

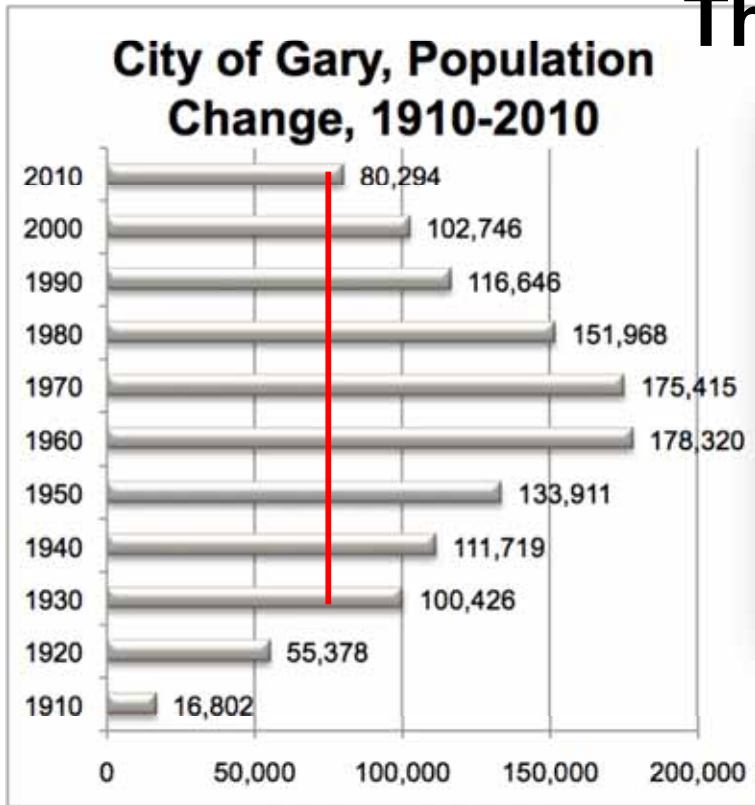
RUST BELT RESURGENCE:
New Leadership and Cooperation
in Gary and Northwest Indiana

Presenters

- **Moderator: Joanna Trotter, Vice President of Programs**
Metropolitan Planning Council
- **Tyson Warner, Executive Director**
Northwest Indiana Regional Planning Commission
- **Dennis Rittenmeyer, Phd., Executive Director**
One Region
- **Arthur Pearson, Director – Chicago Program, Gaylord and Dorothy Donnelley Foundation**

Overview of Trends

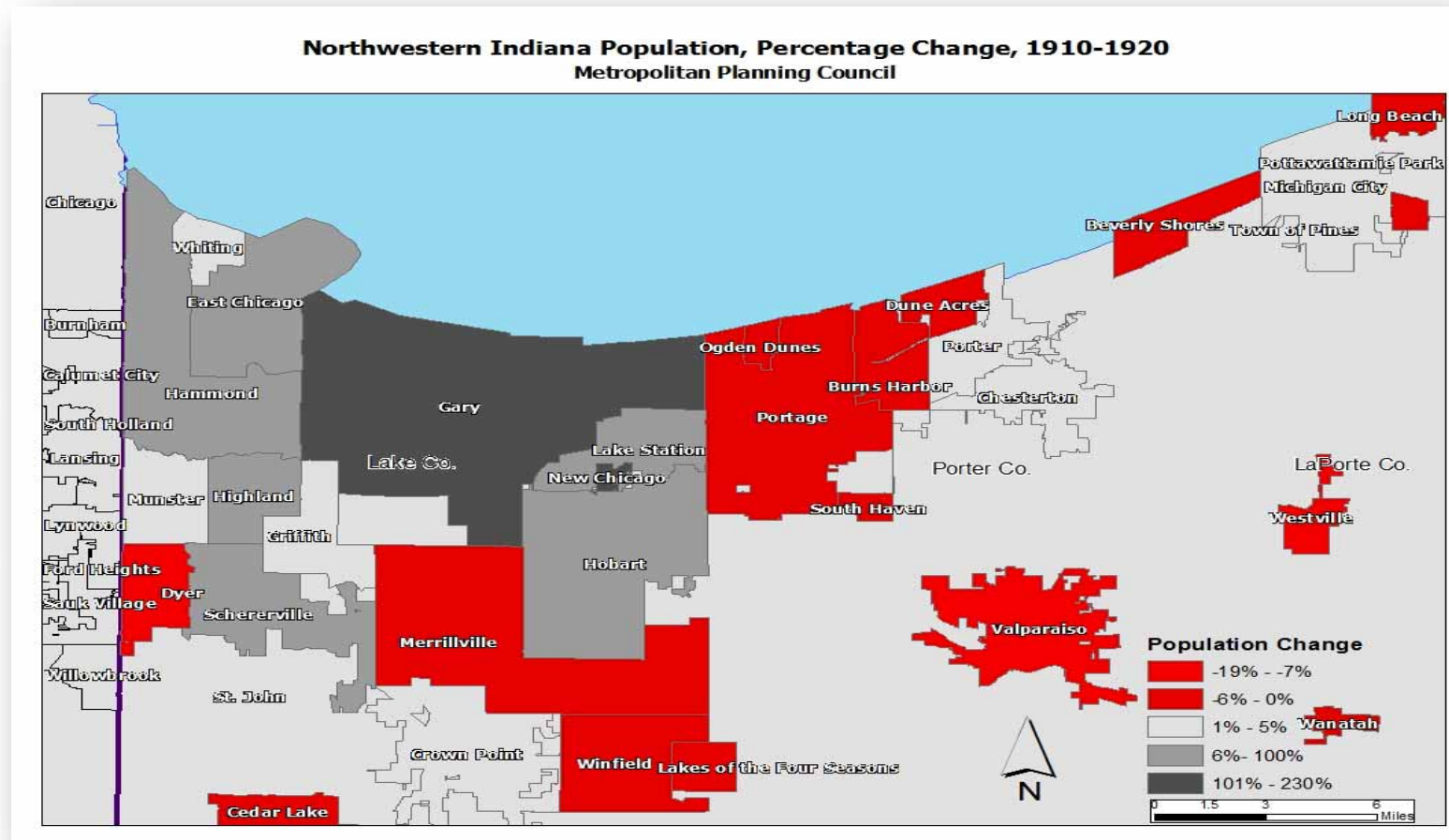
Then... Now...



