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JUMPSTART COMMUNITY ADVISORS

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**NORTHWEST INDIANA
REGIONAL ANALYSIS:**

**DEMOGRAPHICS,
ECONOMY,
ENTREPRENEURSHIP
AND INNOVATION**

CENTER FOR
ECONOMIC
DEVELOPMENT

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EXECUTIVE SUMMARY

This report has been prepared for JumpStart Community Advisors by the Center for Economic Development at Cleveland State University. The objective of this study is to provide background analysis of the Northwest Indiana¹ area for JumpStart Community Advisors as they conduct interviews and research to create a Regional Entrepreneurial Action Plan Initiative in the Northwest Indiana area.

This report is organized into three chapters: Demographics, Economy and Industry, and Entrepreneurship and Innovation. Each chapter contains the same structure: a literature review or a review of other studies and analysis conducted by the Center for Economic Development. In most instances in the analysis, a graphic or table is displayed, followed by bullet points that highlight the observations of data collected and studied. In order to create a benchmarking system, we compared Northwest Indiana (and its components) to the state of Indiana and the United States; when data for Northwest Indiana was not available the state of Indiana data was substituted.

DEMOGRAPHICS

The demographic information gathered on Northwest Indiana revealed interesting trends and snapshots about the population. Overall, Northwest Indiana has seen an increase in population from 2000 to 2009, with an overall increase in the 3-county area of 3.7%. Most of this population growth is in Porter County which recorded 11.4% population growth over this reference period, while Lake County and LaPorte County had much smaller population growth 2.0% and 0.8%, respectively. The major city in the region, Gary, Indiana, located in Lake County, had a 7.1% decline in population from 2000 to 2009.

The workforce of Northwest Indiana is moderately educated and skilled. When comparing educational attainment the Northwest Indiana region is, on average, on par with the state of Indiana, but lower than the United States. A closer look at educational attainment by county reveals that the educational achievement of residents of Porter County is significantly higher than LaPorte and Lake County. In Porter County, 24.1% of its population has bachelor's degrees, while it is half that amount in Lake County (12.0%) and LaPorte County (12.8%). The achievement gap is glaring when examining the city of Gary, where 17.7% of the population (almost 1 in 5) does not have a high school diploma or GED, while Northwest Indiana as a region has a much lower rate of almost 12%.

A major indicator of economic prosperity is per capita income; from 2000 to 2008, per capita income increased by 3.3% in the region. This was mostly fueled by per capita income growth in Porter County, which grew by almost 6% over this 8-year period. It is interesting to note, that the poverty rate of Northwest Indiana (13.8%) is lower than both the state of Indiana (14.4%) and the United States (14.3%), but this poverty rate is unequally distributed across the three Northwest Indiana counties and the poverty rate in each county is drastically different (Lake County – 16.0%; LaPorte County – 13.8%; Porter County – 6.7%).

It is clear that of the three counties in Northwest Indiana, Porter County stands out as it enjoys the highest population growth, the highest education attainment, the highest per capita income and growth

¹ Northwest Indiana encompasses 3 counties: Lake, LaPorte, and Porter

in per capita income, and lowest poverty rate. Porter County accounts for 20% of the population of Northwest Indiana.

INDUSTRY AND ECONOMY

Over the last 30 years, Northwest Indiana has seen a precipitous decline in measures of economic growth (employment, gross product, and average wage) in comparison to the state of Indiana and the United States. Across these three measures, there has been a widening gap between the performance of Northwest Indiana and the United States, so much so that it took Northwest Indiana 16 years (until 1996) to regain the employment level it had in 1980. Even more striking, the gross product in Northwest Indiana had not returned to the 1978 level. These significant economic issues demonstrate the challenges to this region.

Manufacturing continues to be an important part of the Northwest Indiana economy. The Center for Economic Development's own analysis focused on industries that outperform others and are considered "winning industries." There are ten (Tier I & II) winning industries in Northwest Indiana. These industries vary in size and scope, but all experience growth in gross product, regional specialization, and livable wages. Of these ten industries, nine are in the Manufacturing sector and one in the Health Care sector.

Industry clusters that Northwest Indiana has concentrated on building are Manufacturing and Logistics, Construction and Building Trades, Health Care and Supportive Services, Entertainment and Tourism, Banking and Financial Services, Green or Environmental Jobs, and Teaching and Education. Of these industries, major contributors to the Northwest Indiana economy are in Advanced Manufacturing, Healthcare, and Hospitality, Entertainment Arts, Recreation, and Tourism.

ENTREPRENEURSHIP AND INNOVATION

Most of the economic development literature focuses on retooling the existing manufacturing industry and workforce development to meet the needs of 21st century industry and little discusses entrepreneurship, innovation, and venture capital. There is a small amount of venture capital in the state of Indiana and few venture capital firms from outside the state have invested in Indiana start-ups. In Northwest Indiana there are no early- or late-stage investment firms compared with statewide totals of 11 early-stage investment firms, 36 venture capital investment firms, four private equity firms, and six management buyout firms. With the lack of early- and late-stage investment, the investment climate needs to be fostered.

Patent data is used as a proxy for innovation and of the 10,066 patents (those already granted and applications in the state of Indiana from January 2006 to September 2010), only 567 (5.6%) were in the Northwest Indiana region. 36% of patents in Northwest Indiana had an inventor (17) or assignee (189) from outside of the region, and 57.5% were owned by inventors (without a company sponsor). This indicates that businesses within Northwest Indiana are not the major drivers of patents and innovation; it is individual inventors in Northwest Indiana and companies located outside of Northwest Indiana.

CONCLUDING COMMENTS

There are significant challenges to overcome--structural and cultural--in the Northwest Indiana economy for the region to be a leader in innovation and entrepreneurship. Northwest Indiana has had a significant struggle climbing back to the economic prosperity of 30 years ago and has been making progress, but because of the recent recession it has not been able to regain its footing. In comparison to the United States, the region has significant ground to cover to meet national standards. The leadership of the region has had the foresight to address these declining trends and focus on taking action to better the community. The new initiative to create a Regional Entrepreneurial Action Plan to accelerate entrepreneurship and innovation may have the potential to reverse these trends.

CHAPTER 1: DEMOGRAPHIC ANALYSIS

The analysis, conducted by the Center for Economic Development at Cleveland State University's Maxine Goodman Levin College of Urban Affairs, examines the demographic profile of Northwest Indiana. This section describes the socio-demographic characteristics of Northwest Indiana and includes an analysis of population, population distribution by race and age, concentration of foreign-born residents, income, poverty, and educational attainment.

Northwest Indiana is defined for this study as a 3-county region that includes Lake County, Porter County, and LaPorte County. The city of Gary, Indiana is located in Lake County and is the largest city in Northwest Indiana; it is also included in our analysis. In order to create a benchmarking system, we compared Northwest Indiana (and its components) to the state of Indiana and the United States.

POPULATION & GROWTH

Table 1. Population Change for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2000-2009

Area	2000	2009	Difference (2000-2008)	Percent Change (2000-2008)
Lake County	484,564	494,211	9,647	1.99%
LaPorte County	110,106	111,063	957	0.87%
Porter County	146,798	163,598	16,800	11.44%
NW Indiana (3 County Region)	741,468	768,872	27,404	3.70%
City of Gary, IN	102,746	95,499	-7,247	-7.05%
State of Indiana	6,080,485	6,423,113	342,628	5.63%
United States	281,421,906	307,006,556	25,584,650	9.09%

Sources:

U.S. Census Bureau, 2000 Decennial Census;

U.S. Census Bureau, 2009 American Community Survey

- The population of the Northwest Indiana region increased from 741,468 residents in 2000 to 768,872 residents in 2009, growing by 3.70% (Table 1).
- Porter County had the largest population increase of 11.44%; this rate of growth was significantly higher than any other county in the Northwest Indiana region and the state of Indiana.
- Both Lake County (1.99%) and LaPorte County (0.87%) reported small population increases from 2000 to 2009, but was notably smaller than the state of Indiana (5.63%) and the United States (9.09%).
- The city of Gary in 2000 had a population of 102,746 accounting for 21% of the total population of Lake County (484,564). In 2009, Gary's population had declined by 7,247 residents (-7.05%) and its share of Lake County's population decreased to 19%.

RACE DISTRIBUTION

Table 2. Race Distribution for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2009

Area	2009 Total Population	White Alone		Black or African American Alone		Asian Alone		Two or More Races		Some Other Race		American Indian & Alaska Native Alone		Native Hawaiian & Other Pacific Islander Alone	
		Total	Percent of Total Population	Total	Percent of Total Population	Total	Percent of Total Population	Total	Percent of Total Population	Total	Percent of Total Population	Total	Percent of Total Population	Total	Percent of Total Population
Lake County	494,211	313,799	63.49%	125,601	25.41%	6,355	1.29%	10,494	2.12%	36,568	7.40%	1,245	0.25%	149	0.03%
LaPorte County	111,063	95,782	86.24%	12,767	11.50%	181	0.16%	991	0.89%	942	0.85%	400	0.36%	0	0.00%
Porter County	163,598	150,737	92.14%	4,870	2.98%	2,001	1.22%	3,109	1.90%	2,449	1.50%	365	0.22%	67	0.04%
NW Indiana (3-County Region)	768,872	560,318	72.88%	143,238	18.63%	8,537	1.11%	14,594	1.90%	39,959	5.20%	2,010	0.26%	216	0.03%
City of Gary, IN	95,499	12,756	13.36%	79,484	83.23%	68	0.07%	1,707	1.79%	1,187	1.24%	297	0.31%	0	0.00%
State of Indiana	6,423,113	5,502,046	85.66%	566,692	8.82%	90,593	1.41%	117,928	1.84%	131,257	2.04%	13,690	0.21%	1,163	0.02%
United States	307,006,556	229,773,131	74.84%	38,093,725	12.41%	13,774,611	4.49%	7,505,173	2.44%	14,948,363	4.87%	2,457,552	0.80%	454,001	0.15%

Sources: U.S. Census Bureau, 2009 American Community Survey

- The vast majority of the population in LaPorte and Porter counties is *White*. The shares of the *White* population in Porter County (92.14%) and LaPorte County (86.24%) are larger than the shares of the state of Indiana (85.66%) and the United States (74.84%). However the *White* population of the 3-county region of Northwest Indiana (72.88%) is less than both the state of Indiana and the United States (Table 2).
- Lake County's *White* population is 63.49%. It has lower percentage of *White* population compared to the other two counties because Lake County is home to the city of Gary where 83.23% of the population is *Black* and the share of the *White* population is only 13.36%. In the remainder of Lake County, the share of the *White* population is 75.5% and the share of *Black or African American* population is 11.6%.
- In 2000, the *Black or African American* population in Porter County accounted for 0.92% of the population growing to 2.98% by 2009.

AGE DISTRIBUTION

Table 3. Age Distribution for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2009

Area	2009 Total Population	Under 5		5 to 19		20 to 29		30 to 39		40 to 49		50 to 59		60 & Over	
		Total	% of Population	Total	% of Population	Total	% of Population	Total	% of Population	Total	% of Population	Total	% of Population	Total	% of Population
Lake County	494,211	35,025	7.09%	108,406	21.94%	59,712	12.08%	61,444	12.43%	69,449	14.05%	70,232	14.21%	89,943	18.20%
LaPorte County	111,063	6,877	6.19%	21,462	19.32%	14,544	13.10%	14,999	13.50%	14,830	13.35%	16,208	14.59%	22,143	19.94%
Porter County	163,598	9,757	5.96%	34,568	21.13%	20,339	12.43%	21,240	12.98%	24,269	14.83%	23,279	14.23%	30,146	18.43%
NW Indiana (3 County Region)	768,872	51,659	6.72%	164,436	21.39%	94,595	12.30%	97,683	12.70%	108,548	14.12%	109,719	14.27%	142,232	18.50%
City of Gary, IN	95,499	6,685	7.00%	22,317	23.37%	12,116	12.69%	9,004	9.43%	11,963	12.53%	14,216	14.89%	19,198	20.10%
State of Indiana	6,423,113	443,811	6.91%	1,331,135	20.72%	893,124	13.90%	828,113	12.89%	904,996	14.09%	864,271	13.46%	1,157,663	18.02%
United States	307,006,556	21,209,207	6.91%	62,425,270	20.33%	42,944,914	13.99%	40,328,948	13.14%	44,039,759	14.34%	40,532,426	13.20%	55,526,032	18.09%

Sources: U.S. Census Bureau, 2009 American Community Survey

- Lake County has a relatively young population; it had the largest percentage of total population *Under 5* (7.09%), and *5 to 19* (21.94%) as compared to the other regions in Table 3.
- LaPorte County has a relatively older population; it had a slightly larger percentage of total population *50 to 59* (14.59%) compared to Lake County (14.21%) and Porter County (14.23%) and had a much greater share of the *60 & Over* population (19.94%) compared to Lake County (18.20%) and Porter County (18.43%).
- The city of Gary surpassed all other regions in the percentage of population *5 to 19* (23.37%) and *60 & Over* (20.10%) indicating that almost half the population is of an age that is most likely not employed full-time and do not contribute to the tax base.

FOREIGN-BORN

Table 4. Population Born Outside the United States for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2009

Area	2000			2009		
	Population	Total Foreign-Born Population	Percent of Total Population	Population	Total Foreign-Born Population	Percent of Total Population
Lake County	484,564	25,848	5.33%	494,211	s	s
LaPorte County	110,106	2,730	2.48%	111,063	s	s
Porter County	146,798	4,359	2.97%	163,598	s	s
NW Indiana (3 County Region)	741,468	32,937	4.44%	768,872	s	s
City of Gary, IN	102,746	1,691	1.65%	95,499	s	s
State of Indiana	6,080,485	186,534	3.07%	6,423,113	281,327	4.38%
United States	281,421,906	31,107,889	11.05%	307,006,556	38,517,104	12.55%

Note: (s) indicates suppression of data because sample size is too small.

Sources: U.S. Census Bureau, Decennial Census, 2000; U.S. Census Bureau, 2009 America Community Survey

- The foreign-born population is relatively small; Northwest Indiana (4.44%) and the state of Indiana (3.07%) had much lower percentages of foreign-born than the United States (11.05%) in 2000 (Table 4).
- The city of Gary had the smallest percentage of foreign-born residents (1.65%) in 2000 of all other regions.
- LaPorte County had a smaller percentage of foreign-born (2.48%) in 2000 as compared to Porter County (2.97%) and Lake County (5.33%).
- The share of foreign-born population in the state of Indiana increased between 2000 and 2009 from 3.07% to 4.38%.

PER CAPITA INCOME

Table 5. Per Capita Personal Income for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2000 & 2008

Area	2000	2008	Difference (2000-2008)	Percent Change (2000-2008)
Lake County	\$33,407	\$34,296	\$889	2.66%
LaPorte County	\$30,796	\$30,689	\$-107	-0.35%
Porter County	\$39,307	\$41,599	\$2,292	5.83%
NW Indiana (3 County Region)	\$34,190	\$35,321	\$1,131	3.31%
City of Gary, IN	N/A	N/A	N/A	N/A
State of Indiana	\$34,333	\$34,543	\$210	0.61%
United States	\$37,907	\$40,166	\$2,259	5.96%

Notes: Per capita income adjusted for inflation to 2008 dollars

Source: 2008 Bureau of Economic Analysis

- Northwest Indiana's per capita income in 2008 was \$35,321, slightly higher than the state of Indiana (\$34,543) (Table 5).
- LaPorte County was the only region to experience a per capita income decline from 2000 to 2008 (-0.35%). It had the lowest per capita income among all regions in both 2000 and 2008.
- Porter County is the most affluent county in Northwest Indiana. Porter County had the highest per capita income among the three counties--higher than both the state of Indiana and the United States. Porter County's per capita income increased from \$39,307 in 2000 to \$41,599 in 2008, growing by \$2,292, or 5.83%. Porter County was the only county in Northwest Indiana to closely mirror the per capita income increase in the United States (\$2,259, or 5.96%).

POVERTY LEVEL

Table 6. Population and Percentage of Residents below Poverty Level for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2009

Area	2009 Total Population Below Poverty Level	Percent of Total Population Below Poverty Level	Male Population Below Poverty Level	Percent Population Below Poverty Level (Male)	Female Population Below Poverty Level	Percent Population Below Poverty Level (Female)
Lake County	78,248	16.04%	32,064	13.64%	46,184	18.27%
LaPorte County	14,506	13.83%	6,376	12.31%	8,130	15.31%
Porter County	10,673	6.70%	4,027	5.09%	6,646	8.29%
NW Indiana (3 County Region)	103,427	13.76%	42,467	11.61%	60,960	15.79%
City of Gary, IN	30,921	32.57%	12,497	29.02%	18,424	35.51%
State of Indiana	896,972	14.40%	397,941	12.99%	499,031	15.76%
United States	42,868,163	14.34%	19,183,762	13.07%	23,684,401	15.55%

Notes: Percentage of population below poverty level = Total population below poverty level/population for whom poverty status is determined.

Source: U.S. Census Bureau, 2009 American Community Survey

- Lake County has the highest county poverty rate at 16.04% (LaPorte County, 13.83% and Porter County, 6.70%). Lake County also has a higher poverty rate than the state of Indiana (14.40%) and the United States (14.34%) (Table 6).
- The city of Gary, located within Lake County, had the highest poverty rate (32.57%). The *Total Population Below Poverty Level* in Gary (30,921) accounts for 39.5% of the Lake County *Total Population Below Poverty Level*.
- Porter County has a lower poverty rate than all other regions in Table 6 for total population (6.70%), male population (5.09%), and female population (8.29%).
- LaPorte County has a slightly lower poverty rate (13.83%) than the state of Indiana (14.40%) and the United States (14.34%).
- Poverty rates for women are higher than poverty rates for men in the three counties, state of Indiana, and the United States.

