



REGIONAL CITIES INITIATIVE

INDIANA'S THIRD COAST GATEWAY INITIATIVE

SOUTH SHORE LINE MAJOR INVESTMENT AND REGIONAL DEVELOPMENT PLAN

AUGUST 2015



Life is hard. The train is easy.



ACKNOWLEDGEMENTS

INDIANA'S THIRD COAST GATEWAY INITIATIVE

SOUTH SHORE LINE MAJOR INVESTMENT AND REGIONAL
DEVELOPMENT PLAN

NORTHWEST INDIANA REGIONAL DEVELOPMENT AUTHORITY IN COOPERATION WITH THE
NORTHERN INDIANA COMMUTER TRANSPORTATION DISTRICT, NORTHWESTERN INDIANA
REGIONAL PLANNING COMMISSION, ONE REGION, NORTHWEST INDIANA FORUM.

*Indiana needs to be a center for talent
attraction and retention – a nationally
recognized attractive place to live and work.*

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August 27, 2015

Regional Cities Strategic Review Committee
Indiana Economic Development Corporation
1 N. Capitol Ave., # 900
Indianapolis, IN 46204

Honorable Members of the Committee,

As President and Chief Executive Officer of the Northwest Indiana Regional Development Authority (RDA), it is my honor to present you with this proposal for funding of a Regional Cities project in northern Indiana. This proposal directly impacts four counties in northern Indiana and will bring transformational change on a local, regional and statewide scale.

The Northwest Indiana RDA is completing its 10th year and is continuing to fulfill the mission to be a catalyst in the development of the infrastructure and economy of the region. This letter provides a summary of our accomplishments and a description of the Regional Cities project we are placing before you for consideration.

A. RDA PROGRAMS AND FUNCTIONS

In 2005, the Indiana General Assembly established the Northwest Indiana Regional Development Authority (RDA) (IC 36-7.5). This legislation set out the parameters of the work the RDA is authorized to undertake. Those parameters include the following funding and development activities:

1. The Gary/Chicago International Airport expansion and other airport authority projects
2. A commuter transportation district and other rail projects and services, regional bus authority projects and services, regional transportation authority projects and services
3. Lake Michigan marina and shoreline development projects and activities
4. Economic development projects in northwest Indiana; and
5. Infrastructure needed to sustain development of an intermodal facility in northwestern Indiana.

Our activities have been funded via: our Local Government Partners, \$3.5 million per year from Casino Admissions Tax revenue from Gary, Hammond, and East Chicago and the Lake County government unit each; \$3.5 million annually from Porter County's Economic Development Income Tax revenue; and an additional \$10 million annual from the Major Moves fund. That Major Moves funding ended in 2015. The General Assembly, in the last two sessions, provided new funding to replace those Major Moves dollars; however all of that new funding is dedicated to the construction and operation of a new branch of the South Shore commuter rail line, the West Lake Corridor.

B. STAFFING

One of the RDA's primary goals is to ensure that as much of our funding as possible is used on the infrastructure and economic development projects set forth in our enabling legislation. In pursuit of this goal we operate in very lean fashion. The RDA has just five full-time staff members. We also have a seven-member unpaid volunteer Board of Directors. Two members are selected by the Governor's office, one each by Lake and Porter counties, and one each by the Cities of Gary, Hammond and East Chicago.

C. ACCOMPLISHMENTS

1. **Gary/Chicago International Airport:** Since 2006, the RDA has invested a total of \$50 million in the runway extension and railroad relocation project, which has involved not only the new runway, but also extensive environmental remediation, construction of new rail bridges and tracks, relocation of a NIPSCO substation, burial of power lines and other utility work, construction of a long box culvert to address drainage issues, the building of a four-lane vehicle overpass on Airport Road and many other projects. After more than 15 years of work, the new runway was finally opened for business in July of 2015.

As a result, the airport is poised to contribute significantly to the regional economy. According to an ROI analysis completed this year, expansion of the Gary/Chicago International Airport is expected to create more than 2,000 new jobs in northwest Indiana by 2025, more than half of which will be in transportation, warehousing and manufacturing. These jobs will generate an estimated \$156 million in personal income annually and have an overall yearly economic impact of more than \$420 million dollars.

2. **Regional Transportation:** The City of Valparaiso launched its ChicaGo Dash commuter buses in 2008 with \$1.8 million in support from the RDA. The service logged record ridership in 2012, and added a fourth bus to its fleet in April of 2013.

RDA also partnered with the Northern Indiana Commuter Transportation District (NICTD), operator of the South Shore commuter railroad. We provided a \$17.5 million matching grant which enabled NICTD to access \$35.5 million in federal funds for 14 new double-decker rail cars, which allows for the movement of additional people to and from jobs in Chicago, and greater reliability for the system.

Most recently, RDA and NICTD jointly funded a 20-Year Strategic Business Plan for commuter rail in northwest Indiana. The plan calls for the construction of the West Lake Corridor, a nine-mile extension of the South Shore line that will provide better access to high-paying Chicago jobs for residents of central and southern Lake County. The RDA has committed \$8.3 million annually in funding for West Lake, matching CEDIT funds from 11 area communities, and in 2015 the Indiana General Assembly agreed to provide \$6 million annually for 30 years to fund the project. This total will provide the debt service for the build-out of the project, matching the same amount of federal funds.

3. **Lake Michigan Shoreline:** The RDA has partnered with lakeshore communities, federal agencies such as the Environmental Protection Agency (EPA), state agencies including the Indiana Department of Transportation (INDOT) and the Indiana Department of Environmental Management (IDEM) and private developers to commit approximately \$630 million in shoreline projects from 2006 through 2018. These include:

- Portage Lakefront and Riverwalk
- Whiting Lakefront
- Hammond Wolf Lake Restoration
- Gary Marquette Park Restoration
- Porter Gateway to the Dunes
- East Chicago Shoreline Revitalization

An ROI analysis of these projects estimates that by 2025, they will contribute \$97.6 million annually in total economic output to the state and the region and support creation of approximately 950 jobs, primarily in hospitality and tourism.

4. **Economic Development:** The RDA established a Deal-Closing Fund in 2011 in partnership with the Indiana Economic Development Corporation (IEDC). The Fund is designed to retain and expand existing companies in the region, and to provide incentives for Illinois-based companies to shift operations to northwest Indiana.

In cooperation with IEDC, the RDA has provided a total of \$12.2 million in incentives to support eight retention/expansion and attraction efforts. The eight deals have resulted in \$463.2 million in private investment in northwest Indiana and the creation of approximately 1,174 jobs. The projects boast a 50 to 1 ratio of private investment to RDA support.

5. **Intermodal Support:** The RDA worked with the City of Gary and Gary Airport Authority as part of a committee that selected experienced airport operator AFCO as the new public-private partner at the airport. Integrating rail, truck and air cargo around the airport is a key element in AFCO's planning. Overall, the master plan developed by the company envisions \$100 million in investment at the airport over the next 40 years.

6. **Fiscal Impacts of Completed and Future Projects:** The investments made by the RDA incentivize other public and private sector funding to be provided for projects which then serve as catalysts for the growth of the northwest Indiana regional economy. With the current funds available, the RDA has committed a projected \$458 million from 2006 through 2022 – for projects which have drawn in another \$3.2 billion in non-RDA funds. These projects are estimated to create 11,600 jobs annually by 2033. Each \$1.00 of RDA investment during this period is projected to produce approximately \$14.00 in annual economic output, and \$2.80 in personal income by 2033.

These economic impacts will in turn produce fiscal results for the State and region. Through CY 2015, the first 10 years of the RDA's existence, the RDA's investments and the resulting jobs and income have produced in total an estimated \$40.5 million in State sales and income tax revenue. However, as the impact of the RDA's investments grows and major projects like the Gary Chicago International Airport and the extension of the South Shore commuter rail system come on line, the revenue impact will expand proportionally. By the end of 2025, the second decade of the RDA's existence, the annual revenue in sales and income taxes produced by the RDA's investments is estimated to be \$40.9 million, with a decade long total from 2016 through 2025 summing to \$308.7 million.

D. REGIONAL CITIES PROPOSAL

In 2014, the RDA and the Northern Indiana Commuter Transportation District jointly funded a 20-Year Strategic Business Plan for the South Shore commuter rail line. This plan lays out \$1.6 billion in investment to maintain, improve and expand commuter rail in northern Indiana over the next 20 years. These investment span the length of the line, from South Bend in the east to Millennium Station in Chicago in the west.

The Regional Cities application focuses on fully double-tracking the South Shore line from Gary in Lake County, through all of Porter County, and finally to Michigan City in La Porte County. Currently, the South Shore line is double-tracked from Chicago to Tennessee Street in Gary. For 17.2 of the 25.9 miles from there to Michigan City, the South Shore is a single-track railroad. Constructing a continuous double track would increase scheduling flexibility, improve reliability, expand maintenance windows and eliminate the single point of failure that exists with single track operation, and encourage private investment in TOD.

High-density TOD would create a ready pool of residents, workers and visitors from which transit systems can draw riders and which, complemented by the design and diversity of uses, makes transit usage more attractive than driving a car. Encouraging development around existing transit service will not only enhance ridership and bolster NICTD's financial performance, but will improve the entire regional economy by raising incomes and property values, helping the region attract and retain population and jobs, and bolstering state revenues in the process..

NICTD, the Northwestern Indiana Regional Planning Commission (NIRPC), the Northwest Indiana Forum and One Region are among those supporting the application.

E. FUNDING REQUEST

The estimated cost of fully double-tracking the South Shore from Gary to Michigan City is \$114.6 million. However, this project is eligible for a 50 percent match from the federal government. We are requesting \$42 million from the Regional Cities program, which will be combined with local and private funding to generate the total \$57.3 million match needed to access federal dollars and fully fund the project. If we received funding, we are prepared to begin work as soon as 2016.

F. CONCLUSION

I appreciate your attention to our request. If you have any questions or need further information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Bill Hanna". The ink is dark and the signature is fluid and legible.

Bill Hanna

President and CEO

Northwest Indiana Regional Development Authority

9800 Connecticut Dr.

Crown Point, IN 46307

(219) 644-3500



SPRING Indiana Dunes
State Park
by **SOUTH SHORE LINE**

TRAINS FROM CHICAGO OPERATED OVER ILLINOIS CENTRAL RAILROAD
from RANDOLPH, VAN BUREN, 12th 53rd & 63rd St. STATIONS & KENSINGTON

EXECUTIVE SUMMARY

SOUTH SHORE LINE MAJOR REINVESTMENT: CONNECTING TO CHICAGO

DESCRIPTION

This is a \$270 million eight year project being supported through an active inter-regional collaboration of the Northwest Indiana RDA, and LaPorte County. The region recognizes that by working together, they will be able to most efficiently and effectively leverage this asset – by improving the frequency, reliability and speed of this critical linkage between South Bend and Chicago, and all of the communities in between.

The NICTD Board adopted a strategic business plan in 2014 identifying a series of infrastructure investments that will significantly reduce travel time between South Bend and Chicago. The goal is 90 minutes from Chicago to South Bend, low 30s from East Chicago, mid 40s from Gary, low 50s from Chesterton, and 60 minutes from Michigan City. It's vital that we enhance connectivity to the nation's 3rd largest economy where jobs on average pay 40 percent more than similar jobs in northern Indiana. This plan will strengthen the local economy to self-sustain, keep the Indiana identity, and tap assets that are non-existent in other suburbs of Chicago.

The project is listed in Northwest Indiana Regional Plan Commission's 2040 Comprehensive Regional Plan and 2016-2019 Transportation Improvement Program and the Michiana Area Council of Governments 2014-2018 Transportation Improvement Program and the FY 2016-2019 Indiana State Transportation Improvement Program.

There are four phases to the project, with the line traversing through Lake, Porter, LaPorte, & St. Joseph counties, and serving all of the cities and towns within those regions.

1	Double tracking between Michigan City and Gary to increase frequency of trains available and reduce the delays	\$42,000,000 (Regional Cities Grant) + \$57,300,000 (Federal Funds) + \$15,300,000 (Local Sources) <u>\$114,600,000</u>	2016 - 2021
2	Infrastructure Renewal of the line between South Bend and Michigan City	\$30,725,000	2016 - 2017
3	South Bend Station Realignment at SBN International Airport	\$20,000,000	2017 - 2018
4	Michigan City Station Realignment	\$109,000,000	2018 - 2022
TOTAL INVESTMENT:		\$274,325,000	

Table Ex -1. Projected South Shore Investments.

RETURN ON INVESTMENT

The improvements identified are essential to the continuance of South Shore rail service from South Bend to Michigan City. According to an independently contracted Regional Benefits Analysis conducted by Policy Analytics, LLC completed in 2014, the current South Shore service generates \$427M in personal income to the region (2012 dollars). These economic benefits extend throughout the Northwest and North Central Indiana region. These improvements and establishment of Transit Oriented Development will provide local jobs and an opportunity to leverage investment for local sustainability.

PROJECT DETAILS

DOUBLE TRACKING

Ridership models predict that with this investment and others to follow:

- System ridership will nearly double from 3.6 million annual passengers to over 7 million passengers by 2033.
- With an average fare of \$6 we could experience a revenue increase of \$20 million.

A quicker, more reliable transit system will encourage commuters to opt for transit, and make commuting into Chicago via the South Shore rail line a feasible option for many more people.

- NICTD estimates that the planned improvements will lead to a 10 percent to 15 percent increase in ridership, which equates to 370K to 550K additional annual riders.

The improved transit system will also make freight transportation more efficient. Once the double-tracking is complete, NICTD anticipates that the current average freight speed of 35 mph will be increased, allowing goods and services to move more quickly throughout the region.

Timeline	2016 - June 2021		
Total Project Cost	\$114,600,000	Percent:	Source:
Regional Cities Grant	\$42,000,000	37%	IEDC
Federal Government	\$57,300,000	50%	50% Match
Local and Private Funding	\$15,300,000	13%	NICTD/RDA Own Source

Table Ex -2. Investment Summary: Double Tracking.

Timeline	April 2016 - June 2017		
Total Project Cost	\$31,725,000*	Percent:	Source:
State Public Funds	\$4,758,750	15%	Northern IN RDA
Local Public Funds	\$4,608,750	15%	NICTD
Other Local Funds	\$150,000	0.47%	Federal TIGER VII grant
Federal Funds	\$22,207,500	70%	Federal TIGER VII grant
Private Funds	0		Offset by other private projects
Ongoing Expenses	\$0.942M	n/a	Funded by NICTD

Table Ex -3. Investment Summary: Infrastructure Renewal from South Bend to Michigan City.

Timeline	2016 - 2018		
Total Project Cost	\$19,000,000*	Percent:	Source:
State Public Funds	\$2,850,000	15%	Northern IN RDA
Local Public Funds	\$2,850,000	15%	NICTD
Other Local Funds	\$19,000,000	10%	Federal TIGER VII grant to count as local
Federal Funds	\$11,400,000	60%	Federal TIGER VII grant
Private Funds	0		Offset by \$9.8M other private projects

Table Ex -4. Investment Summary: South Bend Track Realignment.

**Total project is \$20 million, however \$1 million is being funded with phase one.*

Timeline	2018 - 2022		
Total Project Cost	\$109,000,000	Percent:	Source:
State Public Funds	\$16,350,000	15%	Northern IN RDA & Northwest IN RDA
Local Public Funds	TBD		NICTD - could make up any gap in other sources
Other Local Funds	\$16,350,000	15%	LaPorte County, Michigan City & LaPorte
Federal Funds	\$76,300,000	60%	Grant TBD, could be local funds
Private Funds			Offset by \$76,300,000 of other private projects

Table Ex -5. Investment Summary: Michigan City Realignment.



Photo Ex -2. Painting. Photo Credit: L. Jonhston.

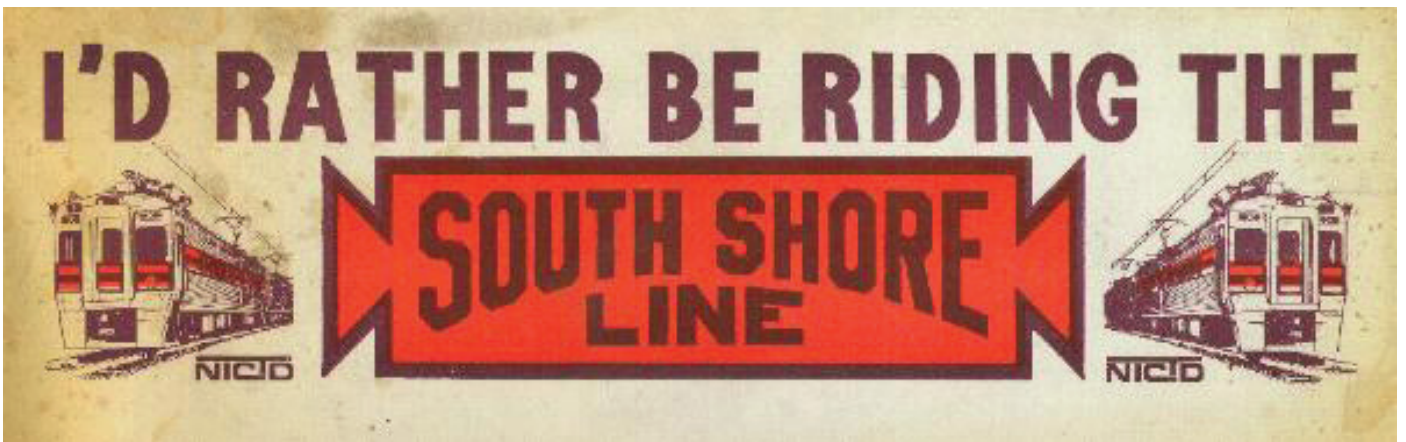


Photo Ex -3. Vintage Tagline.



DUNES WOODLAND

by **SOUTH SHORE LINE**

TRAINS from CHICAGO operated over the Illinois Central Railroad
from Randolph, Van Buren, 12th, 43rd, 53rd and 63rd Street Stations and Kensington

Photo 1-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

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CURRENT STATE OF THE REGION

GUIDELINES

- 1.1** *GEOGRAPHIC BOUNDARIES*
- 1.2** *DEMOGRAPHICS*
- 1.3** *ECONOMIC STATISTICS*
- 1.4** *SOURCES OF LOCAL PUBLIC FUNDING*
- 1.5** *LIST OF MAJOR ISSUE AND OPPORTUNITIES*
- 1.6** *PREVIOUS PLANNING EFFORTS*
- 1.7** *CURRENT REGIONAL ASSETS*

Sources in this Section:

NIRPC 2040 Plan
NICTD 20-Year Strategic Business Plan

GUIDELINES

- 1.1 Geographic boundaries – List all counties, cities and towns that are actively a part of the RDP.
- 1.2 Demographic information for the region and for each member actively participating in the RDP, including sources for each data point (population, per capita income, educational attainment, etc.)
- 1.3 Economic statistics for the region and for each member actively participating in the RDP, including sources for each data point (GDP, unemployment, current tax rates, etc.)
- 1.4 Sources of local public funding that will be used to match state funds and evidence indicating the timeline under which the funding will be accessible.
- 1.5 List of any major issues and opportunities identified by the stakeholder group that are currently inhibiting or advancing growth
- 1.6 Discuss previous planning efforts and if/how that work will be incorporated.
- 1.7 Detain current regional assets which provide the platform for future development.

1.1 GEOGRAPHIC BOUNDARY

STUDY AREA

The Northern Indiana Commuter Transportation District (NICTD) provides commuter rail transportation services for the four Northern Indiana counties of Lake, Porter, La Porte, and St. Joseph. The South Shore Line runs between the South Bend Airport and Millennium Station in Chicago, serving Hudson Lake, Michigan City (two stations), Beverly Shores, Dune Park, Portage / Ogden Dunes, Gary (three stations), East Chicago, Hammond, Hegewisch, Hyde Park, and downtown Chicago (three stations). South Shore Line riders come primarily from these four counties and southeast Chicago / south Cook County, Illinois, but are also drawn from adjacent Indiana counties and southwest Michigan.

The Northwest Indiana RDA serves the communities in Lake and Porter counties in Northwest Indiana

The Regional Development Plan includes the following jurisdictions.

Counties: Lake, Porter, LaPorte, St. Joseph.

Cities and Towns (Active Participants): Hammond, East Chicago, Gary, Portage, Ogden Dunes, Chesterton, Beverly Shores, Pines, Michigan City, South Bend.

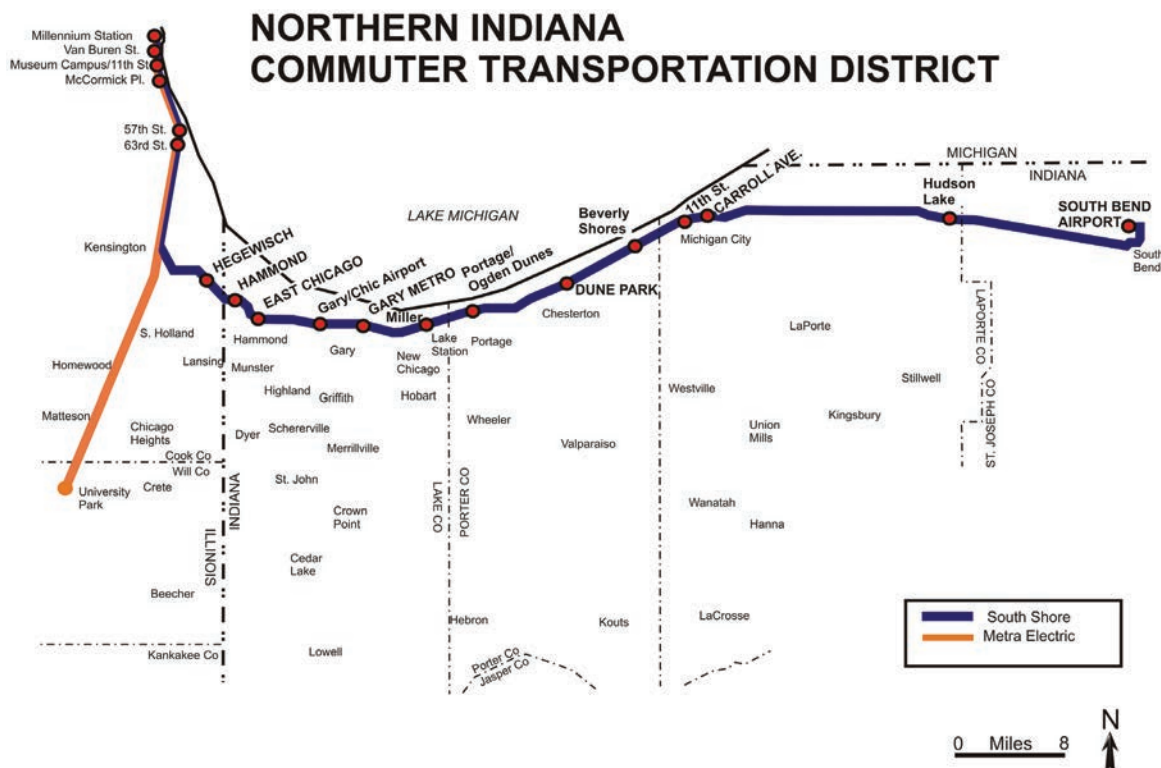


Figure 1-1. Northern Indiana Commuter Transportation District.

1.2 DEMOGRAPHICS

POPULATION AND EMPLOYMENT

The Chicago, South Shore and South Bend (South Shore Line), whose passenger service was taken over by NICTD in the 1970s and 80s, was established in the early 20th century when Northwest Indiana was becoming one of the most important industrial concentrations in the country. Heavy industry was concentrated in the Whiting-Hammond-East Chicago-Gary corridor, which was a major ridership market targeted by the new railroad. There was also a major focus on longer-distance markets: the South Shore's first service linked South Bend and Michigan City, opening in 1908.

Demographic shifts in the region began in the middle 20th century, reflecting a broader decline in manufacturing employment and shift toward service industry employment seen both nationally and locally. Areas of greatest population density along Lake Michigan have been gradually shifting to the south for decades, as cities such as Hammond, East Chicago, and Gary have seen population declines, while the development focus has shifted to areas in south and central Lake County and in Porter County.

A sharp decline of intra-state trips began in the 1950s, driven by highway construction after World War II and the beginning of the interstate system in 1956, as well as by the decades-long the current ridership situation, which is now largely dominated by the downtown Chicago-based daily commuter market, with strongest morning boarding's at East Chicago, Hammond and Hegewisch.

While local economic development – attracting and retaining jobs within Northwest Indiana – remains an important priority, attracting and retaining population is equally important for current and future generations. Improving connections between Northwest Indiana and Chicago is an important step for rebuilding the middle class in Northwest Indiana by enabling residents to participate more fully in the third-largest regional economy in the United States.

OUR PEOPLE: DEMOGRAPHICS OF NORTHWEST INDIANA

IMPORTANCE

Demographics are the characteristics of populations. They describe who lives within our region and what they are like. Studying demographic trends is important because it provides guidance for our planning efforts. Put simply, we need to know for whom we are planning before we plan.

After losing population in the 1980s, the region has grown steadily over the past two decades. We expect this growth to continue through 2040. In addition, by 2040 the region will be more racially and ethnically diverse, and the elder population will make up a greater share of our residents. These changes present challenges that need to be addressed if our region is to thrive in 2040. For example: How do we address mobility for an aging population in our auto-centric region? How do we accommodate additional people without negatively impacting our environment and our overall quality of life? How do we encourage people to stop leaving core communities for suburban and exurban communities? These and similar questions need to be addressed throughout the planning process.

This section focuses on recent demographic trends and what they can tell us about the future. Given our thirty-year planning horizon, trends from the previous thirty years are used when available. For population and employment projections between now and 2040, see the Human Resources and Economics chapter.

KEY ISSUES AND OPPORTUNITIES

- The urban core is still losing population.
- The population is growing fastest in outer suburban areas and unincorporated areas.
- The population is getting older as a whole.
- Households and families are getting smaller, though this appears to be leveling off.
- The region is becoming more ethnically and racially diverse.

TRENDS AND ANALYSIS

Northwest Indiana – Lake, Porter, and LaPorte counties – experienced rapid growth through the 1960s. After growth slowed between 1960 and 1980, the region lost population during the 1980s as steel and other industries declined. However, the past two decades have seen slow yet steady growth. In 2010 the region’s population surpassed the previous high mark from 1980 by more than 20,000 people. Given the location and assets of our region, we expect growth to continue between now and 2040.

A FAMILIAR PATTERN

Despite the modest overall growth of the region in recent decades, the distribution of population has followed a pattern that is familiar throughout America. Population has shifted from the once-thriving industrial, urban core to surrounding communities and unincorporated areas.

The movement of so many people out of existing communities and into undeveloped areas presents challenges to our region both at present and in the future. Should we invest in new roads, sewers and other infrastructure and neglect the investments we’ve already made? What will happen to our existing communities’ tax bases if we continue to leave them for more remote areas?

Current population trends suggest that these and other serious questions of regional importance have been given little, if any, consideration when accommodating growth in recent decades. It is critical that we address the myriad of issues associated with our future growth. Growth will occur; it is up to us to manage it in a responsible way.

URBAN CORE COMMUNITIES

The urban core communities of Gary, Hammond, East Chicago and Michigan City have lost about 100,000 people over the past 30 years. This loss is equivalent of 13 percent of the region’s current population. Gary alone has lost more than 70,000 people (47 percent of 1980 population); Hammond has lost nearly 13,000 (13.7 percent), East Chicago has lost more than 10,000 (25.3 percent), and Michigan City has lost more than 5,000 people (14.6 percent).

Several other small- and mid-sized communities in the core area of northern Lake County – Highland, Griffith, Lake Station, New Chicago and Whiting – also lost population over this period, but this mainly occurred during the economic downturn in the 1980s. Since 1990, these communities have had relatively stable populations.

LAKEFRONT COMMUNITIES

The lakefront communities of Beverly Shores, Dune Acres, Long Beach, Michiana Shores, Ogden Dunes, and Town of Pines also have experienced population losses since 1980. However, unlike the losses in the core communities, this is mainly due to a shift in housing ownership from year-round residents to vacationers.

PORTER COUNTY

Growth in northern Porter County has been steady in Portage, Burns Harbor, Porter and Chesterton. Also, pockets of population have sprung up in unincorporated areas between Portage and Valparaiso and to the west of Valparaiso. In addition, Valparaiso has been adding population steadily, averaging more than 3,000 people per decade. The most growth in Porter County has been in unincorporated areas, with almost 19,000 people added between 1980 and 2010.

LAPORTE COUNTY

In the mostly rural LaPorte County, most towns have experienced modest shifts in population. Westville has experienced the highest growth, but most of this is attributable to an increase of more than 2,000 inmates at the Westville Correctional Facility. By far the most growth in LaPorte County has occurred in unincorporated areas. While the entire county grew by less than 3,500 people, unincorporated LaPorte County grew by more than 7,000 people.

ST. JOSEPH COUNTY

In St. Joseph County, has been continually growing over the past six decades. The County has grown 7.5 percent in that time period. Most of population is located in the City of South Bend and the City of Mishawaka.

CENTRAL AND SOUTH LAKE COUNTY

The most rapid growth in the region has occurred in central Lake County. Since 1980, St. John has nearly quadrupled in population; Schererville has more than doubled; and Crown Point has grown by about two-thirds. Winfield, incorporated in 1993, has grown into a town of 4,383. In south Lake County, Cedar Lake and Lowell have experienced modest growth, while the small town of Schneider has lost population. Growth in unincorporated Lake County has been low, as most of the growth that has occurred has been adjacent to municipalities and has been incorporated.

OUR INCREASING DIVERSITY

Northwest Indiana is becoming more racially and ethnically diverse. African-Americans, Asians and other minority races have increased as a share of the region's population. Between 1980 and 2010, whites went from 78.5 percent of the region's population to 72.9 percent; African-Americans from 18 percent to 18.8 percent; Asians from 0.4 percent to 1.1 percent; and all other races from 3.1 percent to 4.8 percent.

The most marked demographic trend in our region has been the increase in the Hispanic population over recent decades. Nationally, about 50 percent of the growth over the past 10 years has been attributable to the growth of the Hispanic population. In our region, the growth of the Hispanic population has occurred at a greater rate.

While the non-Hispanic population has been relatively stable for the past 20 years, the Hispanic population has grown. In fact, between 2000 and 2010, all of the growth in our region's population occurred within the Hispanic community. The total non-Hispanic population declined by 0.4 percent over this period, while the Hispanic population grew by 47.5 percent – outpacing even the robust growth of 39.3 percent from 1990 to 2000 (Figure I.4). Hispanics now represent 13.3 percent of the region's population, and could make up more than 25 percent or 30 percent of our population by 2040 if these trends continue. Integrating this growing population into the regional community will be a challenge and an opportunity going forward.

Serving our increasingly diverse population will take on an even more important role in the region's planning efforts between now and 2040. We will continue to strive for equitable distribution of resources, and shared benefits and burdens for all of our citizens.

OUR AGING POPULATION

Since 1980, the population in Northwest Indiana has grown steadily older. While this is a national trend, the region is aging more quickly than both the state and the nation. In 1980, Lake and Porter counties had lower median ages than both Indiana and the United States, while LaPorte County was at about the national level. Over the past 30 years, the situation reversed: The median age of all three counties now exceeds that of both the state and the nation. However, in St. Joseph County is currently and is projected to remain below the Median Age of the State.

The region's population will get older as the Baby Boom generation ages. By 2040, we expect that a much larger proportion of our population will be over the age of 65. How we plan for our increasingly older population with reduced mobility is crucial.

The development of more walkable communities, more reliable and pleasant public transportation, and focusing growth in existing communities are long-term strategies that will allow our elders to “age in place”.

In the short-term, our focus should be on making roadways friendlier to an older population, which will make our roadways safer for everyone. We should also explore ways to increase our demand-response capacity so that seniors, the disabled, and people without automobiles enjoy equitable mobility.

1.3 ECONOMIC TRENDS

Historically, much of the economy of Northwest Indiana was built on the steel industry. The city of Gary was incorporated in 1906 when U. S. Steel chose that location as the site of its new plant. The location along the south shore of Lake Michigan proved very strategic, as it provided relatively easy access to ore deposits in Minnesota, as well as immediate access to domestic rail lines and international shipping opportunities via the St. Lawrence Seaway. For much of the past century, Northwest Indiana led the nation in steel production. However, in 1996, Indiana was surpassed by Ohio. Employment in the steel industry reached 66,400 in 1979 and has decreased to 18,000 in recent years. In the late '60s, steel mills accounted for 30 percent of direct employment in Northwest Indiana and by 2002, that figure was down to 8 percent. Over the past decade, several mills in Northwest Indiana have merged. ArcelorMittal and USS now own the five steel mills in Northwest Indiana. These corporate restructurings eliminated even more jobs. This job attrition reduces tax revenue, personal spending, increases family stress and shifts the burden for healthcare, pension and environmental cleanup to other sources.

Household income is an important measure of the vitality of the region's economy. Median household income is the measure of the income available per family and can be measured spatially to determine whether economic gains are reaching all segments of the population. Median household income for all three counties in the region exceeds the median household income for the state. However, significant differences exist among the three counties that comprise the region. (QOL Indicators Report, 2008)

According to the U.S. Census Bureau, 14.2 percent of Northwest Indiana residents were below the poverty level during 2006-2008, slightly higher than the Indiana and U.S. levels of 13.1 percent and 13.2 percent, respectively. At 16.5 percent, Lake County had the highest number of people below poverty level. LaPorte at 11.5 percent and Porter at 8.7 percent fell below the state and national levels.

The Forum has taken steps and continues to work on the performance of economic sectors. The Forum continues to work toward the identification and promotion of sustainable regional economic development opportunities

and support the creation and retention of quality jobs. The Forum will continue to track leads by industry cluster.

Northwest Indiana competes in the Midwest and the nation to attract businesses, industries and economic development opportunities, bringing good quality jobs to the region. Industries and businesses consider a wide range of factors for choosing a location such as infrastructure, labor force, overall business environment, education, amenities and quality of life. Northwest Indiana is a market composed of global, national and regional businesses. People and businesses prosper and grow within this region of commerce, environmental beauty and transportation. Northwest Indiana offers a wide range of advantages that makes this region attractive, including low-cost, high-quality living, low energy costs, labor force and overall tax base. The Forum, the IEDC and the RDA are catalysts for promoting economic development opportunities for the region. According to the Forum's 2010 Strategic Plan report, the organization will serve as the premier resource for economic development skills in:

- Expertise in packaging economic opportunities
- Expertise in economic incentives
- Creation of a database of sites in Northwest Indiana with updates from Local Economic Development Organizations (LEDO).
- Promotion of business-ready commercial developments

Communities have the first line of responsibility to manage available land database information. The Forum also has taken steps and will continue to market Northwest Indiana to developers, site selectors, real estate brokers and targeted industries. The under utilization of land and brownfield sites has impacted the use of land and properties in urban areas. Brownfield remediation can create economic development opportunities and reinvestment in the urban core areas.

EMPLOYMENT GROWTH

Employment growth is difficult to predict. There are many factors that influence job creation, from local, state, federal, and international policies to the quality of civic amenities in an area. A change in any number of these factors can affect job growth and retention for years to come. The NWI region illustrates this point well; increased efficiency in the steel industry led to job losses in the 1980s that are still felt today. After rebounding in the 1990s, the latest recession has wiped out the gains made during that decade. At the low point in 2009, employment had fallen to levels roughly equal to that of 1970. However, while this news might be taken as a reason to be pessimistic, there are plenty of reasons to be optimistic about future job growth in the region.

In an increasingly globalizing economy, Northwest Indiana is positioned as the eastern gateway to a global city. While this fact has historically been downplayed, connections to Chicago will only rise in importance between now and 2040. Strengthening these ties both physically and mentally – through infrastructure development and building human relationships – will help the region thrive. In addition, maintaining and building upon the historical role as a transportation and freight corridor also presents an opportunity for economic growth, if we can make our region attractive as a destination for goods and people, not just a place to be passed through.

Looking out to 2040, we assume that job growth will occur, though not as quickly as in the 1990s. We assume that recent job losses are an anomaly, and that those jobs will return in some form or another. Overall, employment is expected to grow by about 80,000 jobs in comparison to the low point of the recession, or about 73,000 more jobs than at present. These numbers represent targets, or indicators of progress. They need not be taken as gospel. The real concern should not be how many jobs are added, but rather what type of jobs are created. Quality jobs are more important than quantity of jobs.

EDUCATION

The CRP “INvisions” a Northwest Indiana in 2040 that is vibrant, revitalized, accessible and united. A vibrant region means that our economy is thriving, our people are well-educated and our environment is clean. A well-educated population calls for expanded access to knowledge and educational opportunities. That is the goal. Objectives that have been identified to reach the goal of a well-educated population include:

- Develop a transportation system that provides safe and reliable access to educational facilities
- Maintain strategic partnerships with educational institutions
- Provide critical information to the public to enable meaningful public participation
- Educate leaders about best practices in urban and regional planning and public policy
- Improve infrastructure connectivity and access to the technology that supports distance education

Although education is not one of the region’s planning domains, the issue of learning was often mentioned during public discussions as the CRP evolved. For example, during the Regional Forum on the Future of Northwest Indiana in December 2008, education scored the third highest when the 500 attendees were asked to list their top region issue of interest. One of the most critical regional challenges identified by the group said that schools suffer from poor results, low graduation and unequal funding. “We are undereducated and underprepared for jobs.” One of the regional opportunities described at the Forum on the Future was “our universities can help drive innovation and train the workforce for 21st Century jobs.”

As a result of that event, elements of the vision for our region’s future declared, “High-quality education for all that prepares all our children to be productive citizens.” Although NIRPC has not expanded its planning domains to include educational recommendations and policies, it is necessary to briefly discuss here the state of education in the region. For the core communities to revitalize and become more desirable places to live and work, educational achievement must improve. Following are references from other studies that describe the issue.

The Quality of Life Council's 2008 Indicators Report features education as one of the significant factors in determining how well the region is doing. The 2008 report says, "It is hard to over-emphasize the importance of education to quality of life. The students in our classrooms today will become the workforce and community leaders of the future. Further, our investment in providing high-quality learning opportunities will return an educated group of citizens well-positioned to solve the difficult sustainability issues now facing the region. ... Student performance varies widely across the region and appears strongly linked to socioeconomic opportunities. Clearly, more needs to be done to improve educational opportunities, particularly for disadvantaged populations."