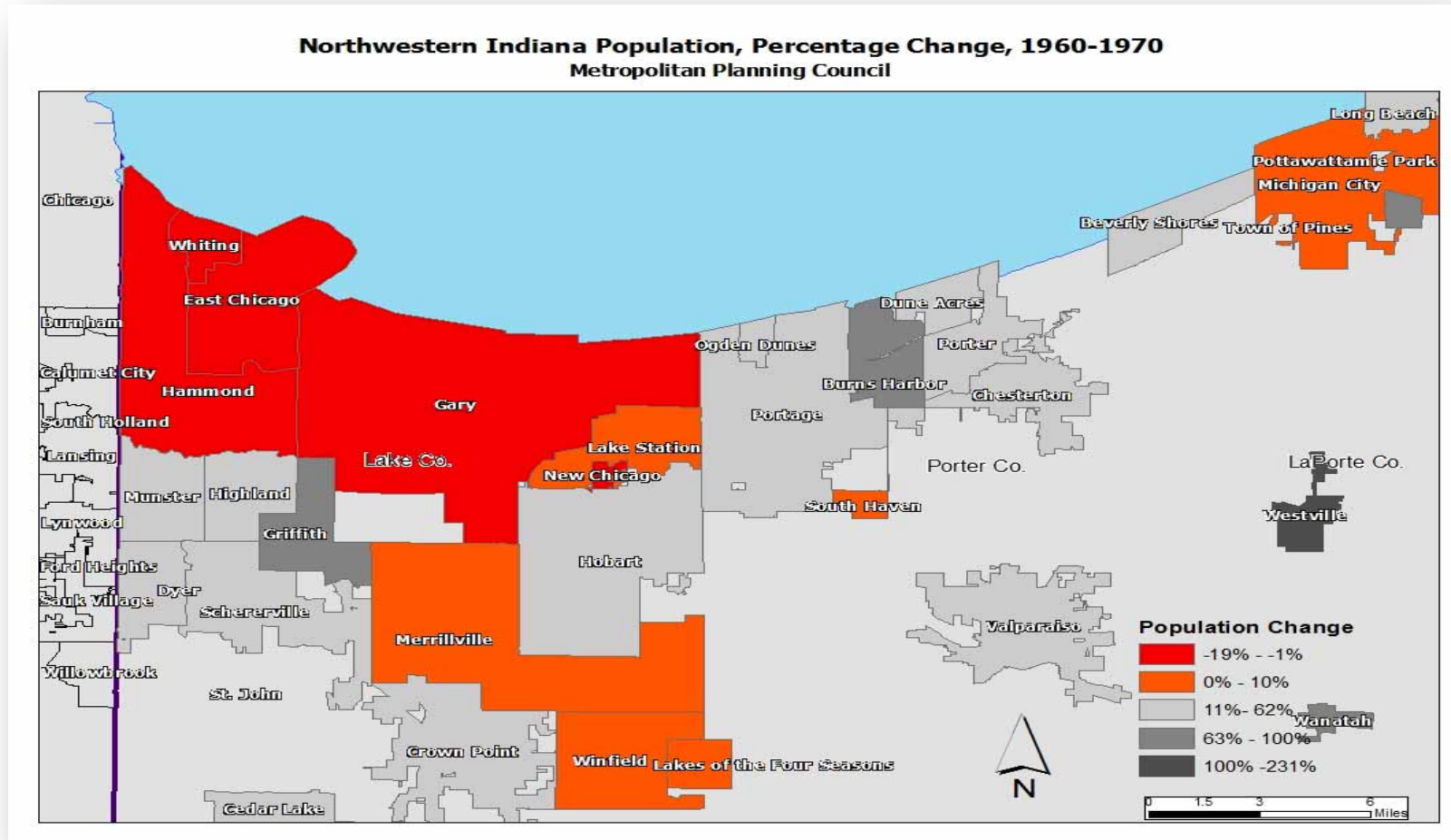
Palace Theater and Elks Club



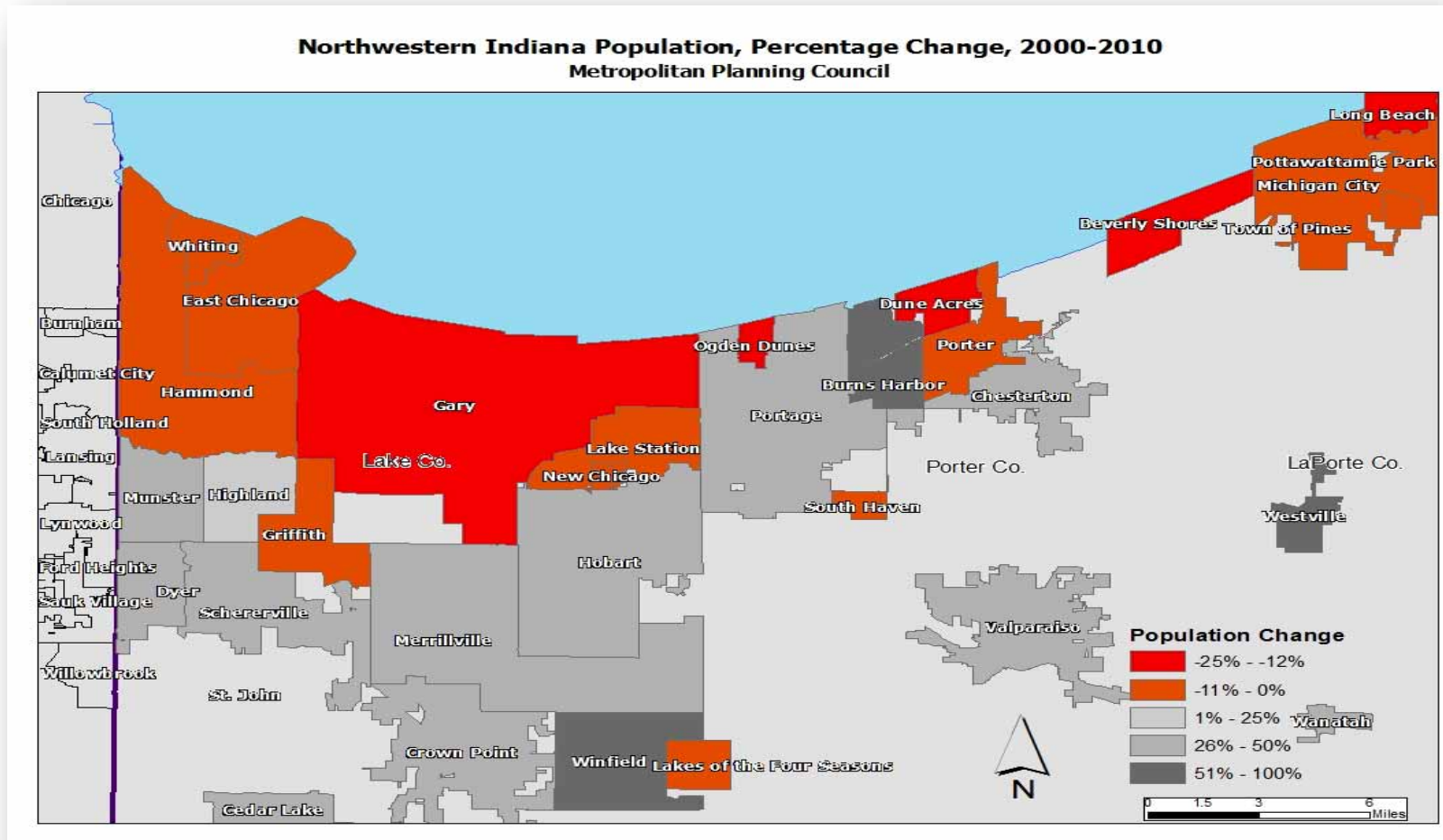
Overview of Trends



Overview of Trends

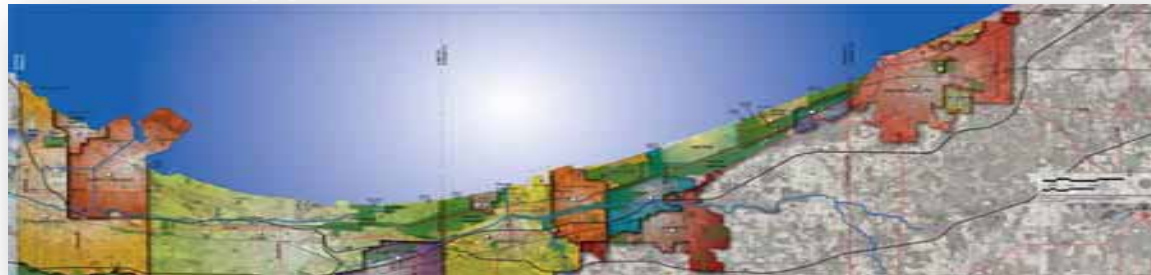


Overview of Trends



The stars are aligning

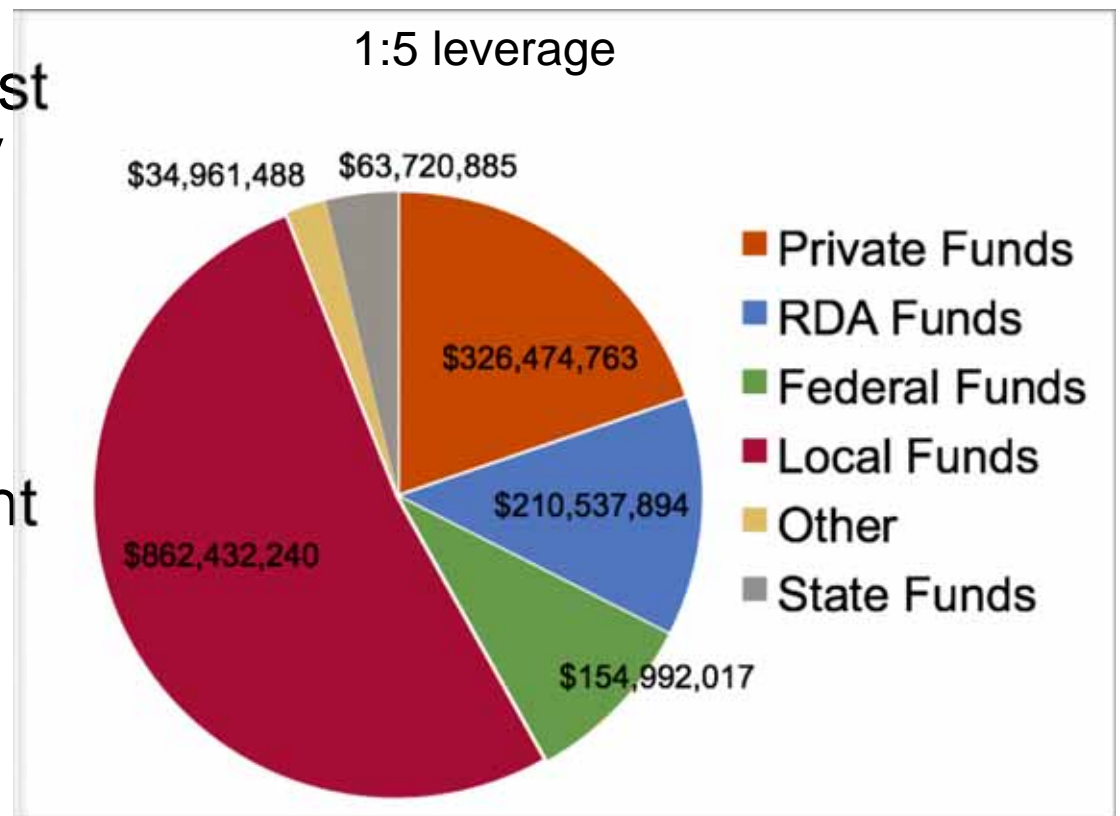
1. Rich in assets
2. Momentum on regionally significant investments
3. Growing national attention to and investment in legacy cities
4. Receptivity of new partners with a wealth of experience
5. Fiscal distress and state oversight mandates tough decisions, new approaches