EDUCATION MEASURES

Table 7. Educational Attainment for Residents 25 Years and Over for Northwest Indiana Counties, the City of Gary, the State of Indiana, and the United States, 2009

Area	2009 Total Population Over 25 Years Old	Less Than 9th Grade		9th to 12th Grade No Diploma		High School Graduate, GED, or Alternative		Some College, No Degree		Associate Degree		Bachelor's Degree		Graduate or Professional Degree	
		Total	% Population 25 Years and Older	Total	% Population 25 Years and Older	Total	% Population 25 Years and Older	Total	% Population 25 Years and Older	Total	% Population 25 Years and Older	Total	% Population 25 Years and Older	Total	% Population 25 Years and Older
Lake County	321,575	14,359	4.47%	27,102	8.43%	118,665	36.90%	77,756	24.18%	23,525	7.32%	38,421	11.95%	21,747	6.76%
LaPorte County	75,802	3,024	3.99%	7,357	9.71%	29,609	39.06%	15,062	19.87%	6,532	8.62%	9,712	12.81%	4,506	5.94%
Porter County	109,408	2,157	1.97%	6,262	5.72%	38,816	35.48%	26,537	24.26%	9,785	8.94%	26,358	24.09%	8,393	7.67%
NW Indiana (3 County Region)	506,785	19,540	3.86%	40,721	8.04%	187,090	36.92%	119,355	23.55%	39,842	7.86%	74,491	14.70%	34,646	6.84%
City of Gary, IN	61,203	3,898	6.37%	6,995	11.43%	24,620	40.23%	14,884	24.32%	3,527	5.76%	4,682	7.65%	2,597	4.24%
State of Indiana	4,193,210	184,153	4.39%	376,785	8.99%	1,487,584	35.48%	884,718	21.10%	315,650	7.53%	606,497	14.46%	337,823	8.06%
United States	201,952,383	12,640,961	6.26%	17,144,287	8.49%	57,551,671	28.50%	43,087,484	21.34%	15,192,326	7.52%	35,494,367	17.58%	20,841,287	10.32%

Source: U.S. Census Bureau, 2009 American Community Survey

- Porter County has the most educated population; Among the population greater than 25 years old, Porter County exceed all other regions in Table 7 for the percentage of associate's degrees (8.94%) and bachelor's degrees (24.09%). However, the largest educational attainment category for Porter County was *High School Graduate, GED, or Alternative* (35.48%).
- In the city of Gary, among the population greater than 25 years old, 17.8% do not have a high school diploma. The largest educational attainment category for the city of Gary is *High School Graduate, GED, or Alternative* (40.23%). The population with college degrees shows very small percentages: associate degrees (5.76%), bachelor's degrees (7.65%) or higher degrees (4.24%).
- Among the population greater than 25 years old with graduate or professional degrees, Northwest Indiana's share (6.84%) is below those of the United States (10.32%) and the state of Indiana (8.06%).

CHAPTER 2: ECONOMY AND INDUSTRY

The analysis conducted by the Center for Economic Development at Cleveland State University's Maxine Goodman Levin College of Urban Affairs examines the economic profile of Northwest Indiana. First, it summarizes information from other studies that were conducted on the Northwest Indiana economy. Second, it describes major findings from an analysis conducted by the Center for Economic Development.

The research conducted by the Center for Economic Development includes analysis of trends in total employment, gross product, and average wage. It identifies high-performing (winning) industries, top employers, economic inclusion, and economic development organizations.

An electronic file was submitted to JumpStart Community Advisors of a listing of economic development organizations, top employers, fastest growing firms, companies receiving foreign direct investment, publicly traded companies, and listing of headquarters, which includes detailed information on each category as well as contact information.

Northwest Indiana is defined for this study as a 3-county region that includes Lake County, Porter County, and LaPorte County. In order to create a benchmarking system, we compared Northwest Indiana (and its components) to the state of Indiana and the United States.

REVIEW OF OTHER STUDIES: ECONOMY²

ECONOMIC CLIMATE

A study conducted by the Indiana Business Research Center³ spoke to the challenges of the Gary, Indiana economy.

- The current recession hit the Gary region harder than expected.
- Industries that were hit especially hard were construction and retail trade.
- Interestingly enough, manufacturing was less affected than expected, and employment in the steel industry rose.
- The unemployment rate in the Gary region will probably stay around 9.4%-9.7% because the rate of jobs that are being created is not enough to outpace the number of people entering the labor force.
- In addition, to keep up with productivity growth, output would need to rise by an annual rate of almost 2.5% to maintain the current levels of employment.
- The introduction of casino industry has created some jobs in the region.
- Recovery of the Gary region is strongly tied to the United States recovery.

The sector Professional and Business Services, which includes Technical and Scientific Services, and Management of Companies and Enterprises, has seen positive growth in Northwest Indiana. This sector added more than 2,450 jobs from 2002 to 2010, an increase of 15%. While growth has been positive, the Northwest Indiana area still lags behind the state and the nation in these critical sectors.⁴

STRENGTHS

The region has worked to identify objectives that are crucial to addressing the economic woes of the region:

- Diversify region's economy
- Increase the skills of current workforce
- Prepare youth for success
- Improve workforce systems between workers and employers
- The city of Gary, in conjunction with state agencies and foundations, has sought to find solutions to the lack of workforce development and educational attainment of its citizens.

² Sources: The Center of Workforce Innovations "Targeted Industries Report: Precision Equipment an overview of Advanced Manufacturing" 2004; Blumenthal, David "The Economic Impact of the Automobile Manufacturing Sector on the Economy of Northwest Indiana." The Center for Workforce Innovations. 2009; Northwest Indiana Workforce Board. "State of the Workforce Report." 2010; City of Gary, Indiana "Blueprint for Success". Planning Department of City of Gary, Indiana, <http://www.gary.in.us/planning/>; Northwest Indiana Regional Development Authority, "Comprehensive Economic Development Plan" January 2007

³ Coffin, Donald, A. "Gary Forecast 2010" School of Business and Economics, Indiana University Northwest. Indiana Business Research Center. Pp. 22-25

⁴ Northwest Indiana Workforce Board. "State of the Workforce Report." 2010

WEAKNESSES

- Generally, those who work in professional occupations commute to Chicago for work. It is estimated that over 44,000 people commuted from Lake County to Illinois for work in 2007.⁵
- High wage professional occupations such as financial activities represent a small portion of the overall Northwest Indiana economy.⁶
- Youth are having difficulty entering the labor force and maintaining employment because of the large unemployed population and most recent recession.

INDUSTRY CLUSTERS

The city of Gary, in partnership with the Northwest Indiana Workforce Board and the Gary Community School Corporation, received almost \$500,000 from the U.S. Department of Labor in 2007 to conduct a Multiple Education Pathways (MEP) Blueprint. This MEP Blueprint is a study of workforce development in order to address problems in education and training. The MEP Blueprint established six industry clusters to target their workforce programming:

- Manufacturing and Logistics
- Construction and Building Trades
- Health Care and Supportive Services
- Banking and Financial Services
- Green or Environmental Jobs
- Teaching and Education

ADVANCED MANUFACTURING

- Most of the economic development literature focuses on retooling existing manufacturing industry and workforce development to meet the needs of 21st century industry.
- It is necessary for Northwest Indiana to transition from heavy manufacturing (steel and automobile manufacturing) to advanced manufacturing.
- The steel industry shed around 3,500 jobs in just a few short years; and in addition to this loss, the most recent recession caused a decline of 5,500 of employment in manufacturing.
- Northwest Indiana does not want to abandon the benefits of manufacturing which include R&D investment, increased worker productivity, high-paying jobs, and the significant multiplier effect on the Northwest Indiana economy. Northwest Indiana is interested in transitioning into advanced manufacturing for the 21st century economy.

Recommendations from the Center of Workforce Innovations to create a competitive advantage in Manufacturing:

- Technology Applications – Take advantage of technology advancements in machinery and software
- Globalization – Look to exports to increase sales and production

⁵ Indiana by the Numbers. Commuting Patterns, 2007

⁶ Northwest Indiana Workforce Board. "State of the Workforce Report." 2010

- Supply Chain Management – Reduce costs through increased efficiency
- Customer Pull replaces Production Push – Let demand influence the industry
- Mass Customization – Accelerate flexibility of product customization
- Productivity Growth
- Investment in R & D – Continue to seek new ways of doing business
- Worker Skills and Education - Finding and keeping skilled, educated and motivated workers
- Cost Containment
- Government Procurement – look to concentrate on state and federal government contracts as a new source of revenue.

HOSPITALITY, ENTERTAINMENT ARTS, RECREATION, AND TOURISM (HEART)

- Casinos and gambling were legalized by the Indiana state legislature in the 1990s, but since then there has been a lot of competition in this market from the neighboring states of Michigan and Illinois.
- In 2004, the city of Gary contributed to the recreation and tourism industry by building the Genesis Convention Center and the U.S. Steel Yard, which is home to a minor league baseball and minor league basketball team.
- The region hopes to increase traffic to the airport as a means to improve the economy.
 - They are planning to spend \$640 million over the next 20 years (2006-2026) to upgrade the airport.
 - Regional leadership would like the Gary/Chicago International Airport (GYI) to be a regional airport for the Chicago Metro region. Their value proposition is that it is less hectic and congested than Chicago O'Hare and only a short drive from the Chicago region.
- There has been significant infrastructure growth from private casinos, hotels, and public investment, but employment growth has been mixed.
- More than 65% of the workers in the HEART cluster earn less than \$11 per hour indicating that a majority of the occupations in this sector are not high-wage occupations.

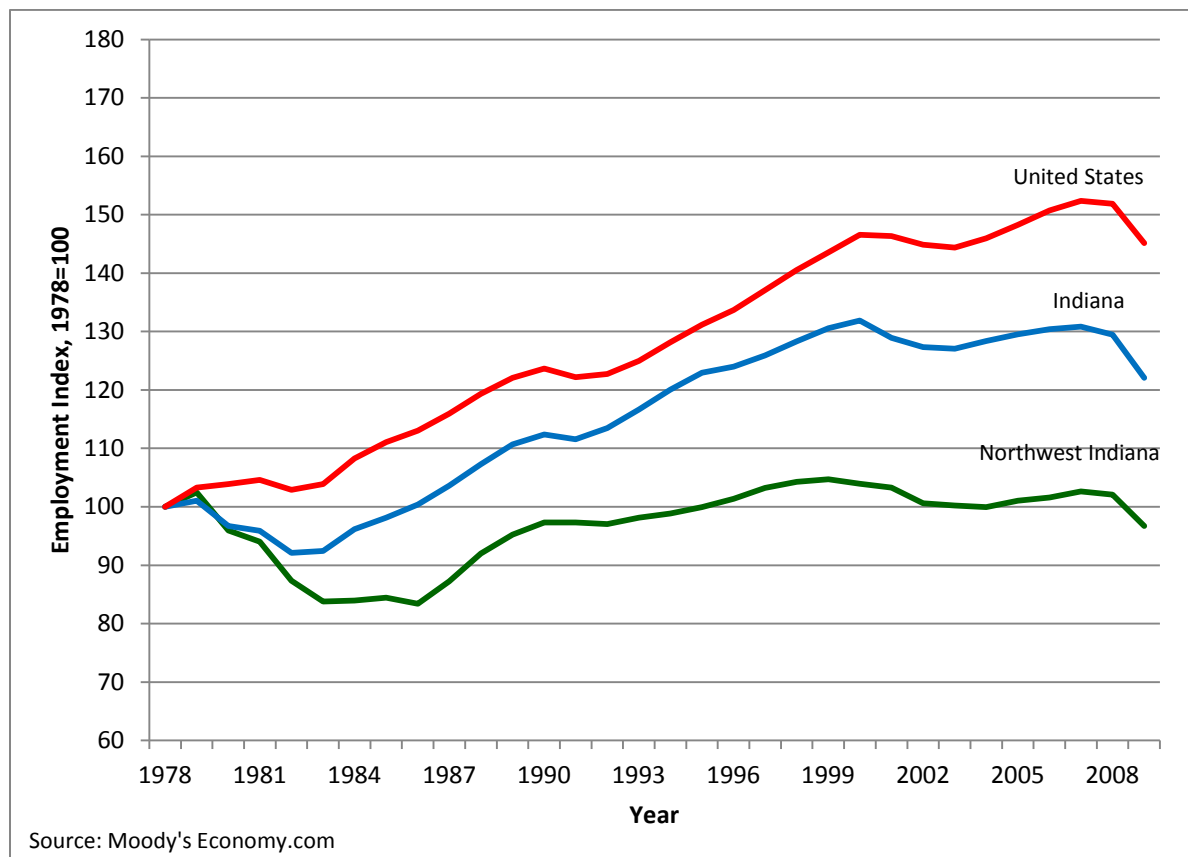
HEALTH CARE SECTOR

- In Northwest Indiana, this sector centers on the health care services industry and hospital services.
- The health care cluster in Northwest Indiana is growing due to the aging population and advances in medical technology.
- According to the Gary 2010 report, Donald Coffin reported that the health care sector will remain the strongest sector in the Gary economy.
- Health care industries supply approximately 65% of all jobs in Northwest Indiana that pay more than \$80 an hour.
- Employment in hospitals has been relatively flat, but employment in nursing and residential care facilities has grown.

INDUSTRY ANALYSIS

EMPLOYMENT TRENDS

Figure 1. Total Employment for Northwest Indiana, Indiana, and the United States, 1978-2009



- From 1979 to 2009, total employment growth in the state of Indiana and the United States outpaced growth in Northwest Indiana. Excluding the most current recession, the employment growth rate from 1978 to 2007 was 2.6% which is staggeringly smaller than the state of Indiana (30.8%) and the United States (52.4%) (Figure 1).
- The largest over-the-year employment decrease in Northwest Indiana occurred from 1981 to 1982 when the economy lost 7.1% of its jobs. It took Northwest Indiana 16 years (until 1996) to regain employment to the 1980 level. Since 1996, Northwest Indiana has hovered around the same employment level as 1978.
- The difference in employment growth between the United States and Northwest Indiana has grown wider over the last 30 years. Between 1978 and 1979, U.S. employment grew by 3.3% (an index of 103.3) in comparison to 2.5% in Northwest Indiana (102.5) for a growth difference of 0.8 percentage point. By 2009, the difference in growth rates between the U.S. and Northwest Indiana grew to 49.8 percentage point (51.9% for the United States versus 2.1% for Northwest Indiana).

Table 8. Employment Change by Major Industry Sector for Northwest Indiana, Indiana, and the United States, 2000-2009

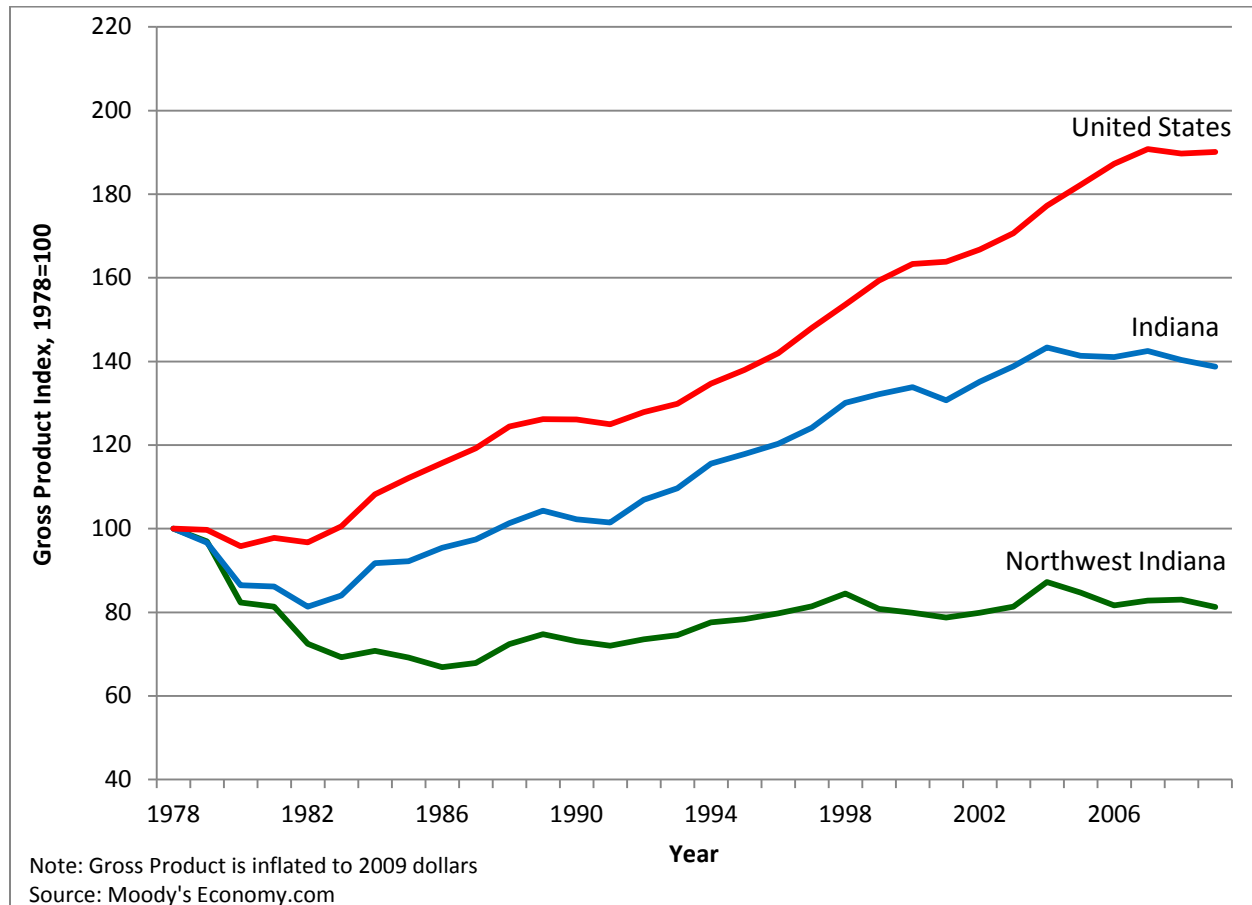
Industry Sector	Northwest Indiana	Indiana	U.S.	
	2009 Employment	Percent Change, 2000-2009		
Public Administration	45,144	-4.9%	8.0%	7.3%
Health Care and Social Assistance	44,144	23.6%	24.7%	25.6%
Manufacturing	40,435	-29.8%	-33.5%	-31.7%
Retail Trade	37,653	-7.7%	-14.2%	-5.2%
Accommodation and Food Services	25,862	6.3%	3.6%	10.6%
Construction	15,957	-13.8%	-20.5%	-11.0%
Other Services (except Public Administration)	13,574	-2.8%	-0.8%	4.5%
Administrative and Support and Waste Management and Remediation Services	11,260	-18.9%	-1.8%	-7.9%
Transportation and Warehousing	11,202	6.9%	-6.3%	-4.8%
Wholesale Trade	9,616	-20.9%	-9.1%	-3.6%
Arts, Entertainment, and Recreation	8,942	-14.8%	4.9%	7.2%
Professional, Scientific, and Technical Services	8,242	1.4%	5.5%	9.9%
Educational Services	7,059	45.3%	31.1%	29.3%
Finance and Insurance	6,689	-13.0%	-9.3%	-0.2%
Real Estate and Rental and Leasing	3,094	-16.6%	-10.2%	-1.3%
Utilities	2,799	-0.1%	4.8%	-7.1%
Information	2,692	-32.7%	-18.3%	-22.0%
Agriculture, Forestry, Fishing and Hunting	2,300	-20.2%	-20.7%	-14.7%
Management of Companies and Enterprises	1,860	53.0%	2.2%	5.9%
Mining, Quarrying, and Oil and Gas Extraction	273	-46.6%	-1.4%	25.6%
TOTAL	298,797	-7.0%	-7.4%	-1.1%

Source: Moody's Economy.com

- The Manufacturing sector is the largest sector in Northwest Indiana with 45,144 employees, accounting for 15% of all employment. The next largest sector, Health Care and Social Assistance, is slightly smaller than Manufacturing with 44,144 employees, and accounts for 14.8% of total employment (Table 8).
- Ten sectors in Northwest Indiana suffered from double-digit rates of declines from 2000 to 2009 in comparison to 6 sectors in the state of Indiana and 4 in the United States.
- Employment grew in 5 of the 20 major industry sectors in Northwest Indiana from 2000 to 2009, compared to 9 in the state of Indiana and 8 in the United States.