The 2008 Indicators Report goes on to say about grades K-12, "Many factors affect educational performance and attainment of Northwest Indiana's students. Among the most clear is the connection between poverty and low educational achievement. While lower educational outcomes and attainment tend to occur in communities with high concentrations of minorities, this is due to poverty rather than to race. English as a second language has emerged as a concern as well. Finally, total expenditures per pupil can also impact the quality of education provided."

The WorkOne Northern Indiana's 2010 State of the Workforce Report discusses grades K-12 educational performance. "By looking at graduation rates for each school district, the geographic disparity of education in Northwest Indiana becomes abundantly clear. A quick glance at the map of graduation rates for school districts displays four distinct trends:

- The poorest performing school districts in the region are concentrated in the urban core of northern Lake County.
- The suburban and exurban collar communities that surround the urban core are performing above average or exceptionally well in some cases.
- Rural areas in the southern part of the region, the periphery of the suburban collar, are below the state average;
- The Michigan City-LaPorte area, the other urban/suburban core in the Region, also is below the state average although not as severely deficient as northern Lake County.

"Not all of the urban communities are performing poorly, nor are all rural areas below the state average. However, it is clear the region's greatest challenge in improving the quality of high school education lies in overcoming the geographic concentration of poorly performing schools in the northern urban core communities."

The 2010 State of the Workforce also says, "A strong education system is often a necessary component in the high-stakes world of business attraction and recruitment. Businesses interested in moving locations or setting up a new plant demand to know the availability and quality of the labor force when they target particular communities."

A vibrant region where the people are well-educated is attractive to employers that are considering expanding in or relocating to an area. Former Purdue University Calumet (PUC) Chancellor Howard Cohen had some words to say about PUC's role in education and economic development in Northwest Indiana (May, 2005). His comments would seem to hold true to any institute of higher learning in the region. Chancellor Cohen said, "Cutting edge employers are attracted to regions inhabited by a plentiful population of college graduates, from which a skilled and marketable employee base can be recruited. The more college graduates there are with knowledge and skills of demand, the more opportunities there are for a region – Northwest Indiana – to respond effectively to the economic challenges of our 21st century society. Beyond the employer benefit of an educated work force, we know from research and experience that a college education produces an improved quality of life for its graduates. Quality of life typically translates into greater earning and spending power, which, of course, helps stimulate economic development, as well as opportunities to enjoy and partake of more of the good things society – local and otherwise – has to offer."

The National Center for Higher Educational Management Systems said in a 2005 report, "Indiana must also address its 'brain drain.' Each year, the state gains citizens with low educational attainment while it loses thousands of workers with strong academic credentials. Creating more degrees will solve only part of the problem. Indiana needs to retain degree-holders and encourage their creativity to develop more opportunity for all Hoosiers." The report was part of a State-Level Dashboard of Key Indicators in Reaching Higher: Strategic Initiatives for

Higher Education in Indiana, with data from 2005-2008. NIRPC is willing to work with others to address regional education issues as they relate to the vision, goals and objectives in the CRP.

EDUCATIONAL ACHIEVEMENT

Northwest Indiana exceeds the national high school graduation rate by a full two percentage points for people 25 and older. However, the tri-county area lags behind the rest of the nation when it comes to higher education. 48.1 percent of region residents older than 25 have completed some college, compared to 54.4 percent nationally. 19.7 percent of residents have earned a bachelor's degree, compared to 27.5 percent nationally, and only 6.5 percent hold a graduate degree, while 10.1 percent of all Americans have earned an advanced degree. We, as a region, need to promote connections with Ivy Tech, Purdue University, Indiana University, Valparaiso University, the University of Notre Dame, and Calumet College to shore up our deficiencies in higher education and training.

1.4 SOURCES OF FUNDING

1	Double tracking between Michigan City and Gary to increase frequency of trains available and reduce the delays	\$42,000,000 (Regional Cities Grant) + \$57,300,000 (Federal Funds) + \$15,300,000 (Local Sources) <u>\$114,600,000</u>	2016 - 2021
2	Infrastructure Renewal of the line between South Bend and Michigan City	\$30,725,000	2016 - 2017
3	South Bend Station Realignment at SBN International Airport	\$20,000,000	2017 - 2018
4	Michigan City Station Realignment	\$109,000,000	2018 - 2022
TOTAL INVESTMENT:		\$274,325,000	

Table 1-1. Projected South Shore Investments.

1.5 STAKEHOLDER GROUP: ISSUES AND OPPORTUNITIES

ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS & OPPORTUNITIES

In 2006, and then again in 2010, NIRPC conducted an assessment of economic conditions in Northwest Indiana. Most recently working with the NWIEDD, strengths, weaknesses, opportunities and threat analysis were prepared around which economic policy and actions could be developed. The 2010 analysis revealed the following:

STRENGTHS:

- Proximity to Chicago
- Adjacent to Lake Michigan, Dunes and Kankakee River
- Existing highway and rail infrastructure
- Port of Indiana
- South Shore Commuter Rail
- Gary/Chicago International Airport
- Regional Development Authority
- Intergovernmental collaboration
- Diversified manufacturing base
- Universities and colleges
- Low cost of living
- Cultural diversity
- Recreational/entertainment venue
- Skilled work force
- Available land
- Public financing tools
- Health care/life sciences
- Stable business tax climate
- Comprehensive economic development planning
- Top current and potential clusters (industries) identified
- Fiber infrastructure in progress
- Comprehensive land use map in progress

WEAKNESSES:

- Nondiversified economic base
- Work force not skilled in emerging clusters
- Perceived brain drain
- Competition among regional entities
- K-12 education in certain areas
- Urban core decay
- No scheduled commercial air service
- Lack of corporate headquarters
- No strong sense of regional identity
- Misperception as having high wage rates/labor costs
- Nonattainment status for air quality
- Need for identification and assembly of underutilized properties
- No regional land use plan
- Lack of regional transit system
- Lack of stormwater planning

OPPORTUNITIES:

- Partnerships with higher education to provide customized job skill training
- Increased number of high school graduates moving on to college
- Leverage the aggressive investment in fiber optic infrastructure
- Access more federal dollars
- Reskill the existing work force into high potential cluster areas
- Expand commerce at Gary/Chicago International Airport
- Pursue the Marquette Plan: Indiana's Lakeshore Reinvestment Strategy (Phase I and Phase II)
- NICTD expansion to serve the broader region with commuter rail service
- Expand the regional Public Transit System
- Capitalize on state incentives
- Develop and implement regional marketing effort
- Increase tourism
- Develop new high potential clusters (industries)
- Develop a multimodal infrastructure
- Improve air quality
- Develop a Regional Land Use Plan
- Establish fully developed business parks
- Identification of underutilized properties
- High-speed rail

THREATS:

- Declining jobs in core clusters (industries)
- Overshadowed by Chicago media
- Lack of resources to address urban decay
- Peotone airport becomes the third Chicago airport
- Resistance to systematic planning
- Providing services to an aging population
- Ability to retain young, creative professionals
- Lack of corporate headquarters
- Fear of negative impacts of development
- Negative impacts created by development
- Potential flooding

The 2040 CRP goals and objectives related to ensuring a thriving economy and strong work force were developed in response to the findings of this analysis, in addition to other feedback received from stakeholders in the planning process. The resulting plan and policy recommendations seek to build on regional strengths and opportunities, and address the identified weaknesses and threats.

1.6 PREVIOUS PLANNING EFFORTS

THE NORTHERN INDIANA COMMUTER TRANSPORTATION DISTRICT (NICTD'S 20-YEAR STRATEGIC BUSINESS PLAN), FOCUSES ON A FOUR-PART INVESTMENT STRATEGY:

- Major improvements to the existing South Shore Line to provide faster, more reliable trips
- Baseline investments to maintain service standards and reliability on the existing South Shore Line
- A West Lake Extension linking downtown Chicago and the rapidly growing areas of central Lake County
- Ongoing, regular system maintenance to maintain the South Shore Line in a state of good repair.

The breakout of specific projects indicates the building-block nature of the overall plan which includes a county-by-county allocation of benefits – the foundation of this plan's financial strategy. The study provides a detailed assessment of financial requirements for the investment strategy and a plan to meet those financial needs over the 20-year period, as well as an analysis of transit-supportive land use policies which could aid in maximizing the return on those investments. Collectively, the investment strategies are designed to provide faster and more reliable trips for riders on the existing South Shore route, and to provide more convenient service to Chicago for both existing and potential customers in the most rapidly growing areas in central and southern Lake County, Indiana. By improving service in both of these important regional markets, the investments will help improve the entire regional economy by raising incomes, and by helping the region attract and retain population and jobs.

THE NORTHWEST INDIANA REGIONAL PLANNING COMMISSION 2040 COMPREHENSIVE REGIONAL PLAN:

A VISION FOR NORTHWEST INDIANA

Nestled in the northwest corner of Indiana, between the metropolitan influences of Chicago and Indianapolis, our region has longed for an opportunity to stand on its own. Shaped by sand and steel, Northwest Indiana draws on a rich history of economic accomplishment and unmatched natural beauty. Today, these advantages present us with a

unique challenge in an unpredictable world – to shape our own future, and sustain our diverse quality of life.

This challenge has been met with the release of the 2040 Comprehensive Regional Plan, or CRP, which represents the first broad planning initiative covering Lake, Porter and LaPorte counties. Unlike previous plans released by NIRPC, which focused primarily on transportation, the CRP marries into the mix land use, human and economic resources, and environmental policy objectives.

Together, these are extremely broad issues that require complex decision making on a large, regional scale. While some aspects of the CRP are based on local plans and near-term improvements, its long-term horizon pushes us to think well beyond these needs.

The CRP exists as a blueprint of our collective desires to remake Northwest Indiana as a vibrant, revitalized, accessible and united region – and to help all see and enhance the beauty of where we live and work.

2012 QUALITY OF LIFE INDICATORS REPORT:

NORTHWEST INDIANA PROFILE

A PUBLICATION BY ONE REGION

The Northwest Indiana Quality of Life Council was formed to be a collective voice for sustainable economic, environmental and social progress in the region. It soon became apparent that in order to open conversations, set priorities and move forward, the council needed to collect data that would indicate both problems and progress.

The 2012 Indicators Report presents a baseline view of Northwest Indiana and serves as a relevant tool for One Region to use in its civic engagement. The report fulfills three primary purposes:

1. To provide an objective assessment of conditions in ten categories considered to be leading indicators of the quality of life in Northwest Indiana
2. To identify and evaluate trends in each of these categories during the period from 2000 to 2010.
3. To stimulate dialogue and actions that address opportunities to enhance the quality of life.

The more useful and readily available the indicators can become, then the more that fact-based information and dialogue can shape policy and action in Northwest Indiana. The measured outcomes, as signs of marked progress, can then be used to hold people and organizations accountable for producing mutually-beneficial results.

WEST LAKE CORRIDOR AND SOUTH SHORE LINE STRATEGIC PLANNING INVESTMENTS:

A REGIONAL BENEFITS ANALYSIS

The Chicago metropolitan statistical area is a tri-state regional economy encompassing 9.5 million persons, 14 counties, and ranks as the eighth largest economy by GDP in the world. In terms of US MSA's, only New York City and Los Angeles rank higher. There are 4.5 million jobs in the Chicago MS, and 2.1 million of those are located within Cook County alone.

This report, has been prepared utilizing a fundamental economic theoretical construct. A substantial improvement or increase efficiency afforded by investments in transportation assets within a region produces upward movement on wages, increased rates of return on invested dollars, and a higher quality of life. The investments discussed in this study will make decade's long changes to the flow of goods and services between the center of the Chicago MSA and its sub-sector Northwest Indiana. The direction of those changes can only be positive; this report makes a preliminary estimate of their magnitude.

SUMMARY

All of these Precedent Plans have become the backbone for the Planning of the South Shore Double Track project that would be the beneficiary of the Regional Cities Initiative Grant. The South Shore Double Track would help reduce travel times for the current ridership, as well as attract additional ridership with the knowledge the commuting would take less time out of their day. It would promote people to be more inclined to stay, live, and commute from Northwest Indiana to those higher paying jobs in Chicago.

1.7 CURRENT REGIONAL ASSETS

REGIONAL ATTRACTIONS

By far, the Indiana Dunes ranks as the most visited attraction in the NIRPC region. Stretching 25 miles from Gary east to Michigan City, the Indiana Dunes are recognized internationally as a marvel of nature, and represent one of the most ecologically diverse systems for plant and animal life in the world. They attract more than 4 million visitors per year to a number of beaches, campsites, historical features and nature trails. The Indiana Dunes are forever protected by both state and federal designations, which assure continual upkeep and the addition of enhancement projects. The Indiana Dunes represent the crown jewel of tourism in Northwest Indiana, and all three tourism bureaus use the Dunes as the gateway for further visitor exploration of the region.

Of recent note is the town of Porter's 2011 "Gateway to the Indiana Dunes" report, which outlines a number of bold initiatives toward creating a true entranceway to the National Lakeshore and Indiana Dunes State Park. Improvement projects of note include significant landscaping along Ind. 49 to the State Park entrance, the inclusion of a multiuse trail from downtown Porter to the beach entrance, and the promotion of properties for supporting businesses. These include hotels, restaurants and retail establishments to cater to the millions who visit the lakeshore every year. The intent is to create an attractive location so visitors will be encouraged to spend a few days in the area, and thus pump more of their discretionary income in our regional economy.

A growing focus of recent years is the burgeoning regional off-road trail network. As of 2010, Northwest Indiana enjoys more than 80 miles of developed trails, with approximately 50 miles slated for construction within the next five to 10 years. Buoyed by the abundance of abandoned railroads, a number of "rail-to-trail" projects have been brought online in Northwest Indiana. These trails range from major facilities (the 17-mile Erie-Lackawanna Trail) to local community connections (systems in St. John and Valparaiso). In 2008, NIRPC released the first comprehensive bike map that highlighted these systems. This map proved to be overwhelmingly popular, with more than 100,000 copies being quickly distributed. There have been inquires about obtaining this map nationwide and internationally.

Off-road multiuse trails are often major tourist attractions generating expenditures on lodging, food and recreation-oriented services and improving the overall appeal of a community to tourists and new residents. They also serve as a major factor for business attraction and retention. The numbers help bear this out. In one example, a 2004 study of the 45-mile-long Washington & Old Dominion Trail, a transportation and recreation corridor running from Arlington to Purcellville, Va., finds that an estimated 1.7 million adult W&OD users put about \$7 million directly in the northern Virginia economy. In our state, the Monon Trail attracts 1.3 million visitors yearly, and is credited for reviving the Broad Ripple neighborhood of Indianapolis. The trail runs from the northeastern edge of downtown Indianapolis and runs north approximately 18 miles into the town of Westfield. In addition, the city of Carmel has taken the extraordinary step to redevelop its new downtown district with the Monon Trail running through the heart of the district, with both business and residential structures facing the facility.

Thus, it is no secret that off-road trails represent an under-tapped potential for regional tourism. Residents and outside visitors alike can enjoy a leisurely ride to a neighboring community and partake in their attractions. As an example, Erie-Lackawanna Trail ties directly into the downtown districts of Hammond, Highland, Griffith and Crown Point. The Prairie-Duneland offers similar opportunities from downtown Hobart to Chesterton. The potential for visitors and new economic growth is substantial. Since 1993, more than \$30 million in federal investment has been afforded to these regional trails, and the demand only has increased. NIRPC continues to champion regional trail systems, and aims to work with all three tourism agencies on their continued promotion and development.

On the topic of trails, since the advent of water trail planning upon the release of the 2007 Greenways & Blueways Plan, interest in access has soared. The establishment of the Northwest Indiana Paddling Association (NWIPA) in 2008 has had a profound impact in promoting water trail use in the region. Also, thanks to a grant from

ArcelorMittal, NIRPC has been able to release two water trail maps along Lake Michigan and the Kankakee River. Other systems under development include both Calumet Rivers, and local systems in Dyer, Lowell and Michigan City. Paddling represents an attractive escape and a potential lure for new tourism opportunities.

Beyond the natural amenities that Northwest Indiana offers, there are a number of other destinations that fuel regional tourism. The most notable involve the four casinos in Hammond, East Chicago, Gary and Michigan City. Each of these gaming and entertainment establishments draws millions of patrons per year, where a percentage of the gaming proceeds go back to the host communities.

Another attraction is the Radisson Hotel and Convention Center in Merrillville, where the 3,400-seat Star Plaza Theatre is located. The Star Plaza has served as the focal point for major entertainment acts since 1979, although new facilities have opened that cater to such events. In 2008, Horseshoe Casino opened The Venue – a 3,300-seat auditorium that can be sized according to the nature of the acts. In 2009, the Blue Chip Casino opened its 1,200-seat Stardust Event Center for smaller acts.

In addition to the entertainment establishments, there are two major sports facilities that currently host professional franchises. They are both located in downtown Gary and include The U.S. Steelyard, a 6,500-seat baseball stadium that hosts the Gary SouthShore RailCats. The other is the Genesis Convention Center, which currently houses the Gary Splash of the International Basketball League. The Genesis Center has been a fixture in the city since 1981 and boasts the largest seating arena in the region at 7,000. The center is a flexible facility, able to house a number of events both large and small, with a significant amount of rooms for conferences. The Genesis Center also was the site of the 2001 and 2002 Miss USA Pageant.

Regarding theme parks, Deep River Waterpark in Merrillville serves as the largest outdoor water-themed amusement park in the Chicagoland area. The park, managed by Lake County Parks, boasts a number of attractions for those of all ages. Yearly attendance for the swimming season averages approximately 300,000 visitors. Recently, the park was expanded and now is open for ice skating during the winter season.

LOCAL ATTRACTIONS

On a community level, attractions and destinations abound. There are many historic areas of interest throughout all of Northwest Indiana that offer a broad selection of antiques and feature cultural landmarks. Each county seat – Crown Point, Valparaiso and LaPorte – boast a vibrant downtown square that has become a destination for many region residents and tourists alike. Other downtowns, such as Chesterton and Hobart, have a rich tradition and unique charm. Downtown Highland is an example of a restored district where a significant investment has been afforded.

An annual summer tradition includes the county fairs. In addition to these mainstays, several communities hold festivals celebrating their heritage and civic pride. Of note include Crown Point's Hometown Days, Valparaiso's Popcorn Festival and Hammond's Festival of the Lakes. There also are two major events that draw thousands of visitors from out of town. These include the Pierogi Fest, which draws almost 200,000 visitors to the city of Whiting each year. Then there is Three Floyds Brewery's Dark Lord Day in Munster. Dark Lord has rapidly become a beer-connoisseur's destination, with 6,000 attending the spring event yearly.

Northwest Indiana has enjoyed a renaissance of new activity along the lakeshore thanks to the Marquette Lakefront Reinvestment Plan, and funding from the Regional Development Authority (RDA). This document has served as a vital blueprint towards a number of high-impact projects that aim to make the Lake Michigan shoreline a premiere destination. As of 2011, endeavors have included the aforementioned Gateway to the Dunes project in Porter, Portage Lakefront Park and Riverwalk, the redevelopment of Whiting Lakefront Park and Marquette Park in Gary, and the construction of an iconic pavilion and redesigned Forsythe Park along Wolf Lake in Hammond. All of these projects also have included many new miles of off-road trails.

ASSETS

HIGHER EDUCATION

Northwest Indiana is served by a number of colleges and universities conveniently located throughout the area. Valparaiso University is located in the heart of Porter County with a student population of 3,850. VU celebrated its 150th anniversary in 2009 and is considered one of the top liberal arts colleges in America. In addition to an outstanding undergraduate program, the University also offers more than 30 graduate degrees (or combinations of degrees) in 14 areas of study. Doctorate degrees are available in nursing and law.

Purdue University operates two campuses in the region. The Calumet campus has had a presence in Hammond since 1946. PUC currently enrolls roughly 9,000 students in its seven colleges, and offers graduate degrees in education. The North Central campus in Westville (LaPorte County) enrolls roughly 4,000 students. PNC has been located LaPorte County since 1948, and moved to its current location in 1967. PNC offers numerous degrees from its four colleges as well as two master's degrees.

Indiana University established its Northwest Indiana campus in Gary in 1963. IUN enrolls just fewer than 5,000 students, who can choose from numerous majors and master's degrees in five different fields with varying concentrations. IUN also has a medical school.

St. Joseph's College operates one campus in the Region. Calumet College of St. Joseph was established in 1951 and has occupied its present location in Whiting since 1973. CCSJ offers majors in over 15 fields as well as a master's in teaching. There are more than 1,000 students attending the college.

Ivy Tech Community College is the state's community college and technical school system. More than 5,000 students attend at the school's four area campuses in East Chicago, Gary, Michigan City and Valparaiso. Among other colleges in the area are Hyles-Anderson College in Crown Point; Kaplan College, with campuses in Hammond and Merrillville; Brown-Mackie in Michigan City; University of Phoenix in Merrillville; Indiana Wesleyan in Merrillville; and Davenport University in Merrillville.



WILDLIFE *in the* DUNES

by SOUTH SHORE LINE

NATURE'S BEAUTY IS BUT SEVENTY-FIVE MINUTES AWAY.
JUST AROUND THE CORNER *from* CHICAGO *by* ELECTRIC TRAIN.

Photo 2-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

2

COMMUNITY ENGAGEMENT

GUIDELINES

Describe how the stakeholder group has engaged and will continue to communicate and engage with the public in the development and execution of this plan.

LOCAL OFFICIALS AND COMMUNITY STAKEHOLDERS

In the past ten years, several significant milestones were reached that show a positive change in our community's ability to work together for a common goal. The successful implementation of the Marquette Plan; the establishment and positive impacts of the Regional Development Authority; the development of the regional airport business plan and current growth strategies; and Lake County's ability to take action on the local income tax issue are examples of a region that works together for the common good. Now is an opportune time to take action on the implementation of the project.

The sensitivity perspectives and issues surround the project must be understood, acknowledged, discussed and successfully managed to win and maintain stakeholder and community support.

The understanding and management of four primary stakeholder issues are paramount to keeping the project on track:

1. Local funding/cost sharing and competing uses of available tax generated funds
2. Stakeholder comprehension of the economic benefits of expanded commuter services
3. Impacts and benefits to communities and residents along the corridor
4. Controlling Stakeholder gamesmanship throughout the process

Stakeholder coordination and public outreach plays a critical role in the acceptance, financial commitment and timeliness of decision-making for the project. The project team's use of the "Strategic Development of Informed Consent" (SDIC) approach to public engagement is a valuable tool in achieving the project goals and objectives. Federal, state and local teams have successfully used SDIC on controversial projects for well over thirty years. Agencies with experience using SDIC include FHWA, USACE, EPA, and various state DOTs.

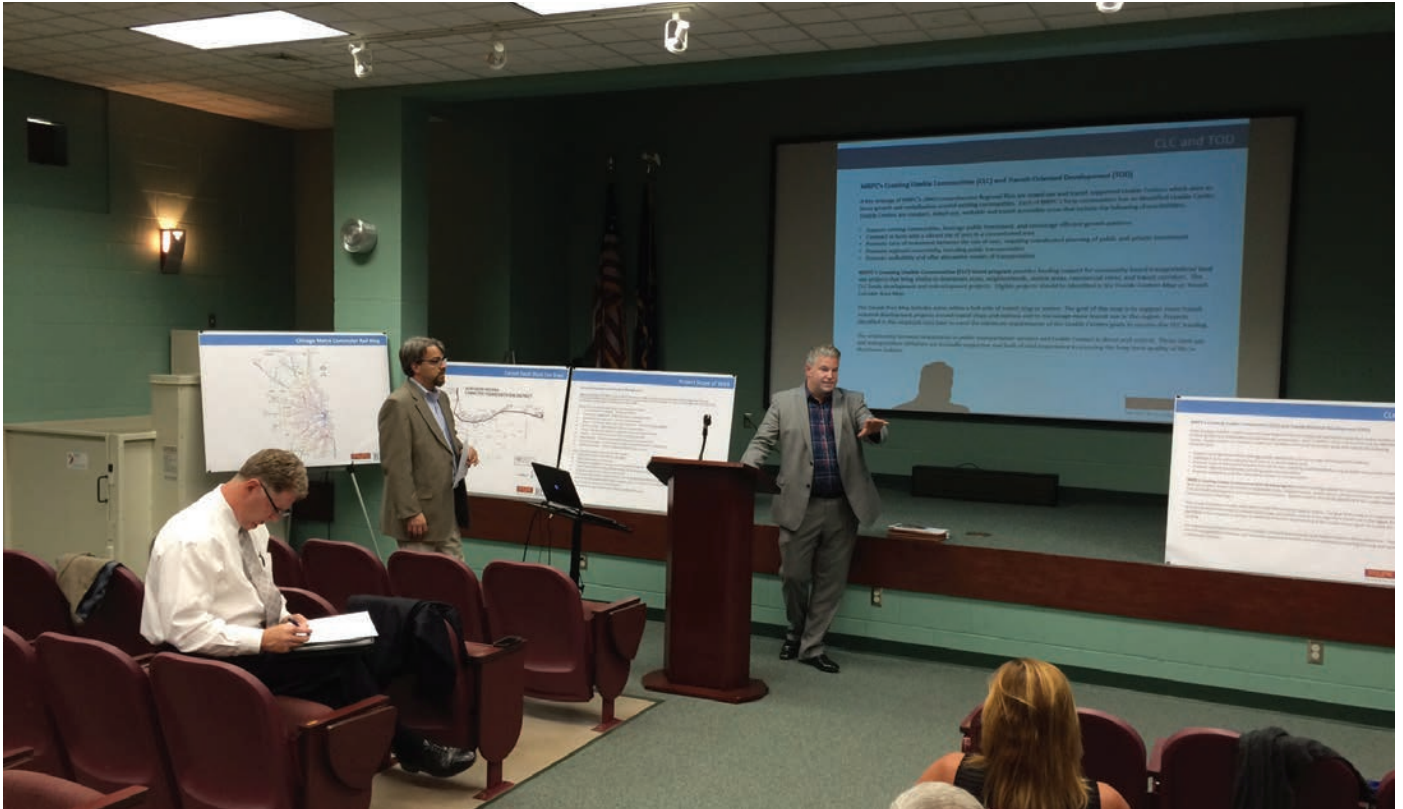


Photo 2-1. Setting up the public meeting on Regional Cities at the Dorothy Buell Center in Porter County. Photo Credit: NWI RDA via Twitter.



Photo 2-1. Talking trains. Photo Credit: NWI RDA via Twitter.



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WINTER IN THE DUNES



SOUTH·SHORE·LINE

*Trains from Chicago operated over Illinois Central Railroad from Randolph,
Van Buren, 12th, 43rd, 53rd and 63rd St. Stations*

Photo 3-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

3

STAKEHOLDERS & EXECUTION

GUIDELINES

- 3.1** *PARTICIPATING STAKEHOLDERS AND ROLES IN PLANNING AND EXECUTION*
- 3.2** *ORGANIZATIONAL RESPONSIBILITIES*

GUIDELINES:

- 3.1 List of participating stakeholders and their role in planning and executing the plan. The section must include names, contact information, and the exact role of each person in executing the plan.
- 3.2 Identify the organization or individuals responsible for updating of the plan, its budget and its execution. Will the regional development authority be responsible for this, or some other entity?

3.1 PARTICIPATING STAKEHOLDERS AND ROLES IN PLANNING AND EXECUTION

NORTHWEST INDIANA REGIONAL DEVELOPMENT AUTHORITY

BILL HANNA

PRESIDENT & CEO

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3.2 ORGANIZATIONAL RESPONSIBILITIES

ADMINISTRATOR:

THE NORTHWEST INDIANA REGIONAL DEVELOPMENT AUTHORITY

OPERATOR:

THE NORTHERN INDIANA COMMUTER TRANSPORTATION DISTRICT

METROPOLITAN PLANNING ORGANIZATION:

NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION

BUSINESS COMMUNITY REPRESENTATIVE:

NORTHWEST INDIANA FORUM

COMMUNICATION LIAISON:

ONE REGION

CONSULTANT:

S.E.H. OF INDIANA

CONSULTANT:

POLICY ANALYTICS

Early inclusive interaction with stakeholders and the public assists in uncovering key issues (overt and covert) that can affect the eventual project outcome. Reaching project proponent, opponents and the perceived un-invested early in the process is critical to gaining an understanding of their issues and project opportunities.

In public engagement, knowledge is power. Knowing the issues, acknowledging stakeholder concerns, proactively addressing issues throughout the project process leads to a high degree of success in project outcomes.

From a local perspective, the following key issues/opportunities need to be addressed and managed to achieve the desired project outcome:

- In general, communities along the corridor are supportive of the project. The most pressing and primary concerns revolve around project financing and perspectives of fairness and equity. Who pays what? What are the perceived benefits? The perceived shifting of taxes from local communities to regional entities will need to be overcome. Concerns over trust of elected official related to the recent county income tax authorization will be a continuing concern.
- Regionally, questions of who pays and who benefits from the investments will be presented by the public. There may be a perception in the region that the cost will not reap the benefit? Short term versus long term return on investments will be questioned? An, an honest assessment by local antagonist regarding the proven, positive economic impacts to transit communities will persist.
- What are the impacts/benefits to the corridor communities? Competition over TOD's and economic benefits? Ability to attain economic development and redevelopment benefits along the corridor? Perceived impact on traffic near stations? New rail crossing safety concerns? The physical impacts (noise, vibration, safety) of residents nearest to the corridor? The potential increase/decrease in corridor property values?

A key to the success of the public engagement process is getting to the stakeholders who can and will influence the decision process. Agencies in northwest Indiana are very aware of community leaders, environmental activists, citizen and faith-based groups that are active with their organizations. These agencies are also aware of the potential agendas brought forward related to an important projects such as the West Lake Extension. Proactive strategies and approaches need to be implemented to manage these diverse project and community stakeholders.

Integrating local institutions into the decision making process will add to the potential success of the project. The project has the potential to impact a number of local hospitals (St. Margaret Hammond and Dyer Campuses and Community Hospital), and the U.S. Federal Courthouse in downtown Hammond. Also critical to the future of the region is engagement of the various universities and colleges that serve the communities including Purdue University – Calumet, Indiana University – Northwest, Calumet College, and Valparaiso University. The project will need to connect not only with the leadership of the institutions, but also with the employees, students, and users.

Various approaches and public involvement strategies and communication tools are available to assist in the process and are discussed in greater detail in the scope of work section of the proposal.

Northwest Indiana leaders are advancing the media campaign to promote the project. Government agencies and communities are expressing their support and financial commitment to the project. Media outlets and business leaders are expressing their support and outreach. An online survey has been completed by 582 total respondents with their thoughts on the project.

These are important first steps of the public engagement process that need to continue and be intensified as the project moves forward through the decision-making process. The Public Involvement component of the project need to be as carefully managed as the technical and financial aspects of the project. This process needs to be ongoing throughout the project and continue through the design, construction and project implementation. Reaching the ultimate goal of enhanced commuter rail services from northwest Indiana to Chicago can strengthen and grow both the economy and the communities.

TECHNICAL APPROACH

TASK A: STUDY INITIATION

A-1. THE PROJECT MANAGEMENT PLAN (PMP)

The team's extensive experience in project management has shown that the key to the success of any project involves upfront planning to address scope, schedule, budget, and resources. The team has developed, and will apply to this contract, a proven system that provides a consistent framework for planning, organizing, and performing task orders within a set budget and schedule. Within three weeks of receiving the Notice to Proceed, the team will prepare a Project Management Plan (PMP), which will include:

- Detailed scope of work for the team and our sub consultants
- Comprehensive project schedule clearly identifying project milestones and submittal dates as well as public and committee meetings; Compliant meetings and deliverables will be noted as such
- Work effort required for each element of the project with breakouts by labor hour and cost estimates
- Contact directory of key staff from the team, NICTD, and other key stakeholders
- Progress reporting schedule and format
- Deliverables submittal requirements, including review protocol and disposition of comments
- Document, data and record management compliant with standards for the Administrative Record
- Budget management and cost control techniques
- Documentation and performance of DBE requirements
- Contracts
- Project communication procedures and protocols
- Safe Work Plan
- Quality Management Plan

After reviews and comments on the PMP, the team will revise and resubmit to NICTD.

The team's project management and execution tools and techniques are discussed in greater detail in the following section of this proposal.

A-2. PUBLIC AGENCY COORDINATION PLAN

The team recognizes that communications, outreach, and stakeholder engagement are as critical to obtaining the buy-in from a diverse range of constituents early and often will influence the success of the project's outcome.

PROJECT COMMITTEES

The team will engage two committees to provide guidance to the study:

- Technical Advisory Committee (TAC). The Technical Advisory Committee will be composed of representatives from NICTD, the RDA, INDOT, NIRPC, FTA, Metra, CMAP, CSX, and the communities of Hammond, East Chicago, Gary, Portage, Ogden Dunes, Chesterton, Beverly Shores, Pines, Michigan City, and South Bend. A minimum of six in-person meetings will be scheduled during the course of the project around major milestones at a location to be determined.

For each of these committees, the Consultant will develop a meeting schedule and meeting materials, which will include presentations, agendas, and meeting minutes. All materials to be presented at each meeting will be provided in draft to the NICTD project manager one week in advance of the meeting. The team will follow up each meeting with notes and updates to an action/issues log.

- Stakeholder Coordination and Public Outreach
- Five Tiered Approach
- Built on Principles of Systematic Development of Informed Consent (SDIC)

It is anticipated that the project will initiate a wave of public interest, input, and level of expectation as far as information, follow-up, transparency, and responsiveness. This will require a proactive, responsive, and successful stakeholder outreach plan and a process that is grounded by a deep understanding of the region. We know this because members of our team are employers, employees, and life-long residents in the corridor and understand what works. We have the depth of knowledge that this process requires; that it must reflect lessons learned from previous studies as well as new trends and factors in an evolving corridor; that it must effectively address lingering technical and funding questions that could determine the outcome; that it must build trust and local buy-in to assure

consistent, representative engagement; and that it must offer a wide range of options and venues to a diverse and dispersed audience across the potential new corridor as well as the existing one.

It is also critical that the make-up, roles and interaction strategies for stakeholders, agencies, and the general public be clearly established at the onset so that all parties understand the expectation placed upon them and how they can most effectively participate in the process.

Based on this understanding, we have built the following five-tiered approach that is grounded in lessons learned from the Marquette Plan and the principles of Systematic Development of Informed Consent (SDIC), which is a highly successful public involvement framework that identifies stakeholders and develops support from the public. The team is fully trained and experienced in implementing SDIC and will use this approach to engage critical corridor stakeholders and achieve project consent. Our approach includes:

- Go to Them Early

Early engagement is a critical component of successful outreach strategy and most effective when convenient for its participants. By attending local coffees, Town/City Council meetings and other pre-established meetings, we are able to inform and engage the region while documenting potential positives and negatives that may be encountered during alternatives development. This early engagement has proven to increase participation in subsequent meetings by informing visitors about project milestones, building an expanded project database and building expectations and excitement about the process. In addition, this understanding will assist the team in reaching a consent position for the project by understanding key issues, desires or concerns and allowing the team to focus appropriately on them in subsequent meetings. Elements of this step include:

- Stakeholder coffees;
- Town/City Council briefings in each of the potentially affected communities as well as existing South Shore station communities;
- Briefings at pre-established community and organization meetings;
- A week-long Stakeholder Studio with pre-scheduled and walk-in meetings with a broad spectrum of project stakeholders;

- Briefings to formal Boards/Committees such as NICTD, RDA, and NIRPC;
- Strategic interaction with neighboring Illinois communities and applicable organizations such as South Suburban Mayors and Managers Association/Chicago Southland Economic Development Commission; and
- Briefings with key elected officials, including local, state and U.S. officials with a role in the project's funding and/or development.
- Strategic Media Strategy

Effective messaging and establishing a positive presence within the media first and foremost requires speaking with “one voice” for consistency, accuracy, and credibility. In addition, keeping the project fresh in the eyes of the media and public is important, regularly finding new things to communicate about the project that can become extensions of the message. This is where our unique communications approach comes into action.

At each milestone, we will identify opportunities that keep the project alive, and in a positive light, shaping messages around events and project milestones. This message is disseminated through multiple media avenues, including local editorial boards, radio and television, as well as the vast array of social media and web based tools. We will monitor the effectiveness of social media activities on an ongoing basis. Our methods involve identifying the number of people impacted by social media content, or the “reach” of these efforts, by evaluating the number of followers on Twitter, “likes” on Facebook, and subscribers to various automatic project update lists. More importantly, determining the level of interaction among users will be assessed, such as click on links in social media posts, retweets, “shares” on Facebook, and overall links from these applications back to the project website. These efforts help bring relevancy of the project to broader audiences, and increase range of publications and venues in which to tap opinion.

Another important aspect of our approach involves proactively identifying potential pitfalls the media may pick up on and develop strategic responses to get out in front of the issue(s). The Communication Plan will include proactive strategies – specific to each phase of the project development process – and key milestones that will guide activities to manage media information for web updates, press

releases, social media announcements, and other tailored media outreach efforts. A “Crisis Communications Plan” outlines the roles, responsibilities, and protocols that will be implemented for a variety of audiences during an unforeseen issue or crisis. Typically a crisis is defined as a significant event that prompts significant, often sustained, news coverage and/or public scrutiny and has the potential to damage the project in some way. Our team will work with primary project stakeholders to identify potential issues, the appropriate steps to respond, and mitigation strategies; these efforts will be ongoing throughout the life of the project, and as circumstances evolve and change.

Our approach involves creating a website that is well-designed, content-rich, easily navigable, and audience-specific. This is paramount to increasing credibility in the project development process and project visibility overall. Our site also includes the opportunity to engage in two-way and real-time information sharing. The public involvement process is a critical project component because it solicits feedback from project stakeholders and the community, and a project website is a proven vehicle that can effectively provide stakeholders with timely access to project information. We will create a web landing page and subsequent pages to serve as a one-stop shop/connector to all sources of information related to the project. The tone of the website is important, therefore, we will develop content that is informational, yet engaging, in an effort to demonstrate credibility balanced with an air of excitement and positive energy. Integrating project photos, renderings, video/YouTube, and other interactive tools will enhance the user experience, which will in turn, draw users back to the site on a recurring basis. Because management of the website is critical to maintaining interest in the project, information will be updated on an ongoing basis with new details, opportunities to get involved, express support, or voice concerns, and capitalize on project achievements/milestones.

POLITICAL STAKEHOLDER MANAGEMENT

The project has captured the attention of political figures at all levels: local, regional, state, and federal, for a wide range of reasons and with varying levels of support or skepticism. Since political stakeholders will not only contribute to the form of the transportation investment, but will also “make or break” the ability to assemble a viable financial plan, it will be important as the study proceeds to keep track of political sentiment and the degree to which stakeholders are informed and engaged.