Northwest Indiana Regional Development Authority

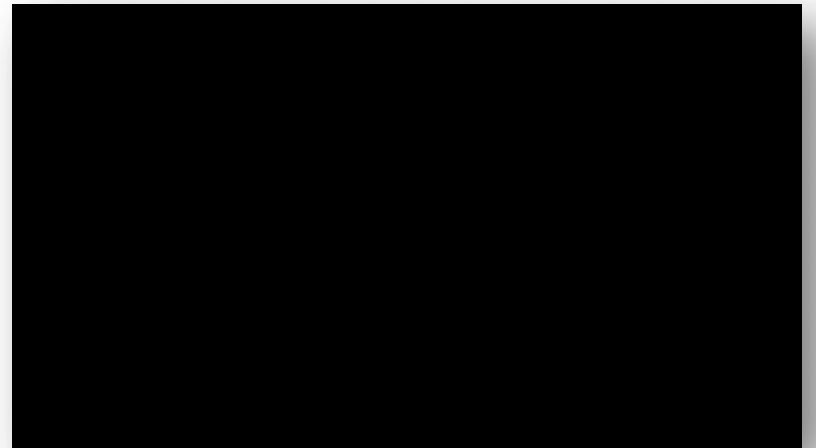
“The RDA will be a catalyst to transform the economy and quality of life in northwest Indiana.”

- Gary-Chicago International Airport
- Shoreline Redevelopment
- Economic Development



Marquette Plan

1. Recognize each community's character along the lakeshore, their desired role, and potential synergies between them
2. Coordinate planning and plan implementation
3. Promote context sensitive design, meeting user, community, and environmental needs
4. Utilize smart growth principles and sustainable initiatives for all development
5. Enhance public access to Lake Michigan



Ingredients for success

1. Northwest Indiana Regional Development Authority
2. Northwest Indiana Regional Planning Commission
3. One Region
4. And.....a new administration!





