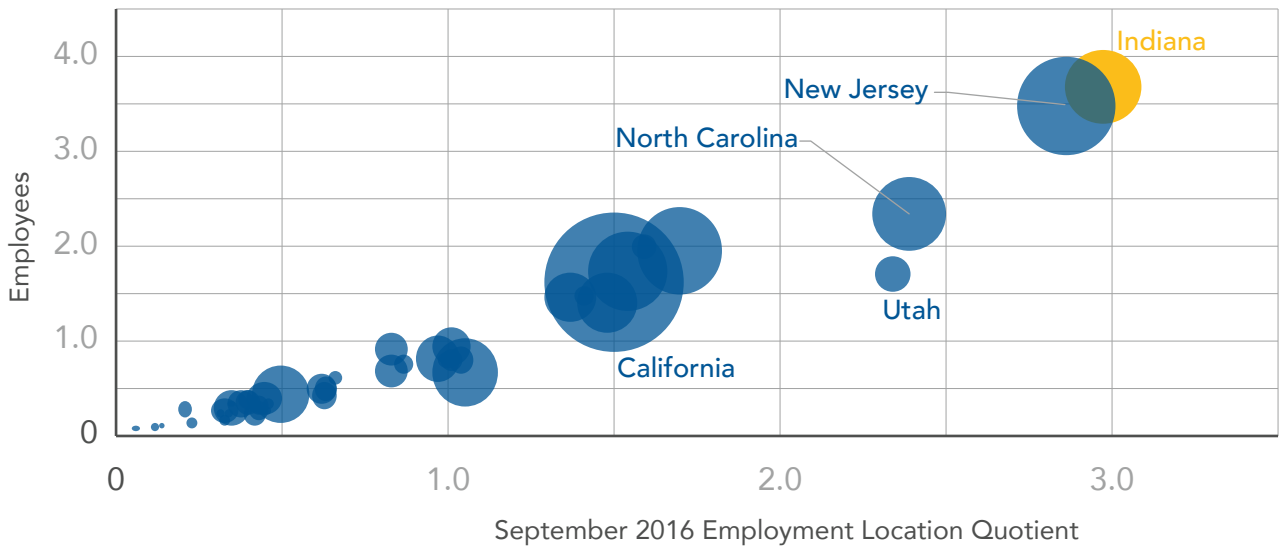
Source: U.S Bureau of Labor Statistics

Life Sciences

With an economic impact of \$63 billion, according to BioCrossroads and the Indiana Business Research Center, the life sciences industry in Indiana is a leader in the nation. Indiana is one of only four states with a large, specialized medical devices and equipment sector and second in the nation for exports, which topped \$9 billion.

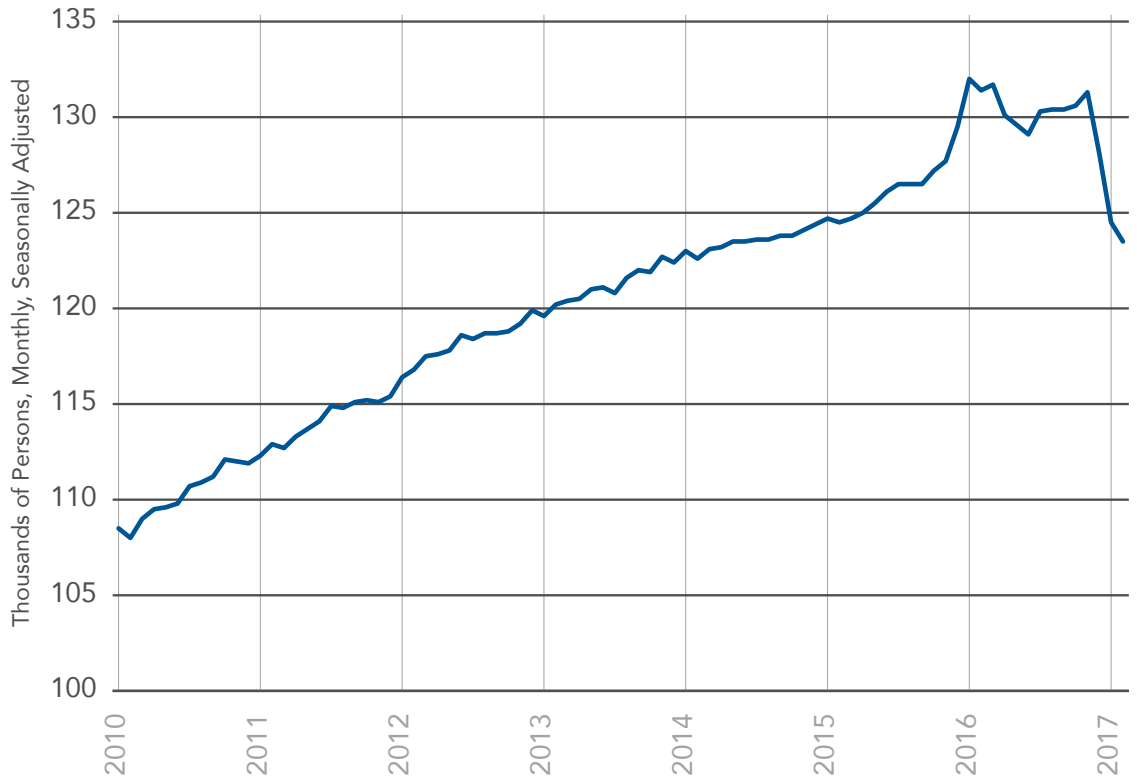
Five life science specialty clusters are growing quickly in orthopedics, entrepreneurial life science startups, medical devices, pharmaceuticals and diagnostics, and nutraceuticals. More than 1,687 life science companies are based in the Hoosier State.

Pharmaceutical and Medicine Manufacturing Location Quotient 2016 Third Quarter



Source: U.S Bureau of Economic Analysis

Employment in Transportation and Warehousing



Source: U.S Bureau of Labor Statistics

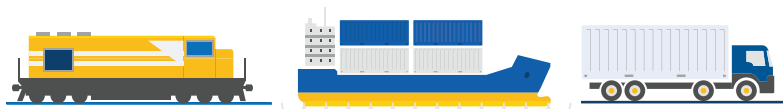
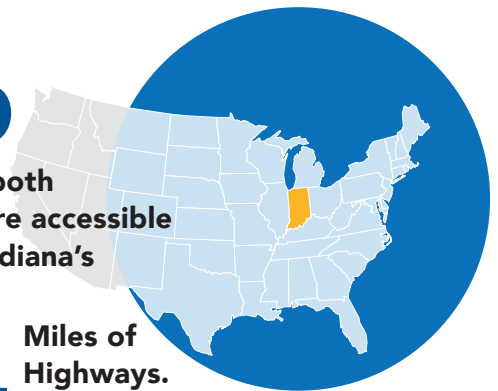
Logistics and Transport

Understanding the advantages of Indiana's logistics and transportation sectors is as easy as 1, 2, 3. The state is first in pass-through highways, home of the second-largest FedEx air hub in the world, and third in total freight railroads.

90%

of the population of both
The US and Canada are accessible
within 24 hours via Indiana's

1,171 Miles of Highways.



Indiana's three ports ship some

70 million tons

of cargo annually and support more than

51,000 jobs.

Source: IEDC Automotive Report 2016

Motorsports

If Indiana's proud racing heritage doesn't convince you to consider the Hoosier State, its successful motorsports industry will. More than 2,000 motorsports companies are located in the state and draw from a prestigious talent pool. The only motorsports engineering degree program in the nation is based in Indiana.



Indiana University is the
1st & Only

In the nation to offer a
Motorsport engineering
degree.



2,100+

Motorsports companies
are headquartered in
The Hoosier State.



**2nd
Largest**

Automotive GDP in the U.S.

Source: Indiana Economic Development Corporation

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kosciuskoedc.com/technology-park





Whatever Mode Floats Your Boat

by ADAM BRUNS

Companies already know the value of Indiana's 5,400 miles of Interstates. But do they know about its marine highways?