INTERAGENCY INVOLVEMENT AT REVIEW

In order to complete the process within the study results in an investment strategy that can move seamlessly and quickly into implementation – it is critical that federal, state, and local agencies be actively involved throughout the project. This is especially true of the FTA, both at the regional and national levels. The watchwords for agency participation are: early and often. Consequently, the team recommends that soon after the kickoff meeting with NICTD that team leaders meet with FTA project leaders to discuss their expectations – even before the preparation of the formal Agency Coordination Plan that will be part of the NEPA Scoping process. This will help shorten the FTA’s formal review process for that document. Throughout the study, shortening agency review time is one of the surest means of keeping the project on schedule – including subsequent phase in overall project implementation. That can be achieved by meeting with the FTA and other agencies as needed, in comprehensive interagency review meetings and smaller sessions as appropriate.



25 MILES *of* BEACH *Via*
SOUTH SHORE LINE

*Trains operated from Chicago over Illinois Central Railroad from Randolph
Van Buren - 12th - 43rd - 53rd and 63rd Street Stations*

Photo 4-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

4

VISION

GUIDELINES

Explain the regional vision, describing how the region wants to economically and nationally position itself in terms of reputation and talent attraction over the next 8-10 years. Include three cities outside Indiana – preferably in areas of the nation experiencing growth – that you intend to use as a long-term benchmark for competition and success.

Sources in this Section:

NICTD 20-Year Strategic Business Plan

INTRODUCTION

Building and enhancing NICTD's commuter rail service will link Northwest Indiana residents with high-paying jobs and boost the regional economy.

POPULATION AND EMPLOYMENT

Perhaps the most profound reason for improving and expanding the NICTD's commuter rail system is to increase and enhance commuting options for Northwest Indiana residents that connect them with the extraordinary concentration of jobs located in downtown Chicago and environs. In fact, the Cook County employment base is valued at roughly 8.5 times the size of the employment base of Lake, Porter, and LaPorte Counties combined.

Linking together population and employment centers via public transportation has demonstrated time and again to be one of the most effective ways of building and rebuilding the middle class in Northwest Indiana.

RIDERSHIP

NICTD ridership is driven by weekday work trips to downtown Chicago, with Van Buren Street and Millennium Station serving as destinations for the vast majority of these riders. The capital investment programs described in this plan will attract additional riders to the system, increasing farebox revenues and generating spin-off economic and fiscal benefits to the region. NICTD has a goal of attracting 20,000 riders per weekday, resulting largely from the investment program in the railroad's strategic plan.

ECONOMIC

The high-paying wages and overall desirability of a significant proportion of these jobs (mainly in finance, information services, and healthcare) means that those workers have a larger amount of income to spend on housing, commercial, and entertainment purposes.

This additional household spending has significant implications for the economic development potential of any community where such workers choose to live. However, Indiana workers currently have only a single public transportation connection to Chicago (the South Shore) compared to their Illinois counterparts who can choose among 11 Metra rail lines and seven Chicago Transit Authority lines all feeding the downtown area. Beyond being limited to a single commuter route, only a fraction of Northwest Indiana communities are served by a station compared to the overwhelming majority of communities being served by Metra in Illinois. If Northwest Indiana could connect more of its communities – which have an advantage over Illinois of attracting young families and workers with comparatively lower costs of living – the, this part of the state could see substantial increases of local economic development.

PERSONAL COSTS AND BENEFITS

As gas prices increase, transportation costs to commuters are compounded by the number of miles they drive. Since an average household's total vehicle miles traveled (VMT) is largely controlled by work trips, the demand for alternative modes of transportation such as public transit increases with the cost of fuel. This increase in demand is also partly due to the fact that transit fares typically stay relatively flat when adjusted for inflation compared with fuel prices, resulting in personal cost savings.

Another enticing draw to taking transit is that rail commuters have the freedom to pursue other tasks that increase personal productivity and enhance quality of life. Transit riders can read, work, use electronic devices, and conduct other tasks that are off-limits for motorists.

FISCAL IMPACTS

The Chicago metropolitan statistical area is a tri-state regional economy encompassing 9.5 million persons, 14 counties, and ranks as the eighth largest economy by GDP in the world. In terms of US MSA's, only New York City and Los Angeles rank higher. There are 4.5 million jobs in the Chicago MSA, and 2.1 million of those are located within Cook County alone.

In mid-2013, the Northwest Indiana Regional Development Authority (RDA) joined with the Northern Indiana Commuter Transportation District (NICTD) to engage consulting firm URS to undertake a Strategic Business Planning Process for NICTD, (the "Planning Study"). As part of that larger project, Policy Analytics was asked to investigate and analyze both the economic and fiscal benefits of the investments that would be recommended by the Planning Study. This southward extension



Photo 4-2. IEDC's Victor Smith in NWI to hear about the Regional Cities plan. Photo Credit: NWI RDA via Twitter.

brings the benefits of commuter rail to both new commuters and those who are currently driving north all the way into the City or part way to meet the rail line. The capital cost of this new commuter rail asset will be between \$571 million and \$615 million (in 2018 dollars), depending on where the terminus is determined to be based on further planning. Approximately 50 percent of this cost is expected to be borne by the Federal Transit Administration's "New Starts" grant process. Additionally the study recommends improvement along the current line – some to maintain the functioning of the system (e.g., replacing 40-year old rail cars), totaling \$421 million, and some to improve service to local areas, totaling \$169 million. For most of these projects as well, the cost is expected to be split between federal grants and local funding.

The economic benefits derived from the existing South Shore Line result from two long-term sources, and a temporary one. First, the commuters going from Northwest Indiana to jobs in Chicago receive salaries which on average pay 40 percent more for each job than the average for that same job in Northwest Indiana. This differential is termed the "wage premium." Those wages come back to Indiana and are spent on homes, autos, other durable goods, entertainment and other services. That flow of funds is estimated to be \$237.5 million in 2012 dollars, with the actual wage premium equaling \$58.7 million.

When the West Lake Corridor is added in, this figure jumps by \$147.3 million with the wage premium portion totaling \$36.3 million. So, in 2033 which is the end of the planning period when all of these investments are to be in place, the current line with the West Lake Corridor added to it will be producing approximately \$384.8 million annually in wages and salaries, just from those commuters and their spending in Northwest Indiana.

The second long-term source of economic impact is the increased efficiency provided to the transportation network in Northwest Indiana. In Policy Analytics modeling, the South Shore rail lines offload approximately 253,800 vehicle miles from the region's transportation network. This reduces congestion, saving those who use the roads both time and money. This efficiency effect results in approximately \$427 million in added personal income from the current South Shore operation and another \$231 million in personal income from the West Lake Corridor.

The third source of economic impact is temporary in

nature. As the West Lake Corridor and the other South Shore improvements are being made, workers and businesses from Northwest Indiana will participate in the design and construction process. In the years from 2015 through 2022 when the majority of the West Lake and other rail project are being built, the personal income resulting from these projects is estimated to total \$685.2 million (in current dollars).

To estimate the fiscal effects of these economic impacts, Policy Analytics applied appropriate adjusted tax rates to the wages and salaries portions of the income streams. The estimate only takes into account the State of Indiana's portion of income taxes resulting from this activity as well as the sales tax revenue, all of which goes to the State. Since the investments planned for in this Planning Study will not be in place and fully operational for more than 15 years, these estimates are made for the beginning and ending points of the Study – 2014 to 2033.

In CY 2014 the South Shore's current line contributes approximately \$14.0 million in sales and income tax revenue to the State of Indiana – in annual terms. Since the West Lake Corridor is still a planned investment, there is no current fiscal impact for it. At the end of the planning period, after all of the investments have been made and the West Lake Corridor has been in operation for approximately a decade, the current South Shore line will provide \$35.6 million in sales and income tax revenues to the State and the West Lake Corridor will generate \$19.3 million annually.



Photo 4-3. Breaking ground on a new building in Hobart's Northwind Crossing. Photo Credit: NWI RDA via Twitter.

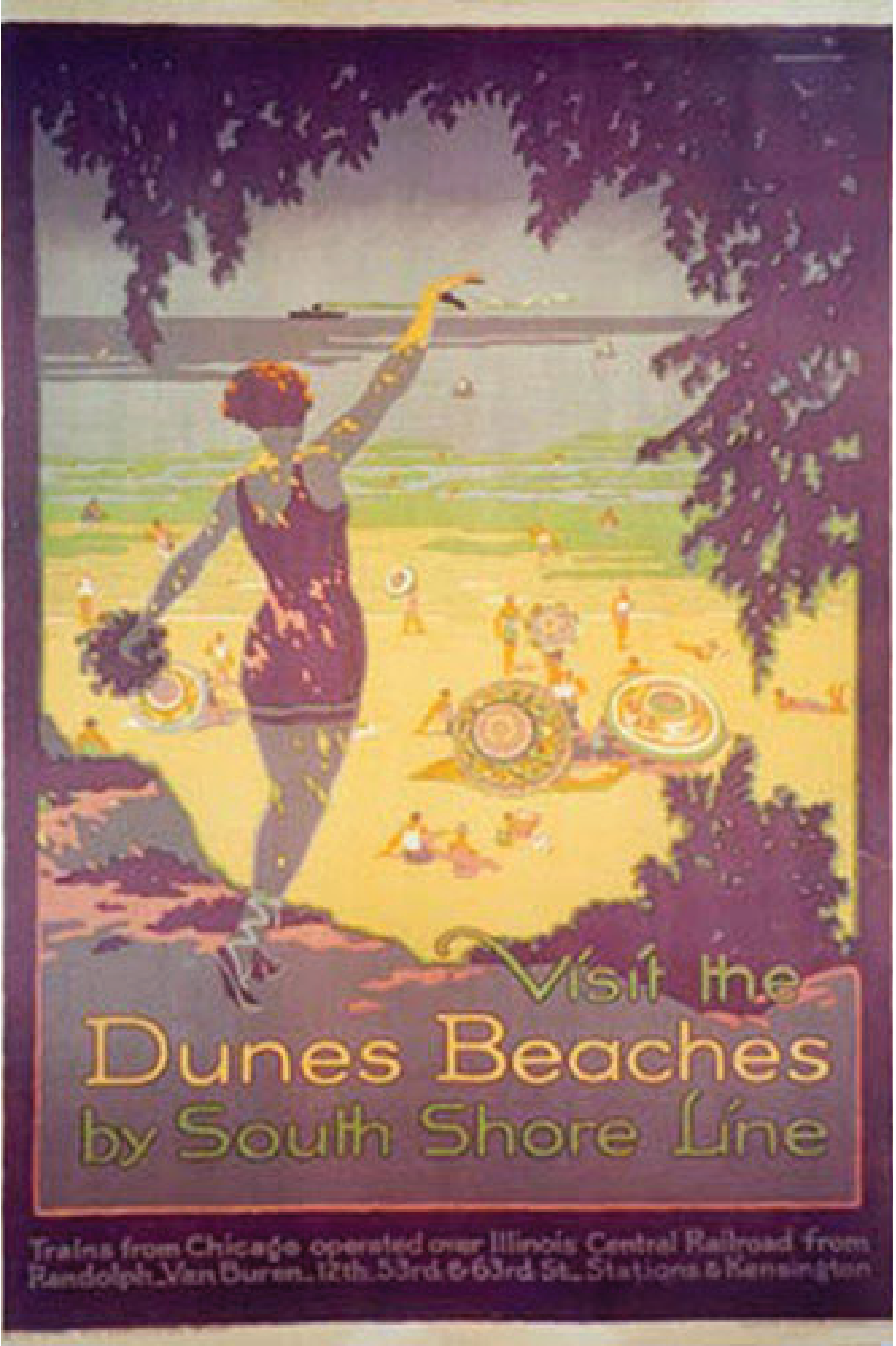


Photo 5-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

5

QUALITY OF PLACE

GUIDELINES

Describe quality of place as defined by stakeholders, including strengths, weaknesses, opportunities, and threats for the area. Include relevant data to support this section

Sources in this Section:

2012 Quality of Life Indicators Report

INTRODUCTION

Twelve years ago the Northwest Indiana Quality of Life Council was formed to be a collective voice for sustainable economic, environmental and social progress in the region. It soon became apparent that in order to open conversations, set priorities and move forward, the council needed to collect data that would indicate both problems and progress. So in 2000, the first Northwest Indiana Quality of Life Indicators Report was published.

Now, the Northwest Indiana Quality of Life Council and the One Region, One Vision initiative are a single non-profit organization, One Region, focused on improving the quality of life in Northwest Indiana.

This 2012 Indicators Report presents a baseline view of Northwest Indiana and serves as a relevant tool for One Region to use in its civic engagement. The report fulfills three primary purposes:

1. To provide an objective assessment of conditions in ten categories considered to be leading indicators of the quality of life in Northwest Indiana.
2. To identify and evaluate trends in each of these categories during the period from 2000 to 2010.
3. To stimulate dialogue and actions that address opportunities to enhance the quality of life.

Each chapter provides an overview of why the topic is important to the region, a historical perspective on the issue and the current analysis. Questions are posed by the author to stimulate thought about what the data does or does not say and what else might need to be considered. Calls to action are the ideas and suggestions of the author on where One Region stakeholders might or could begin. A system of arrows and blocks indicate if indicator performance has improved, remained steady or has declined over time.

This report is not an exhaustive list of data collected in prior years nor is it a comprehensive analysis of all facets of the leading indicators. But beginning with the analysis in this report – including insight on where the data so far have fallen short – One Region can structure a process for collecting the right data consistently and continually.

The more useful and readily available the indicators can become, then the more that fact-based information and dialogue can shape policy and action in Northwest Indiana.

These measured outcomes, as signs of marked progress, can then be used to hold people and organizations accountable for producing mutually-beneficial results.

EXECUTIVE

The 2012 Quality of Life Indicators Report is a portrait of a region in transition. Many barriers and disparities remain, and there are substantial gaps in our knowledge of the facts about Northwest Indiana. But there also are opportunities for conversation, leadership and action. This makes it an exciting time to focus on quality of life.

The data trends in this report show that Northwest Indiana is in a state of flux. Its industrial past is fading, as it searches for a new future in high-skill manufacturing and the service economy. It still is divided in many ways by class and race, and those divisions are reflected in disparities in education, safety, income and access to health care. Its population is growing older, a fact that affects everything from transportation to policing.

But it also is growing more diverse, and particularly more Latino, a fact that may call for changes in education, housing and workforce development, among other areas. More natural areas are being conserved and restored, and air pollution has been reduced, but the region still depends almost entirely on cars and trucks, despite the greenhouse gas emissions they create, the health risks they raise and the sprawling development they encourage. It is a region that recreates, entertains and gives back. Though in the final analysis, the baseline data reveal that the region's quality of life remains much the same in 2010 as it was in 2000.

SUMMARY

PEOPLE

People matter, and the way people live in Northwest Indiana is changing. The population is becoming more diverse, with substantial increases in the number of Latinos and the proportion of people who do not speak English at home. Married households are now outnumbered by other household arrangements and married couples with children are a decreasing minority. The region's population also is aging, with substantial implications in every area.

ECONOMY

Northwest Indiana is a prime location to do business. The industrial past has given way to a more uncertain future that will require greater diversification, innovation and entrepreneurship and a workforce trained for a wider variety of occupations, particularly in service industries, health care and transportation. Employers will require better educated and higher skilled workforce. Stubborn disparities persist in income, education and employment.

ENVIRONMENT

The Lake Michigan shoreline defines Northwest Indiana. A unique combination of heavy industry, residential development and ecological biodiversity make for a stark contrast along the lakeshore. Industrialization and urbanization account for higher concentrations of environmental degradation. Air, water and land are cleaner. Yet the effects of other key environmental factors, like energy and climate change, are largely unknown. A more sustainable region is gradually occurring.

TRANSPORTATION

Our infrastructure moves goods and people where they need to go, anywhere in the world. Northwest Indiana's residents, workers and goods still move mostly by car and truck, with associated costs in emissions, sprawl, congestion and accidents. Public transit remains fragmented, underfunded and underutilized. Local public transit systems are inefficient and costly compared to other similar systems. Greater intra-regional transit connectivity needs

EDUCATION

Educational attainment is the key to Northwest Indiana's progress. Yet children still do not have equal access to a good education. While some areas have high-performing K-12 schools, others perform well below state standards. A child's chances of succeeding in school depend greatly on where she lives and which school she attends. The population of students is changing, with a rapid growth in Hispanic students. Data are unsatisfactory; important questions such as how well the education system is preparing students for the workplace to come remain unstudied.

HEALTH

Health and well-being reflect the quality of care and value of human life. Although there are sparkling new hospitals and medical facilities, Northwest Indiana overall ranks poorly within the state and against national benchmarks for most measures of access to health care, delivery of health care, health outcomes and the behavioral and environmental factors that tend to harm. Data in previous indicators reports were scanty, inconsistent and not comparable, forcing this report to start fresh with county-level data. But better data choice, collection and access are essential for the future, especially in addressing disparities.

PUBLIC SAFETY

Essential services help to protect and secure the region. The urban core of the region has fewer violent crimes, but still is violent and unsafe. The effectiveness of community policing strategies has not been studied. There has been no coordinated effort in the region to study and take action on the root causes of youth crime and delinquency. Public safety agencies still do not broadly cooperate and share information effectively. And little attention has been paid to the non-crime sources of danger to the region's residents, such as fire, auto accidents, grade crossings, drownings, natural disasters and disparities in ambulance response times.

HOUSING

Northwest Indiana is a good place to call home. Yet, the effects of the nationwide housing collapse and the ensuing recession are clearly felt in Northwest Indiana. New home starts have slowed to a crawl and, while home values continue to rise in the region, that growth has greatly slowed in the past few years. Both homeowners and renters are having a harder time paying for housing, and there are more vacant homes. But long-term disparities in housing opportunity and patterns of segregation remain, as do the environmental and other costs associated with sprawling development.

CULTURE

Arts and culture, along with charitable giving, enrich the lives of Northwest Indiana residents and visitors. Despite a struggle for more funding, program offerings and patronage are strong. Overnight lodging related to visiting family and friends and the area attractions, like the casinos and the Indiana Dunes National Lakeshore, drive tourism. Wages, spending and taxes generated make the tourism and travel industry a growing sector of the economy. More nonprofit organizations have modest means to address community needs, yet charitable giving to them is not evenly distributed.

GOVERNMENT

Leadership operates with the people in mind; however, Northwest Indiana still is a long way from efficient, trusted, effective government. A major shift in the property tax system has drastically cut many local agencies' budgets, and they struggle to deliver essential public services and plan for the future as tax revenues fall, populations decline and tax bases shrink. These circumstances make it all the more urgent for local governments to streamline and cooperate to lower costs, but they remain fragmented with often overlapping responsibilities. The 2007 Kernan-Shepard Report on streamlining government has had little effect on producing good government.

ANALYSIS

The Quality of Life Indicators serves to quantify sustainable progress in Northwest Indiana. The baseline data reveal that the region's quality of life remains much the same in 2010 as it was in 2000.

What does sustainability and the data tell us? That the performance of the economy, environment, people, education, housing, health, government, transportation, arts and culture, and public safety are interconnected. This interdependence holds true for Lake County, Porter County and La Porte County being smaller parts of the whole region. But sustainable progress requires real accountability.

The effects of major accomplishments have had little net impact on the numbers. There has been incremental improvement in a few areas such as in crime rates, educational attainment and water quality, and there are a few bright spots such as wages, charitable giving, air quality and recreation. There have been a number of highly publicized initiatives that had limited local or short-term success. But overall, there has been little systemic change, and the region has made little progress on tackling its major challenges or fully optimizing its assets since 2000.

Though the Quality of Life Indicators Reports have often made acute observations about the state of the region, their data and analysis have been too inconsistent to create real accountability or provide a fully informed basis for action.

One Region needs a functional and intellectually honest knowledge base to guide future strategy and to make it possible to judge what works. Future initiatives should be clearly linked to overall strategies for progress and should be clearly linked to metrics that can measure their impact. Over time, the core indicators should be able to pick up evidence that the strategy is working or failing.

As the picture improves and new visions form, Northwest Indiana communities can come to see themselves as one region.

TRANSPORTATION

Transportation has shaped Northwest Indiana, from the days when Native American trading trails led along the dune ridges to the time of massive mills that unload iron ore from Lake Michigan ships and send steel by rail and truck throughout the world. For a region strung along three counties that sits on the edge of a major metropolitan area, how goods and people will move is a vital question. The health of the region's economy and the well-being of its people depend on it.

A LOOK BACK

In the 2000 Quality of Life Indicators for Progress report, the transportation discussion revolved around the region's dependence on automobiles and the environmental impact of that dependence. The population shift from the urban core to suburban development was creating sprawl. People had to drive more often and farther. In the 1990s, the 10.9 percent growth in car and truck ownership was three times as high as the population growth of 2.9 percent. There were approximately 570,000 vehicles involved in 2.4 million daily trips covering 19.9 million miles a day over 5,500 miles of local roadways.

The additional traffic and congestion were contributing to air quality problems and land use issues. While total vehicle miles traveled was on the rise, there was not enough public transportation to meet the potential demand.

Only 31.2 percent of the estimated potential demand for public transit was being met by the existing system – a problem that we will see continues today.

The report's authors saw a manifest need for a unified regional effort to provide more public transit to meet the needs of Northwest Indiana without compromising the environment or contributing to sprawl.

The 2004 report focused less on cars and more on the potential of commuter rail and bus transit to mitigate congestion and sprawl. Cars remained the primary mode of transportation in the region. More people were commuting daily into Illinois and between Indiana counties. One reason that public transit was not an effective alternative was its fragmentation into separate bus systems.

WHERE WE STAND

Though public transit has been seen as a regional need, many of the transit gains of the past decade have been lost. The two primary factors are the fragmentation of the bus systems and the lack of a dedicated source of local funds to match federal and state resources. Splintered transit systems are far less useful to most residents than an integrated system would be. Bus routes that stop at the city line provide little incentive to riders to take the bus or to use it to take the train.

Resistance to consolidation remains a barrier to providing Northwest Indiana residents with the mobility that would contribute to a better quality of life and help communities cope with sprawl and traffic. Alternative land use planning could foster more walkable, less car-dependent neighborhood designs that encourage the use of public transit.

Public transit in the region has not approached its potential to reduce congestion, pollution and sprawl, and its deficiencies leave the most vulnerable populations in the region with scant access to jobs and to essential services such as health care that most of us take for granted.

Northwest Indiana's centrality in the national transportation network is the region's second-greatest strength, after its proximity to Lake Michigan. Its major infrastructure includes railroads, highways, airports, ports and waterways and trails, as well as commuter rail and buses.

Conversations are now taking place about how Northwest Indiana's transportation infrastructure can be optimized for economic growth, livability and recreation. It is essential to find ways to relieve congestion in the national distribution system of highways, railroads and waterways that passes goods through Northwest Indiana and the Chicago area, and to develop a stronger transportation industry and more jobs.

The region's failure to address all of its transportation issues has left sprawl unabated despite the rising environmental, public and personal costs of depending on the automobile.

WHAT WE NEED TO KNOW

So far, the indicators' reports have not delved deeply enough into transportation problems or expanded their analysis to include the movement of goods, as well as people, through the region. Those transportation indicators focused on worker commuting patterns, vehicle usage and public transit ridership. But these sets of data offer only a limited perspective into the full range of transportation issues and assets that affect not just economic activity but in public health, the environment and housing.

Future Quality of Life Indicators reports should explore a much wider range of data, looking comprehensively at automobiles, trucks, railroads, airports, ports, trails and bicycles as well as public transportation, and at the needs of businesses, visitors and the people of all parts of the region, not only the urban core. Solid indicators are needed to predict and track the economic, land-use and environmental impacts of different modes of transportation.

The lack of good data hampers good decision making. To convince policymakers that well-integrated and well-funded public transit is an infrastructure imperative, we need the support of far more research. We need hard data on the needs of potential riders, how greater use of transit might reduce road congestion and smooth the movement of goods, exactly how it could contribute to reducing sprawl and pollution and how an integrated transit system could contribute to an expanding economy as the population increases and the types of jobs available in the region continue to shift.

In considering transportation, One Region also needs to analyze the workforce potential and needs not only of existing industries and of transportation hubs such as the expanded Gary-Chicago International Airport, but also of the small business and home-based businesses that have an increasing share of the region's economy.

Considerable transportation data and metrics can be found in the Northwest Indiana Regional Planning Commission's 2040 Comprehensive Plan for Transportation and at the Center of Neighborhood Technology's Housing + Transportation Affordability Index. These sources among others should be considered by One Region moving forward.

CALL TO ACTION

Northwest Indiana must grapple with major issues if it is to become a place where people can easily get where they want to go, where the poor and disabled are not isolated, where driving is not the only alternative, where employees can readily get to jobs and businesses have a wide pool of mobile workers, where goods can move efficiently, where patterns of development are not only driven by automobile access, where environmental impacts from vehicles are reduced and where both residents and visitors can easily enjoy the region's natural wonders.

Factionalism and failures to cooperate and integrate planning remain major barriers to connectivity, productivity and cooperation on transportation, as on many issues. But if One Region can provide leadership to gather information and bring parties together, there are substantial assets to tap in addressing transportation problems.

The disconnected, uncoordinated, underfunded, and often redundant bus systems in the region also tend to operate very inefficiently and at high cost. A regional transportation agency is needed to develop a more robust regional bus system.

The region needs to consider a fully integrated, regional action plan for its transportation infrastructure, inclusive of public transportation, rail, freight, ports, roadways, toll ways, waterways, trails, pedestrians and cyclists as well as roads and highways.

The NIRPC 2040 Plan is a good place to start. But transportation planning must not simply be based on federal funding formulas. Funding mechanisms must be found based on full understanding of transportation and a build-out that spans decades. Such a plan must be fully transparent, cost-effective and accountable process that folds in economic, ecological and community priorities.

The sad state of public transportation must be openly and specifically addressed. Leadership must find a solution, with permanent funding, that provides mobility and connectivity between cities and towns, across counties and into Illinois. That new solution must require and measure efficiency, cost and quality of service, with metrics that hold operators and their funders accountable.



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6

TRENDS

GUIDELINES

Identify long term, future-facing economic, industry, cultural or other trends for which you intend to leverage and align your region to take advantage of over time. Include relevant data to support this section.

Sources in this Section:

2012 Quality of Life Indicators Report

PEOPLE

WHERE WE STAND

Northwest Indiana is a human tapestry being woven as people are born, as they come to the region, as they move within the region or leave. We are not living in the world of 30, 50 or 100 years ago. Perceptions, needs and assets have changed, even though cities and towns maintain their distinctive character and traditions. Too often, the people of Northwest Indiana have defined themselves by their historic differences. Now, we need leadership to work toward a new cultural identity that aligns better with the realities of our dynamic population.

Race, class and other factors may divide but they are not all-powerful. According to the Knight Foundation's Soul of the Community, Gary Report 2010, communities whose residents have a strong sense of emotional attachment tend to be more prosperous and forward-looking. And that sense of attachment has less to do with demographics, the study says, than with the perceptions of residents that they live in a good place, as measured by aesthetics, openness and social offerings.

The Knight Foundation report found that cities and towns in Northwest Indiana lagged well behind their peers of the same size in all the study's key drivers of community attachment. The study rated emotional connection in the Gary region, inclusive of the three counties, at 2.80 out of a possible 5, significantly worse than the 3.57 average for 26 cities the foundation studied nationally.

The demographic indicators that tell us who lives here and under what conditions provide the background for considering what needs to be done to improve the quality of their lives. As we seek to foster a more connected community of people who work together for the vital future of the region, we will need to further explore:

- How can we make the region more inclusive as well as diverse?
- How can we bring people from diverse communities together around a common vision for Northwest Indiana?
- How can we create equal opportunities for all in the region?
- Given that the region's future workforce is likely to include a greater proportion of
- Latinos, how can we create a more welcoming culture?
- How can we improve connections within and between communities in the region?

WHAT WE NEED TO KNOW

The data now available give us only a bald and sketchy understanding of the people of Northwest Indiana, and especially of the way they relate to each other how they relate to each other, within an across the divisions of race, class, income, geography and language. Among the questions that call for more research and better measurement are:

- How do people of different ages, classes, races, ethnic groups and primary languages perceive their communities, the larger region and their place within it?
- What are the demographic make-up of the region's cities and towns?
- How are jobs, occupations and education distributed among them?
- How much do they interact in various ways? How do they perceive each other?
- How do they see their future?

CALL TO ACTION

A common body of knowledge about the demographics of Northwest Indiana would be a powerful tool for addressing the region's future challenges. It would be most useful if a collection of information were centralized, maintained online and open to all. The Northwestern Indiana Regional Planning Council's 2040 Comprehensive Plan is one place to begin.

The region needs leadership to address issues around race, immigration, aging and other shifts in demographics, and it needs strong champions for creating a more welcoming and inclusive region.

One Region's planned community conversations, funded through the Knight Foundation, can be the start of understanding how Northwest Indiana leaders might foster stronger bonds among residents, within and between its cities and towns.



Photo 6-2. Vintage South Shore Rail Engine.



Photo 6-3. Vintage South Shore Line neon sign.



Photo 6-4. Vintage South Shore Rail Car.

ECONOMY

WHERE WE STAND

Today, economic transformation is underway. Though needs still dwarf resources, cities and towns across the region are undertaking projects, large and small, that show their resilience even during a long, deep national recession. Significant private sector investments are being made, such as BP Whiting Refinery's \$3.8 billion modernization project and United States Steel's \$220 million investment in its coke-making facilities.

Large-scale public works projects, such as the Gary Chicago International Airport and Marquette Plan projects including Hammond's Wolf Lake Park, are creating construction-related jobs and paving the way for long-term business and employment growth. Other development projects are neighborhood specific, like new housing or site specific, such as brownfield redevelopment.

Each of these investments contributes in its own way to overall progress. But much work still needs to be done to fill the various "legacy gaps" that place women, people of color and the poor at a disadvantage in accessing capital, employment, education and higher wage income. These barriers and disparities affect economic development outcomes for the entire region and ultimately shape the pursuit of a higher quality of life.

The economic indicators presented here can provide a baseline for looking ahead. But as a region which seeks to thrive, with a sustainable, competitive and just economy, we must ask hard questions.

- What should our economic priorities be? What are the best development strategies to achieve those priorities?
- How will economic development initiatives address the historic economic gaps and barriers for women, people of color and the poor?
- How can we imagine working together to become a thriving community?

Today, Northwest Indiana is making progress in diversifying its economy. Yet until the urban core communities of Hammond, East Chicago, Gary and Michigan City are successfully revitalized, it cannot claim to have achieved the objective identified in the 2000 report: a thriving community in which economic prosperity and opportunity exist for all. Subsequent reports identified the major barriers to and real opportunities for economic growth.

WHAT WE NEED TO KNOW

There are many questions that, at this state of research, do not have answers. Better data would do much to inform conversation and planning.

- What additional information should be collected about businesses, such as revenues, that will tell us about the trajectory of growth and employment? Compared to cost of living and GDP?
- What is the region's equivalent to the gross domestic product?
- How can the region become a more attractive place to invest?
- How well are businesses and workers connecting jobs and skills?
- What barriers are preventing more students and workers, especially African Americans and Latinos, from earning degrees and credentials that can equip them for jobs?
- What actions would lessen the wage gap between rich and poor and improve economic prospects for people of color and women?
- What further research is needed about the connections within the region's economy between education, employment and income, including such factors as substance abuse and language barriers?

CALL TO ACTION

The region needs what it has lacked in the past, a comprehensive, integrated economic development strategy that addresses priority investments and the disparities and positions Northwest Indiana for future growth.

With service enterprises and small business accounting for an increasing proportion of economic activity and jobs, Northwest Indiana should consider how existing assets can be leveraged to meet their needs and how small businesses can be tied into broader economic development efforts. The more entrepreneurial, innovative and productive business owners and workers can become, the stronger the region will be.

The infrastructure assets are considerable, including a location within the nation's third largest metropolitan area at the hub of North America's transportation network; major global manufacturing firms; prominent universities, as

well as community colleges and vocational schools; and a national park that attracts 2 million visitors a year, as well as a popular state park and other natural and recreational areas. But making the most of these assets will require increased cooperation and coordination across political boundaries.

Several leading institutions and organizations, as well as major firms, already are undertaking strategies for economic change. Major players in regional economic planning include the Northwest Indiana Regional Development Authority, the Northwest Indiana Forum, the Northwest Indiana Regional Planning Council, the Northwest Indiana Economic Development District, the Indiana Economic Development Corporation, the Center of Workforce Innovations, and the six local Universities and Colleges.

But these efforts are being undertaken separately. They need to be integrated and focused to produce a single comprehensive strategy that includes actions whose impact can be measured. A truly regional economic development strategy can only be considered effective if it measurably improves the quality of life for residents throughout the region.

One Region now offers a platform to launch regional and community-based initiatives for economic development. Each of the public, private and non-profit sectors, and every business owner, student and worker has a role and responsibility in contributing to a more competitive, attractive, prosperous region for all.

ENVIRONMENT

WHERE WE STAND

Northwest Indiana can be cautiously optimistic about environmental progress. Although the region is heavily burdened by the residual effects of its industrial past, there is some evidence of environmental improvement in recent years.

For example, we are making progress on air quality, though the region is not in federal compliance for ozone, which is a matter of debate. Although Northwest Indiana participates in the overall air quality of the greater Chicago area, there is no doubt that sources within the region, including industry, power plants and automobiles, contribute heavily to air pollution and therefore to water pollution.

The region's inability to consistently meet federal air quality standards affects its business climate as well as the health and wellbeing of its residents. So, though the data show that air quality is improving somewhat, more needs to be done to understand and mitigate air pollution.

We are more appreciative our rivers, streams and beaches, especially for recreational uses such as swimming, paddling and fishing. The data in this report about water quality are ambiguous, because they span a period in which the amount of testing greatly increased. But more testing has, at a minimum, led to a greater awareness of the extent of water pollution, which is the first step toward solving the problem.

We are cleaning up the contamination in more brownfield sites so that these underutilized lands can be once again put to productive use. We also have seen a remarkable increase in the amount of natural area restoration and conservation, a sign of a shift in attitudes toward the region's natural heritage. At the same time, several local colleges and universities have begun to offer courses or majors in sustainability, conservation, clean energy and restoration, another sign of this shift in values.

We have found a role for business in the framework of sustainability. Governments, universities, nonprofits, community members, and businesses are coming to a different understanding of their environmental responsibilities.

Yet we still have a long way to go. Optimizing the region's environmental assets cannot be fully realized because of a wide range of issues, ranging from PCB and mercury residues that make it unsafe to eat fish caught in our streams and lakes, to beach closures because of harmful levels of bacteria, to failed septic systems that pollute wells and combined sewer overflows that dump untreated sewage in Lake Michigan and its tributaries after rainstorms.

These problems, and the greater uncertainty that comes with a changing climate, will require large investments in pollution control, site remediation, modernizing infrastructure, and rethinking strategies. But funding for major capital projects is scarce, particularly with federal and municipal budgets strapped.

Newer planning and engineering practices present cost effective alternatives to traditional approaches to capital projects, however. Many of the green infrastructure and ecosystem services projects can be implemented and maintained, research shows, at lower costs and with greater environmental and public benefits. But innovation will require imagination, creativity and changes in funding formulas and capital project planning, particularly on the matter of combined sewer overflows.

The region continues its unchecked sprawl, with all the traffic, emissions, and resource problems it brings. And given population projections, that sprawl can only get worse, unless there is a concerted effort to change patterns of development, regionalize transit, and encourage more efficient land use. Northwest Indiana has been slow to adopt a regional energy agenda, despite several successful local initiatives. There is no regional mass transit system, nor a regional approach to recycling.

In general, efforts to address environmental problems suffered from the same lack of cooperation and coordination that plagues the region in so many areas. Although a cultural shift toward sustainability is happening, the framework is not evident.

WHAT WE NEED TO KNOW

The environmental indicator baseline needs refinement and expansion to usefully track progress. A holistic view of the environment would provide greater perspective on how environmental quality is improving over time. Here is a sample of the factors and the kinds of questions that could be asked. Further questions are found in this report's appendices.

AIR

- How can we usefully measure greenhouse gas emissions and other environmental costs from automobile use in Northwest Indiana?
- How can air modeling and public health data inform decision makers and the public on the health impacts of air pollution at the region and community levels?
- How can we better understand the reasons for Northwest Indiana's poor air quality and track progress toward cleaner air?

WATER

- How can we measure the threat to ground water and wells, from septic systems, pipelines, runoff and other sources?
- What are the total projected costs of upgrading water and sewer infrastructure to remedy combined sewer overflows in the region? What strategies and tools, beyond regulatory measures, could be formed to accomplish this infrastructure rebuilding?
- How can we consistently measure where water quality is improving or slipping in streams, rivers and lakes? How can we consistently measure the effects and trends of point-source discharges? How do we measure the impact of non-point-source pollution and what strategies can reduce it?

LAND

- How can we better grasp the relationships between land use and environmental quality? What strategies can lead to more efficient land use and development with less environmental impact?
- How can we measure changes in building and development practices and their contribution to environmental improvement?
- How many acres of dedicated open space are there in the region? Per person? In each of the counties? How can we track the preservation of open space?
- How can Northwest Indiana improve the rate of cleanup of brownfield sites? And how can communities' best prepare for the optimum reuse of those sites?
- What is the level of farmland preservation in the region? How is coordinated and supported? How many acres are being lost annually?
- What are the regional trends in food scarcity, local foods and community gardening?

ENERGY

- How does the energy efficiency of Northwest Indiana homes, businesses, schools and governments compare to efficiency else-where? What strategies can reduce energy use and therefore greenhouse gas emissions?

BIODIVERSITY

- How many acres are managed as natural areas or are under restoration? How is the number changing?
- How we can measure the quality and value of ecosystems in the national and state parks, as well as nature preserves and land trust properties? What factors inside and outside the natural areas affect that quality, and how can governments, nonprofits and other players work to improve it?

CALL TO ACTION

The environment is a perfect illustration of the cross-cutting issues and the interconnectedness of the indicators themselves. It is impossible to think clearly about the present and future environmental quality in the region without also thinking about transportation, land use, population distribution, public health, education, workforce development, government and recreation.

It also is impossible to talk about working toward a sustainable future by examining the indicators independently, and without making sure it is environmentally sustainable. Environmental issues in the region have never been framed in a broad way that incorporates all the factors. Now is the time to do so.