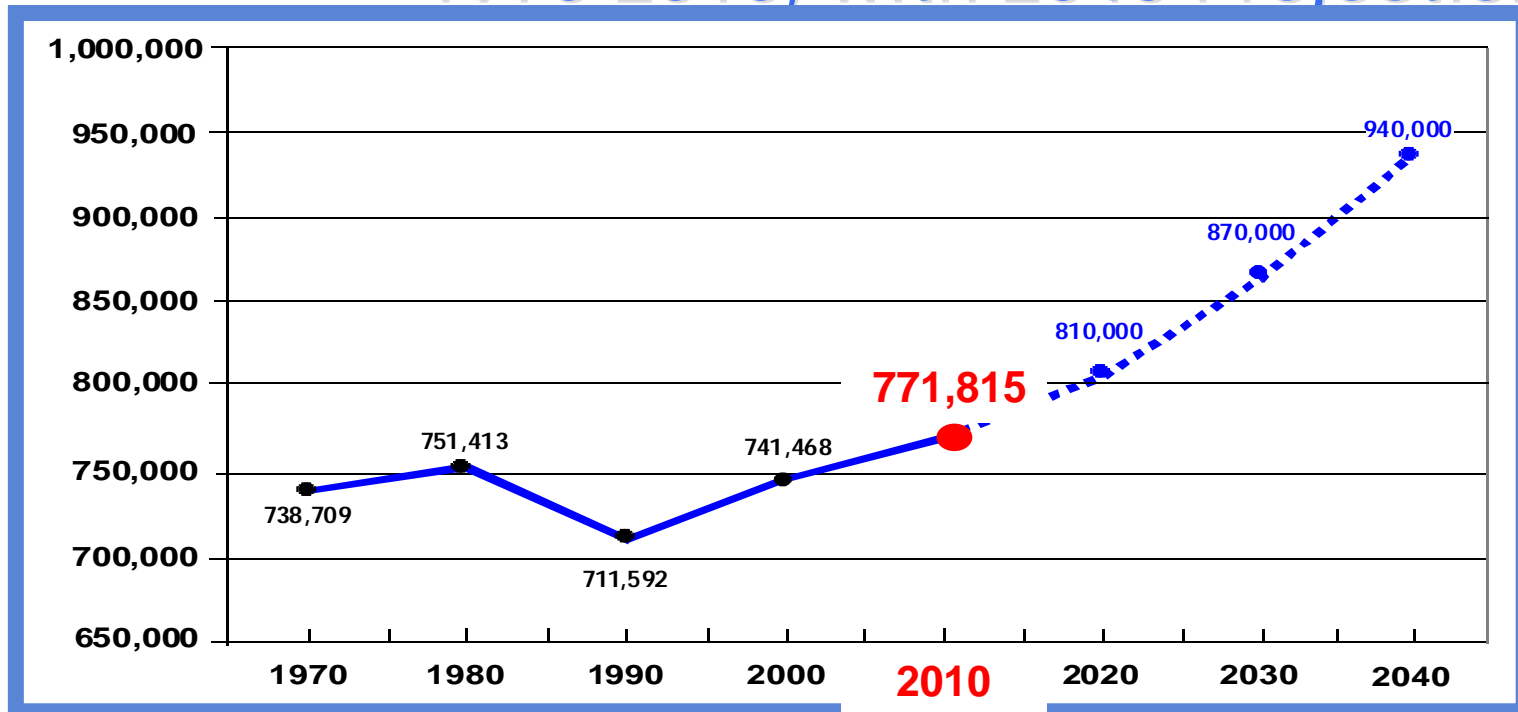
**NORTHWEST
INDIANA
2040
PLAN
A GROWTH &
REVITALIZATION VISION**



Ty Warner, AICP
Executive Director

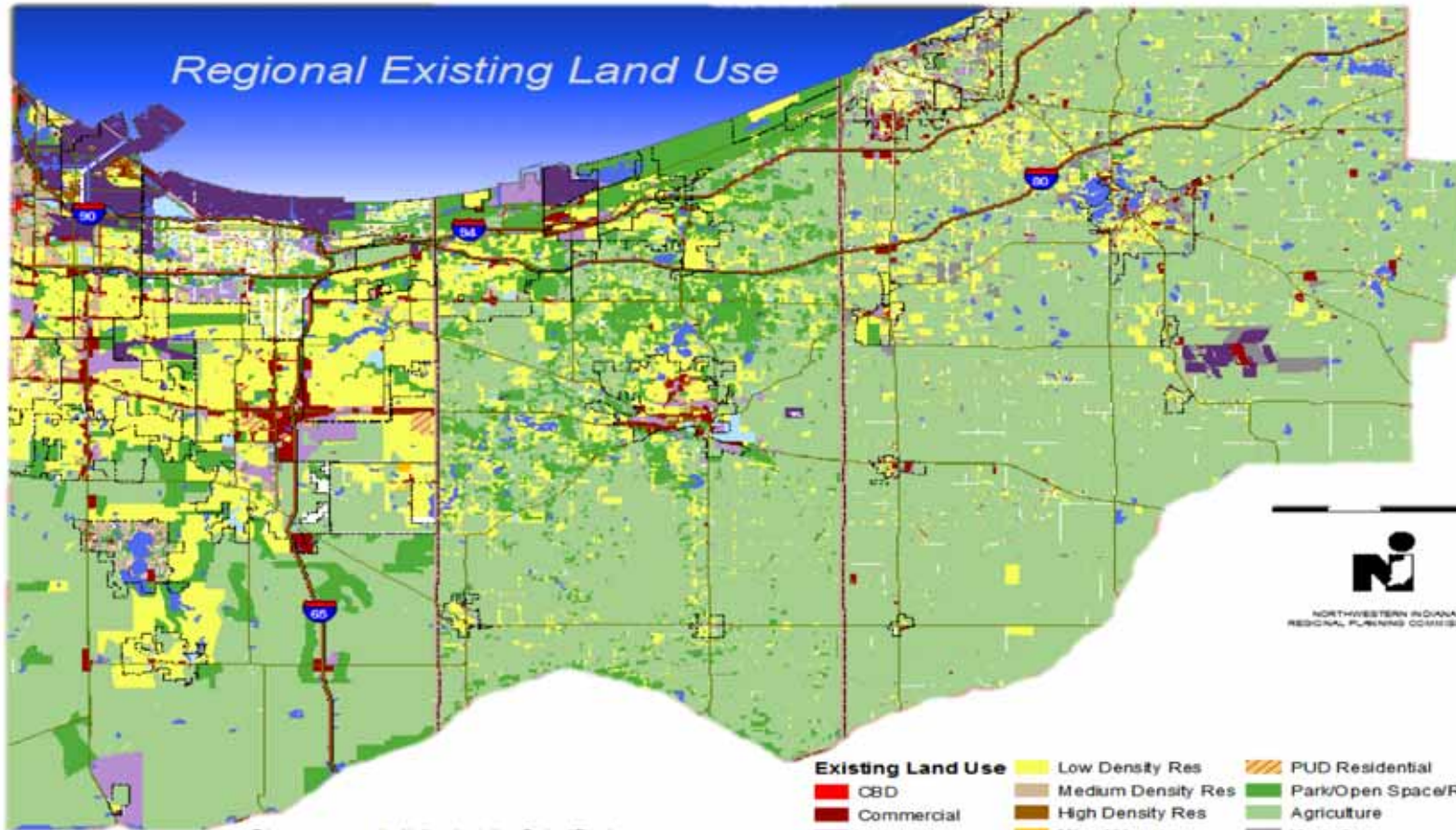
Northwestern Indiana regional planning commission (NIRPC)