TRENDS IN GROSS PRODUCT

Figure 2. Gross Product for Northwest Indiana, Indiana, and the United States, 1978-2009



- From 1979 to 2009, gross product in Northwest Indiana had not returned to the 1978 level. In contrast, gross product in both the state of Indiana and the United States grew over this 30-year period. (Figure 2).
- The largest over-the-year gross product decrease in Northwest Indiana occurred from 1979 to 1980 where gross product fell by 15.1%.
- The difference in gross product growth between the United States and Northwest Indiana has grown wider over the last 30 years. Between 1978 and 1979, the difference in growth rates between the United States (a decline of 0.3%, or index of 99.7) and Northwest Indiana (a decline of 3%, or an index of 97.0) was 2.7 percentage points. By 2009, the difference in the 30-year growth rates increased to 108.8 percentage points; gross product in Northwest Indiana fell by 16.2% between 1979 and 2009, but it grew by 90.7% in the United States. This widening gap shows the significant structural economic issues of the Northwest Indiana economy.

Table 9. Gross Product Change by Major Industry Sector for Northwest Indiana, Indiana, and the United States, 2000-2009

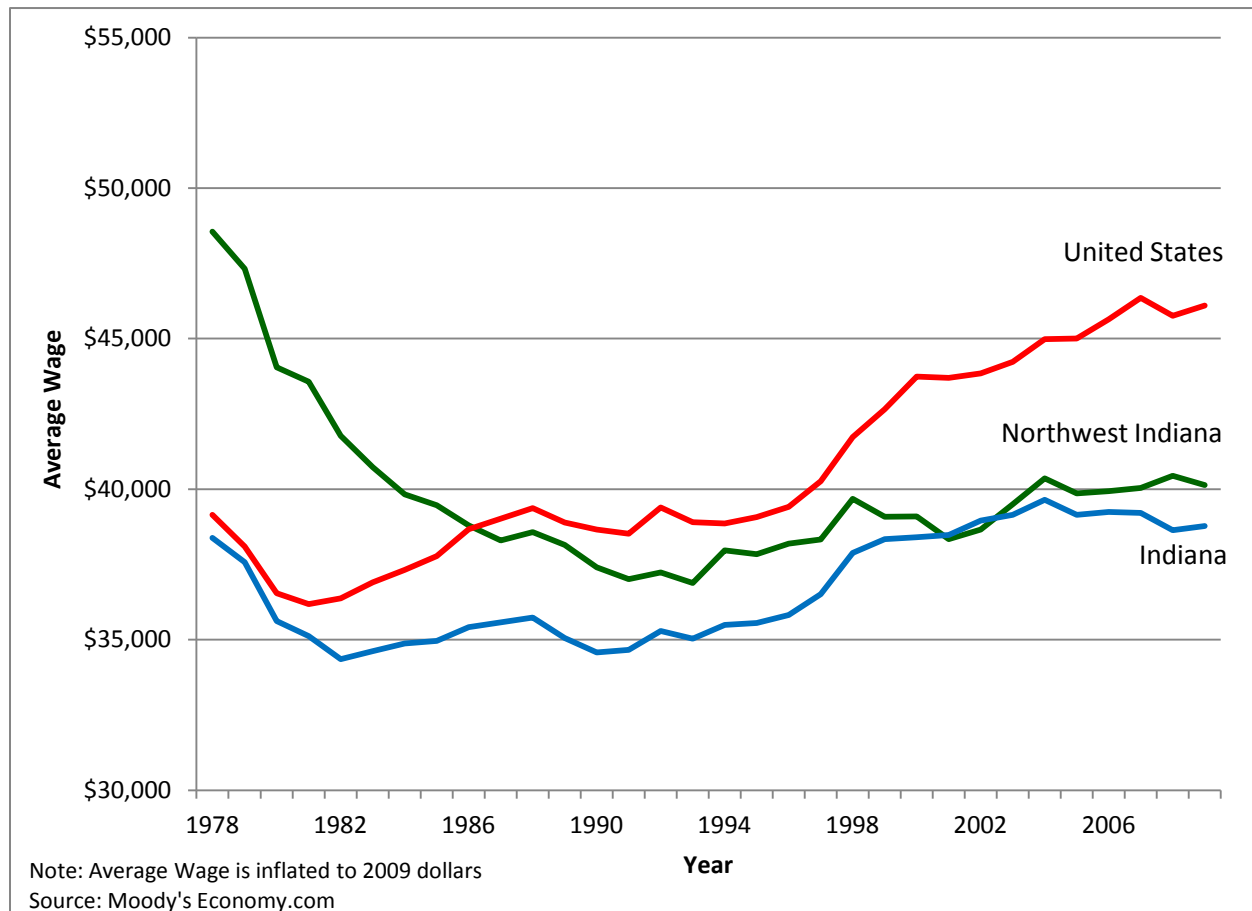
Industry Sector	Northwest Indiana	Indiana	U.S.	
	2009 Gross Product (\$Mil)	Percent Change, 2000-2009		
Manufacturing	\$5,779.3	-16.7%	-16.1%	-12.5%
Health Care and Social Assistance	\$2,635.8	35.2%	36.4%	46.2%
Public Administration	\$2,484.2	0.0%	18.5%	35.7%
Retail Trade	\$1,852.7	7.0%	-1.5%	5.2%
Real Estate and Rental and Leasing	\$1,722.6	-7.6%	-0.7%	19.8%
Construction	\$1,380.4	-10.0%	-22.1%	-8.6%
Wholesale Trade	\$1,225.2	0.5%	5.7%	8.0%
Utilities	\$1,141.7	16.1%	41.8%	40.6%
Transportation and Warehousing	\$1,099.1	21.3%	6.6%	4.7%
Arts, Entertainment, and Recreation	\$957.2	17.3%	22.4%	25.9%
Professional, Scientific, and Technical Services	\$804.6	14.4%	34.1%	32.9%
Finance and Insurance	\$789.2	1.7%	0.6%	11.5%
Other Services (except Public Administration)	\$744.8	14.1%	12.9%	17.7%
Accommodation and Food Services	\$598.6	15.7%	14.9%	23.9%
Administrative and Support and Waste Management and Remediation Services	\$532.8	-7.3%	13.7%	15.2%
Information	\$361.4	5.7%	9.8%	9.3%
Agriculture, Forestry, Fishing and Hunting	\$259.0	156.4%	153.8%	27.4%
Management of Companies and Enterprises	\$202.2	64.6%	1.6%	21.2%
Educational Services	\$198.9	66.7%	54.2%	51.5%
Mining, Quarrying, and Oil and Gas Extraction	\$46.8	-12.7%	10.4%	83.9%
TOTAL	\$24,816.4	1.8%	3.6%	16.4%

Source: Moody's Economy.com

- The Manufacturing sector is very important to the Northwest Indiana economy. It was the largest contributor to gross product in 2009 in Northwest Indiana (\$5.8 billion), and accounted for 23% of total gross product and 15% of the region's employment (Table 8 & 9).
- The second largest contributor to gross product was Health Care and Social Assistance (\$2.6 billion), but was dwarfed in comparison to Manufacturing (Table 9). The Health Care sector accounted for 11% of Northwest Indiana gross product, while it accounted for 14.8% of regional employment.

TRENDS IN AVERAGE WAGE

Figure 3. Average Wage for Northwest Indiana, Indiana, and the United States, 1978-2009



- The decline of average wage over the last 30 years in Northwest Indiana is staggering. However, the decline occurred primarily during the 1980s. Accounting for inflation, in 1978, the average wage in Northwest Indiana was \$48,551, well above that of the state of Indiana (\$38,381) and the United States (\$39,153). By 2009, it dropped to \$40,142, a 21% decrease, while the average wage in the United States grew by 18% over this time period.
- In 1978, the average wage gap between the United States (\$39,153) and Northwest Indiana (\$48,551) was \$9,398, with higher wages in Northwest Indiana. With the reversal of trends, by 2009 the United States had higher wages than Northwest Indiana by \$5,963 (\$46,105 in the United States versus \$40,142 in Northwest Indiana).

Table 10. Average Wage by Major Industry Sector for Northwest Indiana, Indiana, and the United States, 2000-2009

Industry Sector	Northwest Indiana	Indiana	U.S.	
	2009 Average Wage	Percent Change, 2000-2009		
Management of Companies and Enterprises	\$70,971	1.0%	-6.7%	8.2%
Manufacturing	\$70,801	14.7%	2.1%	3.5%
Mining, Quarrying, and Oil and Gas Extraction	\$67,610	28.6%	-12.5%	24.6%
Utilities	\$67,163	-3.2%	13.1%	11.2%
Construction	\$62,390	18.3%	10.9%	10.2%
Wholesale Trade	\$57,189	14.2%	5.2%	3.2%
Professional, Scientific, and Technical Services	\$46,162	0.2%	13.4%	5.7%
Transportation and Warehousing	\$44,626	-9.6%	-1.7%	-2.3%
Finance and Insurance	\$44,364	6.9%	2.2%	9.4%
Information	\$41,949	19.4%	5.4%	-1.2%
Health Care and Social Assistance	\$39,972	2.0%	3.0%	8.9%
Arts, Entertainment, and Recreation	\$38,649	4.6%	-6.1%	6.4%
Public Administration	\$34,338	-1.7%	3.6%	13.9%
Other Services (except Public Administration)	\$34,049	10.4%	6.3%	6.9%
Real Estate and Rental and Leasing	\$29,991	12.3%	7.2%	2.4%
Administrative and Support and Waste Management and Remediation Services	\$28,237	8.3%	8.4%	8.5%
Retail Trade	\$23,508	-0.7%	-1.6%	-3.6%
Educational Services	\$22,489	10.7%	13.3%	13.2%
Accommodation and Food Services	\$13,622	0.7%	0.9%	1.2%
Agriculture, Forestry, Fishing and Hunting	\$10,092	19.9%	18.8%	18.5%
TOTAL	\$40,126	2.7%	0.9%	5.5%

Source: Moody's Economy.com

- The sectors with the highest average wage in Northwest Indiana were Management of Companies and Enterprises (\$70,971); Manufacturing (\$70,801); Mining, Quarrying, and Oil and Gas Extraction (\$67,610); and Utilities (\$67,163) (Table 10).
- Average wages grew in 16 of the 20 industry sectors in Northwest Indiana between 2000 and 2009, as compared to 15 in Indiana and 17 in the United States.

HIGH PERFORMANCE INDUSTRIES

To identify which industries in Northwest Indiana are outperforming others in the region and nationally, we analyzed data at a finer detail level of industry (4-digit). This analysis explores four sectors in finer detail: Manufacturing; Information; Professional, Scientific, and Technical Services; and Health Care and Social Assistance.

“WINNING” INDUSTRIES – TIER I

To examine these high performance industries we selected industries that meet all of the following criteria:

1. **Percent Employment Change (2000-2009) > 1%** – to show employment growth
 2. **Average Wage > \$50,157.50⁷** – to find industries that have livable wages
 3. **Percent Change in Gross Product (2000-2009) > 0.1%** – to show positive growth in output
 4. **Gross Product Location Quotient⁸ > 1.2⁹** - to find industries that are more concentrated in Northwest Indiana in comparison to the United States
- Table 11 shows the three industries that meet the above criteria for Tier I “winning” industries in Northwest Indiana, two of which are in the manufacturing sector and one in the health care sector.
 - These three Tier I industries have a GDP Location Quotient (LQ) greater than 1.2 indicating these industries are specialists in their field in the nation, have livable wages, and experienced growth in both employment and output.

⁷ This calculation was taken as 25% above the average wage in Table 3.

⁸ Location Quotient measures the specialization of an industry in a region by comparing it to data in a larger region. For our

analysis: $\frac{\text{Northwest Indiana Gross Product in industry}}{\text{Total in Northwest Indiana Gross Product}}$ where $\text{Northwest Indiana Gross Product in industry}$ = Total in Northwest Indiana Gross Product; $\text{Total in Northwest Indiana Gross Product}$ =

US Gross Product in industry ; $\text{Total US Gross Product}$

⁹ A location quotient >1.2 indicates specialization in an industry.

Table 11. Industry Winners (Tier I) in Northwest Indiana, 2009

NAICS	NAICS Description	Employment					Gross Product					Average Wage				
		2000	2009	Difference (2000-2009)	Percent Change	LQ (2009)	2000 (\$ Mil)	2009 (\$ Mil)	Difference (\$ Mil) (2000-2009)	Percent Change	LQ (2009)	2000	2009	Difference (2000-2009)	Percent Change	LQ (2009)
3279	Other Nonmetallic Mineral Product Manufacturing	139	229	90	64.7%	1.8	\$9.4	\$29.3	\$19.9	210.9%	2.3	\$36,098	\$60,148	\$24,050	66.6%	1.3
3312	Steel Product Manufacturing from Purchased Steel	757	1,080	323	42.7%	11.5	\$170.9	\$176.3	\$5.4	3.2%	12.0	\$132,944	\$102,405	-\$30,540	-23.0%	1.7
6211	Offices of Physicians	4,671	5,951	1,280	27.4%	1.2	\$561.2	\$758.2	\$197.0	35.1%	1.4	\$73,549	\$71,593	-\$1,956	-2.7%	1.1

Source: Moody's Economy.com

“WINNING” INDUSTRIES – TIER II

The main reason for the small number of Tier I “winning” industries was employment change. Only 35 of the 125 industries (28%) selected for this finer detailed industry analysis had employment growth from 2000 to 2009.

Since there were only three Tier I “winning” industries in Northwest Indiana, we looked to find industries that are surviving the economic storm, which we will call Tier II “winning” industries. For Tier II “winning” industries, we selected industries that met three of the four criteria (all except employment growth).

To examine these high performance industries we selected industries that meet all of the following criteria:

1. **Average Wage > \$50,157.50**– to find industries that have livable wages
 2. **Percent Change in Gross Product (2000-2009) > 0.1%** – to show positive growth in output
 3. **Gross Product Location Quotient > 1.2** - to find industries that are more concentrated in Northwest Indiana in comparison to the United States.
- Table 12 lists the seven industries that are Tier II industries in Northwest Indiana. All seven are in the manufacturing sector.
 - The three highest wage Tier II industries are: Petroleum and Coal Products Manufacturing (\$121,636); Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing (\$88,945); and Lime and Gypsum Product Manufacturing (\$77,974). Two of these industries lost employment from 2000 to 2009, but by far the largest employment decrease (507) was in Petroleum and Coal Products Manufacturing.
 - While all Tier II industries had an increase in gross product from 2000 to 2009 (under criterion #2), most had significant employment loss over this period. This indicates that even though employers were shedding workers their output increased, demonstrating productivity increases in these sectors.

Table 12. Industry Winners (Tier II) in Northwest Indiana, 2009

NAICS	NAICS Description	Employment					Gross Product					Average Wage				
		2000	2009	Difference (2000-2009)	Percent Change	LQ (2009)	2000 (\$ Mil)	2009 (\$ Mil)	Difference (\$ Mil) (2000-2009)	Percent Change	LQ (2009)	2000	2009	Difference (2000-2009)	Percent Change	LQ (2009)
3241	Petroleum and Coal Products Manufacturing	2,267	1,760	-507	-22.4%	7.2	\$439.3	\$809.8	\$370.5	84.3%	6.3	\$77,169	\$121,636	\$44,467	57.6%	1.5
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	216	216	0	0.0%	1.2	\$96.0	\$112.1	\$16.1	16.8%	2.6	\$96,416	\$88,945	-\$7,471	-7.7%	1.3
3274	Lime and Gypsum Product Manufacturing	81	57	-24	-29.6%	1.9	\$7.0	\$9.9	\$3.0	42.3%	2.8	\$46,817	\$77,974	\$31,157	66.6%	1.5
3324	Boiler, Tank, and Shipping Container Manufacturing	276	205	-71	-25.7%	1.1	\$32.9	\$36.9	\$4.0	12.1%	2.2	\$55,274	\$72,604	\$17,330	31.4%	1.4
3325	Hardware Manufacturing	96	75	-21	-21.9%	1.0	\$10.7	\$11.8	\$1.1	10.3%	2.3	\$51,854	\$57,847	\$5,993	11.6%	1.8
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	612	418	-194	-31.7%	2.0	\$53.0	\$55.6	\$2.6	4.8%	2.5	\$45,876	\$62,398	\$16,522	36.0%	1.1
3339	Other General Purpose Machinery Manufacturing	1,264	953	-311	-24.6%	1.9	\$127.4	\$153.9	\$26.4	20.8%	3.1	\$53,995	\$71,169	\$17,174	31.8%	1.3

Source: Moody's Economy.com

“WINNING” INDUSTRIES – TIER I & II

Average Wage by Employment Change and Employment Level

- Three Tier I industries experienced growth in employment between 2000 and 2009 and are paying relatively high wages (Figure 4): Other Nonmetallic Mineral Product Manufacturing, Steel Product Manufacturing from Purchased Steel, and Offices of Physicians.
- Among Tier I and Tier II industries, those with the largest employment sectors in 2009 included Offices of Physicians, Individual and Family Services, and Steel Product Manufacturing from Purchased Steel (Figure 4).