One Region should consider the creation of a Sustainability Roundtable that includes multi-sector representatives and that will work to integrate the environment into the work of the various action groups. This roundtable could work closely with the Northwestern Indiana Regional Planning Commission and its 2040 Comprehensive Plan implementation.

A combined sewer overflow taskforce should be considered to evaluate the barriers to separation of water and sewer systems and to develop a cohesive regional strategy for remedying CSOs.

Environmental metrics should be broadened and more detailed, to include other factors such as biodiversity and energy, and contain data connected to efforts beyond regulatory measures.

Sustainability provides a solid framework for building a more resilient future. Education is the first step in that process. The people of the region need information about the existence of the region's unique ecosystems, experience firsthand the value of them, and learn of the stewardship ethic for creating a future that is safer, cleaner and greener.

TRANSPORTATION

WHERE WE STAND

Northwest Indiana's centrality in the national transportation network is the region's second-greatest strength, after its proximity to Lake Michigan. Its major infrastructure includes railroads, highways, airports, ports and waterways and trails, as well as commuter rail and buses.

Conversations are now taking place about how Northwest Indiana's transportation infrastructure can be optimized for economic growth, livability and recreation. It is essential to find ways to relieve congestion in the national distribution system of highways, railroads and waterways that passes goods through Northwest Indiana and the Chicago area, and to develop a stronger transportation industry and more jobs.

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Factionalism and failures to cooperate and integrate planning remain major barriers to connectivity, productivity and cooperation on transportation, as on many issues. But if One Region can provide leadership to gather information and bring parties together, there are substantial assets to tap in addressing transportation problems.

The disconnected, uncoordinated, underfunded, and often redundant bus systems in the region also tend to operate very inefficiently and at high cost. A regional transportation agency is needed to develop a more robust regional bus system.

The region needs to consider a fully integrated, regional action plan for its transportation infrastructure, inclusive of public transportation, rail, freight, ports, roadways, toll ways, waterways, trails, pedestrians and cyclists as well as roads and highways.

The NIRPC 2040 Plan is a good place to start. But transportation planning must not simply be based on federal funding formulas. Funding mechanisms must be found based on full understanding of transportation and a build-out that spans decades. Such a plan must be fully transparent, cost-effective and accountable process that folds in economic, ecological and community priorities.

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EDUCATION

WHERE WE STAND

Northwest Indiana does not yet have the educational system it needs to provide opportunity for all and to prepare a skilled workforce for meeting business needs. There has been slight progress, but not in all areas.

High school test scores have slipped and graduation rates have barely budged. Achievement is far from evenly distributed. In the urban core, where needs are greatest and children face the most challenges from poverty other barriers, per-pupil costs are high but educational outcomes remain disappointing. A child's chances of succeeding in school depend greatly on where he lives, which school he attends, parent-family support and expectations, background knowledge and readiness for learning.

The population of students is changing, with a rapid growth in Hispanic students. Schools throughout the region must find ways to adapt to a school population with a different cultural background and different challenges, including, perhaps, less proficiency in English.

There are more than 1,000 children each month waiting for spots in day care, but we do not know the context of this situation, and if it is worsening. We do not know how many children are cared for by family members or what the quality of that care might be.

Several exciting and innovative programs are underway in the region but there is no inventory of the full range of education and education-related programs and the impact upon student performance and academic achievement. Programs that link education to workforce and economic development need to be included in that analysis.

Much remains to be learned about the state of education and how it life-long learning influence other quality of life factors.

WHAT WE NEED TO KNOW

There is no shortage of data about education and youth. What is needed is a clear and informed choice of which data are relevant to the issues facing Northwest Indiana, and a commitment of resources to crunch the numbers as they apply to local counties, municipalities, school districts and individual schools. More information must be made accessible and at a scale that will be useful in conversations toward moving school districts, families and communities ahead.

Institutions that could help in that process include the Indiana Department of Education for a wide range of

educational performance data, the Indiana Youth Institute for youth statistical information and Lumina Foundation for educational models and initiatives. One Region's educational roundtable should consider partnering with such organizations to decide which data should be collected and how best to coordinate information-sharing among institutions in Northwest Indiana.

The indicators cited in this and previous Quality of Life Indicators reports provide a snapshot of some aspects of primary and secondary education and the factors that hold students back. But there are significant gaps.

- For example, we have no data on how well the educational system prepares students for jobs. Do Northwest Indiana schools, both K through 12 and post-secondary, prepare student for the available employment? Do local graduates get hired? Can employers find workers with the education and skills they need? How does the education level of the workforce affect the region's ability to attract investment and jobs? How can we better spotlight innovative programs occurring in the region such as activities in Hobart, Crown Point, and Merrillville and at Banneker Elementary in Gary?
- The educational indicators should be chosen that track performance by both students and schools in the entire educational pipeline, from early childhood through graduate school and occupational training and development. Here are just some of the questions that ought to be answered. Further questions are found in this report's appendices.
- How can Northwest Indiana utilize more sophisticated research analysis based on regression analysis to study cause and effect between a given measure and known variables? For example, given a measure of student background such as free and reduced lunch status, and the application of regression analysis, what would be the predicted level of student achievement for various levels of free and reduced lunches at a grade level, school or school district, if that quality of teaching and the quality of school was averaged? Using this scenario how many schools or school corporations would be performing as expected, beyond expectations or below expectations?
- Is there a way to provide positive reinforcement for those schools' student performance? And when student background as measured by percent of free and reduced lunch is accounted for?
- Is there a way to study those schools and school districts whose student achievement is beyond that which is expected to determine what processes and

practices have been deployed to enable them to exceed expectations?

- To what extent do our Northwest Indiana youth possess the number of “developmental assets” that the Search Institute has identified as critical for future success critical for deciding not to engage in at-risk behaviors?
- What are our schools, school corporations, and communities doing to assist Northwest Indiana youth to develop the “assets” that have been researched by youth organizations to be critically important for enabling our youth to exceed, to flourish?
- What are the performance outcomes and trends between public, private and charter schools?
- What are the performance outcomes of career and technical education in the region?
- How can those programs better align with the needs of employers?
- What are the enrollment figures, retention rates, and graduation rates in the schools beyond high school? Does data support the need for a comprehensive regional university?
- What are the impacts of high schools and universities offering curricula so high school students receive college credit?
- How can the task of measuring quality of life be integrated into curricula and research programs at the universities and colleges?

CALL TO ACTION

We have to raise the bar on education in Northwest Indiana. One Region has the potential to provide a forum where the complex issues of education – including touchy background factors such as poverty, race, ethnicity, class, language, money, substance abuse and local politics – can be openly discussed and real strategy for change can be hammered out.

Schools by themselves cannot totally overcome the detrimental impact on student learning that lack of parental support, substance abuse, family dysfunction and negative peer influences create. However, additional institutions must be identified to assist schools and therefore decrease the detrimental impact that these variables have upon student learning. These institutions need to be identified and formally partnered with schools.

There are research-based models, programs and methods

for improving educational performance that Northwest Indiana could access or emulate, if the political will can be found to identify them and develop support for them. Several programs and local initiatives have been undertaken in the region, but their real results and impact have not been studied. If such programs can be demonstrated to have a real impact, they need to be supported and replicated.

One Region needs to be a fearless champion for educational change that redresses inequities across the region, streamlines inefficiencies, adapts to new realities and bases its plans on facts, not stereotypes. The educational roundtable and the newly launched READY program may be the right place to begin.

An educated workforce is essential for the region’s economy. We need to make sure that the education system in the region is aligned with opportunities that will be available and with the needs of the region’s employers.

Today’s children will compete for jobs not just with their neighbors but with workers around the world. We owe them an education that prepares them for that challenge.

An educated citizenry is essential to tackle then increasingly complex problems that will face the region and the world. In today’s world and tomorrows, children who cannot understand science and history will not be able to make informed decisions as voters, parents and neighbors. Children who cannot read and write cannot compete.

Every child’s future is valuable but so too are the workers. There is no higher priority in Northwest Indiana than making sure its children and labor force are prepared for every opportunity and every challenge to come.

READY is the regional education and employer alliance for the development of youth which was organized and invested in by business, K-12 education, post-secondary education, elected officials, civic and community leaders and economic and workforce development professionals. The goal of READY is to increase the number of students in the region going to post-secondary education without the need for remediation, to accelerate college credit attainment of high schools students, to fully prepare students for careers, and to ensure that our region’s talent pool has the skills that align directly to the needs of employers in the region.

The vision is for NWI, under the Ready to Work/Ready to Hire Plan, to have a talent pool by 2025 where 60 percent of the labor force has a post high school credential aligned with employers’ needs.

HEALTH

WHERE WE STAND

Without good data, it is difficult to focus efforts in the region to promote good health and lifestyles, redress disparities in access to health care and direct investment in new medical facilities and health care capabilities. Though the 2005 epidemiological data could have been analyzed in more specific ways, only region-wide statistics were presented in the 2008 Quality of Life Indicators report. And the benefits gained from the 2005 epidemiological study have nearly been lost because those statistics have not been updated. The result is that in 2012 it is difficult to paint a comprehensive picture of the state of health in the region.

The County Rankings' database helps, but county-level rankings are not specific enough for the best guidance. How do access to care and health conditions, outcomes and attitudes compare among cities, among neighborhoods, between urban, suburban and rural areas, between racial and ethnic groups in the region? How do environmental conditions such as air and water pollution and contamination, as well as sprawling land use and dependence on automobiles, affect health in Northwest Indiana? We don't know. We can guess at regional effects and disparities and their causes, but we do not have hard data on which to base policy and action.

The recent focus in Northwest Indiana health care has been modernizing its medical infrastructure. Several new and expanded hospitals, clinics and offices have been built or are in development. Yet, despite the region's dense population and its concentration of major industry and highways where vehicle accidents are common, it has no trauma center.

Patients with life-threatening injuries, when seconds count, must often be airlifted to Chicago or Indianapolis. As the issue of designated trauma centers has evolved, one major problem exists at all levels, the collected data. In some cases it is not that the data is not being collected, but whether the data is comparable for measurement.

Demands on the health care system in the region can only increase. The aging population will consume more services. Impoverished families need greater primary care access within their neighborhoods. The effects of increasing obesity, including diabetes, are growing nationwide. The health care system is challenged to find the resources to treat the consequences of obesity but also to tackle the

causes. The region needs not only new health facilities, but strategies for prevention that include changing underlying behaviors that contribute to health problems and early interventions that minimize those effects.

According to other research, drug and alcohol abuse is consistently higher in communities in which zoning codes fail to restrict the number of businesses selling liquor in a given community. Noticeably, communities of high poverty, low economic development, are flooded with package liquor stores and bars.

Drug trafficking is found to be at its peak when there are low neighborhood connections, abandon buildings, lack of infrastructure maintenance, and high unemployment. These issues are systemic to the symptoms they produce, heart disease, poor nutrition, sexually transmitted viruses, low birth rate and violence.

Even with Northwest Indiana having major resources, roads, rail, lakefront, infrastructure, strategic development to resolve more than pockets of care across the region have neither been effective nor efficient. Clearly, the region needs to do more to promote health and well-being of its residents and the environment in which they live.

WHAT WE NEED TO KNOW

Northwest Indiana needs to develop and support ongoing research and information-sharing on the region's specific needs and priorities. Issue and project based approaches may be an effective way to bring people together in formalizing the health care agenda under One Region. Examples of existing coalitions around quality of care and health disparities include the following.

The Patient Safety Council formed by hospitals in conjunction with Indiana Hospital Association, is where nurses, physicians, administrators, and quality and risk managers come together as a regional improvement planning council focused on a range of health issues with an emphasis on prevention programs. In regional collaboration, they have successfully implemented several quality assurance measures, including its first project to synchronize patient wristband colors for health conditions to improve patient care and medical staff treatments.

The Northwest Indiana Health Disparities Initiative represents six counties and a variety of providers. The members, establish major areas of concern in the communities, identify organizations and resources, and build capacity to implement and educate all in impacting change.

The Lake County Minority Health Coalition is focused on areas of health concerns for the most vulnerable populations of all races and ethnic groups within the county and regionally, however, there is an emphasis on African Americans, and Latinos. The Coalition is actively supporting various initiatives to support data, and education on chronic disease.

Federally Qualified Health Centers have federally appropriated funds for primary care in serving underserved communities. There are such centers in Northwest Indiana. Community Health Net, Health Link,

NorthShore, East Chicago Health, and Health Link in Porter and La Porte Counties provide an array of patient services and educational awareness.

Among the gaps in our knowledge of the health of Northwest Indiana are these:

- How many Northwest Indiana residents have medical insurance or lack it? What are the barriers to having medical insurance, and how will they be affected by the federal
- Affordable Care Act? What are the healthcare patterns of each group?
- How does the cost of medical care change residents' health behavior, such as delaying seeking treatment or not filling prescriptions?
- Where might existing or new partnership opportunities obtain and expand health data?
- How should Northwest Indiana integrate hospital facilities and environmental health information into health indicator data?
- What are the health and health care disparities among racial and ethnic groups in the region and between localities?
- What are trends in pre-natal care, unwed mothers and low birth weight babies?
- What are the rates of substance abuse among children and adults, and how do drug and alcohol use affect employment, accident rates, workplaces and schools?
- How can the supply of needed drugs be assured?
- How can better understanding of the high rates of teenage pregnancy, unprotected sexual intercourse leading to transmitted diseases and greater condom use be obtained?

- What are the significant mental health issues in Northwest Indiana? How do they vary between localities and segments of the population?
- Is the model of the federal Healthy People 2010 program — now Healthy People 2020 — useful, or is there a better model for changing behaviors and health care outcomes in the Region?

CALL TO ACTION

One Region provides a venue for leading a regional strategy on healthcare through its Healthcare Coalition. The major participant draw of this group is the presence of the CEO's of all hospitals in Northwest Indiana and its relationship with Indiana State Representative Charlie Brown. This action group can focus on shaping policies and aligning of healthcare community in the region.

An update to the 2005 epidemiological study of health in Northwest Indiana is warranted. Partnership opportunity between area hospitals, social services and the local universities may assure an alignment of regional health concerns and resources in the collection of ongoing health statistics and in assessing community needs, on such issues as chronic disease.

The Patient Protection and Affordable Care Act supports the development of community assessments. As of 2013 this mandate is established for all hospitals. Northwest Indiana hospitals are working together with Purdue University Calumet on strategies to effectively survey these communities. With the deadlines, differing for the hospitals, there is a sense of urgency in getting this module of healthcare reform in place.

Through the Patient Protection and Affordable Care Act, patient care and healthcare management are to be formed and channeled through healthcare networks. The establishment of such a network in Northwest Indiana would not only fulfill those obligations but the health care industry could gain efficiencies. Schools, corporations, community based and faith based organizations along with social service agencies will be essential in the making of a healthcare network.

The Northwest Indiana Health Disparities Initiative seeks to create a public health institute to develop institutional capacity to address data, research, need assessment, and grant funding opportunities.

PUBLIC SAFETY

WHERE WE STAND

In general, the broad data that have been included in Quality of Life Indicators reports provide only a sketchy knowledge of crime in the region and little understanding of its causes and effects. Much work remains to be done for the people of Northwest Indiana to both be safe and feel safe from crime.

The urban core of the region may have fewer violent crimes, but it still is more violent and unsafe than its residents have a right to expect. Though Community Oriented Policing programs have been established in Gary and in other places and have helped focus police attention in some problem areas, the strategy's overall effectiveness in reducing crime in the region has not been studied or proven.

Cooperation and collaboration between public safety agencies remains an unrealized goal. There is no unified 911 system in Lake County despite both Porter and La Porte counties having successfully implemented centralized, countywide 911 systems. There is a Northwest Indiana Major Crimes Task Force, but local police agencies may choose not to call on its expertise. Police training, equipment, tactics and preparedness are not uniform throughout the region; local governments vary widely in the resources they afford to police departments. Intelligence about gangs, drugs and other sources of crime is not widely shared.

There has been no coordinated effort in the region to study and take action on the root causes of youth crime, including such factors as family structure, lack of recreational opportunities, truancy, suspensions and expulsions from school, drugs and gangs. Programs for youth that might reduce juvenile crimes and for ex-offenders that might reduce recidivism are ill-coordinated and underfunded.

Though it is crucial that people and property are protected from crime, it is only part of the public safety picture. The safety of the region's people also is affected by fire; natural disasters such as tornadoes, automobile accidents, grade crossing train accidents and derailments; hazardous materials leaks; drownings on the region's beaches; and other dangers.

There has been no coordinated study of the sources of danger to Northwest Indiana residents, but if the region reflects national trends, heart attacks and accidents,

particularly vehicle accidents and accidents in the home, are more common causes of death and injury than crime.

Though the three counties of Northwest Indiana have nearly 12 percent of Indiana's population, the region has no trauma center. The nearest of the state's eight trauma centers are in South Bend and Fort Wayne. Trauma is the primary cause of death of people under age 45 and trauma patients are known to be at least 25 percent more likely to survive if taken to a trauma center than an emergency room, so the availability of trauma care is a significant public safety issue.

Such factors as ambulance and fire crew response times as well as police response times can have a major effect on the safety of residents, and they vary considerably.

The lack of coordination and cooperation that is characteristic of the region affects not only crime-fighting but also the response to other emergencies such as major storms and hazardous materials situations, in an area with many industrial areas and heavily used freight train lines.

Grade crossings on railroad lines are a significant hazard and the scene of numerous tragedies. Coordinated study and action might help prevent injury and losses.

In general, it seems that One Region needs to take a much broader view of public safety, including not only crime and programs required to prevent crime in the first place, but all dangers that the region's residents face.

WHAT WE NEED TO KNOW

An informed consideration of the public safety needs of Northwest Indiana would explore crime far beyond the bare crime rate data collected in previous Quality of Life Indicators reports. But it would also explore many other dangers to the public, how the region's agencies handle them and what can be done to better respond to or prevent injury, death and property damage.

Among the many questions that could usefully be considered are:

CRIME AND POLICING

- How does crime differ between localities? What is the sociological and demographic background of crime in the region?
- What do we know about gangs in the region? Drugs? How can information about gangs and drugs be productively shared?

- What is the background of the increase in rapes in the region?
- What can be done to reduce recidivism of ex-offenders returning to the community?
- How can crime data and other intelligence be usefully collected, analyzed and shared for more efficient policing, better community involvement and a deeper understanding of the occurrence and causes of crime?
- Where the gaps and strengths in operations, training and equipment among are police in the region, and how might better coordination and combined effort improve law enforcement?

PERCEPTION

- How do both the actual incidence of various crimes and residents' perceptions of crime affect feelings of connectedness and well-being as well as such metrics as property values?
- How are perceptions of police conduct related to arrest rates and crime prevention? What programs have been shown to reduce crime or community perceptions of safety and how could these be emulated?

YOUTH

- What is the role of schools in youth crime, including truancy, suspensions and expulsions, and what is the effect of youth crime on education in the region?
- How does youth crime correlate with education, dropout rates, attendance, income, drug use and family structure?
- Why have crimes against children shown a decrease in the last few years?

FIRE, AMBULANCE AND FIRST RESPONSE

- What are response times of fire crews and ambulances in various localities? How are those response times related to budget and to different methods of organization and staffing?
- How do trauma death rates in Northwest Indiana compare to other areas? How are death rates for traumas related to travel time to trauma centers?
- How many traffic accidents and home accidents are there in the region? How many involve injury

or death? What factors contribute to accidents and what measures might be taken to mitigate deaths and injuries?

CALL TO ACTION

The region needs to take a cooperative, regional approach to public safety; to understand more about crime and all the dangers to the residents of Northwest Indiana; and to freely share that knowledge. Only with a shared knowledge of all the factors that endanger people and property can law enforcement, emergency responders, government, schools, social service agencies, business and residents cooperate on holistic approaches to make the region safer.

Data – both current crime data and analytic data on crime and other hazards – need to be regularly collected over the long term in a consistent form so that comparisons are easy and progress can be tracked and extended.

The region is greatly hampered by factionalism between agencies and jurisdictions and in some cities and towns mistrust exists between police and the community. The complex hazards of today's world demand an open-minded approach that is not hampered by historic barriers and boundaries and can lead toward greater integration and cooperation.

A strong regional institution that has the confidence of law enforcement as well as the public could be a force for greater coordination, training, efficiency and accountability. A regional approach also would have great benefits in fire and emergency response and disaster preparedness, and in making the case for better trauma care.

The region should be open to emulating crime and accident prevention programs and strategies that have been successful elsewhere, including those that operate beyond conventional policing, such as early intervention for youth offenders or when violence is brewing. Jurisdictions should take a hard look at different approaches to drug enforcement.

The grade crossings research undertaken by the Center for Innovation through Visualization and Simulation at Purdue University Calumet and its partners should be formalized into a transportation strategy.

All efforts on public safety, whether by law enforcement, government, schools, churches or philanthropy, should be well coordinated and designed with accountability measures built in so their real utilization and effectiveness can be assessed.

HOUSING

WHERE WE STAND

Quality of life means that people have good homes in safe, stable, inclusive neighborhoods, whether these homes are owned or rented. For many in Northwest Indiana, such a life may be getting out of reach.

Northwest Indiana still struggles, like much of the nation, to show strong signs of real estate market recovery. Fewer homes are being built in the region and employment is depressed in the construction trades. A far greater proportion of both homeowners and renters are having a harder time paying for housing, which has substantial implications for the rest of the region's economy.

It is unclear to what extent vacant homes are contributing to increased risks and costs in communities. But Northwestern Indiana Regional Planning Commission's 2040 Comprehensive Plan, Housing section, reported that in the cities of Hammond, East Chicago and Gary, Michigan City and La Porte, between 2 and 15 percent of homes had been abandoned for three years or more.

Home values may still be growing slowly overall, but homeowners who cannot sell their homes, cannot move to change jobs, or to realize their gains, create a drag on the economy.

Segregation in housing by income, ethnicity and race remains a reality. According to US Census figures applied to a segregation index, nearly 9 in 10 whites in Northwest Indiana would have to move to make whites and blacks evenly distributed across all neighborhoods, making the region among the most segregated in the nation. The effects of communities divided by race, ethnicity and income show up in patterns of school achievement and crime, among other factors.

Beyond the immediate crisis, underlying shifts in demographics and other factors will alter the long-term needs and demand for housing in the region. Last century's focus on leaving the urban core behind and developing sprawling, disconnected subdivisions of single-family homes will not meet future needs.

A greater proportion of the population will be elderly, often with disabilities. More people will live alone without children or in single-parent households. Increasingly, immigrants will bring different ways of living, such as multigenerational extended families sharing homes. The

growing proportion of Hispanics may not live as tightly segregated as blacks and whites. Knowledge-based employers will need highly educated and skilled employees who seek more amenities where they live. The financial, environmental and personal costs of long automobile commutes will continue to rise. Northwest Indiana must find ways to offer a wider mix of affordable housing options at various income levels for a more diverse population with more diverse needs and wants.

Adapting to these new realities, and others such as the need for energy efficiency, offers different opportunities for the future. Creative thinking among public officials, planners, architects and builders may lead to different patterns of housing development that create closer communities with more amenities that are less dependent on cars, where it is easier to walk or use public transit and to know your neighbors, where disabled or older people are not isolated or endangered, where a variety of housing options allow families and individuals to remain in the area at different stages of their lives.

A strong housing stock strengthens the tax base so that governments can afford to provide high-quality services. Strong property values encourage private investment and support cultural amenities.

Homeownership can create a sense of attachment and reinforce community bonds, but only if it is genuinely affordable for families. It is understood from the lessons of the housing boom that many homeowners did not have a realistic understanding of what they could afford and what they could afford to risk. Better financial education and disclosures are essential if tomorrow's home market is to be truly sound. But more careful lending will mean that many people will remain renters, and renting makes more sense for many people in any case. So any housing policy must make sure that there are safe, affordable options for renters, too.

WHAT WE NEED TO KNOW

There are substantial gaps in the housing indicators. The Northwestern Indiana Regional Planning Commission can serve as a data resource for land use planning and mapping at the block level, and the Metropolitan Planning Council may provide information on successful housing programs taking place in the Chicago area and elsewhere. Philanthropic organizations, like the Porter County Community Foundation, and housing

non-profit organizations, are addressing other concerns such as homelessness and Veterans assistance.

A comprehensive listing of housing stakeholders, along with a development of a regional housing strategy, would prove beneficial in addressing particular topics and answering such questions as:

- What is the geographic distribution of residents by race and ethnicity, age, income and disability?
- Why do people live in racial and ethnic clusters and divisions?
- How are these distributions projected to change, and what factors influence their changes?
- What are the housing patterns of residents by race and ethnicity, age, income and disability? Where are the disparities?
- How is population decline affecting the costs and delivery of public services?
- What is the relationship between housing sprawl and affordability?
- What is the true effect of housing vacancy and abandonment on communities, in terms of property values, reinvestment, loss of tax base and cost of government services such as policing and demolition?
- Who is homeless in the region, and why?
- What is the energy efficiency of the housing stock in Northwest Indiana, according to different housing types? How can that efficiency be improved?
- How can we measure the utilization and effectiveness of housing assistance and financial literacy programs?
- What tools and incentives could encourage the inclusion of affordable dwellings in future development?
- What is demand and supply of transitional housing, residential substance abuse programs, halfway houses, abuse shelters, assistive living facilities and other therapeutic housing?
- What is the extent of environmental and health issues related to housing, such as lead paint contamination and tainted wells? How are these problems distributed geographically and by housing type?
- Where are the opportunities for transit-oriented development or the development of “green

neighborhoods”?

- Where are historic preservation ordinances in effect, and what do they say? What is their potential effect on future development?

CALL TO ACTION

Northwest Indiana needs to build the cities and towns of the future. The right way to recover from today’s housing problems is not to return to the same type of housing development approach prevalent in the region before 2005, but to plan for a real estate market that will not only create construction jobs and attract investment in the near term but make Northwest Indiana a place where a changing array of people will want to live, work and stay.

Northwest Indiana needs a regional strategy on housing, and as an extension of the NIRPC 2040 Comprehensive Plan’s land use frameworks. Among the factors to be considered in planning for the right kinds of housing in the right places are demographics, economy, recreational amenities, safety, education, conservation and affordability.

Perhaps a housing roundtable or task force should be considered. Of particular interest should be property abandonment, and one program model for the region to consider is the City of Indianapolis’ Abandoned Housing Initiative.

CULTURE

WHERE WE STAND

Though phenomenal arts, recreation and leisure, and natural experiences exist in Northwest Indiana and branding messages are improving, a vibrant and modern cultural identity has not fully materialized to reposition Northwest Indiana in the marketplace. Many assets lack high visibility, unifying cultural brand strategy, broad marketing reach, and deep philanthropic support that would enhance the region's image with visitors, investors and potential home buyers or attract more creative industries and jobs that provide related goods and services.

The arts in Northwest Indiana rely heavily on federal and state funding. Charitable giving in Northwest Indiana is low, and the arts are not a high priority for donors. As with many aspects of life in Northwest Indiana, the arts tend to be standalone and would benefit from deeper integration with economic development, community development and public education efforts.

The tourism and travel industry is large and growing, affecting all sectors of the economy. Casino gaming plays a major role in the level of tourism and related spending in the region. Of greater impact may be the reliance of public sector investment using casino revenues to support local economic development and municipal projects as other sources of funds grow scarce.

The Lake Michigan shoreline is the region's defining characteristic and the fact that much of that shoreline is protected by national and state parks is among its greatest assets. Yet it is not clear that these natural assets are appreciated in the region, visible beyond the region or fully supported and marketed to the extent that they could be. Many residents of Chicago, the nation's third-largest city an hour away, do not know that the national park exists. Within the region, the effects of the shoreline, as a recreational amenity for residents, as an attraction to visitors, as an economic engine, are not clearly known.

In every healthy region, philanthropy is an important factor in the quality of life. Although there has been an increase in the number of nonprofits and the asset base appears relatively solid, considering the current investment conditions, the nonprofit community's effectiveness, financial health and collective impact are not fully understood.

Creating support for the arts and for nature must begin

with residents of Northwest Indiana taking advantage of the resources and opportunities that are already available in their back yard. But there is much more to discover and to do before Northwest Indiana can be perceived as a region of cultural, recreational and natural richness.

WHAT WE NEED TO KNOW

Among the topics on which more information is needed are these:

- What are the trends in arts education in the K-12 schools and at our universities and colleges? Are the arts gaining or losing ground?
- How do Northwest Indiana residents engage in the arts both locally and in Chicago region? Conversely, how are Northwest Indiana institutions positioned to attract patrons from Chicago or its suburbs? What types of arts-related programs and activities are needed?
- What is the economic impact of the arts on the economy of Northwest Indiana? What are the types of occupations and jobs in demand? Which cities and towns are leveraging the arts as part of an economic development and quality of life strategy?
- How are individual artists supported and promoted? How does art advocacy support both artists and arts and cultural organizations?
- If funding is a major barrier to growing the arts, what alternative mechanisms should be considered to retain and expand arts education, arts programs and public art?
- How many visitors attend our major natural areas and recreational venues, both private and public? Where do they come from, how long do they stay and how much Northwest Indiana residents? What are the local patterns of use?
- What is the economic impact of the Indiana Dunes National Lakeshore, the Indiana Dunes State Park and other Lake Michigan city parks and beaches?
- How are the county parks and recreation systems used and by whom? To what extent do the various jurisdictions that hold natural areas cooperate to attract and serve visitors? Would the region benefit from forming a regional park district system?
- How do the major attractions and recreational amenities in Northwest Indiana compare to other venues in

the Midwest region?

- What is the economic impact of the nonprofit sector on Northwest Indiana's economy? What major needs are being served and which are being neglected? What are the major challenges faced? How can charitable giving make an impact? What metrics should be developed to measure the nonprofit community's collective impact?
- Why does charitable giving in Northwest Indiana lag state and national averages?
- How are the grant-making priorities of community and private foundations and economic development and community development priorities aligned to leverage more funds and produce greater impact?

CALL TO ACTION

The arts can powerfully enrich the quality of life in a community. Whether as artists or audience, the lives of all people, especially children, can be broadened and heightened by exposure to the arts. The presence of the arts in a community also is powerful in the perception of its quality of life, not only by residents but by visitors, investors and potential home buyers. More needs to be done to integrate the arts into every aspect of quality of life.

As part of looking at past success, Northwest Indiana should consider updating the community assessment survey and the regional cultural plan of South Shore Arts. Reinstating the annual Arts Summit, with a broader purpose, could foster greater collaboration and coordination among the various stakeholders as well as expand interests. Due to funding cuts, these strategic documents are outdated and regional convening's have diminished. Yet a collaborative framework is already in place through its Regional Arts Council.

One Region and South Shore Arts, using the Regional Arts Council, could initiate an action group to examine the role of the arts and develop a regional arts & cultural strategy for further connecting the arts to community and economic development and education.

The Marquette Plan, a lakefront redevelopment strategy, will be updated with a cultural framework and assets mapping in the coming year. Northwestern Indiana Regional Planning Commission and the Northwest Indiana Regional Development Authority received state funding from the Lake Michigan Coastal Program. This addition

to the plan presents an opportunity to convene stakeholders and would highlight opportunities for historic preservation and cultural celebration.

Another opportunity is the creation of cultural districts either independently or as part of the Indiana Statewide Cultural District program. Although there is no funding offered by the state, this special designation elevates marketing and promotions of local arts and artists.

Additionally, artists, with little income, seek places where studio space is cheap. The consumers of art, who tend to have money to spend, follow them. Communities should consider the reuse of old industrial and commercial buildings for artists' lofts and studios as one tactic for neighborhood revitalization.

Open space and recreational opportunities in nature also are important in that perception. Though the region is exceptionally blessed with natural areas readily accessible to residents and visitors, and more tourism focus is placed on them, neither residents nor visitors fully take advantage of these natural amenities.

The region needs a comprehensive strategy to both promote and protect the shoreline, for the sake of residents, visitors and the natural areas themselves. A 2011 report by the National Parks Conservation Association on the Indiana Dunes National Lakeshore outlines a series of recommendations to preserve and enhance the impact of the park, including a leadership role for the National Lakeshore in integrating the park more deeply into economic and community development arenas. This can serve as a starting place for a serious, thoughtful effort to make the Dunes central to the identity and image of Northwest Indiana.

Entertainment venues, amateur sports and leisure activities continue to attract residents and visitors to the area. More communities are examining how such facilities can bring more athletes and sports enthusiasts to town for tournaments. A regional approach to developing a sports and recreation-based tourism could bolster Northwest Indiana's potential market niche.

Another worthwhile effort was the 2003 State of Giving Report published by the Lake Area United Way, which looked at the nonprofit community of Lake County. One Region, in partnership with the three United Ways and three community foundations should assess the value of carrying out a similar project on a regional scale.

GOVERNMENT

WHERE WE STAND

Northwest Indiana still is a long way from efficient, effective government. In 2007, the Kernan-Shepard Report identified ways for local government to become more efficient and described tools that could assist government agencies in consolidating resources and streamlining operations. But no action plan was created and no local metrics were devised to track whether there was any impact on government organization, spending or services. In 2012, there is little evidence of progress in the area of government reform in Northwest Indiana.

Local governments are still struggling to adapt to the new reality of tax caps that limit their revenue. The current recession, which has further cut budgets and increased demands for human services, is an added challenge, as are accumulated pension obligations for employees. These strained circumstances make it all the more urgent for local governments to streamline their operations, seek opportunities to combine services and eliminate redundancies, cooperate on common issues or to combine buying power and innovate to deliver essential public services from smaller budgets.

Public corruption remains a persistent reality and a risk to public revenue, leading to all too many scandals and prosecutions of elected and appointed officials. Several strides are being made, through regional initiatives, to address ethical standards and practices in local government. The future outcomes of which should reinforce the value of serving to uphold the public trust.

WHAT WE NEED TO KNOW

The confusion surrounding the recent shift in the property tax system is responsible for only some of the gaps in what we know about government and how it operates in Northwest Indiana. Among the questions that beg to be answered are:

- Are there other revenue sources, such as a county income tax, that ought to be considered?
- How can we measure what individual governments actually do and how efficiently they do it?
- How much revenue do governments spend per capita and on what?
- How do the services that Northwest Indiana governments provide compare to each other and to peer communities across the state and nation? What measures can meaningfully compare the extent of services provided?
- How are employee pension obligations affecting local government budgets now and in the future?
- How can we measure the impact of public corruption and ethical failings in government and their cost to taxpayers?
- How can we track progress in reducing corruption?
- How does public corruption affect citizens' confidence in government and willingness to participate in government?
- What is the full range of financial impacts of the property tax caps on local units of government, on property values, on home buying and on private-sector investment?
- How can the region increase voter registration and turnout?
- What measures could track transparency in government? Could these measures include how fast local governments respond to FOIA requests, or how much of their budget and other information is online?
- How do we create stronger community bonds that foster community engagement in democratic processes? What factors inhibit participation in government and local democracy?
- How are public dollars being spent by individual units of government and in various municipalities?
- How much government revenue comes from sales taxes, casinos and other non-property tax sources?
- Does an overreliance on some sources of revenue, such as property taxes and casino revenue, inhibit our ability to creatively finance other public works or incentivize private development?

CALL TO ACTION

Governments must get real about living within their new and usually smaller means. To improve the quality of life in Northwest Indiana, government agencies must work together, across jurisdictions and with the public and non-profit sectors, in new and innovative ways to make their operations more efficient, to provide the services their communities need, to attract investments that could strengthen the local economy and to leverage resources for projects and programs that no single unit of government could undertake alone.

One Region might lead in creating an action plan under the Committee for Better Government for streamlining local government, based on the recommendations of the 2007 Kernan-Shepard Report

In return, citizens must take a more active role in government, engaging in constructive dialogue and community action to ensure that more voices are heard in shaping the region and that all levels of government are transparent and accountable for the decisions they make, the services they provide and the money they spend.

A more engaged citizenry could raise the standard of official conduct by using their votes to express their intolerance for those who profit from public office and abuse the law for private gain. All local governments should adopt strict ethics policies and demand that they be followed. Training might help establish a new understanding of government ethics, perhaps through the assistance of the Shared Ethics Advisory Commission.

Government should be transparent and accountable. Local governments should make public information readily available in a timely manner, including tax, spending and budget data, agency or department performance and return on investment in programs and subsidies. One Region might lead in developing tools and standards for how statistical data is presented and by setting up and maintaining a centralized, public data source.

That information should help citizens in all of Northwest Indiana understand and judge how their governments function, reduce mistrust of government and encourage participation and encourage caring citizens to become more engaged in solving the problems that face all local governments.



Photo 6-5. A stop in Dune Park. Photo Credit: NWI RDA via Twitter.



Photo 6-6. Dune Park. Photo Credit: NWI RDA via Twitter.



Photo 6-7. NICTD's Mike Noland talks about the South Shore. Photo Credit: NWI RDA via Twitter.

FINAL ANALYSIS

EVERYTHING IS CONNECTED

The analysis of data for this report pointed up another key insight: how interconnected all the factors of quality of life are.

The 2004 report raised the concept of sustainability, which rested on the interconnectedness of the economy, the environment and the well-being of people. The other seven quality of life themes — education, health, housing, government, transportation, arts and culture, and public safety — all grew out of the connections between those first three. Those connections are everywhere apparent in today's data.

For example, it is impossible to usefully discuss the state of environmental quality in the region without considering data presented under the other themes. Polluted air is a public health issue. Development patterns can encourage or discourage long commutes that contribute to greenhouse gas emissions. Brownfields remediation requires a trained workforce. Polluted water affects the economy's tourism sector.

To plan for better health care means considering how hard it is for patients to get to the doctor in areas where public transportation is unavailable or dysfunctional. To plan for housing development means considering the aging of the population and how the composition of households is changing. To plan for new industries means considering whether they will have an educated workforce. To plan for deploying police means considering population density.

This is another reason for One Region to work to create a central repository of data on Northwest Indiana: so that metrics from all disciplines are available and understandable by policymakers and decision makers from all disciplines and that planning is not done in statistical silos. There cannot be any excuse for transportation planners not to know about air quality, for education policymakers not to know what employers need or for the general public not to know more about their government.

This report analyzes data mainly at the regional and county level. It would be more useful to have more finely diced data, at the level of municipalities, school districts and ideally even zip codes. It is not possible to produce a printed report with that level of specificity, but there is plenty of room on the internet.

The purpose of more localized data is not to lay blame or to allow policymakers to dismiss problems as someone else's burden. There is no "La Porte County ozone problem" or "Gary public transportation problem." All problems are regional, but local understanding is needed to solve them.

