

State of the Logistics Industry

MOVING INDIANA



2021

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WELCOME

STATE OF INDIANA



Welcome to Indiana, the best place in the nation to start a business, grow your company and create jobs. Indiana is known as the “Crossroads of America” for good reason. The state is 1st in the nation in pass through interstates,

home to the 2nd largest FedEx hub, is 4th nationally with 41 freight railroads, has the 8th largest cargo airport and is top 10 nationally in domestic waterborne shipping.

Simply put, the world moves through Indiana.

My administration works to ensure that all businesses have access to the talent necessary to meet their customers’ needs, an infrastructure network that provides access and efficient connections to anywhere and a regulatory environment that fosters growth – not restrict it.

Indiana is a truly remarkable place to have a business. We are the fiscal envy of the nation, continue to attract record numbers of new jobs and make historic investments in our roads.

And we are proactive in pursuing unique public and private-sector partnerships that give our industries a leg up on their competition. The Indiana Economic Development Corporation focuses every day on attracting new companies to our state and works with our industry partners to ensure that they have the tools necessary to thrive.

We partner with organizations, such as Conexis Indiana, that bring industry, public-sector and academic partners together to sustain Indiana’s advanced manufacturing and logistics leadership for generations to come. When it comes to giving companies what they need to succeed on their own terms, we have shown over and over that Indiana delivers on the motto, “A State That Works.”

This report shows that Indiana understands logistics. We listen to the needs of logistics companies, reduce regulatory burdens and provide stability and access to markets and talent. That’s why companies, such as FedEx, Amazon and Walmart, continue to make significant investments to expand their operations in Indiana.

Welcome to Indiana. We hope you find our state a great place to do business.



Eric Holcomb

Governor of Indiana

CONEXUS INDIANA



We learned a lot about ourselves and our nation in 2020 as we navigated a global pandemic. The supply chain and logistics industries rose to the challenge and demonstrated, once again, how they are inextricably essential to keeping the world

moving. Whether it is delivering food from the farm to your table, shipping medicines and personal protective equipment to frontline workers or packaging and sending the cell phone that served as your lifeline to family and coworkers, chances are these products originated in or traveled through Indiana. Indiana moves products better than any state- more than \$650B in goods move through our borders each year.

I am incredibly proud of Indiana's outsized role in moving goods from farms and factory floors to store shelves and eventually into people's homes. It's why Indiana is recognized as the "Crossroads of America" and has earned its reputation as the best place for logistics companies to invest and grow.

Indiana works closely with industry leaders to ensure the Hoosier State remains the best place for advanced manufacturers and logistics service providers to succeed. Conexus Indiana is central to this collaborative relationship. Since 2007, our organization has brought together industry,

academic and public-sector partners around a shared vision for an innovative, skilled workforce, a strong business climate and world-class infrastructure.

Indiana is just a day's drive to more than 80 percent of the United States' population. We've built on this geographic advantage with a first-in-class road, rail, air and waterway network. We've also made it easy for companies to thrive here in an Industry 4.0 environment by leading global research and development projects that will transform how we move things.

This report is comprehensive and provides data, resources and other valuable information that clearly outlines why Indiana is a great place to do business. The report also gives you a glimpse into how our research universities, industry and public-sector leaders are preparing for the future with breakthrough research in truck platooning, connected vehicle technology and electric vehicle research.

We are proud to be the "Crossroads of America" and invite you to be part of this success story.



A handwritten signature in black ink, which appears to read "J. Mark Howell".

J. Mark Howell
President and CEO, Conexus Indiana

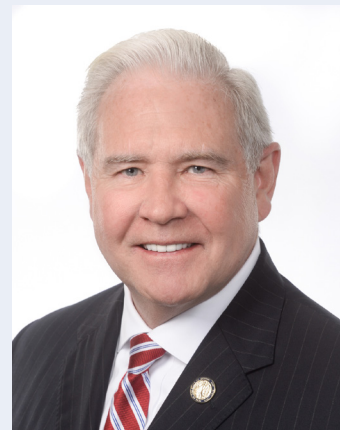
About Conexus

For more than a decade, Conexus Indiana, one of the Central Indiana Corporate Partnership (CICP) non-profit initiatives, has been positioning the Hoosier State as the best place for advanced manufacturing and logistics industries to innovate, invest, employ and succeed. By collaborating with industry, academic and public-sector partners on a shared vision for an innovative, skilled workforce and stronger business climate, Conexus Indiana has helped to create opportunities for advanced manufacturing and logistics companies, prepare Hoosiers to succeed in the state's largest industry sectors and maintain Indiana's competitive advantage in an Industry 4.0 economy.

INDIANA'S TOP-RANKED BUSINESS ENVIRONMENT

"Indiana's approach to economic development is strategic, focused and persistent. We act as a concierge-type service by collaborating across agencies and entities in both the private and public sectors to custom craft the solution to achieve business objectives. With the right environment, support and tailored tools in Indiana, businesses can focus on what matters most—their operations and their employees. We understand that competing in today's economic environment requires specific attention and tailored solutions to attract new business to the state, as well as supporting the growth of companies already here. Partnerships with organizations like Conexus are a critical piece of our custom-tailored approach."

Jim Schellinger, Indiana Secretary of Commerce



Indiana Economic Development Corporation Leads Economic Development Efforts

The Indiana Economic Development Corporation (IEDC) is the State of Indiana's economic development agency and is led by Indiana Secretary of Commerce Jim Schellinger.

The IEDC attracts and supports new business investment, creates new jobs for Hoosiers and furthers Indiana's legacy as one of the top states in the nation for business.

Organized as a public-private partnership, the IEDC is governed by a Board of Directors, which is chaired by Governor Eric Holcomb, and reflects the geographic and economic diversity of Indiana.

Through the IEDC, businesses will find many resources and incentives to locate and grow their companies.



Resources and incentives include:

- ◆ Job Creation
- ◆ Workforce Training
- ◆ Capital Investment
- ◆ Redevelopment and Revitalization
- ◆ Research and Development
- ◆ Innovation and Entrepreneurship
- ◆ Venture Capital

Source: IEDC

National Recognition

National polls and research organizations have recognized Indiana for its ease of doing business. Indiana ranks in the top tier of states in several categories:



... for **Government Efficiency**
(US News & World Report 2017)

... in the Midwest for **Business Incentives**
(Programs Area Development 2018)

... in the Midwest for **Entrepreneur Friendliness** (SBE Council 2019)

... in the Midwest and 10th in Nation
for its **overall tax** climate
(Tax Foundation 2019)



... in **Fiscal Stability** (U.S. News and World Report)



... most **Affordable State**
(U.S. News and World Report)



... for **Cost of Doing Business**
(CNBC Ranking of America's Top
States for Business 2019)



... in U.S. **State for Business**
(CEO Magazine 2020)



... of 13 states to achieve **AAA credit ratings** from S&P, Moody's and Fitch¹

Maximizing Your Dollars

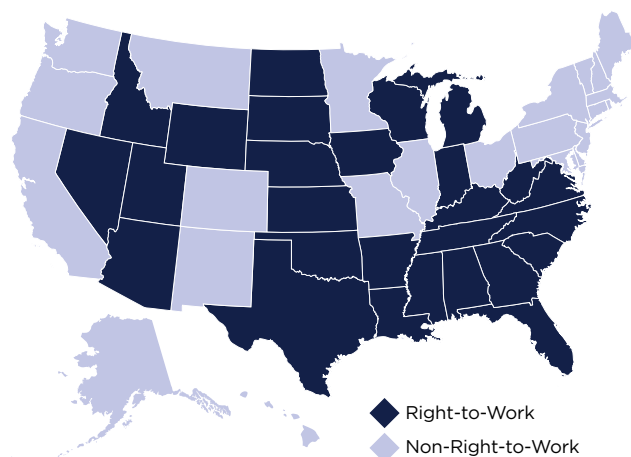
Corporate tax rate **5.5%** decreasing to **4.9%** by 2021

Individual tax rate of **3.23%**

No inventory tax/inheritance tax/ or income tax on military pensions

\$100 dollars is worth **\$111.36** in Indiana

INDIANA IS A right-to-work state



Building a More Connected Indiana

Indiana Governor Eric Holcomb's \$1B Next Level Connections program is a game changer for the quality of life for all Hoosiers.

\$100M ▶ to meet the challenge of increasing digital connectivity and bring affordable high-speed fiber optic broadband access to unserved and underserved areas of the state

\$20M ▶ to attract additional international nonstop flights to/from Indianapolis

\$600M ▶ to accelerate delivery of the critical I-69 project

\$190M ▶ to increase infrastructure connectivity and eliminate traffic signals and crossings throughout the state

\$200M ▶ to double-track South Shore Line and improve commuter times to Chicago

Industry Collaboration

Corporations and communities throughout Indiana continue to commit energy and resources to building an Indiana that is inclusive for all members of the workforce. Several collaborative initiatives were launched in 2020, including:

◆ Central Indiana Racial Equity

Fund: With support from the Eli Lilly and Company Foundation, the Lumina Foundation and the Central Indiana Community Foundation, a new \$2.2M Central Indiana Racial Equity Fund was launched in 2020 to:



- support organizations focused on having difficult conversations about Indiana's and the nation's complicated past
- build additional capacity within the not-for-profit sector to address issues of inequality, in particular relating to the criminal justice system
- advance effective, data-driven solutions at the local level

◆ Business Equity for Indy

Initiative: A joint venture of the Central Indiana Corporate Partnership (CICP) and Indy Chamber, with support from the Indianapolis Urban League, the Business Equity for Indy Initiative comprises a group of Indianapolis-based corporate leaders committed to advancing a fairer and more inclusive future for the city's Black population and other peoples of color.