Average Wage by Location Quotient and Total Gross Product

- Two Tier II industries that stand out when examining average wage, Gross Product location quotient, and total gross product are Petroleum and Coal Products Manufacturing, and Steel Product Manufacturing from Purchased Steel. These industries have a Gross Product Location Quotient greater than 6 indicating these industries are extreme specialists in their field in the nation, have high wages, and high rates of employment (Figure 5).

Figure 4. Industry Winners (Tier I & II): Average Wage by Employment Change, and Employment Level

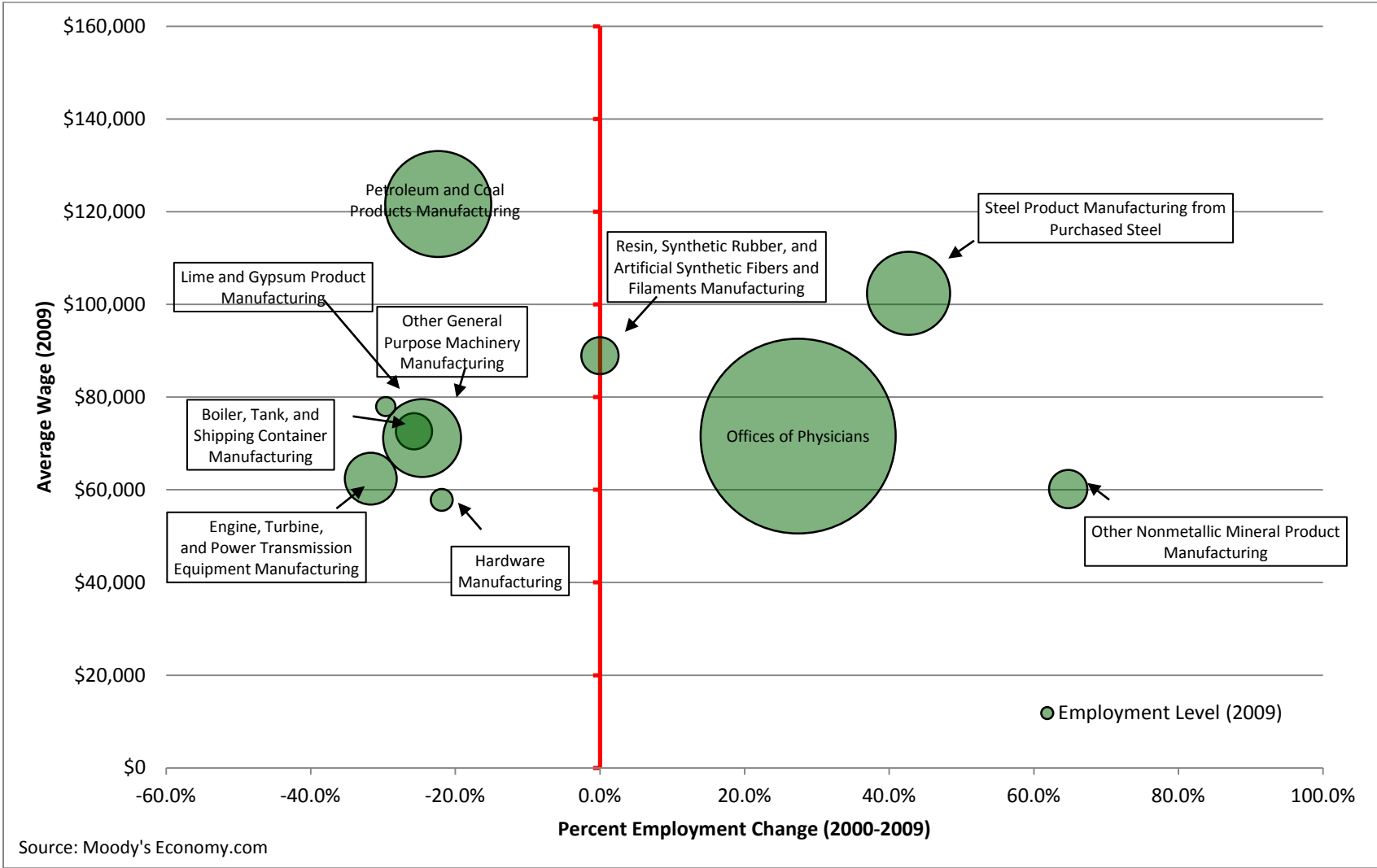
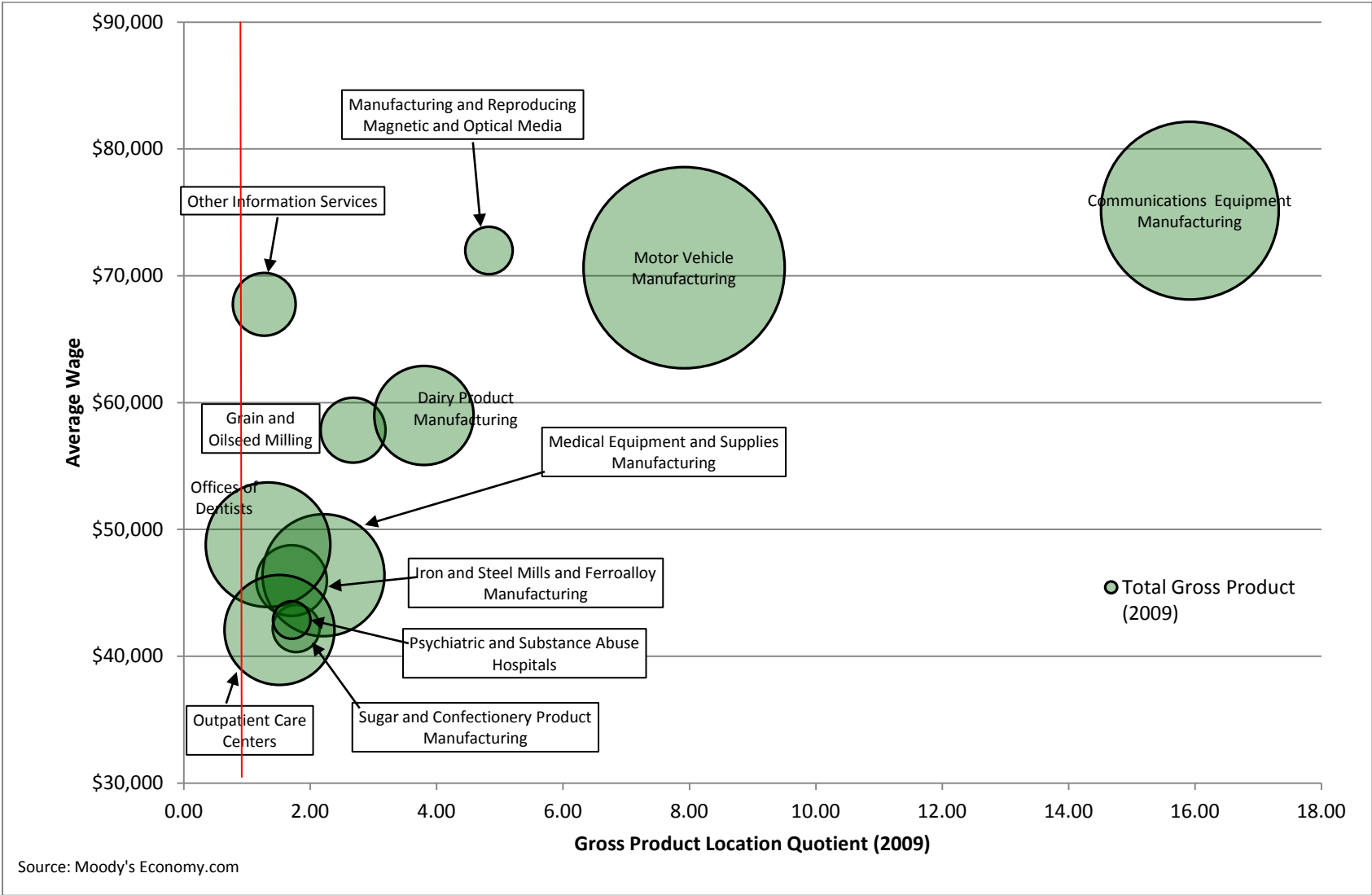


Figure 5. Industry Winners (Tier I & II): Average Wage by Location Quotient, and Total Gross Product



EMPLOYMENT LOCATION QUOTIENT

Table 13. Industry Sectors in which Employment Location Quotient was Greater than 5

NAICS	NAICS Description	Employment				LQ 2009
		2000	2009	Difference (2000-2009)	% Change (2000-2009)	
3241	Petroleum and Coal Products Manufacturing	2,267	1,760	-507	-22.4%	7.2
3311	Iron and Steel Mills and Ferroalloy Manufacturing	25,190	16,975	-8215	-32.6%	91.8
3312	Steel Product Manufacturing from Purchased Steel	757	1,080	323	42.7%	11.5
3365	Railroad Rolling Stock Manufacturing	835	285	-550	-65.9%	6.1

Source: Moody's Economy.com

- Excluding all other criteria, the four industries in Table 13 represent the industries with an employment location quotient (LQ) greater than 5. With such a high location quotient, these industries are national specialists in their field.
- All of the above industries in Table 13 are in the Manufacturing sector and represent 6.7% of all employment in Northwest Indiana in 2009.
- Iron and Steel Mills and Ferroalloy Manufacturing have an extremely high employment location quotient of 91.8, demonstrating that this sector is an extreme specialist in the Northwest Indiana economy in comparison to the United States.
- Interestingly, only one of these industries appears on the Tier I “winning” industry list (Figure 4): Steel Product Manufacturing from Purchased Steel (NAICS 3312); another sector is a Tier II “winning” industry (Figure 5): Petroleum and Coal Products Manufacturing (NAICS 3241). This is because the other two industries did not experience gains in either employment or Gross Product.

GROSS PRODUCT LOCATION QUOTIENT

Table 14. Industry Sectors in which Gross Product Location Quotient was Greater than 5

NAICS	NAICS Description	Gross Product				
		2000 (\$Mil)	2009 (\$Mil)	Difference (\$Mil) (2000-2009)	Percent Change	LQ (2009)
3241	Petroleum and Coal Products Manufacturing	439.3	809.8	370.5	84.3%	6.3
3311	Iron and Steel Mills and Ferroalloy Manufacturing	3310.9	2232.2	-1078.7	-32.6%	71.1
3312	Steel Product Manufacturing from Purchased Steel	170.9	176.3	5.4	3.2%	12.0
3326	Spring and Wire Product Manufacturing	59.3	59.5	0.2	0.3%	7.8
3365	Railroad Rolling Stock Manufacturing	60.6	31.4	-29.2	-48.2%	6.1

Source: Moody's Economy.com

- Excluding all other criteria, the five industries in Table 14 represent the industries with a gross product location quotient (LQ) greater than 5. With such a high LQ, these industries are specialists in their field in the nation. Four of the industries with employment LQ>5 (Table 13) also have gross product LQ>5 (Table 14).
- All of the above employers are in the Manufacturing sector and represent 13.3% of gross product for this region in 2009.
- Three of the five industries listed experienced growth in gross product from 2000 to 2009.
- Only one of these industries appears on the Tier I “winning” industry list (Table 11): Steel Product Manufacturing from Purchased Steel (NAICS 3312); another sector is a Tier II “winning” industry (Table 12): Petroleum and Coal Products Manufacturing (NAICS 3241).

INDUSTRY OCCUPATIONS

Table 15. Occupational Shares and Wages for Northwest Indiana, Indiana, and the United States, 2009

Occupations	Northwest Indiana ^A			Indiana		US	
	Employment	Share	Average Wage	Share	Average Wage	Share	Average Wage
Office and Administrative Support	40,790	15.3%	\$29,540	15.5%	\$30,590	17.1%	\$32,990
Sales and Related	27,510	10.3%	\$30,950	10.4%	\$33,110	10.5%	\$36,020
Food Preparation and Serving Related	27,060	10.2%	\$19,100	9.3%	\$19,200	8.6%	\$20,880
Transportation and Material Moving	25,820	9.7%	\$35,870	8.8%	\$31,640	6.8%	\$32,180
Production	21,630	8.1%	\$40,740	11.4%	\$34,490	6.8%	\$33,290
Health Care Practitioner and Technical	17,410	6.5%	\$66,860	6.0%	\$63,390	5.5%	\$69,690
Education, Training, and Library	16,780	6.3%	\$41,150	5.9%	\$42,750	6.5%	\$49,530
Construction and Extraction	15,210	5.7%	\$53,400	4.3%	\$44,080	4.4%	\$43,350
Installation, Maintenance, and Repair	15,010	5.6%	\$47,140	4.4%	\$41,560	3.9%	\$42,210
Personal Care and Service	9,370	3.5%	\$24,240	2.3%	\$23,230	2.6%	\$24,680
Building and Grounds Cleaning and Maintenance	8,410	3.2%	\$24,820	3.1%	\$23,700	3.3%	\$24,970
Management	8,100	3.0%	\$91,310	3.7%	\$90,110	4.7%	\$102,900
Health Care Support	7,990	3.0%	\$26,190	2.9%	\$25,790	3.0%	\$26,710
Protective Service	6,550	2.5%	\$34,570	2.0%	\$35,560	2.4%	\$41,740
Business and Financial Operations	5,700	2.1%	\$59,580	3.2%	\$58,540	4.6%	\$65,900
Architecture and Engineering	3,210	1.2%	\$68,440	1.6%	\$64,260	1.8%	\$73,590
Community and Social Services	2,840	1.1%	\$38,280	1.1%	\$39,100	1.4%	\$42,750
Arts, Design, Entertainment, Sports, and Media	2,600	1.0%	\$31,790	1.1%	\$38,690	1.3%	\$51,720
Computer and Mathematical Science	1,840	0.7%	\$61,190	1.6%	\$62,700	2.5%	\$76,290
Legal	1,400	0.5%	\$65,690	0.5%	\$69,380	0.8%	\$95,820
Life, Physical, and Social Science	1,010	0.4%	\$55,670	0.7%	\$51,850	1.0%	\$65,660
Farming, Fishing, and Forestry	N/A	N/A	\$25,290	0.1%	\$27,860	0.3%	\$23,990
All Occupations	266,280	100.0%	\$38,920	100.0%	\$38,330	100.0%	\$43,460

Note: ^A Northwest Indiana is defined as the 4-county Gary Metropolitan Division including: Lake County, Porter County, Newton County, and Jasper County.

Source: Indiana Department of Workforce Development; U.S. Bureau of Labor Statistics

- Six occupational categories in Northwest Indiana had higher occupational shares (those with a difference greater than one percentage point) than the United States: Health Care Practitioner and Technical; Food Preparation and Serving Related; Construction and Extraction; Installation, Maintenance, and Repair; Production; and Transportation and Material Moving. Of these six occupational groups, five had a higher average wage than the average wage for All Occupations in Northwest Indiana (\$38,920) (Table 15). These include Health Care Practitioner and Technical (\$66,860); Construction and Extraction (\$53,400); Installation, Maintenance, and Repair (\$47,140); and Production (\$40,740). Other than occupations related to health care, these occupations are linked to the manufacturing industry.
- Four occupational groups in Northwest Indiana had lower occupational shares (those with a difference greater than one percentage point) than the United States: Management; Business and Financial Operations; Office and Administrative Support; and Computer and Mathematical Science. Of these four occupational groups, three had a higher average wage than the average wage for All Occupations in Northwest Indiana (\$38,920): Management (\$91,310); Business and Financial Operations (\$59,580); and Computer and Mathematical Science (\$61,190) occupations (Table 15). These occupations are components of the knowledge-based economy and since there are lower shares of these occupations in Northwest Indiana it suggest that these skills are missing and will be needed to transform the regional economy.
- Of the 22 occupations listed in Table 15, the largest occupational shares in Northwest Indiana belonged to Office and Administrative Support (15.3%), but the average wage (\$29,540) for these occupations was well below the average wage (\$38,920) for All Occupations in Northwest Indiana.

FASTEST GROWING FIRMS

Table 16. Fastest Growing Private Firms in Northwest Indiana, by National Rank and Revenue Growth (2004-2007)

National Rank	Company Name	City	Northwest Indiana County	Revenue (\$Mil)	Revenue Growth (2004-2007)	Year Founded	Employee Count
1948	Trai-Cor Processing	East Chicago	Lake	\$4.8	190.70%	2001	35
2125	ESW	Crown Point	Lake	\$5.0	173.90%	1987	60
4466	Dekker Vacuum Technologies	Michigan City	LaPorte	\$12.1	56.30%	1998	54

Note: Rank out of 5,000
Source: www.inc.com

- Of the 5,000 fastest growing firms in the United States, 70 are located within Indiana; and of those 70, 3 are located within Northwest Indiana (Table 16).
- These 3 companies experienced at least double-digit growth from 2004 to 2007; and 2 of the 3 firms posted triple-digit growth over this time period.
- One of the 3 firms had revenues over \$10 million dollars in 2007 (Dekker Vacuum Technologies).
- For a comprehensive listing of the Fastest Growing Firms in the state of Indiana see Appendix A.1.