Northwest Indiana Population 1970-2010, with 2040 Projection



Source: Census Bureau Indiana Business Research Center

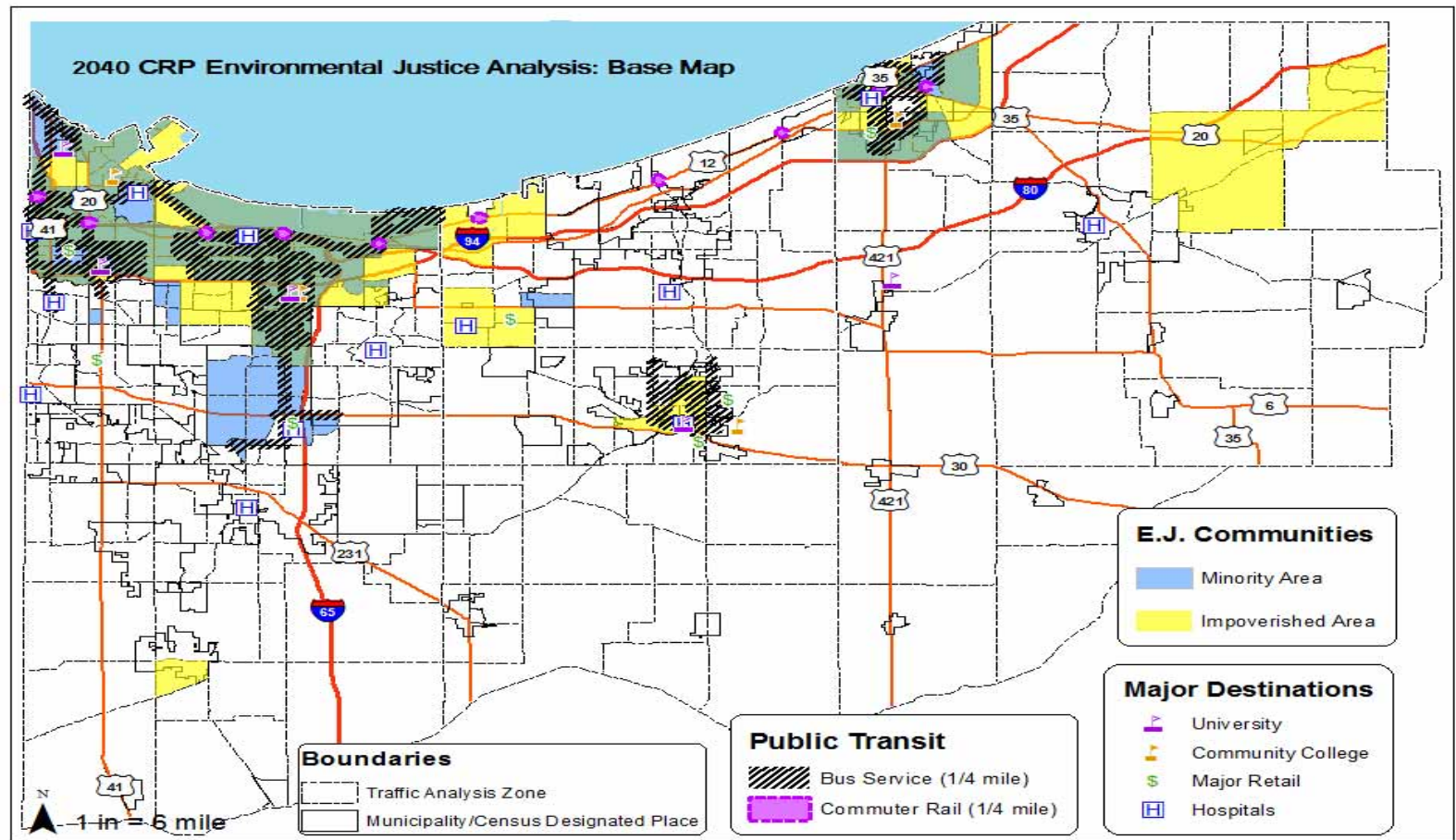
Regional Existing Land Use



This map was prepared by Northwestern Indiana Regional Planning Commission. May include some errors as a result of digitizing or converting files from a different format. This map is a representation of existing land use within the NINRPC planning area. The data was collected from local communities and counties.

- | | | |
|--------------------------|--------------------|----------------------------|
| Existing Land Use | Low Density Res | PUD Residential |
| CBD | Medium Density Res | Park/Open Space/Recreation |
| Commercial | High Density Res | Agriculture |
| Light Industrial | Mixed Use | Vacant |
| Heavy Industrial | Office | Water |
| Institutional | PUD Commercial | |

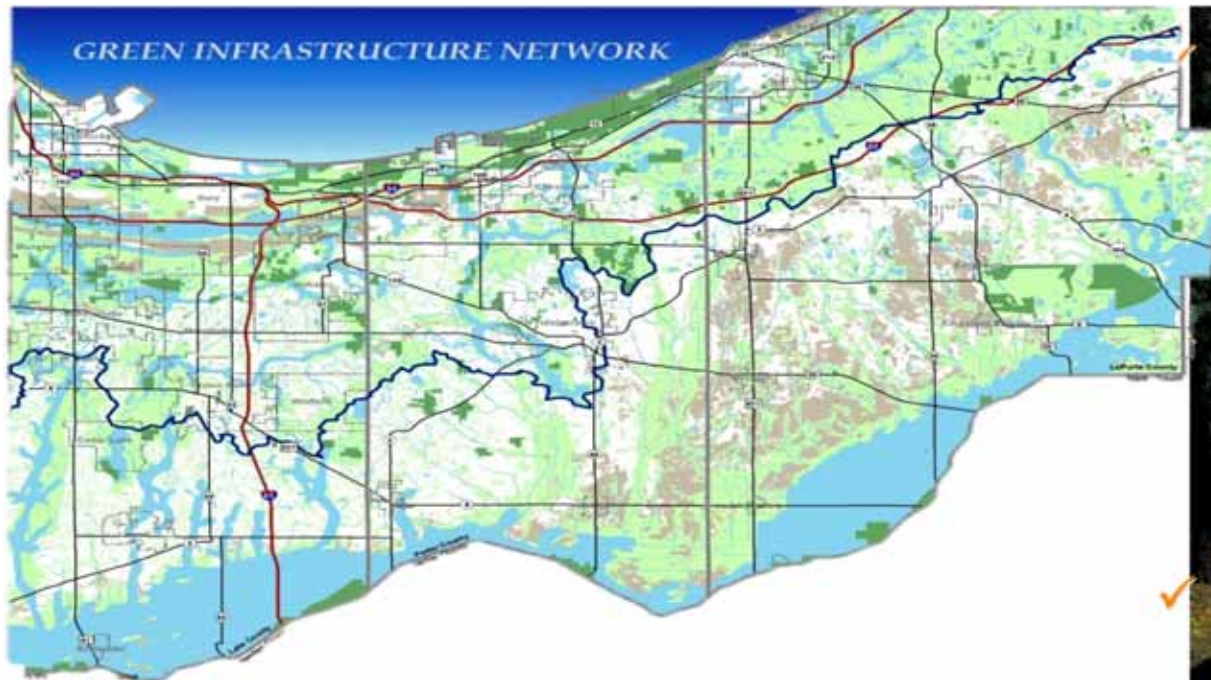
Environmental Justice





Environment

Green Infrastructure : Enhance What the
landscape Does for US
= Natural Resource protection