**Business
Equity** *for*
Indy

Indiana has a history of developing business-friendly solutions through collaborations with industry, education and public-sector stakeholders. These public-private partnerships are responsible for many programs and policies that support business growth. Conexus Indiana is a catalyst for many of these efforts, the most recent of which are outlined below.

Transformative Conexus Indiana Industry-led Initiatives

- ◆ **Roads and bridges funding:** Passed \$1.2B in new funding for Indiana's roads and bridges by 2020
- ◆ **Cargo movement study:** Identified top commodities being moved throughout Indiana, quantifying financial value and frequency, and analysis of cost of congestion to industry partners
- ◆ **Federal Highway Administration Advanced Transportation and Congestion Management Technologies grant:** Partnered with Indiana Department of Transportation & Ohio Department of Transportation on successful application for \$4.4M for projects that improve mobility and safety and advance the development, testing and deployment of smart mobility solutions
- ◆ **Logistics strategic plans:** Partnered with the Conexus Indiana Logistics Council, the Indiana Economic Development Corporation and the Indiana Department of Transportation to publish two statewide strategic plans and six region-specific plans that identify critical investments needed to improve Indiana's infrastructure network and modal connectivity
- ◆ **Infrastructure Report:** A comprehensive report that outlines Indiana's infrastructure leadership, financial investments made per county and projects for future consideration
- ◆ **State of Logistics Report:** Ongoing partnership with the Conexus Indiana Logistics Council to publish a bi-annual State of Logistics Report. The reports provide data, resources and other valuable information that clearly outline why Indiana is a great place to do business

FOREIGN INVESTMENT IN INDIANA

Countries all over the world call Indiana home. With offices in Germany, Italy, U.K. & Ireland, China, Japan and India, the Indiana Economic Development Corporation (IEDC) helps bring business to the “Crossroads of America.”

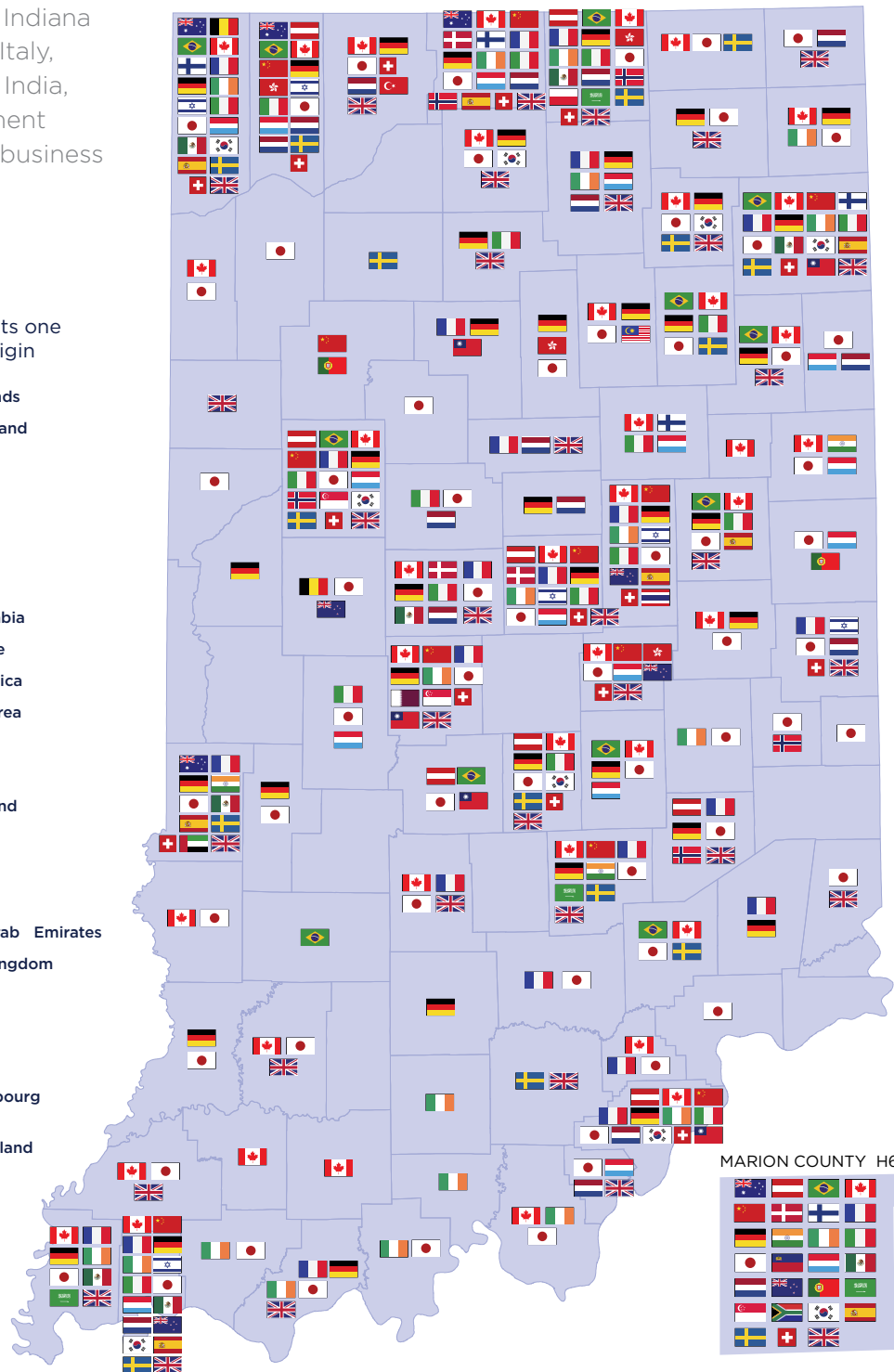
1,027 TOTAL COMPANIES

Each unique flag in a county represents one or more companies of the following origin

12 Australia	29 Netherlands
12 Austria	5 New Zealand
3 Belgium	5 Norway
13 Brazil	1 Poland
78 Canada	3 Portugal
21 China	1 Qatar
6 Denmark	1 Russia
6 Finland	4 Saudi Arabia
52 France	3 Singapore
127 Germany	2 South Africa
4 Hong Kong	10 South Korea
8 India	15 Spain
42 Ireland	31 Sweden
8 Israel	39 Switzerland
36 Italy	5 Taiwan
315 Japan	1 Thailand
1 Liechtenstein	1 Turkey
25 Luxembourg	1 United Arab Emirates
1 Malaysia	95 United Kingdom
14 Mexico	

INCLUDING JOINT VENTURES

1 Australia/Spain	1 Japan/Luxembourg
1 Austria/Germany	1 Japan/Switzerland
1 Denmark/USA	5 Japan/USA
1 Finland/Ireland	1 Spain/USA
2 France/Germany	
2 Germany/Japan	



Source: Indiana Economic Development Corporation

INDIANA'S COVID-19 RESPONSE

Indiana – like the rest of the world – was confronted with an unprecedented challenge to protect human health and the business environment as COVID-19 spread around the world. The state's robust advanced manufacturing and logistics industries rose to the challenge to ensure the uninterrupted delivery of goods and services, employees' safe return to work and talent development during a time of uncertainty.

Logistics Companies Deliver

Langham Logistics utilized their expertise and fleet capabilities to help Indiana University Health guarantee supplies were available to 17 of the network's sites throughout the state.

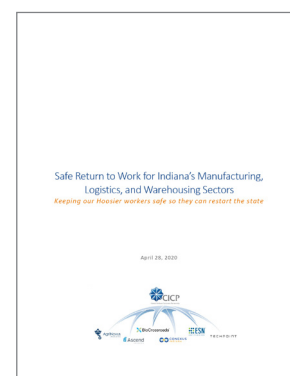


Conexus Indiana assembled a team of transportation companies that volunteered to move critical medical supplies and much-needed food throughout the state early in the pandemic. These industry partners worked with the Indiana Economic Development Corporation to ensure that the needs of Hoosiers were being met.

On May 1, the State of Indiana established a PPE marketplace with the help of numerous Indiana logistics providers to ensure that small businesses and nonprofits lacking resources could reopen safely. At the time of the program's release, 7.84M pieces of PPE had been secured with 2M already distributed by logistics suppliers to the Indiana State Department of Health (ISDH).

Industry-developed Safe Return to Work Guidelines

The State of Indiana and industry leaders collaborated on the "Safe Return to Work for Indiana's Manufacturing, Logistics and Warehousing Sectors" report outlining best practices for the return to full capacity in a safe manner. Conexus Indiana held weekly "Safe Return to Work Peer Group Calls," providing a forum for companies to share strategies to bring employees back to work safely. The report was written by Cummins, Central Indiana Corporate Partnership and Conexus Indiana.



Rapid Recovery Program Expansion

The state's Next Level Jobs program was expanded as a result of federal funding through the CARES Act. The expansion added a significant number of training programs and extended eligibility through December 30, 2020, to Hoosiers who had an existing 2- or 4-year degree.



DEFINING THE FUTURE OF **TRANSPORTATION**



The Indiana Department of Transportation (INDOT) ensures that the state's infrastructure is not only supporting mobility today but preparing for the future. Through an innovative partnership with the Joint Transportation Research Partnership (JTRP), INDOT has supported advancements in transportation planning, design, construction, operation, management and economic efficiency for over 81 years. The JTRP brings together academia, industry and the public sector to ensure Indiana remains a leader in the quality of the state's current transportation network and prepares the state's network to meet the demands of the future.

Critically located at one of the nation's premier engineering institutions, Purdue University, the JTRP joins nationally recognized experts with the next generation of innovators and industry experts.