Already the eighth largest cargo center in the US, Indianapolis International Airport is home to the second-largest FedEx Express operation in the world, which helps the airport generate an annual economic impact of more than \$4.5 billion for the area.

That total is expected to climb, as FedEx plans to invest \$170 million by 2020 to upgrade the hub, adding 27 full-time workers and 178 part-time positions along with new package-handling equipment. As The Associated Press reported in early 2017, FedEx's lease payments and landing fees amounted to about 12 percent of the airport's 2015 revenue.

Tax abatements for the expansion were

approved by the City-County Council in Indianapolis in September 2016. The facility employs just under 730 full-time workers and around 3,200 part-time workers.

The project is the latest headline-grabber for a sector that fills all corners of the state. Since January 2015, Site Selection magazine's Conway Projects Database has tracked more than 40 major facility investments involving a distribution or warehouse function — including a FedEx Ground site near the Indiana Toll road in South Bend, where the company in 2015 added about \$15 million worth of equipment with the support of a local property tax abatement from the South Bend Common Council.

The Port of Indiana-Burns Harbor is located on the southern shore of Lake Michigan within sight of downtown Chicago.

Photo courtesy of IM Imagebank, VisitIndy.com

Go back to 2005 and the number of logistics-oriented facility investments in the state balloons to 270. Many of those projects — as with FedEx — come from repeat customers. Their number includes companies such as Amazon — Indiana was among the first to reap benefits from the e-commerce giant’s facility investment spree, welcoming investments in Munster in 2007, Whitestown and Plainfield in 2008 and Indianapolis in 2011, with a further expansion in Whitestown in 2010.

Other firms finding a strong logistics heartbeat in more than one Indiana project include ConAgra, Ozburn-Hessey, Prime Distribution Services, Wal-Mart and Hat World, which followed up a 2010 headquarters and distribution center investment with a \$22-million expansion in 2014. The athletic headwear retailer, now a division of Nashville-based Genesco, has grown to over 1,000 Lids and other stores across North America since founders Scott Molander and Glenn Campbell opened their first store in a mall in Lafayette in 1995.

Indiana citizens and their leaders, it seems, understand the power of movement. It takes policy form at the state level that through the Major Moves 2020 plan, including projects like the \$62-million I-65 Northwest Indiana Expansion Project.

“Projects like this I-65 expansion in Lake and Newton counties do more than ease morning commutes — they help our state move at the speed of our 21st century economy,” said Gov. Eric Holcomb at the groundbreaking in April 2017. “With a new long-term plan to fund transportation, Indiana can pursue more investments in our roads, bridges and other infrastructure to improve the lives of Hoosiers and make our state a jobs magnet.”

The metro region’s logistics industry showed major movement of its own in 2016, adding nearly 3,000 new jobs from projects like the expansion of Knight Transportation (a 426-job commitment in Plainfield) and 84 Lumber (100 jobs in Franklin). “Roughly 60 percent of all new jobs tracked by the Indy Partnership last year came from IT and logistics,” said Indy Chamber President and CEO Michael Huber in January 2017.

Speaking of Rivers

Think of the Hoosier State and waterborne commerce is not usually top of mind. However,

a surprising statistic might bring it closer:

The most recently available waterborne commerce numbers from the U.S. Army Corps of Engineers Navigation Data Center show that Indiana was 13th in U.S. total waterborne traffic with 64.9 million tons in 2013.

Nearly all of that tonnage transits some portion of the Ports of Indiana’s family of three sites.

The Port of Indiana-Burns Harbor is located on the southern shore of Lake Michigan, within sight of downtown Chicago, and handles a large variety of cargoes, including steel, agricultural products, bulk materials and oversized cargoes, such as wind turbines, beer tanks and large equipment. Maritime operations at the Port of Indiana-Burns Harbor generate nearly \$4.9 billion per year in economic activity and support more than 39,000 total jobs. The port handled nearly 2.6 million tons of cargo in 2016 completing the highest three-year total in the port’s history. 2016 highlights included a major expansion by Ratner Steel, a significant increase in heavy-lift cargoes and the investment of \$2.5 million in port infrastructure improvements.

The Port of Indiana-Jeffersonville handles products for all of the top six auto manufacturers in the US, and is home to 14 steel-related companies as well as agribusiness, advanced manufacturing and logistics firms along the Ohio River in the Louisville, Kentucky, metropolitan area. A 15th is on the way, as Korean giant POSCO is constructing



Photo courtesy of FedEx

a wire rod processing center with operations expected to begin in August 2017.

The port handled more than 2.2 million tons of cargo in 2016, completing the highest three-year total in the port's history, including an automotive-sector-driven surge in steel shipments. "The continued strength of the automotive sector along with steady improvement in building construction fueled our solid results in 2016," said Port Director Scott Stewart. "Add to that the first installment of the infrastructure bonanza in and around the port was also completed in 2016. The December opening of the Lewis & Clark Bridge links southern Indiana to Louisville and beyond and greatly enhances the port's connectivity to the region's manufacturing sector, including Ford's Kentucky truck plant in Louisville which is now only 15 minutes away."

Also on the Ohio River, the Port of Indiana-Mount Vernon is part of the sixth-largest inland port district in the US, and connects the Midwest to the world with year-round access to 12,500 miles of inland waterways and the Gulf of Mexico. This port has over 600 acres available for development and potential connections to five Class I railroads.

Front Doors and Back Doors

The Ports of Indiana also has worked with the state to partner with Québec to collaborate on shipping and maritime economic development on the Great Lakes/St. Lawrence Seaway System, which feeds into the Burns Harbor site. The Québec government recently announced a \$9 billion plan to develop the province's maritime infrastructure and create 10,000 jobs within five years and up to 30,000 by 2030. The two jurisdictions serve as co-chairs for the Conference of Great Lakes/St. Lawrence Governors and Premiers Regional Maritime Entity, which recently released a regional maritime strategy designed to double maritime trade on the

Great Lakes/St. Lawrence Seaway while reducing the environmental impacts of freight transportation throughout the region. Québec and Indiana combine to generate 40 percent of the economic impact related to maritime shipping on the Great Lakes/St. Lawrence Seaway.

"Quebec embraces its maritime industry more than any other territory, and is truly the gateway to North America," says Jody Peacock, who has served as vice president of the Ports of Indiana since February 2001, and chairs the state's Great Lakes Commission delegation as well as Indiana's lead representative on the Conference of Great Lakes and St. Lawrence Governors and Premiers' Maritime Task Force. He notes the ability to transfer cargoes ship to ship, as well as between modes. "We see Quebec as the front door into the Great Lakes, and we operate a back door

into the inland US." The province's \$9-billion strategy sparked Indiana's interest, and now the two territories are moving forward with a working and marketing partnership. "There is abundant capacity for future growth, while our highways are busting at the seams in some cases," Peacock says. "We see the maritime industry providing an efficient, eco-friendly solution — we could double or triple our cargo handling through the ports without a major investment. There's room to grow."

He calls the Ports of Indiana system unique because all the ports operate under the same structure, so essentially, they function as a 3,000-acre maritime industrial park, complete with Class I rail.

"We can get ocean shipments into Indiana and they never have to stop at the coasts," he says. "Or we put it on the water in the middle of the country and float it out to the Gulf or on a ship to Europe, and you have a huge advantage over putting it on a truck to the coast, and then on a ship. It takes out steps that might add cost to certain supply chains." ⚙️

IN 2013,
INDIANA
RANKED 13TH
IN U.S. TOTAL
WATERBORNE TRAFFIC
WITH **64.9**
MILLION TONS.



by ADAM BRUNS

Indiana's utilities do a lot more than help keep the lights on.

To the utilities serving Indiana, the fostering of community growth and innovation is a priority as basic as the provision of reliable and affordable electric power, gas, water and Wi-Fi. A survey of their programs and projects shows how they live out that promise.

