Appendix A: Public Engagement

Appendix B: Market / Economic Report

Appendix C: Existing Conditions Maps

REUSE PLAN

Newport Chemical Depot

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
VERMILLION COUNTY, INDIANA

December 2009

Appendix A: Public Engagement

Appendix A: Public Engagement

- Public Meeting 1 Presentation
- Public Meeting 2 Presentation
- Public Meeting 2 Visioning Survey
- Public Meeting 3 Presentation
- Newport Chemical Depot Reuse Authority Meeting Minutes

BRAC Reuse Master Plan

NEWPORT CHEMICAL DEPOT REDEVELOPMENT MASTER PLAN AND IMPLEMENTATION STRATEGY

VERMILLION COUNTY, INDIANA

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ECONOMICS RESEARCH ASSOCIATES | BURNS & McDONNELL | GARRITY & KNISELY

NeCD Local Redevelopment Authority (LRA)

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- LRA Board Members / Staff
  - *Jack Fenoglio – Clinton . . . . President*
  - *Tom Milligan – Dana . . . . . Vice President*
  - *Robert Rendaci – Clinton . . Treasurer*
  - *Albert Clark – Cayuga*
  - *Arden Kilgore – Cayuga*
- Goals and Objectives
  - *Acquire the property at no cost to LRA / community*
  - *Develop a reuse plan for industrial and agricultural uses*
  - *Ensure preservation of natural resources*
  - *Maximize local jobs and investment for Vermillion County and the region*

MATRIX PLANNING TEAM ROLES & RESPONSIBILITES

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Matrix Design Group / Matrix Environmental Services**
  - Program Director / Project Manager
  - Community Engagement and Programming
  - Reuse Master Planning
  - Land Use and Building Assessments
  - Environmental Assessment
  - Operating Plan and Implementation Strategies
- **Economics Research Associates**
  - Regional / Western Indiana Market Conditions
  - Market Demand and Land Use Programming
  - Fiscal Impact / Financial Feasibility Analysis

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Integrated Design Solutions

TEAM ROLES AND RESPONSIBILITES

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Burns & McDonnell**
  - Utility and other Infrastructure Assessments
  - Potential Developer Site Requirements
- **Garrity & Knisely**
  - Homeless Assistance / Legally Binding Agreements
  - Property Disposition and Transfer Strategies
  - Army Negotiations

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Integrated Design Solutions

BRAC LESSONS LEARNED

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Stay informed – keep involved
- Work together as a community towards a common goal
- Stay positive – “push the envelope” of ideas
- Redevelopment of the base can serve as a catalyst for positive change
  - *Replace and even increase the number of jobs*
  - *Integrate and connect the community*
  - *Spur growth and improvements in surrounding areas*
  - *Create a new “place” and attract new types of uses*
  - *Enhance agricultural / natural resources*

BRAC LESSONS LEARNED

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Redevelopment programs respond to . . . and sometimes create a market
- Nothing happens over night - It takes time . . . but, there is a light at the end of the tunnel!

LESSONS LEARNED

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **England Air Force Base – Alexandria, LA**
  - *Closed in 1992 – Rural site*
  - *2,200 Acres*
  - *682 Civilian jobs lost*

Today . . . England Air Park is:

- **Mixed-Use development for:**
  - *1.5 million sq. ft. of commercial space*
  - *50 Businesses employing over 1,300*
  - *Nearly 600 residential housing units*
  - *185 senior housing units on 60 acres*
  - *Revenues from leases more than $5 mil per year*
  - *Alexandria International Airport (80,000 passengers /year)*

LESSONS LEARNED

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Loring Air Force Base – Maine

- *Closed in 1994 – Rural site*
- *8,700 Acres*
- *1,311 Civilian jobs lost*

Today . . . The Loring Commerce Centre is:

- *2.8 Mil Sq. Ft. of Buildings (1.6 mil sq. ft. occupied)*
- *1.2 Mil Sq. Ft. of Business and Commercial, Industrial, and Aviation uses*
- *Over 20 Businesses*
- *Over 1,400 new jobs*

LESSONS LEARNED

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Kansas Army Ammunition Plant – Kansas

- *Will Close in 2011 – Rural site*
- *13,727 Acres*
- *6,700 employed at the plant's peak production period*

Today . . . The Great Plains Industrial Park is being planned for:

- *4,000 acre Day & Zimmermann facility*
- *3,000-acre State Parks and Wildlife Preserve*
- *Energy Park*
- *Other Industrial Uses*
- *Agricultural Leasing*

APPROACH TO THE PROJECT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Answer Key Questions . . .

- What assets and liabilities will the community get?
- What are the property's inherent characteristics?
- What are your wants and needs and are they realistic?
- What is the road map that will get you there?
- What could the property look like in the future . . . . what is the "vision"?
- What are the priorities for redevelopment?
- How much is it going to cost?
- How long is it going to take?

APPROACH TO THE PROJECT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **"Push the Envelope" to best position the property. . .**
  - What are the barriers to successful redevelopment?
  - What are market niche / targeted Industry opportunities?
  - How can building resources best be used?
  - Are buildings suitable for adaptive reuse?
  - How are high-paying jobs gained and tax base increased?
  - How can we expedite control of all or part of the property?

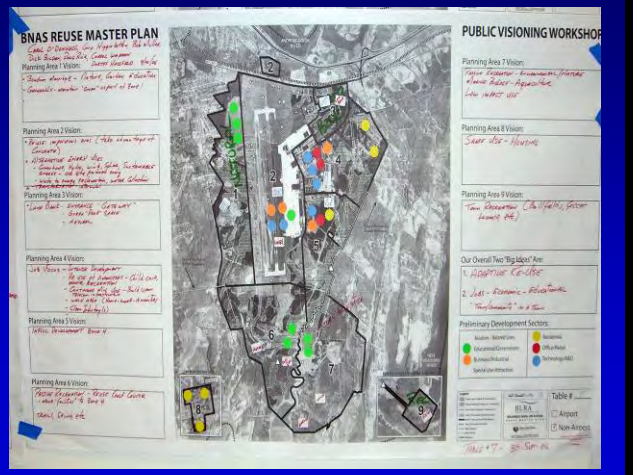
REDEVELOPMENT MASTER PLAN AND IMPLEMENTATION STRATEGY

PUBLIC ENGAGEMENT PROGRAMMING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Stakeholder Interviews**
- **Focus Group Meetings**
  - Land Use and Zoning
  - Transportation and Infrastructure
  - Economic / Business Development
  - Environmental Cleanup



- **Three General Public Meetings**
  - Introduction to the Project and Planning Process
  - Presentation of Findings / Community Visioning
  - Presentation of Redevelopment Plan Alternatives and Recommended Preliminary Redevelopment Plan

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PUBLIC ENGAGEMENT PROGRAMMING / OPTIONS

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Teen / Youth Visioning Workshop**
- **Web Site Development / Management**
- **Bus to Base Tours**


Public Engagement

Public Meetings and Events

Community Survey

Ongoing Outreach Efforts

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Off - Base Context and Influences**
- **On-Base Conditions / Infrastructure Systems**
  - Principal elements of infrastructure assessment are condition, capacity, location and cost to operate and improve
- **On-Base Conditions / Environmental**
- **On-Base Conditions / Buildings**
  - Building Inventory and Evaluation Matrix
  - Walk-Through Evaluation of Key Buildings
  - Building Data Sheets for buildings over 10,000 Sq. Ft.

SITE-WIDE DEVELOPMENT SUITABILITY

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Natural site conditions**
  - Vegetation and wildlife
  - Topography and drainage systems
  - Wetlands
- **Known and potential environmental contamination**
- **Cultural / historic resources**
- **Utilities and transportation infrastructure**
- **Buildings and facilities**
- **Land use and access**

MARKET AND ECONOMIC CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Vermillion County / West Central Indiana / Regional Socio-Economic Conditions**

- **Economic / Real Estate "SWOT" Analysis**
  - Competitive issues
  - Locational considerations
  - Facility opportunities and constraints
  - Unique considerations

MARKET POTENTIAL OF LAND AND FACILITIES

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Market Potential of Land and Facilities

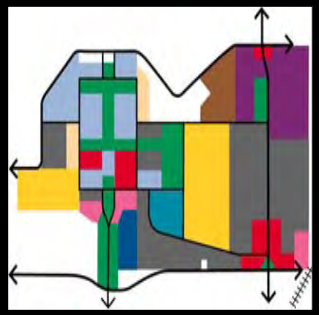
- Identification of potentially viable public and/or private-sector revenue-generating uses
- Summary of redevelopment barriers / challenges
- Economic development targeting and preliminary land use programming

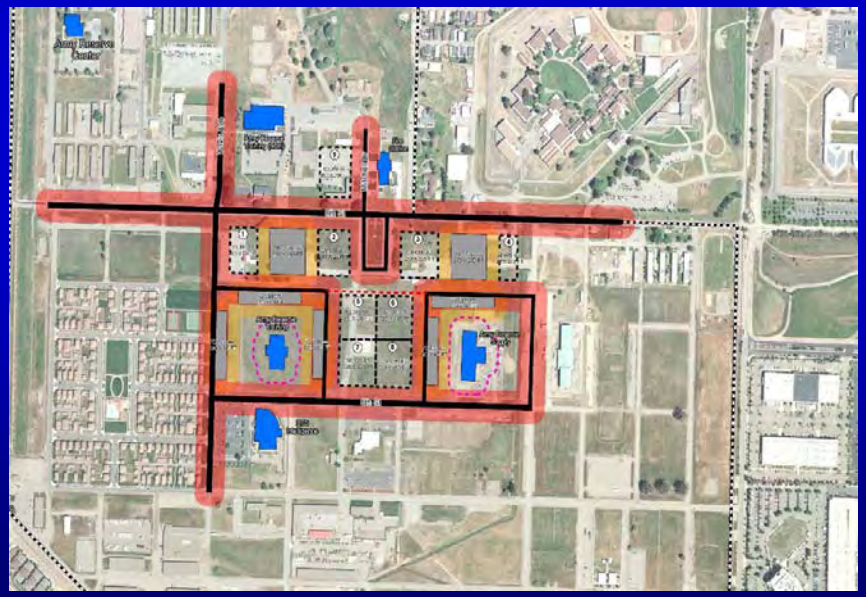
CONCEPTUAL MASTER PLANNING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Planning and Development Framework Plan Workshop**
  - Presentation of Existing Conditions
  - Business and Development Issues
  - Preliminary Infrastructure Service Concepts





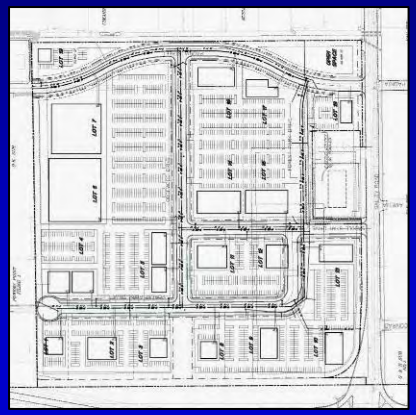
CONCEPTUAL MASTER PLANNING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Potential User Site Requirements / Characteristics

- Layout and configuration
- Area / size requirements
- Unique water / other utility needs
- Special building needs
- Security issues / buffers and setbacks / visibility
- Parking / storage requirements
- Access and circulation



CONCEPTUAL MASTER PLANNING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Redevelopment Plan Alternatives

- *Physical conditions*
- *Environmental considerations*
- *Market opportunities*
- *LRA / Community goals and objectives*

CONCEPTUAL MASTER PLANNING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

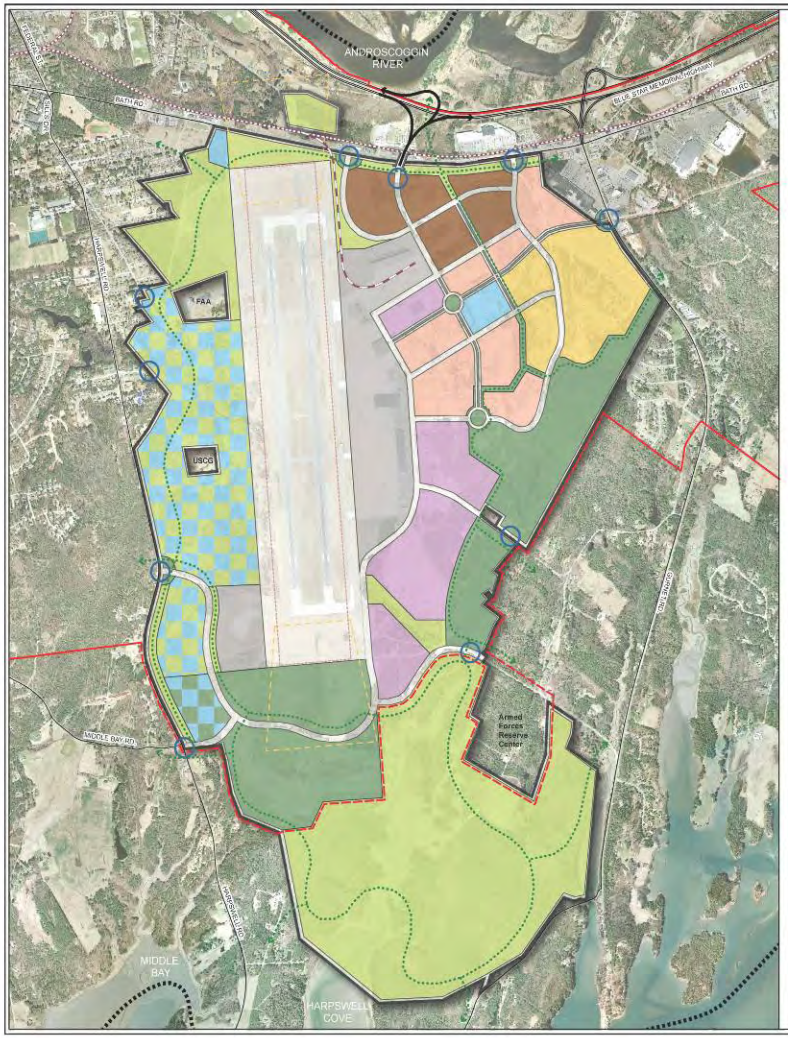
- **Disposition Strategies / Transfer Mechanisms**
  - Master developer strategies and land sales by auction
  - Public Benefit Conveyances
  - Economic Development Conveyances
  - Privatization of utilities
  - Conservation Conveyances

REDEVELOPMENT MASTER PLAN AND IMPLEMENTATION STRATEGY

CONCEPTUAL MASTER PLANNING

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA



Proposed Land Use Program

	LAND USE DISTRICTS	SURPLUS ACRES	PERCENT OF TOTAL
Land Development	Airport Operations	500	16%
	Aviation-Related Business	230	7%
	Professional Office	120	4%
	Community Mixed Use	175	5%
	Business and Technology Industries	190	6%
	Education	200	6%
	Residential	215	7%
	SUBTOTAL	1,630	51%
Open Space	Recreation / Open Space	510	16%
	Natural Areas	1,060	33%
	SUBTOTAL	1,570	49%
	GRAND TOTAL	3,200	100%

Notes:

1. Checkered blue-light green area totals 320 acres, of which an undefined 175 acres have been assigned in the table above to Education and 145 acres to Natural Areas.
2. Checkered blue-dark green area totals 30 acres, all of which has been assigned in the table above to Recreation / Open Space; however, Education would be an allowed use, if needed.
3. Checkered light green-dark green (East Brunswick Transmitter Site) area totals 70 acres, of which an undefined 35 acres have been assigned in the table above to Recreation / Open Space and 35 acres to Natural Areas.
4. The Runway Object Free Area provides a 500-foot buffer to the east and west of the two runways. The Airport Operations land use district extends an additional 500 feet beyond the Runway Object Free Area, resulting in a 1,000-foot buffer parallel to the runways.

Brunswick Naval Air Station Reuse Master Plan

Legend

- BNAS Surplus Property Boundary
- Town of Brunswick Boundary
- State Highway
- Major Road
- Railroad
- Runway Protection Zone
- Runway Object Free Area
- Existing Brunswick Growth Boundary
- Potential Brunswick Growth Boundary
- Potential Pedestrian / Bike Connections
- Potential New Interchange
- Potential Railroad Spur
- Access Points

0 500 1,000 2,000 3,000 Feet

N

BLRA
BRUNSWICK LOCAL REDEVELOPMENT AUTHORITY

BRUNSWICK NAVAL AIR STATION
REUSE MASTER PLAN

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PLANNING DECISIONS
WRIGHT - PIERCE ENGINEERS
ECONOMIC RESEARCH ASSOCIATES
MBNC ARCHITECTS + ENGINEERS
EATON PEABODY CONSULTING GROUP

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REDEVELOPMENT MASTER PLAN AND IMPLEMENTATION STRATEGY

PROJECT SCHEDULE

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

	2008	2009								
PHASE A: PROJECT SCOPE REFINEMENT AND MANAGEMENT	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
TASK 1: REVIEW / REFINE SCOPE OF SERVICES AND SCHEDULE	■									
TASK 2: Final Contract Terms And Conditions	■	■								
TASK 3: Project Team / Client Update Meetings		◆	◆	◆	◆	◆	◆	◆	◆	◆
PHASE B: INVENTORY AND ASSESSMENT	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
TASK 1: Community Involvement And Public Participation										
Subtask A: Stakeholder Interviews		◆								
Subtask B: Focus Group Meetings		◆								
Subtask C: General Public Meetings		◆			◆			◆		
Subtask D: Teen / Youth Visioning Workshop					◆					
Subtask E: Website Development and Management										
TASK 2: Identification Of Area Social Economic Conditions		■	■	■						
TASK 3: Identification Of NeCD Facilities										
Subtask A: Digital GIS Base Mapping		■	■							
Subtask B: Off-Base Context and Influences Analysis			■							
Subtask C: On-Base Conditions / Land and Facilities Assessment			■	■						
Subtask D: On-Base Conditions / Infrastructure Assessment			■	■						
Subtask E: On-Base Conditions / Environmental Assessment		■	■	■						
TASK 4: Market Potential of Land and Facilities										
Subtask A: Summary of Redevelopment Barriers				■						
Subtask B: Economic Development Targeting / Programming		■	■	■						
TASK 5: Homeless Accommodation Considerations							■			
TASK 6: Opportunites And Constraints / Suitability Map					■					
PHASE C: CONCEPTUAL MASTER PLANNING	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
TASK 1: Planning And Development Framework Plan Workshop					◆					
TASK 2: Potential Use Site Requirments / Characteristics				■						
TASK 3: Redevelopment Plan Alternatives					■	■				
TASK 4: Disposition Strategies / Transfer Mechanisms					■	■	■	■	■	
TASK 5: Alternative Plan Evaluation And Comparison						■	■			
TASK 6: Alternative Plan Review Workshop								◆		
TASK 7: Preliminary "Preferred" NeCD Redevelopment Plan								■	■	
TASK 8: Final NeCD Redevelopment Master Plan / Strategy									■	■

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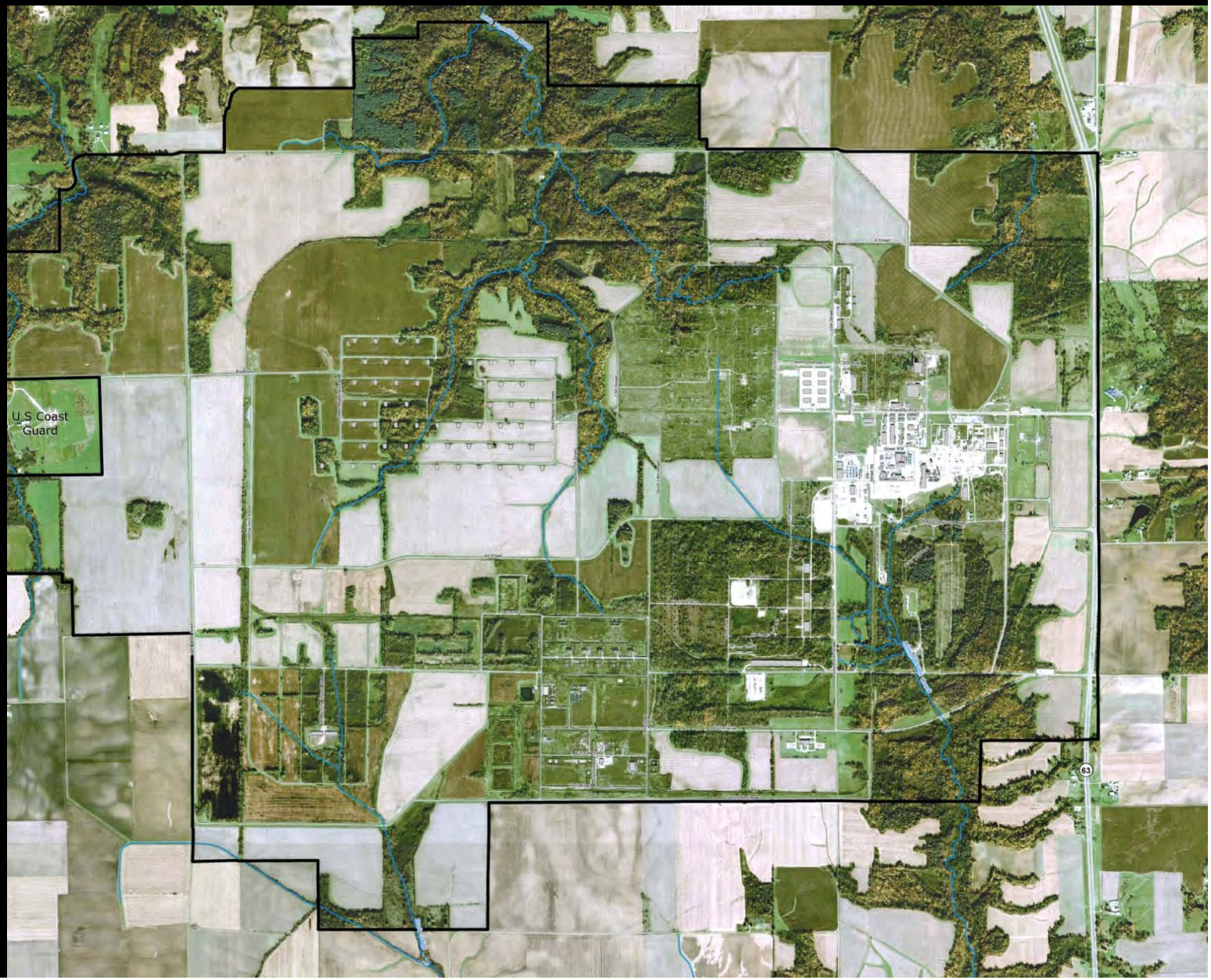
REDEVELOPMENT MASTER PLAN AND IMPLEMENTATION STRATEGY

WHAT ARE YOUR ISSUES & CONCERNS FOR REDEVELOPMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA



PUBLIC MEETING # 2

NEWPORT CHEMICAL DEPOT
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

VERMILLION COUNTY, INDIANA

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

Newport Chemical Depot Reuse Authority (NeCDRA)

NEWPORT CHEMICAL DEPOT
VERMILLION COUNTY INDIANA

- **Welcome and Purpose of the Meeting**
  - Recent Planning Activities
  - Presentation of Existing Conditions Assessments
  - Presentation of Development Suitability Analysis
  - Public Visioning Session / Reuse Considerations
- NeCDRA **Board Members / Staff**
  - Jack Fenoglio, President – Clinton
  - Tom Milligan, Vice President – Dana
  - Robert Rendaci, Treasurer – Clinton
  - Albert Clark – Cayuga
  - Arden Kilgore – Cayuga
  - Susie Jones – Executive Assistant
  - Bill Laubernds – Executive Director

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

Newport Chemical Depot Reuse Authority (NeCDRA)

NEWPORT CHEMICAL DEPOT
VERMILLION COUNTY INDIANA

- **Goals and Objectives**
  - Acquire the property at little or no cost to NeCDRA
  - Develop a reuse plan for industrial, business and agricultural uses
  - Ensure preservation of natural resources
  - Maximize local jobs and investment for Vermillion Co. and the region
- **Notices of Interest Received from:**
  - Indiana Department of Natural Resources
  - Wabash River Heritage Corridor
  - Sycamore Trails Resource Conservation and Development
  - The Vermillion County Parks and Recreation Board

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

PROJECT SCHEDULE

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

PUBLIC ENGAGEMENT ACTIVITIES

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Web Site Development** – *www.NeCDRA.com*
- **Stakeholder Interviews** – *Week of February 23rd*
- **Focus Group Meetings** – *Week of March 23rd*
  - Land Use Agricultural Resources
  - Infrastructure Systems
  - Economic / Business Development

- **Three General Pubic Meetings**
  - Introduction to the Project – *February 24th*
  - ***Presentation of Findings / Visioning Process***
  - Presentation of Reuse Plan Alternatives and Recommended Preliminary Reuse Plan

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – Site Tour**

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Regional Context

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Access

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Access

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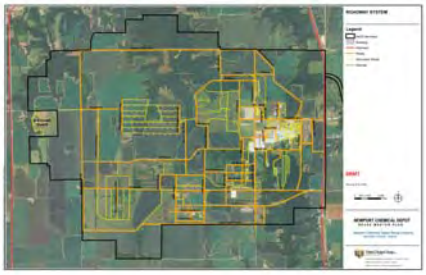
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Roadway System



REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Roadway System

ECONOMICS RESEARCH ASSOCIATES | BURNS & McDONNELL | GARRITY & KNISELY

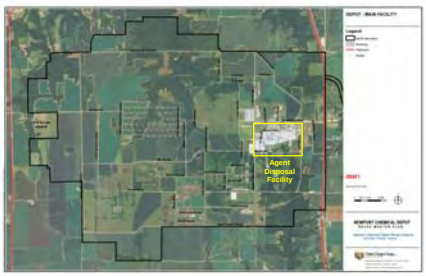
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Agent Disposal Facility



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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Agent Disposal Facility

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Agent Disposal Facility

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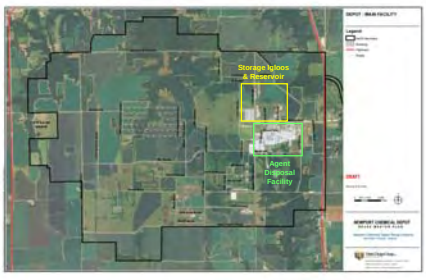
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Storage Igloos & Reservoir



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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Storage Igloos & Reservoir

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Storage Igloos & Reservoir

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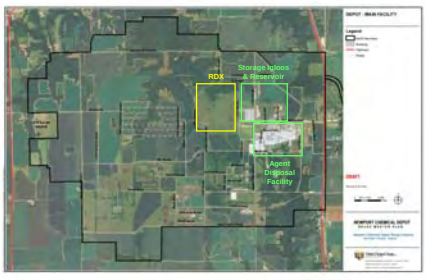
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – RDX Area



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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – RDX Area

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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – RDX Area

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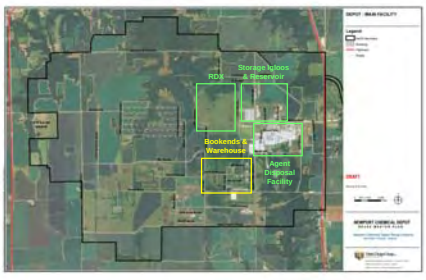
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Bookends and Warehouses



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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Bookends and Warehouses

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Bookends and Warehouses

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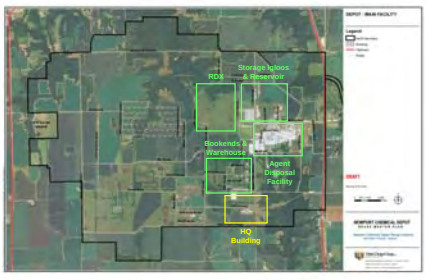
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Newport Chemical Depot – Headquarters Building



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REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – Headquarters Building**

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – Headquarters Building**

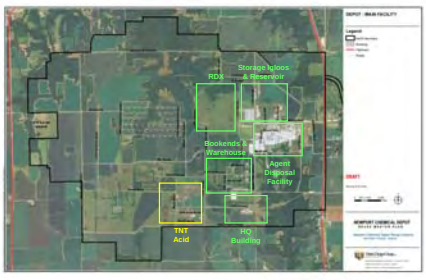
REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – TNT / Acid Area**



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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – TNT / Acid Area

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EXISTING CONDITIONS ASSESSMENT

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- Newport Chemical Depot – TNT / Acid Area

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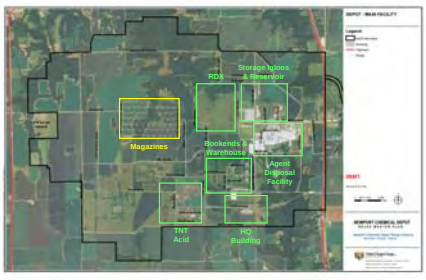
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Newport Chemical Depot – Richmond Magazines



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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

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- **Newport Chemical Depot – Richmond Magazines**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – Richmond Magazines**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Newport Chemical Depot – Agriculture / Natural Systems**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

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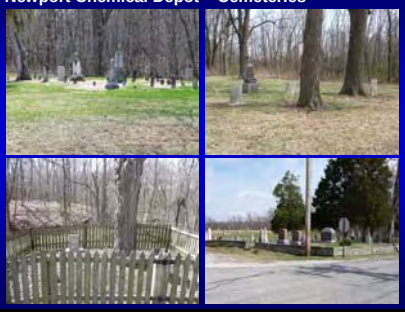
- Newport Chemical Depot – Cemeteries



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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

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- Newport Chemical Depot – Site Tour

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- Buildings and Facilities Assessment

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Assessment of Key Buildings

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Assessment of Key Buildings

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Facilities Assessment – Building Types

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Existing Environmental Conditions**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions**
  - Reviewed Army Documents
  - Evaluated / Summarized Environmental Sites Status
  - Evaluated Existing Land Use Controls
  - Evaluated Potential Areas of Environmental Concern not addressed by Army
  - Developed Environmental Constraints Maps for Future Reuse of Agriculture and Industrial

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions – Summary of Key Findings**
  - Environmental Sites Status
    - *69 Solid Waste Management Units / 10 Areas of Concern under a RCRA Part B Permit*
      - ✓ Explosives Manufacturing and Storage
      - ✓ Chemical Agent Manufacturing
      - ✓ Chemical Agent Neutralization
      - ✓ Landfills, Burial Grounds, Burning Grounds
      - ✓ Ranges
    - *64 Sites have No Further Action Determinations from Indiana Department of Environmental Management (IDEM)*
    - *Additional 35 Sites under Investigation*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions – Summary of Key Findings**
  - Existing Land use Controls (LUC's) at 12 Sites
    - *No groundwater use*
    - *No residential use*
    - *No agricultural use*
    - *No excavation*
  - Additional Land Use Controls prior to transfer of the property
    - *Entire chemical plant area*
    - *Possible additional LUCs for areas currently under investigation*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions – Summary of Key Findings**
  - Potential Areas of Concern Identified
    - *MEC Areas (Munitions of Environmental Concern)*
      - ✓ National Guard Training Area
      - ✓ Old Chemical Munitions Detonation Area
      - ✓ Explosives Testing Area
    - *Explosives Areas*
      - ✓ Former RDX and TNT Foundations, Residual Structures, Piping Areas
      - ✓ Loading Docks
      - ✓ Richmond Magazines
    - *Other Areas of Concern*
      - ✓ Utilities
      - ✓ Asbestos and lead based paint
      - ✓ Residual POL at UST sites
      - ✓ Unknown excavation area
      - ✓ Potential radiological contamination at P-9 plant

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions – Summary of Key Findings**
  - Environmental Constraints to Agricultural Reuse
    - *Sites with groundwater land use restrictions*
    - *Sites with agricultural land use restrictions*
    - *Sites pending further investigation by the Army*
    - *Sites identified as potential Areas of Concern (AOC's)*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Environmental Conditions – Summary of Key Findings**
  - Environmental Constraints to Business / Industrial Reuse
    - *Sites with excavations or building restrictions*
    - *Sites with extensive concrete, underground utilities, or unusable structures*
    - *Sites pending further investigation by the Army*
    - *Sites identified as potential Areas of Concern (AOC's)*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Existing Infrastructure and Utilities**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Infrastructure – Summary of Key Findings**
  - Transportation System
    - *Highway Access is good . . .*
    - *Airport availability is good . . .*
    - *Extension of industrial rail is possible . . .*
  - Natural Gas and Electric Systems
    - *Natural gas is available for most industrial and/or commercial uses . . .*
    - *Duke Energy provides electrical service for most uses; possible upgrades required . . .*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Assessment of Infrastructure – Summary of Key Findings**
  - Telecommunications
    - *Fiber, copper, twisted pair cable available . . .*
    - *Future needs user dependant . . .*
  - Water System
    - *Excellent resource in volume and quality . . .*
    - *Local and regional service and revenue possibilities . . .*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

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- **Assessment of Infrastructure – Summary of Key Findings**
  - Wastewater System
    - *200,000 gallons per day plant capacity . . .*
    - *Designed for 3,000 people . . .*
    - *Upgrade requirements will be user dependent*
  - Stormwater System
    - *Adequate stormwater management systems . . .*
    - *A "plus" for business and industrial development . . .*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Development Suitability Analysis**

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability Analysis

- Two approaches to suitability analysis
  - *Agriculture & Forestry*
    - ✓ Prime Farmland Soil
    - ✓ Unfragmented Forests
    - ✓ Environmental Constraints
  - *Business & Industrial*
    - ✓ Floodplains, Wetlands and Major Drainageways
    - ✓ Unfragmented Forests
    - ✓ Environmental Constraints

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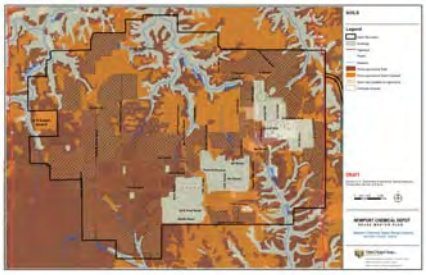
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability – Agriculture & Forestry



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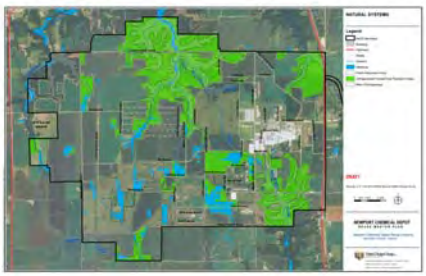
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability – Agriculture & Forestry



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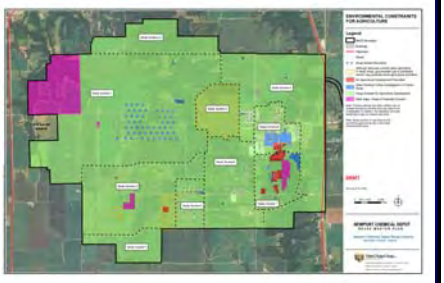
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability – Agriculture & Forestry



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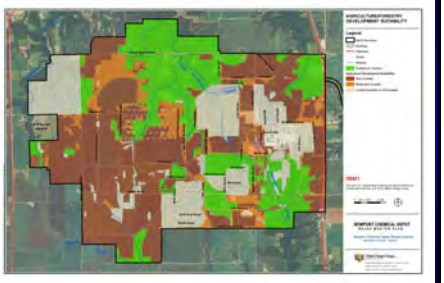
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability – Agriculture & Forestry



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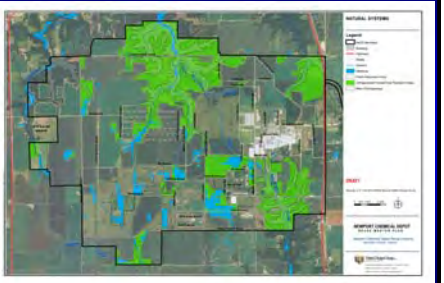
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Development Suitability – Business & Industrial



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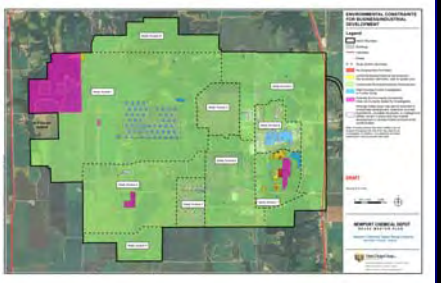
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Development Suitability – Business & Industrial**



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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Development Suitability – Business & Industrial**

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Market and Economic Assessment**

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - Industrial Market
    - *Industrial development driven by mid-sized advanced manufacturers*
    - *Manufacturing opportunity for growth at the Newport Chemical Depot*
    - *Warehousing/distribution market dominated by Indianapolis; limited opportunity for growth at NeCD*

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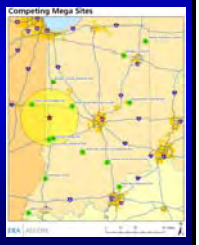
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - Office Market
    - *Dominated by small-scale users*
    - *Concentrated primarily in Vigo County*
    - *Little opportunity for growth at NeCD*
  - Competing Sites
    - *4 competing mega sites in 10 counties*
    - *All provide direct access to rail*
    - *Available industrial land: $8,500 to $12,000 / acre*



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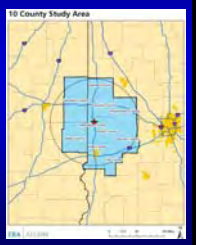
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Demographics**
    - *Low historical and projected population and Retirees – comparably large share of 10-county population*
    - *College graduates – smaller share of 10-county counties as opposed to statewide*



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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - Summary of Major Land Use Sectors
    - *Agriculture and Forestry Uses*
    - *Business and Industrial Uses*
    - *Energy-Related Uses*
    - *Institutional Uses*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Agriculture and Forestry Land Uses**

Conventional Crops	Specialty Crops
	
Use Description: Planting and harvesting of crops such as corn, soybeans, hay, etc.	*Use Description: Niche agricultural products such as organic produce, mushrooms, floriculture, etc. grown in fields or inside greenhouses or other facilities.*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Agriculture and Forestry Land Uses**

Dairy Farming	Livestock Farming
	
Use Description: Providing grazing areas, confined feeding areas, structures, and other facilities for dairy cattle, sheet or goats for milk and other dairy products production.	*Use Description: Providing grazing areas, confined feeding areas, structures, and other facilities for livestock (cattle, sheep, hogs, etc.) for meat production.*

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Agriculture and Forestry Land Uses**

Poultry Farming

Use Description: Providing feeding areas, structures, and other facilities for poultry production.

Specialty Livestock

Use Description: Providing grazing, feeding areas, structures, and other facilities for specialty livestock, such as alpacas, ostriches, etc.

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Agriculture and Forestry Land Uses**

Tree Plantations / Logging

Use Description: Planting, management, and harvesting of forested areas for timber production.

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Business and Industrial Land Uses**

Food Production

Use Description: Manufacturing, processing, and packaging facilities for consumer food production.

Area Required: Variable

Direct Employment: 20 - 30 jobs

Explosives Testing / Mfg.

Use Description: Private-sector manufacturing, storage, and testing facilities for civilian and/or military explosives.

Area Required: 700 - 900 acres

Direct Employment: 50 - 60 jobs

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Business and Industrial Land Uses**

Wind Turbine/Blades Mfg.

Use Description: Manufacturing facilities for the production of wind turbines, blades, and other components associated with wind energy.

Area Required: 80 - 130 acres

Direct Employment: 25 - 40 jobs

Advanced Manufacturing

Use Description: Manufacturing and storage facilities for advanced products such as plastics, composites, and medical equipment

Area Required: Variable

Direct Employment: 60 - 80 jobs

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Business and Industrial Land Uses**

Data Storage Center

Use Description: Structures configured to hold significant computer processing equipment and computer media/archival materials.