Ecological Assets

- ✓ Managed Lands
- ✓ Priority Forests
- ✓ Biodiversity
- ✓ Hydric Soils

Water Resources

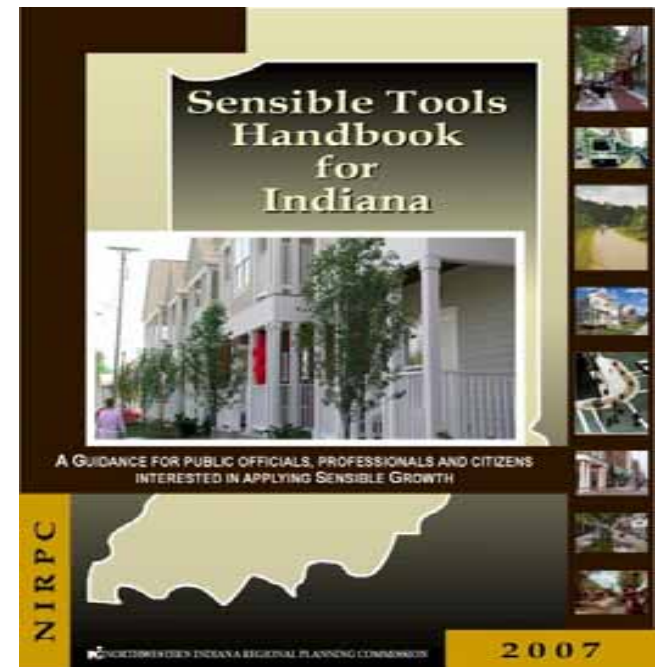
- ✓ Wetlands
- ✓ Streams and Lakes
- ✓ Floodplains

✓ Vulnerable
Groundwater

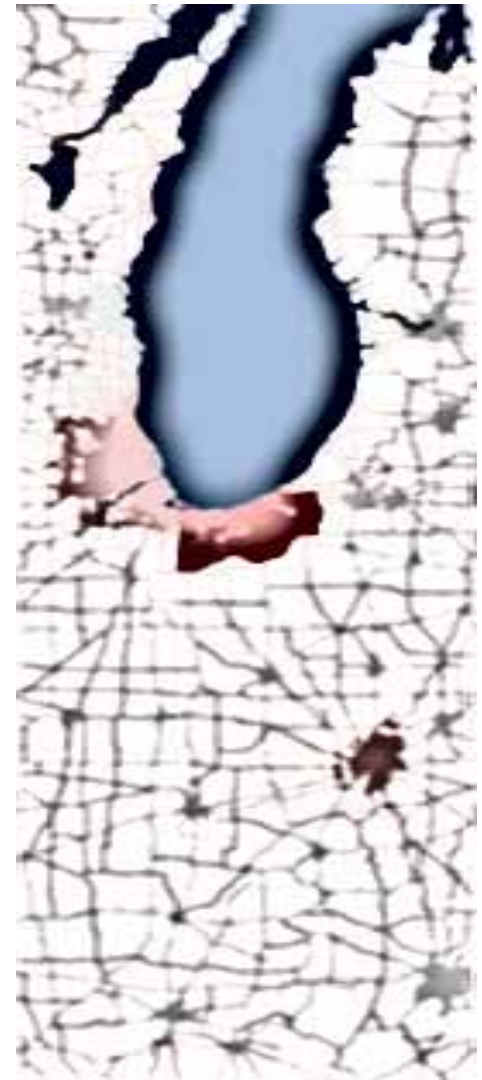


Local Government Planning Support

- Plan Commissioner Training
- Sensible Tools Handbook
- Smart Growth Workshops – Low Impact Development
- Transit Oriented Development (TOD) Initiatives
- Towns & Small Cities Program
- Safe Routes to School



A Vision for Northwest Indiana



INVision Northwest Indiana:

Stretching from the treasured shores of Lake Michigan to the historic banks of the Kankakee River and committed to an ethic of sustainability:

A Vibrant Region

Our economy is thriving; our people are well-educated; our growth is planned; and natural and rural areas are valued and protected.



A Revitalized Region

Urban areas are renewed, and our environment is clean.



An Accessible Region

Our people are connected to each other and to equal opportunities for working, playing, living and learning.



A United Region

Celebrating our diversity, we work together as a community across racial, ethnic, political and cultural lines for the good of the region.





THE PRINCIPLES

SUPPORT URBAN REINVESTMENT

- Strengthen the urban core
- Preserve the cultural and historic assets of Northwest Indiana