Duke Energy Indiana Charlotte, North Carolina

Duke, the state's largest utility, serves an Indiana territory that stretches west to the Illinois border, east to the Ohio border and south to the Kentucky border. The 23,000-square-mile service area contains some 810,000 residential, commercial and industrial customers within portions of 69 of the state's 92 counties, who use about 6,800 megawatts of Duke Power.

A perennial honoree among Site Selection's top utilities in economic development ranking, Duke in 2015 helped attract 14 corporate facility expansion projects and seven greenfield projects in its Indiana territory, accounting for 2,347 new jobs and more than \$368 million

in capital investment. Since 2008, Duke's economic development team has participated in the creation of over 21,000 jobs and over \$4.2 billion in total capital investment for Indiana.

In 2015, Duke invested \$485,750 in direct assistance to local, regional and state economic development organizations in the state, and since 2008 has invested over \$3.1 million in direct assistance to these organizations.

Duke continues to work with respected site consultancy McCallum Sweeney on its Site Readiness Program. Fourteen communities in Indiana have been selected to participate in the program, wherein Duke invests up to \$20,000 per property. They include a 200-plus-acre site in Vermillion Rise Mega Park in Hillsdale; a 140-acre site inside the Port of Indiana in Jeffersonville (part of Greater Louisville); a 700-plus-acre site in Kokomo; and the 100,000-sq.-ft. Jordan Manufacturing Building in Rushville. From 2013-2015, Duke's economic development team invested approximately \$350,000 to increase the inventory of good industrial sites across the state, while the Duke

Energy Foundation approved seven economic and workforce development-related grants totaling \$302,250.

In February 2017, Duke Energy Indiana announced that state utility regulators had approved an improved economic development incentive that can save companies as much as 10 to 30 percent per year for five years on their electric bills.

Hoosier Energy Bloomington

Seventeen of this power generation and transmission organization’s 18 member cooperatives are in central and southern Indiana, helping serve a total of 299,000 member consumers (about 686,000 people) in 59 Indiana and Illinois counties.

Hoosier Energy’s 2016 annual report, released in spring 2017, revealed that the joint economic development program of member distribution cooperatives and Hoosier Energy “assisted members in locating 47 new/expanded business facilities expected to add more than 1,200 jobs, about 17,000 kilowatts of new demand and \$311 million in new investment.” That follows 2015 results that totaled 60 investments, 1,320 jobs and \$330 million of investment — two-thirds of which was from expanding companies that were already in territory.

Hoosier Energy continues to pursue more renewables in its power generation mix — aiming for 7 percent by 2020 and 10 percent by 2025.

Indiana Michigan Power (AEP) Fort Wayne

Among the tools this American Electric Power affiliate offers is its proprietary ROI generator, which allows comparisons to other areas of its territory in Indiana and Michigan, as well as nationally. AEP — another perennial honoree among Site Selection’s Top Utilities in Economic Development — also features a pioneering site certification program for data center operators. Independently qualified by location consultancy Biggins Lacy Shapiro & Co, sites that bear the program’s seal are characterized by reliable and redundant power; strong fiber infrastructure; competitive cost structures; locations insulated from man-made and natural risks; availability of free cooling; and tax and financial incentives.

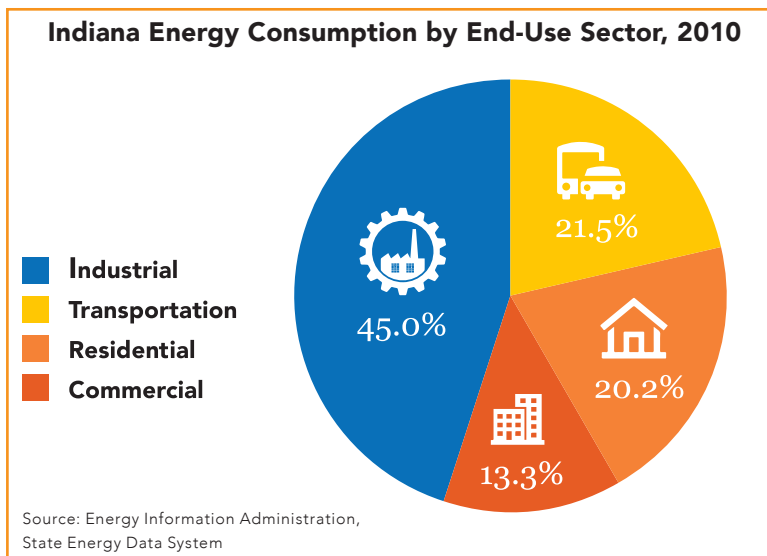
Indianapolis Power & Light

IPL serves more than 480,000 customers in Indianapolis and other central Indiana communities. Among IPL’s infrastructure innovations, the Smart Energy Project uses advanced technologies to improve customer satisfaction and operational efficiency. Partially funded through a \$20-million U.S. Department of Energy Smart Grid Investment Grant, the project includes advanced meters, two-way communications equipment, enhanced online tools for energy management, support for electric vehicles and automated distribution operations capability.

IPL recently was named the winner of the 2017 Project of the Year award for Grid Optimization for the IPL Advancion Energy Storage Array during POWERGRID International’s DtribuTECH Conference & Exhibition. The array, which provides 20 megawatts (MW) of interconnected energy storage equivalent to 40 MW of flexible resources with unmatched operations flexibility, began commercial operations last May. It is the first grid-scale, battery-based energy storage system in the 15-state Midcontinent Independent System Operation (MISO) footprint.

Northern Indiana Public Service Company (NIPSCO) Merrillville

NIPSCO is one of the seven energy distribution companies of NiSource Inc. With



more than 786,000 natural gas customers and 457,000 electric customers across the northern third of Indiana, NIPSCO is the largest natural gas distribution company, and the second largest electric distribution company, in the state. The NIPSCO Economic Development Team covers 32 counties within its service territory, working with a network of five mega-regions, 18 regional partners and 43 local and municipal partners.

Among NIPSCO's programs is an economic development rider that offers a discount off of the electric rate on new incremental electric load to NIPSCO's electric territory, and energy efficiency programs for commercial and industrial (C&I) customers who have a qualifying electric or natural gas rate.

Vectren Evansville

Vectren's energy delivery subsidiaries provide gas and/or electricity to more than

1 million customers in adjoining service territories that cover 74 counties in Indiana and west central Ohio.

The Vectren New Construction Program provides Energy Design Assistance (EDA) services and financial incentives to support energy efficient design work for eligible new construction or major renovation projects for customers with Vectren electric service. The company offers the example of Uniseal, Inc., which became the first industrial customer to reduce energy costs with the aid of Energy Design Assistance. "Seven energy savings opportunities were discovered through reviews of the facility plans, drawings and several meetings with the design team," Vectren explains.

Like its brethren, Vectren is pursuing opportunities in renewable power, most recently announcing a partnership with the City of Evansville on a 2-MW, \$5.5-million solar array on city property. ⚙️

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As a provider of natural gas and electricity to more than 690,000 Hoosier homes and businesses, we're focused on meeting the evolving energy needs of all our customers. Companies locating in our service area can be assured they will be working with one of the most forward-thinking energy companies in the nation. Learn more at www.vectren.com.



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by GARY DAUGHTERS

Getty Images

Youth Movement

Regional Cities Initiative is shoring up Indiana's talent stream

Indiana's Regional Cities Initiative is prompting city and regional planners, elected officials and business leaders to imagine a future of vibrant, youthful urban centers and to take bold steps to make that vision a reality. The program, launched in 2016, is aimed at boosting quality of life across the state, and thus attracting and retaining young talent to help make cities blossom and propel the statewide economy. It's having a big impact already.