TOP EMPLOYERS

TOP 50 EMPLOYERS

Table 17. Top 50 Employers in Northwest Indiana, 2010

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
1	Arcelor Mittal	Burns Harbor	Porter	331111	Iron & Steel Mills	6,000
2	St Margaret Mercy Healthcare	Hammond	Lake	622110	General Medical & Surgical Hospitals	3,000
3	St Margaret Mercy Home Care	Schererville	Lake	621610	Home Health Care Services	3,000
4	Community Hospital	Munster	Lake	622110	General Medical & Surgical Hospitals	2,800
5	Horseshoe Hammond	Hammond	Lake	713290	Other Gambling Industries	2,200
6	Ameristar Casino East Chicago	East Chicago	Lake	713290	Other Gambling Industries	1,800
7	Blue Chip Casino	Michigan City	La Porte	713290	Other Gambling Industries	1,800
8	Porter Valparaiso Hospital	Valparaiso	Porter	622110	General Medical & Surgical Hospitals	1,600
9	BP America Inc	Whiting	Lake	424720	Other Petroleum Merchant Wholesale	1,500
10	LA Porte Hospital	La Porte	La Porte	622110	General Medical & Surgical Hospitals	1,500
11	Methodist Hospitals	Merrillville	Lake	621999	Misc Ambulatory Health Care Services	1,500
12	St Anthony Medical Center	Crown Point	Lake	622110	General Medical & Surgical Hospitals	1,450
13	St Anthony Memorial Health Center	Michigan City	La Porte	622110	General Medical & Surgical Hospitals	1,200
14	Purdue University Calumet	Hammond	Lake	611310	Colleges & Universities	1,109
15	Corrections Dept	Westville	La Porte	922140	Correctional Institutions	1,100
16	St Mary Medical Center	Hobart	Lake	622110	General Medical & Surgical Hospitals	1,100
17	Ni Source Inc	Merrillville	Lake	551112	Offices Of Other Holding Companies	1,000
18	St Maria Christian Formation	Dyer	Lake	561990	All Other Support Services	1,000
19	Indiana State Prison	Michigan City	La Porte	922140	Correctional Institutions	700
20	LA Porte County Office	La Porte	La Porte	921120	Legislative Bodies	700
21	St Anthony Assisted Living	Crown Point	Lake	623312	Homes For The Elderly	620
22	Hammond Clinic	Munster	Lake	621493	Freestanding Emergency Medical Centers	600
23	St Anthony Home	Crown Point	Lake	623110	Nursing Care Facilities	600
24	Weil-Mc Lain	Michigan City	La Porte	333414	Heating Equip Except Warm Air Furnaces	600
25	Indiana University Northwest	Gary	Lake	611310	Colleges & Universities	590
26	Alcoa Howmet	La Porte	La Porte	331528	Other Non-Ferrous Foundries Exc Die-Casting	550
27	Pay Low Foods	Merrillville	Lake	445110	Supermarkets & Other Grocery Stores	550
28	Lake County Sheriff's Dept	Crown Point	Lake	922120	Police Protection	509
29	Alpha Baking Co	La Porte	La Porte	424490	Other Grocery Prod Merchant Wholesale	500
30	Emerson Power Transmission	Valparaiso	Porter	423840	Industrial Supplies Merchant Wholesale	500
31	Lake County Sheriff Correction	Crown Point	Lake	922120	Police Protection	500
32	Nitco	Michigan City	La Porte	517110	Wired Telecommunications Carriers	500

Source: Reference USA

Table 17. Top 50 Employers in Northwest Indiana, 2010 (Continued)

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
33	Rieter Automotive Systems	Lowell	Lake	336399	All Other Motor Vehicle Parts Manufacturing	500
34	Arcelor Mittal Bar Co	East Chicago	Lake	561990	All Other Support Services	480
35	USW	Whiting	Lake	813930	Labor Unions & Similar Labor Organizations	450
36	Aero Metals Inc	La Porte	La Porte	331513	Steel Foundries Except Investment	400
37	ISM Security	Griffith	Lake	561612	Security Guards & Patrol Services	400
38	Lake County Civil Sheriff	Crown Point	Lake	922120	Police Protection	400
39	Lake County Div-Children Svc	Gary	Lake	923130	Other Human Resource Programs Administration	400
40	Lake County Sheriff Bureau-Id	Crown Point	Lake	922120	Police Protection	400
41	Meijer	Highland	Lake	445110	Supermarkets & Other Grocery Stores	400
42	Michigan City Baking	Michigan City	La Porte	423830	Industrial Machinery Merchant Wholesale	400
43	Nash-Finch Co	Westville	La Porte	424410	General Line Grocery Merchant Wholesale	400
44	Sears	Merrillville	Lake	452111	Department Stores Except Discount	400
45	Times	Munster	Lake	511110	Newspaper Publishers	400
46	Purdue University N Central	Westville	La Porte	611310	Colleges & Universities	366
47	Arc Birdges	Gary	Lake	813910	Business Associations	363
48	New York Blower Co	La Porte	La Porte	333412	Industrial & Commercial Fan & Blower Manufacturing	355
49	EMCOR Hyre Electric	Highland	Lake	238210	Electrical Contractors	350
50	Gary Police Dept	Gary	Lake	922120	Police Protection	350

Source: Reference USA

- Table 17 displays the 50 largest employers in Northwest Indiana. The largest employer is Arcelor Mittal with approximately 6,000 employees, which accounts for 12% of employment in Table 17.
- Of the top 50 employers, 12 are in the health care sector (NAICS 62). The second and third largest employers are in the health care sector, St. Margaret Mercy Healthcare and St. Margaret Mercy Home Care, respectively.
- Of the 50 largest employers, 3 are in the gambling industry (Horseshoe Hammond, #5; Ameristar Casino East Chicago, #6; Blue Chip Casino, #7) and the 3 gambling establishments combined account for 12% of employment in Table 17.
- Public sector employees account for almost 13% of the top 50 employers (nine agencies). Of these nine, seven are correctional facilities/police operations (9%).
- One of the top 50 employers in Northwest Indiana, NiSource (#17), is ranked fourth in Indiana on the Fortune 1000 listing and ranked 289th in the United States. NiSource is the only company in Northwest Indiana on the Fortune 1,000 list; for a complete listing of the Fortune 1,000 companies in Indiana see Appendix A.2.
- For a complete listing of top employers in Northwest Indiana see Appendix A.3.

FOREIGN DIRECT INVESTMENT

Table 18. Foreign Direct Investment in Northwest Indiana, 2010

Country	Rank	Company	Industry	County	New Jobs	Investment (\$Mil)
Japan / Netherlands	3	Arcelor Mittal Burns Harbor LLC	Manufacturing—Steel/Metals	Porter	90	\$385
Japan / Netherlands	5	Arcelor Mittal Steel USA, Inc.	Manufacturing—Steel/Metals	Lake	28	\$334
Japan / Netherlands	7	Arcelor Mittal Burns Harbor LLC	Manufacturing—Steel/Metals	Lake	12	\$238
Netherlands	62	Arcelor Mittal USA, Inc.	Manufacturing—Steel/Metals	Lake	50	\$7.8
United Kingdom	1	BP Products North America, Inc.	Refining—Petroleum	Lake	74	\$3,000

Note: Rank out of 97 within the state of Indiana.

Source: Indiana Economic Development Corporation “Foreign Direct Investment in Indiana” 2009

- A total of three different countries have invested in five companies within Northwest Indiana (Table 18).
- Four of the five companies are involved in manufacturing as their primary industry, and all four companies are involved in the Steel/Metal business.
- The total foreign direct investment for all five companies’ totals is almost \$4 billion; \$3 billion of that total was invested by BP Products North America, Inc.

ECONOMIC INCLUSION (MINORITY- AND WOMEN-OWNED BUSINESSES)

MINORITY INCLUSION

Table 19. Percent of Minority-Owned Business Versus Percent of Population for Indiana and the United States, 2007

Area	BLACK/AFRICAN AMERICAN			ASIAN			HISPANIC		
	% of Business Owners	% of Population	Share of Shares	% of Business Owners	% of Population	Share of Shares	% of Business Owners	% of Population	Share of Shares
Indiana	4.60%	8.70%	0.53	1.80%	1.30%	1.39	1.80%	4.90%	0.36
United States	7.10%	12.30%	0.58	5.70%	4.40%	1.31	8.30%	15.10%	0.55

Source: U.S. Census Bureau, Survey of Business Owners; U.S. Census Bureau, American Community Survey

Table 19 presents minority business ownership in Indiana and the United States:

- Percentage of business owners by minority group¹⁰
- Percentage of the minority group to the total population¹¹
- Share of shares - compares the percentage of business owners to the percentage of the minority group in the total population. If the share of shares =1 then the share of business owners in a minority group is equal to the proportion of that group in the total population.
- The share of shares for Black/African American business ownership participation in Indiana is slightly lower (0.53) than the United States. (0.58).
- The Asian community has the highest participation (in relation to their size of population) in business ownership of all minority categories (1.31 in the United States and 1.39 in Indiana). Also, the share of shares of Asian business ownership in Indiana is higher than the United States.
- Hispanics have the lowest participation (in relation to their size of population) in business ownership in comparison to other minority groups.

¹⁰ U.S. Census Bureau, Survey of Business Owners (2007)

¹¹ U.S. Census Bureau, American Community Survey (2007)

*WOMEN-OWNED BUSINESSES***Table 20. Percent of Women-Owned Businesses for Indiana and the United States, 2007**

Area	Women-Owned Firms	Total Firms	% Women-Owned Firms
Indiana	129,523	483,242	26.8%
United States	7,793,425	27,110,362	28.7%

Source: U.S. Census Bureau, Survey of Business Owners;

- Women-owned firms in the state of Indiana accounted for more than a quarter of firms (26.8%) (Table 20).
- The percentage of women-owned firms in Indiana was slightly lower than in the United States (28.7%).

ECONOMIC DEVELOPMENT ORGANIZATIONS

COUNTY LEVEL

Table 21 lists **local** economic development organizations in each of the three counties in Northwest Indiana and contact information.

Table 21. Northwest Indiana Economic Development Organizations

County	Local Economic Development Corporation	Contact	Phone	Website
Lake	Hammond Development Corporation	Phil Taillon	(219) 853-6399	http://hammonddevelopmentcorp.com/default.aspx
Lake	Lake County Economic Development Department	Milan Grozdanich	(219) 755-3225	http://lakecountyin.com/
La Porte	Michigan City Economic Development Corporation	John Regetz	(219) 873-1211	http://mc-edc.com/
Porter	Porter County Economic Development Alliance	Matt Murphy	(219) 644-3696	http://goportercounty.org/
Porter	Valparaiso Economic Development Corporation	Matt Murphy	(219) 462-1105	http://www.valpoedc.org/

REGIONAL LEVEL

Table 22 lists the two **regional** economic development organizations within Northwest Indiana and contact information.

Table 22. Northwest Indiana Regional Economic Development Organizations

Counties Served	Regional Economic Development Corporation	Contact	Phone	Website
Lake, LaPorte, Porter, Starke,	Northwest Indiana Forum	Mark Maasel	(219) 763-6303	http://www.nwforum.org/
Lake, Porter	Northwest Indiana Regional Development Authority	Bill Hanna	(219) 644-3500	http://www.in.gov/rda/

CHAPTER 3: ENTREPRENEURSHIP AND INNOVATION

The analysis conducted by the Center for Economic Development at Cleveland State University's Maxine Goodman Levin College of Urban Affairs examines the entrepreneurship and innovation profile of Northwest Indiana. First, it summarizes information from other studies that were conducted on entrepreneurship and innovation in the Northwest Indiana area. Second, it describes major findings from an analysis conducted by the Center for Economic Development.

Northwest Indiana is classified as a 3-county region that includes Lake, LaPorte, and Porter Counties. In order to create a benchmarking system, we compared Northwest Indiana (and its components) to the state of Indiana and the United States. When regional data was not available, the state of Indiana data was substituted.

REVIEW OF OTHER STUDIES: SUMMARY OF FINDINGS

STRENGTHS

STATE ASSISTANCE

The Indiana Economic Development Corporation (IEDC)

The Indiana Economic Development Corporation (IEDC) supports entrepreneurs and businesses and has set in place innovation and entrepreneurship tax credits:

1. *Venture Capital Investment Tax Credit* - total amount of tax credits certified by the IEDC for any calendar year up to \$12.5 million.
2. *Research and Development (R&D) Tax Credit* - equals 15% of qualified research expenses on the first \$1 million of investment.
3. *Patent Income Exemption*- 50% of patent income is exempt for the first 5 years.

The Indiana 21st Century Research and Technology Fund¹²

The Indiana 21st Century Research and Technology Fund was created by the Indiana General Assembly in 1999. The 21st Century Fund's goal was to enhance university capacity for commercialization, stimulate research and development efforts in Indiana, and to help diversify Indiana's economy. Over the past 8 years, from 2000 to 2008, the 21st Century Fund has invested in 188 projects across Indiana, with total awards of over \$238 million.

UNIVERSITY PRESENCE

Seven universities are located in Northwest Indiana

1. Calumet College of St. Joseph
2. Ivy Tech Community College
3. Indiana University – Northwest
4. Purdue University – Calumet
5. Saint Joseph's College
6. Valparaiso University
7. Indiana Wesleyan University

BUSINESS ACCELERATORS¹³

- The Gerald I. Lamkin Innovation & Entrepreneurship Center at Ivy Tech's Northwest Indiana campus.
 - "Innovators Café" which links entrepreneurs with management of companies; in conjunction with the Society of Innovators for Northwest Indiana
- Hammond Innovation Center – in partnership with Purdue University's Calumet
 - Business accelerator with 15 companies in their portfolio
 - Offers programming for start-ups and established businesses
- Purdue Technology Center of Northwest Indiana located in Crown Point, Indiana
 - Partners with the Small Business Administration and the IEDC
 - Business accelerator with 21 companies in their portfolio

¹² Center for Business and Economic Research, Ball State University "Comprehensive Examination of the Performance of the Indiana 21st Century Research and Technology Funds" September 2010

¹³ For a complete listing of Northwest Indiana Incubators with full contact information see Appendix A.4.

- This technology center uses the resources of Purdue University's Calumet location to aid start-ups in their operations.
- Entech Innovation Center – Eastport Business Centre in Valparaiso, Indiana
 - Areas of focus
 - Medical Diagnostic/Device Technologies
 - Interactive Entertainment/Distance Learning Technologies
 - Green Technologies
 - Entech has links to Pittsburgh Gateways, Valparaiso University, Purdue North Central, Ivy Tech Community College, Carnegie Mellon Entertainment Technology Center, City of Valparaiso, and companies in the Northwest Indiana area.

WEAKNESSES

OVERALL WEAKNESS

- Most of the economic development literature focuses on retooling existing manufacturing industry and workforce development to meet the needs of 21st century industry; little attention is focused on entrepreneurship, innovation, and venture capital.
- Generally, those who live in Northwest Indiana and work in professional occupations commute to Chicago for work. It is estimated that over 44,000 people commuted from Lake County to Illinois for work in 2007.¹⁴

ENTREPRENEURSHIP

- Outside the business accelerator presence, there is little support and help for entrepreneurs.
- A small amount of venture capital, both in the state and from outside the state has been invested in Indiana start-ups statewide.
- No venture capital dollars are flowing into Northwest Indiana counties.
- No SBIR/STTR awards have been made in Northwest Indiana counties.

INNOVATION

The Indiana Business Research Center¹⁵, in conjunction with the U.S. Economic Development Administration and Purdue University conducted research into the empirical measure of innovation in Indiana's Metro Regions. They created an Innovation Index by combining measures on human capital, economic dynamics, productivity and employment, and economic well-being.

Innovation Index

- Northwest Indiana (3 County Region) = 76.6
- Indiana = 90.0
- United States = 100.0
- Boston-Cambridge-Quincy, MA (MSA) = 126.7 (National leader in Innovation)

¹⁴ Indiana by the Numbers. Commuting Patterns, 2007

¹⁵ Slaper, Timothy, F and Rachel Justis. "How Innovative Are Indiana's Metro Areas?" InContext. April 2010. www.incontext.indiana.edu

ENTREPRENEURSHIP AND INNOVATION ANALYSIS

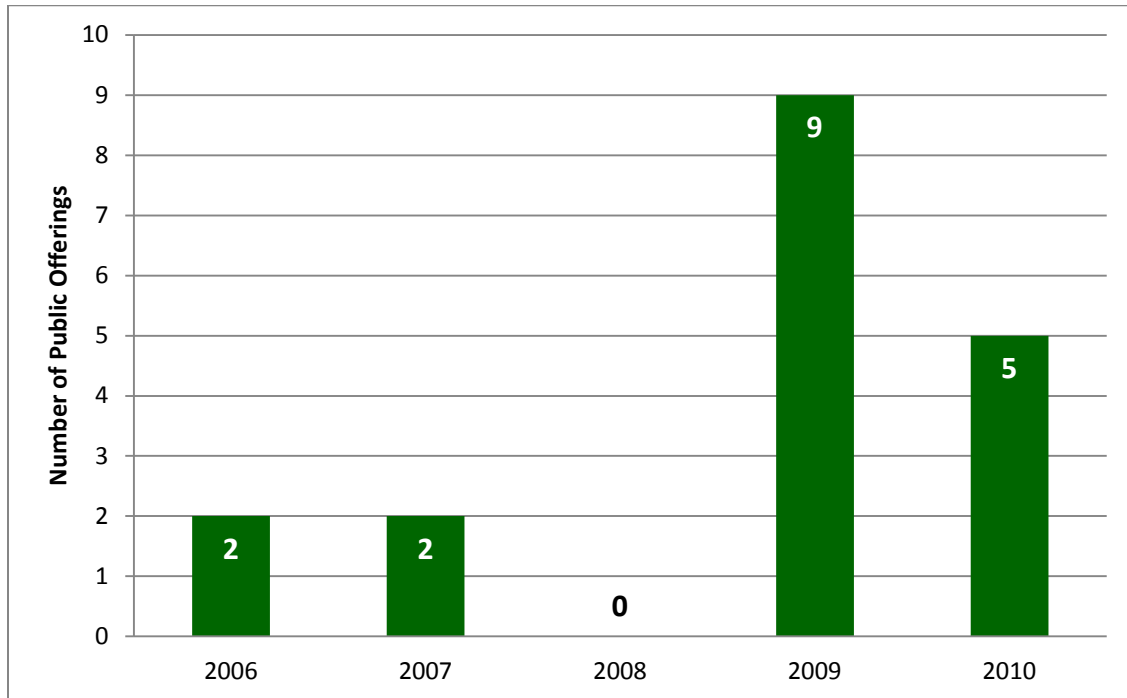
This analysis, conducted by the Center for Economic Development, examines variables that measure entrepreneurship and innovation. Entrepreneurship analysis takes into account the public offerings and business dynamics. Innovation trends are marked by university research and development, industry research and development, and patents.

Note: In Northwest Indiana no companies received venture capital dollars. Since no awards were made, this component is not included in the analysis.

ENTREPRENEURSHIP TRENDS

PUBLIC OFFERINGS

Figure 6. Public Offerings in the State of Indiana, January 2006 - October 2010



- 18 companies had public offerings¹⁶ in Indiana between January 2006 and October 2010; **one** of these companies was located in Northwest Indiana—Lakeland Financial Corp. (LKFN), listed as an initial public offering on November 13, 2009 (Figure 6).
- For a complete listing of public offerings in Indiana see Appendix A.5.