One Region's potential to be a force for real change lies not only in providing a forum for discussion and regional leadership, but in providing a functional common knowledge base from which an informed and engaged citizenry emerges.

KNOWLEDGE FOR THE FUTURE

Northwest Indiana is resilient. It is the genetic makeup of our region to survive and adapt to changing conditions. The most important adaptation we are making is toward cooperation for our mutual benefit.

Historically, Northwest Indiana was a region where differences were more important than common problems, where people lived behind self-imposed barriers of race and class. Governments regarded each other with mutual suspicion and everyone resented interference from outsiders. Viewpoints were narrow and planning was short-term. In the 20th Century, the region stagnated and fell behind. Now it is struggling to catch up.

One Region can develop into a leading civic organization for changing resistant attitudes and dissolve the barriers and fragmentation that are such obstacles to progress. Yet though progress is being made, the lack of connections and integration have resulted in little to no community attachment, as reported in the Knight Foundation's "Soul of the Community" study of the Gary region.

Increasingly, people concerned with public policy and generally, a better future, in Northwest Indiana share an understanding that we are all in this together. We are responsible for our collective future. The future we create must be efficient and sustainable, with resources and burdens that are distributed equitably and a role for everyone in governance.

This report is an attempt to provide a basic set of data about the region to help guide discussions and policymaking, and a general framework for One Region to develop a Quality of Life Indicators process that will provide consistent, accessible high-quality data over the long term. It is a challenge to One Region to improve on the previous process.

Each bit of data in this report is a dot. If enough dots combine, we see a picture. If we get the right dots, the picture will come into sharper focus. As the picture improves and new visions form, our communities can come to see themselves as one region.



Photo 6-8. Bill Hanna presenting information about Regional Cities. Photo Credit: NWI RDA via Twitter.



Photo 6-9. All aboard! Photo Credit: NWI RDA via Twitter.

FURTHER QUESTIONS

ENVIRONMENT

- Are government agencies' resources adequate to monitor and regulate environmental practices and impacts in the region? How can those agencies be more adaptive and responsive as technology changes and new challenges emerge? What role can green infrastructure play in improving the environment and the economy?
- How can we measure the opportunity cost associated with environmental degradation in Northwest Indiana?
- How can we define metrics to track environmental justice by measuring disparities in the impact of environmental degradation in the region? How can we change policies to redress those disparities?
- How is research at the local universities and colleges being integrated into planning and development? What resources are available to engage faculty and students? How well do the course offerings align with the challenges the region will face?
- How can we measure and understand the attitudes of Northwest Indiana residents and businesses about the environment, the region's natural areas and actions that would improve sustainability?
- How much do businesses and governments consider sustainability in their operations? How does their reporting reflect their actions?
- How do communities and individuals in Northwest Indiana handle solid waste? How many communities have recycling programs and how effective are they?
- What are the lawn and garden care practices of Northwest Indiana residents and how do they effect the environment, both in terms of pesticide and fertilizer runoff power tool emissions, and in terms of invasive plant species that affect natural areas?
- How many walking, biking and water trail miles are there in the region and how much are those trails actually used?

EDUCATION

- What is the percentage of Northwest Indiana graduates who enroll in a four year college and who then graduate with a high- quality degree or credential?
- How do local early childhood programs, including quality day care, improve student performance? What are the dominant family structures and early childhood conditions in Northwest Indiana? What are the barriers to accessing and sustaining early childhood programs in the region?
- How well do Northwest Indiana children understand basic scientific concepts?
- How can science be best taught? Are there innovative educational approaches that could be brought to the region?
- How are schools educating Northwest Indiana's special needs students? What major gaps or challenges do these students and their families face?
- Why are students doing better on standardized tests in 8th grade but more poorly in 10th grade?
- What will Northwest Indiana businesses need from their employees when today's kindergarteners graduate from high school? How can we be sure that we prepare students for the opportunities that will be available?
- Of the data available through the Indiana Department of Education, which indicators would best characterize the state of education and workforce readiness in Northwest Indiana?
- Of the data available through the Indiana Youth Institute, which indicators would best characterize the state of youth and families in Northwest Indiana?

PUBLIC SAFETY

HAZARDOUS MATERIALS, NATURAL DISASTERS AND GRADE CROSSINGS

- How many hazardous materials accidents take place in the region?
- What are the response plans for hazardous materials accidents, as well as for tornadoes and other natural disasters? Who has jurisdiction? How do the incidence of accidents as well as planning and actual response to both hazardous materials accidents and natural disasters compare to other peer regions?
- How many railroad grade crossing accidents occur in the region? How many people are injured or killed in grade crossing accidents and why? What is the cost to railroads and industry? What equipment, public education or other measures might reduce the incidence of these accidents or their effects?

ACCIDENTS

- How many traffic accidents are there in the region? How many involve injury or death? How are traffic patterns, road designs, speed limits and other factors related to rates of injury and death? What measures might be taken to reduce these dangers?
- What is the rate of home accidents in the region? How are these accidents related to factors such as demographics and housing type? What programs of education, building codes, and other measures have been found to be effective in reducing home accidents and how could these be emulated?
- How many drownings are there in the regions? How does this incidence compare to other beach and resort regions? What can be done to reduce the incidence of drowning, especially along the Lake Michigan beaches? Can greater interagency cooperation or better public education play a role?



Photo 6-10. Back on the bus headed to Michigan City. Photo Credit: NWI RDA via Twitter.



Photo 6-11. Headed into the sky for a flight along the shoreline. Photo Credit: NWI RDA via Twitter.

The DUNES BEACHES



By the
SOUTH SHORE LINE

Trains from Chicago operated over Illinois Central RR.
from Randolph, Van Buren, 12th, 43rd, 53rd & 63rd St. Stations.

Photo 7-1. Classic South Shore Poster. Photo Credit: South Shore Arts.



PROJECTS

GUIDELINES

List of anticipated projects and programs to achieve the vision. Clearly indicate which projects you intend to complete, and in what timeframe, if your plan is not selected by the IEDC.

Sources in this Section:

NIRPC 2040 Plan
NICTD 20-Year Strategic Plan
Portage Northside Plan
Porter Gateway Plan
Michigan City Plan

GUIDELINES

1. Projects and programs may fall in these major areas (while programming may be a critical element of the plan, the IEDC's matching funds will be focused on brick and mortar projects):
 - Infrastructure
 - Redevelopment of physical assets (particularly blighted assets)
 - Cultural amenities
 - Quality of place
 - Industry-specific development, including any targeted sectors
 - Education and incumbent workforce
 - Innovation and Technology
 - Talent attraction
2. Describe each project or program's role in enhancing the community to improve the economy and quality of place
3. Prioritize projects and programs, including the criteria used
4. Specifics for each project:
 - Estimated timeline for start and finish of each project
 - Budget detailing capital expenditures, ongoing expenditures required for long term success, anticipated return on investment and/or revenue generated as a result of project success
 - Anticipated funding sources (this may not be final)
 - Industry (e.g. retail, industrial, warehousing, office, etc.) – if applicable
 - Location (e.g. address, city, county)
 - Number of jobs to be created – if applicable

DOUBLE TRACKING

The South Shore Line is a double track railroad that shares the right-of-way with the Metra Electric District in Chicago. After the Metra and South Shore services diverge, the section of double track extends east to Tennessee Street in Gary, (a distance of 25.9 miles) the South Shore is a single track railroad with 6 miles of double track in eastern Lake County and western Porter County, and several mile-long passing sidings. Constructing continuous double track would increase scheduling flexibility, improve reliability, expand maintenance windows, and eliminate the single point of failure that exists with single track operation.

The South Shore will remain single-track (with passing sidings) between Michigan City and South Bend, as there is sufficient capacity for existing and anticipated service levels.

PROJECT CAPITAL COST:

\$114 Million

Double tracking between Michigan City and Gary to increase frequency of trains available and reduce the delays:

\$42,000,000 (Regional Cities Grant)
+ \$57,300,000 (Federal Funds)
+ \$15,300,000 (Local Sources)
= \$114,600,000

PROPOSED COST DISTRIBUTION:

50 percent of capital costs paid with federal funds

50 percent will be from state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

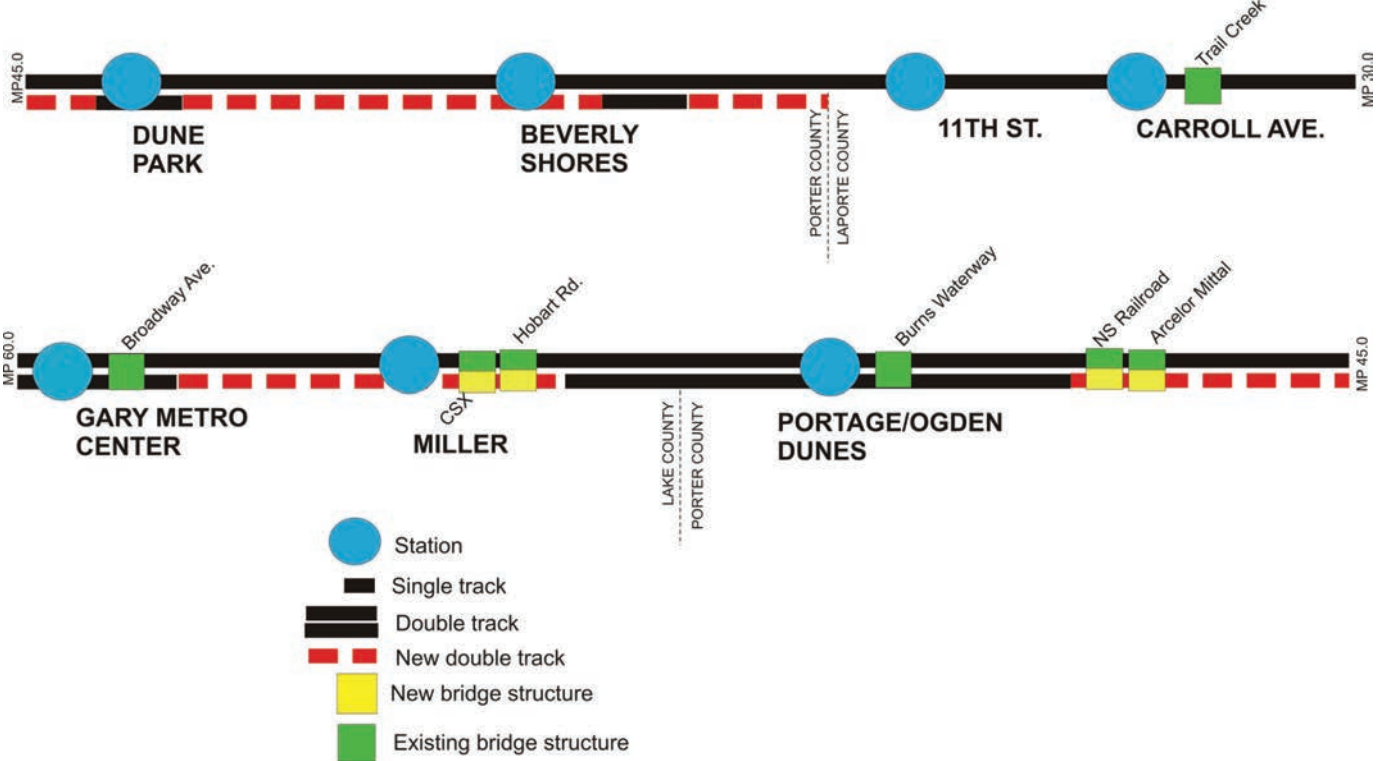


Figure 7-1. South Shore Double Track Project.

TRANSPORTATION

OUR GOALS:

- A safe and secure transportation system
- Increased mobility, accessibility and transportation options for people and freight
- Adequate transportation funding and efficient use of resources
- A transportation system that supports the health of all people

PUBLIC TRANSPORTATION

Critical to the success of our region is the availability of transit options.

Simply stated, our current network of public transportation systems is not sufficient to achieve the goals set out in the Comprehensive Regional Plan. Many portions of Northwest Indiana are underserved and lack connectivity between modes, such as train and bus. To make matters worse, declining federal, state and local funding subsidies, and the lack of a dedicated local funding source, have resulted in services cuts that further reduce ridership, and in turn hamper the quality of life of our residents.

Into this challenging mix new and expanded transit services must play a critical role to fully realize the 2040 CRP Vision.

Achieving the plan's vision for Livable Centers will:

- Play a key role in supporting the plan's concepts of the creation of multimodal Livable Centers (all metro, large and medium centers).
- Provide a significant means of reduction on the reliance of the automobile and will reduce traffic congestion on the region roadway network
- Fulfill a critical role in reaching underserved and transportation-deprived areas of the region since access to employment and regional services is essential for all.

High-capacity transit services that support desirable development patterns, including high-speed rail, commuter rail and regional bus services. Supportive fixed route, demand response and other local transit services are to be provided.

High-speed rail improvements completed in the Norfolk-Southern corridor near Lake Michigan, with both legs of the West Lake Corridor implemented to extend NICTD (South Shore) commuter rail service.

A major regional multimodal transit hub at the Gary/Chicago International Airport connecting high-speed and commuter rail and bus.

An arterial bus rapid transit (BRT) system in select major corridors. Six regional bus routes proposed in the RBA Strategic Plan provide the backbone of a network of services connecting rail stations and other activity centers.

New local bus services in areas where the population density would support it. This will be critical for connecting the Livable Centers with each other, and to the regional employment, shopping and services centers.

Expanded capacity and increased coverage for demand-response, or paratransit services in areas not served by fixed-route bus is a critical component of the regional system, especially in all of LaPorte and Porter counties, and in southern Lake County.

- Urban Framework Strategies
- Link Transportation and Land Use
- Transit Oriented Development

Northwest Indiana's existing transit network is a regional asset unique to the state of Indiana. The region must capitalize on these transportation assets by planning for Transit Oriented Development (TOD) projects. TODs take advantage of transit access, which typically attracts riders bound for work destinations. With a mixed-use living environment, including services and jobs within walkable distances from station areas, residents often can eliminate the need for unnecessary vehicular trips. The CRP identifies a regional transit framework for a system of transit-supported centers, including TODs around existing South Shore commuter stations, along the proposed West Lake Corridor and at regional bus and multimodal hubs.

LEVERAGE LAND USE & MULTIMODAL TRANSPORTATION

NIRPC's regional role in transportation, environmental and land use resource guidance means it is well positioned to continue to attract state and federal resources that can be leveraged in the interest of economic development.

CAPITALIZE ON FREIGHT ASSETS

Northwest Indiana lies at the center of a global multimodal freight network. This keeps business costs low and consumer prices down. The movement, handling and storing of freight also generates significant employment. Capitalizing on our infrastructure advantages to create economic opportunities is a key strategy for revitalizing Northwest Indiana.

ASSESS ECONOMIC IMPACTS OF PLANNING

NIRPC should routinely assess and identify economic impacts of its transportation planning process and selection of projects.

PROVIDE LAND ASSEMBLY ASSISTANCE

NIRPC will continue to partner with the Northwest Indiana Forum to create a stronger understanding of the value of land assembly in the region. Both agencies will work together to develop educational seminars and programs.

SUPPORT THE NWI ECONOMIC DEVELOPMENT DISTRICT

The NWI Economic Development District (NWIEDD) is a partnership between NIRPC and the Forum that is becoming a central avenue responsible for regional economic development. The NWIEDD serves as a state coordinator and clearinghouse for regional economic development grant requests. With NIRPC's input and support, the district is responsible for the preparation and upkeep of the Comprehensive Economic Development Strategy (CEDS) document.

NIRPC will continue to provide planning and programming of infrastructure for economic development and supply assistance and support to the NWIEDD.

SUPPORT EDUCATION & JOB DEVELOPMENT PARTNERS

A vibrant region means our economy is thriving and our people are well educated, and a well-educated population calls for expanded access to knowledge and opportunities. Unfortunately many of our schools, especially in our older urban areas, suffer from poor results, low graduation rates and unequal funding. Many have commented that our region is undereducated and underprepared for jobs.

The availability of an educated work force is a major factor that firms review as they seek to relocate to a particular region. Our institutions of education must improve to help us compete for quality jobs that sustain our region and quality of life. We boast several colleges and universities that aid in our competitiveness, but without quality jobs available for graduates, our region will continue to experience the "brain drain" that hampers our ability to succeed.

While education in and of itself is not a core function of NIRPC's mission NIRPC will continue to support and partner with other agencies that focus on improved scholastic performance in Northwest Indiana

OVERVIEW OF INVESTMENT PROGRAMS

This NICTD Strategic Business Plan proposes a four-part capital investment strategy: baseline investments to the South Shore to maintain service standards and reliability, a West Lake Extension in to rapidly growing areas of Lake County, major improvements to South Shore Line to provide fast service and expand the passenger market, and planned annual South Shore Line maintenance.

PROGRAM DETAIL: SOUTH SHORE LINE BASELINE

The following four projects constitute the required capital improvements needed to keep the South Shore Line operating safely and efficiently. These projects will need to be completed whether or not any other improvements move forward.

POSITIVE TRAIN CONTROL

Federally mandated train control systems are intended to prevent train-to-train collisions, eliminate work zone incursions, and automatically enforce all speed restrictions. This is accomplished via the use of high-tech, integrated electronic signal systems and controls interfaced with GPS.

PROJECT CAPITAL COST:

\$80 Million

PROPOSED COST DISTRIBUTION:

100 percent will be from the state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

NEW CAR ORDERS

This program is intended to purchase cars that will replace those that have been in service for 40+ years. This includes 41 cars purchased in 1982 and 17 cars purchased in 1992.

PROJECT CAPITAL COST:

\$250 Million

PROPOSED COST DISTRIBUTION:

100 percent will be from state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

METRA CAPACITY

The South Shore Line operates on Metra Electric District right-of-way from 115th St. to Millennium Station in downtown Chicago. Metra is a four-track railroad from 115th St. to 11th Place and then narrows down to a three-track railroad on approach to Millennium Station. At Millennium Station, NICTD has a single track leading into four platforms, while Metra enjoys the benefits of double track access to its platforms. This single track creates a single point of failure; in the event of a derailment or an unexpected track, switch, or catenary failure, all South Shore Line trains would be indefinitely ensnared. Furthermore, a single track prevents NICTD from operating simultaneous inbound and outbound train movements. This project would provide another track into Millennium Station, improving operating flexibility and capacity.

PROJECT CAPITAL COST:

\$30 Million

PROPOSED COST DISTRIBUTION:

50 percent of capital costs paid with federal funds

50 percent will be from state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

PROGRAM DETAIL: WEST LAKE EXTENSION

PROJECT CAPITAL COST:

\$571 Million (to Dyer)

PROPOSED COST DISTRIBUTION:

50 percent of capital cost paid with federal funds

50 percent of capital cost is allocated to local sources (Lake County)

WEST LAKE EXTENSION

The West Lake Extension would expand NICTD commuter rail service south into Lake County. The service would reduce the distance that central and south Lake County commuters would have to travel to access NICTD train service, and is projected to have a daily ridership of 5,6000 people. The West Lake Extension project is currently in the initial planning stages, having completed concept feasibility assessments, along with confirmation of the capital and operating financial plan.

BENEFITS

Developing a line extension of the South Shore service into Lake County would bring the following benefits:

- Connecting the region to downtown Chicago jobs and employment centers
- Enticing economic development
- Providing an alternative mode of transportation to driving
- Lowering commuting costs
- Increasing NICTD system ridership
- Increasing property values near stations
- Attracting and retaining families and younger residents to the region

PROGRAM DETAIL: MARKET EXPANSION

Program Overview

The improvements on the existing South Shore Line are intended to increase efficiency on the existing rail line. Trip times from South Bend to Chicago would be reduced by 39 minutes, with smaller time savings from other stations. Two of the factors that have the greatest positive impact on ridership are better travel times and more frequent service. Therefore, these improvements will increase average daily ridership on the NICTD system by 38 percent and would also greatly facilitate and enhance transit-oriented development and strengthen neighborhood redevelopment along the route.

It should be noted that while the Market Expansion improvements are east of East Chicago and Hammond, they will result in more reliable service, thus providing benefits along the entire line.

PORTAGE/OGDEN DUNES HIGH-LEVEL PLATFORMS

The Portage/Ogden Dunes station is currently equipped with three warming shelters along the low level boarding platforms and two ADA mini-high level boarding platforms. This project would construct dual, 8-car long, high level boarding platforms with gauntlet tracks to safely separate freight trains. Benefits include a reduction in travel times

PROJECT CAPITAL COST:

\$7 Million

PROPOSED COST DISTRIBUTION:

50 percent of capital costs paid with federal funds

50 percent will be from the state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

MICHIGAN CITY REALIGNMENT AND STATION CONSOLIDATION

This project will eliminate two miles of embedded street running track. The project includes the construction of a new exposed ballasted double track railroad within the 10th/11th St. Corridor coupled with a modern, fully equipped consolidated station and 8-car high level boarding platforms. The City envisions this new station as the focal point for renewed retail and residential development in Michigan City. As part of the station consolidation effort, the existing Carroll Avenue station would be closed. The realignment would also close 16 grade crossings including six of NICTD's top 20 Federal Railroad Administration (FRA) rated high hazard crossings. Benefits include a reduction in travel time, improved reliability and operating flexibility and a fully ADA accessible station with expanded parking.

PROJECT CAPITAL COST:

\$109 million

PROPOSED COST DISTRIBUTION:

30 percent of capital costs (\$33 million) allocated to local sources (Michigan City and/or La Porte County) for transit-oriented development and station-area amenities

35 percent of capital costs paid with federal funds

35 percent will be from state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.

SOUTH BEND REALIGNMENT

South Shore trains currently navigate a circuitous reverse "C" in order to access the South Bend Airport terminal from the east. The route is long and trains are slowed by 23 grade crossings. This realignment project would provide a more direct route to the west side of the airport terminal by eliminating three track miles, reducing travel time by up to 10 minutes, and cutting the number of grade crossings from 23 to 7.

PROJECT CAPITAL COST:

\$20 million

PROPOSED COST DISTRIBUTION:

50 percent of capital costs paid with federal funds

50 percent of capital cost

is allocated to local sources (South Bend and/or St. Joseph County)

GARY STATION IMPROVEMENTS

There are three stations in Gary with low level boarding platforms and which are past the end of their useful life. Alternatives will be evaluated and selected through a future NEPA evaluation.

STATION MODERNIZATION

This alternative would close the Clark Road station, and upgrade the Miller and Gary Metro stations. The Miller station would be rebuilt with high level boarding platforms at Clay Street. The elevated Gary Metro station would be rebuilt with high level boarding platforms in the same model as the East Chicago station. Benefits would include travel time improvements, maintaining mobility for local commuters, and maintaining stations as an aspect of neighborhood redevelopment plans.

Although the Clark Road station would be closed, connections to the Gary/Chicago International Airport would be made at East Chicago or Gary Metro Center.

PROJECT CAPITAL COST:

- Alternative 1: \$38 million
- Alternative 2: \$52 million

PROPOSED COST DISTRIBUTION:

- 50 percent of \$38 million in capital costs paid with federal funds
- 50 percent of \$38 million in capital costs will be from state or local sources. Whether the source is state or local is a decision to be made by the counties before the investment is made. A county allocation could be based on derived benefits as well as service factors.
- \$14 million Alternative 2 premium paid by local sources / grant / subsidy

PLANNED MAINTENANCE

Regular system maintenance will ensure a state of good repair, resulting in reliable on-time service. This includes routine bridge replacement, upgrades to switches, catenary renewal, upgrades to maintenance facilities, expanded parking facilities, and upgrades to existing stations. These projects are included in NICTD's five-year transportation improvement program and do not require new funding. Typically they are funded with FTA State of Good Repair allocation (80 percent), with the non-federal share coming from the state of Indiana. This financial arrangement should continue in the near term, but as maintenance requirements increase with aging and expanded assets, it may be necessary to secure local funding from the four counties in the railroad's service area.

PROJECT CAPITAL COST:

\$401 million

PROPOSED COST DISTRIBUTION:

100 percent of capital costs are paid by current federal and state funding sources

PROGRAM DETAIL: LAND USE & TOD POLICY

Transit-supportive land use policies are an important implementation component of any major transit investment program. The development patterns around a transit system and its stations influence ridership of the system and the ability of the surrounding communities to realize the potential economic and fiscal impacts that improved transportation service can provide.

IMPACT ON TRANSIT SERVICE

Having transit-supportive land use policies in place at a local and regional level is also supportive for the rider market served by the transit system. High-density transit-oriented development (TOD) creates a ready pool of residents, workers and visitors from which transit systems can draw riders and which, complemented by the design and diversity of uses, makes transit usage more attractive than driving a car. Encouraging more intense development around existing transit service can enhance ridership, strengthening utilization and support for the transit system and improving financial performance for the operator. Having transit-supportive land use policies at a local and regional level in place is also necessary to make the transportation infrastructure projects much more competitive when it comes to obtaining the critical funding from the federal government for maintenance, operations and new construction.

It needs to be emphasized that positive development impacts are dependent on faster service and higher train frequencies, both important objectives of NICTD's 20-year investment strategy.

WHAT IS TOD?

Transit Oriented Development (TOD) is a planning and development approach that concentrates mixed-use development within transit station areas. This includes a range of integrated residential, retail, service and office uses. TODs are walkable areas of compact development (NIRPC, 2040 Regional Comprehensive Plan).

A variety of factors influence the potential and success for TOD. These include:

- Economic climate for real estate development
- Capacity of available land in station area
- Transit-supportive plans and policies
- Urban design and connectivity
- Transit service frequency, schedule and travel times

TOD POLICY RECOMMENDATIONS

Land use and economic development planning decisions fall under local jurisdiction: the municipalities, townships and counties. While transit agencies and state/regional governing bodies can provide guidance on ideas and coordination with transportation infrastructure decisions, it is these local bodies that can influence development patterns and should prepare conceptual design and implementation plans for transit-oriented development and transit-supportive infrastructure projects.

Actions that local jurisdictions can take to encourage TOD and contribute to a unified transit-supportive land use environment include:

- Introduce or reinforce transit as a viable transportation choice in local plans, such as comprehensive plans, strategic plans, etc.
- Develop station-area concept plans around existing or proposed rail stations, incorporating TOD best practices of mixed uses, increased densities, and balanced parking requirements to create economical and vibrant neighborhoods.
- Consider location of visitor-driven civic facilities, such as town halls, community centers, libraries, etc. as development anchors in station areas.
- Ensure regulatory codes and guidelines, needed to implement TOD are in place such as zoning ordinances, design guidelines, subdivision rules, parking requirements.
- Develop multi-modal connectivity plans, to ensure convenient and safe access to the station for all modes of transportation, including pedestrians and bicyclists

TOD FUNDING SOURCES

A variety of funding and implementation sources exist for communities to use to advance these planning activities described in this section. These local projects would run in parallel with the investments made by NICTD and RDA to advance the transportation projects through their required study and design stages. These include:

LOCAL

- General / capital improvement plan (CIP) funds
- Tax Increment Financing (TIF)
- Special Service Area (SSA) / Business Improvement Districts (BID)
- NIRPC Livable Centers grants
- RDA development project grants
- Joint development partnerships

STATE / FEDERAL

- TIGER/TIFIA type grants/loans
- CMAQ
- HUD/EPA/DOT Sustainable Communities Grants
- INDOT road improvements
- Parks and trails grants
- Green infrastructure grants

FINANCIAL SUMMARY

USES

The 20-year Strategic Business Plan recommends four capital investment programs that will improve rail infrastructure, provide efficient service, and achieve the greatest possible economic development potential for the study area.

SOURCES: CAPITAL

It is assumed that the overall investment plan will be financed by a combination of federal, state and local sources. Close to fifty percent of the funding for capital costs of new projects is expected to come from the Federal Transit Administration's (FTA) Capital Investment Program. Other federal funding streams may be available to partially fund other investments.

For the remaining share of the capital costs, local and state sources would need to be found. As of April 2014, some commitments have been made at the local or regional level, but additional financial support could come from or through the RDA, and at the local level, from a range of options including:

- County Economic Development Income Tax
- County Option Income Tax
- Wheel tax
- Local option gas tax
- Local option sales tax

In the case of capitalized South Shore Maintenance costs for commuter service as it is currently structured, existing sources of federal and state revenue are forecasted to cover this program.

With respect to capital costs for the South Shore Baseline, Market Expansion and West Lake Extension programs, new funds must be found for a longer-term bonding scenario. Capital funds for the West Lake Extension are being appropriated at the time this Plan is being finalized. A funding package between Lake County and the majority of municipal entities is being assembled to secure bond payment obligations arising from the project construction.

The South Shore Baseline and Market Expansion programs are designed to meet future requirements of “State of Good Repair” and allow for significant growth of new ridership. These investments will attract new riders by implementing structural changes in assets that currently restrict improvements in travel times and frequency of trains. These factors are major market drivers for attracting new riders.

Some agreement for allocating the South Shore Baseline and Market Expansion program costs between state and local sources must be reached in order to have a precise plan allocating funding responsibilities for these investment programs.

SOURCES: OPERATING

A common problem for transit systems nationwide is the decreasing amount of funds available for annual operating assistance as revenues fail to grow as rapidly as expenses. For NICTD, this fact is reflected in 20-year cash flow projections that show the railroad slipping into an unfunded operating deficit in 2019 even without considering the service and ridership improvement projects described in this Plan. The precise timing of this deficit could change in either direction depending on the interaction of NICTD operating expenses and tax collections at the state level. Although subject to change, NICTD expects to continue receiving operating support from the State of Indiana. In recent years annual support has ranged from \$12 to \$14 million. One option could be to consider supplementing state funds with revenue from the four counties in NICTD’s service area.

SCHEDULE

The schedule for implementing the proposed improvements is aggressive but spreads the costs over time, as shown in Figure 10. The majority of projects are scheduled for completion by 2022, with a second round of new car orders in 2030-2031.

TOD PLANNED PROJECTS

PORTAGE NORTHSIDE MASTER PLAN

The Transit-Oriented Development Zone – The existing Ogden Dunes stop on the South Shore Railroad line should be redeveloped as the linchpin of an exciting new mixed-use neighborhood center, where neighborhood-supporting retail uses, vertical housing forms, active sidewalks and streetscapes, and appropriately placed and scaled parking coalesce.

Great communities are anchored by great spaces. The Transit-Oriented Development zone has the potential to be a great space, activated by an energizing mixture of land uses and the constant coming and going of people. The streetscapes will be bustling with permeable storefronts, sidewalks, cafes, lush plantings, and a central plaza. Walkup medium density residential buildings combine a new housing option with the area's numerous open space and environmental benefits. An upgraded South Shore Railroad station, that gracious new Burns Parkway, and an integrated parking area will all support the Transit-Oriented Development.

MICHIGAN CITY NORTH END PLAN

11TH STREET TOD

The North End Plan proposes that Michigan City should capitalize on the presence of the South Shore Line in order to redevelop the city center as a Transit-Oriented Development (TOD). The Northwest Indiana Regional Development Authority (RDA) recommends the use of TODs in its regional rail recommendations.

This plan proposes that the South Shore Line should be maintained on 11th Street and a TOD be developed at this location. The proposal includes the restoration and adaptive reuse of the historic station building and the construction of an entire new city block around it. The block immediately to the south of the station is proposed to be replaced with a generous city park, which will add to the value of the residential units and provide a place for public activities. The whole ensemble, including the block to the west of Franklin Street, is intended to act as an anchor and gateway to the historic Franklin Street business corridor.

PORTER GATEWAY SUB-AREA PLAN TRANSIT ORIENTED DEVELOPMENT AREA

The Northern Indiana Commuter Transportation District (NICTD) Dunes Park South Shore commuter rail station provides many benefits to the gateway development area as part of the multi-modal approach to transportation in and around the development. In addition, this parcel offers great potential as a complementary development site that places tax generating amenities at the doorstep of the State and National Park. The plan envisions this parcel as a denser, vertical development that uses the air rights of the existing surface parking lots. By providing structured parking, both tourism and transit oriented development (TOD) becomes possible in a very sustainable way that can capture millions of potential visitors that may visit from the Chicago region and leave their cars behind. In addition, by developing vertically, it is possible to meet Indiana 49 at street level, giving this development an address on both U.S. 12 and Indiana 49 in addition to the South Shore commuter line.

RETURN ON INVESTMENT

Sources:

Policy Analytics

The Estimation of Returns to Transportation Related Investments

The connections between people and places, and goods and their markets are fundamental to the success of any economy. Where linkages occur, markets can develop. Getting goods to markets more efficiently cuts costs for producers, and getting people to their places of employment more quickly and safely increases the real wages of workers. All of these outcomes increase the return on investment to businesses and the value of amenities to households.

Although outside of the standard formulae for economic development, which is “new plant equals more jobs equals more tax revenue,” investments in regional transportation networks reduce costs and increase returns to capital thereby providing market based incentives for new investments and new residential migration. The Regional Cities application from the Northwest Indiana Regional Development Authority is based on this fundamental economic truism. It is strategically directed toward reducing transportation costs [both time and operating costs] with a return on investment that will generate even further returns and growth in future years.

The geography of the Chicago Metropolitan Region contains the 8th largest regional economy on planet earth. It is an engine of economic growth, one to which the Northwest Indiana region is currently connected, and to which our region plans even closer connections. The NW IN RDA's Regional Cities application for funding to complete the NICTD "double-tracking" project will create transportation efficiencies that provide real, ongoing economic benefits to the Northwest Indiana region. NICTD estimates that the completion of the project will reduce transit times during peak rush hour commutes by 10 to 15 minutes at key locations, and improve on-time performance of the transit system.

A quicker, more reliable transit system will encourage commuters to opt for transit, and make commuting into Chicago via the South Shore rail line a feasible option for many more people. NICTD estimates that the planned improvements will lead to a 10 percent to 15 percent increase in ridership, which equates to 370K to 550K additional annual riders. The improved transit system will also make freight transportation more efficient. Once the double-tracking is complete, NICTD anticipates that the current average speed of 35 mph will be increased, allowing goods and services to move more quickly throughout the region.

The impacts of the planned investments benefit the local economy by bolstering commuter income and improving accessibility to labor and commodities. "Commuter income" is the income earned by those who reside within a region, but work outside the region. These individuals, though they are not employed locally, spend a significant portion of their income on housing, and goods and services where they reside, stimulating the local economy. On average, jobs in Cook County, Illinois pay 40 percent more than the same job within Northwest Indiana. The completion of the double-tracking project will make it more feasible for Northwest Indiana residents to seek these comparatively high wage jobs in Chicago, while still contributing household spending within the local Northwest Indiana economy. A 10-15 percent increase in ridership, as NICTD projects, will produce an estimated \$24 to \$36 million in annual commuter earnings [in 2012 dollars] that flow back to Northwest Indiana.

Improving labor and commodity accessibility will allow businesses to operate more efficiently within the region. These benefits reduce the "effective distance" between businesses and the labor and materials that are required

to produce the final product. Thus, reducing the cost of these inputs causes Northwest Indiana businesses to be more competitive in their markets. These benefits are ongoing, and increase to the extent that industry can capitalize on these efficiency gains throughout the region.

Related to these region-wide benefits, investments in "transit-oriented development" will also contribute to the economic returns experienced by Northwest Indiana citizens and businesses. Transit-oriented development or "TOD" is the strategic investment in commercial and residential development surrounding transit lines. A recent nationwide study demonstrated that investments in transit oriented development produce real returns, on average \$3.70 for each \$1 invested. The planned double tracking project, by substantially reducing commute times and increasing reliability will induce additional ridership and demand for housing and commerce located near transit stops. Appropriate planning by Northwest Indiana communities is taking place to provide the requirements to incentivize private investment in TOD adjacent to the stations along the South Shores more efficient, with double-tracking, corridor.

In the table nearby, Policy Analytics used national data to estimate the size, development mix, costs of construction, and on-going employment, which would result from TOD investments along the South Shore line as commute efficiencies are implemented. These impacts – jobs and household income are direct – meaning no multiplier estimates are included. This is simply an illustrative exhibit showing the impact of TOD, yet the example of decades of successful commercial and residential development across the border in Illinois should serve to drive home the point that this type of development and its impacts are readily achievable.

SECTION 7: PROJECTS

The RDA was created to partner with others in the “heavy lifting” required to develop the infrastructure that will make Northwest Indiana economically vibrant. The legislation that created the RDA directs us to focus on our region’s collective assets. These regional assets are interrelated as the basic building blocks of a local economy that must become globally competitive.

Board of Directors:

Donald F. Fesko – Chairman of the Board
Harley Snyder – Vice-Chairman
Ed Glover – East Chicago Appointment
Randy Palmateer – Lake County Appointment
Bill Joiner – Treasurer, Gary Appointment
Phil Tailon – Hammond Appointment
Chris Campbell – Porter County Appointment

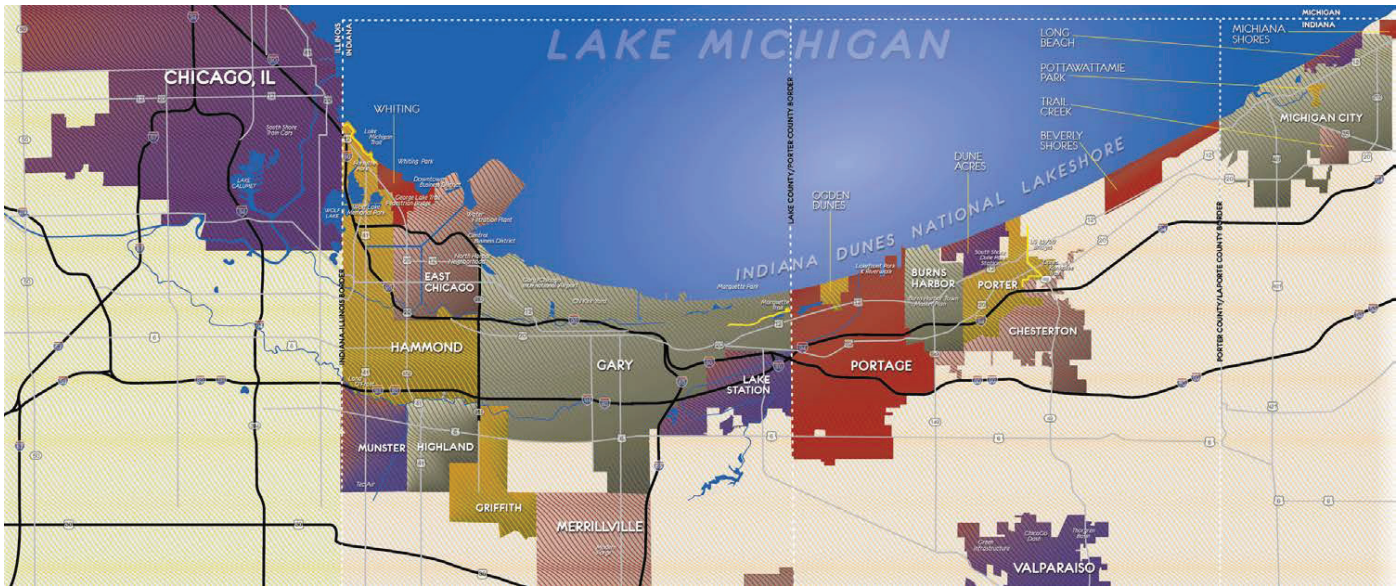


Figure 7-2. Marquette Plan.