Conceived by former Governor, now Vice President Mike Pence,

and supported by his successor Eric Holcomb, the Regional Cities Initiative (RCI) has spread investments in the tens of millions of dollars across seven designated regions that responded to the call to formulate detailed and innovative plans to enhance the livability of urban areas. Under the Regional Cities Initiative, unused buildings are being refurbished as venues of learning, business and entertainment; city streets are being beautified; walkways, bicycle paths and greenspaces are flowering; transportation networks are being

“We’re really primed as a region to become a **tech powerhouse. People are starting to realize a lot of cool stuff could happen here.”**

— Alex Sejdinaj, *Founder, South Bend Code School*

rethought for greater flexibility and environmental efficiency; technology hubs are springing up; institutions of higher learning are expanding with the goal of attracting and nurturing the workforce of tomorrow. The state’s collective imagination is embracing the clarion call.

“This program,” said Governor Holcomb recently, “is transforming cities and towns and bringing officials across political party and geographic boundaries like never before. By capitalizing on our past to transform our present, the Regional Cities Initiative is not just a key component of today, it’s a vital piece to realizing our state’s future in taking Indiana to the next level.”

State officials say it’s a mission born of demographic necessity. Holcomb maintains that in the next 10 years, Indiana employers

will need to find a million skilled workers to replace 700,000 retiring baby boomers and to fill an expected 300,000 new jobs.

“Too many Hoosier businesses,” says Governor Holcomb, “are having trouble finding the skilled workers they need to grow.” Building out fresh-faced urban centers is viewed as crucial to luring a new generation of technologically savvy go-getters, and to halting the flow of native Hoosiers who might otherwise relocate elsewhere.

“Indiana as a state has a very high level of educating young people,” says South Bend Mayor Pete Buttigieg, “but a very low level of keeping them. This is about changing that equation.”

Attracting Entrepreneurs

Alex Sejdinaj is precisely the sort



Photo courtesy of Visit Indy

of youthful entrepreneur Indiana sees as its future. Sendinaj, 28, a graduate of Indiana University, is founder of the South Bend Code School, which provides training and web development skills to South Bend high schoolers interested in technology careers. Sejdinaj moved back to his hometown after living in Nashville, where he worked in the music tech industry.

“We’ve got over 20 tech startups in the area. We’ve got a lot of industry that’s already established that needs tech workers. We’re really primed as a region to become a tech powerhouse. People are starting to realize a lot of cool stuff could happen here.”

“Our goal,” says Sejdinaj, “is to make South Bend a city that codes. We just need more people who have the knowledge and the skills and

understand that they can do these things. We’re attracting a lot of young people to the region.”

Sejdinaj’s school is a prime beneficiary of one of the marquee projects under the Regional Cities Initiative, the restoration and redevelopment of the former Studebaker factory in South Bend, which was built in the mid-1800’s and covers an imposing 1.1 million square feet on 30 acres. The \$11 million project is being shouldered by \$4 million in private investment, \$3.5 million in Regional Cities funding, and \$3.5 million from other public sources. It is envisioned as the biggest technology hub of its kind in the Midwest. The renovation still has several years to unfold, but the South Bend Code School has moved into an area of the complex that’s already completed.

Former Indiana Governor Mike Pence spearheaded the state’s Regional Cities Initiative before being elected vice president. Pence helped break ground on the Studebaker Factory Buildings redevelopment in May, 2016.

Courtesy of Indiana Economic Development Corporation.



“We’ve got kids who are learning a skill set they can see as viable for them,” says Sejdinaj. “They see some of the tech companies in this area as places they could work for some day, and so they can look at South Bend as a place they don’t have to leave to do something cool.”

Building Out the Cities

Indiana’s North Central region, with South Bend as its hub, is one of three multi-county economies to receive full state funding of \$42 million for RCI projects. The other areas selected to receive the top amount are the Southwest region, comprising three counties surrounding Evansville, and the Northeast region of 11 counties anchored by Fort Wayne.

The three winning regions offered plans for a total of 100 projects with

a combined price tag of more than \$2 billion. Proposed projects are being weighed individually for funding by the Indiana Economic Development Corporation (IEDC), which has also distributed \$150,000 in planning grants to the four regions not selected in the initial funding phase.

Northeast Indiana, one of three big winners, has set a goal of growing its population by 2.1 percent by 2031 to reach a goal of one million residents. The region’s key proposed infrastructure projects include a riverfront development in downtown Fort Wayne, a regional trails network, youth development programs and downtown housing. In October, 2016, Fort Wayne broke ground on Skyline Tower, a 12-story retail and residential development funded through the RCI. Upon completion, it’s to feature 124



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apartments and 170,000 sq.-ft. of retail and office space. Ruth's Chris Steakhouse is to anchor the ground floor.

"Skyline Tower is a tremendous addition to the heart of our city," says Fort Wayne Mayor Tom Henry. "I continue to be encouraged by the progress we're seeing throughout Fort Wayne. We're strengthening our position as a point of destination where individuals, families and businesses want to invest."

In the Southwest Region, the state has approved Regional Cities funding to support seven projects, including housing and mixed use developments at Oakland City University and a new regional medical center in Poseyville.

"Both the Oakland University Boulevard Commons and the Regional Medical Center," says Beth McFadin Higgins, president of the Southwest Indiana Regional Development Authority, "perfectly align with the goals of Indiana's Great Southwest plan for attracting and retaining talent while building a better quality of place."

As of late March, IEDC had approved a total of \$52 million in Regional Cities funding, spread nearly equally across the North Central, Northeast and Southwest regions. Total funding for the 26 projects approved so far, including private and additional public expenditures, was \$658 million. ⚙️

**NORTHEAST
INDIANA** 
**INTENDS TO GROW ITS
POPULATION
BY 2.1% BY 2031
TO REACH A GOAL OF
1 MILLION
RESIDENTS.** 



Help Wanted,

Help Delivered



Indiana's community colleges, universities and trade schools form the foundation of workforce development in the Hoosier State.

by SAVANNAH KING

Photos courtesy of Ivy Tech

Indiana has the next 10 years to fill more than 1 million jobs to meet the state's increasing workforce demands. With several workforce development programs, more than 50 colleges and universities, and over 100 campuses across the state, the state may not need that long.

Indeed, The Hoosier State already offers a highly-skilled workforce. Terri Pascarelli, CEO of AIT Bioscience in Indianapolis says there are several aspects that make Indiana a prime location for businesses to locate. "The first is a talented workforce. There is such a strength of excellent Indiana universities in proximity to central Indiana. Purdue, Rose Holman, Indiana University, Butler University, Ball State, Hanover, Marion, Franklin College,

“The beauty of the community college is how nimble it can be. As the workforce needs change, we are able to change the programming and education we deliver to fit the needs of the workforce.”

— Jeff Fanter, Senior Vice President of Student Experience and Communication and Marketing, Ivy Tech



DePauw University — so many referral sources of qualified talent in the sciences, business and technology.”

Indiana has identified 50 of the fastest-growing jobs and high-paying jobs that will be in demand by 2022. The Hoosier Hot 50 Jobs list includes health care, computer science and manufacturing professionals. The list provides students at all levels with a blueprint for a highly sought-after skill set after high school.

Two years ago, the Indiana Department of Workforce Development established the Skill UP Indiana! Grant program and has since provided nearly \$19 million in grant funding. The program helps to support community partnerships and establish training programs that give Hoosiers the skills employers seek. Twenty-five industry partnerships across the state have received funding. And more than 4,464 Hoosiers have enrolled in Skill UP programs. The program is focused on the advanced manufacturing, information technology, healthcare, construction and skilled trades, and transportation and logistics sectors.

“Skill UP grants enable regional partnerships to enhance skill attainment in the local workforce that meets employer demand for high-skilled employees both now and into the future,” says Steven Braun, commissioner of the Indiana Department of Workforce Development.

Another initiative is the proposed Workforce Ready Grant. Indiana Governor Eric Holcomb supports a new Workforce Ready Grant that would pay for Hoosiers to earn a certificate from Ivy Tech Community College or Vincennes University. The grant would extend to other approved workforce training providers. The program will be decided on this year by the Indiana General Assembly and would be managed by the Indiana Commission for Higher Education and the Indiana Department of Workforce Development.

A prime example of the state's workforce development efforts can be seen in the state's veteran unemployment rate, which is the lowest in the nation, according to the U.S. Bureau of Labor Statistics. Indiana offers comprehensive veteran placement services, which provide no-cost vocational training, skills assessments and help finding a job.