JTRP at a Glance:

\$7M ▶ investment in research annually

93 ▶ active research projects

168 ▶ professionals serving on Project Advisory Committees

50 faculty/post docs

40 WORK CONDUCTED BY professional/technical staff

117 grad/undergrad students

"Evolving technology is changing the way the world does businesses. Customers are increasingly going online for purchases, and businesses are striving to provide fast, convenient access to products. "Research, innovation and new technology are future-proofing our transportation network and empowering businesses to offer the increased productivity in the supply chain, cost reduction, error minimization and shipment tracking that companies require to compete and customers expect."

Joe McGuinness, Commissioner of the Indiana Department of Transportation



Next-generation Transportation Research

- ◆ **Connected Vehicle Technology** – Evaluation of new products for vehicle detection at traffic signals that enable vehicles to better communicate with the infrastructure network gaining real time information on traffic conditions, roadway conditions and operations of other vehicles on the roadway
- ◆ **Truck Platooning** – On-road testing of truck platooning technology systems to evaluate potential safety benefits, fuel savings and future impacts on infrastructure design
- ◆ **Electric Vehicle Research** – On-road testing of electric vehicle technologies
- ◆ **Active Roadway Monitoring** – Leveraging 5G technology to monitor road conditions impacted by weather and normal wear and tear
- ◆ **Predictive Safety Management** – Using data to inform an artificial technology application that identifies key traffic times and conditions that create higher-risk situations for drivers
- ◆ **Assessing System Needs to Support Renewable Energy and Electrification** – Feasibility of establishing a network of charging stations as well as in-road charging on targeted interstates
- ◆ **Impact of Disruptive Transportation Technologies** – Identifying impacts of next-generation technologies on future roadway usage, mobility patterns and power generation for vehicles operating across the network

Truck Automation Corridor Project

The Indiana Department of Transportation and Conexus Indiana were awarded a federal grant to partner with Ohio transportation organizations on the I-70 Truck Automation Corridor project. Through an “Advanced Transportation and Congestion Management Technologies Deployment” grant, the Federal Highways Administration supports state efforts to test and deploy advanced transportation technologies to improve safety, efficiency, system performance and infrastructure return on investment. Indiana and the State of Ohio are partnering to test automated driving technology to move freight between Indianapolis and Columbus, Ohio. Not only will this effort capture critical data on the challenges to widespread deployment of autonomous driving technology, it will help quantify the financial benefits to transportation companies and expose CDL drivers to the technologies available to the industry. Purdue University, members of the Conexus Indiana Logistics Council and industry organizations based in Ohio are partnering with the public sector on this \$8M project.

READY-TO-WORK TALENT DEVELOPMENT

“The State of Indiana depends on strong logistics and manufacturing sectors to propel our economy forward. The durability of these industries relies on Hoosier employers having access to a well-rounded pipeline of talented workers, which is one of the reasons Indiana provides free education and training through the state’s Next Level Jobs program in these high-demand fields. As Indiana continues to develop our talent pipeline and unleash our potential to drive the state’s workforce and economy, it is critical that more Hoosiers know these high-value jobs exist right in their own backyard.”

Teresa Lubbers, Chair of Governor’s Workforce Cabinet and Commissioner for Indiana’s Commission for Higher Education



Indiana attracts, develops and retains ready-to-work talent through state, regional and local efforts. For the logistics industry, this dedication to workforce development has created a robust pipeline of skilled workers.

Next Level Jobs

Through the Governor’s Workforce Cabinet and Next Level Jobs, Indiana focuses on creating talent for high-priority industries and in-demand, high-paying jobs. Next Level Jobs provides free training for Hoosiers and reimbursements for Indiana employers for training employees in high-demand fields.

- ◆ Employers can be reimbursed up to \$5K for newly trained employees who are trained, hired, and retained for at least six months for up to \$50K in reimbursements per employer

Graduation Pathways

Starting with the Class of 2023, Indiana students must learn and demonstrate employability skills and be ready for post-secondary education or

the workforce. With the passage of Graduation Pathways, students can individualize their graduation requirements to align to their post-secondary goal. No longer must all students fit into the same academic mold, but rather, they can choose the options that best meet their post-secondary needs and aspirations. Students can create pathways that serve their educational interests and prepare them for post-secondary educational and career opportunities.

Conexus Indiana Talent Development Programs

Conexus Indiana is positioned to help Indiana meet its need for talent and to give students the hands-on, work-based learning needed to succeed.

In partnership with industry leaders and educators, Conexus Indiana has designed and delivered programs over the past decade that provide classroom, hands-on and work-based learning experiences that encourage students to choose advanced manufacturing and logistics career pathways.

2.4M

people with an associate
degree or higher

>300K

students enrolled in credential,
college or graduate programs

>64K

certificates, associate
and bachelor's degrees
awarded annually

Conexus Indiana programs include:

- ◆ **Conexus Interns:** Exposes high school students to career opportunities during a 6-week summer internship program with hands-on, paid work experience
- ◆ **Catapult Indiana:** Teaches basic work skills for introductory manufacturing jobs to provide pathways to meaningful careers
- ◆ **INvets:** Recruits and retains separating service members and their spouses to good jobs in Indiana and provides the resources for a smooth transition to Indiana
- ◆ **Conexus Indiana Case Competition:** Connects college students across the nation with other students and Indiana employers to solve a business case
- ◆ **Movers & Makers: Emerging Leaders:** Inspires college students to pursue lifelong careers in advanced manufacturing and logistics through informative networking events
- ◆ **Movers. Makers. Mixers. (M3):** Expands the understanding of innovation and technology taking place across the state through statewide, year-round events
- ◆ **CDL+:** The nation's first training program for commercial truck drivers that is covered by federal student loans and enhances a graduate's employability in the increasingly growing trucking industry

"Indiana's logistics industry has long been an economic driver for the state, helping us to become widely known as the 'Crossroads of America.' To see companies in the logistics industry continuing to thrive is another testament to the state's business-friendly environment and to the hard work of our leaders to position Indiana as an appealing option for those companies. We will continue to help develop a skilled workforce capable of filling the need to the logistics industry."

Fred Payne, Commissioner of the Indiana
Department of Workforce Development



TRANSPORTATION NETWORK

Indiana has a robust road, rail, waterway and air network that supports the efficient and safe delivery of goods.



ROADS



... in pass-through **highways**



... in the nation in **infrastructure**

Indiana understands the importance of investing in its best-in-class infrastructure. Beginning in 2005, then-Governor Mitch Daniels launched “Major Moves,” a 10-year transportation plan that invested \$10.8B in both construction and preservation, rehabbed 6,300 center line miles and rehabilitated or replaced 1,400 bridges.

Under Governor Holcomb the passage of House Enrolled Act 1002 (2017) provided \$1.2B annually in new funding for Indiana’s roads and bridges over the next 20 years. This program, widely supported by industry and Indiana General Assembly members, is the largest infrastructure investment Indiana has ever made.

A Renewed Commitment to Best-in-class Infrastructure

\$5.2B

2018-2021

61% increase in direct
spending vs. pre-HEA1002

\$840M

Invested into local
communities since 2016

+4000

Preservation projects resulting
in **96.5%** of bridges rated
as fair or better (up from
93.3% in 2015) and **92%** of
state-controlled roads are fair
condition or better*

*based on Federal Highway Administration
NBIS bridge rating scale and International
Roughness Index

Major Road Projects

I-69 Section 6

Governor Holcomb's Next Level Connections has accelerated the completion of the new I-69 – connecting Evansville to Indianapolis.

Section 6 – the final leg of the project – is scheduled to be completed three years ahead of the original date – at an additional cost of \$600M.

What began as the “Southwest Indiana Highway” in the 1970s will now be completed from Mexico to Canada as part of a national interstate.

I-69 comes with a total project cost of \$3.6B

- ◆ Section 1 \$173.1M
- ◆ Section 2 \$485.3M
- ◆ Section 3 \$287.9M
- ◆ Section 4 \$613.6M
- ◆ Section 5 \$574.7M
- ◆ Section 6 \$1.5B

Facts and figures

- ◆ Construction of more than 26 miles of new interstate highway
- ◆ Includes 39 new bridges and 35 existing bridges that will be rehabilitated or replaced
- ◆ Eliminates 14 traffic signals – leading to a faster and more efficient commute
- ◆ Crews will lay more than 3M-square-yards of new pavement – equivalent to 469 football fields
- ◆ Improvements are projected to eliminate 1,300 crashes each year
- ◆ Expected to generate \$4.1B in positive regional economic impact over 20 years



https://i69finishline.com/wp-content/uploads/2019/10/Construction-Overview_png-1320x990.png

Additional Travel Lanes on I-65

- ◆ Northwest Indiana expansion: (\$62M)
- ◆ Crawfordsville expansion: (\$83M)
- ◆ Southern Indiana project: (\$143M)

Additional Travel Lanes on I-70: (\$416M)**I-65/I-70 North Split Interchange Upgrades:**

Scheduled to begin in 2021, this project will address a Top-20 national bottleneck*

- ◆ Correct deteriorated I-65/I-70 north split bridge and pavement conditions – of 31 bridges, 27 have less than 10 years of service left
- ◆ Improve safety by reducing/eliminating conditions that contribute to crashes along I-65 and I-70 – more than 1,600 crashes over a 4-year period
- ◆ Improve interchange operations and reduce congestion by removing weaving sections
- ◆ Investment of \$315M

I-69 & I-465 Improvements

- ◆ “Clear Path 465” project includes added travel lanes on I-465
- ◆ Portions of I-69 will be reconstructed and a modified I-465 & I-69 interchange will be constructed
- ◆ Investment of \$310M

U.S. 31

Continued investment to improve intersections, remove railroad overpasses and eliminate private driveway access (Investment of +\$300M)

Major Bridge Projects**Ohio River Bridges**

- ◆ A joint project between the State of Indiana and the Commonwealth of Kentucky
- ◆ Project included two crossings:
 - Lewis and Clark Bridge connects the east end of Louisville to Southern Indiana near Utica
 - East End Crossing is an alternative route that bypasses the urban traffic of downtown Louisville

- ◆ Investment of \$1.3B

Sherman Minton Bridge Renewal

- ◆ Extending the life of a critical bridge that moves 90K vehicles per day between Louisville, Kentucky, to New Albany, Indiana
- ◆ Investment of \$110M

Investing in Local Communities

In 2016, the State of Indiana created the “Community Crossings” matching grant program. To date, more than \$840M in funding has been invested in cities, towns and counties across Indiana to make improvements to local roads and bridges.