Area Required: 1 - 6 acres

Direct Employment: 6 - 15 jobs

Hazardous Waste Storage

Use Description: Secure facilities configured to store various types of hazardous, flammable, and other waste materials.

Area Required: 10 - 30 acres

Direct Employment: 30 - 250 jobs

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Business and Industrial Land Uses**

Chemicals Manufacturing

Use Description: Manufacturing facilities used in the production or processing of chemicals, fuels, solvents, gasses, and other products.

Area Required: Variable

Direct Employment: Variable

Sanitary Landfill

Use Description: State-permitted sanitary landfill for the disposal of solid waste.

Area Required: 250 acres (typical)

Direct Employment: 20 - 30 jobs

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Business and Industrial Land Uses**

Tactical Driving Facility

Use Description: Test track and driving surfaces for research, testing, and training for auto racing, auto manufacturing, law enforcement, insurance, and other users.

Area Required: 200 - 500 acres

Direct Employment: 15 - 20 jobs

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

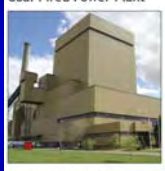
EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Energy-Related Land Uses**

Coal-Fired Power Plant



Use Description: Electrical generation based on burning coal to power steam-driven turbines.

Area Required: 300 - 500 acres

Direct Employment: 100 - 150 jobs

Nuclear Power Plant

Use Description: Electrical generation based on nuclear fuel technologies.

Area Required: 640 - 1280 acres

Direct Employment: 400 - 700 jobs

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Energy-Related Land Uses**

Coal Gasification Plant

Use Description: Electrical generation based on converting coal to a clean-burning gas.

Area Required: 500 - 800 acres

Direct Employment: 45 - 70 jobs

Bio-Fuels Production

Use Description: Production and processing of fuels derived from biological materials (bio-deisel, ethanol, etc.)

Area Required: 85 - 125 acres

Direct Employment: 25 - 40 jobs

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Energy-Related Land Uses**

Alternative Energy Facility

Use Description: Facilities that allow for research, testing, and/or limited energy production from alternative or renewal energy sources.

Area Required: Variable

Direct Employment: Variable

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Institutional Land Uses**

University Research

Use Description: Facilities or land areas for agricultural, energy, or other research associated with local colleges and university and/or their private/public-sector partners.

Area Required: Variable

Direct Employment: Variable

Correctional Facility

Use Description: Correctional facilities for local, state, and/or federal jurisdictions.

Area Required: 175 - 225 acres

Direct Employment: 200 - 230 jobs

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Institutional Land Uses**

Law Enforcement Training

Use Description: Facilities and land areas dedicated for the training of local, state, and/or federal law enforcement officials.

Area Required: Variable

Direct Employment: Variable

National Guard Training

Use Description: Facilities and land areas dedicated for the training of Indiana National Guard personnel.

Area Required: Variable

Direct Employment: Variable

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EXISTING CONDITIONS ASSESSMENT

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

- **Real Estate Market Findings**
  - **Institutional Land Uses**

Regional Utility Facilities

Use Description: Major regional facilities to pump, treat, store, and/or distribute water, wastewater, storm water, electricity, natural gas, or other utilities.

Area Required: Variable

Direct Employment: Variable

REUSE MASTER PLAN AND IMPLEMENTATION STRATEGY

VISIONING EXERCISE

NEWPORT CHEMICAL DEPOT

VERMILLION COUNTY INDIANA

Public Meeting 2: Visioning Exercise

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Introduction:

Thank you for participating in the Newport Chemical Depot Reuse Visioning Exercise! The Newport Chemical Depot Reuse Authority is committed to an open and transparent planning process in which citizen advice and ideas are actively solicited at every stage, so your participation in the visioning process is greatly appreciated.

Instructions:

This visioning exercise is designed to provide the project team with an understanding of the future uses you envision as part of the redevelopment of the Depot. The exercise includes a survey (this document) and a map (on your table). Each person is to complete their own survey, while the map is a shared resource for everyone at your table to use.

Visioning Survey: The survey contains five sections. The first four sections present lists of different land uses under agricultural, business and industrial, energy-related, and institutional categories, that either have special site requirements that could be accommodated at the Depot, or represent market sectors that have been identified as having growth potential in the area. You're asked to indicate your preference for each as a potential future use at the Depot.

In the fifth section, you're asked to respond to some broader questions regarding the balance of different uses at the Depot and about different values that you believe should help guide the formulation of the Reuse Master Plan. This section also provides you with space to write down any other suggestions, comments, or clarifications to help us understand your opinion about the future reuse of the Depot.

Visioning Map: The Visioning Map has been made available to each table as a resource to help you visualize and contemplate the Depot property. Feel free to write, draw, sketch or scribble any comments, concerns, or ideas that you or your table partners have about the Depot's reuse on the map.

*SECTION 1: Listed below are several **AGRICULTURE AND FORESTRY** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

SECTION 1: AGRICULTURE AND FORESTRY

Conventional Crops

Use Description: Planting and harvesting of crops such as corn, soybeans, hay, etc.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Specialty Crops

Use Description: Niche agricultural products such as organic produce, mushrooms, floriculture, etc. grown in fields or inside greenhouses or other facilities.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 1: Listed below are several **AGRICULTURE AND FORESTRY** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

SECTION 1: AGRICULTURE AND FORESTRY

Dairy Farming

Use Description: Providing grazing areas, confined feeding areas, structures, and other facilities for dairy cattle, sheet or goats for milk and other dairy products production.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Livestock Farming

Use Description: Providing grazing areas, confined feeding areas, structures, and other facilities for livestock (cattle, sheep, hogs, etc.) for meat production.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 1: Listed below are several **AGRICULTURE AND FORESTRY** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Poultry Farming

Use Description: Providing feeding areas, structures, and other facilities for poultry production.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Specialty Livestock

Use Description: Providing grazing, feeding areas, structures, and other facilities for specialty livestock, such as alpacas, ostriches, etc.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 1: Listed below are several **AGRICULTURE AND FORESTRY** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Tree Plantations / Logging

Use Description: Planting, management, and harvesting of forested areas for timber production.

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Other comments I have regarding agriculture or forestry development at the Depot are:

*SECTION 2: Listed below are several **BUSINESS AND INDUSTRIAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Food Production

Use Description: Manufacturing, processing, and packaging facilities for consumer food production.

Area Required: Variable

Direct Employment: 20 - 30 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Explosives Testing / Mfg.

Use Description: Private-sector manufacturing, storage, and testing facilities for civilian and/or military explosives.

Area Required: 700 - 900 acres

Direct Employment: 50 - 60 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 2: Listed below are several **BUSINESS AND INDUSTRIAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

SECTION 2: BUSINESS AND INDUSTRIAL

Wind Turbine/Blades Mfg.

Use Description: Manufacturing facilities for the production of wind turbines, blades, and other components associated with wind energy.

Area Required: 80 - 130 acres

Direct Employment: 25 - 40 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Advanced Manufacturing

Use Description: Manufacturing and storage facilities for advanced products such as plastics, composites, and medical equipment

Area Required: Variable

Direct Employment: 60 - 80 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 2: Listed below are several **BUSINESS AND INDUSTRIAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Data Storage Center

Use Description: Structures configured to hold significant computer processing equipment and computer media/archival materials.

Area Required: 1 - 6 acres

Direct Employment: 6 - 15 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Hazardous Waste Storage

Use Description: Secure facilities configured to store various types of hazardous, flammable, and other waste materials.

Area Required: 10 - 30 acres

Direct Employment: 30 - 250 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 2: Listed below are several **BUSINESS AND INDUSTRIAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Chemicals Manufacturing

Use Description: Manufacturing facilities used in the production or processing of chemicals, fuels, solvents, gasses, and other products.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Sanitary Landfill

Use Description: State-permitted sanitary landfill for the disposal of solid waste.

Area Required: 250 acres (typical)

Direct Employment: 20 - 30 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 2: Listed below are several **BUSINESS AND INDUSTRIAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Tactical Driving Facility

Use Description: Test track and driving surfaces for research, testing, and training for auto racing, auto manufacturing, law enforcement, insurance, and other users.

Area Required: 200 - 500 acres

Direct Employment: 15 - 20 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Other comments I have regarding business and industrial development at the Depot are:

*SECTION 3: Listed below are several **ENERGY-RELATED** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Coal-Fired Power Plant

Use Description: Electrical generation based on burning coal to power steam-driven turbines.

Area Required: 300 - 500 acres

Direct Employment: 100 - 150 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Nuclear Power Plant

Use Description: Electrical generation based on nuclear fuel technologies.

Area Required: 640 - 1280 acres

Direct Employment: 400 - 700 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 3: Listed below are several **ENERGY-RELATED** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Coal Gasification Plant

Use Description: Electrical generation based on converting coal to a clean-burning gas.

Area Required: 500 - 800 acres

Direct Employment: 45 - 70 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Bio-Fuels Production

Use Description: Production and processing of fuels derived from biological materials (bio-deisel, ethanol, etc.)

Area Required: 85 - 125 acres

Direct Employment: 25 - 40 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 3: Listed below are several **ENERGY-RELATED** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Alternative Energy Facility

Use Description: Facilities that allow for research, testing, and/or limited energy production from alternative or renewal energy sources.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Other comments I have regarding energy-related development at the Depot are:

*SECTION 4: Listed below are several **INSTITUTIONAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

University Research

Use Description: Facilities or land areas for agricultural, energy, or other research associated with local colleges and university and/or their private/public-sector partners.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Correctional Facility

Use Description: Correctional facilities for local, state, and/or federal jurisdictions.

Area Required: 175 - 225 acres

Direct Employment: 200 - 230 jobs

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 4: Listed below are several **INSTITUTIONAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Law Enforcement Training

Use Description: Facilities and land areas dedicated for the training of local, state, and/or federal law enforcement officials.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

National Guard Training

Use Description: Facilities and land areas dedicated for the training of Indiana National Guard personnel.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

*SECTION 4: Listed below are several **INSTITUTIONAL** uses that may be viable as future activities at the Depot. Please consider each use separately and provide your preferences by answering the following questions.*

Regional Utility Facilities

Use Description: Major regional facilities to pump, treat, store, and/ or distribute water, wastewater, storm water, electricity, natural gas, or other utilities.

Area Required: Variable

Direct Employment: Variable

How do you feel about this as a future use at the Depot? (*check one*):

☐ ***Strongly Support*** ☐ ***Mildly Support*** ☐ ***Mildly Oppose*** ☐ ***Strongly Oppose***

What are some of the potentially ***positive*** impacts of this as a future land use at the Depot?

What are some of the potentially ***negative*** impacts of this as a future land use at the Depot?

Other comments I have regarding institutional development at the Depot are:

*SECTION 5: Listed below are several questions relating to the **BALANCE** between different types of development and between development in general and land conservation. Please answer the following questions.*

SECTION 5: DEVELOPMENT BALANCE

Ranking of Development Priority

The previous sections in this survey explored four broad development categories: Agriculture and Forestry, Business and Industrial, Energy-Related, and Institutional. Please rank those four categories based on how you feel they should take priority in land reuse and redevelopment at the Depot. Use "1" for the highest priority and "4" for the lowest priority.

Agriculture and Forestry _____

Business and Industrial _____

Energy-Related _____

Institutional _____

Place the numbers 1 through 4 on the lines next to each land use category to reflect priority in reuse of land at the Depot.

Comments:

Development versus Conservation

The Newport Chemical Depot has significant natural resources. Vermillion County and West-Central Indiana is in need of jobs and economic development. Which option below best describes what you believe should be the appropriate balance between natural resource conservation and economic development as part of the Depot's reuse? *(check one)*:

- ☐ ***Maximize conservation***
- ☐ ***Mostly conservation with some development***
- ☐ ***Equal balance between conservation and development***
- ☐ ***Mostly development with some conservation***
- ☐ ***Maximize development***

Comments:

*SECTION 5: Listed below are several questions relating to the **BALANCE** between different types of development and between development in general and land conservation. Please answer the following questions.*

Prime Farmland Soil

The southwestern portion of the Depot contains some of the best farmland soil in the region, as it was once native tall-grass prairie. Do you believe these areas of prime farmland soil should be reserved for agricultural use, or made available for industrial, energy-related, and/or institutional development? *(check one)*:

- ☐ ***Reserve for agricultural use only***
- ☐ ***Use some prime farmland soil areas for industrial, energy, and/or institutional uses only when necessary***
- ☐ ***Use as needed to maximize industrial, energy, and/or institutional development***

Comments:

Prairie Restoration Area

A section within the southwestern portion of the Depot that was once native tall-grass prairie has been voluntarily designated by the Army as a Prairie Restoration Area, with the land allowed to return to its native tall-grass prairie state. Which option below best describes how this existing Prairie Restoration Area should be used in the future? *(check one)*:

- ☐ ***Maintain as a Native Tall-Grass Prairie Conservation Area***
- ☐ ***Allow to be used for agricultural development only***
- ☐ ***Use as needed to maximize industrial, energy, and/or institutional development***

Comments:

*SECTION 5: Listed below are several questions relating to the **BALANCE** between different types of development and between development in general and land conservation. Please answer the following questions.*

Unfragmented Forests

Several areas within the Depot are covered by large blocks of forest. Do you feel these large areas of unfragmented forest should remain intact and used for conservation (which could potentially include passive recreation, campgrounds, etc.) and/or forestry development, or made available for industrial, energy-related, and/or institutional development? *(check one)*:

- ☐ ***Keep intact and conserve as natural areas only***
- ☐ ***Keep intact and balance between conservation and forestry development***
- ☐ ***Keep intact and use for forestry development***
- ☐ ***Use some forested areas for industrial, energy, and/or institutional uses only when necessary***
- ☐ ***Use as needed to maximize industrial, energy, and/or institutional development***

Comments:

Any final thoughts or comments about the redevelopment of the Newport Chemical Depot?

The Newport Chemical Depot Reuse Authority and the Matrix Design Group planning team thank you for taking time to share your thoughts with us!

For more information about the Newport Chemical Depot Reuse Master Plan project, please visit the project website at:

www.NeCDRA.com

You may contact the NeCDRA at:

2250 North Main Street
Clinton, IN 47842
765-832-3870 (phone)
765-832-3871 (fax)

or by e-mail to:

comments@necdra.com

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

NEWPORT CHEMICAL DEPOT REUSE MASTER PLAN

Preferred Reuse Plan

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Tonight's Agenda

- *Introductions*
- *Project Overview, Goals, Milestones*
- *Public Engagement*
- *Public Visioning Survey Summary*
- *Land Planning Process Review*
- *Reuse Plan Concepts*
- *Preferred Reuse Plan*
- *Public Questions and Comments*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

- **NeCDRA Board Members / Staff**
  - *Jack Fenoglio, President – Clinton*
  - *Tom Milligan, Vice President – Dana*
  - *Robert Rendaci, Treasurer – Clinton*
  - *Albert Clark – Cayuga*
  - *Arden Kilgore – Cayuga*
  - *Susie Jones – Executive Assistant*
  - *Bill Laubernds – Executive Director*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Consultant Team

- *Matrix Design Group*
  - Program Director / Project Manager
  - Community Engagement and Programming
  - Reuse Master Planning
  - Land Use, Facility, Environmental Assessments
- *Burns & McDonnell*
  - Utility / Infrastructure Assessments
  - Potential Developer Site Requirements
  - Environmental Regulatory Issues
- *Economics Research Associates*
  - Regional / Western Indiana Market Conditions
  - Market Demand and Land Use Programming
  - Fiscal Impact / Financial Feasibility Analysis
- *Garrity & Knisely*
  - Homeless Assistance / Legally Binding Agreements
  - Property Disposition and Transfer Strategies
  - Army Negotiations

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

- **Project Goals and Objectives**
  - *Acquire the property at little or no cost to NeCDRA*
  - *Develop a reuse plan for business and agricultural uses*
  - *Ensure preservation of natural resources*
  - *Maximize local jobs and investment for the region*
- **Notices of Interest Received from:**
  - *Indiana Department of Natural Resources*
  - *Wabash River Heritage Corridor*
  - *Sycamore Trails Resource Conservation & Development*
  - *The Vermillion County Parks and Recreation Board*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Project Schedule and Milestones

- *Existing Conditions Assessment (February – May 2009)*
  - Land Use & Facilities
  - Natural Resources
  - Infrastructure
  - Environmental
  - Market / Economic
- *Public Visioning (May 2009)*
- *Reuse Plan Concepts (July – August 2009)*
- ***Preferred Reuse Plan (September 2009)***
- *Final Reuse Plan (October 2009)*
- *Business Plan, Infrastructure Master Plan, Other Implementation Plans and Studies (2010)*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

- **Public Engagement Commitment**
  - *The Newport Chemical Depot Reuse Authority is committed to an open and transparent planning process in which citizen comments and ideas are actively solicited at every stage*
- **Web Site Development – www.NeCDRA.com**
  - *Public Feedback (email, comment forms, etc.)*
  - *Project News and Updates*
  - *Event Notices*
  - *Project Data / Downloads*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Stakeholder Interviews (February 2009)

- *Local residents, property owners and business owners*
- *Local elected officials and government staff*
- *Representatives from major employers in the area*
- *Representatives from regional utility providers*
- *Representatives from local, regional, and state economic development organizations*
- *Representatives from local Chamber of Commerce and other civic organizations*
- *Local school district representatives*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Focus Groups and Workshops (March - August 2009)

- *Land Use and Natural Resources*
- *Transportation, Facilities and Utilities*
- *Economic Development*
- *Development Site Requirements*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Teen Workshop (May 2009)

- *North Vermillion High School*
- *South Vermillion High School*
- *Depot Bus Tour*
- *Visioning Exercise and Discussion*

Newport Chemical Depot Reuse Plan – Public Meeting # 3

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

- **Public Meeting #1 (February 2009)**
  - *Project Introduction and Goals*
  - *Public Comment and Questions*
- **Public Meeting #2 (May 2009)**
  - *Existing Conditions*
  - *Public Visioning Survey*
  - *Public Comment and Questions*
- **Public Meeting #3 (September 2009)**
  - *Alternative Concept Plans Review*
  - *Preferred Reuse Plan*
  - *Public Comment and Questions*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

Public Meeting 2: Visioning Exercise

Newport Chemical Depot Reuse Authority

SECTION 1: AGRICULTURE AND FORESTRY

Conventional Crops

How do you feel about this as a future use at the Depot? (check one):

Strongly Support | Mildly Support | Mildly Oppose | Strongly Oppose

What are some of the potentially **positive** impacts of this as a future land use at the Depot?

What are some of the potentially **negative** impacts of this as a future land use at the Depot?

Specialty Crops

How do you feel about this as a future use at the Depot? (check one):

Strongly Support | Mildly Support | Mildly Oppose | Strongly Oppose

What are some of the potentially **positive** impacts of this as a future land use at the Depot?

What are some of the potentially **negative** impacts of this as a future land use at the Depot?

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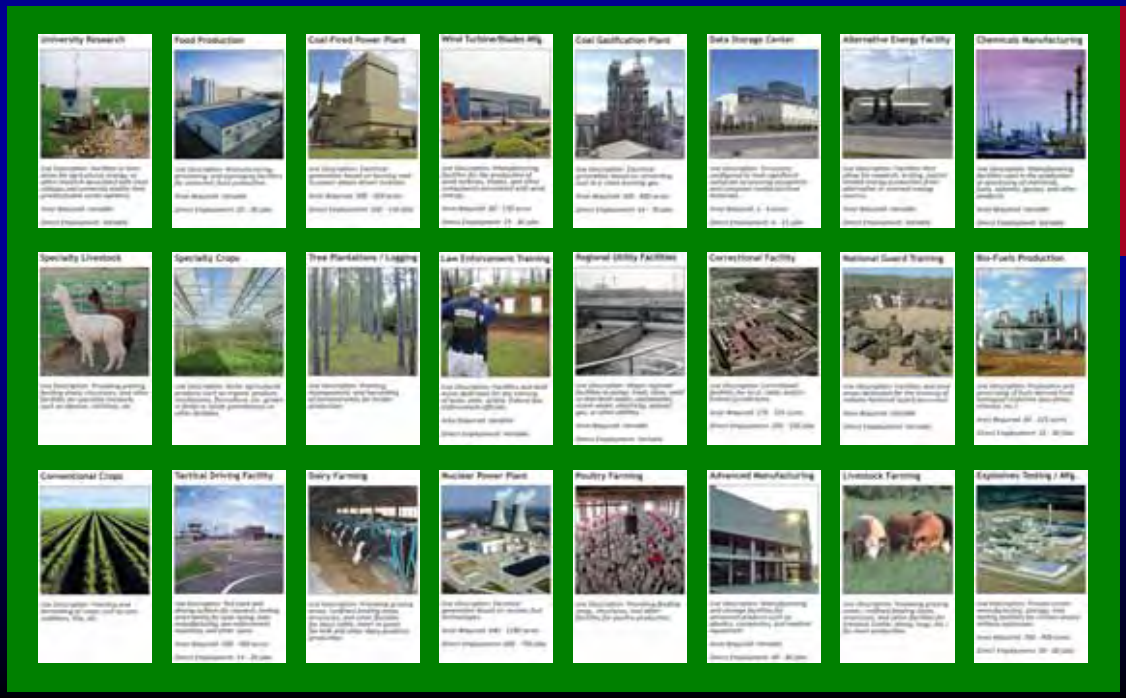
Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *26 Potential Market Sectors in 4 Land Use Categories (Agriculture & Forestry, Business & Industry, Energy-Related, Institutional)*
- *24 of 26 supported – all except for Hazardous Waste Storage and Sanitary Landfill*



Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *Ranking of Development Priority?*

1. *Business and Industrial*
2. *Energy-Related*
3. *Agriculture and Forestry*
4. *Institutional*

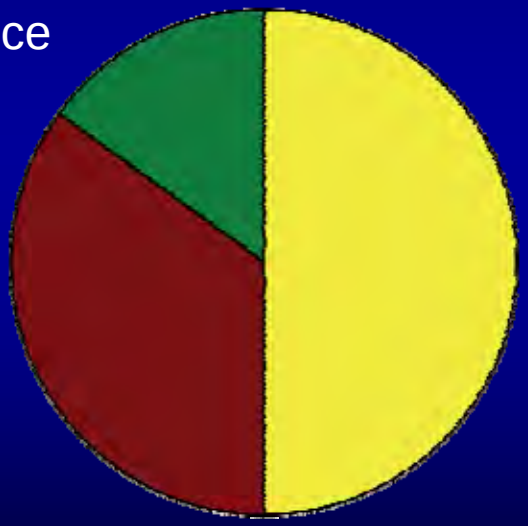
Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *Prioritize development or natural resource conservation?*

15% - Emphasis on natural resource conservation



50% - Emphasis on economic development

35% - Equal balance between the two

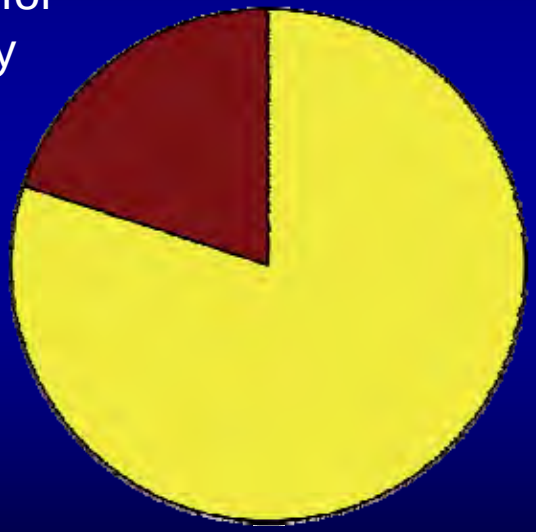
Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *Prime Farmland Soils?*

20% - Use areas of prime farmland soils for agriculture only



80% - Use areas of prime farmland soils for business or other types of non-agricultural development

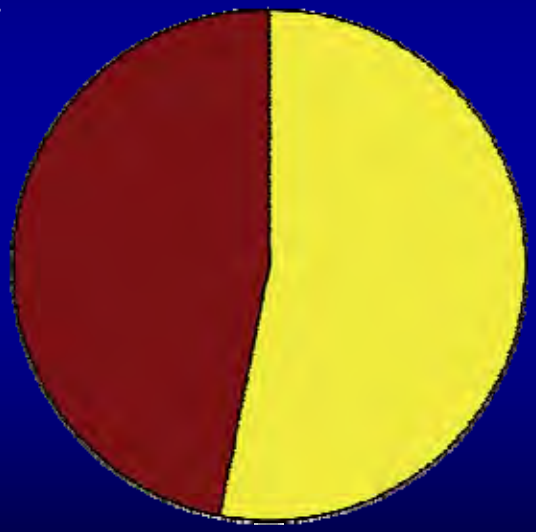
Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *Prairie Restoration Area?*

47% - Maintain as prairie restoration area



53% - Use prairie restoration areas for agricultural, business, or other types of development

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Public Visioning Survey Summary

- *Unfragmented Forests?*

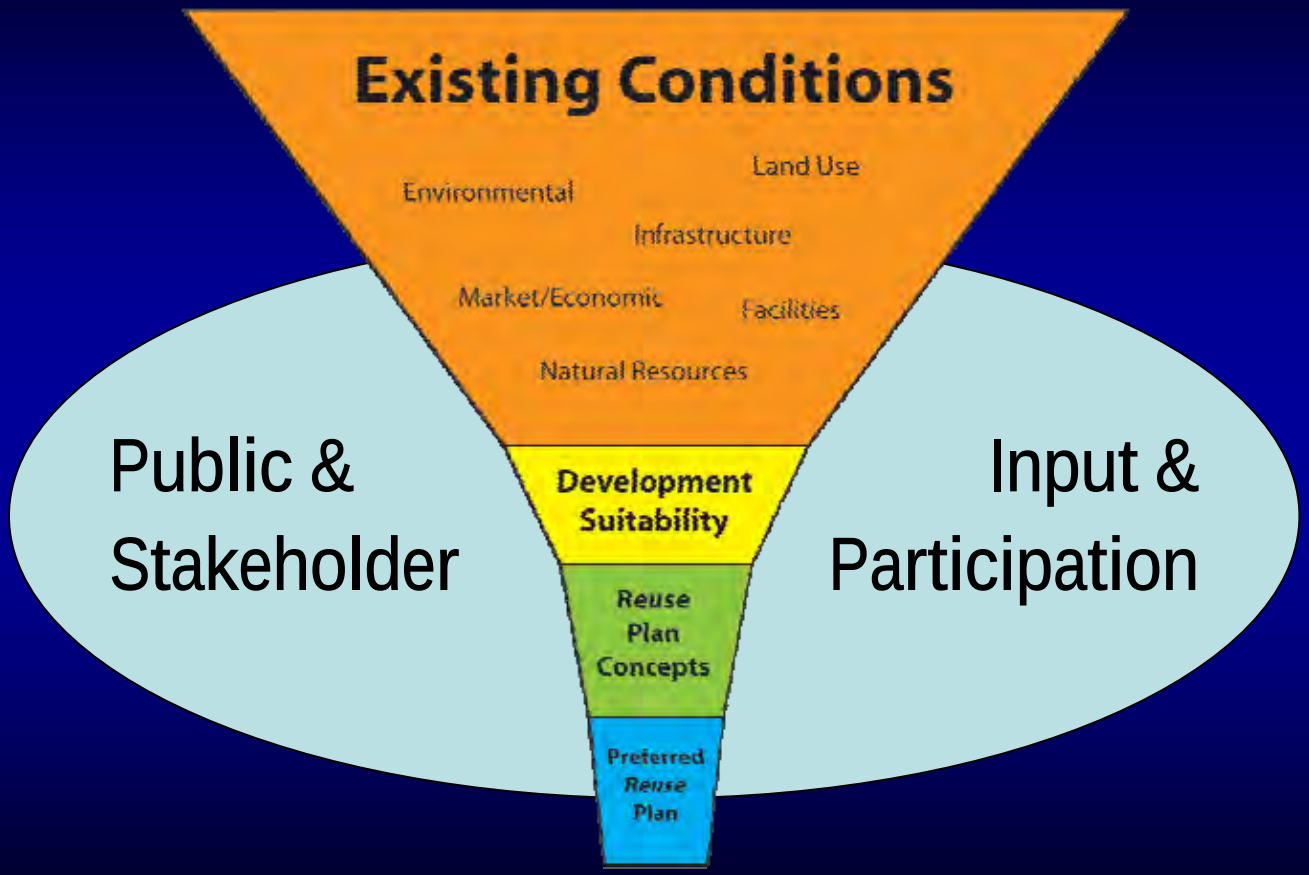
37% - Use unfragmented forest areas for agricultural, business, or other types of development

63% - Maintain unfragmented forest areas, with a balance between forestry and conservation / recreation within them

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Reuse Master Planning Process



Newport Chemical Depot Reuse Master Plan

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Reuse Plan Concepts

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Reuse Plan Concepts – Overview

- *Not independent "solutions" for reuse of the Depot. Instead, they represent a collection of plan "elements" in different combinations, locations, and configurations—intentionally varied across the three concepts—to illuminate multiple reuse scenarios*
- *The concepts increase in land area devoted to non-agricultural development from A (least) to C (most).*
- *The Reuse Plan will likely be a hybrid of elements from the different plan concepts.*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

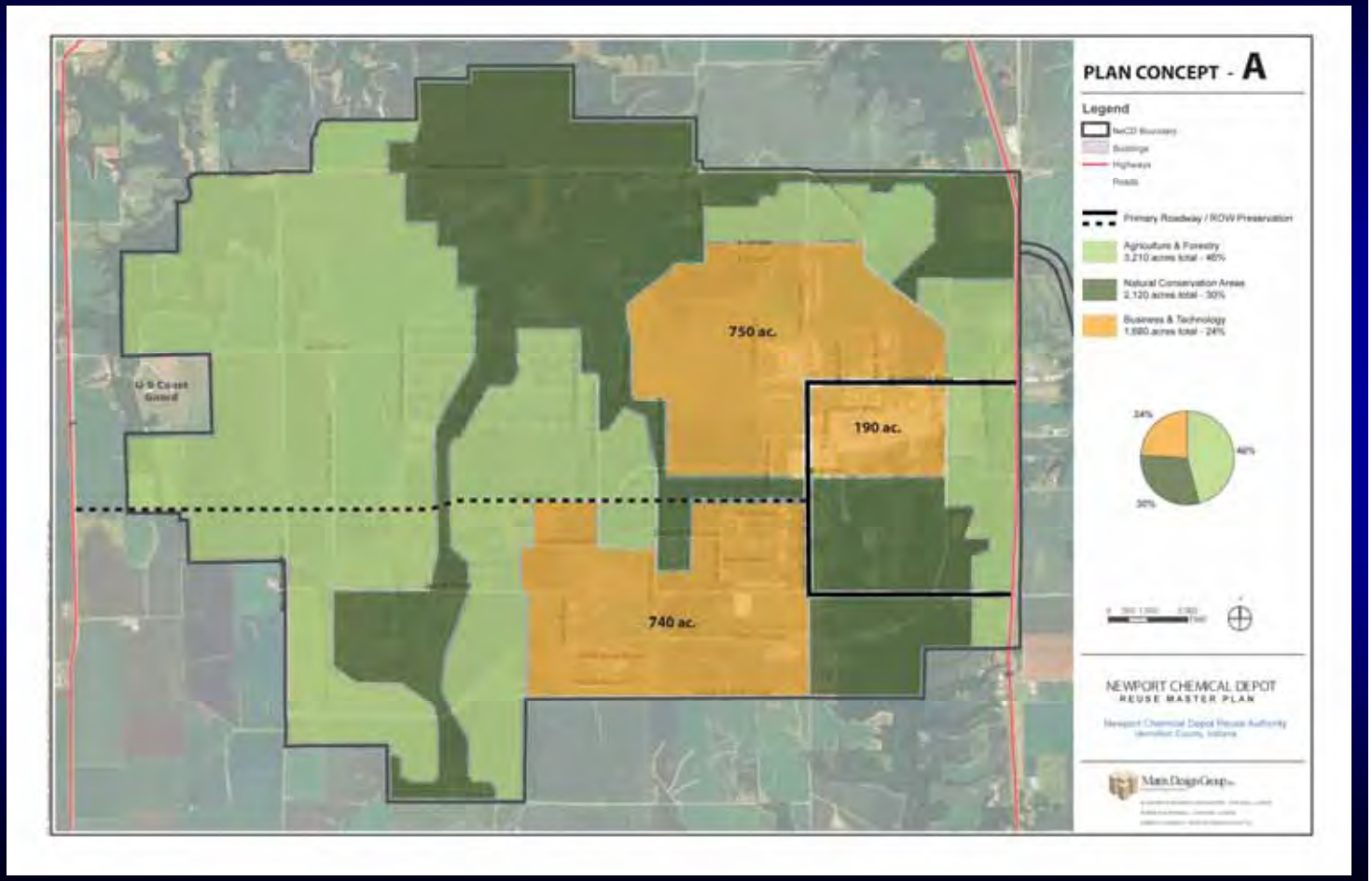
Plan Concept Alternatives – Elements Common to All

- *Maintains largest blocks of unfragmented forests and major natural drainage corridors as natural areas*
- *Connects noncontiguous natural areas through "green corridors" where necessary*
- *Preserves right-of-way for a Highway 63 – Highway 71 east-west connection*
- *Concentrates agricultural uses in the areas with the best soils*
- *Provides opportunities for "mega-site" development*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

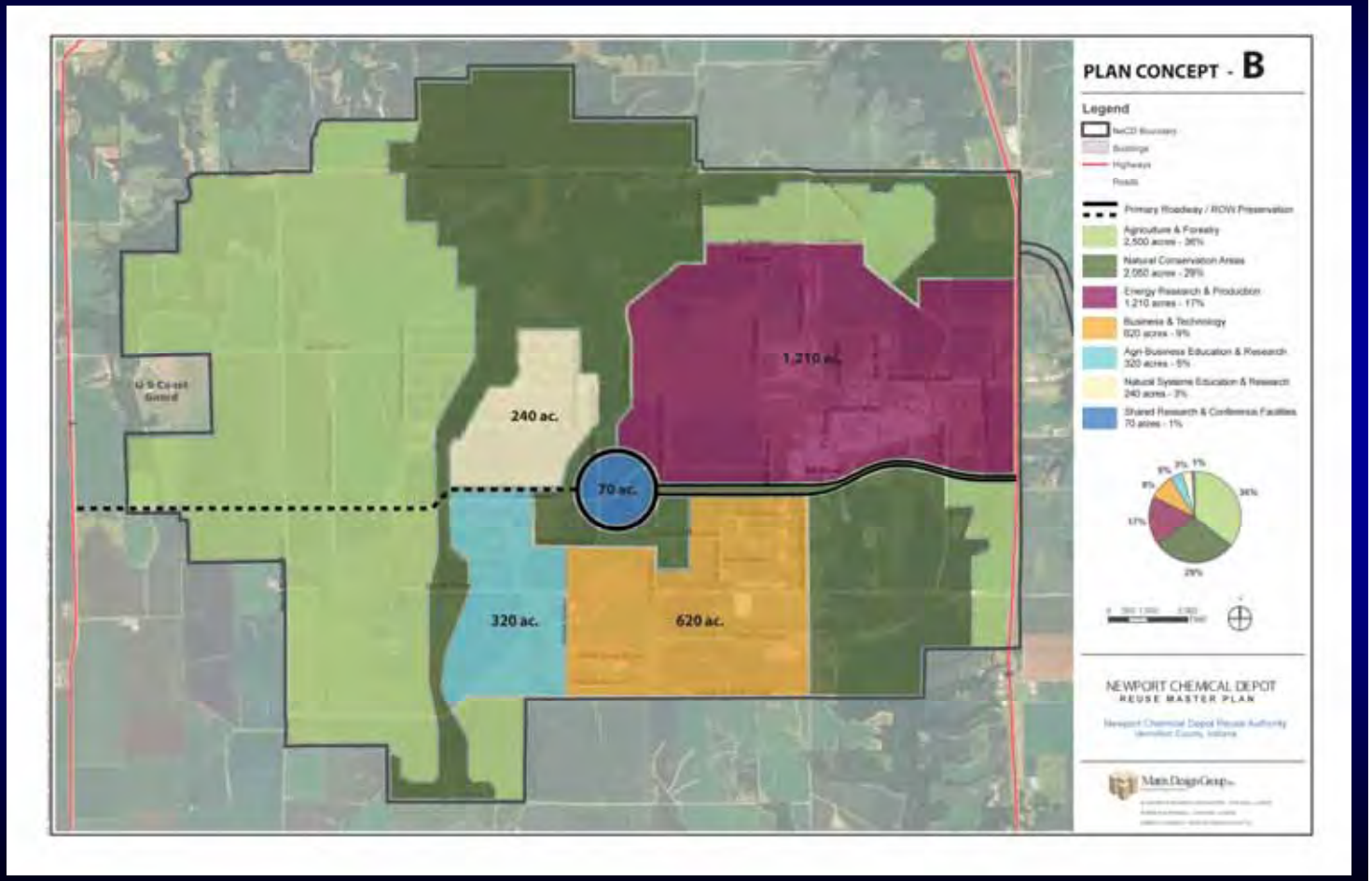
Plan Concept "A"



Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

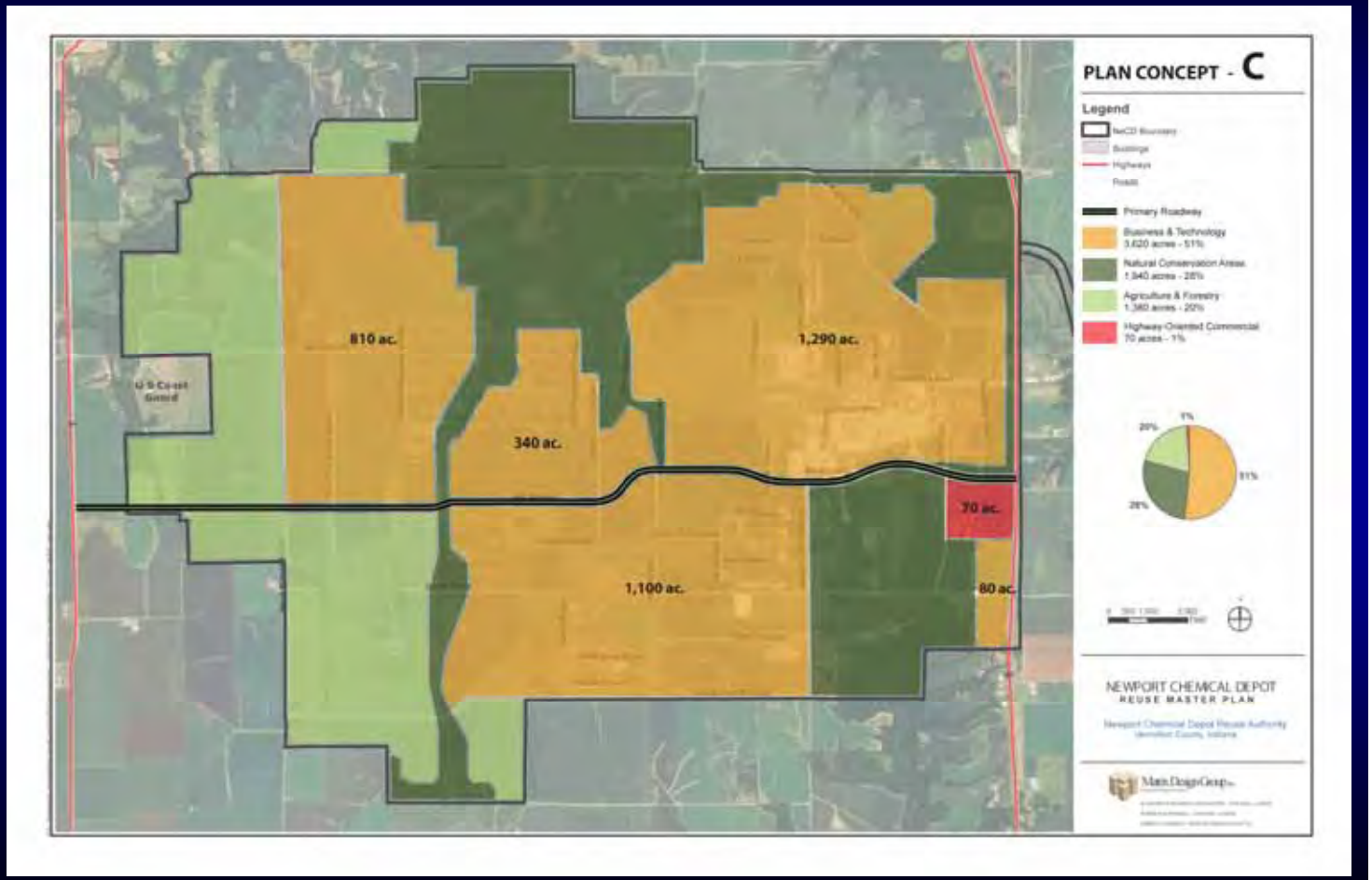
Plan Concept "B"



Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

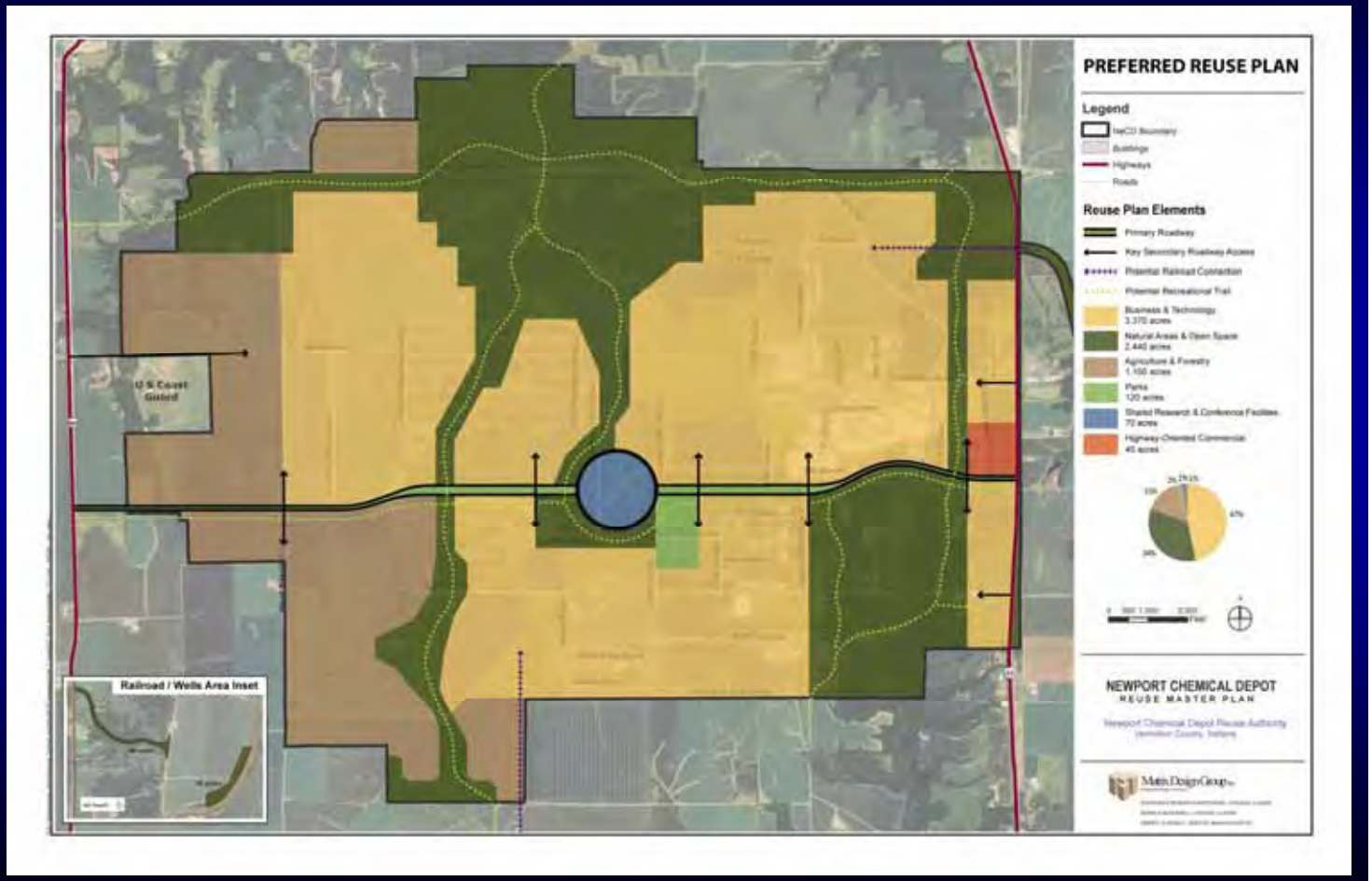
Plan Concept "C"



Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan



Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Major Land Uses

- *Sets aside slightly more than one-third (36%) of the Depot's 7,000 acres for Natural Areas and Parks*
- *Designates about one-half (49%) for Business & Technology, Research, and Commercial uses*
- *Reserves 15% for Agriculture & Forestry development*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Transportation Framework

- *Creates a new east-west Parkway as the Depot's main arterial road – also connects Highway 63 and 71*
- *Provides for key secondary road access points from the new Parkway and Highways 63 / 71*
- *Allows for railroad access from the south or east*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Natural & Cultural Resources

- *Protects major forested areas, natural draingageways, and portions of prairie restoration areas as Natural Areas*
- *Creates "green corridors" to connect all Natural Areas and allows for continuous recreational trails network and wildlife corridors / habitats*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Natural & Cultural Resources

- *Identified Indiana Bat habitat sites are all located within the Natural Areas*
- *All 6 cemeteries are located within the Natural Areas*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Parks & Recreation

- *Area around the iconic concrete "Bookends" designated as a Community / Regional Park*
- *Provides recreational access to Wabash River*
- *Variety of recreational uses (hiking, camping, fishing, hunting, etc.) possible within Natural Areas*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Agriculture & Forestry

- *Areas with best farming soils reserved for Agricultural & Forestry uses*
- *Agriculture would continue within Business & Technology areas until market demand supports development*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Business & Technology

- *Three "mega-sites" created to allow for major developments*
- *Additional sites in interior and along Highway 63 allow for smaller-scale business / technology park developments*
- *Maximizes opportunities for jobs / economic development*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Business & Technology

- *Business & Technology uses are flexible to allow for changing markets over many years—could include office / industrial parks, research and testing facilities, manufacturing and fabrication, storage and distribution, energy production, agribusiness / energy research and education, and institutional uses*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Research / Conference Area

- *Shared research, support, and conference facilities area in central location for all Depot users and community-at-large*
- *Promotes collaboration and economies of scale*
- *Creates special "focal point" for Depot adjacent to "Bookends Park"*

Newport Chemical Depot Reuse Authority

Vermillion County, Indiana

Preferred Reuse Plan – Highway Commercial

- *Provides land for uses such as hotels, restaurants, auto / truck service plaza at Highway 63 and main Parkway entrance*
- *Serves both Depot users and the community with commercial uses in short supply between Clinton and Cayuga*

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
SEPTEMBER 18, 2008
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on September 18, 2008 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 N. Main Street in Clinton, IN.

MEMBERS PRESENT:

Jack Fenoglio
Tom Milligan
Arden Kilgore
Bob Rendaci
Albert Clark

Joe Beardsley, Legal Counsel

Staff:

Ed Cole, VCEDC Executive Director
Susie Jones, VCEDC Office Manager

VISITORS:

J. Lynn Boese
Leslie Goode
Lewis Peery
Jim Lindley
Philip W. Cox
Lt. Col. William Hibner

Election of Secretary/Treasurer:

Tom Milligan moved to nominate Bob Rendaci as Secretary/Treasurer. Albert Clark seconded the motion. Albert Clark moved with a second by Tom Milligan to approve the nomination unanimously. Motion carried.

Authorization to Open General Fund Account:

Joe Beardsley presented the group with a resolution to authorize opening a general fund account for the Newport Chemical Depot Reuse Authority. Albert Clark moved to adopt the resolution. Tom Millgan seconded the motion. Motion carried unanimously.

Authorizing Signature for Office of Economic Adjustment (OEA) Grant Requirements:

Arden Kilgore moved to appoint Ed Cole as the authorized person to sign the grant and other documents pertaining to the grant. Albert Clark seconded the motion. Motion carried unanimously.

Consultant Request for Proposal:

Lynn Boese of the OEA recommended the Newport Chemical Depot Reuse Authority (NeCDRA) to initiate the process to find and select a contractor for the reuse plan and to submit the information to the Association of Defense Communities (ADC) to be placed in their newsletter. Bob Rendaci moved to send the request for proposal to all known contacts and to post the information in the ADC newsletter. Albert Clark seconded the motion. Motion carried unanimously. Ed will get the NeCDRA members on the list to receive the ADC newsletter publication.

Meeting Procedures and Location:

The Newport Chemical Depot Reuse Authority meetings are open to the public. A discussion was held regarding where the meeting should be held. It was decided to continue to hold the meetings at the Vermillion County Economic Development Commission office until the space is too small to accommodate the public or until the time it is feasible to hold the meetings at the Newport Chemical Depot.

Travel Policy:

Lynn Boese recommended the NeCDRA adopt a travel policy. Phil Cox said Mason and Hanger had a travel policy and he would send us a sample of it for comparison.

Kansas Visit:

The Newport Chemical Depot Reuse Authority plans to visit Kansas Army Ammunition Plant. The Kansas plant is similar to the Newport Chemical Depot. They have very similar circumstances and demographics as Newport. The NeCDRA will tour the plant and see the progress they are making. Ed will check with Dan Goddard on available dates for the trip. Tom Milligan will check on the rates to charter a plane for the trip. The trip could possibly be made in one day if a charter was taken. Otherwise it could take up to three days for the flight out and the tour and flight back. Ed and Susie will check on commercial air, hotels, mileage and rental cars etc. for cost comparison purposes.

Bob Rendaci moved to adjourn the meeting with a second by Albert Clark. Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
JANUARY 15, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on January 15, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

MEMBERS PRESENT:	**VISITORS:**
Tom Milligan	**Lynn Boese**
Arden Kilgore	**Phil Cox**
Albert Clark	**Leonard Akers**
Jack Fenoglio	
Robert Rendaci	

Joe Beardsley, Legal Counsel

Staff:
Susie Jones, VCEDC Office Manager

OLD BUSINESS

Workshop 1/20/09 for Homeless Outreach:

President, Jack Fenoglio announced the Homeless Outreach Workshop to be held on January 20th at the VCEDC office at 10:30 a.m. A tour of the facility will be scheduled for January 27th for those interested. Approximately ten people have signed up for the workshop.

LRA Executive Director and/or VCEDC Director Search:

A discussion was held regarding the search for an LRA Director. An ad was placed in the Association of Defense Communities 360 Newsletter on January 9, 2009. Additional ads will be placed in the Clintonian, Terre Haute Tribune Star, Danville Commercial News, Indianapolis Star, Indiana Economic Development Association newsletter and Mid America Economic Development Council newsletter. They will also be placed on Monster.com and Career Builders.com.

Scope of Work by Matrix and Compensation (Exhibit A & B) for Contract:

A discussion was held regarding the scope of work for the contract with Matrix Design Group. LRA members identified items to be clarified with Matrix. A conference call is set up for Friday, January 23rd to go over these items with Matrix.

Public Outreach – VCSWCD Meeting February 21:

The Vermillion County Soil and Water District are holding their annual meeting on February 21, 2009. They have requested the LRA to attend and give an overview of the reuse plan. Phil Cox will attend from the Newport Chemical Depot and Albert Clark will attend for the LRA. The LRA consultant Matrix Design Group will also attend.

NEW BUSINESS

Electrical Cutoff Plans by Parsons:

The LRA members recently toured the chemical limited area at Newport Chemical Depot. The power to this area comes in on buried cables and Parsons plans on cutting them off at the ground. All switch gear is in the Utilities Building. Jack Fenoglio talked to Matrix and they will talk with Parsons to see if they can negotiate something with them.

Acquisition of Personal Property:

A discussion was held regarding excess property on the base. Jack Fenoglio will contact Colonel Hibner and request that the Army not dispose of excess items until the LRA has a chance to see if they need it.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
FEBRUARY 19, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on February 19, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

MEMBERS PRESENT:	VISITORS:
Jack Fenoglio	Ron Henton
Bob Rendaci	Susan Meadows
Arden Kilgore	Bill Hartman
Albert Clark	Len Helt
	Phil Cox
	Lt. Col. Hibner
	Lynn Boese

Staff: Susie Jones, VCEDC Office Manager

Minutes of the January meeting were reviewed. Bob Rendaci moved with a second from Albert Clark to approve the minutes as written. Motion carried.

OLD BUSINESS

LRA Director Search:

A discussion was held regarding the LRA Executive Director search. Jack Fenoglio suggested waiting a little longer to see if more resumes come in from contacts made at the ADC conference in San Antonio. Lynn Boese stated that the Office of Economic Adjustment would be willing to pay to bring someone in for a site visit and interview.

Matrix Contract:

A teen workshop was added to the Matrix contract for $4000 and web site development for $3200. Lynn Boese indicated it would be okay to add these to the contract and the budget. Albert Clark moved to accept the contract with Matrix. Arden Kilgore seconded the motion. Motion carried.

NEW BUSINESS:

February 24th Public Meeting and Stakeholders Meetings:

A general public meeting will be held on February 24, 2009 at 7:00 p.m. at the North Vermillion High School Auditorium. Individual meetings will also take place during the day with key community leaders.

Communication with Legislators on Stimulus Package:

A joint meeting was held with the County Council, County Commissioners and Vermillion County Economic Development Council regarding the stimulus funds. After discussion it was decided that the economic development office would be the central gathering point for information regarding projects submitted. The economic development office will disseminate information to the county officials when received and keep a list of projects submitted.

San Antonio Meeting Update:

Jack Fenoglio, Tom Milligan and Bob Rendaci attended the Association of Defense Communities Conference in San Antonio, Texas. Bob Rendaci reported they had a very productive meeting with Mark Jones and his staff. Lynn Boese stated they are looking to a mid 2010 transfer of property. The group made several contacts with other LRA directors and announced the search for the Newport Chemical Depot Reuse Authority director.

Bob Rendaci made a motion to adjourn meeting. Motion seconded by Arden Kilgore. Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
MARCH 11, 2009
MINUTES

The NECDRA held a called meeting on March 11, 2009 at 1:00 pm at the Vermillion County Economic Development office at 2250 North Main St. in Clinton, IN.

Members present:	Staff:	Visitors:
Jack Fenoglio	Susie Jones,	Chris Inlow, CE
Albert Clark	VCEDC Office Manager	Nick Leavitt
Arden Kilgore		George Triggs, CE
Tom Milligan		

No previous minutes were approved.

A conference phone call was made to David Knisely and Tim Dreese of Matrix to discuss the status of letters of intent for NECD. The deadline for submission was March 23, 2009. The ad had appeared in the Daily Clintonian once and mailings had been sent. David said we good so far in our actions. If any letters of intent are received from homeless providers, our subsequent actions are critical. We will have 270 days after March 23 to get our plan to HUD. It will take 6 to 9 months for HUD to reply.

Since the phone call was completed before 3:00 pm, and members of the Corps of Engineers were in the area, they stopped by the office to discuss the status of our project. No actions were taken or motions made.

At the scheduled time of 3:00 pm, we called Bill Laubernds, Tom Rumora, and Bruce Steadman. After lengthy discussions with each of them, it was unanimously agreed to invite Bill Laubernds and Tom Rumora to tour NECD and hold face to face discussions with them. The date for this was tentatively set for March 18, 2009.

The meeting was adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
MARCH 18-19, 2009
MINUTES

The NECDRA held a called meeting on March 18, 2009 at 9:00 am at the Building 7700 at Newport Chemical Depot near Newport, IN. Due to missed flights, the meeting was recessed until the next morning.

Members present:	Visitors
Jack Fenoglio	Bill Laubernds
Albert Clark	Tom Rumora
Arden Kilgore	Cathy Collins, D. of Army
Tom Milligan	
Bob Rendaci	

Bill Laubernds met with us at the conference room in building 7700 briefly then we started the tour of NECD in the van driven by Cathy. After the tour we recessed for lunch at Nancy's in Newport, IN. Discussions were held on the opportunities and challenges of redevelopment of the Depot.

Due to Tom's missed flight, the afternoon part of the meeting was recessed until later. We met for dinner at the Beef House and discussed with Tom Rumora the redevelopment of the Depot. The meeting was recessed until the next morning.

Tom met at building 7700 March 19 and began a tour of the Depot in Cathy's van.

The meeting was adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
MARCH 24, 2009
MINUTES

The NECDRA held a called meeting on March 24, 2009 at 6:30 pm at Savioa's Restaurant near Hillsdale, IN.

Members present:

Jack Fenoglio	Tom Milligan
Albert Clark	Bob Rendaci

During dinner, we discussed the qualifications of the two persons we had interviewed the previous weeks, Bill Laubernds and Tom Rumora, and unanimously agreed to offer the position of Executive Director to Bill Laubernds. This action would be brought up for a motion at our next regular meeting on March 26, 2009. We agreed Jack would call Lynn Boese to confirm funding from OEA, prior to calling Bill Laubernds with our offer.

The meeting was adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
MARCH 26, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on March 26, 2009 at 7:30 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

Members Present:	**Visitors:**
Bob Rendaci	**Lt. Col. Hibner**
Jack Fenoglio	**Ron Henton**
Tom Milligan	**Tom Wilkey**
Albert Clark	**Phil Cox**
Arden Kilgore	**Leonard Akers**
	Tim Dreese
	J. B. Strange
	Jeff Davis
	Jim Spence
	Carolyn & Bud Sharp
	Dale Sparks
	Lynn Boese

Staff: Susie Jones, VCEDC Office Manager

Minutes of the February meeting were reviewed. Albert Clark moved to approve then with a second by Tom Milligan. Motion carried.

OLD BUSINESS

LRA Director:

Jack Fenoglio reported Bill Laubernds has agreed to accept the director's position for a contract of $95,000 per year. Bill will be in Vermillion County on April 9th to look for a house and to meet everyone. He will be hired as an independent contractor and provide his own health insurance. Lynn Boese of the OEA indicated they would be able to cover moving expenses. After discussion Tom Milligan moved to hire Bill Laubernds as executive director of the reuse authority at an annual salary

of $95,000 renewable after 12/31/10. Contract after 12/31/10 will be subject to funding. His position will be 90% for the LRA and 10% for VCEDC. Albert Clark seconded the motion. Motion carried.

NOI's:

No NOI's were received from the Homeless. NOI's were received from Sycamore Trails RC & D, Indiana Department of Natural Resources, Wabash River Heritage Corridor and Vermillion County Parks & Recreation Board. A suggestion was made to have them come in for a formal presentation.

Matrix Design Group Report:

Tim Dreese of Matrix Design Group gave an update on their progress. He reported that a Land Use Workshop was held today March 26, 2009. Another will be held tomorrow. They are putting together maps and next week will be doing a building survey. There will be an Industrial Focus Group Workshop on April 8th and an Economic Development Focus Group Workshop on April 9th. The second public meeting and visioning workshop will be held on May 16th. Tim is trying to make contact with North and South Vermillion High Schools regarding a teen workshop. Matrix is working with Mike Phelps (Vermillion County IT representative) on hosting the LRA website on the county website. After some discussion Bob Rendaci made a motion seconded by Arden Kilgore to name the website necdra.com and for the LRA to pay for its own domain name. Motion carried.

Request for Personal Property, Papers etc.:

Tom Rumora suggested that the LRA request the Army does not throw away old pictures, papers, maps etc. Lt. Col. Hibner stated that most of those things will be sent to the National Archives and will be preserved. He also stated if the LRA has questions about certain pieces of equipment they would be glad to discuss it.

Next LRA meeting:

The next LRA meeting will be held on April 16, 2009.

Tom Milligan moved to adjourn meeting. Albert Clark seconded the motion. Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
APRIL 16, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on April 16, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

Members Present:	**Visitors:**
Jack Fenoglio	**John Davis**
Albert Clark	**Amanda Bailey**
Tom Milligan	**Leonard Akers**
Bob Rendaci	**Lewis Peery**
	Jim Spence
	Phil Cox

Joe Beardsley, VCEDC Attorney

Staff: Susie Jones, VCEDC Office Manager

The minutes of the March meeting were reviewed. Albert Clark moved with a second by Tom Milligan to approve as written. Motion carried. The March special meeting minutes were reviewed and Albert Clark moved to approve them. Tom Milligan seconded the motion. Motion carried.

Jack Fenoglio reported that he had previously asked Susie to write a letter to those that sent in resumes for the director position who did not get hired. The letter was reviewed and will be sent to all who did not get the position except for Tom Rumora and Bruce Steadman. Jack has already contacted them by phone.

OLD BUSINESS

Bill Laubernds Contract:

Joe Beardsley went over the contract that Bill Laubernds left at his office. Joe will rewrite the contract and clarify some of the wording. He will expand on the duties of the executive director.

NEW BUSINESS

Depot & Website Name:

Jack Fenoglio reported the Newport Chemical Depot website is up and running. The web address is: www.necdra.com A suggestion was made to add a link to the Vermillion County Economic Development Council website. Another suggestion was to have other sites such as the Clinton Public Library, Vermillion County Community Foundation, LIFT etc. to add a link to their site to the NeCDRA website. A suggestion was made to place news releases on CMA website. They should also be sent to Gerry Dick of Inside Indiana.

Focus Group Meetings:

At the economic development focus group meeting, Merv Nolatt of West Central Indiana Economic Development District said he would be willing to initiate an EDA grant to do a study for the water system upgrade and getting the rail back on the depot.

Response to Legislators on Pending Legislation:

Lynn Boese sent Jack a copy of a bill that is going before Congress. It is the Defense Community Assistance Act of 2009. If this bill passes the government can give a BRAC installation to the community by economic development conveyance. Bob Rendaci sent the information to Lane Ralph and he said he would track the bill through Lugar's office. A suggestion was made to send a letter to Ellsworth's office in support of the bill.

Revision of 20-month OEA Grant Budget:

Lynn Boese and Bill Laubernds will work on revising the 20-month OEA grant when Bill arrives.

Future OEA Grant for Water and Rail:

Jack Fenoglio will call Bill Laubernds and ask him if we should pursue the infrastructure grant for water and rail.

Bob Rendaci moved to adjourn the meeting with a second from Tom Milligan.

Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
May 14, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held a special meeting on May 14, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

Members Present:	**Visitors:**
Jack Fenoglio	**Dan Bush**
Tom Milligan	**Ken Schroeppel**
Bob Rendaci	**Mack Adams**
Arden Kilgore	**Tim Dreese**
	Leonard Akers
	Phil Cox

Bill Laubernds, Executive Director NeCDRA
Susie Jones, VCEDC Office Manager

Tim Dreese of Matrix Design Group gave an update on the progress of the reuse plan. He reported that the building assessment had been completed. A developers workshop will be put together possibly for late June. Ken Schroeppel presented the survey that will be used at Saturday's public meeting. Ken reported that students from North Vermillion High School and South Vermillion High School will tour the base on Friday, May 15th and a teen workshop will be held on Saturday morning with the general public meeting to be held on Saturday afternoon. Tim and Ken went over the procedure for the public meeting with the RA members.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
May 21, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on May 21, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 2250 North Main Street in Clinton, IN.

Members Present:	**Visitors:**
Jack Fenoglio	**Tom Wilkey**
Robert Rendaci	**Mack Adams**
Tom Milligan	**Phil Cox**

Bill Laubernds, Executive Director NeCDRA

Susie Jones, VCEDC Office Manager

The minutes of the April meeting were reviewed. Tom Milligan moved with a second from Bob Rendaci to approve them. Motion carried.

OLD BUSINESS

Bill Laubernds Contract:

Bill Laubernds contract was reviewed. Bob Rendaci moved with a second from Tom Milligan to approve the contract. Motion carried.

Office Relocation:

Susie Jones gave an update on the office move. She reported that she is going through things to see what needs to be kept and what can be thrown away. Susie spoke with the auditor's office and found out that anything with a value of less than $1000 can be disposed of as long as a record is kept regarding where they went. The office has two monitors, a keyboard and a set of speakers that are no longer needed. Mike's Technology Group has indicated that they can take these items and donate them to a church, not-for-profit group or a needy family. Susie also reported that she had talked with Tabco from Terre Haute regarding moving VCEDC's current sign to the new location and making some new directional signs for the interior of the building. A new sign for Newport Chemical Depot Reuse Authority will also be needed. Susie will work with Mike Phelps the county IT coordinator to get the phones lines transferred and computer network etc. up and running.

OEA Budget Revision:

Bill Laubernds gave the RA a suggestion to hire by contract an accounting person to give monthly financial report on expenditures etc. A possible suggestion was Lou Bonomo of Kemper CPA Group. Bill and Susie will be working on an amendment to the 20-month budget from OEA. Bill intends to have a draft budget ready for the RA in June. Bill also suggested hiring a part time person to go over the personal property at the depot and suggest what should be kept and what won't be needed. This person would also help index and organize reports. Tom Wilkey suggested contacting Ron Bauman for that position. He is a retired person from the depot and has worked with the personal property on the base and would be helpful in this area.

NEW BUSINESS

ADC Conference:

Bill noted that funding is available for all RA members to go the ADC conference in August if they are available to go. The deadline for registration for the early bird discount is tomorrow. Bob Rendaci, Jack Fenoglio and Tom Milligan have indicated they would like to attend. Bob Rendaci moved with a second by Tom Milligan to spend $2480 for the early bird registration. Motion carried. Bill also mentioned that David Knisely would like to meet with the RA to discuss conveyance strategy etc. Bill reported that the OEA will be hosting another conference sometime in November.

Prospect Management:

Bill mentioned organizing a procedure to deal with prospects showing interest in the base property. He said we would keep prospects updated monthly on where NeCDRA stands in the process. Bill is currently working with a company to identify buildings they can use. This prospect is interested in an interim lease. Bill reported that he had followed up with Jeff Wagoner of CSX on a possible megasite. Bill is going to put together a workshop to work with CSX, Duke Energy and others on this possibility.

Planning Update:

A workshop will be held on the rail and utilities. Redevelopment alternatives will be available late summer along with the preferred alternative. A detailed business plan will be developed later this year or early next year. Bill suggested forming a TIF District to help fund the operations of the facility. Bill mentioned a congressional bill that will allow the economic development conveyance of the property. Bill encouraged the RA members to contact their representatives in support of this bill.

June 2 BRAC Representatives Meeting:

A meeting will be held at the depot on June 2 with BRAC representatives. Bill is preparing a powerpoint presentation for the RA portion of this meeting. The RA wants to lay out the case for an economic development conveyance at this meeting. Need to stress that we have a well functioning RA and want to move quickly for job replacement etc.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
June 18, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on June 18, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 259 Vine Street in Clinton, IN.

Members Present:	**Visitors:**
Tom Milligan	Leonard Akers
Jack Fenoglio	Tom Wilkey
Albert Clark	Lt. Col. Hibner
	Phil Cox
	Lynn Boese
	Susan Meadows
	Bill Hartman
	Wayne Bivans

Bill Laubernds, Executive Director NeCDRA

Joe Beardsley, Attorney

NEW BUSINESS

Planning Update:

Bill reported that the planning is going well. Expecting to have some of the alternatives done within four weeks and be able to select the preferred alternatives. Electrical service is a concern. Bill spoke with Randy Patchett of Burns and McDonnell. Randy suggested we request the depot retain the switchgear and the transformers where available and the buildings that would be going black we could power from a different direction from the grid. We can then address this issue once the reuse plan is completed. Bill notified Cathy Collins that the RA would like to retain equipment where available.

Bill is recommending a feasibility study for water distribution. Bill suggests OEA funding of $60,000 to assess the feasibility of supplying water to the surrounding communities. Bill has spoken to state officials and they are interested in participating with this effort. This will be included in the budget revisions.

The Newport Chemical Depot Reuse Authority and Matrix will be organizing an industry workshop with representatives from CSX, Duke Energy, other utility providers and developers. Reuse Plan alternatives will be presented and discussed and feedback will be encouraged.

Budget Revision:

The amended budget would go until the end of 2009. Some line items were changed. More money was added for legal services. Some reductions were able to be made. Bill suggested not hiring other staffing until the reuse plan is finished. Office equipment for staff has not been needed. $60,000 was added for water feasibility study. Overall, approximately $3000 was added to the budget. Another issue is funding for interim leasing. In kind funds and local funds are available for the match from VCEDC.

$20,000 has also been added for a part time person for maintaining property info etc. Bill made a suggestion to use Express Personnel Services to hire this person. Tom Milligan moved to approve the amended budget with a second by Albert Clark. Motion carried. Tom Milligan moved to authorize Bill Laubernds to start the process of developing a job description and advertising for the part time person. Albert Clark seconded the motion. Motion carried.

Interim Leasing:

Telic

Agricultural Leases

Bill has been working with Telic for the last couple of months. This company is interested in leasing property on the base. Bob Rendaci, Jack Fenoglio, Tom Milligan and Bill Laubernds have all met with Telic officials. Bill recommends submitting an interim lease proposal. Bill also recommends leasing the agricultural properties. Albert Clark moved with a second by Tom Milligan to pursue the interim leasing process for Telic and the agricultural property leases. Motion carried.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
July 16, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on July 16, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 259 Vine Street in Clinton, IN.

Members Present:	**Visitors:**
Jack Fenoglio	Leonard Akers
Bob Rendaci	Mack Adams
Albert Clark	Phil Cox
Tom Milligan	Wilbur Crouch

Bill Laubernds, Executive Director, NeCDRA

Susie Jones, Office Manager

The minutes of the June meeting were reviewed. Bob Rendaci moved to approve the minutes as written with a second by Albert Clark. Motion carried.

OLD BUSINESS

Planning Update:

Bill reported that the reuse plan will be complete in October. A workshop is planned for August 18th at the Beef House for industrial development. Representatives from Duke Energy, CSX Railroad, Vectren Energy and the Center of Coal Technology will be attending. Bill also announced that the head of Duke Energy from North Carolina is coming to tour the depot.

Bill Laubernds, Jack Fenoglio, Tom Milligan and Bob Rendaci will be attending the Association of Defense Communities conference in August and will be meeting with the Army decision makers regarding property reuse. The Reuse Authority will update them on the reuse plan and the approval schedule process, property distribution plan and scheduling and interim leasing. The RA has received great support from the Army and they understand our goals of funding the reuse.

NEW BUSINESS

Water Feasibility Study:

The scope of work for the water feasibility study will be ready by Monday or Tuesday and sent out to the board. It will cover the hard engineering and feasibility of water to other communities.

Job Description/Property Manager:

A job description was distributed to the RA board members. Bill suggested finding someone on a contractual basis and possibly grow the position into a long term position.

Greater Clinton Chamber of Commerce Luncheon:

The Newport Chemical Depot Reuse Authority along with the Newport Chemical Depot, will host a Chamber of Commerce luncheon meeting at the depot. The meeting will be September 15th at noon, which is the day before the public meeting. Bill will coordinate the details with Lt. Col. Hibner.

Albert Clark moved with a second by Bob Rendaci to adjourn meeting. Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
August 20, 2009
MINUTES

The Newport Chemical Depot Reuse Authority held its monthly meeting on August 20, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 259 Vine Street in Clinton, IN.

Members Present:	**Visitors:**
Jack Fenoglio	Lynn Boese
Arden Kilgore	Jocelyne Laubernds
Bob Rendaci	Tom Wilkey
Tom Milligan	Mack Adams
Albert Clark	Leonard Akers
	Yale Yager
Joe Beardsley, Attorney	Lt. Col. Hibner
Bill Laubernds, Executive Director	Louis & Charla Peery
Susie Jones, Office Manager	Wayne Bivans
	David Weddle
	Phil Cox
	Wilber Crouch
	Susan Gilman

The minutes of the July meeting were reviewed. Bob Rendaci moved to approve them with a second from Tom Milligan. Motion carried.

NEW BUSINESS

Association of Defense Communities Conference Report:

Bill reported that the Reuse Authority met with Army representatives at the ADC conference and updated them on the reuse plan. Coordinated timelines, talked about property distribution and early leasing. A lot of progress was made and discussions were productive. BRAC representatives will be on the depot next week. They will make the RA co-lessee on properties. They are working on a lease for Telic Corporation. Duke Energy development representatives have toured the base and will help with marketing the property. Bill reported that we have one large company interested. He also mentioned that the RA has had plenty of co-operation from the local command and BRAC representatives.

OLD BUSINESS

Reuse Plan Update:

Bill gave a presentation on the three alternatives that have been developed for the reuse plan. The three alternatives that have been developed will be on the RA website for the public to review.

He noted that the RA will be responsible for selecting the preferred plan.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
SPECIAL BOARD MEETING
SEPTEMBER 9, 2009

MINUTES

The Newport Chemical Depot Reuse Authority held a special meeting on September 9, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 259 Vine Street in Clinton, IN.

Members Present:	Visitors:
Jack Fenoglio	Mack Adams
Arden Kilgore	Leonard Akers
Albert Clark	Dave Weddle
Bob Rendaci	
Tom Milligan	

Joe Beardsley, Attorney
Bill Laubernds, Executive Director
Susie Jones, Office Manager

Personnel – Property Manager Position:

Approximately 50 resumes were received for the property manager position. After reviewing resumes and conducting interviews, NeCDRA Executive Director, Bill Laubernds recommended hiring a person on a temporary part-time basis until the end of 2009 and then work on the 2010 budget and address additional positions at that time. The temporary employee will be paid $25 per hour and will be reimbursed $.40 a mile for mileage. The employee will pay his own taxes etc. Joe Beardsley has drafted a contract for the position. Bill recommended hiring Yale Yager, a retired chemical engineer from Eli Lilly for the temporary part-time position. After discussion Tom Milligan moved to approve hiring Yale Yager for this position. Arden Kilgore seconded the motion. Motion carried.

Confidentiality Agreement:

A prospect that is interested in obtaining an option on some land at the Newport Chemical Depot has requested the Reuse Authority sign a confidentiality agreement. After discussion Tom Milligan moved to approve with a second from Albert Clark. Motion carried.

Lease Rate for Prospect:

A discussion was held regarding a lease rate for a prospect. Bill Laubernds will work up recommendations subject to suggestions made.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
SEPTEMBER 17, 2009

MINUTES

The Newport Chemical Depot Reuse Authority held its regular monthly meeting on September 17, 2009 at 7:00 p.m. at the Vermillion Economic Development Commission office at 259 Vine Street in Clinton.

Members Present:	Visitors:
Jack Fenoglio	Yale Yager
Albert Clark	Orthana Yager
Arden Kilgore	Tim Dreese
Robert Rendaci	Ken Schroeppel
Tom Milligan	Mack Adams
	John Davis
	Phil Cox

Joe Beardsley, Attorney
Bill Laubernds, Executive Director
Susie Jones, Office Manager

The minutes of the August meeting were reviewed. Albert Clark moved to approve the minutes as written. Tom Milligan seconded the motion to approve. Motion carried.

OLD BUSINESS

Reuse Plan Update:

The Reuse Plan and Homeless Submission is progressing and will be submitted to the Army and to HUD simultaneously. They will also be available at the Clinton Public Library, the Newport Vermillion County Library, the NeCDRA office and on the NeCDRA website for public review. Tim Dreese and Ken Schroeppel of Matrix Design Group gave a brief description of the structure of the final reuse plan. Bill Laubernds presented a slide presentation of the preferred plan. After discussion Bob Rendaci moved with a second from Albert Clark to include this preferred plan in the final reuse plan. Motion carried.

John Davis of the Indiana Department of Natural Resources spoke to the Reuse Authority. He stated his support to participate with the local Park Board, Sycamore Trails and the Wabash River Heritage Corridor in the management of the natural areas and recreational areas.

Goals & objectives for 2010 were presented to the RA for consideration followed by the 2010 work program.

- Reuse Authority Transition to Implementation Phase
- Property Transfer
- Additional Planning Studies
- Strategic Marketing Plan

Bob Rendaci moved with a second by Tom Milligan to adjourn. Meeting adjourned.

NEWPORT CHEMICAL DEPOT REUSE AUTHORITY
BOARD MEETING
OCTOBER 15, 2009

MINUTES

The Newport Chemical Depot Reuse Authority held its regular monthly meeting on October 15, 2009 at 7:00 p.m. at the Vermillion County Economic Development Commission office at 259 Vine Street in Clinton.

Members Present:	Visitors:
Jack Fenoglio	Tom Kutz
Albert Clark	Leonard Akers
Tom Milligan	Dave Weddle
Bob Rendaci	Phil Cox

Joe Beardsley, Attorney
Bill Laubernds, Executive Director
Yale Yager, Property Manager
Susie Jones, Office Manager

The minutes of the September 9th and the September 17th meeting were reviewed. Albert Clark moved to approve the minutes as written. Tom Milligan seconded the motion. Motion carried.

Property Manager Report –

Yale Yager reported he has been going through the property list and is selecting items that would be needed to help with the reuse plan. Yale has toured buildings to see what needs to be retained. He has also helped work on the 2010 Budget.

OLD BUSINESS

Newport Chemical Depot Reuse Plan:

The bill on expediting property transfer has passed through the House and Senate. It will now go to the White House for enactment.

Bill gave the RA copies of the draft reuse plan to look over and make comments.

Bill has met with representatives from Sycamore Trails, Vermillion County Park Board and the Wabash River Heritage Corridor. They will be sending letters of support for the reuse plan.

Bill attended the Area Planning Commission meeting. They will be supportive of the Reuse Authority. A tour of the depot is being planned for them. Bill also attended the West Central Indiana Economic Development District and has asked them for comments and suggestions.

Bill attended the County Commissioners meeting and made a presentation to them. He would like to set up a tour of the depot for them. He also plans to attend a County Council meeting to make a presentation to them as well.

A packet of public comments was presented to the RA members for review. Most of them pertain to the prairie restoration area. There are 461 acres of prairie grass area. Based on the reuse plan 253 acres in agriculture (54%), 137 acres in business and technology (30%), and 69 acres is open space area (15%).

On July 18, 2010 the base will be transferred to the BRAC group and they will provide protection and maintenance services at that time.

2009 Budget Reallocation:

2009 Budget Reallocation was presented to the RA members. Amended budget has been approved by the OEA. Expenses to date were also presented to the RA members.

NEW BUSINESS

2010 Goals and Objectives:

A work plan was developed and scopes of works were developed for job descriptions for 2010 and for contractor services for 2010. Most of the work is finished for the 2010 budget. A few items of information still need to be obtained and will be distributed to the RA when it is complete.

Marketing:

Duke Energy will be taking aerial photos of the depot that can be used in marketing materials. Bill has talked to Terry Arthur about putting an insert in the tour book. An insert is also being planned to be sent out in the Clintonian. Bill suggested placing an ad in a trade publication to get the word out that we're open for business. Bill suggested using funds from the Vermillion County Economic Development Council marketing budget to pay for it.