“In 2016, the Indiana Department of Workforce Development and our WorkOne

partners assisted more than 10,000 Hoosier veterans, and more than 1,000 veterans were placed into employment opportunities via DWD veterans' services," says Braun. "Indiana's workforce development community is committed to assisting those who serve our country by providing veterans with quality service when transitioning from the military to the civilian workforce."

In addition to advanced degrees from leading research universities like the University of Notre Dame, Indiana University and Purdue University, Hoosiers can pursue associates degrees and certificates from Ivy Tech Community College and Vincennes University. Ivy Tech Community College is Indiana's largest college and enrolls more than 170,000 students annually. The official enrollment for Vincennes University was 18,897 in fall 2016.

"We're excited about the work being done to align our programming with the needs of the workforce," Jeff Fanter, senior vice president student experience and communication and marketing for Ivy Tech Community College, says. "We have a new tool created in partnership with the Department of Workforce Development that shows us by career the number of graduates Ivy Tech Community produces and what the need in the market is for that particular career. So, we are focusing our efforts where we have capacity for growth. The job market tells us over the next decade there will be a demand for those particular graduates."

With some 30 campuses across the state, Ivy Technical College provides the next generation of Indiana's workforce with training in five main sectors including manufacturing, healthcare, information technology, business and logistics, and agriculture. Fanter notes that 93 to 95 percent of the school's graduates find work within the state following graduation.

"We often see businesses hire our students before they graduate," Fanter says. "Many students are successful in getting into the workforce or increasing their position with just a few classes at Ivy Tech. Many employers speak about the hands-on experience our graduates receive and that transfers well into the workplace. The beauty of the community college is how nimble it can be. As the workforce needs change, we are able to change the programming and education we deliver to fit the needs of the workforce." ⚙️



INDIANA
HAS MORE THAN
50 COLLEGES
AND
UNIVERSITIES
AND OVER 100
CAMPUSES
ACROSS THE STATE.

Realizable Value

Indiana's Business Incentives Offer a Competitive Edge.

by SARA MAFFEY DUNCAN

While the low cost of doing business in Indiana, reduced corporate regulations and skilled Hoosier workforce may be enough to make a strong business case for companies to move or expand within the state versus other Midwestern locations, the Indiana Economic Development Corporation and the Indiana Department of Revenue offer a competitive slate of incentives to encourage businesses to invest in Indiana. The state's primary tools are the Economic Development for a Growing Economy Program or "EDGE" Tax Credit and the Hoosier Business Incentive Tax Credit (with a much less satisfying "HBITC" acronym).

EDGE Tax Credits are awarded conditionally based on a company's planned new, full-time job creation. EDGE incentive awards are calculated as a percentage (up to 100 percent) of the expected increase

in tax withholdings generated by the company's projected new jobs. The credits are phased in annually over a maximum of 10 years and are performance-based; therefore a company is not eligible to claim the incentives until demonstrating actual new hires. If a company does not meet its job creation projections or other commitments the incentives are disbursed on a pro-rata basis. Although statutorily possible, the EDGE program is rarely used to incentivize retained jobs. However, the incentives are regularly utilized to reward existing companies for adding new jobs, as well as to attract new projects to the state. EDGE Tax Credits deliver real value because they are refundable, meaning that if the credit exceeds a company's state income tax liability for a given taxable year, the excess is refunded to the taxpayer as cash. With other states offering packages bloated with unrealizable value, this tax credit program gives Indiana a truly

competitive edge.

For companies that are planning to make significant capital improvements to a facility, but perhaps a smaller new job commitment, the Hoosier Business Investment Tax Credit Program offers a non-refundable tax credit. The HBITC may be awarded in addition to EDGE Tax Credits. The tax credit is calculated based on a maximum of 10 percent of a company's projected and qualified capital investment over two years, including new machinery and construction costs related to the project. To be eligible, a company must plan to compensate employees at a rate equivalent to at least 150 percent of the hourly minimum wage and to maintain operations at the project location for at least 10 years. The tax credit may be used against a company's state tax liability and unused credits may be carried forward up to nine years. However, the credit percentage awarded and the length of the carry-forward period are discretionary and based on project specific capital investment and job-creation plans.


When considering the value of the Hoosier Business Investment Tax Credits, it is important to note that Indiana's adjusted gross income tax on corporations is a flat rate that is gradually decreasing each year from the current 6.25 percent, to 6 percent on July 1, 2017, to 4.9 percent by 2021. Tax incentives offered by other states are moot in Indiana, because the state also has no gross receipts tax or inventory tax and manufacturing and R&D equipment are exempt from sales and use tax.

In addition to these competitive business attraction and retention tools, Indiana is actively seeking to become the new home of corporate headquarters operations. The state offers a Headquarters Relocation Tax Credit to cover the cost of up to 50 percent of such moves, including

capital investment in the structure of the new location and machinery and equipment purchases. To be eligible, the businesses must plan to create at least 75 new jobs and have annual worldwide revenue of at least \$50 million. Indiana also encourages companies to invest in R&D and will offer a Research and Development Tax Credit of up to 15 percent of qualified research expenses on the first \$1 million in such investment, which may be used against corporate income tax. Both these credits are non-refundable but have significant, discretionary carry-forward periods, once again ensuring that recipients will realize actual value from the incentives. The state has other programs to encourage investment in outdated structures and significant public infrastructure. Finally, while Indiana's skilled workforce already enjoys a strong reputation, the state offers the Skills Enhancement Fund (SEF), which provides flexible grant

Tax incentives offered by other states are moot in Indiana, because the state also has no gross receipts tax or inventory tax and manufacturing and R&D equipment are exempt from sales and use tax.

funds to cover up to 50 percent of eligible expenses for company-directed training for new workers and skills enhancement for existing employees.

Investing in Indiana is a smart business decision for many reasons; that the state's incentives deliver realizable value and recognize the specificity of companies needs is simply significant icing on the cake. 



Lapping the Field

Global automakers race to the checkered flag in the Hoosier State.

by SAVANNAH KING

As the home of the Indianapolis Motor Speedway, you might expect Indiana to be a hub for automakers — and you'd be right. Through incentives, tax credits, a skilled workforce and its prime location, Indiana has a solid track record of bringing international investments to the state.

The Hoosier State is home to three Japanese automotive companies — Toyota, Subaru and Honda — and has the largest Japanese investment

Toyota team members conduct the final inspection of a 2014 Highlander on the line. Photo courtesy of Toyota



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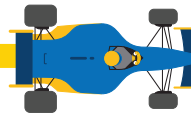
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in international investments
have been made in Indiana
since 2012.



per capita in the U.S. These three companies have created 53,000 jobs throughout the state.

As part of Toyota's localization strategy to build its vehicles in the regions they're sold, the company is investing \$600 million and adding 400 jobs to its 20-year-old plant in Princeton. This plant produces Highlander midsize SUVs. The expansion is expected to start in 2019.

In July 2016, Japan-based Toyota Boshoku Indiana announced plans for a \$10.59-million expansion in Princeton near the Toyota Motor Manufacturing Indiana campus and created 160 new jobs. The company which began operations in the state in 2007 produces seats and doors.

Honda Manufacturing of Indiana also announced a major investment in 2016 of \$52 million and 100 new jobs as it amped up production of the Honda CR-V.

And in April 2017, China-based BeijingWest Industries announced it will locate its first US production facility in Greenfield, Indiana. The company designs and builds brake and suspension systems and expects to create as many as 441 high-paying jobs by 2021.

"BWI has options when deciding where to locate its first US facility," Governor Eric Holcomb said in a statement. "Indiana is home to the second largest automotive industry in the nation and we offer companies like BWI close proximity to their customers. As a state, we must continue to provide the skilled workforce, world-class infrastructure and pro-growth tax climate that attracts and supports business and residents."

According to the International Trade Administration, Japanese companies employed the most Hoosiers with 47,000 positions in 2017, followed by British, Canadian, French and German companies, respectively.