¹⁶ Public offerings are the sale of shares of a company on a public market (i.e., NASDAQ). An Initial public offering (IPO) is the first time sale of stock for a private company going public. A secondary offering is the offering of new stock from an existing public company.

*BIRTH/DEATH AND BUSINESS CHURNING***Table 23. Birth/Death and Business Churning for Northwest Indiana, the State of Indiana and the United States, 2007**

Area	Birth/Death	Business Churning
Northwest Indiana	0.99	0.19
Indiana	1.06	0.20
United States	1.13	0.20

Note: Birth/Death = Single Unit Births/Single Unit Deaths;

Business Churning = (Total Births + Total Deaths)/Total Establishments

Source: U.S. Census Bureau, Longitudinal Establishment and Enterprise Microdata

- The Northwest Indiana region had a lower birth/death ratio (0.99) than the state of Indiana (1.06) and the United States (1.13) in 2007. In business churning, the region (0.19) was slightly below the state of Indiana (0.20) and the United States (0.20 (Table 23). These data indicate that the Northwest Indiana region has a weaker business climate and the region has slightly more business closings than openings.
- Of the 136 MSAs with populations between 300,000 and 3.5 million, the top three performers in 2006¹⁷ in birth/death were Boise City, ID (1.80); Provo, UT (1.65); and Fort Meyers, FL (1.47). Among these 136 MSAs, Northwest Indiana would be ranked 115th in birth/death ratio.
- Of these 136 MSAs, the top three performers in 2006¹⁸ in business churning were New Orleans, LA (0.30); Provo, UT (0.28); and Las Vegas, NV (0.27). Among these 136 MSAs, Northwest Indiana would be ranked 78th in business churning.

¹⁷ 2007 data not available for this analysis

¹⁸ 2007 data not available for this analysis

CAPITAL MARKETS

Angel and Early-Stage Investment Firms

- Of the 11 angel and early-stage investment firms in Indiana, **none** are located in Northwest Indiana. For a complete listing of angel and early-stage investment firms in Indiana see Appendix A.6.

Venture Capital Investment Firms

- Of the 36 venture capital investment firms in Indiana, **none** are located in Northwest Indiana. For a complete listing of venture capital investment firms in Indiana see Appendix A.7.

Private Equity Investment Firms

- Of the four private equity firms in Indiana, **none** are located in Northwest Indiana. For a complete listing of private equity firms in Indiana see Appendix A.8.

Management Buyout/Takeover Firms

- Of the six management buyout/takeover firms in Indiana, **none** are located in Northwest Indiana. For a complete listing of private equity firms in Indiana see Appendix A.9.

21ST CENTURY FUND

Table 24. 21st Century Fund Activity, by Indiana County, Number of Projects Funded and Award Amount, 2000-2008

County	Funded Projects	Award Amount (\$Mil)
Allen	8	\$11.30
Bartholomew	1	\$1.72
Boone	2	\$1.16
Clay	1	\$0.35
Dearborn	1	\$2.00
Delaware	3	\$1.79
Floyd	2	\$3.83
Hamilton	9	\$12.24
Hancock	1	\$0.73
Howard	3	\$1.89
Johnson	2	\$3.15
Kosciusko	2	\$3.84
Lake	8	\$7.90
Madison	5	\$6.64
Marion	52	\$69.54
Monroe	8	\$11.51
Morgan	1	\$0.09
Porter	1	\$2.00
Shelby	1	\$0.26
St. Joseph	15	\$18.54
Tippecanoe	58	\$72.97
Vigo	1	\$0.87
Whitley	3	\$4.00
Total	188	\$238.34

Note: Northwest Indiana Counties in bold

Source: Comprehensive Examination of the Performance of the Indiana 21st Century Research and Technology Funds

Table 25. Venture Capital Investments in the State of Indiana, by Venture Capital Dollar Investments, Number of Venture Capital Deals and Number of 21st Century Funded Projects, 1995-2008

Year	Venture Capital (\$Mil)	Number of Venture Capital Deals	Number of 21st Century Funded Projects
1995	\$9.10	7	-
1996	\$22.77	8	-
1997	\$25.17	12	-
1998	\$38.96	8	-
1999	\$46.70	11	-
2000	\$268.97	26	12
2001	\$53.75	6	20
2002	\$39.40	10	14
2003	\$24.50	8	18
2004	\$67.25	9	21
2005	\$103.63	11	18
2006	\$70.30	14	21
2007	\$82.59	16	17
2008	\$123.60	16	21

Source: Comprehensive Examination of the Performance of the Indiana 21st Century Research and Technology Funds; State Science and Technology Institute

- The Indiana 21st Century Research and Technology Fund was created by the Indiana General Assembly in 1999. This fund's goal was to enhance university capacity for commercialization, stimulate research and development efforts in Indiana, and to help diversify the state's economy.
- Over the past 8 years the 21st Century Fund has invested in 188 projects across Indiana, with a total award amount of over \$238 million.
- Of these 188 projects, nine were in Northwest Indiana totaling almost \$10 million. Lake County accounted for eight of these awards (\$7.90 million) and the remaining project was in Porter County (\$2.00 million) (See Table 24).
- Table 25 displays the number of venture capital deals and dollars invested compared to the number of venture deals conducted by the 21st Century Fund, as tracked by the 21st Century Fund. The number of deals the 21st Century Fund (21) has conducted supersedes the amount of venture capital deals (16) in the state of Indiana in 2008.

INNOVATION TRENDS

UNIVERSITY RESEARCH AND DEVELOPMENT

Table 26. Research and Development Expenditures at Universities and Colleges (\$Mil) in Indiana and All Institutions in the United States, by Science Field and Rank, 2008

Area	All R&D Expenditures (\$Mil)	Rank	Environmental Sciences (\$Mil)	Rank	Life Sciences (\$Mil)	Rank	Math and Computer Sciences (\$Mil)	Rank	Physical Sciences (\$Mil)	Rank	Psychology (\$Mil)	Rank	Social Sciences (\$Mil)	Rank	Other Sciences (\$Mil)	Rank	Engineering (\$Mil)	Rank
Indiana	\$954.2	17	\$12.5	38	\$497.4	21	\$38.1	14	\$89.9	13	\$27.2	9	\$64.9	12	\$25.3	14	\$198.9	13
All Institutions	\$51,908.7	-	\$2,800.3	-	\$31,215.2	-	\$2,089.1	-	\$3,933.0	-	\$928.5	-	\$1,940.5	-	\$1,045.5	-	\$7,956.7	-

Note: Rank out of 51

Source: National Science Foundation, Survey of Research and Development Expenditures at Universities and Colleges

- The highest rank of university R&D by science field in Indiana (#9) occurs in the science field of Psychology. Although this field has the highest rank, it accounts for only 3% of university R&D expenditures in Indiana (Table 26).
- The largest share of university R&D expenditures in Indiana occurred in Life Sciences, which accounted for 52% of all R&D expenditures for the state. Indiana is ranked 21st among all states.

Table 27. Research and Development (\$Mil) in FY 2008 at Universities and Colleges in Indiana, 2004-2008

Institution	FY 2004 (\$Mil)	Rank	FY 2005 (\$Mil)	Rank	FY 2006 (\$Mil)	Rank	FY 2007 (\$Mil)	Rank	FY 2008 (\$Mil)	Rank
IN U. all campuses	\$437.9	32	\$338.6	51	\$379.1	43	\$401.5	38	\$411.9	39
Purdue U. all campuses	\$416.9	33	\$402.4	35	\$398.3	37	\$431.1	35	\$430.0	36
Valparaiso U.	\$0.63	529	\$0.54	558	\$0.75	535	\$0.79	534	\$0.87	535

Note: Rank out of 679 institutions; Expenditures adjusted for inflation to 2008 dollars

SOURCE: National Science Foundation, Survey of Research and Development Expenditures at Universities and Colleges

- Indiana University and Purdue University were selected for analysis (Table 27) because both institutions have satellite campuses in Northwest Indiana. In addition to these two universities, Valparaiso University is located in Northwest Indiana.
- Table 27 shows that the University of Indiana (all campuses) and Purdue University (all campuses) are among the top universities in R&D expenditures among universities and colleges reported by the National Science Foundation. Out of 679 institutions, the University of Indiana ranked from #32 to #51, Purdue University ranked from #33 to #37 and Valparaiso University ranked from #529 to #558 between 2004 and 2009.
- R&D expenditures at the University of Indiana and Purdue University, from 2004 to 2008, were consistently around \$400 million each year. This number, although very large, is below the top 20 universities' average of \$750 million each year.
- In 2008, the state of Indiana had a total of \$954 million in R&D expenditures. Indiana University (all campuses), Purdue University (all campuses) and Valparaiso University had total R&D Expenditures of \$843 million. This total represents 88% of all R&D expenditures in the state.
- Although Valparaiso University received small amounts of funding, R&D expenditures rose in each year between 2005 and 2008. Between 2004 and 2008, Valparaiso University increased funding by 38% which outpaced the growth of Indiana University (-6%) and Purdue University (3%).

INDUSTRY RESEARCH AND DEVELOPMENT

Table 28. Industry Research and Development Expenditures (\$ Bil) and Industry R&D Expenditures per R&D Employee (\$Mil), in Indiana and the United States, 2007

Area	Industry R&D Expenditures (\$Bil)	Industry R&D/R&D Employees (\$Mil)
Indiana	\$4.94	\$1.10
United States	\$269.27	\$0.43

Note: Industry R&D Expenditures per R&D Employee = Industry R&D Expenditures/ NAICS 5417 Employment;
Source: National Science Foundation, Survey of Industrial Research and Development; Moody's Economy.com

- Industry R&D expenditures for the state of Indiana in 2007 were \$4.94 billion (Table 28).
- The expenditures per employee in Indiana (\$1.10 million) were well above the same measure for the United States (\$0.43 million).
- An explanation for the difference in Indiana's ranking between R&D dollar amount and R&D per employee is that the size of the labor force in the R&D industry in Indiana is relatively smaller than that of the United States.

PATENTS

Patents are an alternative measure for regional innovative activities and are often used as a proxy for innovation. Each patent includes the name of at least one individual inventor (many have multiple inventors). Ownership is assigned to an individual inventor or to a corporation, university, or another research institution (assignee).

Patents were obtained (those already granted and applications) in the state of Indiana from January 2006 to September 2010. To be included in the data for the Northwest Indiana region, the patent had to include at least one inventor or an assignee from Northwest Indiana. An inventor or an assignee can be from outside Northwest Indiana (referred to as "Outside").

Patent Counts

- In the state of Indiana there were a total of 10,066 patents (granted and applied for) between January 2006 and September 2010. Of these, 567 patents are from Northwest Indiana (5.6%) (Table 29).
- From 2006 to 2009 there was a significant decrease in the number of patents granted and applied for. There were almost twice as many patents in Northwest Indiana in 2006 (159) as in 2009 (91). This is an indication of the recessionary trends in patent data.
- Of the 567 patents, 35 were from a Northwest Indiana inventor with an Northwest Indiana assignee (6%); 36% of patents had an inventor (17) or assignee (189) from outside of Northwest Indiana, which indicates that businesses within Northwest Indiana are not the major drivers of local patents (Table 30).
- The largest aggregation of patents is inventors of individual patents (Northwest Indiana Inventor without Assignee). Individually owned patents accounted for 57.5% of total patents (326).

Table 29. Northwest Indiana Patent Frequency Counts, January 2006 - September 2010

Year	Number of Patents	Percent of Total
2006	159	28.0%
2007	158	27.9%
2008	147	25.9%
2009	91	16.0%
2010	12	2.1%
Total	567	100.0%

Source: Delphion.com

Table 30. Patents: Northwest Indiana, January 2006 – September 2010

Designation	All Patents: Granted and Applications
Northwest Indiana Inventor without Assignee	326
Northwest Indiana Inventor and Northwest Indiana Assignee	35
Northwest Indiana Inventor and Outside Assignee	189
Outside Inventor and Northwest Indiana Assignee	17
Total Patent Applications from Northwest Indiana Inventors and/or Assignees	567

Source: Delphion.com

Patent Counts by Assignee

Table 31. Top 25 Patent Assignee Companies in Northwest Indiana, Number of Patents, Percentage of Total Patents, and Rank, January 2006 - September 2010

Assignee Name	Number of Patents	Percentage of Total Patents	Rank
Panduit Corp.	23	4.1%	1
Urschel Laboratories, Inc.	18	3.2%	2
Newell Operating Co.	15	2.6%	3
Monosolrx LLC	14	2.5%	4
Vijuk Equipment, Inc.	11	1.9%	5
Monosol, LLC	6	1.1%	6
On the Fence Technologies, LLC, Corp.	6	1.1%	7
TP Orthodontics, Inc.	6	1.1%	8
Wabtec Holding Corp.	6	1.1%	9
Kythera Biopharmaceuticals, Inc.	5	0.9%	10
Salco Product Inc.	5	0.9%	11
Ephaugh Inc.	4	0.7%	12
Gregg A. Vandusseldorp & Associates, Inc.	4	0.7%	13
VDF Futureceuticals, Inc.	4	0.7%	14
William Wrigley Jr. Co.	4	0.7%	15
Cathlogic, Inc.	3	0.5%	16
Fair Isaac Corp.	3	0.5%	17
Federal Signal Corp.	3	0.5%	18
Maritz Inc.	3	0.5%	19
Poly-John Enterprises Corp.	3	0.5%	20
Procter & Gamble Co.	3	0.5%	21
Rmit Mortgage, Inc.	3	0.5%	22
Smiths Group PLC	3	0.5%	23
Toilex, LLC	3	0.5%	24
University of Illinois	3	0.5%	25

Note: Total Patents = 567; Rank out of 90

Source: Delphion.com

- The top five companies (Panduit, Urschel Laboratories, Newell Operating, Monosolrx, and Vijuk Equipment) account for 14.2% (81) of patents in Northwest Indiana (Table 31).

Patent Counts by Industry Classification

Table 32. Top 15 International Patent Classifications in Northwest Indiana by Number of Patents, Percentage of Total Patents, and Rank, Name, January 2006 – September 2010

International Patent Classification Name	Number of Patents	Percentage of Total	Rank
Preparations for medical, dental, or toilet purposes	26	4.6%	1
Data processing systems or methods, specially adapted for administrative, commercial, financial, managerial, supervisory or forecasting purposes; Systems or methods specially adapted for administrative, commercial, financial, managerial, supervisory or forecasting purposes, not otherwise provided for	21	3.7%	2
Electric digital data processing	19	3.4%	3
Sanitary equipment not otherwise provided for; Toilet accessories	17	3.0%	4
Cutting; Details common to machines for severing, e.g. by cutting, perforating, stamping-out	17	3.0%	5
Locks; Accessories therefor; Handcuffs	16	2.8%	6
Layer products, i.e. Products built-up of strata of flat or non-flat, e.g. cellular or honeycomb, form	15	2.6%	7
Diagnosis; Surgery; Identification	12	2.1%	8
Filters implantable into blood vessels; Prostheses; Devices providing patency to, or preventing collapsing of, tubular structures of the body; Orthopedic, nursing or contraceptive devices; Formentation; Treatment or protection of eyes or ears; Bandages, dressings or absorbent pads; First-aid kits	12	2.1%	9
Card, board, or roulette games; Indoor games using small moving playing bodies; games not otherwise provided for	11	1.9%	10
Electrically-conductive connections; Structural associations of a plurality of mutually-insulated electrical connecting elements; Coupling devices; Current collectors	10	1.8%	11
Shaping or joining of plastics; Shaping of substances in a plastic state, in general; After-treatment of the shaped products	8	1.4%	12
Mechanical working or deformation of paper or cardboard	8	1.4%	13
Body details or kinds of railway vehicles	8	1.4%	14
Containers for storage or transport of articles or materials; Accessories, closures, or fittings there for; Packaging elements; Packages	8	1.4%	15

Source: Delphion.com

- Table 32 displays the top 15 patent counts by the International Patent Classification name (IPC) and shows that the top 15 account for almost 36.7% of patents (208) in the Northwest Indiana region.
- These scientific fields identify the technology strengths in the Northwest Indiana region.

Table 33. Northwest Indiana Patents: Top 10 Assignees by International Patent Classification Code, January 2006 – September 2010

Assignee	Total Patent Count	International Patent Classifications													
		A23L	A61B	A61J	A61K	B21F	B26D	B42D	B65D	E04H	E05B	F16F	G06Q	H01R	H02B
Individually Owned Patents (Northwest Indiana Inventor without Assignee)	326	3	1	1	8	0	1	1	5	0	6	1	13	1	0
Panduit Corp.	23	0	0	0	0	1	0	0	1	0	0	0	0	8	2
Urschel Laboratories, Inc.	18	0	0	0	0	0	15	0	0	0	0	0	0	0	0
Newell Operating Co.	15	0	0	0	0	0	0	0	0	0	7	0	0	0	0
Monosolrx LLC	14	0	0	2	8	0	0	0	0	0	0	0	0	0	0
Vijuk Equipment, Inc.	11	0	0	0	0	0	0	3	0	0	0	0	0	0	0
Monosol, LLC	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0
On the Fence Technologies, LLC, Corp.	6	0	0	0	0	0	0	0	0	6	0	0	0	0	0
TP Orthodontics, Inc.	6	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Wabtec Holding Corp.	6	0	0	0	0	1	0	0	0	0	0	0	0	0	0

Source: Delphion.com

Patent Counts by Assignee and Industry Classification

- Table 33 displays Northwest Indiana patent counts by Assignee and International Patent Classification¹⁹, and based upon the companies and patents, *there is no one classified technology innovation drive but rather a mix of many technologies and companies.*
- The largest number of patents held by an individual company within a single International Patent Classification was Urschel Laboratories, holding 15 patents in the category *Cutting; Details common to machines for severing.*
- Over 50% of patents for Monosolrx LLC were in the category *Preparations for Medical, Dental, or Toilet Purposes.*

¹⁹ **A23L** = Foods, foodstuffs, or non-alcoholic beverages; their preparation or treatment, e.g. Cooking, modification of nutritive qualities, physical treatment (shaping or working, not fully covered by this subclass; Preservation of foods or foodstuffs, in general.