Development Update:

Progress is being made on the interim leasing. Taking next steps with discussions with other businesses.

Appendix B: Market / Economic Report

ERA | AECOM

Project Report

Newport Chemical Depot

Prepared for

Newport Chemical Depot Reuse Authority
Vermillion County, Indiana

Submitted by

Economics Research Associates, an AECOM company (ERA)

December 8, 2009

ERA Project No. 18215

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General & Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report are accurate as of the date of this study; however, factors exist that are outside the control of Economics Research Associates, an AECOM company (ERA) and that may affect the estimates and/or projections noted herein. This study is based on estimates, assumptions and other information developed by Economics Research Associates from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.

This report is based on information that was current as of August, 2009 and Economics Research Associates has not undertaken any update of its research effort since such date.

Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by Economics Research Associates that any of the projected values or results contained in this study will actually be achieved.

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This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

I. Executive Summary

Economics Research Associates (ERA) was retained by the Matrix Design Group Inc. to conduct an economic analysis to guide redevelopment of the Newport Chemical Depot. ERA's main tasks were to assess the regional economic base, evaluate the competitive position of the Newport site, identify opportunities for Base reuse, and estimate the economic and fiscal impacts from redevelopment.

ERA has contextualized the Newport Chemical Depot in the greater economy by evaluating trends statewide and in a ten county region that includes Vermillion, Warren, Fountain, Montgomery, Putnam, Parke, Vigo and Clay counties in Indiana, and Edgar and Vermilion counties in Illinois. ERA has learned the following about this region and its implications for Chemical Depot redevelopment:

- The ten county area is not a region of considerable economic growth. Near-term projections for business and employment expansion at the Newport Chemical Depot reflect this important regional context.
- Ten county labor force growth lags statewide benchmarks for the same period. As existing workers transition to retirement, this trend will have long term economic development implications should the region not be able to replenish its workforce. Redevelopment of the Newport Chemical Depot is an opportunity to attract new workers to the ten counties, enhancing the entire region's prospects for long-term business development.
- Employment in the ten counties is solidly geared towards manufacturing suggesting a reliable market for redevelopment at the Newport Chemical Depot. Regional manufacturing clusters include automotive, chemicals, plastics, and agribusiness sectors.
- The Depot's former role as a chemical plant reflects the state and region's chemical industry cluster. A well-educated workforce, university resources, and water availability through bedrock aquifers makes West Central Indiana a preferred location for these manufacturers.
- Degree programs at surrounding universities emphasize agriculture, engineering and biological sciences. This ultimately has implications for ten county business development in advanced manufacturing, agribusiness, life sciences, and cross-over industries like alternative energy.

Key findings as they relate to industrial supply and demand and growth potential at the Newport Chemical Depot are summarized below:

- In recent years, demand for ten county industrial space has been modest. Mid-sized advanced manufacturers have historically been responsible for driving this limited demand for industrial space. Over the next five to ten years, economic development officials predict smaller-scale (50

to 100 employees) advanced manufacturing establishments to continue driving expansion in the region's industrial space market.

- Indiana's warehousing/distribution market has been strong in recent years although this market tends to be dominated by Indianapolis. While the Newport Chemical Depot from a size perspective could accommodate warehousing/distribution uses, demand for this use is likely to be limited given the Depot lacks direct interstate access.
- Office uses are not a driver of real estate development in the ten counties. There are no Class A business parks in the ten counties, revealing the region historically has not attracted the type of corporate office users that would drive business park development at the Newport Chemical Depot-- ERA would not anticipate office uses at the Newport Chemical Depot other than those directly supporting Newport Chemical Depot tenants.
- The average size of a vacant industrial parcel in the ten counties is fairly small at 110 acres. Generally speaking, there are few industrial parks statewide that could accommodate large-scale industrial uses like the Newport Chemical Depot.

Conclusions

While market conditions imply full redevelopment of Newport Chemical Depot is several years from fruition, trends within the ten county industrial and office markets are informative as to the types of users likely to drive redevelopment. Based upon site characteristics, the economic base, broader policy and market trends, ERA has identified the following redevelopment opportunities and considerations:

- ERA is confident manufacturing will dominate growth at the Newport Chemical Depot over flex, office, and distribution business models. Demand for manufacturing space is likely to be concentrated in both durable and non-durable sectors, by businesses that: 1) are able to capitalize upon the region's agricultural base and water source; 2) require proximity to the end-user; or 3) require a highly-educated labor force. Likely business targets include manufacturers of chemicals, biofuels, foods, wind towers and blades, medical devices and advanced automotive inputs.
- Market and policy factors support the conclusion that agriculture in the region is growing, and will continue to be a prominent industry in the area. Agriculture development at the Newport Chemical Depot may be tied to farming, energy development, or R&D in conjunction with a research university. Agricultural uses can not only provide cash flow in the form of land leases, but may also serve as a critical buffer between intensive industrial uses and the surrounding community.

- Energy development at the Newport Chemical Depot is an opportunity to fulfill an inevitable increase in on-site electricity demand while responding to broader nationwide trends supportive of growth in alternative fuels. Two distinct opportunities for energy development at the Newport Chemical Depot include IGCC coal gasification and an ethanol or biodiesel plant.
- The rural setting of the Newport Chemical Depot makes a correctional facility a logical reuse, especially in light of the fact the Depot is not adjacent to an interstate. While there is no guarantee the State would chose the Newport Chemical Depot for a correctional facility, interviews revealed the State is presently in need of additional prison capacity.
- R&D in conjunction with a university or institute is another opportunity for redevelopment at the Newport Chemical Depot. The Newport Chemical Depot is likely to be most marketable for R&D activities that require 1) a significant amount of space; or 2) a degree of seclusion or security. Clean coal technology, biofuels, agriculture and advanced automotive technologies are four recommended areas of emphasis for R&D outreach activities at the Depot.
- Business development at the Newport Chemical Depot will occur within a highly competitive market—the site will be competing for limited demand with other large industrial parks both statewide and throughout the Midwest. Given market and site conditions, ERA anticipates a long-term development timeline, with full build-out sometime around 2045.
- To finance the cost of initial upgrades at the Newport Chemical Depot, ERA recommends a strategy that combines State General Fund/Capital Outlay financing with TIF bonds, land sales and lease revenues. Potential incentives to offset business relocation and long-term operational costs at the Depot could include flexible leasing arrangements, low-cost utilities, and property tax abatements.

II. Introduction

Economics Research Associates (ERA) was retained by Matrix Design Group to evaluate the reuse and realignment opportunities for the Newport Chemical Depot (NECD) in Vermillion County, Indiana. The Newport Chemical Depot is a 7,098-acre Government-Owned Contractor Operated (GOCO) facility in west-central Indiana 9-miles east of Indiana-Illinois state line. Within the broader region, the Newport Chemical Depot is located roughly 96 miles west Indianapolis, 150 miles south of Chicago, and 200 miles northeast of St. Louis.

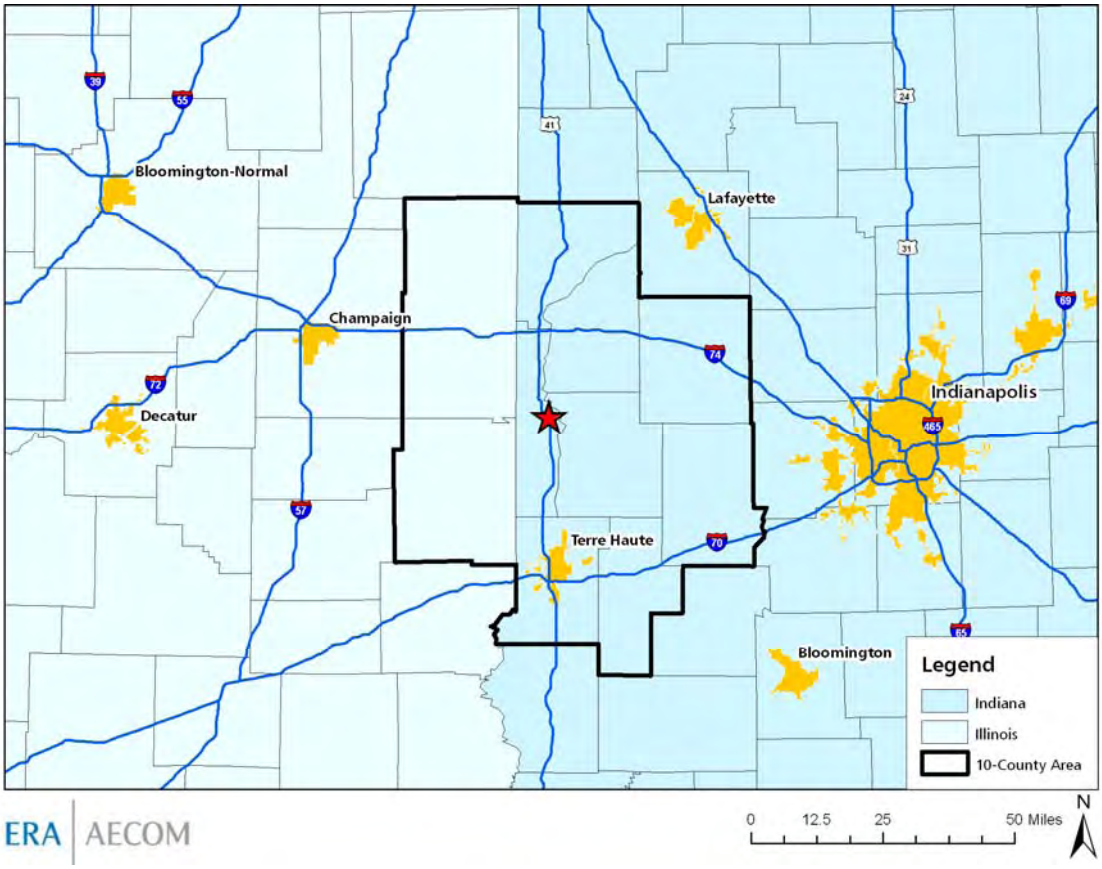
The Newport Chemical Depot was built in 1943 for the manufacture of chemical weapons including RDX and VX nerve agent for the US Army. Manufacture of chemical weapons continued on site until 1968, when the production of such weaponry was banned by the Federal government. Upon discontinuation of the manufacture of chemical weapons, existing stockpiles at the Newport Chemical Depot were stored on site, and later neutralized by the US Army in accordance with the Chemical Stockpile Disposal Program. With no additional chemical demilitarization slated for the Newport Chemical Depot, in 2005, the US Department of Defense recommended closure of the facility as part of its Base Realignment and Closure (BRAC) recommendations.

Approach & Data Sources

ERA's task is to provide an assessment of the impacts related to closure of the chemical plant, to identify opportunities for its redevelopment, and to outline the steps required to successfully implement the plan for its reuse. While the Newport Chemical Depot is located in Indiana, is sheer size will make the facility a player in the Midwestern real estate market. For this reason, evaluation of market opportunities has been approached at the regional, statewide and at times, national level.

ERA has identified the primary workforce study area as the ten Indiana and Illinois counties located within a 40-mile radius of the Newport Chemical Depot, a region that includes Vermillion County's top workforce source market according to commuter data from Indiana Workforce Development. This ten county area includes the Indiana counties of Vermillion, Warren, Fountain, Montgomery, Putnam, Parke, Vigo and Clay, and the Illinois counties of Edgar and Vermilion (Figure 1). While trends in the ten counties are most relevant in terms of demographics and workforce, ERA has also profiled change in Vermillion County, for as the location of the Newport Chemical Depot, economic development of the facility will have the most profound effect upon this geography.

Figure 1: Primary Study Area



Source: ESRI

This report draws on several sources. First, it draws on demographic, economic and real estate data reported from brokerages, the US government, planning organizations, and private data providers. Second, ERA relied on a series of stakeholder interviews with west central Indiana commercial real estate professionals, county and state officials, regional economic development officials, and others with specialized knowledge of the region.

III. Economic Impact

Realignment of the Newport Chemical Depot will have major implications for jobs, wages, purchases and taxes in the local and statewide economy. Currently, jobs supported by base contractors Parsons and Mason & Hanger generate wages that are funneled into the regional economy through spending on goods and services. This household spending supports jobs and wages in other sectors, and generates tax revenue. Further, spending on goods and services by base contractors also support jobs, and consequently further spending in the economy. By mid 2010, however, base remediation will have finished, and the economy will experience the impact, or ripple effects, from the loss of employment and regional spending. The following section quantifies the ripple effects in the local and statewide economies resulting from the end of remediation efforts.

About Economic Impacts

To estimate the multiplier effect (or ripple) of Newport Chemical Depot operations and closure, ERA used IMPLAN, a proprietary software system that runs on data collected by the Minnesota IMPLAN Group (MIG). MIG assembles data from regional and national sources to model the ways in which businesses and households interact in each study area. Economic impacts can be described as the sum of economic activity within a defined geographic region (Vermillion County) resulting from an initial change in the economy. This initial change, also referred to as the direct impact, spurs a series of subsequent indirect and induced (ripple) activities resulting from interconnected economic relationships:

- Indirect effects: impacts caused by business-to-business interactions resulting from the direct effects. An example of an indirect effect would include job losses at a lumber yard resulting from a loss in building material purchases by the base contractors.
- Induced effects: these represent the impacts on all local industries caused by the expenditures of new household income generated by the direct and indirect effects. An example of an induced effect would include a decline in area retail employment due to a household spending decline associated with job losses at the Newport Chemical Depot.

The direct impact is the predicted change in the local economy that is to be studied. In this case, the direct effect being modeled includes loss or transfer of 690 direct jobs away from the base and out of state; and 2) a loss of roughly $40 million in annual purchase order spending. Economic impacts are measured in terms of changes in economic growth and associated changes in employment and wages. They are reported as follows:

- Output: This is the total value of goods and services produced across all industry sectors and all stages of production within Vermillion County and the state.
- Employment: This represents the number of jobs needed to support the given economic activity across all sectors. It includes all wage and salary employees, both part- and full-time, as well as self-employed jobs. It is measured in annual average jobs.
- Compensation: The total payroll costs (including benefits) of each industry. It includes the wages and salaries of workers who are paid by employers, as well as benefits such as health and life insurance, retirement payments and non-cash compensation. It also includes proprietary income received by self-employed individuals.

Economic Impact: Employment

The loss 690 jobs at the Newport Chemical Depot and transfer out of state in 2009 and 2010 is a direct effect that will generate a series of ripple effects in the county and statewide economy. The direct change in output from this employment shift is estimated at $61.2 million statewide. However, when business-to-business interactions and household spending are taken into consideration, the value across all industry sectors from this employment loss is estimated at over $101.6 million. In addition to the loss of 690 direct jobs at the Newport Chemical Depot, an additional 110 indirect and 220 induced job loss is also predicted statewide.

Table 1: Economic Impacts—Employment Loss

Statewide	Direct	Indirect	Induced	Total
Total Output	$-61,286,100	$-16,921,000	$-23,411,000	$-101,618,100
Total Compensation	$-24,343,000	$-4,851,000	$-7,037,000	$-36,230,663
Employment	-690	-110	-220	-1,020
Vermillion County				
Total Output	N/A	$-4,690,000	$-9,819,000	$-14,509,000
Total Compensation	N/A	$-1,920,000	$-2,812,000	$-4,732,000
Employment	N/A	-50	-120	-170

Source: IMPLAN and contractor data

The economic impact from the employment loss at the Newport Chemical Depot is projected to have a profound effect on Vermillion County. According to this analysis, the indirect and induced effects resulting from this employment loss is estimated at $14.5 million, with $4.7 million in lost wages within the county. An estimated 170 jobs within the county are projected to be lost as a result of the direct employment loss at the Newport Chemical Depot.

Economic Impact: Business Spending

A loss of $40 million in annual purchase order spending by base contractors is another direct effect that will have ripple effects through the local and statewide economies. It should be noted that ERA had to make a series of assumptions regarding in which industries these dollars were being spent—should this spending be devoted to other industries, the economic impacts reflected in the table below could change dramatically.

The following table highlights the effects to the county and statewide economy resulting from a direct annual spending loss of $40.8 million by base contractors. According to IMPLAN, this direct effect is projected to generate an additional $11.4 and $15.6 million in indirect and induced impacts statewide, for a total output of $67.9 million. The statewide job impact associated with the loss in regional spending is estimated at 660 jobs. At the county level, purchase order spending generates $3.3 million in businesses-to-business interactions, and another $6.8 million in household expenditures. These induced and indirect effects in Vermillion County support 110 jobs that are projected to be impacted when spending ceases by base contractors.

Table 2: Economic Impacts—Base Spending

Statewide	Direct	Indirect	Induced	Total
Total Output	$-40,881,000	$-11,477,000	$-15,635,000	$-67,993,000
Total Compensation	$-16,245,000	$-3,255,000	$-4,700,000	$-24,200,000
Employment	-450	-70	-140	-660
Vermillion County				
Total Output	N/A	$-3,310,000	$-6,859,000	$-10,169,000
Total Compensation	N/A	$-1,347,000	$-1,965,000	$-3,312,000
Employment	N/A	-30	-80	-110

Source: IMPLAN and contractor data

Redevelopment of the Newport Chemical Depot will be critical to replacing lost consumer and business spending associated with Depot operations, while also retaining county employment. Furthermore, new business investment and job growth at the Newport Chemical Depot will ultimately be important for maintaining and enhancing state and county revenue streams associated with sales, income and business taxes. The following report explores how to replace lost jobs and wages at the Newport Chemical Depot through targeted, long-term base redevelopment activities.

IV. Demographic and Economic Base

The section below highlights demographic and economic conditions that will shape market opportunities at the Newport Chemical Depot. Throughout this report, ERA has used a compound annual growth rate (CAGR) to measure rates of change. The CAGR measures year-over-year growth rate of a given metric. To contextualize growth and market conditions in the ten counties, economic and demographic shifts have been benchmarked against the state of Indiana and at times, the nation.

Basic Demographics

Population

The following table highlights population growth at the county, regional and statewide levels. In 2008, population in the ten counties was estimated at 371,744—this figure does not include some 27,000 university students in the ten counties. Between 2000 and 2008, population in the ten counties remained unchanged, despite a modest annualized population increase statewide (0.83%). Over the next four years, population in the ten counties is projected to remain stable while modest growth is projected statewide at an annualized rate of 0.83%.

Table 3: Population Growth

Jurisdiction	2000	2008	2013	CAGR 00-08	CAGR 08-13
Vermillion County	16,788	16,765	16,779	-0.02%	0.02%
10 Counties	370,077	371,744	372,273	0.06%	0.06%
Indiana	6,080,485	6,468,433	6,741,742	0.78%	0.83%

Source: ESRI

Households and Average Size

Households are the most basic indicator of growth. Generally speaking, a region with robust household growth is also likely to exhibit signs of business investment. The following table highlights total households and their average size at the county, regional and statewide levels. As of 2008, there were 145,366 households in the ten counties, an annualized increase of 0.2% since 2000 which is below the statewide benchmark for the same period (1.0%). Between 2000 and 2008, the household growth rate outpaced the population growth rate across all three geographic areas reflecting a declining household size, due in part to aging population regionally and statewide. Average household size is projected to continue declining throughout 2013, a trend which ultimately has future workforce implications for the ten counties as well as state.

Table 4: Household Growth

Jurisdiction	Number					Average Size	
	2000	2008	2013	CAGR 00-08	CAGR 08-13	2000	2008
Vermillion County	6,762	6,866	6,903	0.2%	0.1%	2.48	2.44
10 Counties	142,900	145,366	146,188	0.2%	0.2%	2.45	2.42
Indiana	2,336,306	2,527,488	2,648,323	1.0%	0.9%	2.53	2.49

Source: ESRI

Age

Characteristics of the local labor force including age can significantly shape a region's prospects for business development. The following table compares the ten county's share of population by age to that statewide in 2008-- ERA notes several factors that will influence regional business development in the near future. First, retirees, or those over the age of 65, comprise a greater share of the ten county population (14.9%) as they do statewide (12.4%). Also notable is since 2000, the ten county's concentration of residents younger than 44 has declined. This is despite mild growth in residents aged 25 to 34 as a share of the statewide population.

Table 5: Age

	% 2008 Population		Point Shift 00-08	
Age	10 Counties	Indiana	10 Counties	Indiana
0 - 4	6.3%	7.0%	-0.7%	0.7%
5 - 9	6.1%	7.3%	-1.2%	-0.2%
10 - 14	6.1%	7.3%	-1.2%	-0.3%
15 - 24	14.3%	14.5%	-0.2%	-0.5%
25 - 34	12.6%	13.7%	-1.1%	0.5%
35 - 44	13.3%	15.8%	-2.5%	-1.2%
45 - 54	14.7%	13.4%	1.3%	1.6%
55 - 64	11.7%	8.7%	3.0%	1.7%
65+	14.8%	12.4%	2.5%	-2.4%

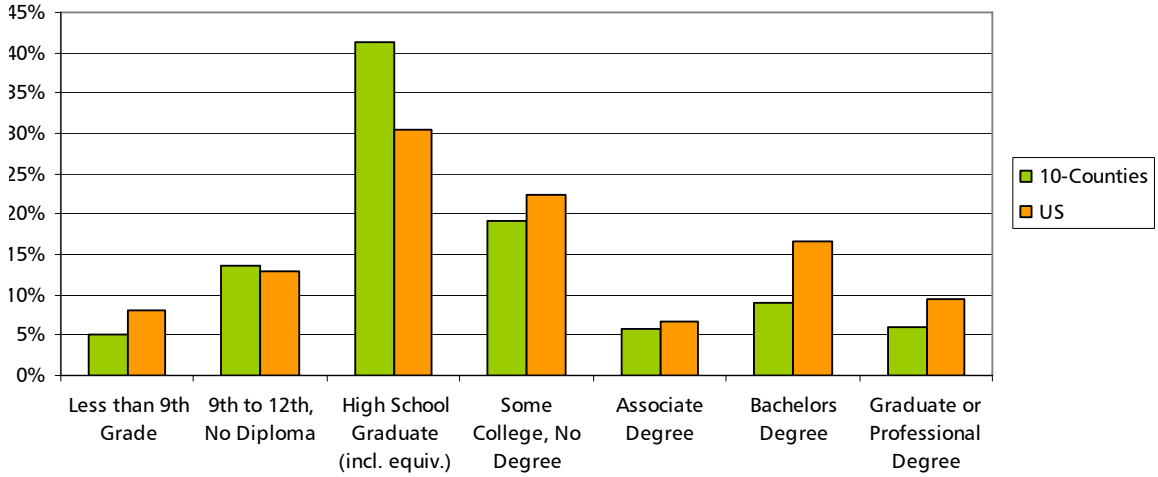
Source: ESRI

Education

The education level of the regional labor force is a key determinant of regional business mix. The follow chart shows the relative educational attainments of populations over the age of 25 for the ten counties and the nation in 2000. The data reveals several important points. First, residents of the ten counties were more likely to be high school graduates (41.2%) as opposed to nationwide (30.5%). Secondly, a smaller share of the ten county population was likely to have achieved an education beyond a bachelor's degree (15.1%) as opposed to the nationwide (26%). It should be noted, however, that education levels vary considerably between individual counties in the region. As an example, a combined 21.4% of Vigo County residents had attained a bachelor or graduate degree as

compared to just 10.1% in Fountain County. Vigo County's well-educated workforce reflects the presence of four colleges and universities.

Figure 2: Education



Source: Indiana Department of Workforce Development & the US Census

Labor Force

The following table summarizes labor force trends for Vermillion County, the region and state between 2001 and 2007. The labor force is defined as all workers aged 16 and over that are either working or are actively seeking work-- this naturally excludes most high school students, stay-at-home parents, retirees, individuals on medical leave, or other people who choose not to work.

Table 6: Annual Labor Force & Unemployment

Geography	2001	2002	2003	2004	2005	2006	2007	CAGR
Vermillion County								
Labor Force	8,095	8,179	8,015	8,197	8,116	8,148	8,046	-0.1%
Total Unemployment	422	515	526	663	591	523	444	0.9%
Unemployment Rate	5.2%	6.3%	6.6%	8.1%	7.3%	6.4%	5.5%	
10 Counties								
Labor Force	177,911	177,924	176,457	177,809	178,982	178,941	178,173	0.0%
Total Unemployment	8,998	10,634	10,884	11,766	11,140	9,956	9,411	0.8%
Unemployment Rate	5.1%	6.0%	6.2%	6.6%	6.2%	5.6%	5.3%	
Indiana								
Labor Force	3,152,135	3,165,768	3,165,978	3,165,300	3,200,103	3,235,132	3,221,054	0.4%
Total Unemployment	131,150	163,253	168,131	167,500	171,633	160,205	146,975	1.9%
Unemployment Rate	4.2%	5.2%	5.3%	5.3%	5.4%	5.0%	4.6%	

Source: BLS

During the highlighted period, the labor force of the ten counties remained stable at roughly 178,000 despite modest labor force growth statewide. Unemployment in the ten counties during this period averaged roughly 1.5 percentage points above statewide levels. The disparity between statewide and regional unemployment peaked in 2004 when unemployment in the ten counties was 2.8 percentage points above state unemployment. Between 2005 and 2007, ten county unemployment trended downwards back towards state levels.

Since 2007 unemployment figures were released, Pfizer closed its commercial manufacturing plant in Vigo County just south of Terre Haute. At its peak, Pfizer employed 810 people-- the remaining 165 jobs will end when the plant closes completely in 2009. To see how the loss of Pfizer and the nationwide recession has impacted employment in the ten counties, the following table highlights January unemployment figures in 2008 and 2009. As to be expected, unemployment in the ten counties increased significantly during this period to a preliminary estimate of 11.3% in January of 2009. However, the 4.6 percent point increase in unemployment in the ten counties was consistent with the percentage point increase statewide (4.6 points).

Table 7: Monthly Labor Force & Unemployment

Geography	Jan--2008	Jan--2009
Vermillion County		
Employment	7,457	7,100
Total Unemployment	537	1,043
Unemployment Rate	7.2%	14.7%
10 Counties		
Employment	165,536	158,565
Total Unemployment	11,146	17,975
Unemployment Rate	6.7%	11.3%
Indiana		
Employment	3,030,184	2,899,880
Total Unemployment	168,548	319,801
Unemployment Rate	5.3%	9.9%

Note: Figures for 2009 are preliminary
Source: BLS

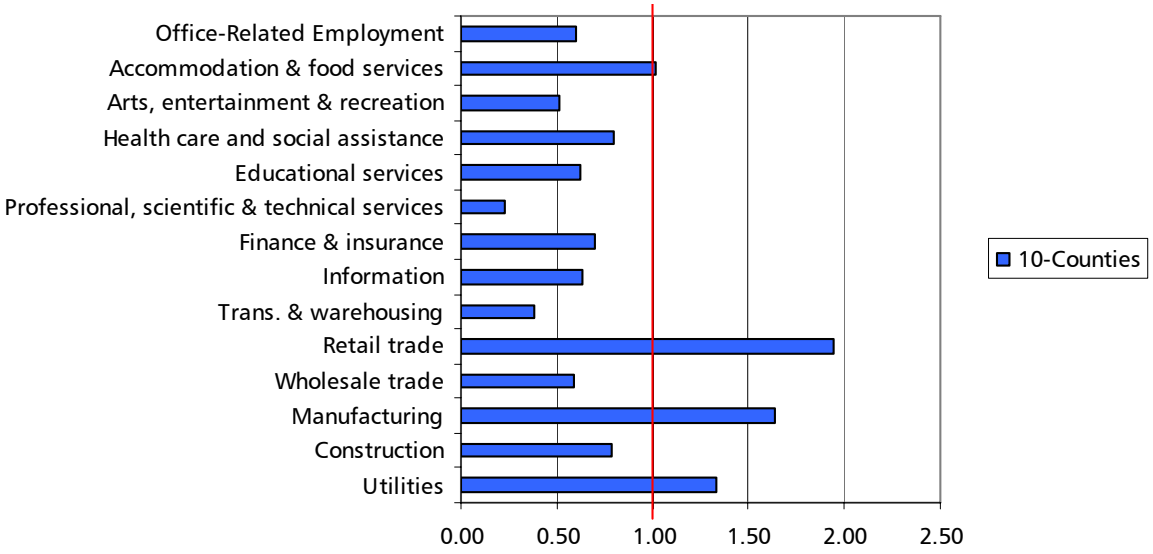
Location Quotient

A location quotient is a tool that measures the relative concentration of industries in a local area (ten counties) relative to a broader region, in this case, against the combined areas of Indiana and Illinois. The calculation is useful to assess the relative strength or weakness of a given industry locally in relation to the larger region. The following guide describes the location quotient:

- LQ > 1.0 means than an industry is more concentrated within the ten counties as opposed to the 2-state region.
- LQ < 1.0 means an industry is less concentrated in the ten counties than in the two-state region.
- LQ = 1.0 means that an industry is equally concentrated in the ten counties as it is the two-state region.

The following table summarizes 2007 employment location quotients by industry sector for the ten counties. The location quotient analysis reveals notable employment concentrations in utilities (1.33) and manufacturing (1.64), just to name a few. Conversely, location quotients also reveal that several industries are underrepresented within the ten counties as compared to the two-state area. ERA notes professional, scientific and technical services (0.23); healthcare and social assistance (0.59); and transportation and warehousing (0.38) as three underrepresented industries with likely opportunity for growth in the ten counties given labor force characteristics and extensive university resources.

Figure 3: Location Quotient by Industry



Source: Bureau of Labor and Statistics & ERA

The location quotient analysis also explores the relative concentration of office-related employment in the ten counties to evaluate the potential for a business park development at the Newport Chemical Depot. Eight industries have been identified by ERA as possible demand drivers for office space: information; finance & insurance; real estate rental and leasing; professional, scientific and technical services; management of companies and enterprises; administration; educational services; and

health care and social assistance. The analysis reveals that office-related employment in the ten counties is less concentrated (0.6) as compared to the two states. Even when the influence of Chicago as a center of finance is removed, office-related employment is comparatively less concentrated in the ten counties (0.7) as compared to statewide.

Employment in Key Sectors

Put simply, to redevelop the Newport Chemical Depot, there has to be a healthy labor force. In the following table, ERA summarizes job growth by industry in the ten counties and statewide between 2001 and 2007. During this period, total private-sector, non-farm employment in the ten counties declined by an annualized rate of 0.1% despite growth both statewide (0.1%) and nationally (0.7%). However, employment declines in the ten counties were not consistent across all industries. Select industries including transportation and warehousing, and professional and scientific services not only grew in the ten counties, but at rates considerably higher than at the state and national levels. Employment in health care and social assistance also grew in the ten counties, although this growth was less robust than at state and national levels.

Table 8: 2001-2007 Employment Growth by Industry

Sector	10-Counties	Indiana	US
Total Private-Sector Employment	-0.1%	0.1%	0.7%
Utilities	-3.5%	-0.3%	-1.3%
Construction	-0.9%	0.3%	1.9%
Manufacturing	-0.4%	-1.4%	-2.8%
Wholesale trade	-3.2%	0.0%	0.7%
Retail trade	-2.9%	-0.9%	0.3%
Transportation & warehousing	6.0%	0.7%	0.6%
Information	-3.9%	-1.8%	-3.0%
Finance & insurance	-0.7%	-0.9%	1.0%
Real estate & rental & leasing	1.7%	0.1%	1.0%
Professional, scientific & technical services	2.7%	1.2%	1.8%
Educational services	0.8%	3.6%	2.7%
Health care and social assistance	1.6%	2.3%	2.7%
Accommodation & food services	-0.7%	1.2%	1.9%
Government	0.3%	0.7%	0.8%
Office-related employment	1.1%	1.6%	1.6%

Source: Bureau of Labor and Statistics

Table 8 below depicts the magnitude of the above growth in terms of total jobs. Three trends are relevant to economic development at the Newport Chemical Depot. First, transportation and warehousing not only experienced the greatest ten county annualized employment growth, but the

magnitude of its growth was notable at 1,293 jobs. Secondly, while annualized employment growth in health care and social assistance was below statewide and national benchmarks, as the third-largest employment sector in the ten counties, its impact upon job growth was considerable at 1,102. Lastly, although office-related employment in the region grew at an annualized rate below statewide and national benchmarks, the magnitude of this growth was considerable at 1,704 jobs.

Table 9: Net Job Growth by Industry

Sector	2001	2007	Change
Total Private-Sector Employment	116,574	115,904	-670
Utilities	955	769	-186
Construction	5,378	5,082	-296
Manufacturing	31,941	31,235	-706
Wholesale trade	4,735	3,904	-831
Retail trade	19,728	16,540	-3,188
Transportation & warehousing	3,088	4,381	1,293
Information	1,942	1,530	-412
Finance & insurance	4,616	4,428	-188
Real estate & rental & leasing	1,049	1,164	115
Professional, scientific & technical services	1,350	1,586	236
Educational services	1,464	1,536	72
Health care and social assistance	10,802	11,904	1,102
Arts, entertainment & recreation	856	965	109
Accommodation & food services	11,222	10,790	-432
Government	20,247	20,629	382
Office-related employment	25,936	27,640	1,704

Source: Bureau of Labor and Statistics

Top Employers

A business cluster is a geographically proximate group of interconnected companies and associated institutions in a particular field. To help identify regional business clusters, ERA located top non-retail employers by size in the ten counties. The following table summarizes area employers with 500 or more employees. Of the thirty-one establishments, eight are manufacturers. Key manufacturing clusters include automotive goods and advanced manufacturing sectors such as extruded plastics and medical equipment. Agribusiness is another regional business cluster and reflects the rich agricultural setting of the ten counties. These businesses include food manufacturers and processors of animal products. Lastly, life sciences are an important employment cluster in the ten counties with employers that include hospitals, clinics, and pharmaceuticals. As was previously illustrated, health care is a growing industry in the region and combined with the academic resources of several universities, this life sciences cluster in the ten counties is poised for future growth.

Table 10: Top Employers by Size

Company	City	State	Employees	4-digit NAICS Description
Union Hospital Health Group	Terre Haute	Indiana	2,800	General Medical and Surgical Hospitals
Maternal Health Clinic	Terre Haute	Indiana	2,800	Outpatient Care Center
Indiana State University	Terre Haute	Indiana	1,700	Colleges, Universities and Professional Schools
Great Dane Trailers	Brazil	Indiana	1,500	Motor Vehicle Parts Manufacturing
Master Guard	Veedersburg	Indiana	1,400	All Other Motor Vehicle Parts Manufacturing
RR Donnelly	Crawfordsville	Indiana	1,400	Commercial Printing
Sony DADC	Terre Haute	Indiana	1,200	Sound Recording Industries
Air National Guar Recruiter	Terre Haute	Indiana	1,100	National Security and International Affairs
Bemis Polyethylene Packaging	Terre Haute	Indiana	1,010	Paper Product Manufacturing
Provena United Samaritans Med	Danville	Illinois	850	Junior Colleges
Terre Haute Regional Hospital	Terre Haute	Indiana	850	General Medical and Surgical Hospitals
IAC	Greencastle	Indiana	800	Motor Vehicle Parts Manufacturing
McLane Midwest	Danville	Illinois	795	Wholesale Electronics and Agents and Brokers
Harrison Steel Casings Co.	Attica	Indiana	738	Foundries
KIK Custom Products	Danville	Illinois	700	Medical Equipment and Supplies Manufacturing
DePauw University	Greencastle	Indiana	700	Colleges, Universities and Professional Schools
Applied Extrusion Technology (AET) Inc.	Terre Haute	Indiana	650	Plastics Products Manufacturing
Nucor Steel	Crawfordsville	Indiana	630	Iron and Steel Mills
Teepak LLC	Danville	Illinois	600	Animal Slaughtering and Processing
Putnamville Correctional Facility	Greencastle	Indiana	600	Prison
Heartland Automotive, Inc.	Greencastle	Indiana	600	Plastics Products Manufacturing
Putnamville Correctional Facility	Greencastle	Indiana	600	Prison
Raybestos Products, Co.	Crawfordsville	Indiana	600	Motor Vehicle Parts Manufacturing
Quaker Oats Co.	Danville	Illinois	546	Grocery and Related Products Wholesalers
Eli Lilly & Co.	Clinton	Indiana	540	Drugs and Druggists' Sundries Merchant Wholesalers
Simonton Windows	Paris	Illinois	530	Building Material and Supplies Dealers
Newport Chemical Depot	Newport	Indiana	501	Architectural, Engineering, and Related Services
Heartland Pork	Kansas	Illinois	500	Support Activities for Animal Production
Federal Bureau of Prisons	Terre Haute	Indiana	500	Other Textile Product Mills
Associated Physicians & Surgeons	Terre Haute	Indiana	500	Offices of Physicians
Mason Hanger & Co.	Newport	Indiana	500	Scientific Research and Development Services

Source: info USA

Chemicals and the Depot

The Depot's former role as a chemical plant is reflexive of the state as well as county chemical industry cluster. As a state, Indiana is home to a well-established base of manufacturers comprised of chemical processing, drugs, bulk manufacturing, and chemical compounds preparations. Notable companies include Eli Lilly & Co. (worldwide headquarters), A F Hauser Pharmaceutical Co., and Pfizer.

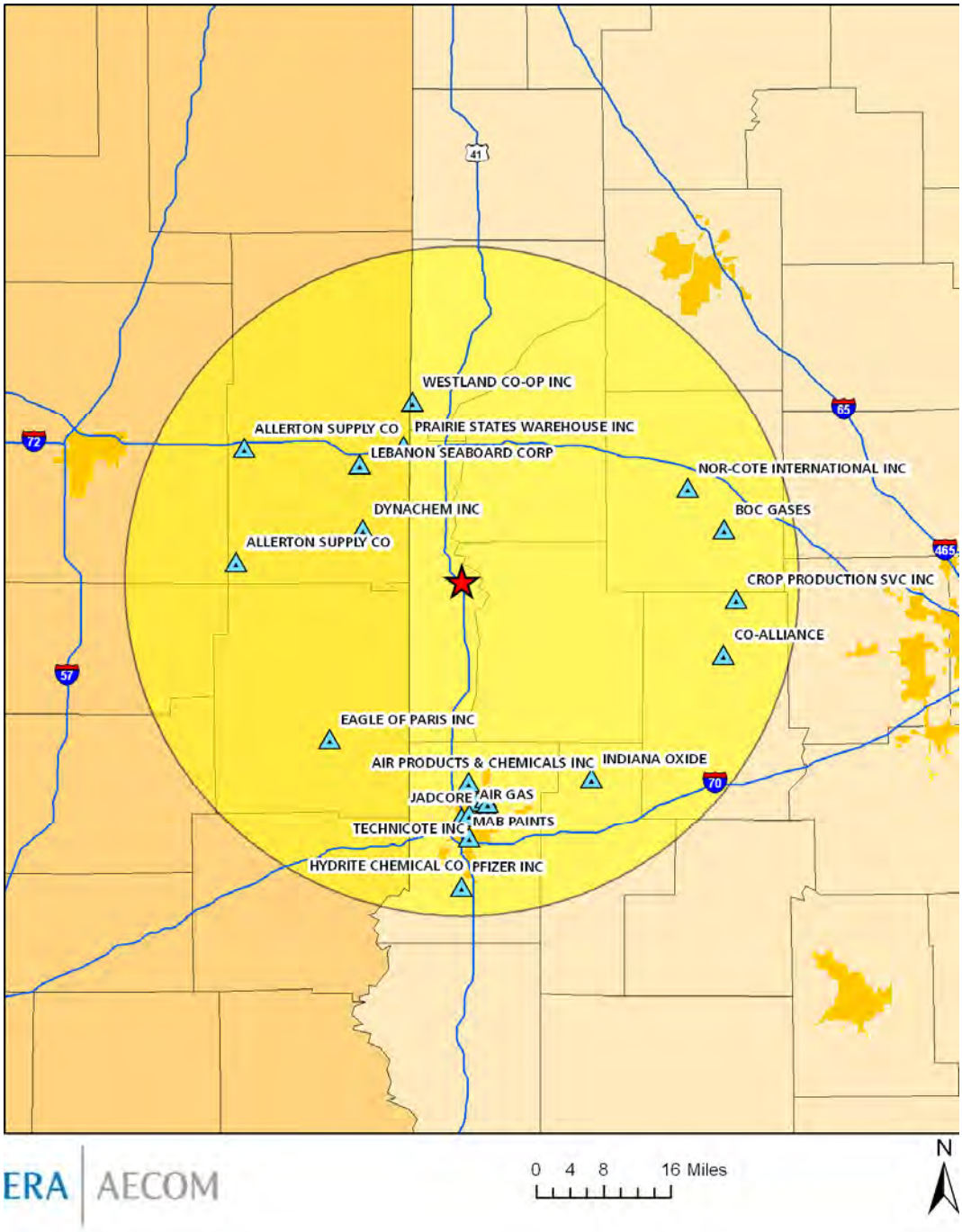
There is also an established chemical manufacturing cluster in the ten counties -- ERA has mapped these companies in Figure 4 according to Industry Classification NAICS 325:

- NAICS 325: Chemical Manufacturing: The chemical manufacturing subsector is based on the transformation of organic and inorganic raw materials by a chemical process and the formulation of products. Industries included in this subsector include manufacturers of basic chemicals, pesticides and fertilizers, pharmaceuticals & medicines, and paints, coatings and adhesives.