Calls for projects are made each year and most recently \$126M in funds were awarded to 214 Indiana communities.

*rated by the ATRI for 2020

RAIL

State of Indiana Railroad Network

1ST

... in **rail tons** of primary metals originated and terminated

4TH

... in **switching or terminal** railroads with 41

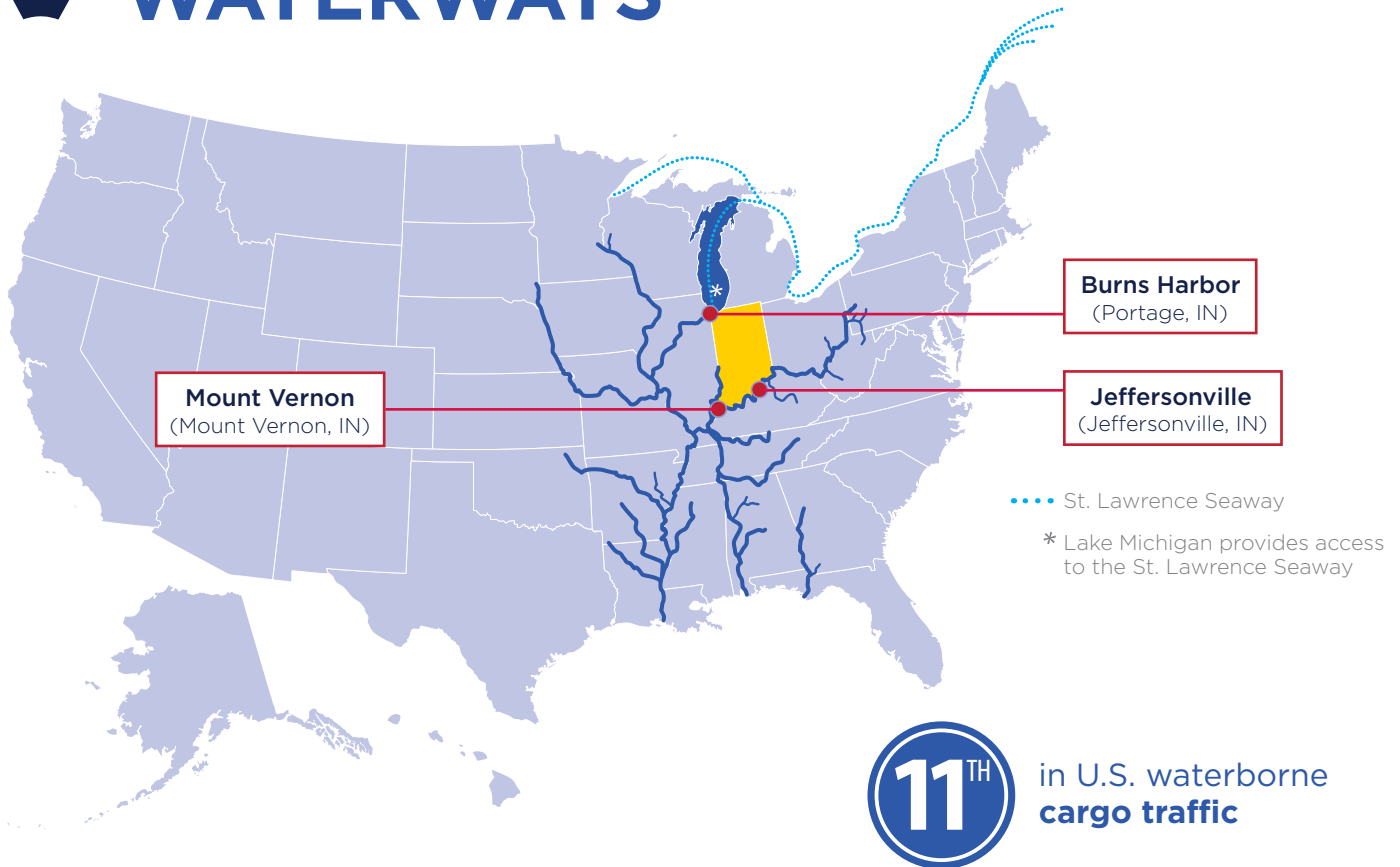
The “Crossroads of Indiana” is about more than just highways. Rail is critical to the health of our logistics industry. Indiana boasts a rail network that ranks in the top 10 in numerous categories, including number of railroads operating in the state, rail mileage, tonnage and carloads carried. Only Illinois and Pennsylvania are considered peers. Indiana has national connectivity through CSX and Norfolk Southern, and the Indiana Rail Road provides west coast intermodal connectivity to the ports of Prince Rupert and Vancouver, delivering international containers to the heart of Indianapolis 2.5 days faster than traditional west coast service through Chicago. Whether you are shipping agricultural products, automobiles, chemicals, food products or steel, Indiana has the rail network to deliver for your business.



Source: Indiana Department of Transportation



WATERWAYS



3 public ports – Burns Harbor, Mount Vernon, Jeffersonville

51K jobs supported by Indiana ports

~70M tons of cargo ships by water from the State of Indiana each year

\$6B contributed to Indiana's economy

World-class Access via America's Waterways

More than half of Indiana's border is water, 400 miles of which is navigable by cargo vessels. Indiana has immediate access to two vital waterways – the Great Lakes-St. Lawrence Seaway system and the Ohio River system – and is the only statewide port system with direct water to two U.S. coasts. Together, these ports ship about 65M tons of cargo each year, ranking Indiana as 11th among all U.S. states in waterborne cargo traffic. The Ports of Indiana (the statewide port authority) also serves as a Foreign Trade Zone authority for the State of Indiana, maintaining foreign trade zones at each of the ports.

Source: Ports of Indiana

AIR

Nationally Recognized International Air Connections

Aviation is an integral part of Indiana's transportation infrastructure and is a vital component of our best-in-class business environment. Indiana is home to **117 public use aviation facilities** with diverse domestic and international connections. Our airport network generates more than **\$14B** and supports **69K jobs**.

1ST

... time Indianapolis International Airport named **Top Airport** and 5th year in a row being name in the **Top 10 Best Domestic Airports** by Travel + Leisure

2ND

... straight year Indianapolis International Airport named **Best Airport among medium airports** by J.D. Power

... largest **FedEx air hub** worldwide

8TH

... straight year Indianapolis International Airport is named **Best Airport** by The Airports Council International-North America

... largest **cargo facility** at Indianapolis International Airport



State-of-the-art General Aviation U.S. Customs and Border Protection facility located at Gary Chicago International Airport

UPS daily air express service out of Gary Chicago International Airport

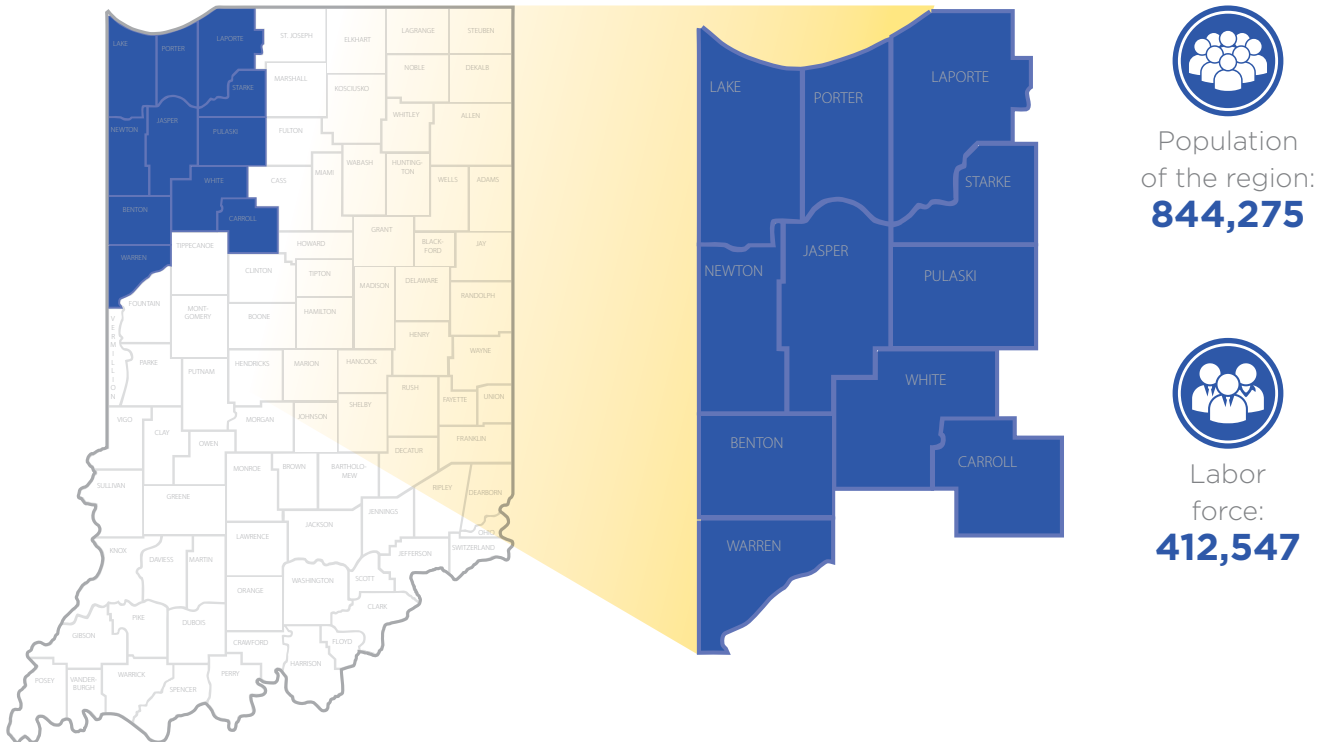
Access to **direct passenger flights** across Indiana - Indianapolis International Airport, Fort Wayne International Airport, South Bend International, Evansville Regional Airport



*Map shows Indiana major airports.
Source: Indiana Economic Development Corporation

REGIONAL PROFILES:

NORTHWEST INDIANA



The Northwest Indiana region is the state's second largest economy made up of urban, suburban and rural communities representing a \$35B economy.²

From the beautiful Indiana Dunes beaches along Lake Michigan to the farming and agricultural communities in our southern counties, companies from around the world have chosen Northwest Indiana not only for its proximity to major markets and affordable commercial space, but also for its highly qualified workforce.