A61B = Diagnosis; Surgery; Identification

A61J = Containers specially adapted for medical or pharmaceutical proposes; Devices or methods special adapted for brining pharmaceutical products into particular physical or administering forms; Devices for administering food for medicines orally; Baby comforters; Devices for receiving spittle

A61K = Preparations for medical, dental, or toilet purposes

B21F = Working or processing of wire

B26D = Cutting; Details common to machines for severing

B42D = Books; Book covers; Loose leaves; Printed matter of special format or style not otherwise provided for; Devices for the use therewith; Moveable-strip writing or reading apparatus.

B65D = Containers for storage or transport of article or materials, e.g. bags, barrels, bottles, boxes, cans, cartons, crates, drums, jars, tanks, hoppers, forwarding containers; accessories, closures, or fitting therefor; Packaging elements; Packages

E04H = Buildings or like structure for particular purposes; Swimming or splash baths or pools; masts; fencing; tents or canopies, in general

E05B = Locks; Accessories therefor; Handcuffs

F16F = Springs; Shock-absorbers; Means for damping vibration

G06Q = Data processing systems or methods, specially adapted for administrative, commercial, financial, managerial, supervisory or forecasting purposes; Systems or methods specially adapted for administrative, commercial, financial, managerial, supervisory or forecasting purposes, not otherwise provided for

H01R = Electrically-conductive connections; Structural associations of a plurality of mutually-insulated electrical connecting elements; Coupling devices; Current collectors

H02B = Boards, substations, or switching arrangements for the supply or distribution of electric power

*SBIR/STTR AWARDS***Table 34. SBIR/STTR Awards by Year and Total Dollars in the Northwest Indiana Region, 2005 – 2010**

Year	Number of Awards	Total Awards (\$)
2005	3	\$300,000
2006	0	\$0
2007	2	\$606,999
2008	5	\$462,451
2009	2	\$375,408
2010	1	\$749,910
Total	13	\$2,494,768

Note: SBIR/STTR Awards totaled from the following government agencies: DHS, DOC, DOD, DOE, DOI, DOT, ED, EPA, HHS, HUD, NASA, NIH, NIST, NRC, NSF, and USDA

Source: Small Business Administration Tech-Net; National Institute of Health

- 13 SBIR/STTR awards were distributed between 2005 and 2010 in Northwest Indiana to four different firms totaling almost \$2.5 million. All of these four firms were located in Lake County.
- Over these six years, the largest number of awards (5) occurred in 2008, while in 2010 the largest overall amount allocated was \$750,000 million.

Table 35. SBIR/STTR Awards by Firm in the Northwest Indiana Region, 2005 - 2010

Firm Name	City	County	Agency	Year	Dollars	Purpose
Nesch, LLC	CrownPoint	Lake	HHS	2005	\$100,000.00	Diffraction Enhanced Imaging Laboratory
Nesch, LLC	CrownPoint	Lake	NIH	2005	\$100,000.00	Diffraction Enhanced Imaging Laboratory Research Machine
Innovative Energy Solutions	CrownPoint	Lake	NSF	2005	\$100,000.00	Hydrogen Production in Reverse Flow Reactor
Innovative Energy Solutions	CrownPoint	Lake	NSF	2007	\$499,999.00	Hydrogen Production in Reverse Flow Reactor
Topbulb.com LLC	East Chicago	Lake	HHS	2007	\$107,000.00	Sleep Therapy Headset
Conflict Kinetics	CrownPoint	Lake	DOD, DARP	2008	\$98,998.00	Advanced Development for Defense, Science & Tech
Innovative Energy Solutions	CrownPoint	Lake	DOD, AF	2008	\$100,000.00	Reliability Assessment of Nondestructive Evaluation
Innovative Energy Solutions	CrownPoint	Lake	DOE	2008	\$99,999.00	Hydrogen from Refinery Waste
Innovative Energy Solutions	CrownPoint	Lake	DOE	2008	\$93,457.00	Ultra-Compact Hybrid Entrained Fuel Gasifier
Nesch, LLC	CrownPoint	Lake	DOD, Army	2008	\$69,996.00	Complimentary Nondestructive Evaluation
Innovative Energy Solutions	CrownPoint	Lake	DOD, AF	2009	\$305,409.00	Reliability Assessment of Nondestructive Evaluation
Innovative Energy Solutions	CrownPoint	Lake	DOD, Army	2009	\$69,999.00	Field Waste to Energy Conversion
Conflict Kinetics	CrownPoint	Lake	DOD, DARP	2010	\$749,910.00	Advanced Development for Defense, Science & Tech

Note: SBIR/STTR Awards totaled from the following government agencies: DHS, DOC, DOD, DOE, DOI, DOT, ED, EPA, HHS, HUD, NASA, NIH, NIST, NRC, NSF, and USDA

Source: Small Business Administration Tech-Net; National Institute of Health

- Innovative Energy Solutions received the largest number of awards (7) between 2005 and 2010 and the largest dollar allocation total of over \$1.25 million, representing 51% of all award dollars for the region.
- Conflict Kinetics received two awards between 2005 and 2010 totaling just nearly \$0.85 million, 34% of all award dollars allocated.
- Nesch, LLC received three awards totaling \$270,000.
- Companies that receive multiple awards over several years may indicate progress towards commercialization.

APPENDIX

A.1. Fastest Growing Private Firms in Indiana by Revenue Growth, 2008

National Rank	Company Name	City	Revenue (\$Mil)	Revenue Growth (2004-2007)	Year Founded	Employee Count
53	Trace Communications	Indianapolis	\$9.00	2896.2%	2003	16
277	CMR Construction & Roofing	Indianapolis	\$19.00	985.5%	2002	30
304	National Trade Supply	Indianapolis	\$13.60	916.4%	2002	14
351	Platinum Builders	New Carlisle	\$2.40	839.6%	2003	28
387	Defender Direct	Indianapolis	\$77.00	785.0%	1998	1,000
421	iGoDigital	Indianapolis	\$2.10	738.5%	1999	22
444	Working Person's Store	Lakeville	\$15.20	717.3%	1995	70
452	Bluefish Wireless Management	Indianapolis	\$10.30	698.3%	2001	75
453	Passageways	West Lafayette	\$2.20	697.1%	2003	26
638	Bone Dry Roofing	Indianapolis	\$25.10	520.8%	1987	110
668	LGC Associates	Indianapolis	\$8.00	505.7%	2001	25
761	Jenmarco	McCordsville	\$3.00	460.7%	1997	2
782	US Trades	Indianapolis	\$21.90	452.2%	2000	240
1129	Consona	Indianapolis	\$130.50	331.6%	1986	700
1145	Novae	Markle	\$12.30	326.9%	1995	120
1175	lasta.com	Carmel	\$3.60	319.9%	2000	35
1204	ExactTarget	Indianapolis	\$48.00	314.4%	2001	340
1377	Venture Logistics	Indianapolis	\$83.30	275.7%	1992	400
1422	Riverside Manufacturing	Fort Wayne	\$49.70	264.3%	1992	490
1466	AIT Laboratories	Indianapolis	\$16.30	258.4%	1990	200
1488	Premiere Credit of North America	Indianapolis	\$15.10	254.1%	1999	206
1493	Angie's List	Indianapolis	\$23.60	252.9%	1995	350
1502	CNC Industries	Fort Wayne	\$6.70	252.0%	1995	48
1519	Elwood Staffing	Columbus	\$159.50	248.5%	1980	195
1727	Home Reserve	Fort Wayne	\$3.00	218.3%	2000	23
1735	Ebit Information Systems	Jeffersonville	\$4.20	217.4%	2003	42
1948	Trai-Cor Processing	East Chicago	\$4.80	190.7%	2001	35
1973	Endangered Species Chocolate	Indianapolis	\$13.20	188.7%	1993	52
2015	Employment Plus	Bloomington	\$67.60	184.2%	1993	94

Note: Rank out of 5,000; Northwest Indiana companies in bold
Source: www.inc.com

A.1. Fastest Growing Private Firms in Indiana by Revenue Growth, 2008 (Continued)

National Rank	Company Name	City	Revenue (\$Mil)	Revenue Growth (2004-2007)	Year Founded	Employee Count
2044	Jackson Systems	Indianapolis	\$8.20	180.7%	1997	25
2125	ESW	Crown Point	\$5.00	173.9%	1987	60
2132	Enviroforensics	Indianapolis	\$5.60	173.3%	2002	25
2146	nFocus Technologies	Indianapolis	\$5.60	171.8%	2001	50
2201	Tri-Auto Enterprises	Indianapolis	\$26.90	167.8%	2001	85
2212	American Sentry Guard	Greenwood	\$7.70	166.6%	1999	43
2223	Girtz Industries	Monticello	\$14.30	165.8%	1981	128
2227	Premier Ag	Columbus	\$92.00	165.6%	1927	105
2579	Meyer Distributing	Jasper	\$90.10	141.6%	1982	400
2925	Productive Resources	Columbus	\$7.70	122.4%	1999	120
2985	St. Clair Apparel	South Bend	\$8.80	119.5%	1998	15
3011	Healthx	Indianapolis	\$7.90	118.0%	1994	45
3142	Option Six	Bloomington	\$4.40	110.3%	2001	30
3151	Polymer Technology Systems	Indianapolis	\$18.60	109.9%	1992	105
3204	Inter Technologies	South Bend	\$2.80	107.2%	2000	8
3223	Thompson Thrift	Terre Haute	\$45.00	106.0%	1996	125
3276	Kountry Wood Products	Nappanee	\$25.40	103.1%	1998	128
3397	Unique Window & Door	Indianapolis	\$16.10	98.0%	1983	115
3595	Accent Marketing Services	Jeffersonville	\$113.00	89.3%	1993	4,000
3687	Trilithic	Indianapolis	\$39.90	85.3%	1987	180
3720	That's Good HR	Indianapolis	\$10.00	84.0%	1998	24
3751	ECl	Elkhart	\$9.50	82.8%	1996	80
4017	ProTrans International	Indianapolis	\$129.50	72.4%	1993	600
4068	Safety Management Group of Indiana	Indianapolis	\$13.20	70.4%	1994	105
4108	Integrity Metals	Connerville	\$35.80	68.8%	1979	30
4128	Dry Dock Marine Center	Angola	\$3.90	68.1%	1987	12
4199	Aerodyn Engineering	Indianapolis	\$5.00	65.8%	2002	30
4220	Strategic Staffing Solutions (Indianapolis, IN)	Indianapolis	\$3.90	65.1%	2002	7
4252	Circle B	Indianapolis	\$32.40	64.2%	1959	175

Note: Rank out of 5,000; Northwest Indiana companies in bold
Source: www.inc.com

A.1. Fastest Growing Private Firms in Indiana by Revenue Growth, 2008 (Continued)

National Rank	Company Name	City	Revenue (\$Mil)	Revenue Growth (2004-2007)	Year Founded	Employee Count
4347	Stardust Transportation	Indianapolis	\$5.00	61.3%	2000	42
4440	GasAmerica Services	Greenfield	\$535.20	57.5%	1984	830
4457	Apex Precision Technologies	Camby	\$20.90	56.9%	1994	70
4466	Dekker Vacuum Technologies	Michigan City	\$12.10	56.3%	1998	54
4474	Haggard & Stocking	Indianapolis	\$32.10	56.2%	1972	80
4578	T2 Systems	Indianapolis	\$12.40	52.9%	1994	120
4622	HR Solutions	Evansville	\$2.80	51.6%	1994	20
4764	Kruse Worldwide Courier	Fort Wayne	\$5.00	47.7%	2001	55
4786	Desktop Resources	Indianapolis	\$2.50	47.0%	1995	18
4839	Aquatic Control	Seymour	\$10.10	45.6%	1966	22
4853	Weddle Bros. Construction Companies	Bloomington	\$103.70	45.1%	1952	250
4879	Bennington Marine	Elkhart	\$152.00	44.5%	1997	0

Note: Rank out of 5,000; Northwest Indiana companies in bold

Source: www.inc.com

A.2. Fortune 1,000 Companies in Indiana, 2009

Indiana Rank	Company	Fortune 1,000 Rank	Revenues (\$Mil)	City
1	WellPoint	32	\$61,251.1	Indianapolis
2	Eli Lilly	122	\$20,378.0	Indianapolis
3	Cummins	181	\$14,342.0	Columbus
4	NISource	289	\$9,069.5	Merrillville
5	Steel Dynamics	318	\$8,080.5	Fort Wayne
6	Brightpoint	496	\$4,658.0	Indianapolis
7	Conseco	537	\$4,194.4	Carmel
8	Zimmer Holdings	543	\$4,121.1	Warsaw
9	Simon Property Group	573	\$3,783.2	Indianapolis
10	Berry Plastics	610	\$3,513.1	Evansville
11	Calumet Specialty Products	779	\$2,489.0	Indianapolis
12	Vectren	782	\$2,484.7	Evansville
13	Biomet	808	\$2,383.3	Warsaw
14	Hill-Rom Holdings	942	\$1,862.0	Batesville
15	KAR Holdings	973	\$1,771.4	Carmel

Note: Rank out of 1,000; Northwest Indiana companies in bold

Source: <http://money.cnn.com/magazines/fortune/fortune500/2009/states/IN.html>

A.3. Top Employers in Northwest Indiana by Employment, 2010

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
1	Arcelor Mittal	Burns Harbor	Porter	331111	Iron & Steel Mills	6,000
2	St Margaret Mercy Healthcare	Hammond	Lake	622110	General Medical & Surgical Hospitals	3,000
3	St Margaret Mercy Home Care	Schererville	Lake	621610	Home Health Care Services	3,000
4	Community Hospital	Munster	Lake	622110	General Medical & Surgical Hospitals	2,800
5	Horseshoe Hammond	Hammond	Lake	713290	Other Gambling Industries	2,200
6	Ameristar Casino East Chicago	East Chicago	Lake	713290	Other Gambling Industries	1,800
7	Blue Chip Casino	Michigan City	La Porte	713290	Other Gambling Industries	1,800
8	Porter Valparaiso Hospital	Valparaiso	Porter	622110	General Medical & Surgical Hospitals	1,600
9	BP America Inc	Whiting	Lake	424720	Other Petroleum Merchant Wholesale	1,500
10	LA Porte Hospital	La Porte	La Porte	622110	General Medical & Surgical Hospitals	1,500
11	Methodist Hospitals	Merrillville	Lake	621999	Misc Ambulatory Health Care Services	1,500
12	St Anthony Medical Center	Crown Point	Lake	622110	General Medical & Surgical Hospitals	1,450
13	St Anthony Memorial Health Center	Michigan City	La Porte	622110	General Medical & Surgical Hospitals	1,200
14	Purdue University Calumet	Hammond	Lake	611310	Colleges & Universities	1,109
15	Corrections Dept	Westville	La Porte	922140	Correctional Institutions	1,100
16	St Mary Medical Center	Hobart	Lake	622110	General Medical & Surgical Hospitals	1,100
17	NI Source Inc	Merrillville	Lake	551112	Offices Of Other Holding Companies	1,000
18	St Maria Christian Formation	Dyer	Lake	561990	All Other Support Services	1,000
19	Indiana State Prison	Michigan City	La Porte	922140	Correctional Institutions	700
20	LA Porte County Office	La Porte	La Porte	921120	Legislative Bodies	700
21	St Anthony Assisted Living	Crown Point	Lake	623312	Homes For The Elderly	620
22	Hammond Clinic	Munster	Lake	621493	Freestanding Emergency Medical Centers	600
23	St Anthony Home	Crown Point	Lake	623110	Nursing Care Facilities	600

Source: Reference USA

A.3. Top Employers in Northwest Indiana by Employment , 2010 (Continued)

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
26	Alcoa Howmet	La Porte	La Porte	331528	Other Non-Ferrous Foundries Exc Die-Casting	550
27	Pay Low Foods	Merrillville	Lake	445110	Supermarkets & Other Grocery Stores	550
28	Lake County Sheriff's Dept	Crown Point	Lake	922120	Police Protection	509
29	Alpha Baking Co	La Porte	La Porte	424490	Other Grocery Prod Merchant Wholesale	500
30	Emerson Power Transmission	Valparaiso	Porter	423840	Industrial Supplies Merchant Wholesale	500
31	Lake County Sheriff Correction	Crown Point	Lake	922120	Police Protection	500
32	Nitco	Michigan City	La Porte	517110	Wired Telecommunications Carriers	500
33	Rieter Automotive Systems	Lowell	Lake	336399	All Other Motor Vehicle Parts Manufacturing	500
34	Arcelor Mittal Bar Co	East Chicago	Lake	561990	All Other Support Services	480
35	USW	Whiting	Lake	813930	Labor Unions & Similar Labor Organizations	450
36	Aero Metals Inc	La Porte	La Porte	331513	Steel Foundries Except Investment	400
37	ISM Security	Griffith	Lake	561612	Security Guards & Patrol Services	400
38	Lake County Civil Sheriff	Crown Point	Lake	922120	Police Protection	400
39	Lake County Div-Children Svc	Gary	Lake	923130	Other Human Resource Programs Administration	400
40	Lake County Sheriff Bureau-Id	Crown Point	Lake	922120	Police Protection	400
41	Meijer	Highland	Lake	445110	Supermarkets & Other Grocery Stores	400
42	Michigan City Baking	Michigan City	La Porte	423830	Industrial Machinery Merchant Wholesale	400
43	Nash-Finch Co	Westville	La Porte	424410	General Line Grocery Merchant Wholesale	400
44	Sears	Merrillville	Lake	452111	Department Stores Except Discount	400
45	Times	Munster	Lake	511110	Newspaper Publishers	400
46	Purdue University N Central	Westville	La Porte	611310	Colleges & Universities	366

Source: Reference USA

A.3. Top Employers in Northwest Indiana by Employment, 2010 (Continued)