Photo 7-2. Portage Lakefront.



Photo 7-3. Gary Airport.



Photo 7-4. Marquette Park.



Photo 7-5. Whiting Lakefront Park.



Photo 7-6. Hammond Wolf Lake Pavilion.



Photo 7-7. Hammond Forsythe Park Baseball Fields.



Photo 7-8. Hammond Wolf Lake Boardwalk.



Photo 7-9. East Chicago Breakwater Rendering.



Photo 7-10. East Chicago Lakefront Park - during construction.



Photo 7-11. East Chicago Unity Plaza Grand Opening.



Photo 7-12. Downtown Gary Demolition Project.



Photo 7-13. Downtown Gary Demolition Project.



Photo 7-14. Dunes-Kankakee Trail.

General Requirements and Project Management

Regional partners in the effort include NICTD, Northwest Indiana Forum (Forum), Northern Indiana Regional Planning Commission (NIRPC) and One Region One Vision in completing the following tasks in relation to the application process and development of the Regional Development Plan (RDP).

Specific Items that will be addressed in the application include:

- Current State of the Region – Existing Conditions
- Community Engagement – Public Meetings and Media Outlets
- Stakeholders and Execution – Council of Governments
- Vision – Current with eight to ten year projections – Peer Community Analysis
- Quality of Place – SWOT analysis community stakeholders
- Trends – Identify and capitalize on growth markets and opportunities
- Projects – Coordination of partnerships, timeline and costs
- Measurement – Identify benchmarks continue to review over time
- Structural Changes – Identification of weakness opportunities for improvement
- Additional Support – Public, Private and Philanthropic sources.

Items that will be addressed in the RDP will include:

- Anticipated impact of the RDP on the region
- Talent and investment attraction
- Stakeholder engagement, community and leadership support
- Level of participation in state/federal community development programs
- Long term viability of all elements of the RDP
- The nature and purpose of governmental and non-governmental partnerships throughout the duration of the plan term
- Distinct, feasible projects with realistic budgets, return on investment calculations for each project, and clear timelines
- Other issues of consequence to the region
- Commitment to executing the plan without a state partnership

NIRPC's Creating Livable Communities (CLC) and Transit-Oriented Development (TOD)

A key strategy of NIRPC's 2040 Comprehensive Regional Plan are mixed-use and transit supported Livable Centers which aims to focus growth and revitalization around existing communities. Each of NIRPC's forty communities has an identified Livable Center. Livable Centers are compact, mixed-use, walkable and transit accessible areas that include the following characteristics:

- Support existing communities, leverage public investment, and encourage efficient growth patterns
- Compact in form with a vibrant mix of uses in a concentrated area
- Promote ease of movement between the mix of uses, requiring coordinated planning of public and private investment
- Promote regional connectivity, including public transportation
- Promote walkability and offer alternative modes of transportation

NIRPC's Creating Livable Communities (CLC) Grant program provides funding support for community-based transportation/ land use projects that bring vitality to downtown areas, neighborhoods, station areas, commercial cores, and transit corridors. The CLC funds development and redevelopment projects. Eligible projects should be identified in the Livable Centers Map or Transit Corridor Area Map.

The Transit Area Map includes areas within a half mile of transit stop or station. The goal of this map is to support more transit oriented development projects around transit stops and stations and to encourage more transit use in the region. Projects identified in this emphasis area have to meet the minimum requirements of the Livable Centers goals to receive the CLC funding.

The relationship between investments in public transportation services and Livable Centers is direct and critical. These land use and transportation initiatives are mutually supportive and both of vital importance in ensuring the long-term quality of life in Northwest Indiana.

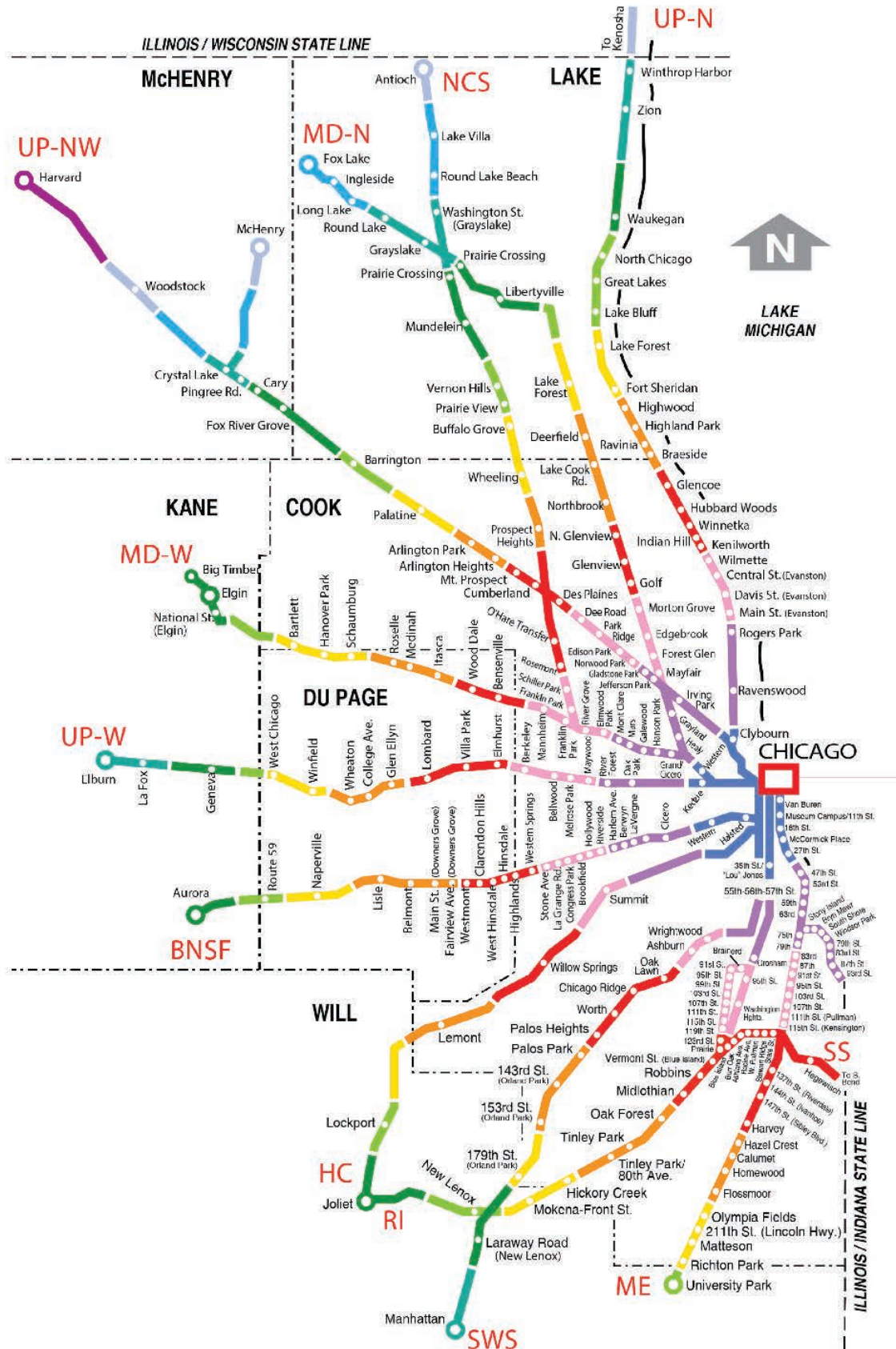


Figure 7-3. Chicago Metra Commuter Rail Map.

NORTHERN INDIANA COMMUTER TRANSPORTATION DISTRICT

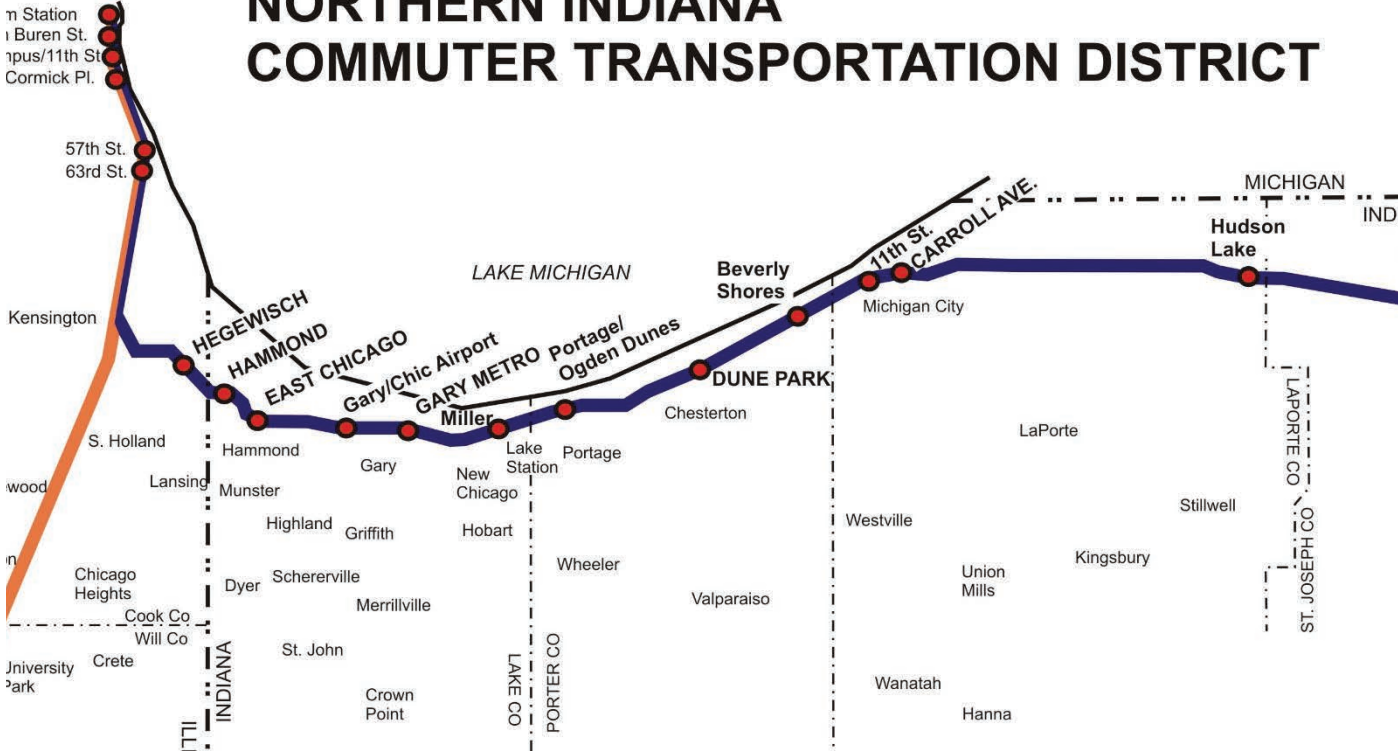
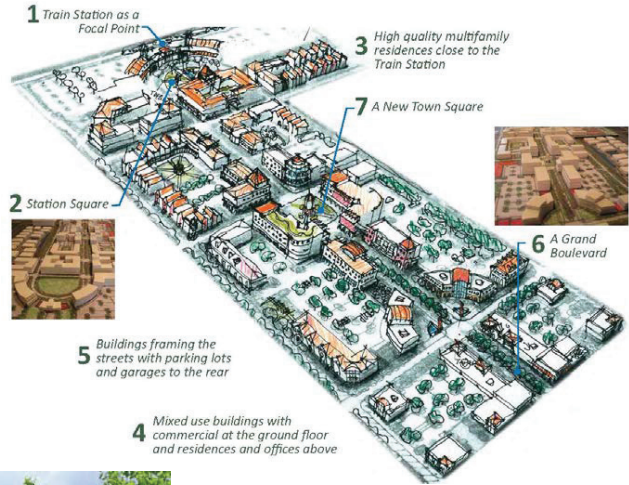


Figure 7-4. Current South Shore Line Stops.



Portage TOD

A Vibrant Mixed-Use District



Munster TOD



Michigan City TOD

Photo 7-15. TOD Examples.



Illustrative Transit Oriented Development Investment Impacts

Station Location	Development Size		Investment Impacts		
	Residential Units	Commercial Sq. Ft.	Construction Cost	Jobs	Personal Income
Hammond	1,188	440K	\$176.9M	1,282	\$17.3M
Gary	706	321K	\$112.0M	892	\$10.3M
Portage	458	130K	\$61.9M	366	\$6.7M
Dune Park	271	101K	\$39.5M	271	\$4.0M

* It is assumed that the public share of TOD investments is between 5% and 15% of total costs.

* The estimates for Jobs and Personal Income are annual direct, ongoing impacts derived from the business operations and residents located at the TOD sites. No multiplier effects are included in these estimates

Figure 7-5. Illustrative Transit Oriented Development Investment Impacts.

Annual Impact of the South Shore Railroad

Employment	5,300 jobs
Economic Output	\$5 billion
Personal Income	\$430 million



Figure 7-6. Annual Impact South Shore.



SPRING~ IN THE XXX **DUNES**
by **SOUTH SHORE LINE**

*Fast limited trains operated from Chicago to South Bend Ind.
leave Illinois Central Randolph Street Station, and stop
at Van Buren, Roosevelt Rd., 53rd St., 63rd St. and Kensington*

Photo 8-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

8

MEASUREMENT

GUIDELINES

Outline how the region intends to establish its baseline relative to the three benchmark cities (Section 4) and also how it intends to monitor and measure success during the course of its plan. Progress reports submitted to the IEDC will be required annually.

1. Objective metrics should be employed such as the Quality of Place Indicators used in the Peer Cities Study (located on website)
 - Information sources should be identified for each measurement such that the information can be updated at frequent and set intervals in time.

The Return on Investment is the true measurement of the project. The ability to attract new ridership because of shortened travel times will help to make the region served by the South Shore truly a part of the Chicago Economy. The ridership models have been run, to project what the project will do. NICTD will track the increase in usage and revenues and compare them to the models.

Other factors that will be measured on an annual basis are:

- Economic Census Data,
- New Home Starts,
- Unemployment Rates,
- Building Permits issued by local communities in the affected areas; and
- Increase of Assessed Valuation in affected areas.

On an annual basis, the Northwest Indiana Regional Development Authority will report the facts and figures to the Indiana Economic Development Corporation.

Illustrative Transit Oriented Development Investment Impacts

Station Location	Development Size		Investment Impacts		
	Residential Units	Commercial Sq. Ft.	Construction Cost	Jobs	Personal Income
Hammond	1,188	440K	\$176.9M	1,282	\$17.3M
Gary	706	321K	\$112.0M	892	\$10.3M
Portage	458	130K	\$61.9M	366	\$6.7M
Dune Park	271	101K	\$39.5M	271	\$4.0M

* It is assumed that the public share of TOD investments is between 5% and 15% of total costs.

* The estimates for Jobs and Personal Income are annual direct, ongoing impacts derived from the business operations and residents located at the TOD sites. No multiplier effects are included in these estimates

Table 8-1. Increases in Ridership - Return On Investment.



Photo 8-2. Q&A after Regional Cities meeting. Photo Credit: NWI RDA via Twitter.



Photo 2-1. Checking out NWI's awesome lakeshore. Photo Credit: NWI RDA via Twitter.



HOMeward BOUND
by **SOUTH SHORE LINE**

TRAINS FROM CHICAGO OPERATED OVER THE ILLINOIS CENTRAL RAILROAD
FROM RANDOLPH VIA BUREN, 43RD, 53RD AND 63RD STREET STATIONS AND KENSINGTON

Photo 9-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

9

STRUCTURAL CHANGES

GUIDELINES

Identify any public or private sector organizational structure changes needed to efficiently execute this plan.

SECTION 9: STRUCTURAL CHANGES

The Northwest Indiana Regional Development Authority, the Northern Indiana Commuter Transit District, and the Northwestern Indiana Regional Planning Commission are established agencies with a history of working together on major project throughout Northwest Indiana. Throughout the Community Involvement Process, the working group has gained the support of all the local community leaders. The public outreach performed through local public meetings and the survey have obtained positive feedback from the community. There are no major structural changes anticipated in completing the project.



Photo 9-2. Whiting lakefront on a beautiful day. Photo Credit: NWI RDA via Twitter.



Photo 9-3. Checking out the growth of 18th Street Brewery in Miller. Photo Credit: NWI RDA via Twitter.



Photo 10-1. Classic South Shore Poster. Photo Credit: South Shore Arts.

10

ADDITIONAL SUPPORT

GUIDELINES

Please list any additional support your region has committed to in order to execute this plan, including philanthropic and private sector resources.



August 25, 2015

Regional Cities Strategic Review Committee
 Indiana Economic Development Corporation
 1 N. Capitol Ave., # 900
 Indianapolis, IN 46204

Honorable Members of the Committee,

As the elected representatives of the residents of municipalities and counties served by the South Shore commuter rail system, we are pleased to support the Northwest Indiana Regional Development Authority's application for Regional Cities funding. This inclusive, collaborative proposal will benefit four counties – Lake, Porter, La Porte and St. Joseph – with a combined population of more than 1 million by encouraging private investment in transit-oriented development, attracting new residents and businesses, creating new jobs in Indiana and offering increased access to high-paying careers in Chicago.

Fully double-tracking the existing South Shore line from Gary to Michigan City will reduce transit times to and from Chicago, enable the South Shore to offer increased service, and improve on-time performance and customer satisfaction. Quick, reliable and frequent access to the third-largest metro economy in the country will directly answer the Regional Cities challenge for plans that create jobs, encourage economic development and improve quality of place.

The RDA has demonstrated its ability to successfully implement, manage and complete major regional infrastructure investments over the past 10 years. Among these are the implementation of the Marquette Plan on the Lake Michigan shoreline and the expansion of the Gary/Chicago International Airport. These projects have generated more than \$1 billion in economic activity in the region during the past decade.

We fully support this application and look forward to working with the RDA and other regional partners including the Northwest Indiana Forum and One Region to bring this project to fruition. We could not be happier to endorse this application.

Sincerely,

Charlie Brown, Representative
 Linda Lawson, Representative
 Hal Slager, Representative
 Vernon Smith, Representative
 Ed Soliday, Representative

Ed Charbonneau, Senator
 Frank Mrvan, Senator
 Earline Rogers, Senator
 Karen Tallian, Senator

July 7, 2015

Victor Smith
Secretary of Commerce
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

Dear Mr. Smith,

This letter is written to express our support for the Regional Cities Application put forth by the Northwest Indiana Regional Development Authority. As business leaders in Northwest Indiana, we recognize our key assets, strengths and opportunities and we share your vision of becoming a best-in-class place to live and work. We believe in a future that transforms this area into a vibrant hub that is attractive to the needs of future generations.

Our region is working together to submit an application that will not only enhance our area but will benefit the North Central Region as well. We look forward to partnering with the State on this Regional Cities Initiative. We invite our local public and private sector leaders to collaborate with us, and the RDA as we align. We look forward to working together on this initiative and are confident that the leaders across our region are well positioned to define and implement transformational projects that will increase economic opportunity in the region and across the state. Please don't hesitate to contact me with questions or for additional information throughout the process.

We look forward to dramatically changing the image of Northwest Indiana through this powerful initiative. By working together to increase the visibility of the region as a great place to live and work; as well as contributing to a state-wide increase in population from 6.4 million to approximately 9 million over the next decade!

Sincerely,

A handwritten signature in cursive script that reads "Heather Ennis".

Heather Ennis
President & CEO

PETER J. VISCLOSKY
1ST DISTRICT, INDIANA

COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEES
RANKING MEMBER, DEFENSE
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(219) 795-1844

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(1 888 423-7383)

INTERNET
<http://visclosky.house.gov>

August 19, 2015

Mr. Victor Smith
Indiana Economic Development Corporation
1 North Capitol Avenue, Suite 700
Indianapolis, Indiana 46204

Dear Mr. Smith:

I write in strong support of the regional development plan submitted by the Northwest Indiana Regional Development Authority (RDA) for the consideration of funding offered through the Regional Cities Initiative.

Subsequent to its establishment in 2005, the RDA has demonstrated its ability to bring to fruition transformational, intergenerational projects that will sustain economic development that will benefit the state of Indiana well into the future. Most noteworthy are the implementation of shoreline development projects, as identified in the Marquette Plan, that improve access to and the enjoyment of Lake Michigan and the expansion of the Gary/Chicago International Airport. These projects have generated more than \$1 billion in economic activity in the region during the past decade.

Northwest Indiana is well situated within the environs of Chicago, Illinois, the nation's third-largest city boasting an economy larger than Sweden. Indiana's hardworking men and women, the state's greatest economic asset, are tied to this city-state via its interstates and rail lines. Improving the transportation infrastructure that stokes the fire of our state's economic engine will attract new businesses to Indiana and create new employment opportunities while providing increased access to companies located in Chicago who recognize the strength of this city's position within the global economy.

The cornerstone of these improvements is the re-investment in the South Shore Rail Line. As stated in its development plan, the RDA intends to build upon the successes of these aforementioned signature projects by focusing upon a fully operational double-track system between Gary and Michigan City. The construction of double-track between these two cities will reduce transit times to and from Chicago and will enable the South Shore to offer increased services and improve on-time performance. More importantly, this inclusive, collaborative proposal will benefit four counties – Lake, Porter, LaPorte and St. Joseph – with a combined population of more than 1 million by encouraging private investment in transit-oriented development, which in turn attracts new residents and businesses.

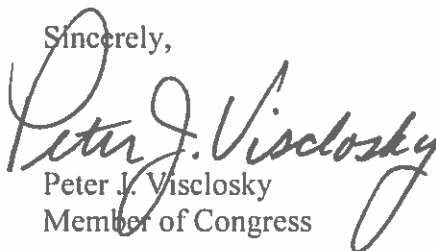
Mr. Victor Smith
August 19, 2015
Page 2

This project, designed to provide faster, reliable and frequent access to the third-largest metro economy in the country, directly answers the Regional Cities challenge for plans that create jobs, encourage economic development and improve quality of place. Improved access to the Lake Michigan shoreline and associated amenities, the availability of convenient air transportation, and the connection to Chicago when combined with Indiana's favorable business climate and affordable real estate markets Northwest Indiana as a destination for a talented workforce, a destination that attracts and retains future generations of Hoosiers.

Governor Pence, the Indiana Economic Development Corporation, and the Indiana General Assembly rightfully recognized the threat of population stagnation and its negative effect upon economic development. Their vision to reverse the current population trends by establishing the Regional Cities Initiative is as progressive as it is effective. Public investment in infrastructure will facilitate and attract the projected private investments that will foster prosperity within our communities. The RDA is in the position to leverage increased connectivity to the city of Chicago to the economic benefit of the state of Indiana, and its successes to date leave no doubts that an improved South Shore Rail Line will achieve its stated returns on this investment.

I know you will give this proposal the serious consideration it deserves. If you have any questions, please do not hesitate to contact me.

Sincerely,



Peter J. Visclosky
Member of Congress

PJV:ej

Resolution 15-22

A RESOLUTION OF THE NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION IN SUPPORT OF AN APPLICATION TO THE REGIONAL CITIES INITIATIVE

August 20, 2015

WHEREAS, the Northwestern Indiana Regional Planning Commission, hereafter referred to as "The Commission," is the Federally-designated Metropolitan Planning Organization (MPO) as well as the official Council of Governments for the Lake, Porter and LaPorte County area, comprised of these three counties and forty-one (41) municipalities; and

WHEREAS, the Commission sees itself as a partner with the Northern Indiana Commuter Transportation District (NICTD), the Northwest Indiana Regional Development Authority (RDA), the Northwest Indiana Forum, and One Region; and

WHEREAS, these entities have come together collaboratively under the State of Indiana's Regional Cities Initiative to make application for enhancing service along the South Shore Line for the benefit of Northwestern Indiana and its residents, businesses, and industry; and

WHEREAS, such award under the Regional Cities Initiative could provide substantial funding for service improvements and double-tracking of the South Shore Line through NIRPC's service area; and

WHEREAS, such improvements would provide competitive commuter rail service that would be catalytic to plans for Transit Oriented Development (TOD) along this commuter rail line, making these plans feasible and marketable; and

WHEREAS, such TOD development is strongly supported by the *2040 Comprehensive Regional Plan* as critical for the revitalization of the region's urbanized areas and livable centers, as incentivized through existing NIRPC programs such as the *Creating Livable Communities* program; and

WHEREAS, given the region's housing affordability, access to good schools, and favorable tax climate, a successful and competitive commuter rail system is also essential to grow economic opportunity in northwestern Indiana communities;

WHEREAS, the Commission as a regional policy body and as staff is strongly committed to the successful implementation of commuter rail in Northwest Indiana, one of the key economic development and quality of life assets for the region and the State of Indiana as the state's only commuter rail service, helping to drive the future of the region and connecting Indiana to the Chicago market; and

WHEREAS, the Commission adopted resolution #14-32 on October 16, 2014, "In Support of Increased Investment in Commuter Rail Connecting Chicago to Northwest Indiana"; and

WHEREAS, this opportunity for funding through the Regional Cities Initiative would provide for substantial investment in commuter rail connecting Chicago to Northwest Indiana;

NOW, THEREFORE, BE IT RESOLVED that the Northwestern Indiana Regional Planning Commission supports an application to the State of Indiana under the Regional Cities Initiative for purposes of enhancing commuter rail in Northwest Indiana.

Duly adopted by the Northwestern Indiana Regional Planning Commission this 20th day of August, 2015.



Blair Milo
Chairperson



Robert J. Schaefer
Secretary



Victor Smith
Secretary of Commerce, State of Indiana
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

July 6, 2015

RE: Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority

Dear Secretary Smith and Members of the Regional Cities Selection Committee,

Thank you for providing us the opportunity to express our strong support for regional cooperation by championing the Regional Cities applications for the Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority (RDA). We are hopeful that La Porte County will avail itself of an opportunity to formally join with the Regional Cities of Northern Indiana in a not too distant future date. In the potential interim absence of any formal collaboration, we, the leaders of the two cities inside La Porte County, wish to communicate both why we are supporting these initiatives and what sets these applications apart.

Why we are supporting these initiatives:

According to STATS Indiana, 66.3% of Hoosiers live in incorporated places and growth in cities and towns accounted for 82.5% of Indiana's population growth in 2014. Census data shows that housing and family reasons are the top two drivers for why Americans move, with job related reasons coming in a distant third. Within these categories we learn that citizens are looking for better housing and school districts, they're looking for lower crime and proximity to family as well as shorter commute times to work. Time and again Local Economic Development Office (LEDO) representatives are charged with providing prospective industry leaders information on churches, parks, playgrounds, trails and cultural opportunities. All of these are quality of life factors that then make up a community's ability to compete for those individuals seeking a new place to live, work, play and learn.

Page 2, Support Letter

In an environment of constrained government finances, the best opportunities for communities to access resources to excel in any of these quality of life areas is through partnership and collaboration. Regional Cities is a unique new program that recognizes the key variable that quality of life plays in the equation for economic development success and population growth. More specifically, with the bulk of the projects contained in the submissions for the Regional Cities of Northern Indiana and the Northwest Indiana RDA pertaining to regional transportation, a key access point for prospective residents to be able to take advantage of the outstanding housing, schools and jobs available in Northern Indiana. The Northern Indiana Commuter Transportation District (NICTD) provides commuter rail transportation services for the four Northern Indiana counties of Lake, Porter, La Porte and St. Joseph. The South Shore Line currently runs between the South Bend Airport and Millennium Station in Chicago, with 17 stations in between. While the bulk of the ridership comes from these four counties, riders are also drawn from adjacent counties, southwest Michigan and southeast Chicago.

Capital improvements to the infrastructure of NICTD are high cost and high value. By increasing commuter options for residents of northern Indiana, we will directly connect Hoosiers with well-paying jobs in the Chicago market. The high-paying wages then mean that workers have a larger amount of income to spend on housing, commercial and entertainment purposes in northern Indiana. Linking together population and employment centers via public transportation has routinely demonstrated its success in growing the middle class of a region.

The multiple communities that make up this unprecedented collection of inter-regional cooperatives realize that by working together, we will better be able to meet the goal of improving the frequency, reliability and speed of travel between our areas of northern Indiana and Chicago. With these infrastructure improvements, northern Indiana becomes a very viable “suburb” of Chicago, opening up our area to new visitors and new businesses. At the same time, it will better enable our citizens to seek job opportunities in an area that has the nation’s 3rd largest economy.

What sets these applications apart:

Never before has this type of cooperation and impact been realized. It is because of the historic and game-changing opportunity that we were compelled to take the initiative to urge La Porte County to participate and express our individual support for these applications. By selecting the applications of the Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority, the collaboration of these two entities has the potential support projects that will greatly enhance the economies of six counties and transform northern Indiana’s reach to the Chicago market. The population of these six counties make up almost 20% of Indiana’s population, making this a unique opportunity for the Regional Cities initiative to revolutionize the region through the gains that ready transportation provides.

Page 3, Support Letter

Thank you very much for your attention and consideration of these two applications and we look forward to welcoming you to our region at any time so that we may show you first hand the impact that NICTD is currently making and the level of opportunity that exists from improving the NICTD infrastructure.

Sincerely,



Blair E. Milo, Mayor
City of La Porte



Ron Meer, Mayor
Michigan City, Indiana



August 19, 2015

Mr. Victor Smith
Secretary of Commerce, State of Indiana
One North Capitol, Suite 700
Indianapolis, IN 46204

RE: Northwest Indiana Regional Development Authority and the Regional Cities of Northern Indiana

Dear Secretary of Commerce Smith and Members of the Regional Cities Selection Committee,

The Lake County IN Economic Alliance (LCEA) is the economic development organization serving all communities and unincorporated Lake County. LCEA is focused on economic growth, creating and retaining high quality, high paying jobs and capital investment.

To that end, LCEA and our Board of Directors support the Regional Cities application of the Northwest Indiana Regional Development Authority (RDA) in collaboration with the Regional Cities of Northern Indiana.

With infrastructure driving economic opportunities, improved travel times on the Northern Indiana Commuter Transportation District (NICTD) South Shore Line will increase Northwest Indiana residents' opportunities to tap into the Chicago employment market. The high-paying wages of these Chicago-based jobs directly impact a larger proportion of income to be spent in Northwest Indiana including but not limited to housing, services, retail and entertainment.

Linking together population and employment has routinely demonstrated success. It will position Northwest Indiana for increased visitors and new business development, expansion and/or relocation resulting in jobs and investment, and allow communities along the existing route and those in future to further plan and execute transportation oriented development—creating quality of place.

The multiple communities and counties that make up this unprecedented collection of inter-regional cooperatives realize that by working together, we will better be able to meet the goal of improving frequency, reliability and speed of travel. With infrastructure improvements included in these Regional Cities application, Northwest Indiana becomes a viable "suburb" of Chicago impacting nearly 20% of the state's population, including the 490,000 citizens of Lake County.

We welcome the opportunity to show you first hand the importance of NICTD and the effect improvements to the NICTD infrastructure would have on Lake County and the entire region.

Thank you for the opportunity to provide comment on this important regional issue. The LCEA is committed to working with regional stakeholders and others to continue to move Northwest Indiana and the State of Indiana forward.

Sincerely,

A handwritten signature in black ink, appearing to read "David Lasser".

David Lasser
Chairman

A handwritten signature in black ink, appearing to read "Karen M. Lauerma".

Karen M. Lauerma
President & CEO



Thomas M. McDermott, Jr.
Mayor

CITY OF HAMMOND

MARK McLAUGHLIN
Chief of Staff

Victor Smith
Secretary of Commerce, State of Indiana
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

Dear Secretary Smith and Members of the Regional Cities Selection Committee,

The newly enacted Regional Cities program will no doubt be a game-changer for Indiana, and Northwest Indiana's South Shore commuter line will drive that change through the underused potential of Chicago, the third-largest gross metropolitan product in the U.S.

With this would come expanded economic development in Hammond and in Northwest Indiana, so I support this regional cooperation and endorse the Regional Cities applications for the Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority (RDA).

Speeding up travel along the South Shore line is essential to increase the viability of commuter rail for riders farther from the city. Building a second set of tracks along the main line will make a major difference. Adding 17 miles of track between Gary and Michigan City would allow trains to move rapidly in either direction without having to wait for another train to pass. It also would allow more frequent train trips. The double tracks would dramatically shorten travel times, increasing the success of the transit-oriented development planned around the existing stations, including the one in Hammond.

In an age of ever-tightened government budgets, the best opportunities for communities to access resources to offer the best quality of life is through partnerships and collaboration. The Regional Cities program recognizes that quality of life plays a vital role in economic development.

Riders on the existing South Shore commuter railroad bring about \$237.5 million in wages back to Northwest Indiana annually from well-paying jobs in Chicago's Loop. The way forward is connecting to the global powerhouse that is the Chicago economy. Riding the economic development that would come with a quicker South Shore line is how Indiana will claim its place in that global economy.

5925 Calumet Avenue
Hammond, Indiana 46320

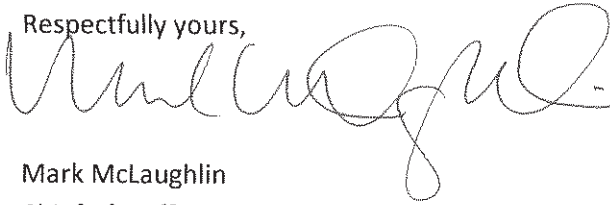
219.853.6301
fax: 219.931-0831
www.gohammond.com
e-mail: McLaughlinM@gohammond.com

9401

The City of Hammond and Northwest Indiana would benefit from the Regional Cities investment, but the State of Indiana would gain even more. A state investment in the South Shore would return nearly five times as much money back to the state, according to a recent study, as more Northwest Indiana residents take the train to Chicago and bring home and spend paychecks that are, on average, 40 percent higher than they would earn doing the same work in Indiana.

Thank you for your consideration of the application of the Regional Cities of Northern Indiana.

Respectfully yours,

A handwritten signature in black ink, appearing to read 'Mark McLaughlin', written in a cursive style.

Mark McLaughlin
Chief of Staff
City of Hammond



August 31, 2015

Victor Smith
Secretary of Commerce, State of Indiana
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

Dear Secretary Smith and Members of the Regional Cities Selection Committee,

The newly enacted Regional Cities program will no doubt be a game-changer for Indiana, and Northwest Indiana's South Shore commuter line will drive that change through the underused potential of Chicago, the third-largest gross metropolitan product in the U.S.

With this would come expanded economic development in Michigan City and in Northwest Indiana, so I support this regional cooperation and endorse the Regional Cities applications for the Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority (RDA).

Speeding up travel along the South Shore line is essential to increase the viability of commuter rail for riders farther from the city. Building a second set of tracks along the main line will make a major difference. Adding 17 miles of track between Gary and Michigan City would allow trains to move rapidly in either direction without having to wait for another train to pass. It also would allow more frequent train trips. The double tracks would dramatically shorten travel times, increasing the success of the transit-oriented development planned around the existing stations, including the one in Michigan City.

In an age of ever-tightened government budgets, the best opportunities for communities to access resources to offer the best quality of life is through partnerships and collaboration. The Regional Cities program recognizes that quality of life plays a vital role in economic development.

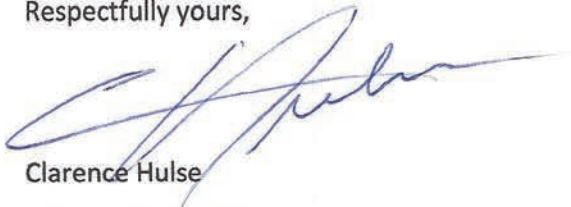
Two Cadence Park Plaza, Michigan City, IN 46360 • 219-873-1211 • 219-873-1595 fax • www.edcmc.com

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Michigan City and Northwest Indiana would benefit from the Regional Cities investment, but the State of Indiana would gain even more. A state investment in the South Shore would return nearly five times as much money back to the state, according to a recent study, as more Northwest Indiana residents take the train to Chicago and bring home and spend paychecks that are, on average, 40 percent higher than they would earn doing the same work in Indiana.

Thank you for your consideration of the application of the Regional Cities of Northern Indiana.

Respectfully yours,

A handwritten signature in blue ink, appearing to read 'Clarence Hulse', is written over a faint, light blue circular watermark or seal.

Clarence Hulse

Executive Director

Economic Development Corporation Michigan City

Victor Smith
Secretary of Commerce, State of Indiana
Indiana Economic Development Corporation
One North Capitol, Suite 700
Indianapolis, IN 46204

August 26, 2015

RE: Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority

Dear Secretary Smith and Members of the Regional Cities Selection Committee,

Thank you for providing us the opportunity to express our strong support for regional cooperation by championing the Regional Cities applications for the Regional cities of Northern Indiana and the Northwest Indiana Regional Development Authority (RDA). The leaders of Portage wish to communicate both why we are supporting these initiatives and what sets these applications apart.

Why we are supporting these initiatives:

According to STATS Indiana, 66.3% of Hoosiers live in incorporated places and growth in cities and towns accounted for 82.5% of Indiana's population growth in 2014. Census data shows that housing and family reasons are the top two drivers for why Americans move, with job-related reasons coming in a distant third. Within these categories, we learn that citizens are looking for better housing and school districts, lower crime rates and proximity to family, as well as shorter commute times to work. Time and again, Local Economic Development Officers (LEDO) representatives are charged with providing prospective industry leaders information on churches, parks, playgrounds, trails and cultural opportunities. All of these are quality of life factors that then make up a community's ability to compete for those individuals seeking a new place to live, work, play, and learn.

In an environment of constrained government finances, the best opportunities for communities to access resources to excel in any of these quality of life areas is through partnership and collaboration. Regional Cities is a unique new program that recognizes the key variable that quality of life plays in the equation for economic development success and population growth.