Infrastructure Assets:

Roads

- ◆ Four U.S. interstates totaling 5,800 linear miles of roadways and more than 13K total lane miles

Water

- ◆ Connectivity is an important part of business in Northwest Indiana with many intermodal capabilities such as the Port of Indiana-Burns Harbor. The harbor handles international ships via the St. Lawrence Seaway connecting the Great Lakes to the Atlantic Ocean and provides year-round barge access to more than 20 states through the Inland Waterways System and to the world by transshipment with ocean vessels in the Gulf of Mexico³

Air

- ◆ The region is continually advancing its intermodal capabilities. As of May 2020, the Gary Chicago International Airport (GYY) approved a long-term lease with UPS to begin express air shipments by the end of 2020. UPS will offer Next Day Air Service via two A300 aircrafts with office space and dedicated ramp space onsite. “UPS says each A300 cargo jet can carry more than 14K UPS Next Day Air packages,” thus allowing the region to expand further in supporting e-commerce businesses locally⁴

Rail

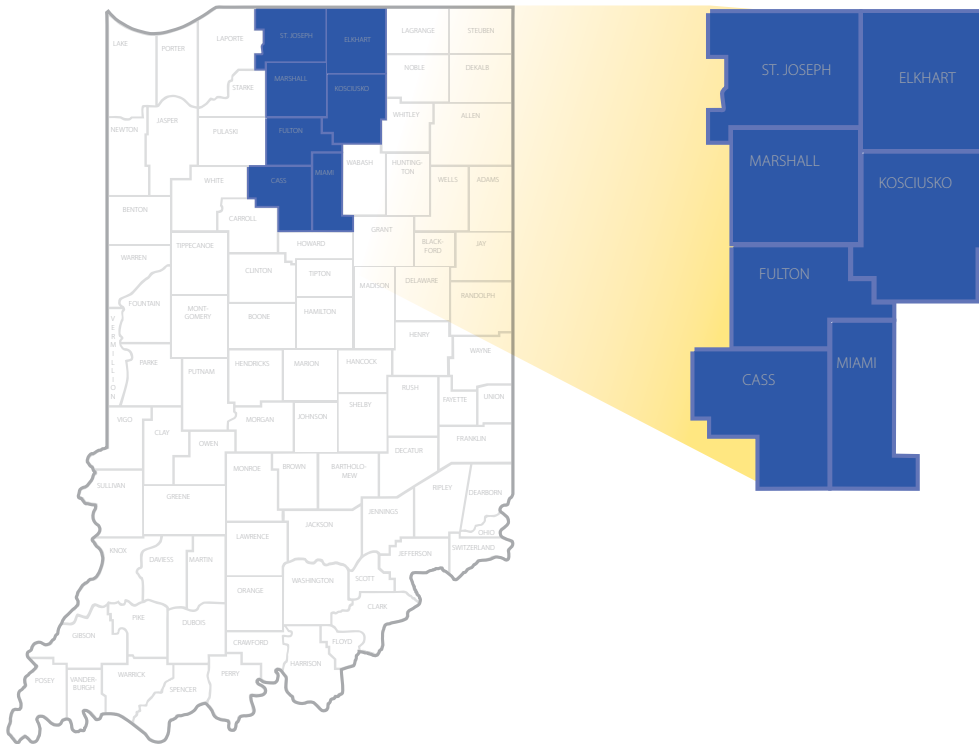
- ◆ Northwest Indiana thrives at moving more than just products. In addition to cargo, the construction of the Double Track and West Lake Corridor projects will provide faster rail commuter times across the northern part

of the state and into Chicago. The \$420.3M project will “reduce travel time between Chicago and Michigan City, Indiana, from 1 hour 41 minutes to 67 minutes, putting Michigan City solidly within commuting distance”⁵

Northwest Indiana Resources:

- ◆ Northwest Indiana Metropolitan Planning organizations:
 - Northwest Indiana Regional Planning Commission (NIRPC)
<https://www.nirpc.org/>
- ◆ NWI Regional Development Authority
<https://www.in.gov/rda/2333.htm>
- ◆ Northwest Indiana Forum:
 - Site selection
<https://www.nwiforum.org/site-building-search>
 - Demographic data
<https://www.nwiforum.org/regional-profile-data-1>

NORTH CENTRAL INDIANA



Population
of the region:
697,060



Labor
force:
358,477

Home to ZimmerBiomet, Thor Industries, DePuy Synthes, Forest River and Patrick Industries, North Central Indiana continues its legacy of manufacturing excellence. Elkhart, the RV capital of the world, and Warsaw, the Orthopedic Capital of the World, employ tens of thousands of Hoosiers and leverage best-in-class infrastructure connectivity to deliver goods to the world.

Founded in 1842 by Rev. Edward F. Sorin, the University of Notre Dame has been providing world-class education and cutting-edge research to generations of leaders across the globe.

Infrastructure Assets:

Roads

- ◆ The North Central Indiana region has direct access to I-80/90 (Indiana Toll Road); I-80 connects from downtown San Francisco to Teaneck, N.J., in the New York Metro area while I-90 runs from Seattle to Boston
- ◆ U.S. 30 provides east/west connectivity and U.S. 31 connects Michigan to Indianapolis

Rail

- ◆ Intermodal connectivity in North Central Indiana also includes rail with Elkhart County hosting the second largest switching yard in the nation, including CSX, Norfolk Southern and South Shore Freight lines.⁶ Norfolk Southern's East Coast-to-Chicago mainline and Canadian National's Canada-Gulf-U.S. mainline converge onto a common right-of-way through downtown South Bend⁷

Air

- ◆ The South Bend International Airport (SBN) offers air cargo capabilities through FedEx and UPS along with 13 direct passenger flights

North Central Indiana Resources:

- ◆ North Central Indiana Metropolitan Planning organizations:
 - Michiana Area Council of Governments (MACOG)
www.macog.com
- ◆ North Central Indiana site selection resources:
 - South Bend Region Economic Development
<https://southbendregion.com/main/properties/?link=Properties>
 - North Central Indiana Economic Development Partnership
<https://www.nciedp.com/sites-buildings>
- ◆ South-Bend Elkhart Regional Partnership
www.southbendelkhart.org
- ◆ North Central Indiana Economic Development Partnership
www.nciedp.com

Infrastructure Assets:

Roads

- ◆ The intersection of I-69 and 80/90 as well as I-69 and US30 is a critical logistical thoroughfare. This connectivity means that Northeast Indiana is only two hours from Indianapolis and three hours from Chicago, Detroit, Cincinnati and Columbus, Ohio
- ◆ Fort Wayne is located on Interstate 69, which runs south to north from Evansville to Indianapolis through Northeast Indiana to the Canadian border at Port Huron, Michigan⁹

Rail

- ◆ Indiana Northeastern Railroad stretches nearly 105 miles across Northeastern Indiana, Northwest Ohio and Southern Lower Michigan. All of the railroad's traffic interchanges with Norfolk Southern at Montpelier, Ohio, and Indiana Northeastern Railroad is an NS Handling Line¹⁰