While Indiana is a popular choice for international automakers, it isn't the only industry locating in the state. Over \$6 billion in international investments have been made in Indiana since 2012. From those investments, more than 20,000 new jobs were developed in the state.

In 2014, 170,800 workers were employed by foreign-owned companies in Indiana. ⚙️

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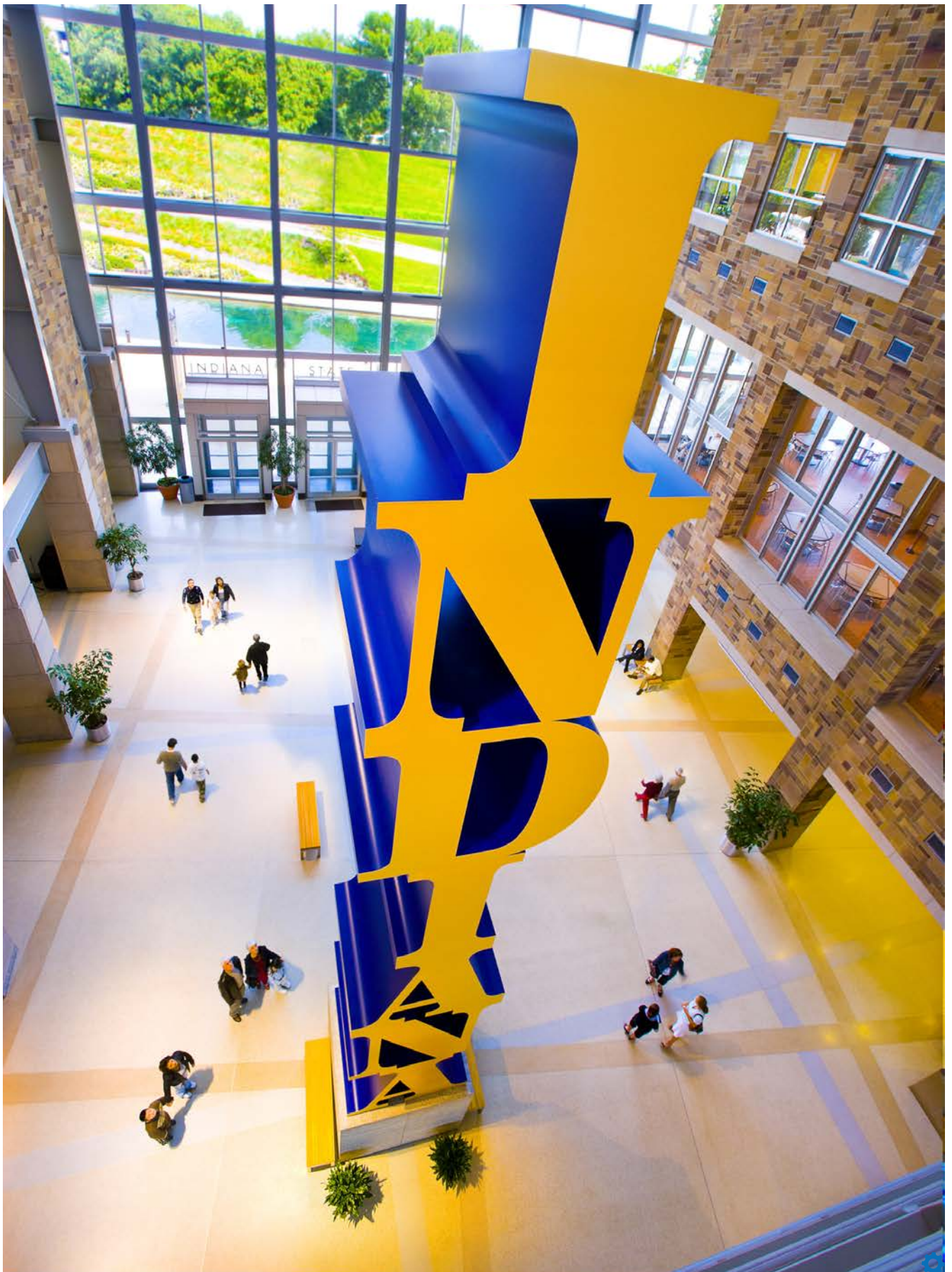
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ECONOMIC DEVELOPMENT IN SOUTHERN INDIANA

Indiana's Balancing Act

Indiana's residents benefit from affordability and enhanced lifestyle offerings.

by RACHEL DURAN

Balancing work and leisure is important for a healthy life but sometimes people have trouble finding the right balance. Those people obviously aren't in Indiana.

In the same 2016 study that ranked Indiana as the No. 1 best state to conduct business, the state's cost of living was ranked No. 8, according to CNBC.com. According to Sperling's Best Places, Indiana's cost of living scores 85.30 on a scale of 100 in regard to the average costs in the nation. And in 2017, Fort Wayne was ranked as a top 20 housing market by Realtor.com, and as the No. 1 place to raise a family by Smartasset.com.

For corporate decision makers, costs of conducting business are fundamental to the process; however, so is the quality of a place. In addition to affordable housing

Guests admire a sculpture in the atrium of the Indianapolis Museum of Art.

Photo courtesy of Indianapolis Museum of Art

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Victory Field and the Indianapolis skyline.

Photo courtesy of Visit Indy

prices for both executives and talent, what are the options outside of the workday?

While there is an abundance of arts, culture and cuisine to experience in Indiana, its great outdoors ranges from the Lake Michigan shoreline at Indiana Dunes National Lakeshore to Brown County State Park with its nationally recognized mountain bike trails, and Turkey Run State Park with its ravines and sandstone gorges, among many other natural assets.

Indiana also has quite a legacy in the sports scene ranging from motorsports to basketball to football. In fact, in the last 30 years, Indianapolis has hosted more than 500 national and/or international sporting events in the last 30 years, says Visit Indy Senior Vice President Chris Gahl.

Indianapolis Races to the Top

Indianapolis' quality life has come into focus in recent years, its affordability, educational assets, arts

and culture and food scene.

"Indianapolis has a proven track record of public-private partnerships in support of betterment of the community, which includes place making and quality of life initiatives," Gahl says. For example, the Indianapolis Arts Council directs the public art landscape in the city to not only beautify the city but also to create a sense of place.

The White River State Park in Indianapolis is a unique 250-acre greenspace with a canal running through the center of the city. The park hosts public gatherings including concerts. The Indianapolis Cultural Trail is an eight-mile urban bike and pedestrian-friendly trail that connects six different neighborhoods. A bike share program allows riders to explore the trail.

"Getting around Indianapolis and the neighborhoods, including the central business district, is made even easier by the trail," Gahl says. "Indianapolis' downtown was designed with walkability,

Sports & Outdoors

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- Indianapolis Indians



- Indiana Pacers
- Indiana Fever
- Fort Wayne Mad Ants



- Indianapolis Colts

Outdoor Adventures



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Canoeing



Hiking



Snowmobiling



Mountain Biking

Enjoy beaches
at Indiana Dunes
National Lakeshore

Located along Lake Michigan.

connectivity and special events in mind. There are more than 300 restaurants and 50 major museums in and around our central business district.”

Gahl says that while Indianapolis is best known for hosting major sporting events (the Indianapolis 500 is the world’s largest single-day sporting event) and as a convention destination, the city’s arts and culture scene has quickly “sped ahead.”

Last year, Zagat’s named Indianapolis one of the nation’s “hottest food cities.” Assets include the world’s largest children’s museum and a top 10 art museum. There are also higher education institutions including Butler University, Marian University, the University of Indianapolis and Indiana University- Purdue University Indianapolis.

“We are competing daily with other cities for talent attraction, for new business opportunities and for visitors,” Gahl says. “Many times we are winning because of the quality of place in Indianapolis.”

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With its beaches, a variety of state parks, amateur and professional sports, museums, mountain bike trails, Ohio River towns, zip lining adventures — and so much more — it is no wonder Indiana’s tourism sector has reached unprecedented heights. The state attracted 77 million visitors in 2015 who spent \$11.5 billion.