In the ten counties, there are twenty-two chemical manufacturing companies located both in rural, as well as in more urban settings (Terre Haute). Of these companies, nearly one-third (32%) are manufacturers of nitrogenous and other fertilizers. Another 18% are manufacturers of plastics and resins. There is also a cluster of industrial gas manufacturers in the ten counties.

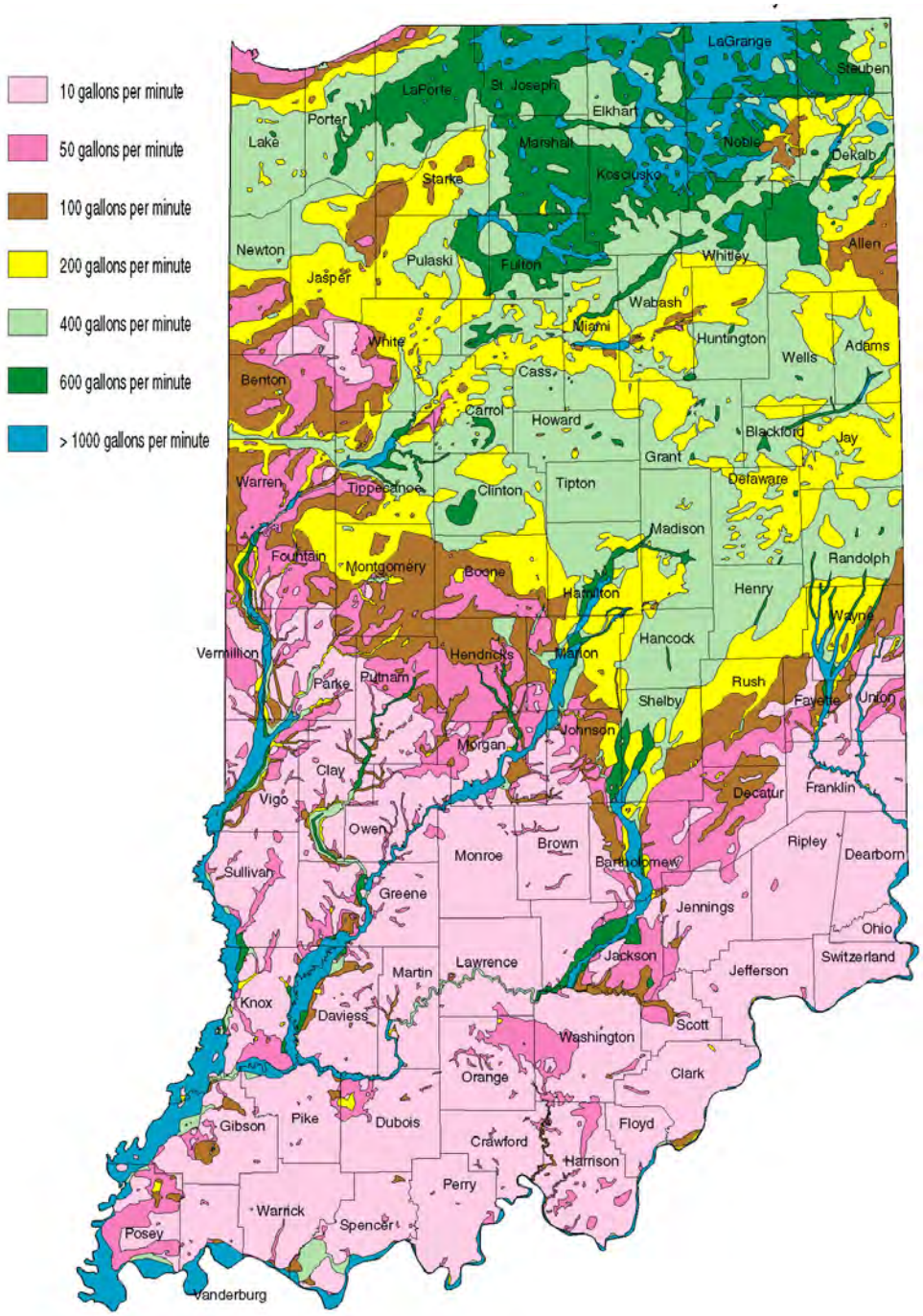
West central Indiana is a preferred location for these manufacturers due to the region's well-educated workforce, its universities, as well as select geological characteristics. Generally, chemical plants tend to locate around other manufacturers, and near production centers of petroleum and natural gas. However, because water is needed in chemical production and for distribution, common locations for the chemical industry include areas around major sources of water. Figure 5 is a map from the Department of Natural Resources that depicts ground water yields around the state of Indiana. There are seven ground-water yield categories in Indiana. A Category 1 represents areas with the least water yields at less than 10 gallons per minute (gpm), while a Category 7 depicts the best where wells may potentially yield 1,000 or more. The Newport Chemical Depot is located in a Category 7 water yield, an area of dolomite bedrock aquifers that can be accessed for users of large volumes of water. Water availability is a major factor in the Depot's former role as a chemical plant and the existing chemical cluster in the region today. This water resource may also play a considerable role in the base's reuse.

Figure 4: Ten County Chemical Manufacturers



Source: ESRI

Figure 5: Generalized Ground Water Availability



Source: Department of Natural Resources

University Resources

Over the past twenty years, colleges and universities have evolved to play a major role in economic development both through workforce training and technology commercialization. Similarly, universities and colleges in the ten counties could play a critical role in the economic development of the Newport Chemical Depot. This may occur in the following ways:

- Universities could link new graduates with businesses at the Newport Chemical Depot;
- Intellectual property sharing agreements could be established between universities and businesses at the Newport Chemical Depot; and
- Universities could use the Newport Chemical Depot as a site for R&D or instruction.

There are seven colleges and universities in the ten counties study area including private and public four-year institutions, and two community colleges. In total, these institutions have a student body population of 26,941.

Table 11: Area Universities

Name	Type	City	Students
Ivy Tech-- Terra Haute	2-year, Public	Terre Haute	5,337
Danville Area Community College	2-year, Public	Danville	5,000
Indiana University School of Medicine	2-year, Public	Terre Haute	50
Indiana State University	4-Year, Public	Terre Haute	10,543
DePauw University	4-year, Private not-for-profit	Greencastle	2,398
Rose-Hulman Institute of Technology	4-year, Private not-for-profit	Terre Haute	1,936
Saint Mary-of-the-Woods College	4-year, Private not-for-profit	Saint Mary-of-the-Wood	1,677
Total			**26,941**

Source: Indiana Department of Workforce Development & National Center for Education Statistics

Program Areas

To assess the potential role of colleges and universities in the economic development of the Newport Chemical Depot, ERA evaluated how universities could potentially compliment and encourage regional business development. Employment data has already confirmed the importance of manufacturing, life sciences and agribusiness in the regional economy, and it is these sectors that are likely to drive business growth in the region and potentially, at the Newport Chemical Depot. Taking this into consideration, ERA evaluated universities for degrees programs in one of three areas likely to facilitate growth in these industries: agriculture; biological and biomedical sciences; and engineering technologies. The table below summarizes 2007 graduation completions at 4-year colleges and universities in these selected programs. While Purdue University, Indiana University

and Ball State technically lie outside of the ten county study area, their roles as major research institutions were considered relevant for this study.

Table 12: 2007 Completions by Degree Program

Program	Indiana State University, Terre Haute	Purdue, West La Fayette	Ball State, Muncie	Indiana University, Bloomington	Ivy Tech, Terre Haute	DePauw, Greencastle	Rose-Hulman Institute of Technology, Terre Haute	Saint Mary-of-the-Woods College, Terre Haute	Total
Agriculture									
Associate	–	29	–		–	–	–	–	**29**
Bachelors	–	311	–		–	–	–	14	**325**
Masters	–	128	–		–	–	–	–	**128**
Biological and Biomed. Sciences									
Associate	–	–	–		11	–	–	–	**11**
Bachelors	15	167	68	348	–	–	13	2	**613**
Masters	13	56	30	41	–	–	–	–	**140**
Engineering Technologies									
Associate	11	420	–	5	23	–	–	–	**459**
Bachelors	107	476	59		–	–	350	–	**992**
Masters	56	–	–		–	–	38	–	**94**

Source: National Center for Educational Statistics

Nearly all of the highlighted universities offer some type of degree program in one of the three chosen program areas. The number of graduates in each degree program highlights the emphasis by Indiana universities in agriculture, engineering and biological sciences, which ultimately has implications for ten county business development in advanced manufacturing, agribusiness, life sciences, as well as cross-over industries, such as alternative energy. Even if demand for R&D space by universities at the Newport Chemical Depot is modest, these universities can still contribute to economic development at the Newport Chemical Depot simply by connecting graduates from these and other programs with prospective businesses.

Research Institutes

While area universities ensure the workforce needs of businesses in life sciences, advanced manufacturing and alternative energy are fulfilled, targeted research and development in the highlighted program areas can also be an incentive to business investment through intellectual property sharing. Summarized below are select research centers in agriculture, engineering, alternative energy and biological sciences at Indiana universities. While not an exhaustive list, these institutes provide an overview of current research at Indiana universities through which public/private

partnerships could be established to incentivize business development at the Newport Chemical Depot:

- Center for Advanced Manufacturing (CAM)—CAM is an umbrella organization at Purdue University that serves as a point of contact to link existing and emerging businesses with researchers on campus. Among the manufacturing sectors supported by CAM include: food and beverage; wood products and paper; petroleum and chemicals; pharmaceuticals; primary metals and fabricated metal products; and computer and electronic components.
- The Center for Food and Agricultural Business—located at the West Lafayette campus at Purdue University, the Center for Food and Agricultural Business provides professional development and applied research to firms and individuals operating in those industries that interface with production agriculture.
- Birk Nanotechnology Center—Nanotechnology is the engineering of systems at the molecular scale. The Birk Nanotechnology Center (BNC) at Purdue University works to apply advances in nanoscale engineering to develop opportunities in health, communications and renewable energy.
- Energy Center at Discovery Park-- Purdue's Energy Center at Discovery Park is an academic community of over 185 researchers, scientists, engineers, political scientists, and economists. Currently, forty-five research projects with a total value of $12 million are active in the Energy Center. Among the 20 major initiative areas supported by the Energy Center include: BioEnergy; Clean Coal Technologies; Hydrogen Systems; Wind; Solar; and Nuclear energy.
- Integrative Center for Biotechnology and Engineering—the Integrative Center for Biotechnology and Engineering was established at Purdue University to pursue research in bioenergy, bioprocessing, bionanotechnology, and biorecovery. The Center integrates engineering with biotechnology to transition laboratory research into industrial settings that are capable of producing large volumes of bio-based fuels.
- Plastics Research and Education Center-- the Plastics Research and Education Center at Ball State was established with the primary goal of training students to contribute to Indiana's extensive plastics industry. Researchers and students work directly local companies on industrial projects and research related to injection molding, vacuum forming, and other processes critical to the plastics industry.

Implications

This section yields several important conclusions that will inform ERA's analysis regarding development opportunities at the Newport Chemical Depot:

- The ten counties are a region of slight labor force declines despite modest growth statewide. Given it is not an explosive-growth region, any projections on population, employment, or business growth at the Newport Chemical Depot must reflect this important regional context.
- Employment in the ten counties is solidly geared towards manufacturing, suggesting a reliable market for development at the Newport Chemical Depot. Regional manufacturing clusters include automotive, advanced manufacturing such as plastics, and agribusiness sectors such as food manufacturing.
- Transportation and warehousing, life sciences including health care, and professional and technical services have driven ten county employment growth in recent years. While these sectors may represent reliable markets for development in the ten counties, their feasibility for driving development at the Newport Chemical Depot will be further assessed.
- Degree programs and research centers at Indiana universities promise to solidify the state's growth potential in sectors that include advanced manufacturing, life sciences, and alternative energy. Given the agricultural setting of the Newport Chemical Depot, alternative energy and agribusiness in particular could capitalize upon the region's extensive agricultural resources.

V. Real Estate Markets

While the economic base analysis revealed key ten county employment clusters in manufacturing, life sciences and agribusiness, that is not to say these sectors will necessarily drive development at the Newport Chemical Depot. To understand the types of businesses likely to drive business development at the Newport Chemical Depot, ERA evaluated trends in the ten county industrial and office space markets. In the absence of formal real estate data for the ten counties, however, broad market trends including inventory growth and vacancy were analyzed for the Midwest, a market area which includes the states of Michigan, Ohio, Indiana, Illinois, Wisconsin, Minnesota, Iowa, Missouri, Kansas, Nebraska, South Dakota & North Dakota. To frame conditions in the ten counties, Midwest trends were supplemented with information gathered through interviews with regional real estate professionals and economic development officials.

An Introduction to Property Types

Before evaluating specific markets and opportunities for the Newport Chemical Depot, this section reviews the different property types and their functions.

General versus Special Use. Structures built to suit one specific manufacturing process are less adaptable to different uses. The Appraisal Institute defines three types of industrial buildings: general-use, special-use, and single-use.

General uses provide the most comfort to investors, who know that re-tenanting and re-use is possible in the future. In addition, it is easier to measure the real estate markets for general use industrial buildings because there are more of them in the market on which to draw comparisons.

Special-use buildings are constructed with design and functionality elements that restrict the use of the building. Retrofitting it to a different use would be difficult but not impossible. At the extreme, *single-use* facilities are so highly specialized that they cannot be used for any other purpose.

As the American industrial economy has moved away from manufacturing and toward distribution and just-in-time supply, the types of industrial facilities necessary have also changed. The following is a review of different types of industrial buildings:

Warehouse-Distribution. This property type can include regional warehouses that distribute goods on a regional setting. Most warehouses used for distribution are less than 100,000 square feet and include about 5 to 25% office build-out. Refrigerated distribution centers handle goods for only a

short amount of time and are fitted with special equipment. So-called "heavy" distribution centers handle very high volumes and include cross-docking features; they often have a high ratio of loading docks and are up to 500,000 square feet of space. For warehouse distribution centers, ceiling heights are between 24 and 30 feet. Many accommodate highly automated systems, with computerized cranes and standardized racks.

Bulk Warehouse. These exceed 100,000 square feet of space and often approach 1 million square feet. Ceiling heights are often high and now sometimes exceed 30 feet in new facilities. These are often geared toward storage of goods.

Manufacturing. Both light and heavy manufacturing use similar types of buildings; however, the scale is what distinguishes one from another. Heavy manufacturing requires an average of 300,000 square feet, whereas light manufacturing facilities do not exceed 300,000 square feet. Light manufacturing ceiling heights range from 14 to 24 feet; heavy manufacturing requires up to 60 feet. Heavy manufacturing often relies on rail for transportation, and so will sometimes require fewer truck bays. Light manufacturing generally relies most heavily on truck transportation.

Flex. Flex space is the most common building type for speculative products. As its name would suggest, it is the most flexible option for tenants that do not build-to-suit. The variety of uses for flex space includes office, distribution, light manufacturing, showrooms (furniture, textiles, equipment, etc), laboratories, or other research and development functions. Flex space is one-story and ranges up to about 100,000 square feet. Because of the variety of possible tenant needs, the office build-out changes frequently. Often, tenants opt for approximately 25% office space.

Freight Forwarding. This is a specialized type of distribution center that does not rely on warehousing. In short, it is a warehouse-distribution building without the warehouse function. Buildings are often very long and narrow, with truck bays on both long sides, to accommodate sorting as its primary function. Often freight forwarding facilities include rail yards, but this is not necessary.

Fulfillment Centers. In this environment, employees process orders, locate the merchandise on the shelves, pack and ship it to the consumer or business. Because of the consumer focus, many are located near airport hubs of major shippers—including Louisville (UPS), Memphis (FedEx), Indianapolis (USPS), and various cities in Ohio (BAX, Airborne Express, DHL, and Emery). Fulfillment centers are labor- and land-intensive, so companies seek locations with a quality labor force, low property taxes, and lower land costs. The facilities are between 250,000 and 750,000 square feet. Ceiling height must be a *minimum* of 32 feet to accommodate the extensive shelving and storage necessary.

Supplier Parks. Regions with strong manufacturing can benefit from supplier parks, where many of a given manufacturer's suppliers locate to the same campus, providing efficiencies and other soft benefits. Tenants can work together on pre-assembly of parts, research, transportation, and other logistical matters. Supplier parks are often desirable for manufacturers that require just-in-time delivery of materials. In addition, they allow for more effective use of space if several suppliers collaborate together. These parks often result in time and cost savings for the suppliers.

Office Parks. Office parks are a group several office buildings together on one campus. Most buildings have parking, and a high ratio of parking spaces per square foot is generally necessary. Because they cater to large numbers of employees, office parks are generally proximate to other convenience services, such as restaurants and have good interstate access. They often have landscaping and public spaces for employees. Developers seek to locate in areas with strong labor markets.

Corporate Parks. Corporate parks are a blend of several different types of business parks. For one, they are a major office-using campus of a corporation. However, these also include that company's other functions on the same site. This helps a corporation with a wide range of activities—say, office, laboratory, and light manufacturing—communicate better and control costs and improve efficiencies.

Industrial Market

The following tables summarize key market indicators for the Midwest warehousing/distribution and manufacturing space markets. As of 2008, there was 2.3 billion square feet of occupied industrial space in the Midwest, a decline of 0.91% over the previous year. Average industrial vacancy in 2008 was 10.2%, an increase over 9.7% the previous year. In the past year, industrial space demand both in the Midwest and nationwide has been depressed by declining rates of consumer spending, a shrinking manufacturing base and job losses—these conditions over the next five years are projected to continue affecting demand for industrial space. By 2013, REIS projects Midwest industrial vacancy to increase by an annualized rate of 10.4%. Using this annualized growth, Midwest industrial vacancy is projected to reach 12.4% by 2010.

Table 13: Midwest Industrial Market Indicators

Year	Inventory	Occupied Inventory	Vacancy %
2000	2,461,315,000	2,288,442,000	7.0
2001	2,488,001,000	2,262,186,000	9.1
2002	2,503,898,000	2,244,902,000	10.3
2003	2,515,316,000	2,246,956,000	10.7
2004	2,533,290,000	2,269,590,000	10.4
2005	2,551,108,000	2,299,078,000	9.9
2006	2,569,745,000	2,323,824,000	9.6
2007	2,586,437,000	2,336,547,000	9.7
2008	2,600,233,000	2,334,874,000	10.2
CAGR	**0.7%**	**0.3%**	**4.8%**

Source: REIS

Table 14: Ten County Industrial Inventory

Year	Inventory	Occupied Inventory
2001	38,165,077	34,692,055
2003	37,692,134	33,659,076
2005	38,535,900	34,720,846
2007	38,182,921	34,479,178
Average	**38,144,008**	**34,387,789**

Source: BLS, REIS and ERA

Using an average of 872 square feet of industrial space per employee in conjunction with ten county employment in manufacturing, warehousing and wholesale trade uses, ERA was able to estimate occupied industrial inventory around the Newport Chemical Depot. The result of this analysis is summarized in Table 14 above. As of 2007, ERA estimates a gross industrial inventory of 38.1 million square feet. Assuming industrial vacancy in the ten counties is comparable to the Midwest, occupied industrial inventory in the ten counties is estimated at 34.4 million square feet.

ERA interviewed commercial real estate brokers and economic development professionals around west central Indiana to localize conditions in the regional industrial market that will shape industrial development opportunities at the Newport Chemical Depot. Among the notable findings include:

- The Indiana warehousing/distribution market has been strong in recent years although demand for warehousing/distribution space is dominated by Indianapolis—competing with this established and growing market will be a challenge for the Newport Chemical Depot considering the site lacks immediate access to an interstate, a north/south interstate in particular. Additionally, Indianapolis is home to a new International Airport terminal, a US Postal Service hub, and several commercial distribution centers.
- Industrial developers statewide are shifting their focus away from speculative building towards less risky forms of development. As a result, build-to-suit (BTS) industrial development is becoming more common statewide. While economic development officials report new project leads in the ten counties for existing buildings, in the coming years, BTS development should become more common in the ten counties.
- In the ten counties, demand for industrial space has been driven primarily by advanced manufacturers, typically by companies with no more than 200 employees. The majority of these users are international companies that have capitalized upon the region's proximity to raw materials and their consumer base.
- As the center for economic development in the ten counties, business development trends in Vigo County are highly relevant to future industrial demand at the Newport Chemical Depot. According to discussions with Terre Haute economic development officials, over the past ten years, no new industrial user in Vigo County has exceeded 500 employees. Over the next five to ten years, economic development officials project top demand for regional industrial development to be by smaller-scale (50 to 100 employees) advanced manufacturing establishments.
- According to data from the Indiana Economic Development Corporation and not including the 7,000 acre Chinook Mega Site nor 1,000 acre site at the Nucor Road Industrial Corridor, the average size of a vacant industrial parcel in the ten counties is fairly small at 110 acres—

generally speaking, there are few industrial parks in the region and statewide that could accommodate large-scale industrial uses like the Newport Chemical Depot.

Available Buildings and Sites

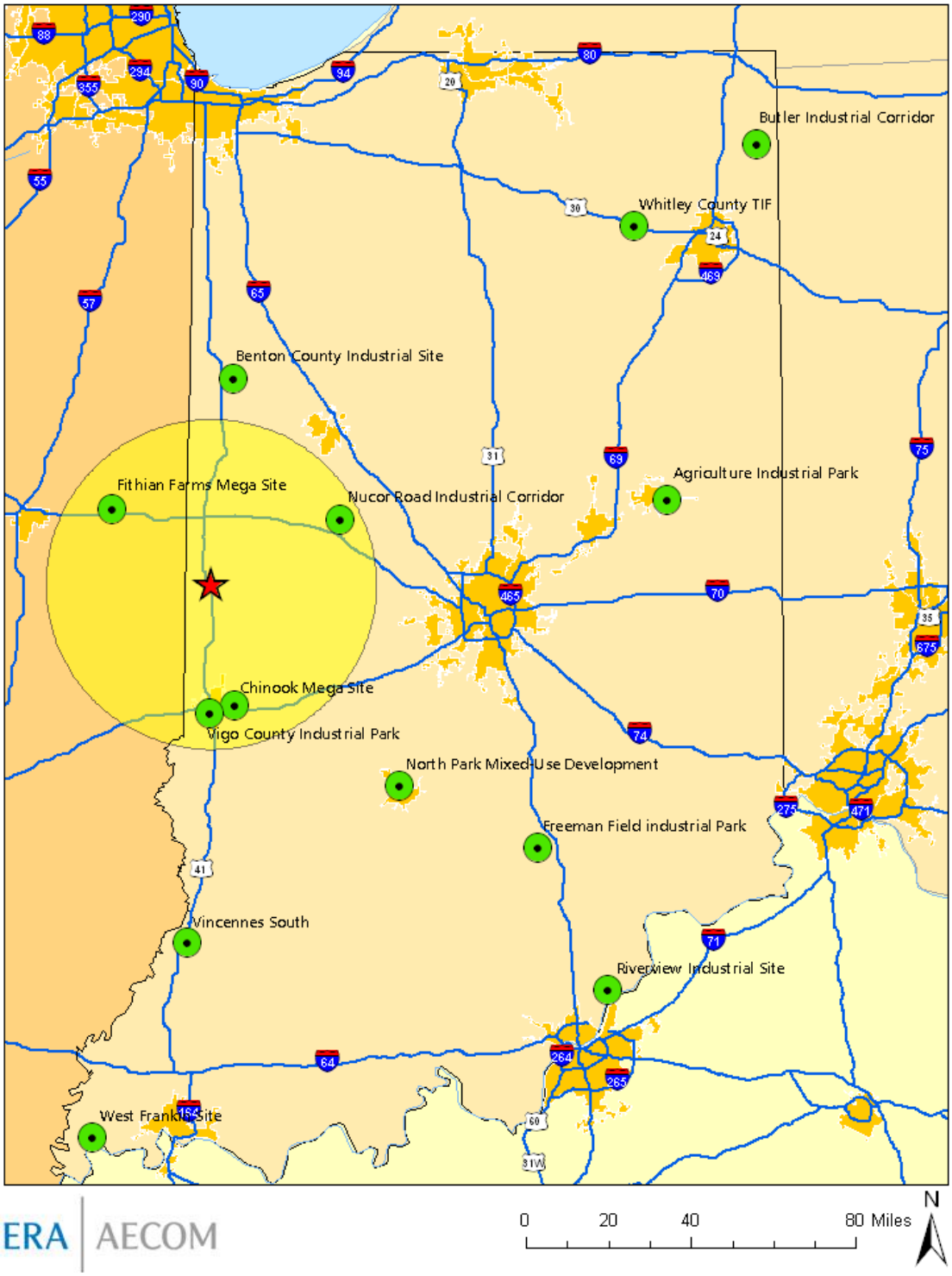
An analysis of the sites available for industrial development in Indiana is a good indicator of the competition that would face an industrial park at the Newport Chemical Depot. While all indications suggest development at the Newport Chemical Depot will be several years from fruition, it is still useful to evaluate the current supply of large-scale industrial parcels on the market. To do this, ERA consulted building and site listings from the Indiana Economic Development Corporation to locate available industrial sites statewide in excess of 500 acres—a map of these sites is located on the following page. From this data, there are four large-scale industrial parcels in the ten counties available for development and have been highlighted in grey in the table below. Three of these parcels are located in established industrial parks: the Nucor Road Industrial Corridor in Montgomery County; the Vigo County Industrial Park; and the Chinook Mega Site. Sites at these area industrial parks vary in size from 5 to 900 acres, and all three parks provide direct access to rail. Research revealed large-scale parcels in established industrial parks generally sell for between $8,500 to $12,500 an acre.

Table 15: Vacant Indiana Industrial Parcels (500+ acres)

Site	County	Acreage	Nearest Interstate (miles)	Rail Access	Shovel-Ready	$/Acre
Chinook Mega Site	Vigo	7,000	1.5	Yes	No	$12,500
Whitley County TIF	Whitley	3,300	0	No	No	$15,000
Riverview Industrial Park	Clark	1,546	4.5	No	No	N/A
Butler Industrial Corridor	De Kalb	1,200	8	No	No	N/A
Fithian Farms Mega Industrial Site	Vermilion	1,192	1	Yes	No	$12,000
Nucor Road Industrial Corridor	Montgomery	1,000	2	Yes	No	$8,500
West Franklin Site	Posey	971	N/A	Yes	No	N/A
Agriculture Industrial Park	Delaware	808		Yes	No	$12,000
Vincennes South	Knox	657	1	Yes	No	$12,000
Industrial Site	Benton	597	0	Yes	No	N/A
Vigo County Industrial Park	Vigo	500	6	Yes	No	$8,500
Freeman Field Industrial Park	Jackson	500	0.5	No	No	N/A

Source: Indiana Economic Development Corporation & LocationOne

Figure 6: Available Mega Sites



Source: Indiana Economic Development Corporation & ERA

It is important to note that none of the sites above have been designated “shovel-ready” by Indiana Economic Development Corporation. Among the extensive minimum criteria to earn “shovel ready” designation include 1) transportation infrastructure to property line; 2) electric infrastructure to property line; 3) high speed communications infrastructure to property line; and 4) a Phase I Environmental Site Assessment performed by a certified professional. Discussions with real estate professionals revealed that shovel-ready designation is a key site enhancement as it reduces risk and the overall the cost of site development.

While companies nationwide are increasingly pursuing build-to-suit development, economic development officials revealed many new industrial leads are pursuing space in an existing building. Therefore, individual buildings presently on the market have implications for industrial demand at the Newport Chemical Depot. In addition to evaluating the available supply of large-scale industrial parcels, ERA also looked at available supply of industrial buildings in the ten counties that meet two criteria: 1) the buildings exceed 100,000 square feet; and 2) they were built or renovated within the past fifteen years. These criteria effectively eliminate older, outdated industrial structures that are suited for smaller-scale tenants. The result of this analysis is presented in Table 16 below. ERA notes the significance of the Exubera Building in particular, a former Pfizer pharmaceutical manufacturing facility located in the Vigo County Industrial Park. This facility would likely be a top choice for a life sciences company given its special use status, location within an established industrial park, and proximity to Vigo County’s educated workforce.

Table 16: Vacant 10 county Industrial Properties (100,000sf+)

Site	County	Square Feet	Year Built/Renovated	Type of Building
Everhart Building	Vigo	185,025	1996	Flex
Crawford Industrial Center	Vigo	500,000	2002	Manufacturing
Exubera Building	Vigo	120,000	1999	Manufacturing
Sysco/Sygma	Vermilion	201,369	2000	Cold Storage

Source: Indiana Economic Development Corporation & LoopNet

Office Market

This section examines inventory growth and development trends in the office market to understand the potential for office park development at the Newport Chemical Depot. The first table describes the total and occupied inventory (in square feet) for office uses in the Midwest between 2000 and 2008. The table shows the Midwest has been adding office inventory at an average pace of just-under 1% annually. Between 2007 and 2008, occupied office inventory declined as vacancy increased to 17.6%. Starting in mid-2009, analysts predict a rapid acceleration in office vacancy as the Midwest office market responds to job losses in finance and other office sectors.

Table 17: Midwest Office Market Inventory

Year	Inventory	Occupied Inventory	Vacancy %
2000	627,195,000	566,290,000	9.7
2001	644,174,000	547,785,000	15
2002	653,926,000	538,429,000	17.7
2003	655,608,000	533,606,000	18.6
2004	658,619,000	535,056,000	18.8
2005	658,188,000	538,301,000	18.2
2006	657,406,000	542,217,000	17.5
2007	658,529,000	551,353,000	16.3
2008	662,933,000	546,362,000	17.6
CAGR	**0.7%**	**-0.4%**	**7.7%**

Source: REIS

Eight industries have been identified by ERA as potential demand drivers for office space: information; finance & insurance; real estate rental and leasing; professional, scientific and technical services; management of companies and enterprises; administration; educational services; and health care and social assistance. Using ten county employment in the aforementioned industries and assuming an average of 250 square feet of office space per employee, ERA was able to estimate occupied office inventory in the ten counties. The result of this analysis is below. As of 2007, ERA estimates a ten county office inventory of 14.1 million square feet. Assuming office vacancy in the ten counties is comparable to the vacancy in the Midwest submarket, ERA estimates an occupied office inventory of 11.7 million square feet.

Table 18: Estimated Ten County Office Market Inventory

Year	Inventory	Occupied Inventory
2001	13,583,235	11,545,750
2003	14,440,418	11,754,500
2005	14,131,112	11,559,250
2007	14,417,264	12,067,250
Average	**14,143,007**	**11,731,688**

Source: BLS, REIS and ERA

To understand the potential for a business park and other office uses at the Newport Chemical Depot, ERA interviewed commercial real estate brokers and economic development professionals familiar with the office market in west central Indiana. Among the findings include:

- Demand for office space in the ten counties is driven primarily by single-occupancy tenants such as physicians and lawyers. Top demand around the ten counties for office space is for class A and class B space ranging in size between 2,000 to 5,000 square feet.
- Generally speaking, office inventory in the region is small in scale and dominated by medical offices and other healthcare uses. The vast majority of office space in the ten counties seems to range in size between 400 to 2,500 square feet.
- While demand for ten county office space is dominated by small-scale, single-occupancy users, call centers have increased demand recent years for larger commercial space. In 2008, Alorica moved a 600-employee call center into a 40,000 square foot retail space in Vigo County.
- According to discussions with economic development officials, there are no Class A business parks in the ten counties, revealing the region historically has not attracted the type of corporate office users that would drive business park development at the Newport Chemical Depot.

Potential Users

To understand the industrial and office users driving the regional real estate markets, ERA looked at new business start-ups and expansions since 2005 in the ten counties. For simplicity, ERA only considered non-retail businesses whose actions affected 30 employees or more. Although the following is not a technical or comprehensive analysis, the data does reveal key information. For one, according to available data from county economic development officials, manufacturers represented four of five new business starts in the ten counties. Automotive part manufacturing in particular has represented a large share of these start-ups and expansions. Secondly, an office use represents just one of the business start-ups, reiterating the fact that offices uses are not a key driver of regional

development. Lastly, though most importantly, national and international companies represent the vast majority of new business starts and expansions. These companies often have established supply chain networks and vendors that may want to locate at the Newport Chemical Depot.

Table 19: Regional Business Starts 2005-2009

Year	County	Company Name	Industry	Total Employees
2008	Vigo	Boral Bricks	Manufacturing	35
2008	Vigo	Kellogg	Manufacturing	135
2008	Vigo	Alorica	Customer Service	600
2008	Vigo	CertainTeed Corporation	Manufacturing	145
2006	Montgomery	DuBose Mfg.	Wholesale	30
2004	Vermilion	Auto parts mfg.	Manufacturing	45
2003	Vermilion	Auto parts mfg.	Manufacturing	59

Source: Various Sources c/o Indiana Department of Workforce Development

Table 20: Regional Business Expansions Since 2005

Year	County	Company Name	Industry	Employees
2008	Vermilion	ThyssenKrupp Crankshaft	Auto parts Manufacturing	200
2007	Vermilion	ThyssenKrupp Presta	Auto parts Manufacturing	55
2007	Vermilion	Systrand Presta Engine	Auto parts Manufacturing	61
2006	Vigo	Pfizer	Manufacturing	450
2006	Vigo	Clabber Girl Corp.	Manufacturing	72
2006	Vigo	Lenex Steel	Steel Fabrication	60
2006	Vigo	Aisin Brake and Chassis Inc	Brake Manufacturing	125
2006	Vigo	Staples Midwest Distribution Center	Warehousing	85
2006	Vigo	ThyssenKrupp	Steering Wheel manufacturing	40
2006	Vigo	Sony DADC	Manufacturing	51
2006	Vermilion	McLane Midwest	Food Distribution	40
2006	Vermilion	Sygma	Food Distribution	100

Source: Various Sources c/o Indiana Department of Workforce Development

Implications

While market conditions suggest redevelopment of Newport Chemical Depot is several years from fruition, trends within the ten county industrial and office markets are informative in terms of the types of users likely to drive its redevelopment. These findings, however, need to be considered in light of the fact that successful redevelopment at the Newport Chemical Depot will also depend upon factors that include business incentives, business outreach activity and marketing:

- While the Newport Chemical Depot from a size perspective could accommodate warehousing/distribution uses, from a competitive standpoint, these uses are likely to be limited at the Newport Chemical Depot given the nearest interstates (I-70 & I-74) run only east/west and are 10 to 15 miles from the site.
- In general, regional industrial development has been driven by small to mid-sized manufacturing uses, advanced manufacturing in particular. Over the next five to ten years, ERA projects top demand for industrial space and raw land at the Newport Chemical Depot to be by smaller-scale (50 to 100 employees) advanced manufacturing establishments.
- National and international companies have dominated the majority of historical business expansions and new starts in the region. These companies generally have settled in the area to be close to their consumer and supplier networks-- there may be opportunity to target vendors and suppliers of Vigo County companies for incorporation at the Newport Chemical Depot.
- Office uses are not a driver of real estate development in the ten counties—ERA would not anticipate office uses at the Newport Chemical Depot other than those supporting Newport Chemical Depot tenants.
- Call centers represent one type of office tenant seeking large-scale space in the ten counties. While opportunity for a call center at the Newport Chemical Depot would likely be limited, the rural nature of the site may be suited for a data center.
- There are three megasites at existing industrial parks available for development in the ten counties. All three of these megasites offer immediate access to rail. From the standpoint of business attraction at the Newport Chemical Depot, development of a rail spur will be critical.
- None of Indiana's large-scale industrial parcels available for development have earned "shovel ready" designation by Indiana Economic Development Corporation. To maximize market opportunity at the Newport Chemical Depot, "shovel ready" designation should be a priority.

VI. Land Use Opportunities

There are several market opportunities and constraints that will govern the land use at the Newport Chemical Depot. One conclusion is that manufacturing in Indiana and the ten counties remains a top employer and will continue to drive industrial development. This conclusion is an important factor when weighing the potential product mix for the Newport Chemical Depot. Additionally, the statewide economic climate suggests that the region's agriculture base needs to be considered for business development at the Newport Chemical Depot. This would not only include the potential for agricultural leases, but also business sectors that rely upon agricultural inputs such as food manufacturing and alternative energy sectors like biofuels.