More specifically, the bulk of the projects contained in the submissions for the Regional Cities of Northern Indiana and the Northwest Indiana RDA pertain to regional transportation, and looking for a key access point for prospective residents to be able to take advantage of the outstanding housing, schools and jobs available in Northern Indiana. The Northern Indiana Commuter Transportation District (NICTD) provides commuter rail transportation services for the four Northern Indiana counties of Lake, Porter, La Porte, and St. Joseph. The South Shore Line currently runs between the South Bend Airport and Millennium Station in Chicago, with seventeen stations in between. While the bulk of the ridership comes from these four counties, riders are also drawn from adjacent counties, southwest Michigan, and southeast Chicago.

Capital improvements to the infrastructure of NICTD are high costs and high value. By increasing commuter options for residents of Northern Indiana, we will directly connect Hoosiers with well-paying jobs in the Chicago market. The high-paying wages then mean that workers have a larger amount of income to spend on housing, commercial, and entertainment purposes in Northern Indiana. Linking together population and employment centers via public transportation has routinely demonstrated its success in growing the middle class of a region.

The multiple communities that make up this unprecedented collection of inter-regional cooperatives realize that by working together we will better be able to meet the goal of improving the frequency, reliability, and speed of travel between our areas of Northern Indiana and Chicago. With these infrastructure improvements, Northern Indiana becomes a very viable “suburb” of Chicago, opening up our area to new visitors and new businesses. At the same time, it will better enable our citizens to seek job opportunities in an area that has the nation’s 3rd largest economy.

What sets these applications apart:

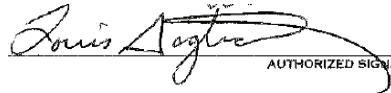
Never before has this type of cooperation and impact been realized. It is because of a historic and game-changing opportunity that we were compelled to take the initiative to urge Portage to participate and express our individual support for these applications. By selecting the application of the Regional Cities of Northern Indiana and the Northwest Indiana Regional Development Authority, the collaboration of these two entities has the potential support project that will greatly enhance the economics for six counties and transform Northern Indiana’s reach to the Chicago market. The population of these six counties make up almost 20% of Indiana’s population, making this a unique opportunity for the Regional Cities initiative to revolutionize the region through the gains that ready transportation provides.

Thank you very much for your attention and consideration of these two applications, and we look forward to welcoming you to our Region at any time so that we may show you first-hand the impact that NICTD is currently making.

Sincerely,



Mayor James E. Snyder
City of Portage



Lou Gagliardi
Portage Economic Development Corp.

August 25, 2015

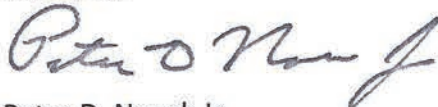
The Greater Northwest Indiana Association of REALTORS® (GNIAR) is a professional trade association representing more than 1,900 REALTORS® in the six counties (Lake, Porter, Newton, Jasper, Starke and Pulaski) of northwestern Indiana. In addition, we also provide Multiple Listing Database Services to countless REALTORS® throughout LaPorte County, Indiana; Cook County, Illinois and Southwestern Michigan.

GNIAR has long understood, and studies have proven, that public transit increases the development potential near commuter rail lines and stations. Transit oriented developments in turn result in increased property values, enhanced quality of life for residents and a stronger local economy overall.

We believe planned service improvements to and the double tracking of the South Shore line uniquely positions the commuter rail system to provide greater opportunities for Transit Oriented Development (TOD) to occur. The term TOD can be used to describe infill development, redevelopment and new development of real estate near public transit stations and lines. Regional, high-capacity commuter rail lines provide fast, direct connections between workforce populations and employment centers. This in turn creates more volume for local businesses and also increases property value proportional to the total area and population served.

Specifically in the case of Northwest Indiana, shorter South Shore commute times to Chicago further increases our advantage over Illinois in housing affordability. Favorable tax climates (property taxes, sales taxes, gas taxes, etc.) have already been attracting life-long Illinois residents to Indiana. Shorter commute times to the global Chicago economy will only further strengthen this advantage. Northwest Indiana is integrally connected to the Chicago economy, which is evidenced by the fact our population decreases the further you get from Chicago. It is our belief there is a lot of upward momentum in the Northwest Indiana housing market, partly due to the influx of Illinois residents choosing to call Indiana home. The time is now for the state of Indiana to capitalize on that momentum. Projects such as this will certainly help us do just that.

Sincerely,



Peter D. Novak Jr.
Chief Executive Officer
Greater Northwest Indiana Association of Realtors®

Resolution Supporting
INCREASED INVESTMENT IN COMMUTER RAIL
CONNECTING CHICAGO TO NORTHWEST INDIANA
and
THE EXPANSION OF THE WEST LAKE CORRIDOR

Whereas the Greater Northwest Indiana Association of REALTORS® is a professional trade association comprised of more than 1800 individual REALTOR® members across a six (6) county area of northwestern Indiana who engage actively in the real estate profession and have a duly elected a board of directors empowered to govern the affairs of the association pursuant to Article XI of the bylaws of the association;

Whereas objectives of the Greater Northwest Indiana Association of REALTORS® include providing a unified medium for real estate owners and those engaged in the real estate profession whereby their interests may be safeguarded and advanced and to further the interest of home and other real property ownership;

Whereas the citizens of northwestern Indiana require a safe, efficient and cost effective transportation system that maintains and enhances mobility and contributes to improving quality of life;

Whereas the U.S. Census Bureau reports more than 58,000 residents of Lake and Porter Counties commute to Illinois' world-class job market annually; 12,000 of which use existing commuter rail services/day with an additional 3,800/day projected to utilize the West Lake Corridor Expansion Project;

Whereas the Northwestern Indiana Regional Planning Commission (hereinafter referred to as "NIRPC") is a regional council of governments, has been designated the Metropolitan Planning Organization for the Lake, Porter and LaPorte County region, has established a region-wide, comprehensive planning process to develop the unified planning work program, long-range transportation plan and transportation improvement program;

Whereas "NIRPC", as a regional policy body, is strongly committed to the successful implementation of a commuter rail project in northwestern Indiana - one of the key economic development and quality of life initiatives that will drive the future of northwestern Indiana;

Whereas the Greater Northwest Indiana Association of REALTORS® has a history of supporting regional planning, economic development and redevelopment through its formal actions, advocacy, and educational activities and continues to support these efforts specifically for the benefit of the northwestern Indiana region; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Greater Northwest Indiana Association of REALTORS® supports increased investment in commuter rail connecting the world-class Chicago economy to northwestern Indiana generally and for any opportunity for the development of the West Lake Corridor Expansion Project

All of which action was taken by the members of the Board of Directors on November 19, 2014.


Edith Cothran, President


Peter D. Novak, Jr., Chief Executive Officer



REALTOR® is a registered mark which identifies a professional in real estate who subscribes to strict Code of Ethics as a member of the NATIONAL ASSOCIATION OF REALTORS®





WINTER SPORTS
in the DUNES
by

SOUTH-SHORE-LINE

*Trains from Chicago operated over Illinois Central Railroad from Randolph,
Van Buren, 12th, 53rd and 63rd St. Stations and Kensington.*

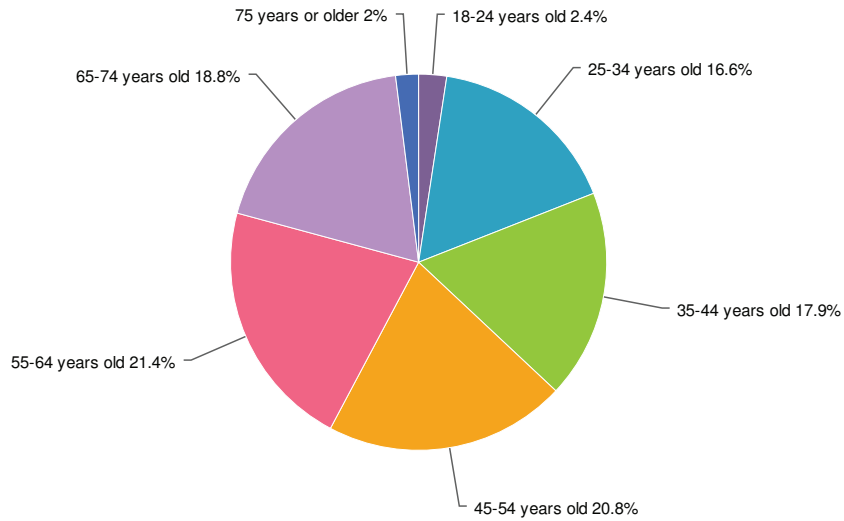
Photo A-1. Classic South Shore Poster. Photo Credit: South Shore Arts.



APPENDIX A: RESIDENT SURVEY

New Summary Report - 22 July 2015

1. What is your age?

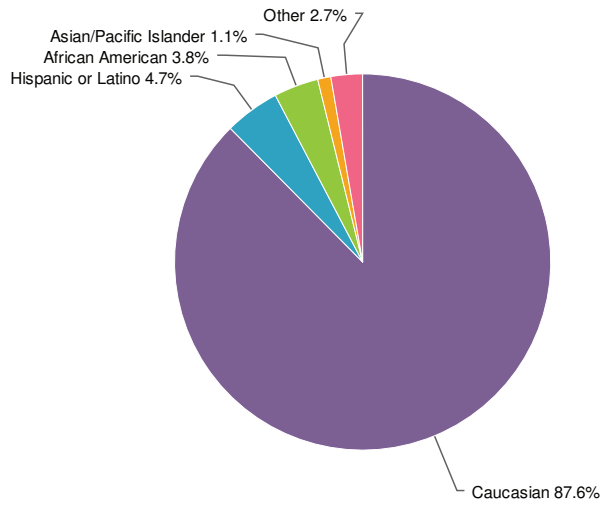


18-24 years old	2.4%	<div style="width: 2.4%; height: 10px; background-color: #4682B4;"></div>	11
25-34 years old	16.6%	<div style="width: 16.6%; height: 10px; background-color: #3CB371;"></div>	76
35-44 years old	17.9%	<div style="width: 17.9%; height: 10px; background-color: #FF8C00;"></div>	82
45-54 years old	20.8%	<div style="width: 20.8%; height: 10px; background-color: #FF4500;"></div>	95
55-64 years old	21.4%	<div style="width: 21.4%; height: 10px; background-color: #FF6347;"></div>	98
65-74 years old	18.8%	<div style="width: 18.8%; height: 10px; background-color: #9932CC;"></div>	86
75 years or older	2.0%	<div style="width: 2.0%; height: 10px; background-color: #4169E1;"></div>	9
Total			457

Statistics

Sum	20,898.0
Average	45.7
StdDev	14.7
Max	75.0

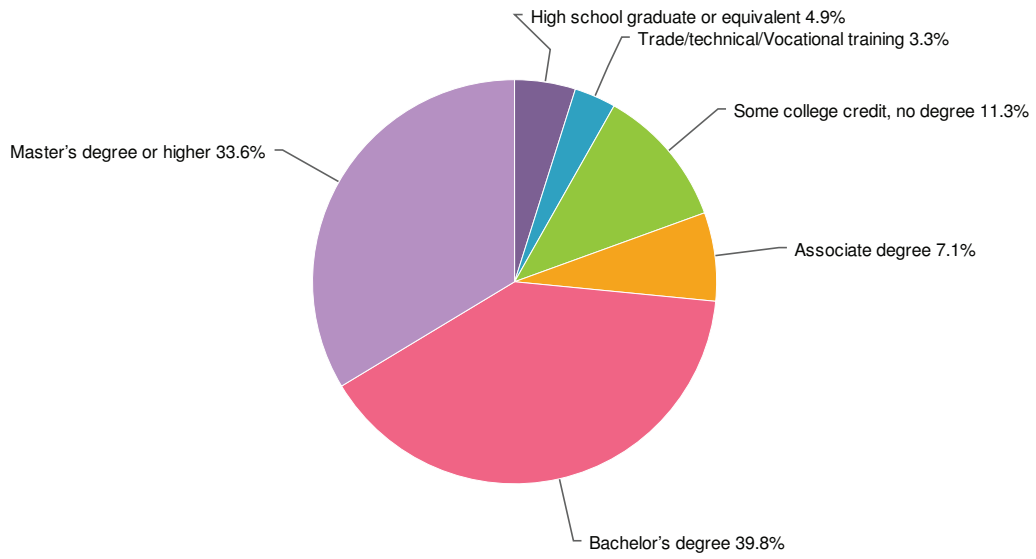
2. Ethnicity origin (or Race): Please specify your ethnicity.



Ethnicity	Percentage	Count
Caucasian	87.6%	388
Hispanic or Latino	4.7%	21
African American	3.8%	17
Native American or American Indian	0.0%	0
Asian/Pacific Islander	1.1%	5
Other	2.7%	12
Total		443

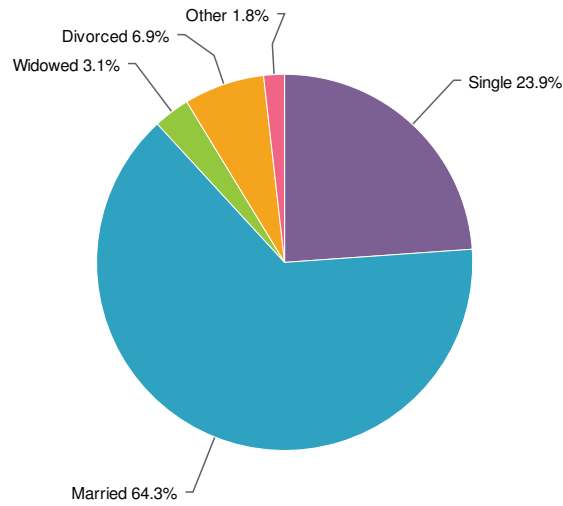
Responses "Other"	Count
Left Blank	453
American	2
American-American	1
Eastern European	1
Greek	1
Human	2
Mixed	1
german/swedish american	1

3. Education



Some high school, no diploma	0.0%		0
High school graduate or equivalent	4.9%		22
Trade/technical/Vocational training	3.3%		15
Some college credit, no degree	11.3%		51
Associate degree	7.1%		32
Bachelor's degree	39.8%		180
Master's degree or higher	33.6%		152
Total			452

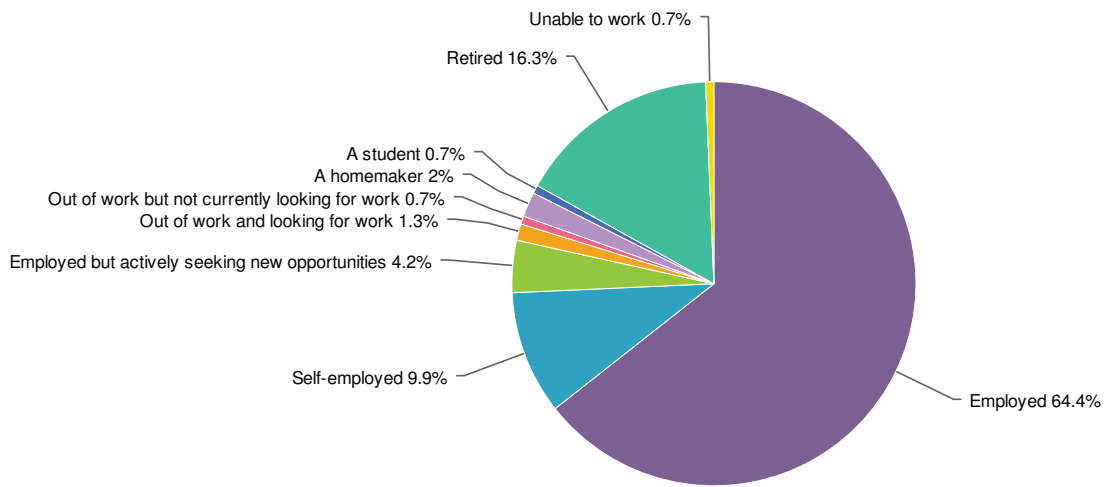
4. What is your marital status?



Single	23.9%		107
Married	64.3%		288
Widowed	3.1%		14
Divorced	6.9%		31
Other	1.8%		8
Total			448

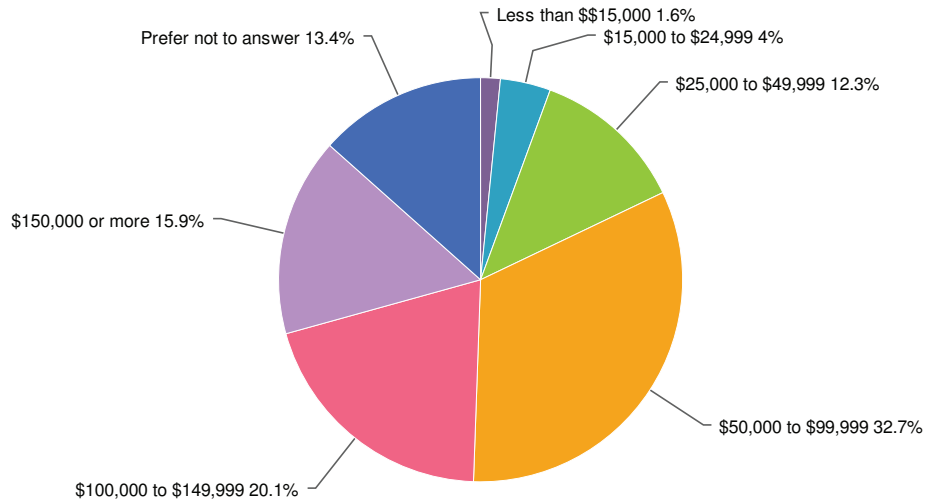
Responses "Other"	Count
Left Blank	455
Cohabiting	1
Domestic Partnership	1
In domextic partnership	1
Life partner	1
Partnered	1
domestic partner	1
domestic partnership	1

5. Are you currently...?



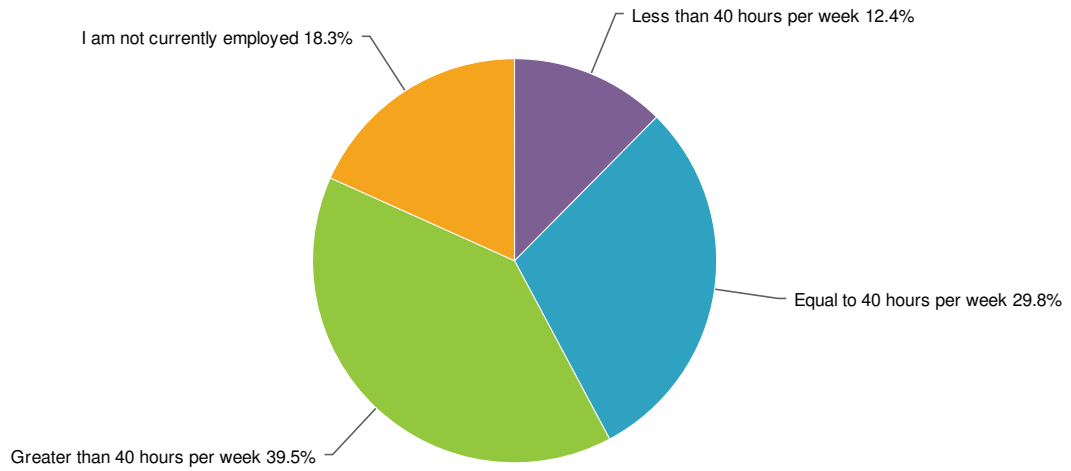
Employed	64.4%		293
Self-employed	9.9%		45
Employed but actively seeking new opportunities	4.2%		19
Out of work and looking for work	1.3%		6
Out of work but not currently looking for work	0.7%		3
A homemaker	2.0%		9
A student	0.7%		3
Military	0.0%		0
Retired	16.3%		74
Unable to work	0.7%		3
		Total	455





6. Please tell us about your family income.



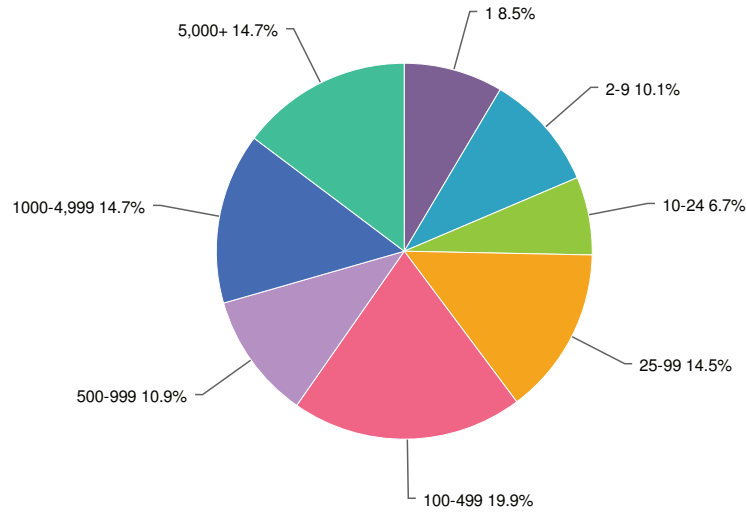
Less than \$15,000	1.6%		7
\$15,000 to \$24,999	4.0%		18
\$25,000 to \$49,999	12.3%		55
\$50,000 to \$99,999	32.7%		146
\$100,000 to \$149,999	20.1%		90
\$150,000 or more	15.9%		71
Prefer not to answer	13.4%		60
Total			447

7. How many hours per week do you USUALLY work at your job?



Less than 40 hours per week	12.4%		55
Equal to 40 hours per week	29.8%		132
Greater than 40 hours per week	39.5%		175
I am not currently employed	18.3%		81
Total			443

8. Counting all locations where your employer operates, what is the total number of persons who work there?

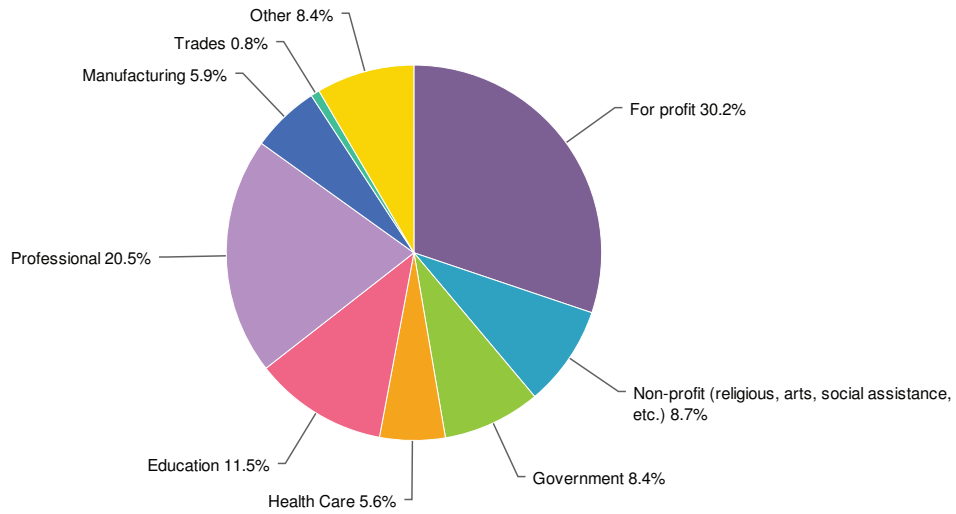


1	8.5%		33
2-9	10.1%		39
10-24	6.7%		26
25-99	14.5%		56
100-499	19.9%		77
500-999	10.9%		42
1000-4,999	14.7%		57
5,000+	14.7%		57
Total			387

Statistics

Sum	87,756.0
Average	226.8
StdDev	353.7
Max	1,000.0

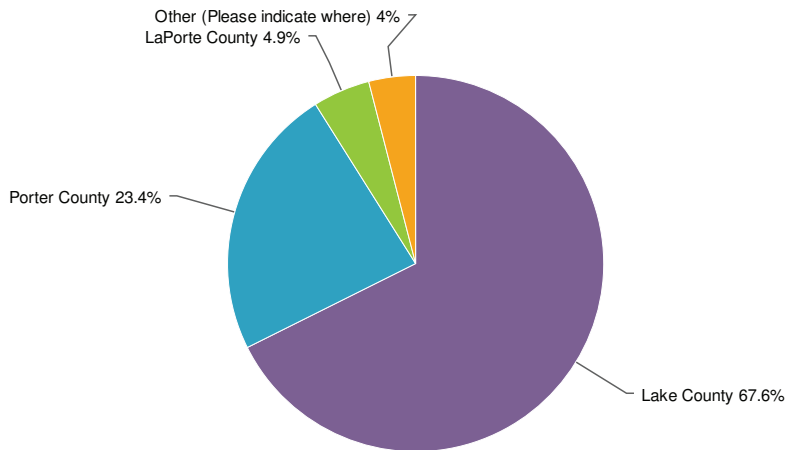
9. What best describes the type of organization you work for?



Organization Type	Percentage	Count
For profit	30.2%	118
Non-profit (religious, arts, social assistance, etc.)	8.7%	34
Government	8.4%	33
Health Care	5.6%	22
Education	11.5%	45
Professional	20.5%	80
Manufacturing	5.9%	23
Trades	0.8%	3
Other	8.4%	33
Total		391

Responses "Other"	Count
Left Blank	432
BANKING	1
Book Publishing	1
Consultant for non profits and outpatient health care organizations	1
Creative	1
Economic Development	1
Financial	1
Financial Services	1
Homemaker and gardener	1

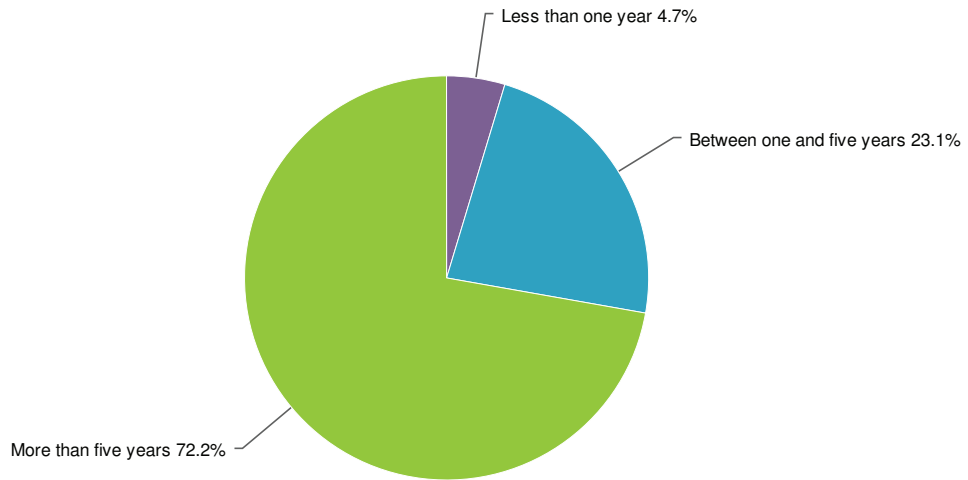
10. In what County do you live?



Lake County	67.6%		303
Porter County	23.4%		105
LaPorte County	4.9%		22
Other (Please indicate where)	4.0%		18
Total			448

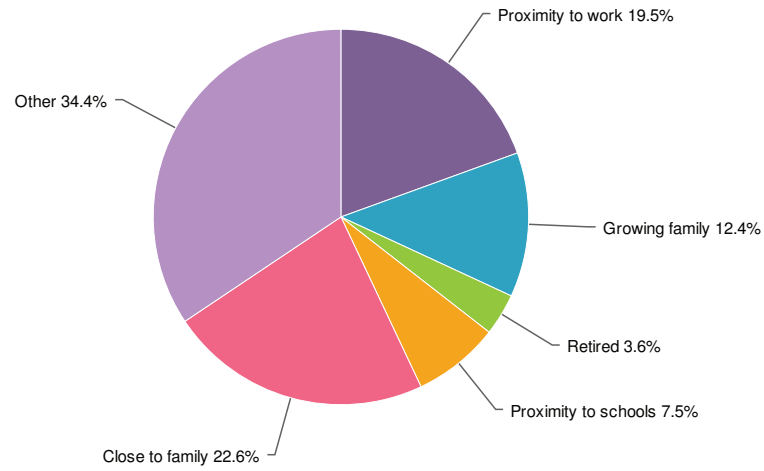
Responses "Other (Please indicate where)"	Count
Left Blank	445
C	1
Cook	2
Cook County, IL	1
Cook, Illinois	1
Cook-Hegewish area	1
Jasper	4
Marshall	1
Milwaukee	1
Not applicable	1
St Joseph	1
lake	1
marion	1
x	1

11. How many years have you lived at your current residence?



Less than one year	4.7%		21
Between one and five years	23.1%		104
More than five years	72.2%		325
Total			450

12. What prompted you to purchase or rent a home at your current location?



Proximity to work	19.5%		86
Growing family	12.4%		55
Retired	3.6%		16
Proximity to schools	7.5%		33
Close to family	22.6%		100
Other	34.4%		152
Total			442

Responses "Other"	Count
Left Blank	322
1/2 point between boyfriend and myself (Chicago and Michigan City) for commute to Chicago	1
Area	1
At time of purchase it was a nice neighborhood. But things have changed.	1
Beach & National Park	1
Beautiful, friendly lake-side community close to downtown Chicago and Midway Airport.	1
CHEAPER	1
Cheaper	1
City/Urban environment.	1
Close to beach	1
Close to job. Also to live in the community.	1
Close to the beach, surrounded by nature.	1

13. Please rate the reasons for selecting your neighborhood.

	Not Important	Somewhat Important	Important	Very Important	Required	Responses
Shops/services	55 13.2%	117 28.0%	137 32.8%	86 20.6%	23 5.5%	418
Close to passenger transportation	90 21.0%	84 19.6%	92 21.4%	114 26.6%	49 11.4%	429
Neighborhood diversity	151 35.8%	105 24.9%	98 23.2%	54 12.8%	14 3.3%	422
Close to recreational opportunities	48 11.4%	87 20.6%	136 32.2%	125 29.6%	26 6.2%	422
High density development	227 54.2%	95 22.7%	69 16.5%	23 5.5%	5 1.2%	419
Historical neighborhood	227 53.8%	103 24.4%	66 15.6%	18 4.3%	8 1.9%	422
Safety	12 2.8%	22 5.1%	93 21.7%	171 39.9%	131 30.5%	429
Schools	120 27.9%	37 8.6%	63 14.7%	117 27.2%	93 21.6%	430
Taxes	28 6.6%	78 18.4%	132 31.1%	148 34.8%	39 9.2%	425

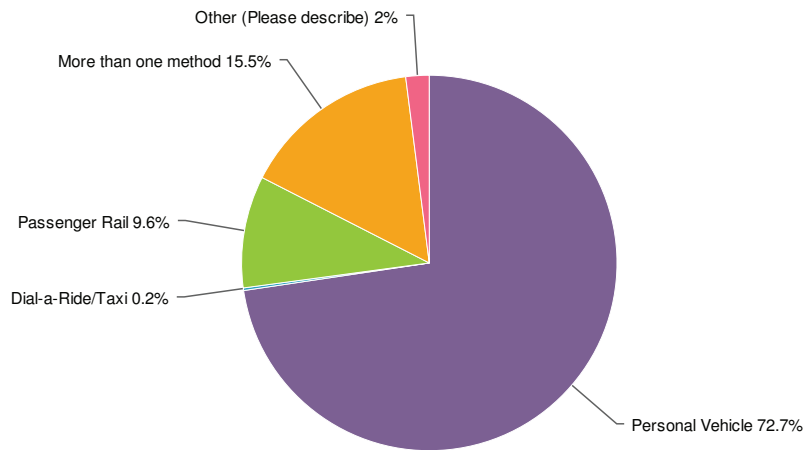
14. If you had an opportunity to move what would be the most important? (rank the top three)

	Score*	Overall Rank
Safety	547	1
Close to transportation	403	2
Close to job/employment	356	3
Affordable housing	291	4
Schools	249	5
Close to leisure opportunities	200	6
Shops/services	198	7
Pedestrian/bike trail opportunities	121	8
Maintenance free housing	105	9
Neighborhood mixture	91	10

Total Respondents 444

*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

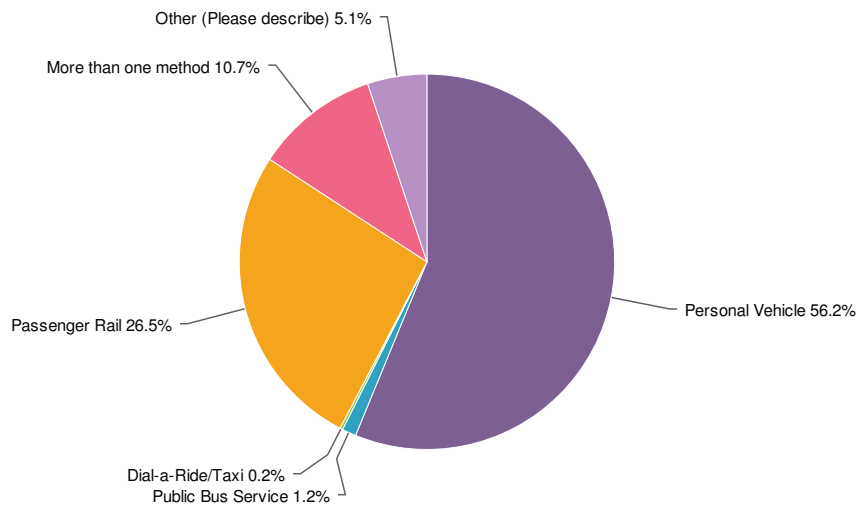
15. Please indicate your usual method of transportation.



Method	Percentage	Count
Personal Vehicle	72.7%	324
Public Bus Service	0.0%	0
Dial-a-Ride/Taxi	0.2%	1
Passenger Rail	9.6%	43
More than one method	15.5%	69
Other (Please describe)	2.0%	9
Total		446

Responses "Other (Please describe)"	Count
Left Blank	453
50-50 car or train	1
Bike to work	1
Personal Vehicle and Passenger Rail	1
South Shore train and car	1
Southshore & CTA	1
bicycle	1
bike	1
johns pick me up	1
I used to take the South Shore for 20 years, but the sporadic departure schedule from the city forces me to drive. It would be nice if there was a 6:30 train out.	1

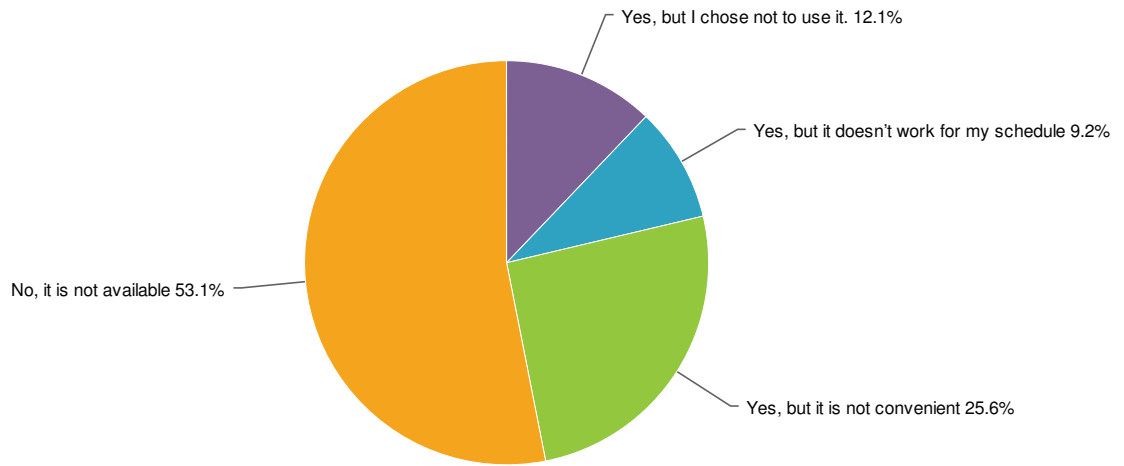
16. When you travel to work please indicate your usual method of transportation.