“Both of those figures are records for Indiana,” writes Mark Newman, executive director, Indiana Office of Tourism Development (IOTD), in an email.

The state’s tourism brand, “Honest-to-Goodness Indiana” represents the “authentic heartland experiences visitors to our destinations have,” Newman continues. “Indiana, from the bottom to the top of our state, offers a taste of true Americana. We take pride in a particular brand of hospitality that exists here and nowhere else. It’s called Hoosier hospitality.”

The state’s single-most visited attraction is the beachfront along Lake Michigan in northwest Indiana, which attracts 3 million

by RACHEL DURAN

The Indiana Dunes and its surrounding areas offer more than beaches. Take in world-class cuisine, eclectic nightlife and biking and hiking. The dunes are located along the southern tip of Lake Michigan.

Photos courtesy of Indiana Office of Tourism Development



visitors annually. Activities range from sailing, to scuba diving to kite surfing, among others. Destinations include the Indiana Dunes National Lakeshore and the Indiana Dunes State Park.

Southern Indiana is the state's most asset-rich region, Newman writes. Highlights include the Hoosier National Forest in the French Lick/West Baden region; the Lincoln Boyhood National Memorial and Lincoln State Park; and Columbus' architectural history (the city is home to five National Historic Landmarks).

The region features culinary traditions ranging from wineries, breweries and distilleries to locally sourced foods. New Albany is a leading destination for an outstanding dining experience.

Moving north to the state's capital region, Indianapolis' reputation as a destination precedes itself, Newman points out. Beyond its position as the motor sports capital of the world, and high-profile professional sports teams, the metro is becoming a leading culinary destination.

"We have a burgeoning independent food scene," says Visit Indy Senior Vice President Chris Gahl. "Last year, Zagat's named Indianapolis one of the hottest food cities in the nation, and Condé Nast Traveler named us one of the most underrated food cities in the nation."


Indianapolis' culinary profile leverages the state's agricultural heritage. That heritage plays a role in a "specialized culinary and agritourism strategy for Indiana that we've recently developed," Newman notes.

Indiana's tourism brand is defined by four categories: outdoor recreation and sport tourism; heritage tourism; culinary and agritourism, and arts and culture.

"Indiana owns a compelling narrative that is built on the authenticity and genuineness of our people and places," Newman notes. "It's a big reason why more visitors are coming to Indiana's destinations than ever before."

He also notes Indiana's residents are increasingly visiting other areas of the state, inspired by the events surrounding the state's bicentennial celebration held in 2016. One event was a torch relay that traversed all 92 counties. A special themed bicentennial train featured exhibits that looked at the state's past, present and future.

"Our genuineness is born out of the diverse topography we possess, dialects we speak, foods we eat and cultures we represent," Newman writes.

Indiana's leaders are dedicated to making the state a great place to live, visit and thrive. 



The East Race Waterway in South Bend features class 2 rapids for rafters to test their skills and get a taste of what it is like to go white water rafting.

"The Greatest Spectacle in Racing" — the Indianapolis 500 is a major racing event.



Indiana's Inner Workings

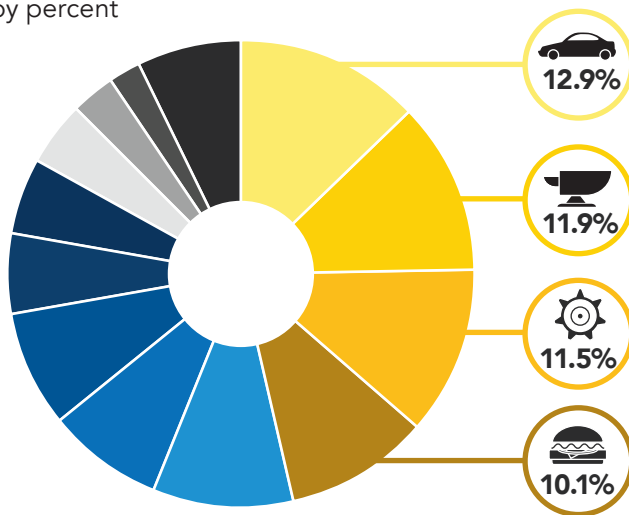


Top 10 Investment Projects in 2016

Company	City	Type	New/Exp.	Sector	Investment (US\$M)	Jobs
GEP Fuel & Energy Indiana, LLC	Camden	MF	N	Chemicals & Plastics	300	256
Blue Kingfisher, LLC	Fort Wayne	MF	N	Food & Beverage	181	277
Kohl's Department Stores, Inc.	Plainfield	DW	N	Transportation & Logistics	176	300
Heartland Pet Foods Mfg., Inc.	Richmond	MF	N	Food & Beverage	147	165
General Motors Company	Bedford	MF	E	Metals	127	127
Elsa Corporation	Elwood	MF	E	Automotive	111	114
Blue Buffalo Pet Products, Inc.	Richmond	MF,DW,RD	N	Food & Beverage	100	165
Aisin U.S.A. Mfg., Inc.	Seymour	MF	E	Automotive	100	100
Ryobi Die Casting (USA), Inc.	Shelbyville	MF	E	Metals	98	150
Ken's Foods, Inc.	Lebanon	MF	N	Food & Beverage	90	150

2015-2016 Investment Projects

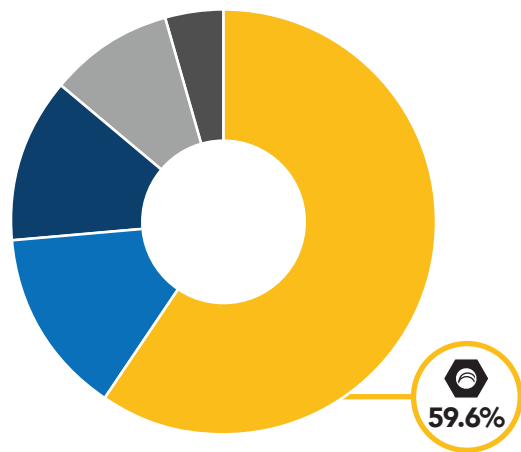
by percent



Sector	Percent
Automotive	12.9
Metals	11.9
Machinery, Equipment & Construction	11.5
Food & Beverage	10.1
Chemicals & Plastics	9.8
Business & Financial Services	8.0
IT & Communications	8.0
Life Sciences	5.6
Transportation & Logistics	5.2
Consumer Products	4.5
Electronics	2.8
Paper, Printing & Packaging	2.4
Others	7.0

2015-2016 Investment Projects

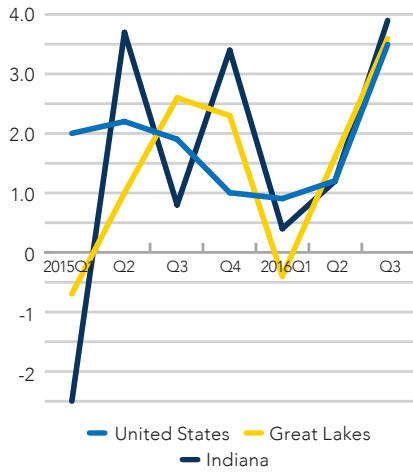
by percent



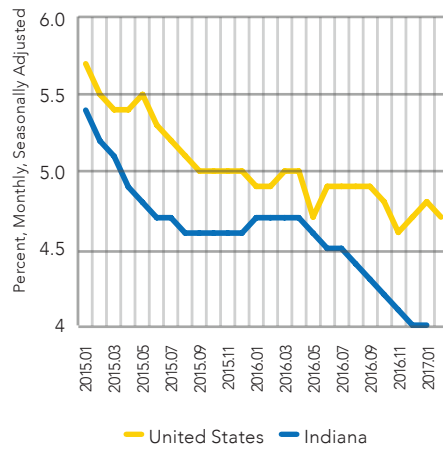
Sector	Percent
Manufacturing	59.6
Distribution/Warehousing	14.1
Headquarters	12.5
Office	9.6
Research & Development	4.2