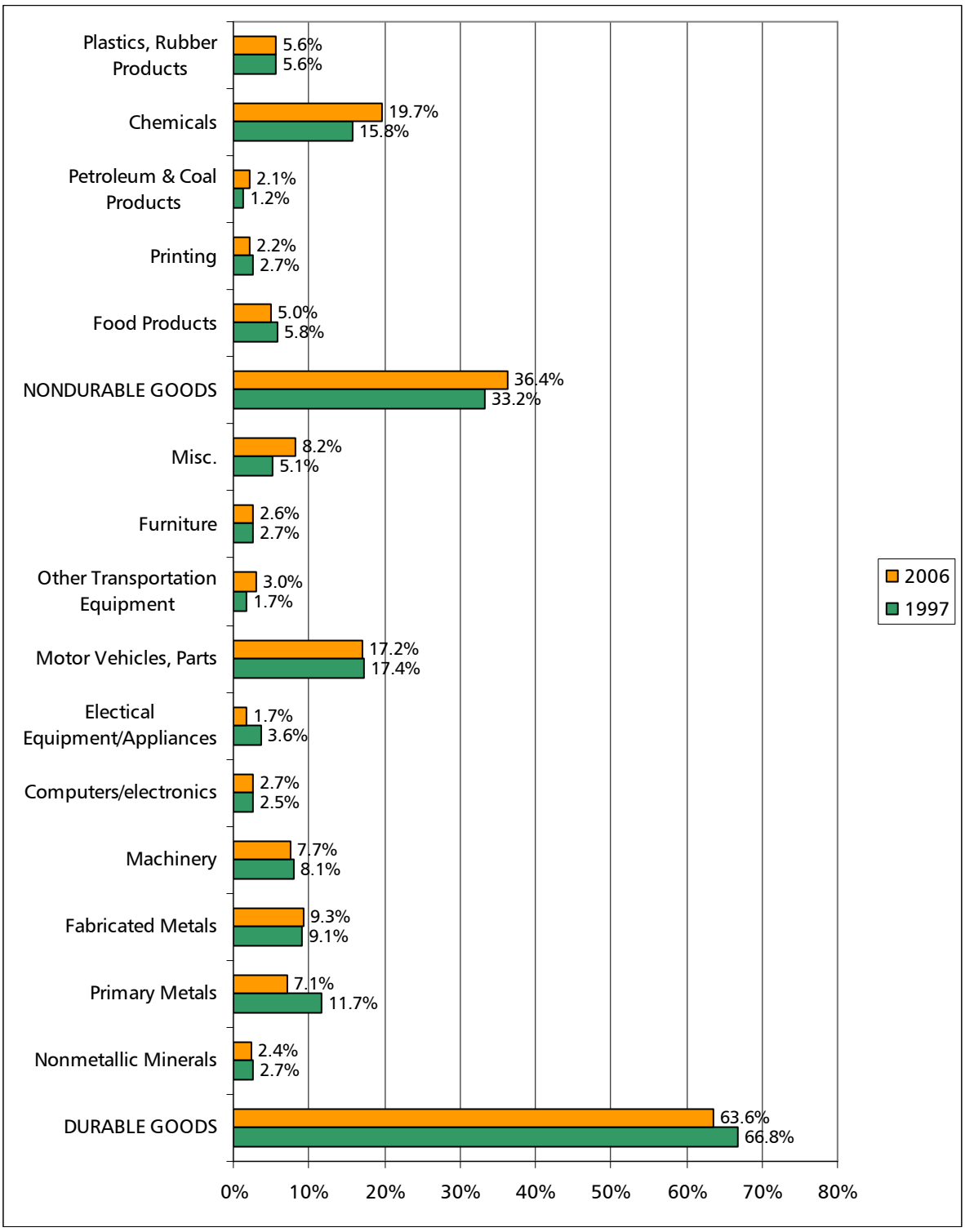
Manufacturing

One of the broadest measures of an economy is Gross Domestic Product (GDP). GDP quantifies the dollar value of all economic activity and while GDP figures are not available for the ten counties, ERA examined Indiana's GDP to understand the potential manufacturing mix at the Newport Chemical Depot. While the relative importance of manufacturing in Indiana declined between 1997 and 2007, manufacturing still represented over one-quarter of the state's 2007 GDP. As such, ERA is confident there will continue to be manufacturing activity in the state, and it will dominate the growth potential at the Newport Chemical Depot over flex, office, and distribution business models.

The following table looks at the share of manufacturing GDP by sector between 1997 and 2006. Manufacturing is broadly divided between two different types of processes: durable and non-durable goods. These two broad categories of manufacturing are differentiated from one another based upon the lifecycle of the product they produce:

- Non-durable goods: these are establishments that are engaged in the production of goods that last for less than one year. These goods are quickly consumed, and must be replaced on a continual basis. Examples of non-durable goods include foods and chemicals. Source of fuel such as ethanol, biodiesel and coal are included in non-durable goods.
- Durable goods: these are establishments involved in the production of goods that last more than one year. Examples of durable goods would include electronics, automobiles, structural metals and furniture.

Figure 7: Share of State Manufacturing GDP by Sector



Source: Bureau of Economic Analysis

Several trends are relevant to the manufacturing tenant mix at the Newport Chemical Depot. For one, durable goods have declined as a share of Indiana's manufacturing GDP. In 2006, durable goods represented 64% of the state's manufacturing GDP, a decline over 67% in 1997. While durable goods overall have declined in a relative sense, select durable goods sectors have gown. One example is transportation equipment. Given statewide incentives and an existing automotive cluster in the ten counties, automotive goods should continue to drive expansion in the state and the Newport Chemical Depot. Another notable trend is the growing relevance of non-durable goods. Chemicals and petroleum & coal products have driven the relative growth of non durable goods, a trend which ultimately reflects growth in energy sectors such as ethanol, biodiesel and coal.

The State of Indiana has placed manufacturing at the forefront of its priorities for economic development and has created incentives to develop its advanced manufacturing sectors. For example, the Indiana 21st Century Research and Technology Fund provides funding to support proposals for economic development in areas including alternative fuel technologies and fuel-efficient vehicle production. Based upon statewide priorities in conjunction with interviews with regional economic development officials, manufacturing growth will likely be concentrated in both durable and non-durable goods, by users that fit the below profiles:

- Manufacturers that can capitalize upon the region's agricultural base and access to water such as manufacturers of biofuels and foods;
- Advanced manufacturing sectors that require being located close to the end-user such as producers of wind towers and blades, or advanced automotive inputs like batteries;
- Advanced manufacturing sectors that require a skilled/professional labor force that can capitalize upon expertise of local universities—potential users include manufacturers of chemicals or medical devices.

Users fitting the above profiles are likely to require rail access, manufacturers of wind towers and biofuels in particular. The eventual tenants of the Newport Chemical Depot will by and large be new customers locating to the region, or part of supplier networks of companies already in the ten counties. Given this, the LRA would want to develop a relationship with those manufacturers already established in the region, major corporations in particular whose suppliers could locate at the Newport Chemical Depot. Additionally, the implications of the economic rebuilding and re-configuration of the auto industry in the coming months should be carefully watched and leveraged by the LRA.

Agriculture

The current economic climate in Indiana suggests that any comprehensive industrial analysis needs to consider growth opportunity through the region's agricultural base. Agricultural land leases are already in place at the Newport Chemical Depot, and their potential for future growth is tied to agricultural production in the region. To understand the potential for agricultural land leases at the Newport Chemical Depot, ERA looked at agricultural statistics from the US Department Agriculture (below). Several trends are notable to ERA. First, the number of farms in the ten counties is growing. Over the period highlighted below, the number of farms regionally grew by an annualized rate of 0.8%, exceeding annualized growth for the same period statewide (0.5%). Second, the total acreage devoted to farming in Vermillion County is growing, which has positive implications for agricultural land leases at the Newport Chemical Depot. Lastly, the gross market value of agricultural products sold between 1997 and 2007 grew statewide at an annualized rate (4.7%) that exceeded annualized growth for the same period nationwide (4.0%).[1] Annualized productivity growth in the ten counties and in Vermillion County grew by annualized rates that were either comparable to or exceeded growth statewide. All of these trends have favorable implications for continued agricultural growth around the Newport Chemical Depot, which can be leveraged both for agricultural land leases, as well as for business development.

Table 21: Regional Agricultural Statistics

	1997	2002	2007	CAGR
Farms				
Vermillion County	249	207	221	-1.2%
10-Counties	5,568	5,614	6,048	0.8%
Indiana	57,916	60,296	60,938	0.5%
Total Land in Farms (acres)				
Vermillion County	118,065	109,778	132,353	1.1%
10-Counties	2,306,133	2,163,573	2,269,690	-0.2%
Indiana	15,111,022	15,058,670	14,773,184	-0.2%
Market Value of Production				
Vermillion County	$30,490,000	$28,379,000	$64,080,000	7.7%
10-Counties	$693,505,000	$630,387,000	$1,069,505,000	4.4%
Indiana	$5,229,977,000	$4,783,158,000	$8,271,291,000	4.7%
US	$201,379,812,000	$200,646,355,000	$297,220,491,000	4.0%

Source: USDA Agricultural Census

[1] Figures include the value of direct sales and commodities placed in the Commodity Credit Corporation (CCC) loan program, but they do not include payments from federal farm programs.

The nature of farming in the ten counties will shape business development opportunities at the Newport Chemical Depot. In the table below, ERA has analyzed 2007 farm sales by major agricultural commodity: grains; livestock; and nursery-related products.[2] The analysis reveals several factors that will shape business development opportunities at the Newport Chemical Depot. First, grains comprise a far larger share of ten county agricultural sales (81.2%) as they do statewide (60.7%) ultimately enhancing the region for biofuels. Secondly, soybeans represent a greater share of ten county and Indiana commodity sales as they do nationwide-- soybeans play an important role in the production of biodiesel.

Table 22: 2007 Share of Farm Sales by Commodity

	10 Counties	Indiana	US
Major Commodity			
Grains, oilseeds, dry beans and peas	81.2%	60.7%	77.0%
Livestock Sales	12.8%	35.7%	18.4%
Nursery/Greenhouse	6.0%	3.6%	4.6%
Type of Grain			
Corn	68.8%	62.0%	69.0%
Wheat	0.5%	2.0%	2.2%
Soybeans	36.5%	35.3%	28.4%
Sorghum	0.0%	0.1%	0.2%
Barley	0.0%	0.0%	N/A
Rice	0.0%	N/A	N/A
Other grains, oilseeds, dry beans and peas	0.0%	0.6%	0.2%

Source: USDA Agricultural Census

The Newport Chemical Depot is located in an agriculturally- rich region that has an existing agribusiness cluster that could be leveraged for growth at the Newport Chemical Depot. ERA's interviews with state and local officials revealed the following opportunities when evaluating the Newport Chemical Depot for agribusiness growth:

- The Indiana State Department of Agriculture has made agricultural economic development a priority, with incentives targeted to support industry diversification in sectors that include foods, biofuels and specialty crops such as organics.
- There may be opportunity at the Newport Chemical Depot for land devoted to livestock, dairy and swine production. While state Department of Agriculture officials do not report large-scale

[2] Nursery-related products include flowers, plants, bulbs, sod and other related specialties grown primarily for ornamental or environmental purposes, as well as trees and other plants purchased by commercial growers and others for food production.

agribusinesses seeking sites within the state, officials report they do see opportunity for incorporation of small-scale producers at the Newport Chemical Depot.

Energy

The federal political climate as well as statewide economic development priorities led ERA to conclude that any investigation of redevelopment opportunities at the Newport Chemical Depot had to consider the potential for energy. At the most basic level, demand for energy at the Newport Chemical Depot is likely to grow as manufacturing and other energy-intensive processes are incorporated on site-- a new plant to meet the energy needs of these tenants is only one possibly for energy-related development at the Newport Chemical Depot.

Consumption Trends

The nature of energy demand is evolving, and any analysis for plant development at the Newport Chemical Depot needs to consider these changes. As a proxy for this changing demand, ERA looked at historical US energy consumption by fuel type. The tables reveal several important trends. First and foremost, US energy consumption is growing. Between 1998 and 2007, US energy consumption grew by an annualized rate of 0.7%-- a growing US population and continued growth in Gross Domestic Product (GDP) should continue to fuel growing energy demand nationwide. Secondly, fossil fuels, which include coal, petroleum and natural gas, represented nearly 85% of US energy consumption, a share which has held fairly stable since 1998. This finding is significant for the Newport Chemical Depot as it is located on top of a thick coal bed know as the Seelyville Coal Member.

Table 23: Energy Consumed by Source (Quadrillion BTUs)

Energy Source	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	CAGR
Hydroelectric	3.30	3.27	2.81	2.24	2.69	2.82	2.69	2.70	2.87	2.46	-3.2%
Geothermal	0.33	0.33	0.32	0.31	0.33	0.33	0.34	0.34	0.34	0.35	0.7%
Solar/PV	0.07	0.07	0.07	0.07	0.06	0.06	0.06	0.07	0.07	0.08	1.6%
Wind	0.03	0.05	0.06	0.07	0.11	0.11	0.14	0.18	0.26	0.34	30.6%
Biomass	2.93	2.97	3.01	2.63	2.71	2.82	3.02	3.15	3.37	3.59	2.3%
Total Renewables	**6.66**	**6.68**	**6.26**	**5.32**	**5.89**	**6.15**	**6.26**	**6.44**	**6.92**	**6.82**	**0.3%**
Fossil Fuels	81.37	82.43	84.73	82.90	83.75	84.08	85.83	85.82	84.69	86.20	0.6%
Nuclear	7.07	7.61	7.86	8.03	8.14	7.96	8.22	8.16	8.21	8.41	2.0%
Energy Total	**95.18**	**96.82**	**98.98**	**96.33**	**97.86**	**98.21**	**100.35**	**100.51**	**99.89**	**101.54**	**0.7%**

Source: Department of Energy, Energy Information Administration

Table 24: Share of US Energy Consumed by Source

Energy Source	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Change
Hydroelectric	3.5%	3.4%	2.8%	2.3%	2.7%	2.9%	2.7%	2.7%	2.9%	2.4%	-1.0
Geothermal	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.0
Solar/PV	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0
Wind	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.3%	0.3%	0.3
Biomass	3.1%	3.1%	3.0%	2.7%	2.8%	2.9%	3.0%	3.1%	3.4%	3.5%	0.5
Total Renewables	**7.0%**	**6.9%**	**6.3%**	**5.5%**	**6.0%**	**6.3%**	**6.2%**	**6.4%**	**6.9%**	**6.7%**	**-0.3**
Fossil Fuels	85.5%	85.1%	85.6%	86.1%	85.6%	85.6%	85.5%	85.4%	84.8%	84.9%	-0.6
Nuclear	7.4%	7.9%	7.9%	8.3%	8.3%	8.1%	8.2%	8.1%	8.2%	8.3%	0.9

Source: Department of Energy, Energy Information Administration

Another important trend revealed by the above data is that consumption of renewable fuels in the US is growing. Between 1998 and 2007, consumption of renewables grew by an annualized rate of 0.3%-- wind represented the top growth in terms of consumption growing by an annualized rate of 30.6%. Despite this robust growth, wind as a share of US energy consumption in 2007 was just 0.3%, however, this share grew from 0.1% just seven years earlier.

The following table looks at energy consumption in the state of Indiana by the commercial, industrial, residential, transportation and electric utility sectors. The data reveals several trends that are relevant to opportunities for energy development at the Newport Chemical Depot. For one, coal and petroleum represent the vast majority of energy consumed in the state, and consumption of energy from these fuels is growing. Secondly, consumption of select renewable energy sources have grown at rates that have exceeded growth in fossil fuels--- geothermal, wind, solar and thermal energy sources, for example, grew by an annualized rate of 12.1% between 1998 and 2006. This is in comparison to an annualized growth of just 1.2% for coal.

Table 25: State of Indiana Energy Consumed by Source (BTUs)

Energy Source	1998	1999	2000	2001	2002	2003	2004	2005	2006	CAGR
Coal	1,448.0	1,477.2	1,595.0	1,569.2	1,547.5	1,570.7	1,614.2	1,594.4	1,595.9	1.2%
Natural Gas	527.4	558.2	576.1	505.3	507.4	536.1	537.3	535.5	499.8	-0.7%
Petroleum	860.8	890.7	898.4	829.8	881.3	909.2	899.8	894.4	896.9	0.5%
Nuclear Electric	0	0	0	0	0	0	0	0	0	N/A
Renewables										
Hydro Electric	4.9	4.2	6	5.9	4.2	4.3	4.4	4.4	4.9	0.0%
Biomass	30.2	30.5	28.1	32.7	33.8	33.8	34.6	35.1	35.2	1.9%
Fuel Ethanol	0.1	8.9	9.9	9.2	10.4	11.1	11.2	11.2	10.5	78.9%
Other	1	1.1	1.1	1.2	1.3	1.6	1.8	2.2	2.5	12.1%

Note: "Other: includes geothermal, wind, photovoltaic, solar, thermal energy and net imports of electricity.
Source: Energy Information Association

On the consumption side, Indiana is a highly energy-intensive state. Driven by an energy-intensive industrial sector that includes manufacture of aluminum, chemicals, glass and steel, Indiana's per capita energy consumption is high when compared to other states-- this is especially true for coal. The following table looks at the top five states in terms of coal consumption per capita in 2006. The data reveals that Indiana ranked second amongst all fifty states in terms of coal consumption per capita, second only to Texas. For a state relies heavily upon coal as a source of fuel, Indiana's energy economy is ripe for incorporation of emerging clean coal and carbon sequestration technologies now being incentivized at the state and federal levels. The other implication for this reliance upon coal, however, is that should a carbon cap and trade mandate be implemented by the federal government, Indiana is competitively positioned for a considerable increase in its consumption of renewable fuels.

Table 26: 2006 Coal Consumption by State (Trillions of BTUs)

Rank	State	Coal Consumption	Share of US Consumption
1	Texas	1,610.3	7.2%
2	Indiana	1,595.9	7.1%
3	Pennsylvania	1,501.1	6.7%
4	Ohio	1,446.0	6.4%
5	Illinois	1,044.1	4.7%
	US	**22,445.7**	**100.0%**

Source: Energy Information Administration

Emerging Coal Technology: Gasification

Given the predominance of fossil fuels in the nation's energy supply, new technologies to maximize efficiency of these fuels and reduce their associated emissions are likely to play a major role in the future of US energy. Indiana's coal-dependent economy and the Newport Chemical Depot's location within the Seelyville coal system suggest considerable opportunity to incorporate coal technologies as an energy source at the Newport Chemical Depot. Gasification is an example of an emerging coal technology with promise for development in Indiana and nationwide.

Gasification is a growing "clean coal" technology that focuses on enhancing the efficiency of carbon as an energy source while reducing the greenhouse gas emissions associated with its use. As opposed to burning a fuel input directly, gasification involves a thermo-chemical process that converts any material containing carbon such as coal, petroleum coke (petcoke), or biomass, into a synthesis gas called syngas. Syngas is typically a mixture of carbon monoxide, hydrogen and other gaseous

compounds, however, its exact composition can vary depending upon the gasifier conditions and the fuel input. All or part of the syngas including its hydrogen may be used in the following ways:

- Burned to produce electricity;
- For its chemical "building blocks" to be used in the manufacture of chemicals and fertilizers; or
- Further processed into a substitute natural gas (SNG) or a liquid fuel, such as hydrogen.

Power generation is one application for gasification in a process referred to as Integrated Gasification Combined Cycle (IGCC). In IGCC systems, the syngas is cleaned of hydrogen sulfide, ammonia and particulates, and is burned in a combustion turbine which drives an electric generator. Among the advantages of gasification-based energy systems over traditional coal combustion plants include higher power generating efficiencies, as well as a reduction in greenhouse gas emissions. In gasification, the carbon dioxide produced during the process is concentrated gas stream, making it easier and less expensive to separate and capture. Once the carbon dioxide is captured, it can be sequestered thus preventing its escape into the atmosphere.

According to the Gasification Technologies Council, there are nineteen gasification plants operating in the US, one of which is located in Indiana. According to the Department of Energy, the Wabash River Coal Gasification Repowering Project, located outside West Terre Haute, was the first full-size commercial gasification-combined cycle plant in the US when it was built in 1995. The plant generates 292 megawatts of electricity-- 262 megawatts of which are supplied to the electric grid. A second Indiana gasification facility is being planned for Edwardsport sometime in 2012.

Opportunities for IGCC development at the Newport Chemical Depot are both market as well policy-driven:

- Indiana continues to develop its role as a leader in clean coal technology, led in part by efforts at Purdue University. Officials from the Center for Coal Technology Research at Purdue University revealed interest to develop a coal gasification plant using IGCC technology at the Newport Chemical Depot. Center officials believe the Newport Chemical Depot could support a coal-fed IGCC system encompassing roughly 750 acres, including the required space for coal storage. Critical to the concept would be the development of a rail spur on site. Officials estimate $875 million to develop such a facility.
- The Newport Chemical Depot's proximity to Cayuga is key to opportunity for IGCC development at the Newport Chemical Depot: 1) the Cayuga substation reduces the need for infrastructure associated with IGCC development thereby reducing potential project costs; 2) the Cayuga substation would allow the generated power to access the grid; and 3) there is demand in Cayuga for gas which could be supplied by an IGCC system at the Newport Chemical Depot.

- The state of Indiana currently provides tax credits to newly-constructed IGCC facilities-- the tax credit is equal to the sum of 10% of the first $500 million of investment in the facility plus 5% of any investment over $500 million.
- Roughly $4 billion in incentives has been pledged by the federal government to further develop clean coal technology—federal dollars are already being leveraged by Duke Energy to study carbon sequestration at the proposed gasification project in Edwardsport, Indiana.

Alternative Energy

The rich agricultural base of the ten counties, relative growth of non-durable manufacturing, and current political climate make opportunities for alternative energy development at the Newport Chemical Depot a real possibility. The term “alternative energy” encompasses a broad array of power generation sources. Also referred to as “renewable energy”, it generally refers to power derived from renewable sources such as wind, as opposed to finite sources like oil. Renewable energy technologies turn renewable sources of fuel into usable forms of energy—most often electricity, but also heat, chemicals, or mechanical power. The following is a brief summary of six main areas of renewable energy including biofuel, biomass, wind, solar, hydropower and geothermal sources:

Biofuel

Biofuel is a gas or liquid fuel made from plant material (biomass) such as wood, wood waste, peat, railroad ties, wood sludge, agricultural waste, straw, tires, fish oils, sludge waste, municipal solid waste and landfill gases. There are several types of biofuels although two commonly produced in Indiana from its corn and soybean base include ethanol and biodiesel:

- **Ethanol** is an alcohol-based alternative fuel produced by fermenting and distilling starch crops that have been converted into simple sugars. Feedstock for this fuel includes corn, barley, and wheat. Ethanol can also be produced from “cellulosic biomass” such as trees and grasses and is called bioethanol.
- **Biodiesel** (fatty acid alkyl esters) is a diesel replacement fuel made from natural, renewable sources such as new and used vegetable oils and animal fats. Just like petroleum, biodiesel operates in compression-ignition engines. Soy-diesel is a blend of filtered and clarified crude soybean oil with diesel fuel and can contain up to 20 percent soybean oil. Generally, soy-diesel must be converted to biodiesel in a process called transesterfication (adding alcohol to the oil) in order to be used effectively in a compression ignition engine.

Biomass

Biomass is any bio-based renewable resource including wood residues, agricultural grains, crop residues, energy crops, municipal wastewater, solid municipal cellulose waste, food and beverage processing solid and liquid waste, and livestock and poultry waste. Biological hydrogen, methane and LFM are produced from biomass by micro-organisms:

- Hydrogen gas is a clean and sustainable form of energy that can be used in mobile or stationary applications. Research is currently being conducted to investigate the feasibility of producing hydrogen directly from biomass. Hydrogen as a source of energy for fuel cells has the potential to solve several major challenges by generating electricity without combustion or pollution.
- Methane is a hydrocarbon that is a primary component of natural gas. Methane is produced during the anaerobic (i.e., without oxygen) decomposition of the organic material in livestock and poultry manure or from direct gasification technologies. Wastewater treatment can also produce methane if organic constituents in the wastewater are treated anaerobically.
- LFM (Landfill Methane) also referred to as landfill gas (LFG) is commonly extracted from municipal landfills. It can be used as a hydrogen source or can be combusted directly for electrical power generation.

Solar

Solar energy is produced when the sun's light and heat is captured to create energy. Solar energy may be used passively to heat and light buildings, or actively to generate electricity (solar photovoltaics) or heat (solar thermal). Solar power can be used in both large-scale applications and in smaller systems for the home. Homeowners can use solar technologies for heating and cooling, and may even be able to produce enough electricity to sell the excess to area utilities. Beyond these localized uses of solar power, utilities and power plants are also capitalizing upon solar energy and selling this resource to their customers. While solar capacity is greatest in the US southwest, as technologies improve, solar is becoming more feasible as an alternative energy source in other US regions, including the Midwest.

Hydropower

Hydropower is the most mature source of renewable energy. Hydropower plants convert energy from flowing water into electricity, typically by releasing water through turbines that generate power. The most common type of plant uses a dam on a river to store water in a reservoir. Water released from

the reservoir flows through a turbine which in turn activates a generator to produce electricity. Hydroelectric power doesn't necessarily require a large dam-- some plants use a small canal to channel the river water through a turbine.

Geothermal

Geothermal energy is a process where the Earth's internal energy is tapped for a variety of uses, including electric power production and the heating and cooling of buildings. Capturing the energy from this resource involves drilling wells and drawing water saturated with at least one of the following forms of energy:

- Thermal energy
- Pressurized energy
- Gas energy, such as methane

Heat can be used in one of three ways: geothermal electricity production, geothermal direct use, and geothermal heat pumps.

Wind

Wind energy is one of the top growing sources of energy in the US and is produced when spinning blades around a central hub power a generator which produces electricity. There are a number of factors that determine the feasibility of wind energy development at a particular site, one of which is wind speed. According to projections by the US Department of Energy's Energy Information Association, of renewable energy sources, wind has the top growth potential in the East Central region, an area which includes the states of Michigan, Indiana, Ohio, Kentucky, West Virginia and Western Pennsylvania. Between 2006 and 2030, wind generating capacity is projected to grow by an annualized rate of 9.5%, as compared to 0.8% for hydropower, and 3.8% for wood and biomass.

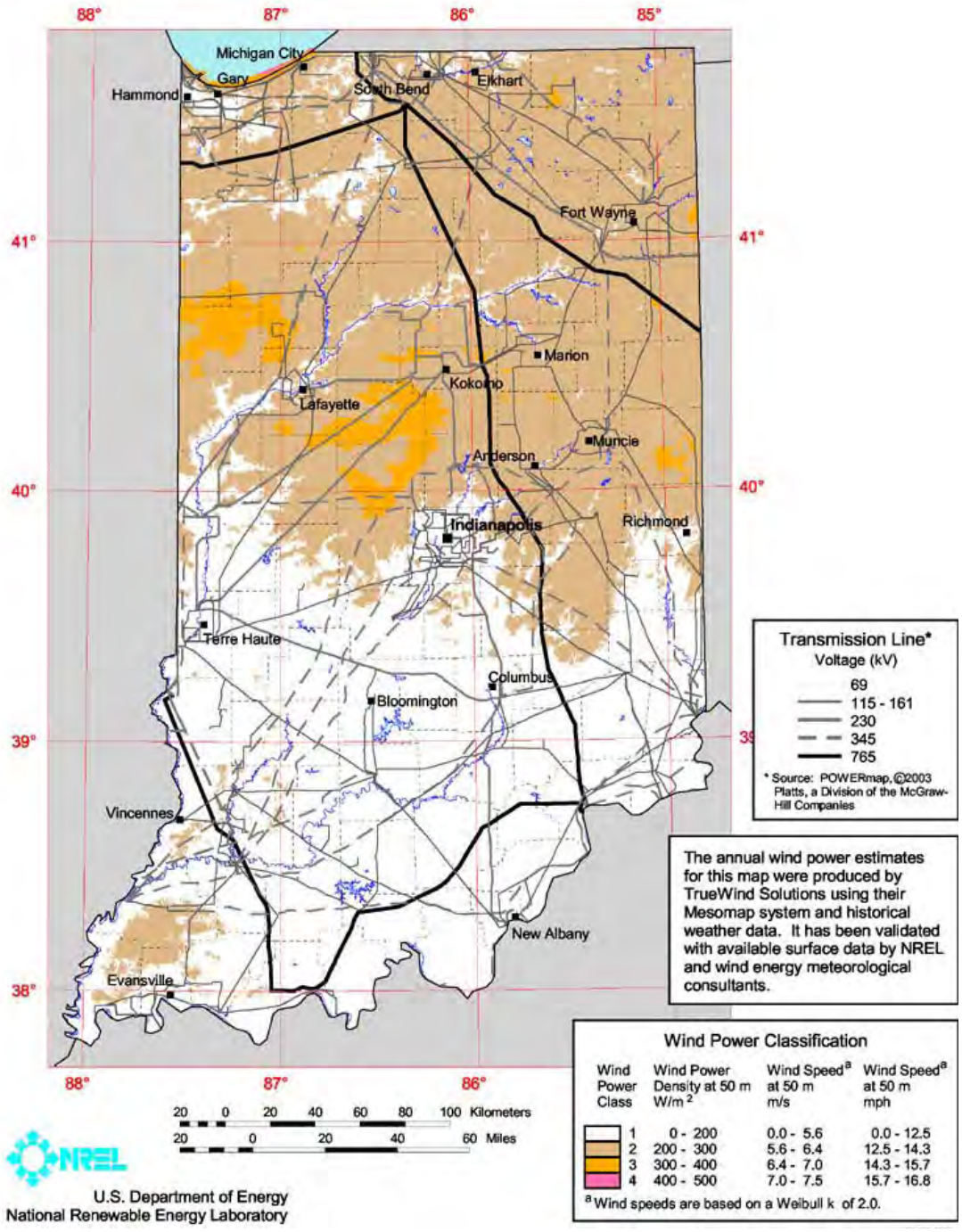
Table 27: East Central Future Growth Potential (Gigawatts)

Generating Capacity (Gigawatts)	2006	2010	2014	2018	2022	2026	2030	CAGR
Conventional Hydropower	1.0937	1.0929	1.0929	1.0929	1.0929	1.0929	1.3336	0.8%
Municipal Waste	0.1737	0.2267	0.2267	0.2267	0.2267	0.2267	0.2267	1.1%
Wood and Biomass	0.1763	0.1763	0.1763	0.1763	0.1763	0.1763	0.4312	3.8%
Wind	0.0750	0.6583	0.6583	0.6583	0.6583	0.6583	0.6583	9.5%
Total	**1.5187**	**2.1542**	**2.1542**	**2.1542**	**2.1542**	**2.1542**	**2.6497**	**2.3%**

Source: Department of Energy, Energy Information Administration
Note: Numbers may not add due to rounding

In the state of Indiana, Benton County is a leader in terms of installed megawatts of wind energy. The following map (Figure 8) reveals why Benton County has been the focus of wind farm development the in the state—the county has some of the top wind resources at a height of 50 meters.

Figure 8: Indiana Wind Resource Map—50m Wind Power



ERA is confident there is considerable potential for business development related to alternative energy at the Newport Chemical Depot. This development could include both energy production, as well as manufacture of components critical to alternative energy sectors. ERA research revealed several specific opportunities:

- Benton County, just north of the Newport Chemical Depot, is location to one of the largest wind farms in the nation. According to the American Wind Energy Association, there are 130.5 megawatts of installed wind power in Benton County, with an additional 400 megawatts of capacity presently under construction. Vermillion County's proximity to Benton County and northern Indiana's growing wind market is an opportunity for manufacturers of wind energy components such as towers and blades to locate at the Newport Chemical Depot.
- Liberty Green Renewables, a company that seeks to build biomass to electricity generating facilities, recently announced their intent for a new site in Indiana.
- According to state officials, biodiesel companies routinely approach the state looking for potential production sites. One recent prospect was a 40 million gallon biodiesel plant seeking roughly 100 acres. Critical to this company and other biodiesel manufacturers is direct access to rail, water and natural gas on site.

Additionally, there are several energy policy-driven implications both at the state and federal levels that could enhance opportunities for renewable energy development in the state:

- Indiana has joined Iowa, Kansas, Michigan, Minnesota, Ohio, South Dakota, and Wisconsin in adopting the Energy Security and Climate Stewardship Platform Plan which establishes shared Midwestern goals for biofuels production and use. Among the goals include increasing ethanol availability at retail fueling stations from 15% of stations by 2015, to 33% of all fueling stations in the region by 2025.
- The State of Indiana has prioritized alternative energy growth through targeted incentives and mandates. As an example, generators of energy using solar, wind, hydropower or geothermal resources are exempt from property tax.
- A federal Renewable Portfolio Standard (RPS) is presently being considered by the US Senate. This federal RPS would require utilities to produce a mandated share of their electricity production, likely 20 to 25%, from renewable sources by 2025.

- The likelihood of federal carbon legislation, in the form of a carbon cap-and-trade, could have a remarkable impact upon renewables consumption in a state like Indiana that is a large consumer of coal.

State Correctional Facility

The secure and rural character of military bases makes correctional facilities a logical reuse, especially a site like the Newport Chemical Depot that is not located immediately adjacent to an interstate. According to discussions with officials at the Indiana Department of Corrections (IDOC), rural sites are prioritized for prison development, especially in communities where residents have few other opportunities for employment.

At the broadest level, correctional facilities are broken into two major categories: community-based facilities which include residential treatment centers, halfway houses and restitution centers, and confinement facilities, which include prisons, prison farms, correctional centers, penitentiaries and work camps. For the purposes of this study, ERA will concentrate on the potential of a public confinement facility for the Newport Chemical Depot.

Confinement facilities are correctional facilities in which less than 50% of inmates leave unaccompanied on a regular basis. There are three levels of confinement facilities as outlined by the US Department of Justice:

- High-Security—High-security facilities are generally characterized by a wall or double-fenced perimeter and armed correctional officers stationed in a tower or on patrol. Cell housing tends to be isolated from the perimeter in one of two ways: 1) within a cell block so an escaped prisoner from a cell remains confined within the building; or 2) by double-security steel doors, or other hardware to isolate the prisoner from the perimeter.
- Medium-Security—Medium-security facilities are characterized by a single or double-fenced perimeter with armed correctional officers stationed in a tower or on patrol. Housing units tend to include cells, rooms, or dormitories. Dormitories are living units designed or modified to accommodate 12 or more persons.
- Minimum or Low-Security—Minimum or low security facilities are characterized by a just fenced or posted perimeter. Cell housing tends to include rooms or dormitories.

The following table highlights key statistics for Indiana prisons from the Indiana Department of Corrections—these figures include facilities under both state and federal authority. As of January of

2009, there was an adult prison population in the state of 27,742—in increase of 44% over 1999. The average size of an Indiana adult correctional facility at this time was just over 1,300 occupants, which is an increase over an average of 800 occupants just ten years earlier. Medium security offenders comprised the largest share (60%) of Indiana's adult prison population in 2009. Minimum and maximum security offenders, however, grew as shares of the prison population during the highlighted period.

Table 28: Indiana Prison Statistics

	1999	2009
Prison Population		
Adult	19,197	27,742
Juvenile	1,184	957
Institutions		
Adult	24	21
Juvenile	9	7
Average Size		
Adult	800	1,321
Juvenile	132	137
Adult Offenders by Classification		
Minimum	10.9%	17.9%
Medium	70.0%	60.9%
Maximum	19.0%	21.2%

Source: Indiana Department of Corrections

Correctional facilities can be major stimulators for local and regional economies. Take, for example, employment (Table 29). According to the US Department of Justice, the 2005 inmate-to-staff ratio for an Indiana confinement facility was 3.7-- a confinement facility with a 1,300-bed capacity would therefore have a staff of approximately 350 (Table 29). This employment figure would not include the enhanced employment in the region as a result of vendors and other supportive businesses and services for the prison.

Table 29: 2005 Inmate to Staff Ratios

	Ratio
Indiana	3.7
US	3.8

Note: Includes Confinement facilities only
Source: US Department of Justice

Employment at prisons tends to be extremely diverse and would therefore be well-suited to the diverse labor force of the ten counties. The following table looks at the share of 2005 Indiana correctional employment by occupation. The data reveals that correctional officers encompass the majority (68%) of employment at these facilities. Another 18% of employment is in professional occupations such as administrations, professional/technical and educational staff.

Table 30: 2005 Indiana Prison Employment by Occupation

Occupational Category	Number	Percent
Administrators	227	4%
Correctional Officers	4,264	68%
Clerical/Maintenance	912	14%
Educational	177	3%
Professional/Technical	678	11%
Other/Not Available	52	1%
Total	6,310	

Source: US Department of Justice

While there can be considerable variation between individual state correctional facilities, ERA looked at an existing state correctional facility on a former military base in North Central Indiana to gain familiarity with their characteristics. The Miami Correctional Facility is an adult, medium and high-security facility located on 206 acres of the former Grissom Air Force Base. Miami is one of the largest facilities in the state of Indiana with a 3,188-bed capacity—included within this number is also a Level One - Minimum Security facility with 209 beds. Total employment at Miami Correctional Facility is some 600 staff members. According to discussions with officials from Miami County Economic Development, the IDOC was initially attracted to the site because land at Grissom Air Force Base could be transferred through a no-cost conveyance to the state. Also critical in attracting the prison was illustrating to the IDOC that the community was firmly in support of its development—the LRA spent considerable time in public awareness campaigns to build support for the project. Since its construction in 1998, the prison and its infrastructure has functioned as an anchor to attract business development in the adjacent industrial park. The prison population has also expanded teaching opportunities for area colleges and universities.

While there is no guarantee the state would chose the Newport Chemical Depot for correctional facility development, ERA did uncover several opportunities related to prison development:

- According to discussions with officials from IDOC, there is always a need for additional prison space in the state of Indiana-- the state is presently at 100% capacity. Currently, Indiana has a total of 27,494 beds with 26,258 offenders in actual facilities. There are an additional 1,613

offenders in county jails awaiting transfer to an IDOC facility. Top need for prison space is for maximum and high-medium security offenders.

- The healthcare resources of the ten counties including substance abuse counselors and mental health professionals at area hospitals, as well as the educational resources of universities and colleges would be regarded as key assets when considering the Newport Chemical Depot for prison development;
- Plans are underway for the Miami and Wabash correctional facilities to issue bonds for up to $45 million to pay for more inmate space, as current facilities are approaching capacity; and
- Under the Senate's 2010-2011 budget, the IDOC would receive a $61 million, two-year funding increase. Community Corrections, a state crime prevention and diversion program, would receive a $3 million increase.

Research and Development

Initiatives focused on developing emerging industries in Indiana highlights the potential for R&D at the Newport Chemical Depot. Based upon state-level initiatives in conjunction with regional programs, an initial emphasis should be placed upon the following fields:

- Biofuels (ethanol and bio-diesel) and clean coal technology; and
- Advanced automotive technologies

While primary demand for laboratory and research space in the ten counties will likely be concentrated around the university and workforce resources of Terre Haute, there may be opportunity to incorporate R&D activities at the Newport Chemical Depot that require 1) a significant amount of space; or 2) a degree of seclusion or security. While there are no guarantees a research or laboratory facility would choose the Newport Chemical Depot, ERA interviews revealed there may be an opportunity to incorporate a vehicle test track at the Newport Chemical Depot. According to discussions with state officials, several Indiana tracks and drag strips are presently used in motorsports testing, however, the state presently lacks a testing facility that could be used by automakers. While present economic conditions have adversely affected the US automotive market, current automotive R&D in Indiana related to propulsion systems and hybrid-electric battery technology will eventually need to be tested. Key players and partnerships in Indiana's automotive technologies are below:

- The Indiana Energy Systems Network brings together private firms, research institutions and public agencies focused on bringing new energy technologies to market through Indiana's manufacturing sector and R&D capabilities. Two initial activities include the 1) Hoosier Heavy

Hybrid Partnership, focused on bringing more cost-effective light, medium, and heavy-duty hybrid trucks to market; and 2) Project Plug-IN, which will integrate plug-in electric vehicles and smart grid technologies to provide a green transportation network to central Indiana.

- Indy Power Systems is a Purdue Research Park affiliate that is developing Multi-Flex, an energy management system for multiple types of power units that may ultimately improve the cost efficiency of hybrid and electric vehicle batteries.

According to conversations with officials from the International Proving Grounds Safety Commission, automotive testing sites generally fall into two categories: 1) major proving grounds; and 2) test sites for basic evaluation. There are three key differences between a major proving ground and a test site for basic evaluation:

- Size: All testing facilities range considerably in size, however, a major proving ground would typically range in size between 2,500 to 8,000 acres while a typical test site for basic evaluation may range between 200 to 500 acres.
- Scope of Services: Generally speaking, major proving grounds provide a range of facilities for comprehensive vehicle testing while test sites for basic evaluation may just focus on one or two aspects of vehicle testing such as vibration or driver comfort.
- Site Requirements: Major proving grounds are generally used by automotive companies and require isolation for reasons of confidentiality—encroachment by other uses is a big concern for the industry. Small testing centers, on the other hand, are often used by automotive enthusiasts and typically do not require the same degree of isolation as required by major proving grounds.