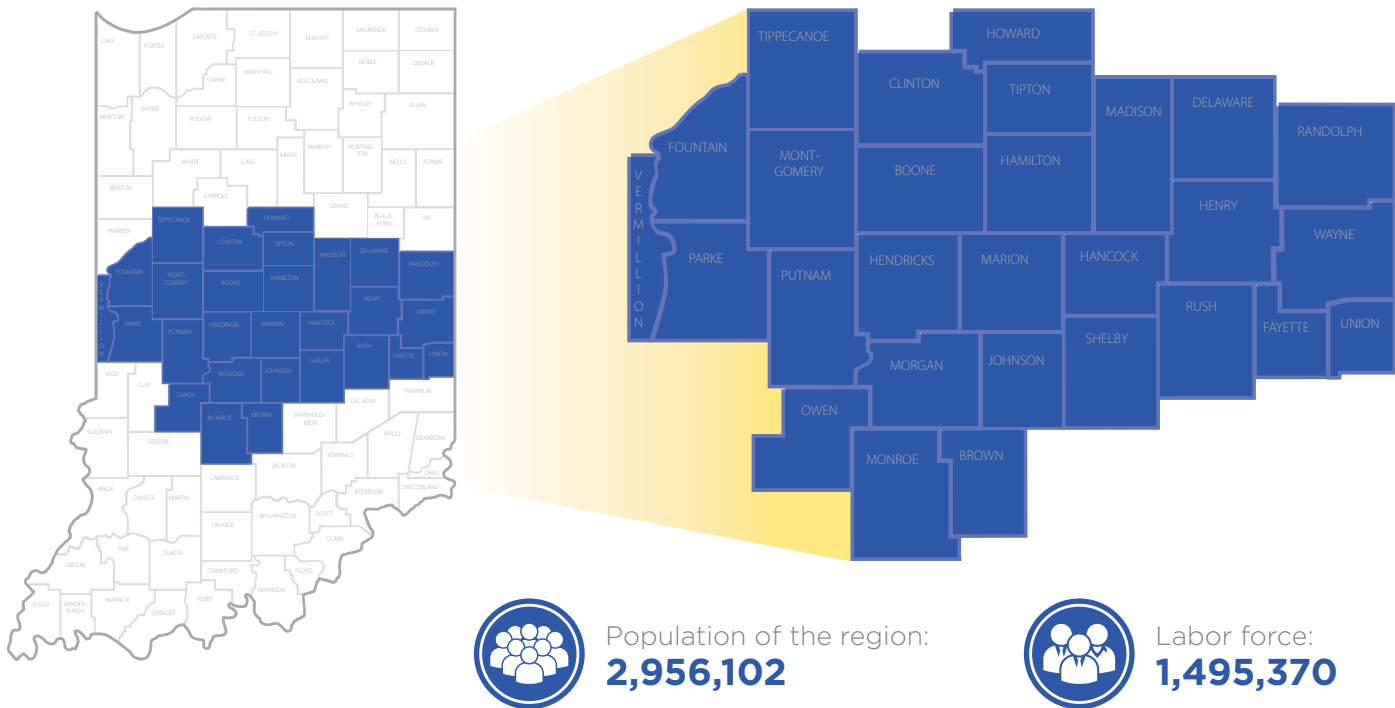
Air

- ◆ Along Interstate 69 is the Fort Wayne International Airport (FWA), which offers air cargo facilities with the following companies: American Airlines Cargo, Delta Airlines Cargo, FedEx, Forward Air, IFL Group Inc., Kalitta Cargo Charters LLC, United Cargo and UPS. This connectivity has allowed three of the five largest orthopedic device companies in the nation to thrive in Northeast Indiana¹¹

Northeast Indiana Resources:

- ◆ Northeast Indiana Metropolitan Planning organizations:
 - Northeastern Indiana Regional Coordinating Council (NIRCC)
<https://www.nircc.com/>
- ◆ Northeast Indiana Regional Partnership:
 - Site selection
<https://neindiana.com/doing-business-here/sites-buildings>
 - Population data
<https://neindiana.com/northeast-indiana/regional-profile>
 - Logistics & E-Commerce
https://assets.neindiana.com/resources/Logistics_and_ECommerce_NortheastIndiana_2018.pdf

CENTRAL INDIANA



If Indiana is known as the “Crossroads of America,” Indianapolis is undeniably its intersection, with access to Interstates 65, 69, 70, and 74. Located in Marion County, Indianapolis is the state’s capital and is surrounded by eight economically booming counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby.

Across the region, the transportation and warehousing sector is highly concentrated, accounting for 7.4% of all jobs.¹² In response to ample intermodal opportunities, including the CSX intermodal hub in Avon, Hendricks County has grown to answer all logistics, ecommerce and warehousing needs. Outside of the multitude of sites open for development in Plainfield and other communities, more than 2M square feet of space suitable for transportation, logistics, and distribution activities is available for immediate occupancy, with individual facilities ranging from 10K to 1.2M square feet and up to 36-foot clear heights.¹³

Quick access to the interstate and Indianapolis International Airport has long made this county a prime choice for logistics, ecommerce and warehousing needs. Demand for logistics is high across the region, and Boone, Morgan, and Marion counties all have high employment specializations and/or shares of employment in distribution and ecommerce.¹⁴

Central Indiana's Foreign Trade Zone, known as FTZ #72, is designed to save time, money and remove inefficiencies when moving goods internationally. FTZ #72 allows companies in Central Indiana to designate sites or subzones and use special procedures for merchandise that needs to be "assembled, exhibited, cleaned, manipulated, manufactured, mixed, processed, relabeled, repackaged, repaired, salvaged, sampled, stored, tested, displayed or destroyed."¹⁵

The major industry groupings that are most prominent in the Indy region are life sciences, technology, manufacturing, sports and logistics. Because of the strength of the logistics industry grouping, other industry clusters and groupings have been strengthened through the ongoing development of infrastructure and growth of specialized labor needed to expand distribution and storage of raw materials or finished goods.

Infrastructure Assets:

Roads

- ◆ Major Indiana corridors of I-65, I-69, I-70, I-74, I-465, U.S. 31
- ◆ 9,378 lane miles
- ◆ 2,150 lane miles of interstate
- ◆ 2,032 state bridges

Rail

- ◆ The intermodal capabilities of Central Indiana include multiple rail options such as the Indiana Railroad, the Indiana Southern Railroad, the Louisville & Indiana Railroad, CSX with a switching yard in Hendricks County and Norfolk Southern with a switching yard in Madison County

- ◆ The Canadian National Railway Company and Indiana Rail Road launched all-rail service for containerized Trans-Pacific imports/exports between west-coast Canadian ports and Indianapolis in 2013, enabling direct west coast intermodal service to the city¹⁶

Air

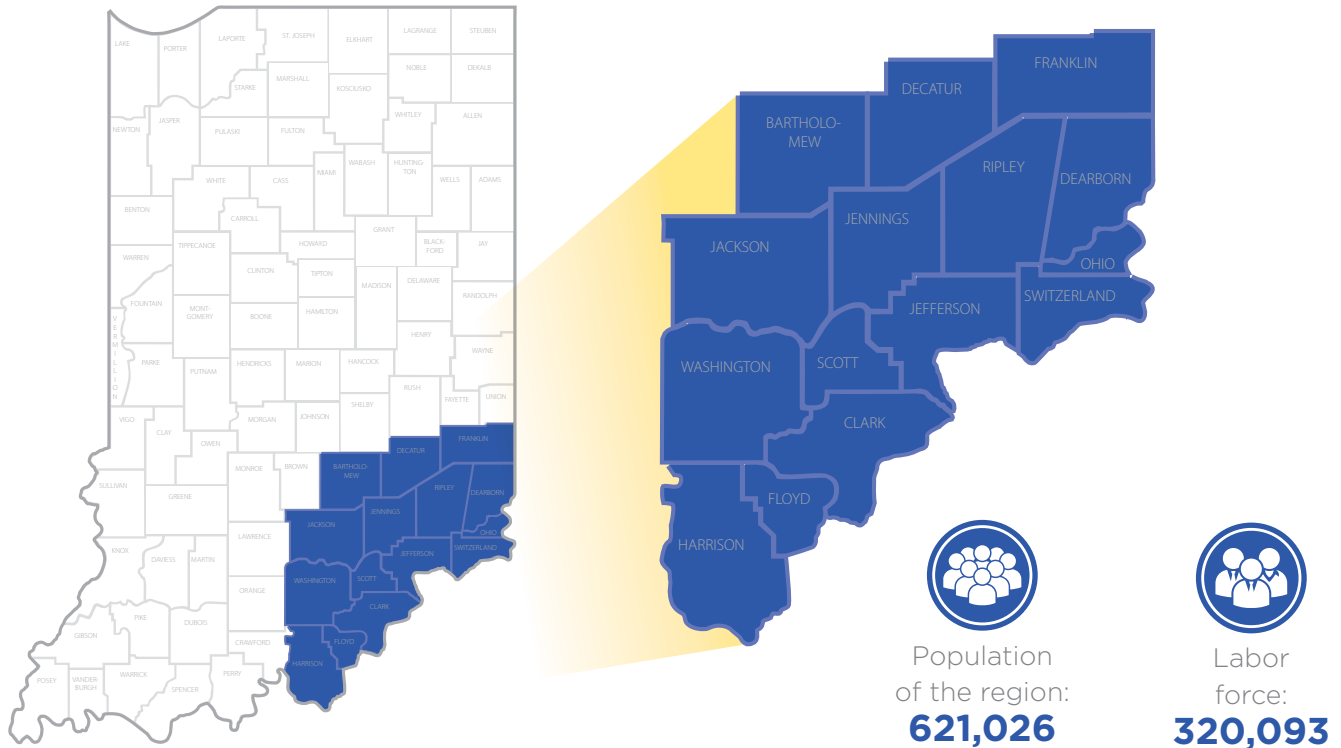
- ◆ In 2020, for the 8th year in a row, the Indianapolis International Airport (IND) was named Best Airport in North America by the Airports Council International-North America and earned the top spot for customer satisfaction among medium sized airports from J.D. Power for the second year running and third time in five years. IND is not only a favorite of passengers but cargo too, thanks in part to the airport's partnership with FedEx
- ◆ IND is the nation's second largest FedEx location and FedEx has already shared plans to continue expansion through 2025. With over \$1.5B being invested in their current expansion, the FedEx hub will grow extensively not only in the delivery of overnight packaging but also in life sciences. A planned cold chain distribution facility at the hub will add to IND's current capability of over 45K square feet of cold chain warehousing and distribution capabilities
- ◆ According to the Federal Aviation Administration and Airports Council International, Central Indiana moves more than 1B metric tons of air freight every year, ranking the airport the 25th largest in the world and 8th in the United States in total air cargo. With this connectivity, Indiana is

continually one of the largest export states in the nation. In 2019, Indiana exported \$39.9B worth of goods, a 4.2% uptick from 2018 and a 16.3% gain since 2016¹⁷

Central Indiana Resources:

- ◆ Central Indiana Metropolitan Planning organizations:
 - Indianapolis Metropolitan Planning Organization (MPO)
www.indympo.org
 - Madison County Council of Governments (MCCOG)
www.mccog.net
- ◆ Indy Chamber
www.indychamber.org
- ◆ Central Indiana Foreign Trade Zone
www.inzone.org
- ◆ Indy Partnership
<https://indypartnership.com/>
- ◆ North Central Indiana Economic Development Partnership
www.nciedp.com
- ◆ East Central Indiana Regional Partnership
www.ecirp.org
- ◆ Accelerate West Central Indiana
www.westcentralindianaedc.com
- ◆ Area Plan Commission of Tippecanoe County (APCTC)
www.tippecanoe.in.gov
- ◆ Kokomo-Howard County Governmental Coordinating Council (KHCHCC)
<http://kokomompo.com/>
- ◆ Delaware-Muncie Metropolitan Plan Commission (DMMPC)
www.dmmpc.org
- ◆ Bloomington/Monroe County Metropolitan Planning Organization (BMCMPPO)
www.bloomington.in.gov/mpo

SOUTHEAST INDIANA



In Southeast Indiana several high-tech manufacturers utilize Interstate 65 connectivity to make and move their products. These manufacturers include: Cummins, Faurecia Gladstone, Aisin USA MFG, NTN Driveshaft and Costco Products.¹⁸

Four counties in Southeast Indiana boast a \$400M annual economic impact for the state thanks to Camp Atterbury (CAIN) and the Muscatatuck Urban Training Center (MUTC).