Source: Conway Projects Database

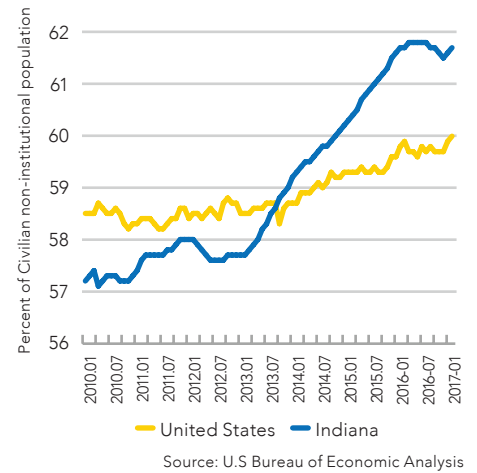
Real Gross Domestic Product Quarterly Percent Change



Unemployment Rate

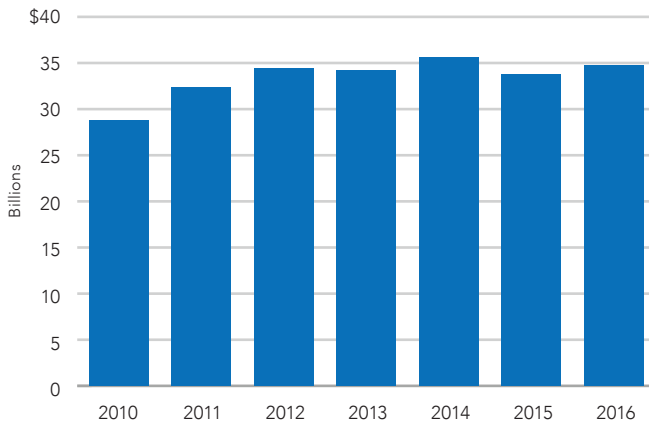


Employment-Population Ratio



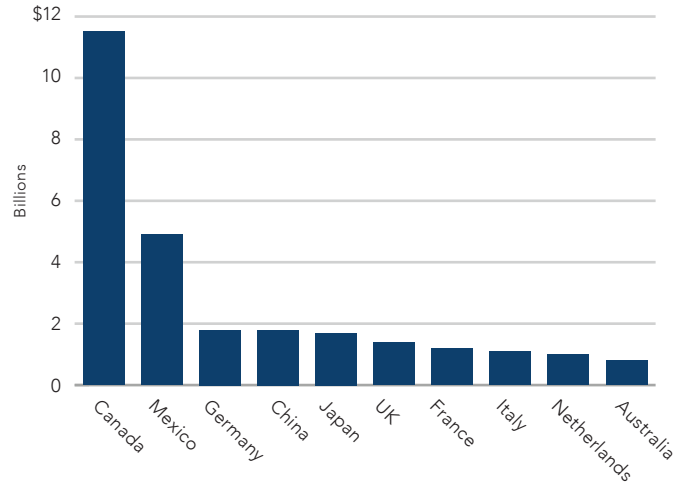
Source: U.S. Bureau of Economic Analysis

Annual Exports

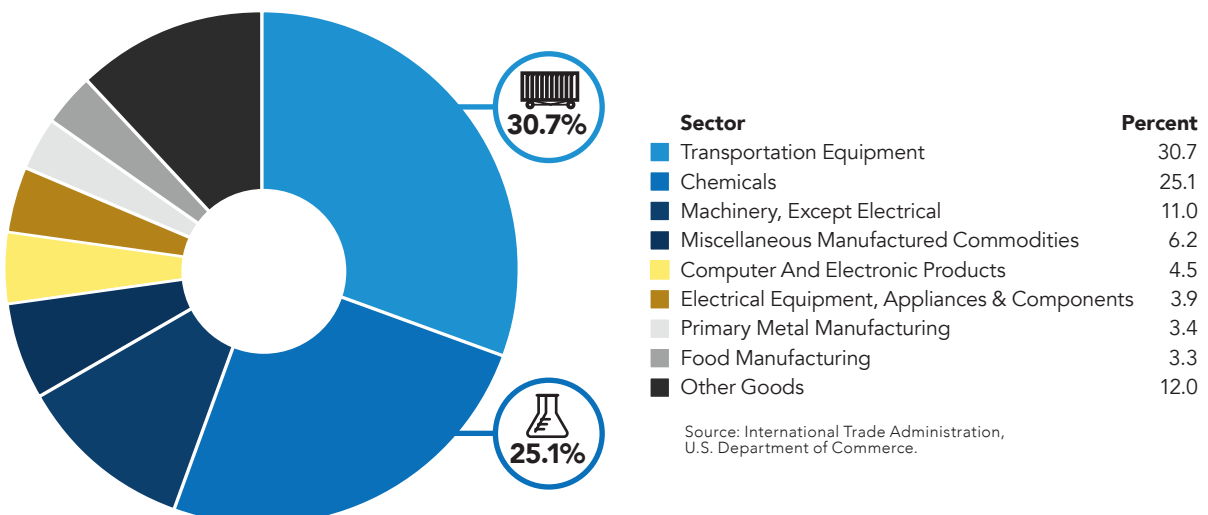


Source: International Trade Administration, U.S. Department of Commerce.

Top Export Markets of 2016



Top Export Products by percent



Source: International Trade Administration, U.S. Department of Commerce.

Get the Picture?



RIGHT: Indy Canal
Photo courtesy of Visit Indy

BELOW: The Libertine serves craft cocktails, boutique wines and microbrews in Indianapolis.
Photo courtesy of Visit Indy





TOP: Dinosphere at Children’s Museum of Indianapolis

Photo by Kevin Foster courtesy of Indiana Office of Tourism

ABOVE: A large Amish population calls Indiana home, particularly in Elkhart, LaGrange counties in the northeastern part of the state.

Photo courtesy of Indiana Office of Tourism

LEFT: Indianapolis Zoo

Photo courtesy of Visit Indy

BELOW: Marengo Cave, a US National Natural Landmark, is located in Marengo.

Photo courtesy of Indiana Office of Tourism





TOP: Saint Joseph Lighthouse on Lake Michigan

Photo courtesy of Indiana Office of Tourism

RIGHT: Lucas Oil Stadium, home of the Indianapolis Colts

Photo by MediaWright Photography courtesy of Visit Indy



BELOW: Turkey Run State Park in Marshall

Photo by Frank Oliver courtesy of Indiana Office of Tourism



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MORE LEGROOM TO GROW

VAST AVAILABLE SPACE

IND has large amounts of flexible space:

- Land available in various parcel sizes ranging from 5 acres to hundreds
- 128 acres of prime real estate adjacent to interstate 465
- Approximately 425 acres available of direct runway access

ECONOMICAL RATES

AFFORDABLE

- Quality space at a reasonable price
- Favorable tax climate and state-sponsored incentives
- High standard of living: reasonable utility costs, competitive wages and low rental rates

PRIVATE SECTOR PARTNERS

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ACRES OF
AVAILABLE LAND

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8TH LARGEST
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IN THE NATION



MAKE IND YOUR DESTINATION

LOCATION

- Logistical center of the nation
- Access to rail, road and air
- 16 minutes to downtown Indianapolis

CONNECTED TO U.S.

- 143 flights a day
- 46 nonstop flight destinations
- 8 major airlines
- 2nd largest FedEx hub in the world
- 8th largest cargo airport
- Recognized in the industry as the Best Airport in North America, year after year

ENVIRONMENTALLY RESPONSIBLE

- Recognized Airport Carbon Accreditation
- First LEED certified airport terminal campus
- Largest airport-based solar farm in the world

IND AVERAGES
143
FLIGHTS/DAY

WITH **46** NONSTOP
DESTINATIONS
ON 8 MAJOR AIRLINES

INDIANAPOLIS



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10,100 workers at IND on an average day

\$2.0 billion payroll

22,500 area jobs with a connection to IND

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