Interviews with proving ground officials revealed that automotive companies are generally seeking testing sites with predictable hot and cold climates. For winter conditions testing, automotive companies are increasingly pursuing facilities in Canada. Southern US states dominate automotive testing in warm weather conditions—South Carolina is the site of the most recent automotive proving ground. While opportunities for a major testing ground in Indiana may be limited by climatic conditions, state officials did not think a smaller facility for more targeted testing was out of the question. Based upon regional and statewide initiatives, a testing facility for emerging automotive technologies in hybrid components or batteries may be a possibility for the Newport Chemical Depot.

VII. Redevelopment Impacts

The Newport Chemical Depot redevelopment plan targets a mix of business & technology, natural areas & open space, agriculture and forestry, parks, shared research and conference facilities, and highway-oriented commercial uses. Business development at the Newport Chemical Depot will occur within a highly competitive market—the site will be competing for limited demand with other large industrial parks both statewide and throughout the Midwest. As such, the actual impact of redevelopment activities on employment, wages and base income will depend heavily on pricing, marketing, incentives and business recruitment efforts by Newport Reuse Authority.

The following section summarizes the estimated impact of redevelopment on the regional economy according to the Preferred Land Use Plan. For each use, ERA has estimated key economic and real estate indicators including job generation, annual wages, base income, and when possible, the economic impact of construction activity:

- Job and Wage Generation: New jobs generated by individual land uses have been calculated for both construction and operations using IMPLAN multipliers and from Bureau of Labor and Statistics occupational wage data.
- Base Income: These cash flows reflect annual lease payments from tenants. They do not reflect operating costs and expenses incurred during the operation and maintenance of the Newport Chemical Depot. Figures have been generated assuming annual gross per square foot lease rates of $2.00 to $2.50 for manufacturing and office uses; and $1.25 to $1.75 for warehousing.

Business & Technology Uses

Of the land uses targeted for the Newport Chemical Depot, Business and Technology uses is one of the most viable from an economic and geographic perspective. Business targets for this land use would include manufacturing, warehousing, energy production and supportive office uses. There is also the possibility for a State correctional facility. ERA has projected the development impacts including jobs, wages and base income from these categories of users below.

Manufacturing/Warehousing/Office

Business targets for this land use would focus primarily upon mid-sized manufacturers of chemicals, military ordnance, wind energy components, transportation equipment, medical devices and foods. ERA would not anticipate demand for office space at the Newport Chemical Depot other than that supporting manufacturing and warehousing tenants. Assuming development continues to follow its

historical path and real estate is absorbed through typical lot parcelization, ERA projects manufacturing and warehousing demand to generate between 140 and 150 jobs at the Newport Chemical Depot (Table 31) by 2010. According to the phasing as outlined in Table 31, new wages by 2010 are estimated at $8.6 to $9.6 million (Table 32), an annual average of $61,800 to $63,700 per employee. Over the entire period highlighted below, new manufacturing, warehousing and office uses are projected to generate somewhere between 2,000 and 2,190 jobs, and $146.5 and $161.9 million in wages.

Table 31: Employment Projections

	2010		2011-2015		2016-2020		Total	
	Low	High	Low	High	Low	High	Low	High
Manufacturing	80	80	440	490	580	640	**1,100**	**1,210**
Warehouse	40	50	270	290	400	440	**710**	**780**
Office	20	20	80	90	90	90	**190**	**200**
Total	**140**	**150**	**790**	**870**	**1,070**	**1,170**	**2,000**	**2,190**

Source: ERA and BLS

Table 32: Wage Projections ($000s)

	2010		2011-2015		2016-2020		Total	
	Low	High	Low	High	Low	High	Low	High
Manufacturing	$5,862	$6,479	$36,106	$39,907	$50,786	$56,132	**$92,754**	**$102,518**
Warehouse	$1,601	$1,770	$11,577	$12,796	$20,915	$23,116	**$34,093**	**$37,682**
Office	$1,183	$1,308	$7,490	$8,278	$10,992	$12,150	**$19,665**	**$21,736**
Total	**$8,646**	**$9,557**	**$55,173**	**$60,981**	**$82,693**	**$91,398**	**$146,512**	**$161,936**

Source: ERA and BLS

Table 33: Gross Base Income ($000s)

	2010		2011-2015		2016-2020	
	Low	High	Low	High	Low	High
Manufacturing	$133	$166	$3,056	$3,820	$7,840	$9,800
Warehouse	$46	$64	$1,107	$1,549	$3,071	$4,300
Office	$8	$10	$168	$210	$389	$487
Total	**$187**	**$240**	**$4,331**	**$5,579**	**$11,300**	**$14,587**

Note: Numbers are in current dollars
Source: ERA and BLS

Assuming new tenants would be renting at the Newport Chemical Depot,

Table 33 highlights gross base income from manufacturing, warehousing and office tenants. According to regional market conditions and a projected absorption of around 110,000 square feet in 2010, gross base income is estimated at $187,000 to $240,000. Assuming tenants continue to rent at

the Newport Chemical Depot, between 2010 and 2020, gross base income is projected at $11.3 and $14.6 million.

Energy Research & Production

Energy business development targets at the Newport Chemical Depot would focus upon emerging fuel technologies to satisfy on-site energy demand, as well as a growing demand nationwide for alternative fuels. Target energy sectors for incorporation at the Newport Chemical Depot would include a 250 megawatt coal gasification plant, a 35 to 40 million gallon ethanol plant and potentially, research space for automotive battery technology. Assuming land would be sold in 2010 to build the ethanol and gasification plant, the projected present value of land sales is estimated at $2.5 million (Table 34).

Table 34: Projected Land Sales

	2010
Gasification	$2,182,000
Ethanol	$291,000
Total	**$2,473,000**

Source: ERA and Various Sources

Table 35: Construction Impacts—Vermillion County

	Direct
Capital Investment	$975 million
Employment	8,380
Labor Income	$363,772,000

Source: IMPLAN and ERA

Construction of a gasification facility and an ethanol plant is projected to support considerable temporary employment and wages (

Table 35). According to ERA research, it would cost approximately $975 million to build a 250-megawatt coal gasification plant and a 35 million gallon ethanol plant. This capital investment is projected to support a direct employment of 8,380 during construction, and $363.7 million in labor income, an average of $43,400 per employee.

Wages generated from coal gasification and ethanol plant operations are summarized in Table 36 below. According to ERA research, a 250-megawatt coal gasification plant would employ 65 in administrative, operations, laboratory and management occupations. A 35-million gallon ethanol

plant would employ approximately 35 in administrative, installation, engineering, financial, warehousing, management and production operations. According to these assumptions, upon full operations, new wages generated between 2011 and 2015 are projected at $21.73 and $23.9 million in current dollars, an annual average of $45,000 to $48,000/employee. Over the entire nine year period highlighted below, the two plants are projected to generate $43.6 to $48.2 million in wages.

Table 36: Energy Research and Production Wages ($000)

	2011-2015		2016-2020		Total	
	Low	High	Low	High	Low	High
Gasification	$15,886	$17,558	$16,060	$17,751	**$31,946**	**$35,309**
Ethanol	$5,827	$6,440	$5,891	$6,511	**$11,718**	**$12,951**
Total	**$21,713**	**$23,998**	**$21,951**	**$24,262**	**$43,664**	**$48,260**

Note: Figures are in 2009 dollars
Source: ERA and BLS

State Correctional Facility

The Newport Chemical Depot is uniquely suited to accommodate uses that require security or physical isolation, such as a prison. Under the following scenario, ERA has projected the impact of a 740-bed prison at the Newport Chemical Depot. The following figures assume the correctional facility would be fully-operational by 2016.

According to ERA research, $80 million in 2009 dollars would be required to build a 740-bed State correctional facility in 2015. Assuming this level of investment, building the prison would generate approximately 650 direct jobs and $28.6 million in wages, an average of $44,100/employee.

Table 37: Construction Impacts—Vermillion County

	Direct
Capital Investment	$80 million
Employment	650
Labor income	$28,663,000

Source: IMPLAN, ERA and Company officials

Discussions with officials from the Indiana Department of Corrections revealed that securing a State correctional facility would likely involve a no-cost land conveyance. Under such a scenario, a prison would not generate income for the base in terms of leasing income or land sales. Rather, the benefits of prison development would come from a generation of stable, higher-wage jobs, and in the form of possible spin-off development from prison suppliers and support services.

According to officials from the Indiana Department of Corrections, a prison of this size would employ approximately 200 in administrative, security, educational, professional/technical and clerical occupations. Using wage data from the Department of Corrections, ERA estimates that such a facility would generate between $6.8 and $7.5 million in total wages, or roughly $36,000/employee (Table 38). Over a ten year period and assuming the same levels of staffing, a State correctional facility could possibly generate gross wages in order of $76.2 to $84.2 million.

Table 38: State Correctional Facility Wages ($000)

	2015		2016-2020		2021-2025		Total	
	Low	High	Low	High	Low	High	Low	High
Prison	$6,851	$7,573	$34,483	$38,113	$34,862	$38,532	**$76,196**	**$84,218**

Note: Figures are in 2009 dollars
Source: ERA and Indiana Department of Corrections

Sites furthest to the west in the Newport Chemical Depot should be prioritized for prison development and other security-intensive uses. Siting a prison at the rear of the site would help to ensure its security needs to do not prevent movement in and out of the site by other users. Locating a prison at the Newport Chemical Depot would likely require a separate and secure roadway exclusively for prison use.

Highway- Oriented Commercial

As business development leads to daytime employment growth at the Newport Chemical Depot, there may be opportunity for commercial development in the form of eateries, convenience and automotive-oriented retail and services. In the near term, ERA projects market conditions to support approximately 6,000 square feet of commercial uses, or 1 to 2 acres of land. Land for commercial development would be sold at an estimated present value of $8,000 (Table 39). Over the long term, absorption of commercial space will be dependent upon daytime employment growth at the Newport Depot. Between 2010 and 2020, ERA estimates market conditions to support 81,000 square feet of commercial uses, or 31 acres of land. The present value of land sales over this period is estimated at $336,000.

Table 39: Commercial Land Sales

	Land Sales
2010	$8,000
2011-2015	$104,000
2016-2020	$224,000
Total	**$336,000**

Note: land sales are in present dollars

Table 40: Construction Impacts—Vermillion County

	Direct
Capital Investment	$5 million
Employment	40
Labor Income	$1,851,000

Source: IMPLAN and ERA

Assuming $5 million is invested in commercial development at the Newport Chemical Depot in 2010, this capital investment for the short-term is projected to support 40 direct jobs (

Table 40). Each dollar invested in commercial construction in Vermillion County is projected to generate $0.37 dollars in direct wages, so a $5 million capital investment in commercial construction in Vermillion County generates $1.8 million in labor income, an average of $46,275/employee.

Table 41 below summarizes employment and wages resulting from commercial development at the Newport Chemical Depot. By 2010, ERA projects new highway-oriented commercial development to generate between 20 and 30 jobs, with wages between $318,000 and $351,000, an average of $12,000 to $16,000 per employee. Over the next ten years, ERA projects commercial uses to generate between 300 and 350 direct jobs, generating between $4.5 and $4.9 million in direct wages.

Table 41: Commercial Use Employment and Wages ($000)

	2010		2011-2015		2016-2020		Total	
	Low	High	Low	High	Low	High	Low	High
Employment	20	30	130	150	150	170	**300**	**350**
Wages ($000s)	$318	$351	$1,836	$2,030	$1,836	$2,030	**$4,481**	**$4,953**

Source: ERA and BLS

Agriculture/Forestry

The current economic climate suggests any comprehensive plan for base reuse needs to consider growth opportunity through the region's agricultural base. Agricultural land leases are already in place at the Newport Chemical Depot, and their potential for future growth is tied to agricultural production in the region. While agricultural uses at the Newport Chemical Depot are not a job generator, they do provide other longer-term benefits:

- Agricultural leases on roughly 3,300 acres already generate income for the Newport Chemical Depot. At $400/acre, agricultural leases currently generate an annual income stream of $1,320,000.
- Agricultural uses provide a critical buffer between base uses and the surrounding community.
- Agricultural uses provide long-term flexibility in terms of business expansion and growth along the base periphery.

Conference & Support Facilities

Amenities offered to prospective business at the Newport Chemical Depot will be important in terms of the site's ability to compete in the regional industrial real estate market. Shared conference and other support facilities while not generators of direct employment or wages, may provide other benefits:

- Shared conference facilities could be marketed as a cost savings amenity as businesses would not have to build their own.
- Assuming a centralized Depot location, a shared conference facility could add to a campus like setting for the Newport Chemical Depot enhancing its appeal for business development.
- Centralized conference facilities could also be marketed for use by outside businesses and organizations, providing the potential for rental income by these outside users.

Summary

Table 42 summarizes the projected jobs, wages, base income and sales by individual land use. While the following figures are realistic based upon a number of assumptions related to future economic expansion and conditions in the industrial real estate market, actual job and wage generation at the Newport Chemical Depot will depend heavily upon business outreach and recruitment, as well as strategic partnerships.

Table 42: Summary--Jobs, Wages and Income by Land Use (2010 to 2020)

	Jobs		Wages ($000s)		Lease Income ($000s)		Land Sales
Land Use	Low	High	Low	High	Low	High	
Business and Technology	2,000	2,190	$146,512	$161,936	$15,818	$20,406	N/A
Commercial Uses	300	350	$4,481	$4,953	N/A	N/A	$336,000
Energy Research and Production	70	110	$43,664	$48,260	N/A	N/A	$2,473,000
State Correctional Facility	200	230	$76,196	$84,218	N/A	N/A	N/A
Agriculture/Forestry	N/A	N/A	N/A	N/A	$11,110	$11,371	N/A
Natural Systems/Agribusiness	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: ERA and Various Sources

VIII. Implementation

The goal of the following implementation strategy is to provide the Reuse Authority and Board an effective project approach that highlights potential strategies and tools to be considered as development advances at the Newport Chemical Depot. The implementation strategy seeks to create an efficient and competitive Depot Redevelopment Authority and Board, capable of making difficult business development decisions in a highly competitive market. The action plan should be considered only a basic guide for future planning bearing in mind that an element of flexibility should be maintained as the project progresses.

Redevelopment Objectives

Based upon needs of the regional economy and select advantages of the Newport Chemical Depot, redevelopment objectives as highlighted below have provided the basis of implementation strategies with an end goal of producing a successful redevelopment with broad regional support:

Generate jobs: Overall, ERA's analysis suggests that the region, Vermillion County in particular, is in need of additional employment. The Newport Chemical Depot is a prime opportunity to attract investment in emerging business sectors to generate high quality jobs, helping to attract new workers to the ten counties. Over the long-term, this will help to favorably position the region for additional economic growth.

Attract new business investment: Through a strategic branding, marketing and business outreach strategy, the Newport Chemical Depot is an opportunity to enhance the reputation of West Central Indiana for business investment. Attracting new businesses to the Newport Chemical Depot will ultimately generate spin-off development in the form of supporting businesses and services, and enhance the region for prospective residents.

Redevelopment Strategies

To achieve the long-term redevelopment objectives as highlighted above, ERA has identified key strategies to be implemented by the Reuse Authority and Board. Redevelopment strategies have been broken into two categories: 1) organizational strategies address the evolving responsibilities and management of the Board, while 2) operational strategies seek to establish regularity and efficiency in their functioning and decision making. Under each strategy, a series of actions have been identified to implement the particular strategy.

Short Term Steps and Considerations

Key to redevelopment in the short-term will be building the operational capacity necessary to implementing redevelopment, as well as generating developer interest in the site. ERA highlights below important near-term Reuse Authority and Board organizational strategies for facilitating redevelopment at the Newport Chemical Depot:

1) Build economic development capacity: Long-term business development at the Depot will depend upon maximizing all available resources including financial, technical and human resources to promote business investment. The organizational structure of the Reuse Authority should be one that allows for on-going site administration, with support from outside resources for marketing and development. The following actions are recommended to support this operational strategy:

- Depot staff & board member training: Newport Chemical Depot operations will be enhanced if all involved have the necessary tools to make critical business development decisions. ERA recommends both Reuse Authority staff and Board Members visit other successful industrial parks in Indiana to see how they function in terms of business processes, technologies used for site management, and business outreach strategies.
- Delegate legal, professional and financial tasks to outside resources: Delegating tasks to outside professionals will be critical to enhancing development capacity, particularly in terms of complex legal or financial matters. There are considerable resources in the ten counties that can be leveraged to promote business development at the Newport Chemical Depot. The West Central Indiana Economic Development District and the Indiana Office of Community and Rural Affairs (OCRA) are two resources for grant administration, transportation planning and other economic development needs.

2) Promote organizational efficiency: Economic development success will be enhanced if Reuse Authority staff and Board Members anticipate and plan for their evolving and increasingly complex role as redevelopment progresses:

- Establish a 2-year work plan for the Board: As redevelopment progresses, the roles and responsibilities of the Board become more complex, requiring decisions related to business plans, leasing and policy. To prepare the Board for this evolving and increasing complex role, ERA recommends establishing a two-year work plan that helps Board members anticipate and prepare for these evolving obligations.
- Appoint a committee to oversee agricultural land uses: As the Board's responsibilities become increasingly varied and complex, ERA recommends a Board committee to oversee agricultural uses. This will ensure the needs of these tenants needs are met, while allowing the Reuse

Authority to focus upon business development activities including planning, policy, site management, and business outreach activities.

- Appoint a finance committee: Depot finance is another arena in which the Board will need to make effective decisions. Appointing a Board finance committee is one way to ensure information gathering and decision making for base finance is prioritized.

Operational strategies seek to establish regularity and efficiency in the functioning of the Reuse Authority and Board. Three operational strategies have been identified to support redevelopment at the Newport Chemical Depot:

1) Establish procedural regularity: Just as a private business entity has set operational procedures for making critical business decisions, it will also be important for the Reuse Authority and the Board. ERA has outlined two actions below that can serve as a starting point for the discussion of how procedural regularity can enhance the decision making process:

- Develop a scoring system for proposals: As redevelopment progresses, Requests for Proposals will be issued for infrastructure development and other plans that will need to be critically evaluated by the Board. ERA recommends the Board implement a weighted scoring system to evaluate proposals and other competitive projects. Among the criteria could include an RFPE (Request for Prior Experience); and proof of capacity to undertake the proposed projects.
- Adopt a clear and concise way of contracting-out services: the Reuse Authority and Board should consider establishing clear-cut evaluation criteria to review development submittals and services for the Newport Chemical Depot. As a marketable site, establishing service evaluation criteria prior to solicitation may help to narrow the field and streamline the redevelopment process.

2) Prioritize financial sustainability: The Reuse Authority should function as an independent entity that is financially self-sustained through lease revenues, land sales, and by maximizing Federal and State resources. The following actions will help achieve this goal:

- Establish Depot business processes that are separate from the County: Accounting, payroll and other business processes of the Base should be separated from the County to provide operational transparency.
- Delegate individual tasks to outside organizations: Accounting, legal, grant administration and other base operations should be contracted to outside professionals with experience in military base redevelopment and industrial park development.
- Develop performance measures: Measuring the effectiveness and efficiency of marketing campaigns and other Depot operations will be important to maximizing operational efficiency in

the long-term. Key metrics to evaluate business development at the Newport Chemical Depot could include annualized or monthly change in the number of tenant businesses, total base employment, lease revenues, number of business inquiries, and research funding attracted.

3) Provide an effective Depot land management and marketing strategy: In light of the competitive business environment, Depot operations including site management, marketing and business outreach will need to be professional-grade, competitive with other Midwestern industrial parks. Five actions are recommended to implement this strategy:

- Create a centralized system for property transfer, inventory control and property management: A centralized database for all aspects of base management and operations would enhance efficiency, contributing to the long-term success of base development. Among the information contained within such a database would include total acreage under Reuse Authority control, building inventory, available space and utility operations.
- Establish an Economic Development Area at the Depot: Tax Increment Finance (TIF) revenues will be an important source of funding for capital improvements, building demolition and other site enhancements. Using this tool, the Reuse Authority can reap the long-term financial benefits of site investment.
- Achieve Shovel-Ready designation: this State program certifies sites to expedite the location and permitting processes for business development, ultimately lowering the cost of development and enhancing the marketability of the site. Shovel-Ready designation at the Depot would ensure business development is not hindered by permitting and other local regulations.
- Develop a base marketing plan: Critical to redevelopment of the Newport Chemical Depot will be a marketing plan that formulates a branding strategy related to energy, research or some other market niche. Consideration in this process should be given to renaming the Newport Chemical Depot.
- Develop a comprehensive Depot website: A comprehensive website highlighting base amenities, transportation assets, incentives, available buildings and lease rates will be important to market exposure. The Indiana Economic Development Corporation's Available Properties Database may be used as a model for the type of information that should be readily available from the Newport Chemical Depot's website.

Additional studies

To maximize market opportunity, provide critical information to prospective businesses and conduct long-term business planning, the following studies are recommended to explore on-site resources and plan for physical development at the Depot:

- Labor Survey: Understanding workforce characteristics of the ten counties will be important both for business attraction as well as for resource allocation for training and education programs. Key elements of this survey should include occupational distribution, wages and education levels.
- Water resources: The Newport Chemical Depot's significant water resource is an opportunity to explore the potential for providing water to surrounding communities. It is also an opportunity to provide detailed marketing information to prospective businesses that rely upon access to large quantities of water.
- Wind resources: A detailed study on wind speeds at the Newport Chemical Depot would evaluate whether wind energy generation at the Newport Chemical Depot could represent an additional viable source of income or electricity for the Depot.
- Infrastructure Plan: A phased infrastructure plan should be assembled that highlights upgrades and extensions to transportation infrastructure, sewers, and utilities. This plan would also highlight a phased financing strategy combining State and Federal sources, as well as bond revenues.

Longer Term Steps and Considerations

Important over the long-term will be forging strategic relationships with area brokers and businesses, and taking steps to ensure targeted site investment is accurately reflected in the rent. ERA highlights key operational and tactical moves below:

- Collaboration with companies and developer(s): To streamline Newport Chemical Depot redevelopment, the Reuse Authority should be ready to work collaboratively with prospective companies and developer(s) to obtain the local approvals necessary to implement redevelopment. The Reuse Authority should already have established relationships with local and regional planning officials to facilitate these updates.
- Partnerships with area brokers: The Reuse Authority should leverage all area resources to maximize interest in the Newport Chemical Depot. In this regard, partnerships with Midwestern brokers and realtors should be established to ensure maximum visibility of available sites at the Newport Chemical Depot.
- Property revaluation: the Reuse Authority may reap the benefit of Newport Chemical Depot property appreciation through rent escalation provisions. A revaluation of Newport Chemical Depot property on a periodic basis may be considered allowing the Reuse Authority to increase rent assuming site investment adds to property value.

Financing

To finance the cost of initial upgrades at the Newport Chemical Depot, ERA recommends a strategy that combines State General Fund/Capital Outlay financing with site revenues. There are two sources of revenue that can be generated from the Newport Chemical Depot and used for site improvements, or as a one-to-one match for State and Federal grants or loans:

- TIF Bonds: Upon the establishment of an Economic Development Area, TIF bonds may be used to finance the construction of building improvements, as well as roads, sewers, waterlines and other infrastructure upgrades.
- Land Sales/Lease Revenues: In the near term, revenues from agricultural land leases can be used as a one-to-one match to leverage State and Federal funding. As redevelopment progresses, lease revenues and income from land sales may be applied as a local match to leverage additional dollars.

Beyond revenues generated at the Newport Chemical Depot, ERA has identified the following State and Federal programs applicable to redevelopment projects such as the Newport Chemical Depot:

- Community Economic Development Funds (CEDF): Administered through the Indiana Office of Community and Rural Affairs, this program provides communities with a source of financing for economic development and large-scale physical development projects. According to the State, there is a limit of $10,000 grant funding per beneficiary/job. This program may be best suited for 1) short-term existing structure rehabilitation and modernization; and 2) major infrastructure work including road improvements and utility upgrades.
- Industrial Development Grant Fund: Administered through the Economic Development Corporation, this grant provides money to local governments for off-site infrastructure projects associated with the location of a new facility in Indiana. Funding through the IDGF program must be matched by a combination of local government and company financial support, and typically does not exceed 50% of the total project costs. Projects which may qualify for funding include the construction of a rail spur, extension of drainage facilities, road and street infrastructure, information and high technology infrastructure.
- Economic Adjustment Assistance Program: Administered through the Economic Development Administration (EDA), this Federal grant is intended to be part of a long-term strategy to promote the development of emerging industry clusters or the attraction of new regional economic drivers. Typically, applicants for this competitive grant are considered most seriously when a one-to-one funding match is provided by the state or local government. In FY 2004, grants ranged from

$12,000 to $5,700,000 with an average investment of $600,000. Appropriate projects for funding consideration under this program could include building rehabilitation, utility upgrades and road improvements.

- Public Works and Economic Development Program: Administered through the EDA, this grant is intended to help support the construction of public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness. According to their annual report, in Fiscal Year 2004, EDA approved one-hundred-fifty Public Works projects totaling approximately $205 million. Investment amounts ranged from a low of $159,000 to a high of $6 million, with an average of $1.37 million.
- New Market Tax Credits (NMTC): Administered through the US Treasury, this program allows taxpayers to receive a credit against their Federal income taxes for making equity investments in pre-designated, low income communities. An organization wishing to receive awards under this program must be certified a Community Development Entities (CDE) by the Fund, and projects must be located in qualified census tracts with poverty rates that exceed 20%. While Vermillion County is not designated an eligible county, ERA program experience suggests that projects substantially fulfill other program requirements may still qualify despite not being located in a designated county. The maximum state tax credit in any fiscal year for all CDEs is $25 million. Between 2003 and 2008, a total of $96 million in New Market Tax Credits were awarded to Indiana, an average of $19.2 million per project.

Incentives

In light of the current economic climate, business incentives at the Newport Chemical Depot should be regarded as integral to its redevelopment. Today, every US state and some local governments offers some type of business incentive in the form of tax credits, special programs or low-interest loans. Generally speaking, business incentives fall into one of two categories:

Statutory incentives: these are established under state or county law and must be granted to any company that meets the pre-established criteria. Statutory tax credits are typically applicable to a company's state or local income tax liability. Some of the most common statutory tax incentives are summarized below:

- Enterprise Zones: An Enterprise Zone is a specific geographic area targeted for economic revitalization. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries.

- Job Tax Credits: Statewide job tax credits tend to be a preferred method for states to promote and assist new and expanding businesses. These incentives offset the costs of creating or expanding a company's workforce.
- Business Tax Recoveries: these may include rebates or exemptions on corporate income or franchise tax, sales or use taxes, and unemployment tax. These benefits are often collected over a period of time that will be established by the individual state.
- Investment Tax Credits: Investment Tax Credits are tax credits based on investments on qualified machinery and equipment purchases. At times, new businesses may elect to receive a refund of certain credits or have unused credits carried forward.

Discretionary incentives: these incentives are granted on a discretionary basis according to pre-established criteria. Discretionary incentives typically include abatements of property taxes (at the county-level), infrastructure or training grants, or forgivable loans. At times, the amount of the discretionary incentives will be increased if a project exceeds the particular qualifications of the incentive, or if the project is of considerable importance to the state or community. Common discretionary incentives are summarized below:

- Property Tax Credits/Abatements: these include exemptions and abatements from taxation of property, both real and personal. Property tax credits or abatements are typically levied at the county level.
- Tax Increment Finance (TIF) Districts: TIF is a local economic development tool that allows local government to earmark property tax revenue from increases in assessed values within a designated TIF district. TIF expenditures are often debt financed in anticipation of future tax revenues to be used for infrastructure improvements or building construction. The exact rules for TIF vary across individual states.
- Job Training Grants: states are increasingly recognizing the value of a highly-skilled workforce and worker training programs are now a common economic development incentive. There are also Federal job training incentives, such as the Incumbent Worker Training (IWT) program, which provides grant funding to reimburse companies for upgrading the skills of existing full-time employees.
- Infrastructure Grants: these dollars assist businesses to locate new, or expand existing facilities. Often, they may be applied to building construction, new roads or other infrastructure. Some states require these dollars be matched by a combination of local government and company financial support.
- Low-interest loans: these programs will typically provide financing for acquisition, construction and related costs of technology, facilities and equipment purchases. The

programs may be administered at the local level, often in conjunction with a community bank.

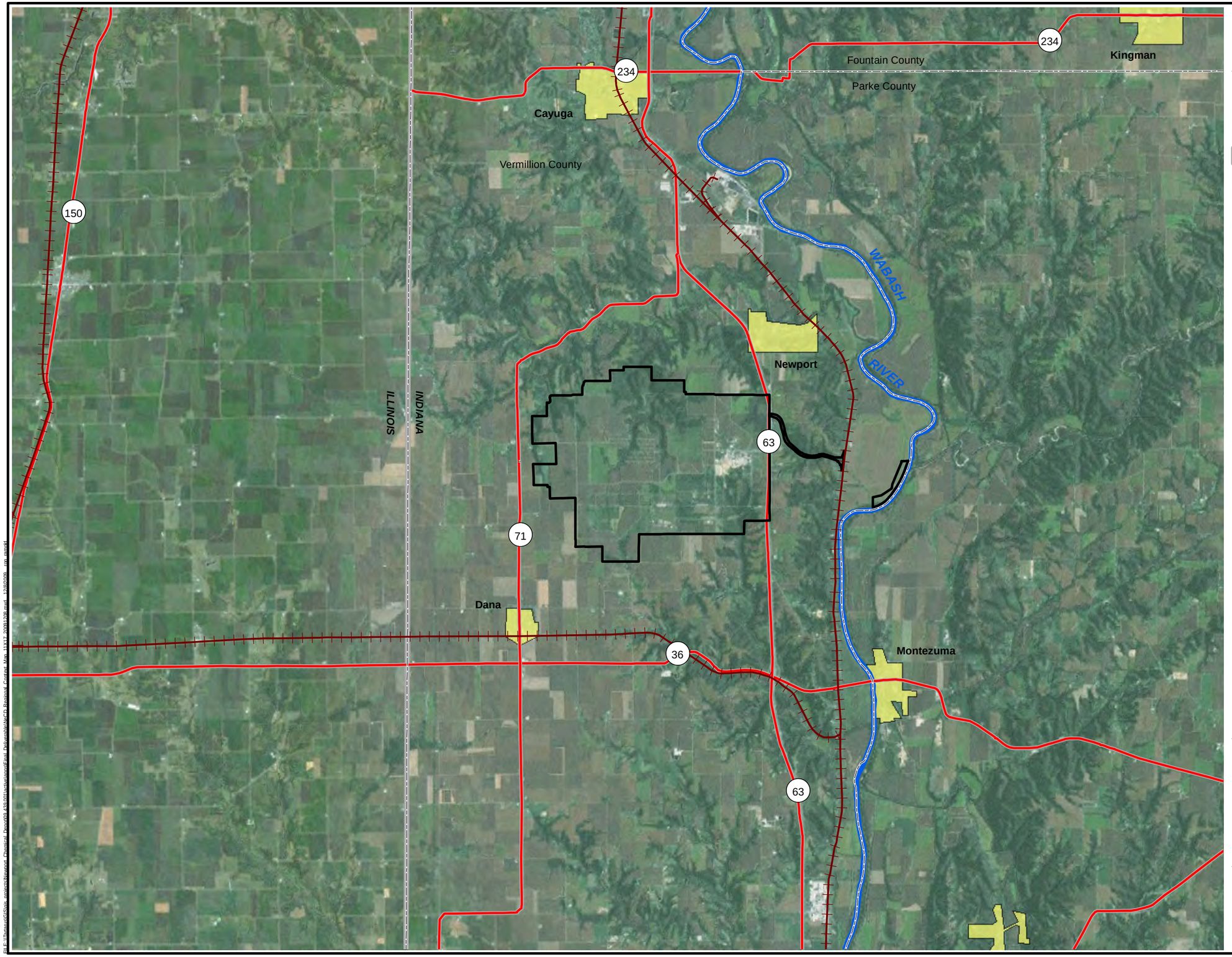
The State of Indiana and Vermillion County offer a variety of statutory and discretionary incentives to new businesses, particularly those in advanced manufacturing, renewable energy, and logistics. ERA has highlighted state programs below that will be relevant to business development at the Newport Chemical Depot, and should be aggressively marketed to prospective tenants:

- Industrial Recovery Tax Credit: this program provides an incentive for companies to invest in facilities requiring significant rehabilitation or remodeling. After a building has been designated as an industrial recovery site, companies may be eligible for a tax credit calculated as a percentage of qualified rehabilitation expense.
- Hoosier Business Investment Tax Credit (HBITC): this program encourages capital investment by providing a credit against a company's Indiana tax liability, the amount of which is based upon an analysis of the economic benefits of the proposed investment.
- Economic Development for a Growing Economy Tax Credit (EDGE): this program is one of the State's main corporate incentives, and is a tax credit calculated as a percentage of payroll tax withholding for new Indiana jobs. The incentive may be awarded for up to ten years.

There are also incentives that could be offered by the Ruse Authority to offset business relocation and long-term operational costs. While such programs would enhance the Depot for business development, ERA recommends an evaluation of how such programs would impact the Base's bottom line prior to implementation:

- Flexible leasing arrangements: According to ERA research, common incentives offered by other redeveloped military bases include 1) periods of free or discounted rent; 2) lease rates calculated on a sliding scale according to business revenues; and 3) limits or caps on future rent increases.
- Low-cost utilities: In conjunction with on-site energy development, there may be an opportunity to offer Newport Chemical Depot tenants sub-market electricity rates. Custom incentive packages could also be development for water and wastewater utilities on site.
- Property tax abatements: To encourage development, expansion, and improvement of industrial property, property tax abatements could be implemented to offset increased assessments due to property improvements.

Appendix C: Existing Conditions Maps



REGIONAL CONTEXT

Legend

- NeCD Boundary
- County Boundary
- State Boundary
- Populated Areas
- Major Highways
- Wabash River
- Regional Railroad

Source: U.S. Army; U.S. Census Bureau

0 4,500 9,000 Feet

N

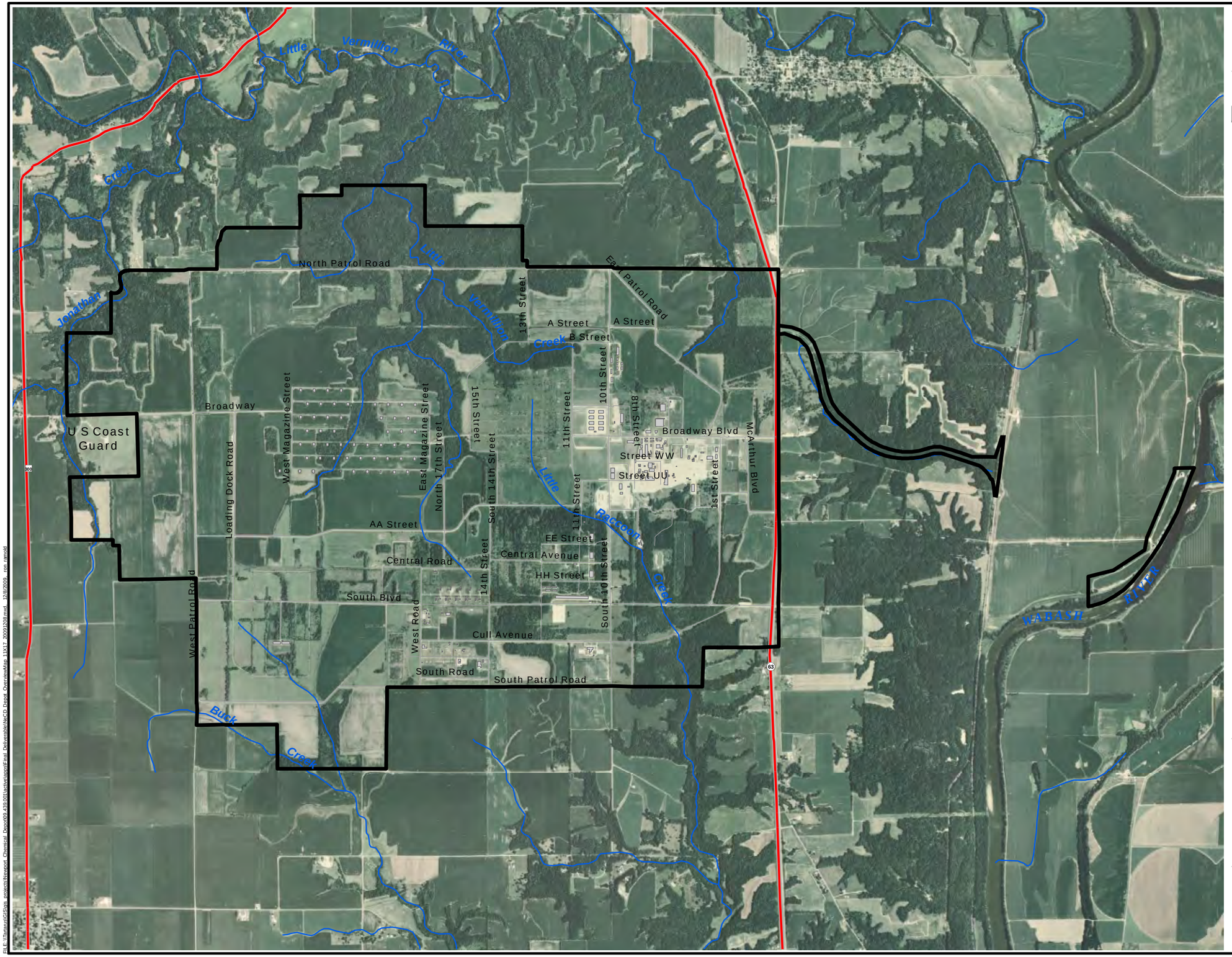
NEWPORT CHEMICAL DEPOT

REUSE MASTER PLAN

Newport Chemical Depot Reuse Authority
Vermillion County, Indiana

Matrix Design Group Inc.
Integrated Design Solutions

ECONOMICS RESEARCH ASSOCIATES - CHICAGO, ILLINOIS
BURNS & McDONNELL - CHICAGO, ILLINOIS
GARRITY & KNISELY - BOSTON, MASSACHUSETTS



DEPOT - OVERVIEW

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams

Sources: U.S. Army; U.S. Geological Survey

0 750 1,500 3,000 Feet

N

NEWPORT CHEMICAL DEPOT

REUSE MASTER PLAN

Newport Chemical Depot Reuse Authority
Vermillion County, Indiana

Matrix Design Group, Inc.
Integrated Design Solutions

ECONOMICS RESEARCH ASSOCIATES - CHICAGO, ILLINOIS
BURNS & McDONNELL - CHICAGO, ILLINOIS
GARRITY & KNISELY - BOSTON, MASSACHUSETTS

INDIANA BAT HABITAT

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Roost Tree Location 2003
- Roost Tree Location 2008

Tree #511
8-9 Aug 2008

Tree #510
6 Aug 2008

Tree #509
5 & 7 Aug 2008

Bat #708
21-25 July 2003

Tree #505
6 Aug 2008

Tree #504
5 Aug 2008

Bat #407
21 July 2003

Bat #407
22-25 July 2003

North Patrol Road
East Patrol Road
South Patrol Road
West Patrol Road
Broadway
U S Coast Guard
Loading Dock Road
West Magazine Street
North 17th Street
South 14th Street
13th Street
15th Street
11th Street
10th Street
8th Street
1st Street
McArthur Blvd
Broadway Blvd
A Street
B Street
Street WW
Street UU
BB Street
AA Street
EE Street
Central Road
Central Avenue
HH Street
South Blvd
West Road
14th Street
South 10th Street
Cull Avenue
South Road

Source: Redwing Ecological Services, INC

0 750 1,500 3,000 Feet

N

NEWPORT CHEMICAL DEPOT
REUSE MASTER PLAN

Newport Chemical Depot Reuse Authority
Vermillion County, Indiana

Matrix Design Group, Inc.
Integrated Design Solutions

ECONOMICS RESEARCH ASSOCIATES - CHICAGO, ILLINOIS
BURNS & McDONNELL - CHICAGO, ILLINOIS
GARRITY & KNISELY - BOSTON, MASSACHUSETTS

DEPOT - MAIN FACILITY

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads

North Patrol Road
East Patrol Road
13th Street
A Street
B Street
A Street
10th Street
11th Street
Broadway
West Magazine Street
East Magazine Street
15th Street
North 17th Street
South 14th Street
U S Coast Guard
800
Loading Dock Road
2nd Street
Broadway Blvd
McArthur Blvd
1st Street
Street WW
BB Street
11th Street
AA Street
EE Street
Central Avenue
Central Road
South 10th Street
12th Street
HH Street
14th Street
West Patrol Road
South Blvd
West Road
Cull Avenue
Acid Area Road
South Road
South Patrol Road
63

Source: U.S. Army

0 500 1,000 2,000 Feet

N

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DEPOT - RAILROAD / WELLS AREA

Legend

- NeCD Boundary
- Highways

Source: U.S. Army

0 400 800 1,600 Feet

N

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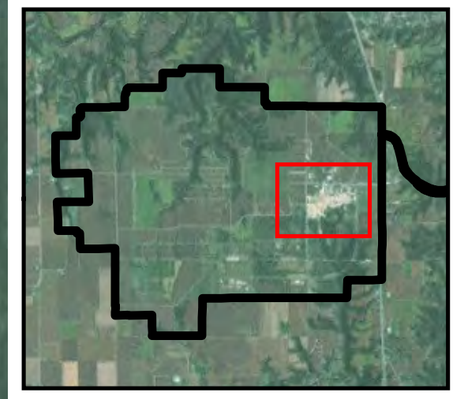
BUILDINGS DETAIL MAP 1

Legend

Buildings

Roads

Note: Some buildings shown may have been recently demolished during the demilitarization process.