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
48	New York Blower Co	La Porte	La Porte	333412	Industrial & Commercial Fan & Blower Manufacturing	355
49	EMCOR Hyre Electric	Highland	Lake	238210	Electrical Contractors	350
50	Gary Police Dept	Gary	Lake	922120	Police Protection	350
51	Ivy Tech Community College	Valparaiso	Porter	611310	Colleges & Universities	350
52	Lear Corp	Hammond	Lake	336399	All Other Motor Vehicle Parts Manufacturing	350
53	Macy's	Merrillville	Lake	452111	Department Stores Except Discount	350
54	Unilever Home & Personal Care	Hammond	Lake	325612	Polish & Other Sanitation Good Manufacturing	350
55	Walmart	Schererville	Lake	452111	Department Stores Except Discount	350
56	Lake Central High School	St John	Lake	611110	Elementary & Secondary Schools	333
57	First Bancshares Inc	Whiting	Lake	551111	Offices Of Bank Holding Companies	330
58	Pepsi Beverages Co	Munster	Lake	312111	Soft Drink Manufacturing	325
59	Munster Med-Inn	Munster	Lake	623110	Nursing Care Facilities	320
60	America II Group Inc	Hobart	Lake	561422	Telemarketing Bureaus	300
61	Bass Pro Shops	Portage	Porter	451110	Sporting Goods Stores	300
62	Levy Co	Chesterton	Porter	327992	Ground Or Treated Minerals & Earths Manufacturing	300
63	Opportunity Enterprises	Valparaiso	Porter	624190	Other Individual & Family Services	300
64	Portage Hospital Campus	Portage	Porter	622110	General Medical & Surgical Hospitals	300
65	Ray's Movers & Storage Inc	Griffith	Lake	531130	Mini-Warehouse & Self-Storage Unit Operators	300
66	Smiths Medical	Gary	Lake	339112	Surgical & Medical Instrument Manufacturing	300
67	T P Orthodontics Inc	Westville	La Porte	339114	Dental Equip & Supplies Manufacturing	300
68	Tonn & Blank Construction	Michigan City	La Porte	236115	New Single-Family General Contractors	300
69	Transportation Dept	La Porte	La Porte	926120	Transportation Program Administration	300
70	Walmart	Hammond	Lake	452111	Department Stores Except Discount	300
71	Ultra Foods	Highland	Lake	445110	Supermarkets & Other Grocery Stores	290

Source: Reference USA

A.3. Top Employers in Northwest Indiana by Employment, 2010 (Continued)

Rank	Company Name	City	County	Primary NAICS	Primary NAICS Description	Location Employee Size
72	Valparaiso Surgery Center-Porter	Valparaiso	Porter	622110	General Medical & Surgical Hospitals	290
73	Saco Industries Inc	Lowell	Lake	337110	Wood Kitchen Cabinet & Countertop Manufacturing	286
74	ATI Casting Svc	La Porte	La Porte	331513	Steel Foundries Except Investment	280
75	Hammond Times	Munster	Lake	511110	Newspaper Publishers	280
76	Northern Indiana Commuter	Michigan City	La Porte	482111	Line-Haul Railroads	279
77	Urschel Laboratories Inc	Valparaiso	Porter	333294	Food Prod Machinery Manufacturing	270
78	Superior Engineering LLC	Hammond	Lake	541330	Engineering Services	261
79	Beta Steel Corp	Portage	Porter	331111	Iron & Steel Mills	250
80	Cargill Inc	Hammond	Lake	424490	Other Grocery Prod Merchant Wholesale	250
81	Deep River Waterpark	Crown Point	Lake	713110	Amusement & Theme Parks	250
82	Edgewater Systems For Balanced	Gary	Lake	622210	Psychiatric & Substance Abuse Hospitals	250
83	Flying J Travel Plaza	Lake Station	Lake	447190	Other Gasoline Stations	250
84	Health Partners Urgent Care	Michigan City	La Porte	621498	All Other Outpatient Care Centers	250
85	Horizon Bank NA	Michigan City	La Porte	522110	Commercial Banking	250
86	International Mill Svc	Gary	Lake	327992	Ground Or Treated Minerals & Earths Manufacturing	250
87	Jewel-Osco	Dyer	Lake	445110	Supermarkets & Other Grocery Stores	250
88	Jewel-Osco	Munster	Lake	445110	Supermarkets & Other Grocery Stores	250
89	Laporte Industries	La Porte	La Porte	441310	Automotive Parts & Accessories Stores	250
90	Mc Gill Mfg Co Inc	Valparaiso	Porter	332991	Ball & Roller Bearing Manufacturing	250
91	Rag Tops Auto Museum	Michigan City	La Porte	712110	Museums	250
92	Southlake Center-Mental Health	Merrillville	Lake	624190	Other Individual & Family Services	250

Source: Reference USA

A.4. Business Incubators and Research Parks in Northwest Indiana, October 2010

Organization	Address	City	State	Zip	Phone	Website
The Gerald I. Lamkin Innovation & Entrepreneurship Center at Ivy Tech's Northwest Indiana campus	1440 East 35th Avenue	Gary	IN	46409	(219) 981-1111	http://www.ivytech.edu/northwest/inn/index.html
Purdue Technology Center of Northwest Indiana/ Indiana Small Businesses Development Center	9800 Connecticut Dr.	Crown Point	IN	46307	(219) 794-1492	http://www.purdueresearchpark.com/satellite/northwest/ http://nwisbdc.org/
Hammond INnovation Center	5209 Hohman Ave.	Hammond	IN	46320	(219) 750-1200	http://webs.calumet.purdue.edu/innovation/
Entech Innovation Center	880 Eastport Centre Dr.	Valparaiso	IN	46383	(219) 405-3397	http://www.entechinnovate.com/
Purdue Technology Center of Northwest Indiana	1247 E. 169th Street	Hammond	IN	46323	(219) 989-2100	http://www.purdueresearchpark.com/
Portage Innovation Center	2610 Portage Mall	Portage	IN	46368	(219) 762-9761	http://www.portagein.org/

Source: Indiana Venture Resource Guide (2005); Individual Business Incubator Websites

A.5. Public Offerings in Indiana, by Public Offering Date, Company Name, and Industry, January 2006 - October 2010

Company Name	Public Offering	Date	Symbol	Exchange	Sector	Industry
Brightpoint Inc.	Secondary	7/13/2009	CELL	Nasdaq NM	Technology	Communications Equipment
CNO Financial Group Inc.	Secondary	12/16/2009	CNO	NYSE	Services	Insurance
Calumet Specialty Products Partners LP	Secondary	12/9/2009	CLMT	N/A	Energy	Oil & Gas - Integrated
Duke Realty Corp.	Secondary	6/17/2010	DRE	NYSE	Services	Real Estate Operations
First Merchants Corp.	Secondary	3/30/2010	FRME	Nasdaq NM	Financial	Regional Banks
Haynes International Inc.	Initial	3/20/2007	HAYN	Nasdaq NM	Capital Goods	Metal Mining
KAR Auction Services Inc.	Initial	12/11/2009	KAR	NYSE	Services	Auto & Truck Parts
Kite Realty Group Trust	Secondary	5/13/2009	KRG	NYSE	Services	Real Estate Operations
Mead Johnson Nutrition Co.	Initial	2/11/2009	MJN	NYSE	Healthcare	Health care Services
Old National Bancorp (ONB)	Secondary	9/23/2009	ONB	NYSE	Financial	Regional Banks
Simon Property Group Inc.	Secondary	8/6/2010	SPG	NYSE	Services	Real Estate Operations
Vectren Corp.	Secondary	2/23/2007	VVC	NYSE	Utilities	Natural Gas Utilities
Wabash National Corp.	Secondary	8/19/2010	WNC	NYSE	Transportation	Trucking
WellPoint Inc.	Secondary	9/19/2006	WLP	NYSE	Financial	Insurance
Windrose Medical Properties Trust	Secondary	6/16/2006	WRS	NYSE	Healthcare	Medical Equipment & Supplies
hhgregg Inc.	Secondary	7/2/2009	HGG	NYSE	Basic Materials	Retail (Technology)
Lakeland Financial Corp.	Secondary	11/13/2009	LKFN	Nasdaq NM	Financial	Regional Banks
Vera Bradley	Initial	10/21/2010	VRA	Nasdaq NM	Consumer Goods	Textile - Apparel Footwear & Accessories

Source: IPO Monitor; Yahoo Finance

A.6. Angel and Early-Stage Investment Firms in Indiana, October 2010

Organization	Contact	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
Northwest Indiana Angel Network	Dr. Daryl Yost	Fort Wayne	www.niic.net/application.aspx	Angel Group	Half Million	Northwest Indiana	Innovation, Technology, Corporate R&D, Emerging Growth Companies
Halo Capital Group		Indianapolis	www.halocapitalgroup.com	Angel Group	\$13.6 Million in total investments	Central Indiana	Innovation Economy
StepStone Angels	Oscar Moralez	Indianapolis	www.stepstonebusinesspartners.com	Angel Group		Greater Indianapolis Area	Medical Products Orthopediatrics, SonarMed and Healthcare IT
Barnard Associates		Indianapolis	http://www.barnardassociates.com/psvf.htm	Angel Group			
Irish Angels	Laura Hollis	Notre Dame	www.business.nd.edu/IA/	Angel Group		Notre Dame Students and Alumni	Healthcare, Manufacturing, Technology, Finance
Fish Taco Development Fund		South Bend	www.fishtacoveitures.com	Angel Group	Invests up to \$20,000	Notre Dame Family	
P3 Alliance		West Lafayette	www.purdueresearchpark.com	Angel Group		West Lafayette, Indianapolis, Merrillville and New Albany	Technology Based Companies
Clarian Health Ventures		Indianapolis	http://www.clarianhealthventures.com/contactus/contact.htm	Early Stage Venture	Invests up to \$3 Million	Indiana	Business or clinical need in the market
Gazelle TechVentures		Carmel	http://www.gazellevc.com/overview/overview.htm	Early, Mid and Late Stage Venture		Primarily Indiana	
StartUp Indiana		Muncie	www.StartUpIndiana.com	Entrepreneur Conference	Invests between \$25,000 and \$100,000	Eastern Indiana	
Inception LLC	Mike Fitzgerald	Indianapolis	http://www.inceptionllc.com/	Seed and Early Stage Venture	Invests between \$50,000 and \$500 k	Indiana	

Source: Indiana Health Industry Forum; Ball State University; Northwest Indiana Regional Partnership; Angelsoft; Pratt's Guide to Private Equity and Venture Capital Sources; Indiana Venture Resource Guide (2005)

A.7. Venture Capital Investment Firms in Indiana, October 2010

Organization	Contact	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
1st Source Capital Corporation		South Bend	http://www.1stsource.com	Venture Capital	Invests between \$250 k to \$750 k	Headquartered in Northern Indiana	Invests in companies that have a pretax profit of at least \$250k and history of rising profitability
AGS Capital, LLC		Indianapolis	www.ags-capital.com	Venture Capital			
Ambassador Enterprises		Fort Wayne	http://ambassador-enterprises.com/investments.php	Venture Capital			
Arboretum Ventures		Indianapolis	http://arboretumvc.com	Venture Capital		Principally Midwest	Invests in early stage life science companies; focus on medical devices, pharmaceuticals, biotechnologies
BioCrossroads - Indiana Future Fund		Indianapolis	http://www.biocrossroads.com/content.aspx?Key=22#1	Venture Capital	\$73 Million	Indiana	Life Sciences Companies
BioCrossroads - Indiana Inext Fund		Indianapolis	http://www.biocrossroads.com/content.aspx?Key=41	Venture Capital	\$58 Million	Indiana	Life Sciences Companies
BioCrossroads - Seed Fund		Indianapolis	http://www.biocrossroads.com/content.aspx?Key=17#2	Venture Capital	\$6 Million	Indiana	Life Sciences Companies
Blue Chip Venture Co.		Carmel	http://www.bcvc.com/contact/index.lasso	Venture Capital	Invests up to \$6 Million per Company		Software and Services, Media and Marketing, Healthcare
Cambridge Ventures LP (Lynx Capital Corporation)		Indianapolis	www.cambridgecapitalmgmt.com	Venture Capital	Invests up to \$1 Million		
CID Capital		Indianapolis	http://www.cidequity1.com/	Venture Capital			
Command Equity Group LLC		Bloomington	www.commandequity.com	Venture Capital			
EOS Asia Investments, Ltd.	Scott Durlacher	Indianapolis	http://www.eosfunds.com/	Venture Capital	Initial investments should be at least \$15 Million		Eos makes private investments in companies where management agrees to execute a plan leading to higher liquidity and valuation

Source: Indiana Venture Resource Guide (2005); Indiana Health Industry Forum; Ball State University; Northwest Indiana Regional Partnership; Angelsoft; Pratt's Guide to Private Equity and Venture Capital Sources; National Venture Capital Association

A.7. Venture Capital Investment Firms in Indiana, October 2010 (Continued)

Organization	Contact	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
Equity Investment Group	George Huber	Fort Wayne		Venture Capital			
Guidant Corporation		Spencer	http://www.guidant.com	Venture Capital	Over \$1 Billion a year between 2006 and 2009	Global	Committed to investing in external, or acquired, R&D through acquisitions and investments in new businesses
Hammond, Kennedy, Whitney & Co., Inc.		Indianapolis	www.hkwinc.com	Venture Capital		North American-based Companies	
Heron Capital Venture Fund	Greg Maurer	Indianapolis	http://www.heroncap.com/index.html	Venture Capital			Life Sciences, Therapeutic Medical Devices
Indiana 21st Century Research and Technology Fund		Indianapolis	http://www.21fund.org/	Venture Capital	Awarded \$49 Million between 2007 and 2009	Indiana	Venture Start-up
Indiana Investment Fund	Curt Rossman	Indianapolis	http://www.indianainvestmentfund.com	Venture Capital			
Innovate Indiana Fund	Bill Stephan	Indianapolis	innovate.indiana.edu	Venture Capital	\$10 Million		Technology-based Companies
Innovation Park Notre Dame	Dave Brenner	South Bend	www.innovationparknd.com	Venture Capital			
Irwin Ventures LLC		Columbus		Venture Capital			
Lilly BioVentures		Indianapolis	http://www.lillybioventures.com/	Venture Capital			Targets Investment Opportunities in Biotech Start-Up Companies
Lilly Ventures		Indianapolis	www.lillyventures.com	Venture Capital	\$200 Million under Management	North America and Europe	Biotechnology, Medical Technology and Healthcare IT
Main street Venture Fund	Karen Goldner	Fort Wayne	www.mainstreetventurefund.com	Venture Capital	Invests up to \$500,000		Healthcare, Technology Services, Devices and Services Companies

Source: Indiana Venture Resource Guide (2005); Indiana Health Industry Forum; Ball State University; Northwest Indiana Regional Partnership; Angelsoft; Pratt's Guide to Private Equity and Venture Capital Sources; National Venture Capital Association

A.7. Venture Capital Investment Firms in Indiana, October 2010 (Continued)

Organization	Contact	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
Midpoint Food and Agriculture Fund LP		Carmel	http://www.midpointvc.com/index.htm	Venture Capital	Up to \$3 Million per Portfolio		Food and Agriculture, Bioprocessing and Renewables, Production Technologies
Monument Advisors		Indianapolis	www.monumentadv.com	Venture Capital	Invests in firms requiring less than \$5 Million in capital	Indiana and Midwest	
North River Capital		Fort Wayne	http://www.northrivercapital.net/	Venture Capital			
Obsidian Enterprises, Inc.		Indianapolis	www.obsidianenterprises.com	Venture Capital			
Pearl Street Venture Funds		Indianapolis	www.psvf.com	Venture Capital			Life Sciences Companies
Purdue University Trask Venture Fund		West Lafayette	www.otc.purdue.edu	Venture Capital			
Rose-Hulman Ventures (REI Ventures)		Terre Haute	www.rhventures.org	Venture Capital			
Spring Mill Venture Partners		Carmel	www.springmillvp.com	Venture Capital		Indiana and Surrounding Midwest	High Growth IT and Life Sciences
The Ellis Company	Tom Ellis	Fort Wayne	http://www.elliscompany.com	Venture Capital			
Triathlon Medical Venture		Indianapolis	www.tmvp.com	Venture Capital	Will invest up to \$7 Million per Company		Biopharmaceutical, Medical Devices,
Venture Club of Indiana		Indianapolis	http://www.ventureclub.org/default.asp	Venture Capital			Dedicated to helping entrepreneurs, investors and the professional community convene to network
Village Ventures		Bloomington	www.villageventures.com	Venture Capital		North America	Business Financial Services, Media/Consumer and Healthcare/Medical

Source: Indiana Venture Resource Guide (2005); Indiana Health Industry Forum; Ball State University; Northwest Indiana Regional Partnership; Angelsoft; Pratt's Guide to Private Equity and Venture Capital Sources; National Venture Capital Association

A.8. Late-Stage Investment Firms in Indiana, October 2010

Organization	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
Bindley Capital Partners	Indianapolis	http://www.bindleycapitalpartners.com/	Private Investment			Healthcare Services, Financial Services and Distribution/Logistics
Cardinal Equity Partners	Indianapolis	http://www.cardvent.com/address.html	Private Investment	Up to \$7 Million	Located in the Midwest	Niche Manufacturers, Value-added Distributors, Service Business
Centerfield Capital Partners	Indianapolis	http://www.centerfieldcapital.com/contact_us.html	Private Investment	Invests up to \$15 Million	Midwest preference	Manufacturing, Business Services, Consumer Products, Healthcare Services and Transportation
Bright Path Capital, Inc.	Indianapolis	www.brightpathcapital.com	Private Investment	Equity investments of \$1 to \$5 Million	United States / Midwest Preference	Provide capital for organic growth, acquisitions, management buyouts or recapitalizations

Source: Indiana Health Industry Forum; Pratt's Guide to Private Equity and Venture Capital Sources

A.9. Management Buyout/Takeover Firms in Indiana, October 2010

Organization	City	Website	Service	Fund Size	Geographic Investment	Investment Specialization
E & A Industries, LLC	Indianapolis	http://www.eaindustries.com	Buyout	Business Acquisitions		Improves performance of underutilized assets, seeks long term capital through strategic business acquisitions
Ellis Capital Group	Fort Wayne	http://www.elliscompany.com	Buyout	Principal activity is business acquisition	Midwest	Acquires well established, midsized, profitable companies
Fortune Diversified Industries	Indianapolis	http://www.fdvi.net	Buyout	Committed to acquisition of profitable businesses		Focus on companies in the fields of wireless infrastructure and human resource solutions
Johnson Ventures Inc.	Columbus	http://www.johnsonventures.com	Buyout		Midwest	Invests in companies with leading positions in niche markets
Ruffolo Benson LLC	Fort Wayne	http://www.ruffolobenson.com	Buyout	Management Buyouts		Invest in transactions
Schwarz Partners LLC	Indianapolis	http://www.schwarzpartnerslp.com	Buyout	Seeks out companies for purchase or investment	Midwest and Southeastern U.S.	Seeks most creative companies , driven by innovative and determined entrepreneurs and managers

Source: Indiana Venture Resource Guide (2005)