This connectivity has led to consistent economic expansion in Southeast Indiana, which is now home to an emerging world-class business and manufacturing park along the Ohio River. The River Ridge Commerce Center has created jobs for 10,500 individuals throughout an industrial park, office and research campus.¹⁹ With over 6K acres to develop River Ridge, Southeast Indiana isn't slowing down. River Ridge is within an area known as "The Fouridor," which encompasses sections of more specifically South-Central Indiana. The Fouridor refers to the abundance of access to river, rail, runway and roads in the region that continue to attract leading logistics businesses.²⁰

Infrastructure Assets:

Roads

- ◆ I-65 connects north to Indianapolis and south to the Port of Indiana – Jeffersonville
- ◆ Ohio River Bridges, Lewis and Clark and Abraham Lincoln Bridge provide new connectivity for Louisville, Kentucky, and Jeffersonville, Indiana

Rail

- ◆ Rail service reaches the Port of Indiana - Jeffersonville via the Louisville & Indiana RR, which offers short-line services along with connections through Louisville²¹

Water

- ◆ Port of Indiana - Jeffersonville is one of Indiana's prime ports where more than 1K barges, 250K trucks and 16K railcars pass through the port each year
- ◆ Cargo through the Jeffersonville port goes across the United States to ocean vessels in the Gulf of Mexico. Rail service also reaches the port via the Louisville & Indiana RR, which offer short-line services along with connections through Louisville²²

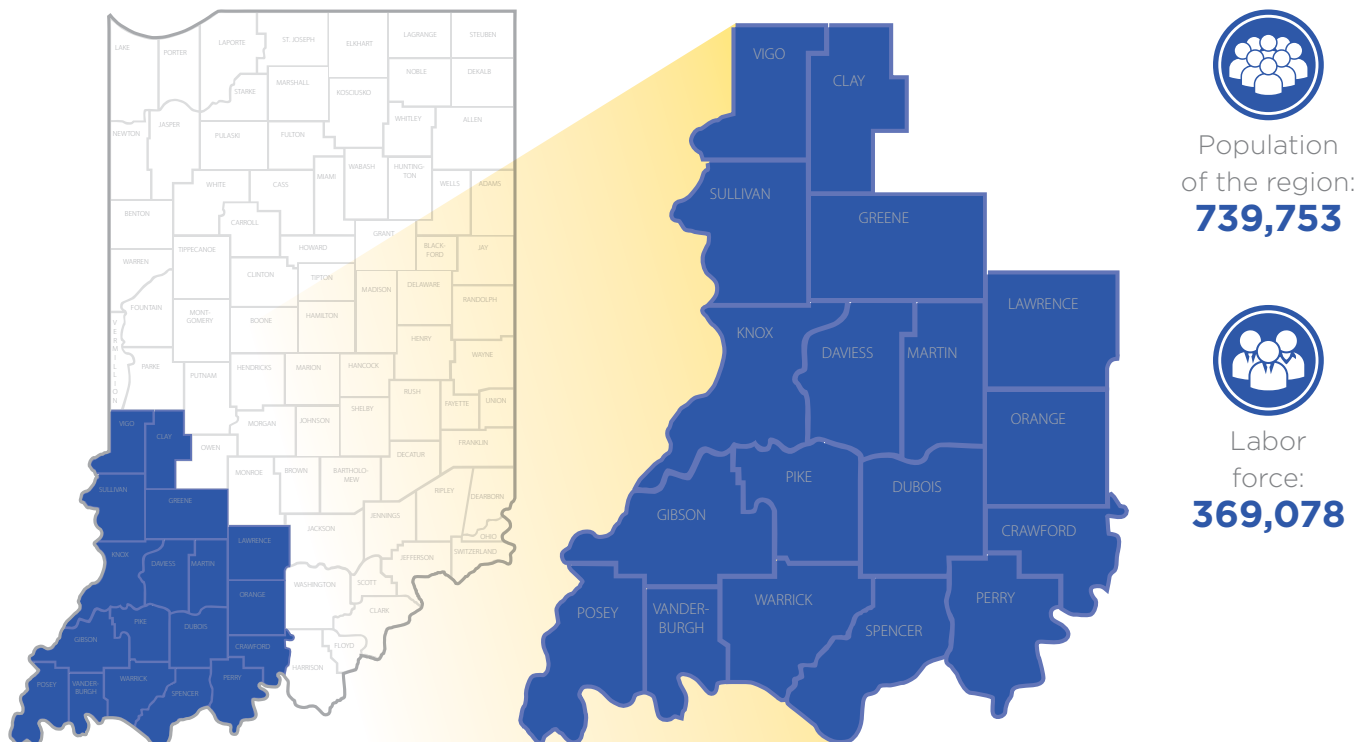
Air

- ◆ Just over the Kentucky border is the UPS Worldport at the Louisville International Airport. At the UPS Worldport, more than 300 flights arrive and depart daily, and the hub processes roughly 2M packages a day, increasing to more than 4M during the December peak holiday shipping season²³
- ◆ As of 2018, getting to the Louisville International Airport is made easy and safe thanks to the Ohio River Bridges project

Southeast Indiana Resources:

- ◆ Southeast Indiana Metropolitan Planning organizations:
 - Columbus Area Metropolitan Planning Organization (CAMPO)
www.columbus.in.gov/planning/campo/
 - Ohio-Kentucky-Indiana Regional Council of Governments (OKI)
www.oki.org
 - Kentuckiana Regional Planning & Development Agency (KIPDA)
www.kipda.org
- ◆ Southeast Indiana site selection resources:
 - One Southern Indiana
<http://indiana.zoomprospector.com/?sst=statein&MID=2894>
 - Southeast Indiana Growth Alliance
<http://www.southeastindiana.org/sites-buildings>
 - Greater Columbus Indiana Economic Development
<https://www.columbusin.org/site-selection/property-search/>
 - South Central Indiana Economic Development Group
www.southcentralindiana.com
- ◆ UPS Worldport facts:
<https://pressroom.ups.com/pressroom/ContentDetailsViewer.page?ConceptType=Fact-Sheets&id=1426321566696-701>
- ◆ River Ridge Commerce Center:
<https://www.riverridgecc.com/>
- ◆ I-74 Business Corridor
www.i-74biz.com

SOUTHWEST INDIANA



At the Southern point of the state in Vanderburgh County is the city of Evansville, the third largest city in the state. Evansville is within a two-hour drive of Indianapolis and Louisville, Kentucky. Nashville, Tennessee, and St. Louis, Missouri, are also only three hours away.

Established manufacturers such as Toyota Motor Manufacturing Indiana, Jasper Engines & Transmissions and Amcor rely on the connectivity of Southwest Indiana. Also located in Southwest Indiana is Vincennes University's main campus. The university not only offers a wide variety of business and industry training programs, but it actively works with manufacturing and logistics companies needing customized training programs to maintain a competitive workforce and stabilize growth.²⁴

Southwest Indiana is also home to the city of Vincennes, the truest Crossroads of America and the epicenter of the lower-48 with the least drive time to reach most of the U.S. population.²⁵

Infrastructure Assets:

Roads

- ◆ The 142-mile I-69 expansion project, which connects Evansville to Indianapolis, is scheduled to be completed in 2024
- ◆ According to the Indiana Department of Transportation, in 2012 I-69 was the longest contiguous new terrain interstate construction project in the U.S.²⁶ Once complete, the interstate will provide nonstop access between Canada and Mexico. As of early 2019, the last part of the project, known as Section 6, from Martinsville to Indianapolis started and is estimated to cost about \$1.6B
- ◆ I-64 connecting Louisville through Southwest Indiana, I-164 providing interstate access into Evansville

Water

- ◆ Port of Indiana-Mount Vernon is the 8th largest inland port in the country based on trip ton-miles with connections to I-64 and the Evansville Western Railway. Like Indiana's other two ports, the Mount Vernon location offers 12-month access to the Gulf of Mexico through the Inland Waterways System²⁷

Air

- ◆ Air connectivity is also available through the Evansville Regional Airport (EVV) with 17 direct passenger flights and cargo capabilities offered through Tri-State Aero Inc., American Airlines Cargo, Delta Airlines Cargo and United Cargo

Rail

- ◆ The Southwest Indiana Megasite is located off I-69 in Pike County and offers two rail options: a 120-car Norfolk Southern Site loop on 760 acres along with easy connection to CSX with rail service anywhere in the continental U.S. or Canada.²⁸ Pioneer Railcorp operates the Indiana Southwestern Railway (ISW), which manages 7.49 miles of short line and interchanges with CSX in Evansville

Southwest Indiana Resources:

- ◆ Southwest Indiana Metropolitan Planning organizations:
 - Terre Haute Area Metropolitan Planning Organization (THAMPO)
www.terrehauteempo.com
 - Evansville Metropolitan Planning Organization (EMPO)
www.evansvillempo.com
- ◆ Southwest Indiana site selection resources:
 - Economic Development Coalition of Southwest Indiana
www.southwestindiana.org
 - Radius Indiana
www.radiusindiana.com
 - Accelerate West Central Indiana
www.westcentralindianaedc.com

RESOURCES

Title	Description	Link
Business Development		
Indiana Economic Development Corporation	The Indiana Economic Development Corporation has ongoing efforts to support logistics companies' needs.	https://www.iedc.in.gov/industries/logistics-and-transportation
Indiana Economic Development Corporation	The Indiana Economic Development Corporation offers many business tax incentives, corporate tax credits and economic development programs.	https://www.iedc.in.gov/incentives
Indiana Economic Development Corporation	The Indiana Economic Development Corporation offers a fleet of resources specific to expansion in Indiana.	https://www.iedc.in.gov/resources
Indiana Metropolitan Planning Organization (MPO)	A statewide map of the MPO Council, which comprises fourteen MPOs who focus on issues, share solutions, and serve as representatives for state legislative, executive and judicial matters.	http://www.indianampo.com/indiana-mpo-regions.html
Infrastructure		
ATRI 2020	ATRI 2020: Even with a high number of major interchanges, Indiana consistently ranks low on the American Transportation Research Institute's Top 100 Bottlenecks.	https://truckingresearch.org/2020/02/18/2020-top-truck-bottlenecks/
Indiana Department of Transportation	The Indiana Department of Transportation provides ongoing updates to all major infrastructure projects.	https://www.in.gov/indot/2371.htm
The Joint Transportation Research Program	The Joint Transportation Research Program provides ongoing and published research about continuous improvements in the planning, design, construction, operation, management and economic efficiency of the Indiana transportation infrastructure.	https://engineering.purdue.edu/JTRP
Gas Service Areas	Indiana Energy Association provides an interactive map of gas service areas across the state.	https://indianaenergy.org/index.php/gas-service-areas
Electric Service Areas	Indiana Energy Association provides an interactive map of electric service areas across the state.	https://indianaenergy.org/index.php/electric-service-areas

Title	Description	Link
Rail		
The Indiana Rail Road Company	The Indiana Rail Road provides a variety of services including warehouse storage, rail car storage and transload deliveries.	http://www.inrd.com/default.aspx
CSX	CSX's system map shows the expansive network which their Indiana lines are connected to.	https://www.csx.com/index.cfm/about-us/system-map/
Norfolk Southern	Norfolk Southern's Indiana Fact Sheet: infrastructure in Indiana includes 1,441 miles of track, 560 bridges and 2,670 grade crossings.	http://www.nscorp.com/content/nscorp/en/real-estate/contact-norfolk-southern-real-estate/contacts-by-state/indiana.html
Water		
Port of Indiana-Burns Harbor	The Port of Indiana-Burns Harbor is managed by the Ports of Indiana, a statewide port authority, and located along the northwest corner of the state in Portage, Indiana.	https://www.portsofindiana.com/burnsharbor/
Port of Indiana-Jeffersonville	The Port of Indiana-Jeffersonville is managed by the Ports of Indiana, a statewide port authority, and located near the southeast corner of the state in Jeffersonville, Indiana.	https://www.portsofindiana.com/jeffersonville/
Port of Indiana-Mount Vernon	The Port of Indiana-Mount Vernon is managed by the Ports of Indiana, a statewide port authority, and located on the southwest corner of the state in Mount Vernon, Indiana.	https://www.portsofindiana.com/mountvernon/
Air		
South Bend International Airport	On average, more than 2K airline passengers travel through the South Bend International Airport every day — not to mention hundreds of rail and bus passengers.	https://flysbn.com/
Gary/Chicago International Airport	The Gary Chicago International Airport is along Lake Michigan and just 25 miles from downtown Chicago.	https://flygvy.com/

Title	Description	Link
Fort Wayne International Airport	The Fort Wayne International Airport serves around 735K passengers each year and can offer 24-hour customs services.	https://fwairport.com/
Evansville Regional Airport	The Evansville Regional Airport has 17 direct passenger flights and cargo capabilities offered through Tri-State Aero Inc., American Airlines Cargo, Delta Airlines Cargo and United Cargo.	https://flyevv.com/
Indianapolis International Airport	In 2020, for the 8th year in a row, the Indianapolis International Airport (IND) won Best Airport in North America by the Airports Council International-North America.	https://www.ind.com/
MIT Regional Airport Study	A report published in 2019 found that in Indiana, “the three smallest airports drive \$1.2B in economic activity creating 10K jobs that pay \$300M in wages.”	https://cicpindiana.box.com/s/mea4mihnfafn-w6vql2ily5ya2kf0fg68
Talent		
21st Century Talent Regions: Overview	21st Century Talent Regions commit to using a systems approach to attract, develop and connect Hoosier talent.	https://www.in.gov/cct/21CTR.htm
21st Century Talent Regions: Data Display	Interactive map displaying 21st Century Talent Regions by county.	https://www.in.gov/cct/datadisplay.htm
Conexus Indiana Hire Tech	Conexus’ Hire Tech program is a 2-year curriculum that offers opportunities to earn industry-endorsed credentials, preparing students with the skills to enter the workforce right after high school.	https://www.conexusindiana.com/what-we-do/build-talent/our-programs/
Conexus Indiana Interns	High school students can spend 6-weeks of their summer with pay inside leading Indiana logistics companies via the Conexus Indiana Interns program.	https://www.conexusindiana.com/what-we-do/build-talent/our-programs/
Catapult Indiana	Conexus Indiana’s Catapult program is an innovative, entry-level workforce training program that provides Hoosiers with the skills and competencies to sustain meaningful careers in manufacturing and logistics.	https://www.conexusindiana.com/what-we-do/build-talent/our-programs/

THANKS TO OUR PARTNERS

The Conexus Indiana Logistics Council (CILC) is an Indiana-based team of logistics and supply chain executives united behind a common mission to strengthen Indiana's position as a logistics leader for generations to come.

We are the only organization in Indiana that brings together thought leaders from every logistics sector and mode of transportation, including aviation, railroads, trucking, waterborne, cold storage, warehousing, 3rd party logistics, infrastructure design and construction and supply chain. We rely on the unique perspectives of our partners to identify and implement the most impactful and meaningful strategies to grow the logistics industry as a whole.

The CILC convenes quarterly around the state with programming that leverages peer resourcing, subject matter experts and emerging technologies. The majority of our work is the result of cross-industry working groups, in partnership with the Conexus Indiana Advanced Manufacturing Council (CIAMC), focused on communications, economic development, Industry 4.0., infrastructure and talent development. We also rely on academia and public-sector agencies to contribute resources to our efforts.

Thanks to all our partners for helping us produce this report, which outlines all the great reasons you should do business here at the "Crossroads of America."



Mark DeFabis, chief executive officer of Integrated Distribution Services and chair of the Conexus Indiana Logistics Council

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Our corporate and public-sector sponsors include:



Conexus Indiana Logistics Council executive committee partners



ENDNOTES

- 1 <https://www.in.gov/ifa/2995.htm>
- 2 <https://www.nwiforum.org/why-nwi-1>
- 3 <https://www.portsofindiana.com/burnsharbor/>
- 4 <https://www.insideindianabusiness.com/story/42126453/ups-signs-lease-agreement-with-gary-airport>
- 5 https://www.nwitimes.com/news/local/south-shore-double-track-project-to-bring-significant-changes-to-stations-crossings/article_dbcab55e-db4b-5f87-944c-c0a52acaf8f0.html
- 6 <https://southbendregion.com/main/warehouse-distribution-logistics/>
- 7 <https://southbendregion.com/main/doing-business-in-the-south-bend-region/>
- 8 <https://neindiana.com/northeast-indiana/accolades-and-rankings>
- 9 <https://neindiana.com/doing-business-here/target-industries/logistics>
- 10 <https://inerailroad.com/about/>
- 11 <https://neindiana.com/doing-business-here/target-industries/medical-devices>
- 12 <https://www.bls.gov/oes/current/oes530000.htm>
- 13 <https://www.hcedp.org/logistics/>
- 14 http://www.clustermapping.us/cluster/distribution_and_electronic_commerce
- 15 <https://inzone.org/about-ftzs/faq/>
- 16 <https://www.newswire.ca/news-releases/cn-and-indiana-rail-road-to-launch-all-rail-service-for-containerized-trans-pacific-importsexports-between-west-coast-canadian-ports-and-indianapolis-511844851.html>
- 17 <http://www.worldstopexports.com/indianas-top-10-exports/>

- 18** <https://iedc.in.gov/docs/default-source/iedc-assets/IODD-Southeast.pdf>
- 19** <https://www.riverridgecc.com/why-river-ridge/>
- 20** <https://thefouridor.com/four-rs/>
- 21** <https://www.columbusin.org/business-climate/location-advantages/>
- 22** <https://www.columbusin.org/business-climate/location-advantages/>
- 23** [https://pressroom.ups.com/pressroom/ContentDetailsViewer.
page?ConceptType=FactSheets&id=1426321566696-701](https://pressroom.ups.com/pressroom/ContentDetailsViewer.page?ConceptType=FactSheets&id=1426321566696-701)
- 24** <https://www.vinu.edu/web/workforce-development/welcome>
- 25** <http://www.chicago-consulting.com/ten-best-warehouse-networks-consultant-usa/>
- 26** <https://www.in.gov/indot/projects/i69/index.htm>
- 27** <https://www.portsofindiana.com/mountvernon/>
- 28** <https://indianamegasite.com/advantages/location>