Source: U.S. Army

0 125 250 500 Feet

N

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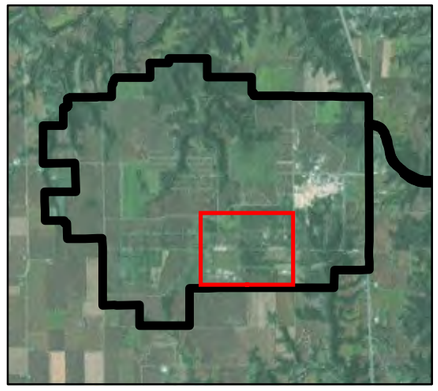
BUILDINGS DETAIL MAP 2

Legend

- Buildings
- Roads

Note: Some buildings shown may have been recently demolished during the demilitarization process.



Source: U.S. Army

0 125 250 500 Feet

N

AA Street
North 17th Street
Central Road
West Road
Central Avenue
12th Street
11th Street
EE Street
HH Street
South 10th Street
South Blvd
Cull Avenue
16th Street
14th Street
15th Street
Acid Area Road
South Road

9812 9811 9745 9744 9743 9742 9741 9614 9612 9611 9615 9655 9654 9653 9652 9651 9575 9574 9573 9722 9572 9721 9571 9535 9531 9551 9515 9555 9554 9553 9552 9511 9534

104-C 121-C 121-B 722-S 121-A 255-A 227-D 227-B 227-C 227-A 223A 223B

9911 727 9013 9916 9011 9111 729 6192

3001 4261 3023 5024 3022 4123 3005 4011 3063 3008 6046

7700 7703 7702

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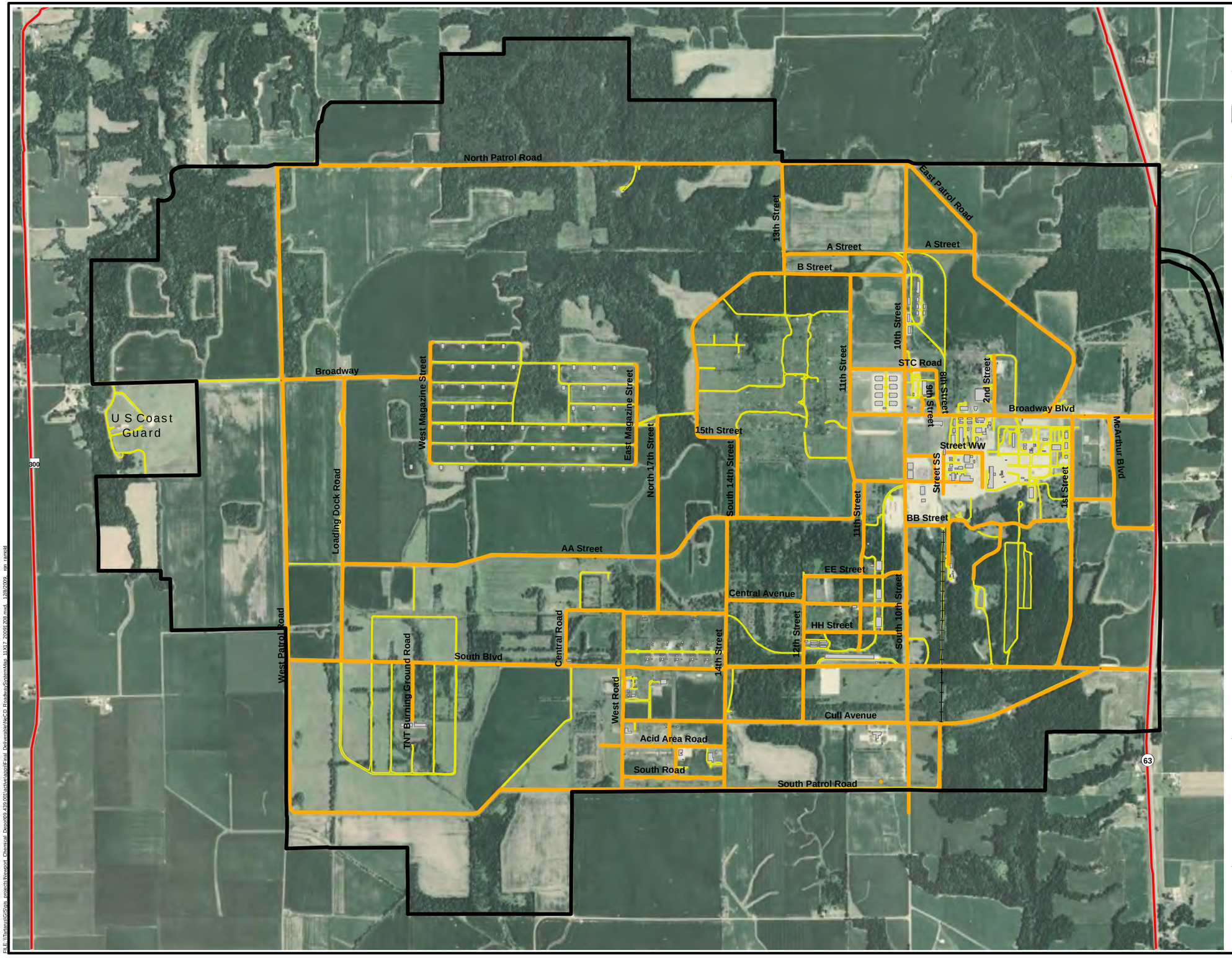

ROADWAY SYSTEM

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Secondary Roads
- Railroad

Source: U.S. Army

0 500 1,000 2,000 Feet

N

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EXISTING FARMING USES

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams

Agriculture Type

- Grazing
- Hay
- Prairie Hay
- Row Crop
- Prarie Restoration Area

Source: U.S. Army

0 5001,000 2,000 Feet

N

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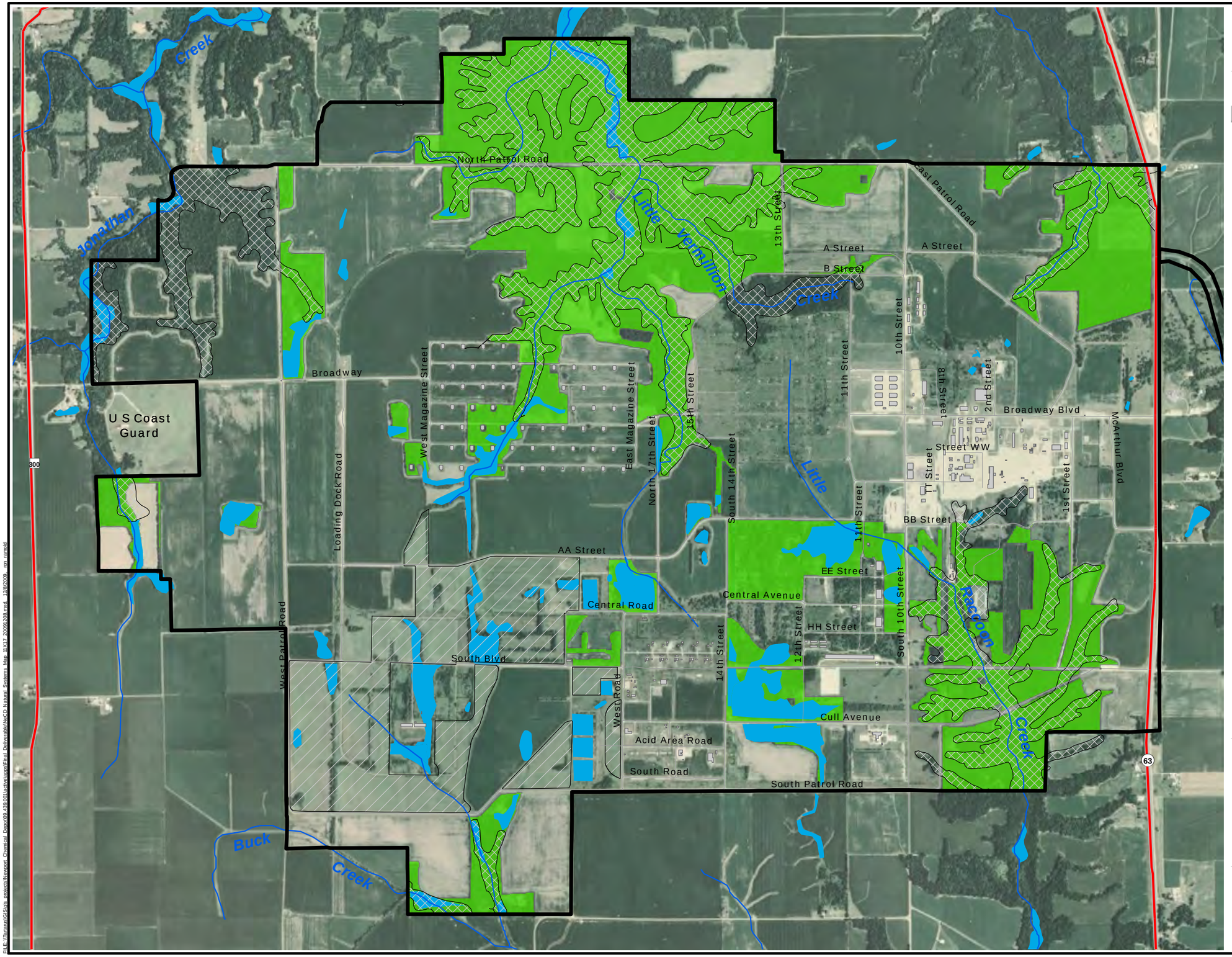

NATURAL SYSTEMS

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Wetlands
- Prarie Restoration Area
- Unfragmented Forests/Tree Plantation Areas
- Major Drainageways

Sources: U.S. Fish and Wildlife Service; Matrix Design Group

0 500 1,000 2,000 Feet

N

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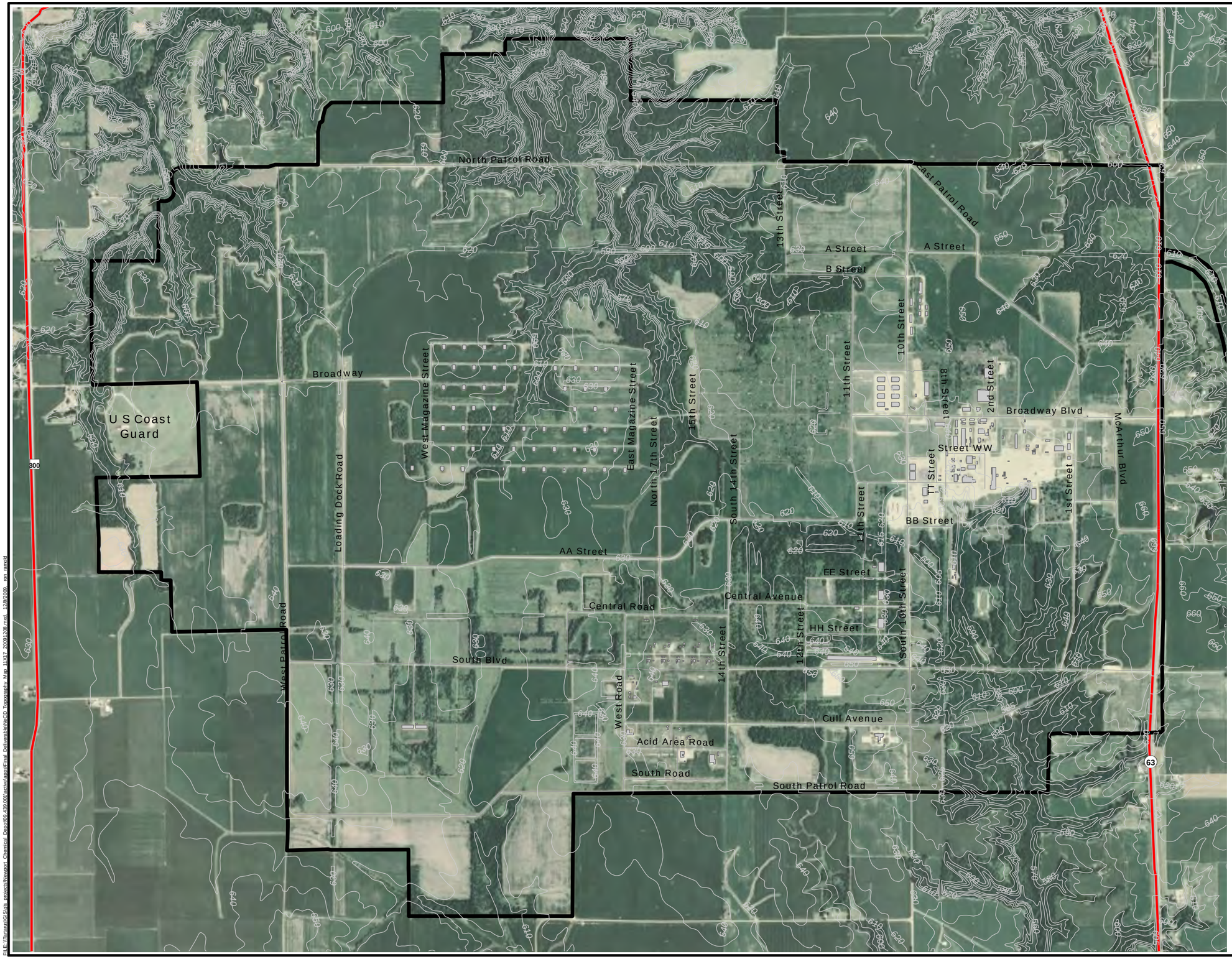

TOPOGRAPHY

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Contour (5 ft Interval)

Source: U.S. Geological Survey

0 500 1,000 2,000 Feet

N

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SOILS

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Prime Agricultural Soils
- Prime Agricultural Soils If Drained
- Soils Less Suitable for Agriculture
- Artificially Drained

Sources: U.S. Department of Agriculture; Natural Resource Conservation Service; U.S. Army

0 500 1,000 2,000 Feet

N

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HYDROLOGY

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Wetlands (National Wetlands Institute)
- Wetlands (U.S. Army)
- Floodplains

Watershed

- Jonathan Creek
- Little Vermillion River-Wabash Bottoms
- Wabash River-Little Raccoon Creek
- Wabash River-Montezuma

Sources: U.S. Army; Indiana Geographic Information Council; National Wetlands Inventory

0 500 1,000 2,000 Feet

N

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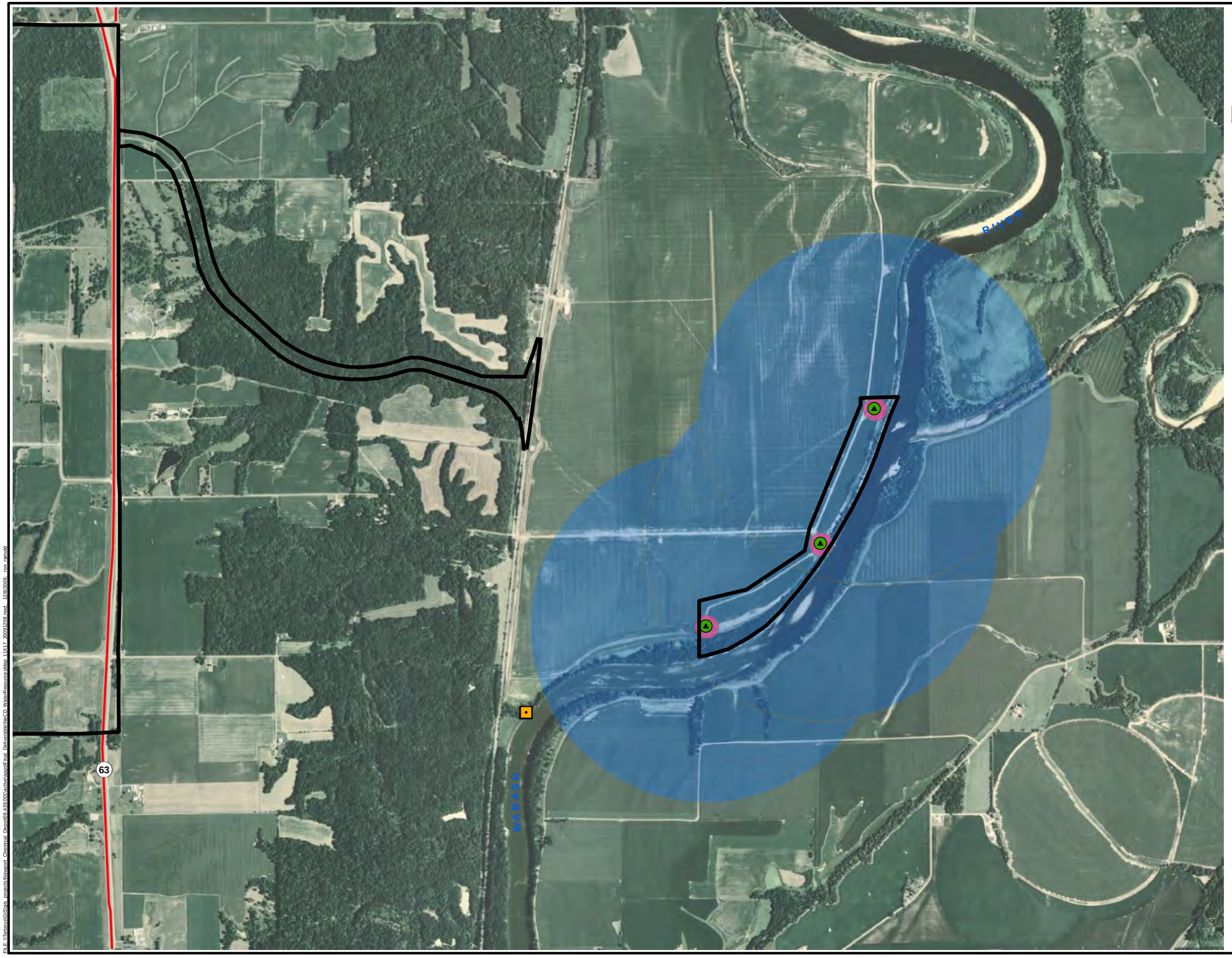

WATER RESOURCES

Legend

- NeCD Boundary
- Highways
- Wabash Discharge
- Ranney Wells
- 200 ft Sanitary Setback
- 3,000 ft Well Protection Area

Source: U.S. Army

0 400 800 1,600 Feet

N

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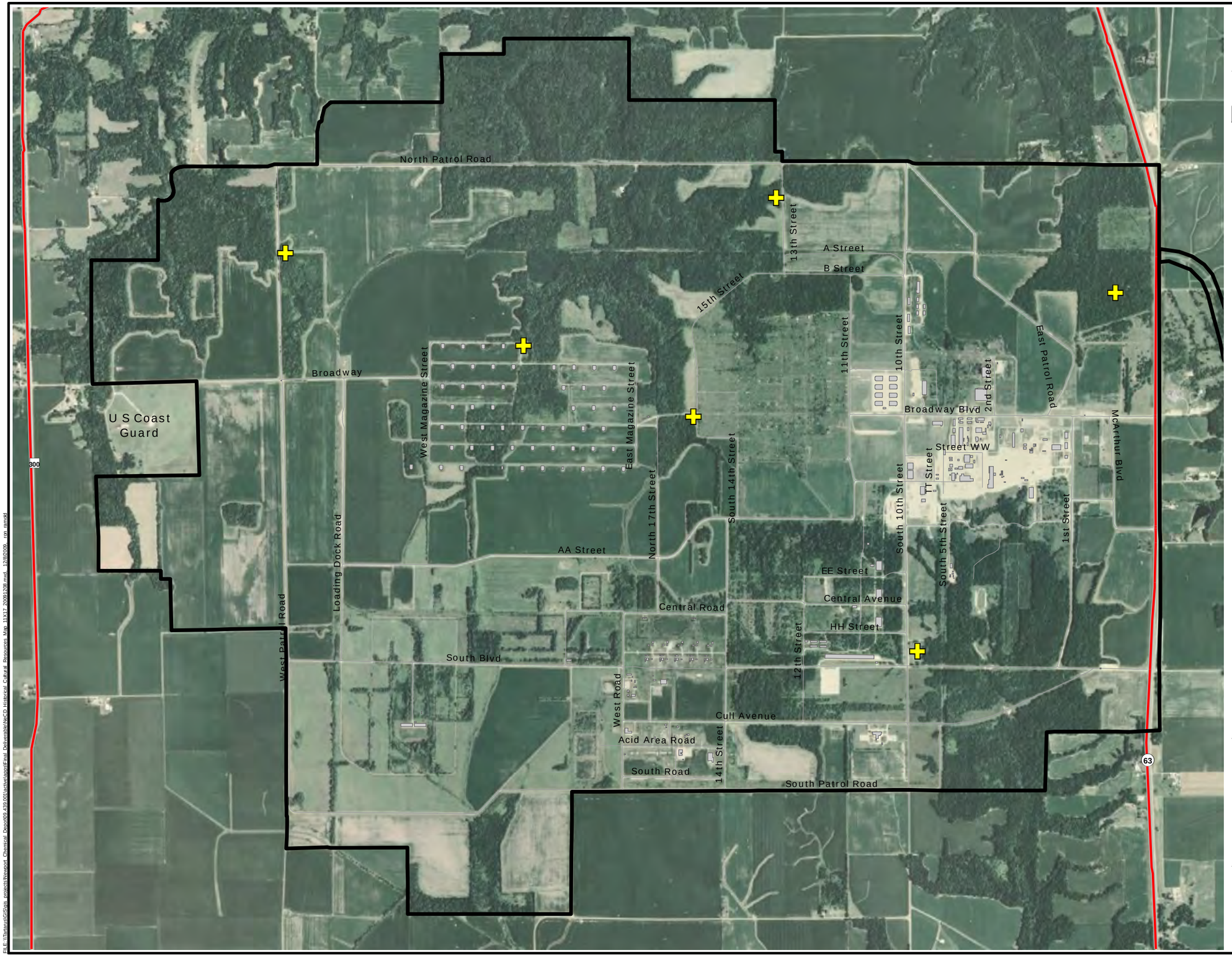

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HISTORICAL AND CULTURAL RESOURCES

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Cemetary

Source: U.S. Army

0 500 1,000 2,000 Feet

N

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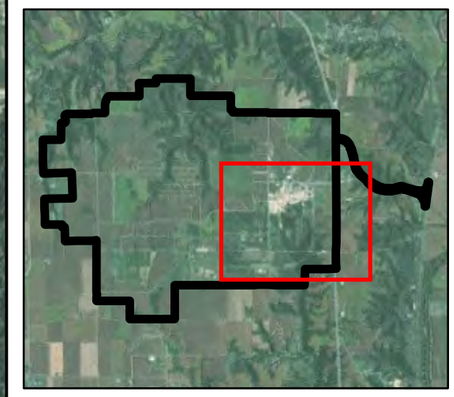
UTILITIES - GAS

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Gas Lines



Sources: U.S. Army; Burns & McDonnell

0 225 450 900 Feet

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REUSE MASTER PLAN

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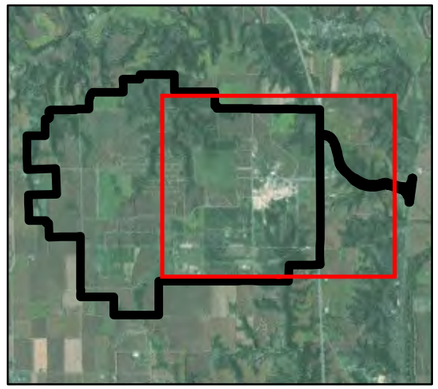
UTILITIES - ELECTRICAL

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Electrical Lines
- Substations



Sources: U.S. Army; Burns & McDonnell

0 350 700 1,400 Feet

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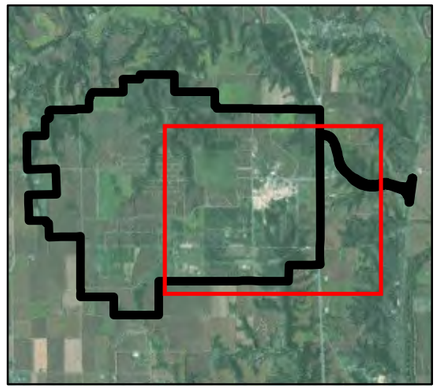
GARRITY & KNISELY - BOSTON, MASSACHUSETTS

UTILITIES - DOMESTIC WATER

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Water Valves
- Domestic Water Lines



Sources: U.S. Army; Burns & McDonnell

0 325 650 1,300 Feet

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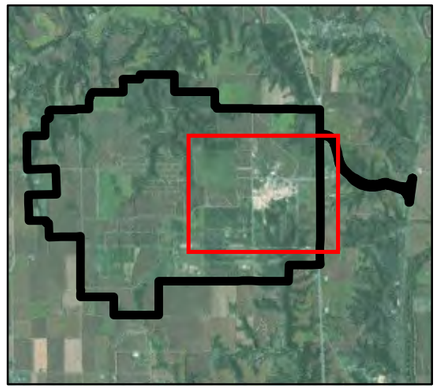
UTILITIES - FIRE WATER

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Water Valves
- Fire Water Lines



Sources: U.S. Army; Burns & McDonnell

0 225 450 900 Feet

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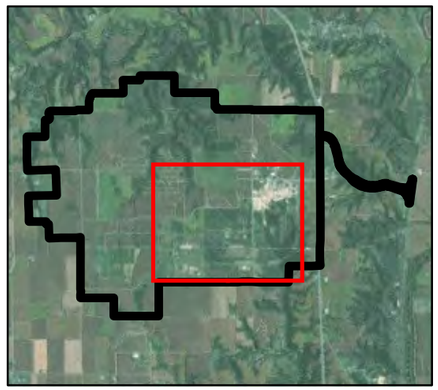
UTILITIES - SANITARY SEWER

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Sanitary Sewers



Sources: U.S. Army; Burns & McDonnell

0 225 450 900 Feet

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GARRITY & KNISELY - BOSTON, MASSACHUSETTS

KNOWN ENVIRONMENTAL SITES

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Study Section Boundary (from SAIC Environmental Condition of Property Report)

Note: Sections 12 and 13 are located east of the main site and are not shown. They do not contain areas of environmental concern.

- Demilitarization Facility Boundary
- Original Chemical Plant Boundary
- Chemical Plant Boundary
- NFA Restricted Reuse
- NFA Unrestricted Reuse
- Sites Under Investigation or ongoing responsibility (No NFA)

Note: Process sewers and other utilities may be located throughout the site and may need to be investigated. In addition, the asbestos and lead-based paint may be present site-wide.

NFA - No Further Action
NAAP 1 - SWUM No.

* NFA Recommended by Army in 2009 SAIC Site Investigation Report. See Table 2 for Additional Details.

Source: U.S. Army

0 500 1,000 2,000 Feet

N

Study Section 11
Study Section 1
Study Section 2
Study Section 3
Study Section 4
Study Section 5
Study Section 6
Study Section 7
Study Section 8
Study Section 9
U S Coast Guard
See Known Environmental Sites Study Section 8
1-1* 1-2 1-3 1-4* 2-1 3-1* 3-2 3-3* 3-4* 3-5* 3-6 3-7 4-1 4-2&4-3 4-4 4-5 4-6 4-7 5-1 5-2 5-3* 5-4 5-5 5-6 5-7 5-8* 6-1* 6-2 7-2&7-1 7-3 7-5 7-6 7-7 7-8 7-9 7-10* 7-11 7-12 7-13 7-14* 7-15 7-16* 7-17 7-18*
300
63

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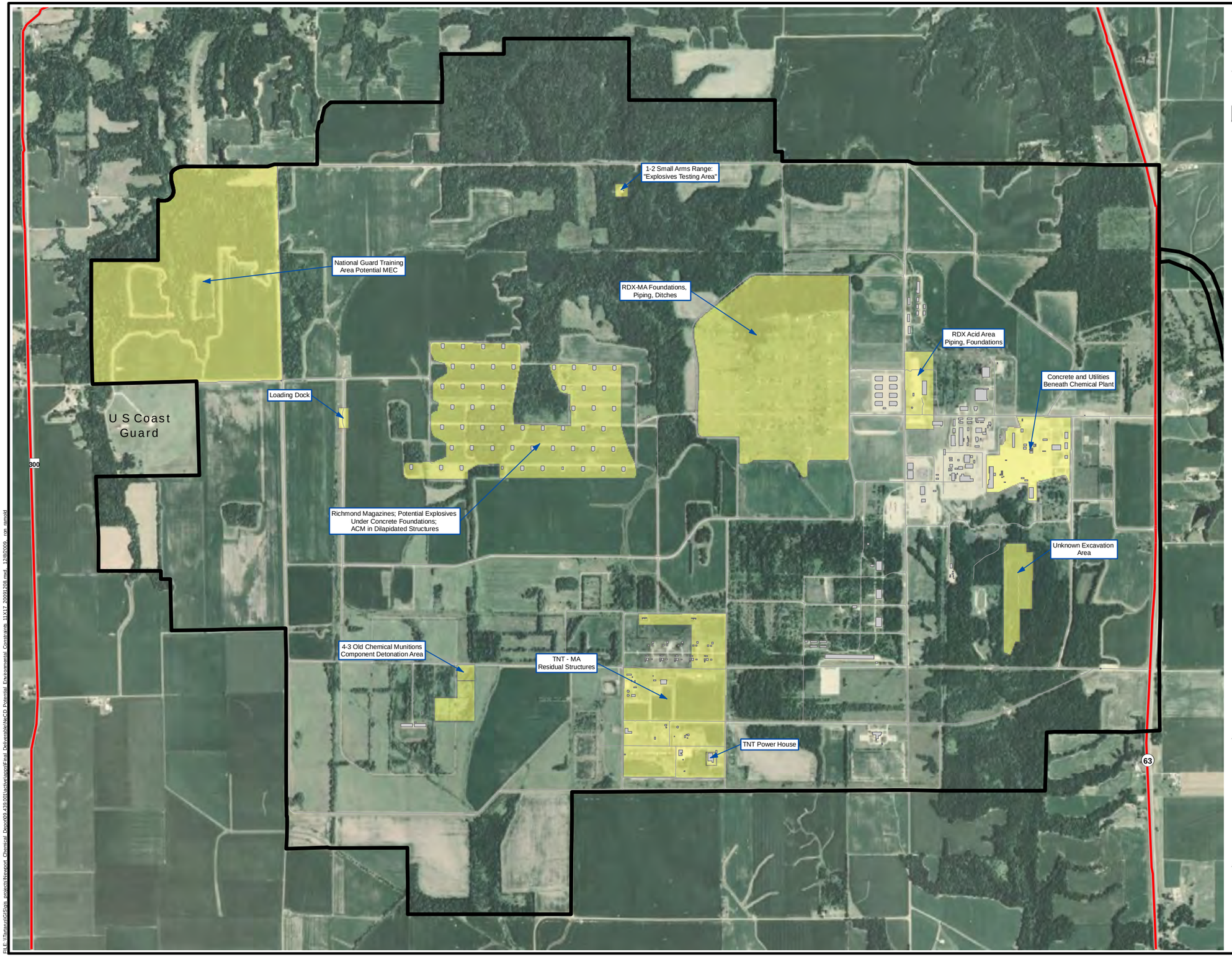

POTENTIAL ENVIRONMENTAL CONSTRAINTS

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Potential Areas of Concern may require investigation or remediation (see table _ for further detail). These areas are not currently slated for additional evaluation by the Army.

Note: Process sewers and other utilities may be located throughout the site and may need to be investigated. In addition, the asbestos and lead-based paint may be present site-wide.

Source: U.S. Army

0 500 1,000 2,000 Feet

N

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EXISTING LAND USE CONTROLS

Legend

- Land Use Controls
- NeCD Boundary
- Buildings
- Highways
- Roads

Note: Process sewers and other utilities may be located throughout the site and may need to be investigated. In addition, the asbestos and lead-based paint may be present site-wide.

NSP
No Excavation

See Existing Land Use Controls Study Section 8

RDX-MA
No Residential or Groundwater Use.

U S Coast Guard

CPRB
No Agricultural, Residential or Groundwater Use

CPCAB
No Agricultural, Residential or Groundwater Use.

DWBG
No Agricultural, Residential, Groundwater Use.
No Intrusive Activities.

DI/SY
No Agricultural, Residential, Groundwater Use, or Excavation.

CSL
No Agricultural, Residential, Groundwater Use.
No Intrusive Activities.

CDD
No Agricultural or Residential.
No Intrusive Activities.

MCD
No Agricultural Use.
No Intrusive Activities.

GSB-AGLIM
No Agricultural, Residential or Groundwater Use.

TNT-BG
No Residential or Groundwater Use.

GSB/PCCRP
No Residential, Groundwater Use or Excavations
(Northern GSB Only).

300

63

Source: U.S. Army

0 500 1,000 2,000 Feet

N

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AGRICULTURE/FORESTRY DEVELOPMENT SUITABILITY

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams
- Suitable for Forestry

Agriculture Development Suitability

- Most Suitable
- Moderately Suitable
- Limited Suitability or Not Suitable

Sources: U.S. Department of Agriculture; Natural Resource Conservation Service; U.S. Army; Matrix Design Group

0 500 1,000 2,000 Feet

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GARRITY & KNISELY - BOSTON, MASSACHUSETTS

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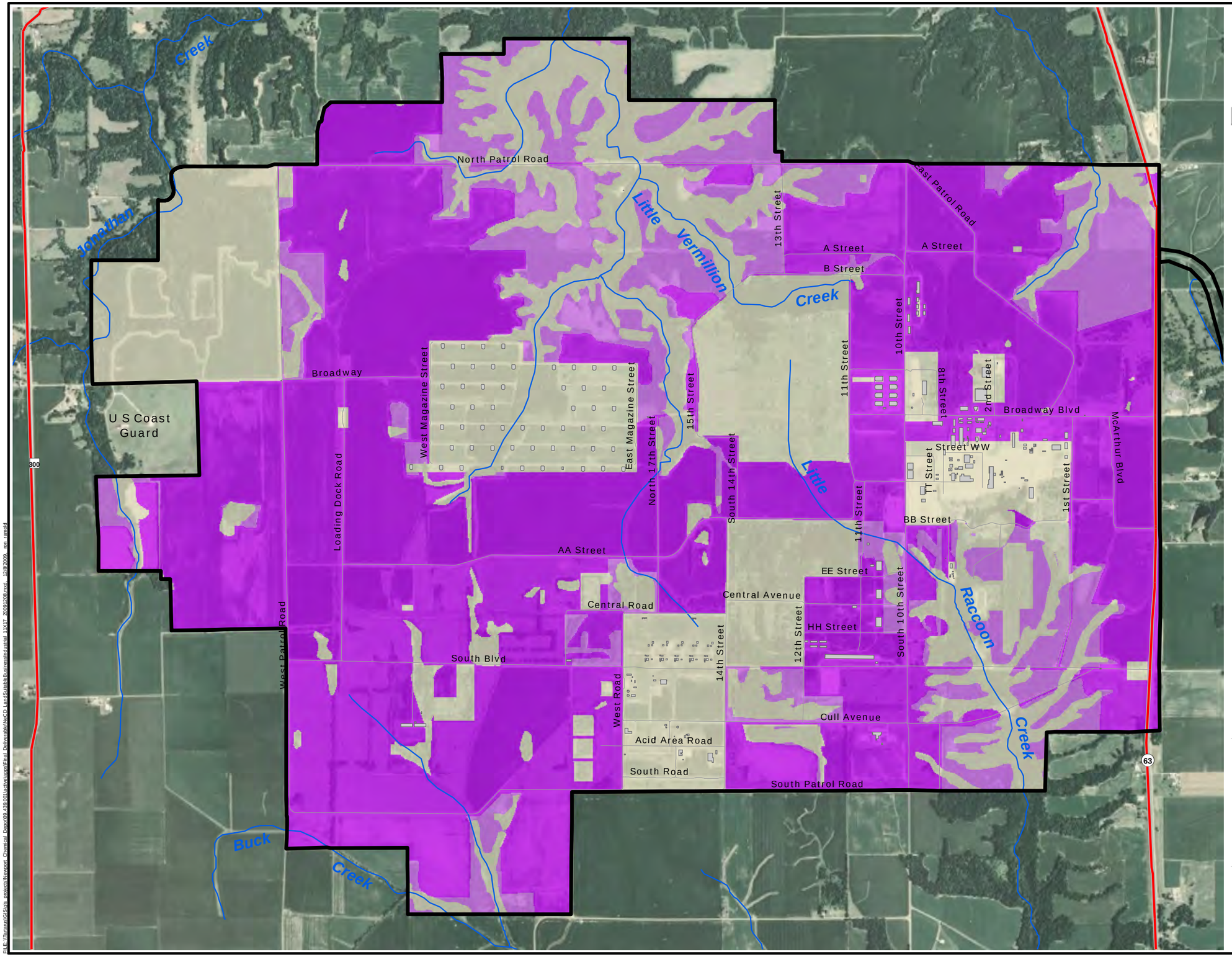

BUSINESS/INDUSTRIAL DEVELOPMENT SUITABILITY

Legend

- NeCD Boundary
- Buildings
- Highways
- Roads
- Streams

Business/Industrial Development Suitability

- Most Suitable
- Moderately Suitable
- Limited Suitability or Not Suitable

Sources: U.S. Army; Matrix Design Group

0 500 1,000 2,000 Feet

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NEWPORT CHEMICAL DEPOT
REUSE MASTER PLAN

Newport Chemical Depot Reuse Authority
Vermillion County, Indiana

Matrix Design Group Inc.
Integrated Design Solutions

ECONOMICS RESEARCH ASSOCIATES - CHICAGO, ILLINOIS
BURNS & McDONNELL - CHICAGO, ILLINOIS
GARRITY & KNISELY - BOSTON, MASSACHUSETTS

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