Method	Percentage	Count
Personal Vehicle	56.2%	231
Public Bus Service	1.2%	5
Dial-a-Ride/Taxi	0.2%	1
Passenger Rail	26.5%	109
More than one method	10.7%	44
Other (Please describe)	5.1%	21
Total		411

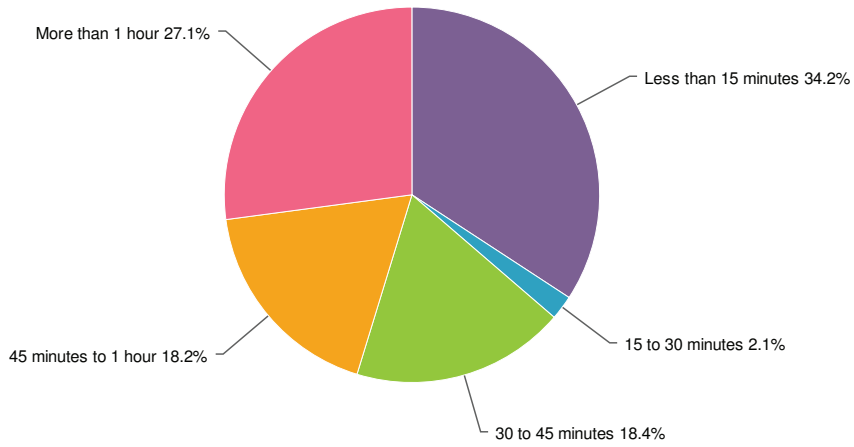
Responses "Other (Please describe)"	Count
Left Blank	441
Bicycle	1
Bike	1
Bike/walk	1
Both car and train	1
Company vehicle	1
I used to ride the South Shore to work	1
Retired	2
Southshore & CTA	1
Walk	1
Walk	1
Walk, bike, drive.	1

17. When you travel to work do you have a transit option that you could use?



Yes, but I chose not to use it.	12.1%		45
Yes, but it doesn't work for my schedule	9.2%		34
Yes, but it is not convenient	25.6%		95
No, it is not available	53.1%		197
		Total	371

18. If you are employed, what is your typical commute time?

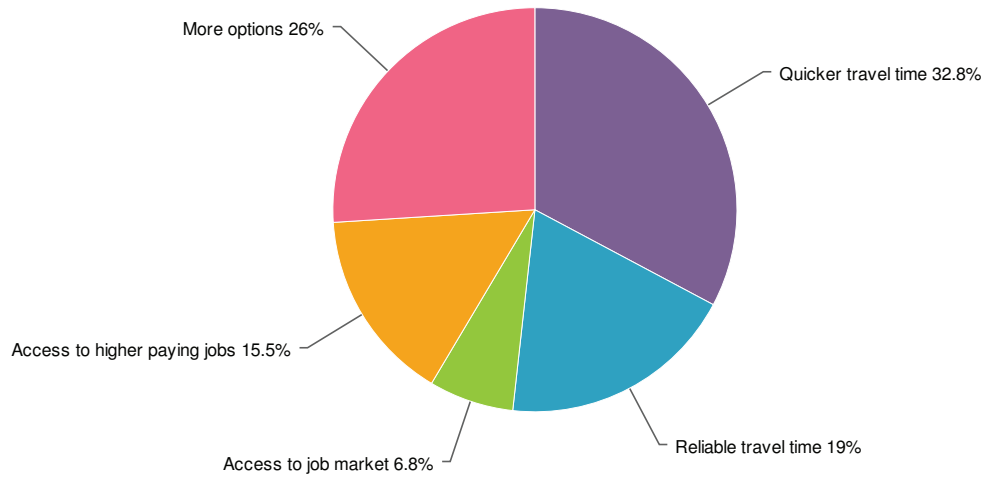


Less than 15 minutes	34.2%		130
15 to 30 minutes	2.1%		8
30 to 45 minutes	18.4%		70
45 minutes to 1 hour	18.2%		69
More than 1 hour	27.1%		103
Total			380

Statistics

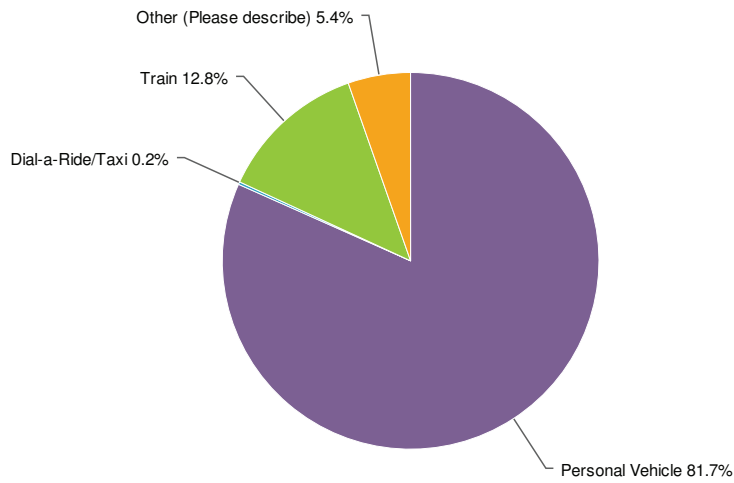
Sum	5,325.0
Average	36.2
StdDev	8.9
Max	45.0

19. What would prompt you to utilize public transportation?



Quicker travel time	32.8%		140
Reliable travel time	19.0%		81
Access to job market	6.8%		29
Access to higher paying jobs	15.5%		66
More options	26.0%		111
Total			427

20. When you travel for recreation, please indicate your usual method of transportation.



Method	Percentage	Count
Personal Vehicle	81.7%	365
Bus Service	0.0%	0
Dial-a-Ride/Taxi	0.2%	1
Train	12.8%	57
Other (Please describe)	5.4%	24
Total		447

Responses "Other (Please describe)"	Count
Left Blank	439
AIRLINE	1
Air	1
Air travel	1
Airplane	1
Car or Plane	1
Car or train	1
Car, then Air	1
I take the train if I'm going to Chicago	1
Mixture of train/car	1
Permit bicycles on trains!!	1
Plane	1
air	1

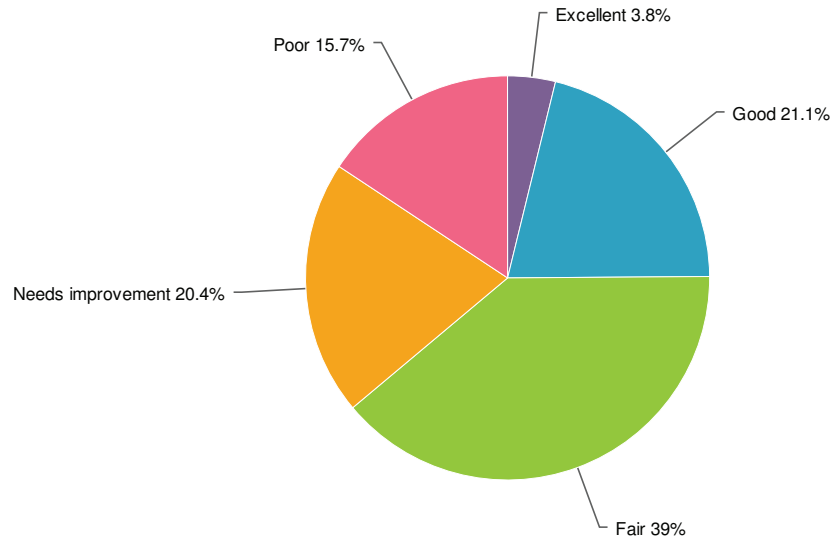
22. When it comes to the private sector (developers, private business and banks), where do you think their money should be invested? (rank the top three)

	Score*	Overall Rank
Job creation	642	1
Commercial development	334	2
Neighborhood revitalization	315	3
Mixed use development	280	4
Schools	253	5
Public/Private partnerships	203	6
Business park development	148	7
Leisure development	133	8
Historic neighborhood revitalization	116	9
Industrial park development	89	10
High density development	53	11

Total Respondents 436

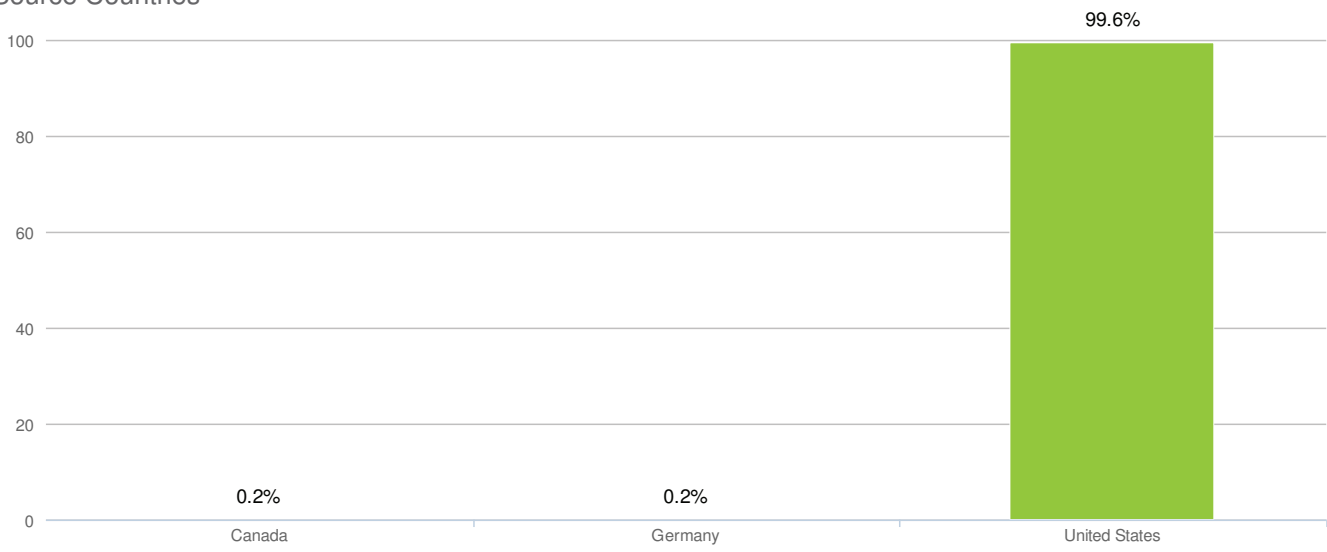
*Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

23. How would you rate governmental cooperation and projects in your area?



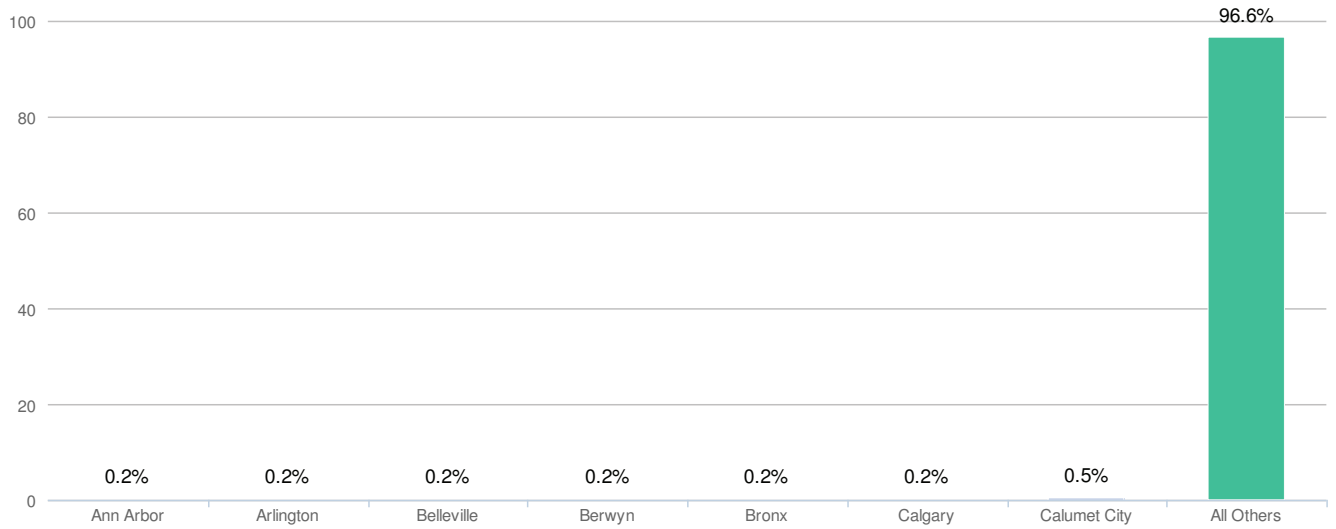
Excellent	3.8%		17
Good	21.1%		94
Fair	39.0%		174
Needs improvement	20.4%		91
Poor	15.7%		70
Total			446

Source Countries



Canada	0.2%		1
Germany	0.2%		1
United States	99.6%		449
		Total	451

Source Cities



Ann Arbor	0.2%		1
Arlington	0.2%		1
Belleville	0.2%		1
Berwyn	0.2%		1
Bronx	0.2%		1
Calgary	0.2%		1
Calumet City	0.5%		2
Canton	0.2%		1
Carmel	0.2%		1
Cedar Lake	0.5%		2
Chesterton	3.6%		15
Chicago	20.9%		88
Cincinnati	0.5%		2
Cleveland	0.2%		1
Crown Point	3.8%		16
Darien	0.2%		1
Davenport	0.7%		3
Demotte	0.2%		1
Detroit	0.2%		1
Total			422

APPENDIX

Doulassville	0.2%		1
Downers Grove	0.2%		1
Dyer	1.0%		4
East Chicago	0.5%		2
Elmhurst	0.2%		1
Fairbanks	0.2%		1
Fishers	0.2%		1
Franklin	0.2%		1
Gary	12.6%		53
Glendale Heights	0.2%		1
Grant Park	0.2%		1
Greenwood	0.2%		1
Griffith	1.2%		5
Hammond	3.8%		16
Hebron	0.2%		1
Highland	3.1%		13
Hinsdale	0.2%		1
Hobart	2.4%		10
Independence	0.2%		1
Indianapolis	0.2%		1
La Porte	1.0%		4
Lagrange	0.2%		1
Leawood	0.2%		1
Leesburg	0.2%		1
Libertyville	0.5%		2
Lombard	0.2%		1
Lowell	0.7%		3
Lynn	0.2%		1
Lyons	0.2%		1
Mchenry	0.2%		1
Total			422

Melrose Park	0.2%		1
Merrillville	2.8%		12
Michigan City	1.2%		5
Milwaukee	0.5%		2
Minneapolis	0.2%		1
Mishawaka	0.5%		2
Muncie	0.5%		2
Munster	3.1%		13
Naperville	0.2%		1
New York	0.2%		1
Noblesville	1.4%		6
North Chicago	0.2%		1
Novi	0.2%		1
Oak Forest	0.2%		1
Oak Lawn	0.5%		2
Paducah	0.2%		1
Paris	0.2%		1
Park Forest	0.2%		1
Pasadena	0.2%		1
Peine	0.2%		1
Portage	2.1%		9
Rehoboth Beach	0.2%		1
Reston	0.2%		1
Richmond	0.5%		2
Riverside	0.5%		2
Saint John	1.2%		5
Saint Joseph	0.2%		1
Saint Petersburg	0.2%		1
San Angelo	0.2%		1
San Francisco	0.2%		1
Total			422

Schenectady	0.2%		1
Schererville	2.1%		9
South Bend	0.2%		1
South Jordan	0.2%		1
Steamboat Springs	0.2%		1
Terre Haute	0.2%		1
Thornton	0.2%		1
Tinley Park	0.2%		1
Toledo	0.2%		1
Towanda	0.2%		1
Tunbridge	0.2%		1
Valparaiso	10.0%		42
Vernon Hills	0.2%		1
Washington	0.7%		3
Whiting	1.2%		5
Total			422

**NW IN RDA Double-Tracking Project for the South Shore Commuter Railroad
Regional Cities Application
Schedule of Events and Funding Sources**

Schedule of Investments and Events [in millions of 2015 \$'s]	2016	2017	2018	2019	2020	2021	2022	2023	Sources of Funds
Engineering Work for Double-Tracking	10,000,000	3,500,000	6,500,000						NICTD and RDA own-source funds
Construction of Double-Tracking Project									
Federal Funds	57,300,000		28,650,000	28,650,000					FTA Core Capacity Grant
Regional Cities Funds	42,000,000		21,000,000	21,000,000					Indiana Regional Cities Grant
Local Funds	5,300,000		2,650,000	2,650,000					NICTD and RDA own-source funds
TOD Project Planning	4,500,000	3,000,000	1,500,000						Municipal / RDA own-source funds
TOD Construction Investments - By Station¹									
Hammond	176,881,247		12,634,375	12,634,375	50,537,499	50,537,499	25,268,750	25,268,750	Private developer funding
Gary	111,987,976		15,998,282	15,998,282	31,996,565	31,996,565	15,998,282		Private developer funding
Portage	61,920,664			8,845,809	8,845,809	17,691,618	17,691,618	8,845,809	Private developer funding
Dune Park	39,535,124			5,647,875	11,295,750	11,295,750	5,647,875	5,647,875	Private developer funding
Total	509,425,011	3,500,000	82,432,657	95,426,341	102,675,623	111,521,432	64,606,525	39,762,434	
Direct Outcomes: Jobs²									
Construction Jobs [Temporary]	33	89	296	282					
Ongoing/Operations Jobs		307	741	741	1,303	1,737	2,428	2,812	

Notes: ¹The cost and mix of the TOD investments surrounding each rail station have been modeled based on available geography for development and nationwide ratios for the average mix of investment types for rail TOD.

²The estimate of construction jobs per development cost was developed using IMPLAN modeling. The projection of ongoing or operations jobs was estimated using standard industry ratios for jobs per square foot of constructed commercial or retail space.

**Timeline for NICTD South Shore Commuter Rail Double Tracking Project
Regional Cities Application Process**

CY	Project Yr	Description of Events
2015	Year_0	Regional Cities Grant is submitted Regional Cities Funding for Double Tracking is approved - Dec 2015
2016	Year_1	NICTD submits request to FTA to enter "project development", and Simultaneously NICTD begins engineering work for double-tracking. Fall of 2016 NICTD applies to FTA for "Core Capacity" grant
2017	Year_2	Core Capacity Grant is approved by the FTA, and Congress includes funding in 2018 federal budget. Engineering work on double-tracking continues to completion
2018	Year_3	Core Capacity Grant funds begin to be drawn Construction begins on the double-tracking projects - late in CY 2018
2019	Year_4	Construction on the double-tracking project continues to completion
2020	Year_5	Operations begin on the sections of double-tracked rail line

**NICTD South Shore Double-Tracking Project
Regional Cities Grant Application
Sources and Uses**

Sources of Funds	Dollars in Millions	Description
Regional Cities Grant	\$ 42.0	Assumes approval of Regional Cities application at full amount
FTA Core Capacity Grant	57.3	NICTD will apply for a Core Capacity Grant - requires 50% match
NICTD "Local Sources" funding	<u>15.3</u>	Combination of NICTD, RDA, and other local sources
Total Sources of Funds	114.6	Total Funding Used
Uses of Funds		
Double-Tracking Project Construction	99.6	Track, catenary, signals; Bridges; Substations
Double-Tracking Project Other	<u>15.0</u>	Engineering, real estate, contingencies
Total Uses of Funds	\$ 114.6	Total Project Costs

INDIANA REGIONAL CITIES PROJECT DETAILS	
Narrative Describing Project:	
<p>The NW IN RDA [IC 36-7.5] is requesting \$42.0 million dollars under the State of Indiana's Regional Cities grant program. The funds would be used as part of a \$114.6 million project to complete double-tracking along the NICTD's South Shore Commuter Railroad - the area from Gary to the Porter/LaPorte County border. In addition to the Regional Cities grant, 50% of the total project cost would be funded from the Federal Transit Administration's Core Capacity grant program, and the balance from NICTD and RDA own-source funds. Double-tracking these portions of the rail line is estimated by NICTD to reduce commuters' travel time by approximately 15%. This reduction is further projected to increase investment in commercial, retail and residential development at rail stations along the line. Those investments, as evidenced across the nation, would come from private developers.</p> <p>Although each municipality along the line has done some planning for transit oriented development at the stations within its borders, no final plans are available, since the rail construction has not yet been funded. The amount of investment and the size of the TOD development surrounding the station has been planned using available municipal information and industry standard ratios. The timing of the grant process with the FTA and the TOD investments are shown in email attachedments.</p>	
Estimated Construction Spending	
Construction Spending, Calendar Year 1	\$ -
Construction Spending, Calendar Year 2	\$ -
Construction Spending, Calendar Year 3	\$ 80,932,657.00
Construction Spending, Calendar Year 4	\$ 95,426,341.00
Construction Spending, Calendar Year 5	\$ 102,675,623.00
Construction Spending, Calendar Year 6	\$ 111,521,432.00
Construction Spending, Calendar Year 7	\$ 64,606,525.00
Construction Spending, Calendar Year 8	\$ 39,762,434.00
Additional Public Revenue by Source*	
FTA Core Capacity Grant (Federal)	\$ 57,300,000.00
Municipal, NICTD & NWIRDA (Local)	\$ 19,800,000.00
Source 3	\$ -
Source 4	\$ -
Source 5	\$ -
<i>*Estimated on an annual basis.</i>	
Total Public Costs by Year*	
2015	\$ -
2016	\$ 3,500,000.00
2017	\$ 9,500,000.00
2018	\$ 25,150,000.00
2019	\$ 23,650,000.00

<i>*If costs extend beyond 2019, please provide these numbers</i>	
<i>**This figure should include state and local dollars spent on the project. If federal funds are being used on a project please identify those dollars as a funding source, but you do not have to include them in the public cost calculation.</i>	
Public Costs by Type*	
Engineering	\$ 10,000,000.00
Construction - Double Tracking	\$ 47,300,000.00
TOD Planning	\$ 4,500,000.00
...	\$ -
...	\$ -
<i>*These can be fairly general, for example "construction", "acquisition of property", "purchase of equipment", etc.</i>	
Total Costs by Type*	
Engineering	\$ 10,000,000.00
Construction - Double Tracking	\$ 104,600,000.00
TOD Planning	\$ 4,500,000.00
Private TOD Development	\$ 390,325,011.00
...	\$ -
<i>*These can be fairly general, for example "construction", "acquisition of property", "purchase of equipment", etc.</i>	
Estimated Jobs or Sales Creation by Industry Sector*	
Retail/Restaurant	\$ 600.00
Office/Professional	\$ 2,212.00
...	\$ -
...	\$ -
...	\$ -
<i>*Estimates should be based on some level of commitment for job creation/sales</i>	
Project Funding Sources*	
Funding Source:	Funding Amount:
Regional Cities (State)	\$ 42,000,000.00
FTA Core Capacity Grant (Federal)	\$ 57,300,000.00
Municipal, NICTD & NWIRDA (Local)	\$ 19,800,000.00
Private TOD Development	\$ 390,325,011.00

CBA Results from IEDC Model Process: Benefits Begin in First Year of Public Spending Analysis

BOX 1

Public Revenues from Construction Phase (if any)	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Construction Spending, Year 1	\$ -
Construction Spending, Year 2	\$ -
Construction Spending, Year 3	\$ 4,4466
Construction Spending, Year 4	\$ 5,2429
Construction Spending, Year 5	\$ 16,4150

Note: See tables below for a breakout of revenues by type

contains 3 future years, discounted by 6%

BOX 2

Public Revenues from Annual Operations	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Operations	\$ 15,9999

Note: See tables below for a breakout of revenues by type

BOX 3

Additional Sources of Annual Public Revenues (if any)	
Description	Dollars, 2015 (\$ mil)
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
Total	\$ -

BOX 4

Total Costs by Type		
Description	Dollars, 2015 (\$ mil)	# of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 104.60	-
TOD Planning	\$ 4.50	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 509.43	

Funding Sources by Type		
Description	Dollars, 2015 (\$ mil)	# of years
FTA Core Capacity Grant (Federal)	\$ 57.30	-
Municipal, NICTD & NWRDA (Local)	\$ 19.80	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Regional Cities	\$ 42.00	-
...	\$ -	-
Total	\$ 509.43	

Public Costs by Type		
Description	Dollars, 2015 (\$ mil)	over # of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 47.30	-
TOD Planning	\$ 4.50	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 61.80	

BOX 5

Public Revenues by Revenue Type						
Annual State and Local Tax Impacts from Construction Phase, 2015 (\$ mil)						
	Year 1	Year 2	Year 3	Year 4	Year 5	
Sales Tax	\$ -	\$ -	\$ 1.5443	\$ 1.8209	\$ 5.7010	
Property Tax	\$ -	\$ -	\$ 1.0022	\$ 1.1816	\$ 3.6996	
Income Tax	\$ -	\$ -	\$ 1.4376	\$ 1.6950	\$ 5.3070	
Other Taxes and Fees From Business	\$ -	\$ -	\$ 0.1389	\$ 0.1637	\$ 0.5127	
Other Taxes and Fees from Households	\$ -	\$ -	\$ 0.2801	\$ 0.3303	\$ 1.0342	
Social Insurance Taxes	\$ -	\$ -	\$ 0.0435	\$ 0.0513	\$ 0.1605	
Total	\$ -	\$ -	\$ 4.4466	\$ 5.2429	\$ 16.4150	

BOX 6

Public Revenues from Annual Operations	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Sales Tax	\$ 6.6286
Property Tax	\$ 4.3015
Income Tax	\$ 3.5883
Other Taxes and Fees From Business	\$ 0.6868
Other Taxes and Fees from Households	\$ 0.6993
Social Insurance Taxes	\$ 0.0954
Total	\$ 15.9999

BOX 7 (These numbers are not used in the cost-benefit analysis)

Estimates of Additional Economic Effects	
Estimated Employment Effects of Annual Operations	
Direct Employment Effects	2,810
Employment Ripple Effects	1,190
Total Employment Effects	4,000
Multiplier	1.4
Estimated GDP Effects of Annual Operations, 2015 (\$ mil)	
Direct Value Added Effects	\$ 134.9
Value Added Ripple Effects	\$ 77.6
Total Value Added Effects	\$ 212.5
Multiplier	1.6
Average Annual Employment Effects of Temporary Construction	
Direct Employment Effects	950
Employment Ripple Effects	560
Total Employment Effects	1,510
Multiplier	1.6
Average Annual GDP Effects of Construction, 2015 (\$ mil)	
Direct Value Added Effects	\$ 90.9
Value Added Ripple Effects	\$ 51.0
Total Value Added Effects	\$ 141.9
Multiplier	1.6

BOX 8

Cost Benefit Analysis: Public Investments and Public Revenues										Discount Rate		
Year	Undiscounted Flows (\$ mil, 2015)				Year	Discounted Flows (\$ mil)					Discount Factor	
	Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits		Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits	Cumulative		
2015	0.0	0.0	0.0	0.0	2015	0	0.000	0.000	0.000	0.000	0.000	1
2016	3.5	0.0	16.0	12.5	2016	1	3.302	0.000	15.094	11.792	11.792	0.943
2017	9.5	4.4	16.0	10.9	2017	2	8.455	3.957	14.240	9.742	21.535	0.890
2018	25.2	5.2	16.0	-3.9	2018	3	21.116	4.402	13.434	-3.281	18.254	0.840
2019	23.7	5.6	16.0	-2.0	2019	4	18.733	4.468	12.673	-1.591	16.663	0.792
2020	0.0	6.1	16.0	22.1	2020	5	0.000	4.579	11.956	16.535	33.198	0.747
2021	0.0	3.5	16.0	19.5	2021	6	0.000	2.502	11.279	13.782	46.979	0.705
2022	0.0	2.2	16.0	18.2	2022	7	0.000	1.453	10.641	12.094	59.073	0.665
2023	0.0		16.0	16.0	2023	8	0.000	0.000	10.039	10.039	69.112	0.627
2024	0.0		16.0	16.0	2024	9	0.000	0.000	9.470	9.470	78.582	0.592
2025	0.0		16.0	16.0	2025	10	0.000	0.000	8.934	8.934	87.516	0.558
2026	0.0		16.0	16.0	2026	11	0.000	0.000	8.429	8.429	95.945	0.527
2027	0.0		16.0	16.0	2027	12	0.000	0.000	7.951	7.951	103.896	0.497
2028	0.0		16.0	16.0	2028	13	0.000	0.000	7.501	7.501	111.398	0.469
2029	0.0		16.0	16.0	2029	14	0.000	0.000	7.077	7.077	118.474	0.442
2030	0.0		16.0	16.0	2030	15	0.000	0.000	6.676	6.676	125.151	0.417
2031	0.0		16.0	16.0	2031	16	0.000	0.000	6.298	6.298	131.449	0.394
2032	0.0		16.0	16.0	2032	17	0.000	0.000	5.942	5.942	137.391	0.371
2033	0.0		16.0	16.0	2033	18	0.000	0.000	5.605	5.605	142.996	0.350
2034	0.0		16.0	16.0	2034	19	0.000	0.000	5.288	5.288	148.284	0.331
Net Present Value		148.3										

CBA Results from IEDC Model Process: Benefits Begin after Construction is Complete Analysis

BOX 1

Public Revenues from Construction Phase (if any)	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Construction Spending, Year 1	\$ -
Construction Spending, Year 2	\$ -
Construction Spending, Year 3	\$ 4,4466
Construction Spending, Year 4	\$ 5,2429
Construction Spending, Year 5	\$ 16,4150

Note: See tables below for a breakout of revenues by type

contains 3 future years, discounted by 6%

BOX 2

Public Revenues from Annual Operations	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Operations	\$ 15,9999

Note: See tables below for a breakout of revenues by type

BOX 3

Additional Sources of Annual Public Revenues (if any)	
Description	Dollars, 2015 (\$ mil)
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
Total	\$ -

Funding Sources by Type		
Description	Dollars, 2015 (\$ mil)	# of years
FTA Core Capacity Grant (Federal)	\$ 57.30	-
Municipal, NICTD & NWRDA (Local)	\$ 19.80	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Regional Cities	\$ 42.00	-
...	\$ -	-
Total	\$ 509.43	

Public Costs by Type		
Description	Dollars, 2015 (\$ mil)	over # of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 47.30	-
TOD Planning	\$ 4.50	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 61.80	

BOX 4

Total Costs by Type		
Description	Dollars, 2015 (\$ mil)	# of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 104.60	-
TOD Planning	\$ 4.50	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 509.43	

BOX 5

Public Revenues by Revenue Type								
Annual State and Local Tax Impacts from Construction Phase, 2015 (\$ mil)								
	Year 1		Year 2		Year 3	Year 4	Year 5	
Sales Tax	\$	-	\$	-	\$	1.5443	\$1.8209	\$ 5.7010
Property Tax	\$	-	\$	-	\$	1.0022	\$1.1816	\$ 3.6996
Income Tax	\$	-	\$	-	\$	1.4376	\$1.6950	\$ 5.3070
Other Taxes and Fees From Business	\$	-	\$	-	\$	0.1389	\$0.1637	\$ 0.5127
Other Taxes and Fees from Households	\$	-	\$	-	\$	0.2801	\$0.3303	\$ 1.0342
Social Insurance Taxes	\$	-	\$	-	\$	0.0435	\$0.0513	\$ 0.1605
Total	\$	-	\$	-	\$	4.4466	\$5.2429	\$ 16.4150

BOX 6

Public Revenues from Annual Operations		
Annual State and Local Tax Impacts, 2015 (\$ mil)		
Sales Tax	\$	6.6286
Property Tax	\$	4.3015
Income Tax	\$	3.5883
Other Taxes and Fees From Business	\$	0.6868
Other Taxes and Fees from Households	\$	0.6993
Social Insurance Taxes	\$	0.0954
Total	\$	15.9999

BOX 7 (These numbers are not used in the cost-benefit analysis)

Estimates of Additional Economic Effects	
Estimated Employment Effects of Annual Operations	
Direct Employment Effects	2,810
Employment Ripple Effects	1,190
Total Employment Effects	4,000
Multiplier	1.4
Estimated GDP Effects of Annual Operations, 2015 (\$ mil)	
Direct Value Added Effects	\$ 134.9
Value Added Ripple Effects	\$ 77.6
Total Value Added Effects	\$ 212.5
Multiplier	1.6
Average Annual Employment Effects of Temporary Construction	
Direct Employment Effects	950
Employment Ripple Effects	560
Total Employment Effects	1,510
Multiplier	1.6
Average Annual GDP Effects of Construction, 2015 (\$ mil)	
Direct Value Added Effects	\$ 90.9
Value Added Ripple Effects	\$ 51.0
Total Value Added Effects	\$ 141.9
Multiplier	1.6

BOX 8

Cost Benefit Analysis: Public Investments and Public Revenues											Discount Rate
Undiscounted Flows (\$ mil, 2015)					Discounted Flows (\$ mil)					6%	
Year	Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits	Year	Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits	Cumulative	Discount Factor
2015	0.0	0.0		0.0	2015	0	0.000	0.000	0.000	0.000	1
2016	3.5	0.0	0.0	-3.5	2016	1	3.302	0.000	0.000	-3.302	0.943
2017	9.5	4.4	0.0	-5.1	2017	2	8.455	3.957	0.000	-4.497	0.890
2018	25.2	5.2	0.0	-19.9	2018	3	21.116	4.402	0.000	-16.714	0.840
2019	23.7	5.6	0.0	-18.0	2019	4	18.733	4.468	0.000	-14.265	0.792
2020	0.0	6.1	0.0	6.1	2020	5	0.000	4.579	0.000	4.579	0.747
2021	0.0	3.5	0.0	3.5	2021	6	0.000	2.502	0.000	2.502	0.705
2022	0.0	2.2	0.0	2.2	2022	7	0.000	1.453	0.000	1.453	0.665
2023	0.0		16.0	16.0	2023	8	0.000	0.000	10.038	10.038	0.627
2024	0.0		16.0	16.0	2024	9	0.000	0.000	9.470	9.470	0.592
2025	0.0		16.0	16.0	2025	10	0.000	0.000	8.934	8.934	0.558
2026	0.0		16.0	16.0	2026	11	0.000	0.000	8.429	8.429	0.527
2027	0.0		16.0	16.0	2027	12	0.000	0.000	7.951	7.951	0.497
2028	0.0		16.0	16.0	2028	13	0.000	0.000	7.501	7.501	0.469
2029	0.0		16.0	16.0	2029	14	0.000	0.000	7.077	7.077	0.442
2030	0.0		16.0	16.0	2030	15	0.000	0.000	6.676	6.676	0.417
2031	0.0		16.0	16.0	2031	16	0.000	0.000	6.298	6.298	0.394
2032	0.0		16.0	16.0	2032	17	0.000	0.000	5.942	5.942	0.371
2033	0.0		16.0	16.0	2033	18	0.000	0.000	5.605	5.605	0.350
2034	0.0		16.0	16.0	2034	19	0.000	0.000	5.288	5.288	0.331
Net Present Value	59.0										

CBA Results from IEDC Model Process: Break Even Analysis

BOX 1

Public Revenues from Construction Phase (if any)	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Construction Spending, Year 1	\$ -
Construction Spending, Year 2	\$ -
Construction Spending, Year 3	\$ 4.4466
Construction Spending, Year 4	\$ 5.2429
Construction Spending, Year 5	\$ 16.4150

Note: See tables below for a breakout of revenues by type

contains 3 future years, discounted by 6%

BOX 2

Public Revenues from Annual Operations	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Operations	\$ 5.4745

Note: See tables below for a breakout of revenues by type

BOX 3

Additional Sources of Annual Public Revenues (if any)	
Description	Dollars, 2015 (\$ mil)
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
...	\$ -
Total	\$ -

Funding Sources by Type		
Description	Dollars, 2015 (\$ mil)	# of years
FTA Core Capacity Grant (Federal)	\$ 57.30	-
Municipal, NICTD & NWRDA (Local)	\$ 19.80	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Regional Cities	\$ 42.00	-
...	\$ -	-
Total	\$ 509.43	

Public Costs by Type		
Description	Dollars, 2015 (\$ mil)	over # of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 47.30	-
TOD Planning	\$ 4.50	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 61.80	

BOX 4

Total Costs by Type		
Description	Dollars, 2015 (\$ mil)	# of years
Engineering	\$ 10.00	-
Construction - Double Tracking	\$ 104.60	-
TOD Planning	\$ 4.50	-
Private TOD Development	\$ 390.33	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
...	\$ -	-
Total	\$ 509.43	

BOX 5

Public Revenues by Revenue Type									
Annual State and Local Tax Impacts from Construction Phase, 2015 (\$ mil)									
	Year 1		Year 2		Year 3		Year 4		Year 5
Sales Tax	\$	-	\$	-	\$	1.5443	\$1.8209	\$	5.7010
Property Tax	\$	-	\$	-	\$	1.0022	\$1.1816	\$	3.6996
Income Tax	\$	-	\$	-	\$	1.4376	\$1.6950	\$	5.3070
Other Taxes and Fees From Business	\$	-	\$	-	\$	0.1389	\$0.1637	\$	0.5127
Other Taxes and Fees from Households	\$	-	\$	-	\$	0.2801	\$0.3303	\$	1.0342
Social Insurance Taxes	\$	-	\$	-	\$	0.0435	\$0.0513	\$	0.1605
Total	\$	-	\$	-	\$	4.4466	\$5.2429	\$	16.4150

BOX 6

Public Revenues from Annual Operations	
Annual State and Local Tax Impacts, 2015 (\$ mil)	
Sales Tax	\$ 2.2358
Property Tax	\$ 1.4509
Income Tax	\$ 1.2702
Other Taxes and Fees From Business	\$ 0.2363
Other Taxes and Fees from Households	\$ 0.2475
Social Insurance Taxes	\$ 0.0339
Total	\$ 5.4745

BOX 7 (These numbers are not used in the cost-benefit analysis)

Estimates of Additional Economic Effects	
Estimated Employment Effects of Annual Operations	
Direct Employment Effects	960
Employment Ripple Effects	420
Total Employment Effects	1,380
Multiplier	1.4
Estimated GDP Effects of Annual Operations, 2015 (\$ mil)	
Direct Value Added Effects	\$ 47.4
Value Added Ripple Effects	\$ 27.5
Total Value Added Effects	\$ 74.9
Multiplier	1.6
Average Annual Employment Effects of Temporary Construction	
Direct Employment Effects	950
Employment Ripple Effects	560
Total Employment Effects	1,510
Multiplier	1.6
Average Annual GDP Effects of Construction, 2015 (\$ mil)	
Direct Value Added Effects	\$ 90.9
Value Added Ripple Effects	\$ 51.0
Total Value Added Effects	\$ 141.9
Multiplier	1.6

BOX 8

Cost Benefit Analysis: Public Investments and Public Revenues										Discount Rate		
Undiscounted Flows (\$ mil, 2015)					Discounted Flows (\$ mil)					6%		
Year	Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits	Year	Total Costs	Temporary Construction Benefits	Annual Operating Benefits	Total Net Benefits	Cumulative	Discount Factor	
2015	0.0	0.0	0.0	0.0	2015	0	0.000	0.000	0.000	0.000	1	
2016	3.5	0.0	0.0	-3.5	2016	1	3.302	0.000	0.000	-3.302	0.943	
2017	9.5	4.4	0.0	-5.1	2017	2	8.455	3.957	0.000	-4.497	-7.799	0.890
2018	25.2	5.2	0.0	-19.9	2018	3	21.116	4.402	0.000	-16.714	-24.514	0.840
2019	23.7	5.6	0.0	-18.0	2019	4	18.733	4.468	0.000	-14.265	-38.778	0.792
2020	0.0	6.1	0.0	6.1	2020	5	0.000	4.579	0.000	4.579	-34.200	0.747
2021	0.0	3.5	0.0	3.5	2021	6	0.000	2.502	0.000	2.502	-31.697	0.705
2022	0.0	2.2	0.0	2.2	2022	7	0.000	1.453	0.000	1.453	-30.245	0.665
2023	0.0		5.5	5.5	2023	8	0.000	0.000	3.435	3.435	-26.810	0.627
2024	0.0		5.5	5.5	2024	9	0.000	0.000	3.240	3.240	-23.569	0.592
2025	0.0		5.5	5.5	2025	10	0.000	0.000	3.057	3.057	-20.512	0.558
2026	0.0		5.5	5.5	2026	11	0.000	0.000	2.884	2.884	-17.629	0.527
2027	0.0		5.5	5.5	2027	12	0.000	0.000	2.721	2.721	-14.908	0.497
2028	0.0		5.5	5.5	2028	13	0.000	0.000	2.567	2.567	-12.341	0.469
2029	0.0		5.5	5.5	2029	14	0.000	0.000	2.421	2.421	-9.920	0.442
2030	0.0		5.5	5.5	2030	15	0.000	0.000	2.284	2.284	-7.636	0.417
2031	0.0		5.5	5.5	2031	16	0.000	0.000	2.155	2.155	-5.481	0.394
2032	0.0		5.5	5.5	2032	17	0.000	0.000	2.033	2.033	-3.448	0.371
2033	0.0		5.5	5.5	2033	18	0.000	0.000	1.918	1.918	-1.530	0.350
2034	0.0		5.5	5.5	2034	19	0.000	0.000	1.809	1.809	0.280	0.331
Net Present Value											0.3	



Life is hard. The train is easy.