ENSURE ENVIRONMENTAL JUSTICE

- Avoid or reduce adverse consequences
- Improve mobility and access to jobs

PROTECT NATURAL RESOURCES AND MINIMIZE IMPACTS TO ENVIRONMENTAL FEATURES AND WATERSHEDS

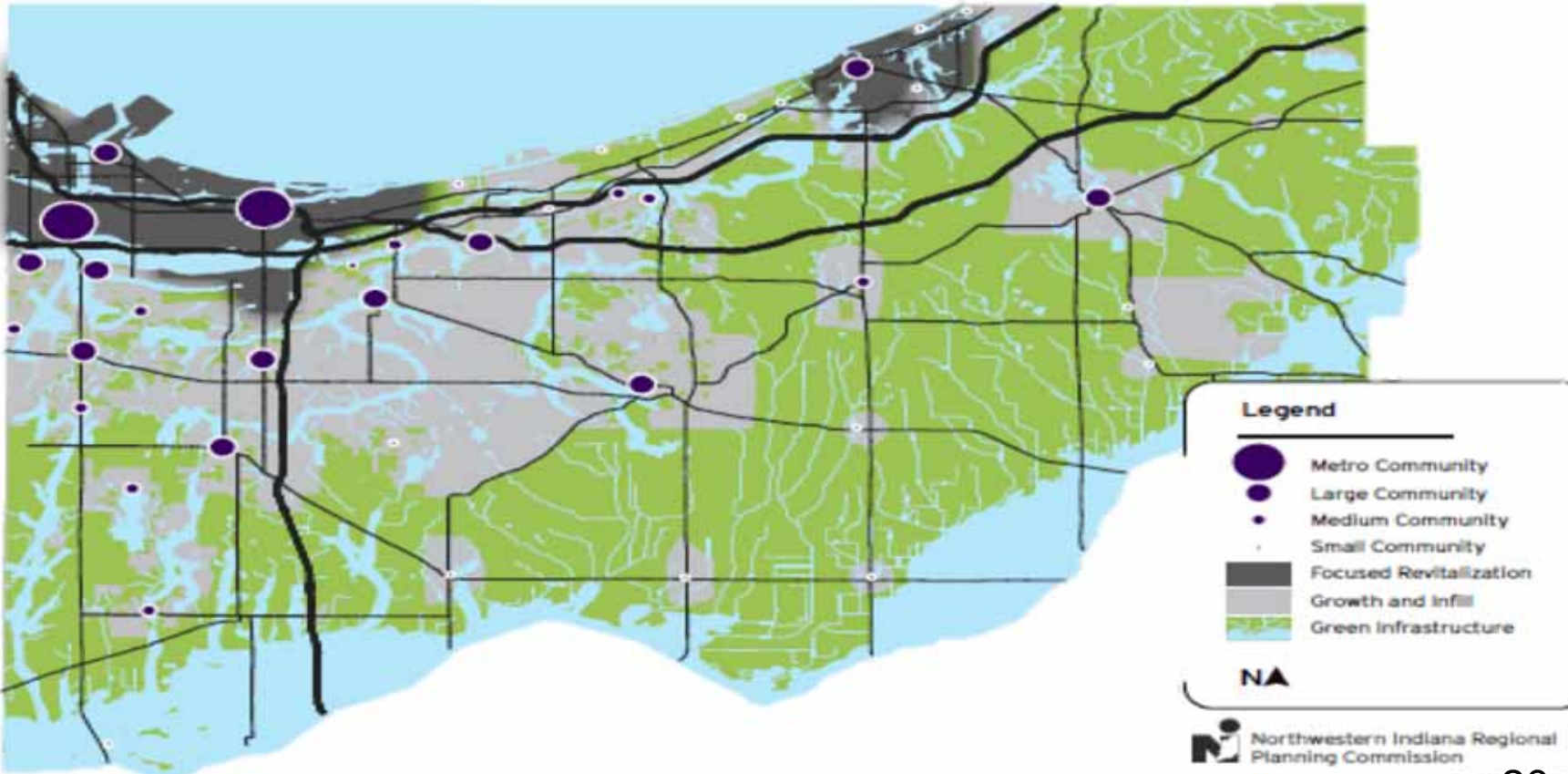
- Conserve the green infrastructure that supports native species
- Maintain natural ecological processes, protects air and water resources
- Contribute to the health and resiliency of the region.

INTEGRATE TRANSPORTATION AND LAND USE

- Develop a multimodal system, including enhanced public mass transit and non-motorized transportation to improve mobility, access to jobs and improved quality of life for all.

Vision Map

Northwest Indiana Growth and Revitalization Vision

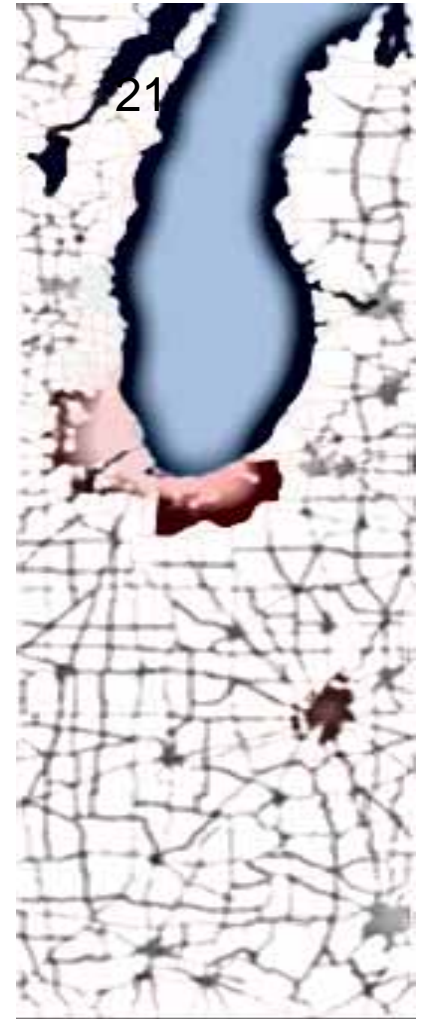




NIRPC 2040 Comprehensive Regional Plan

The CRP stresses a number of elements that include:

- Growth & Conservation
- Transportation
- Environment & Green Infrastructure
- Human & Economic Resources
- Stewardship & Governance





STRATEGIES/IMPLEMENTATION

A PATHWAY TO SUCCESS

- Livable Centers, Infill Development & Rural Areas
- Green Infrastructure & the Environment
- Economic & Work Force Development
- Integrated Transportation Initiatives
- Regional Participation & Environmental Justice
- Intergovernmental Collaboration



IMPLEMENTATION

A PATHWAY TO SUCCESS

The Role of NIRPC

- CRP implementation – advance, support, monitor actions
- Build coalitions
- Funding and Finance
- Education and Awareness
- Local Assistance Programs – support, facilitate

Managing Progress

- CRP Implementation Committee- Pathway to 2040
- Performance Measures

Implementation Action Plan

- Develop a clear 5 and 10 year program

Must Haves:

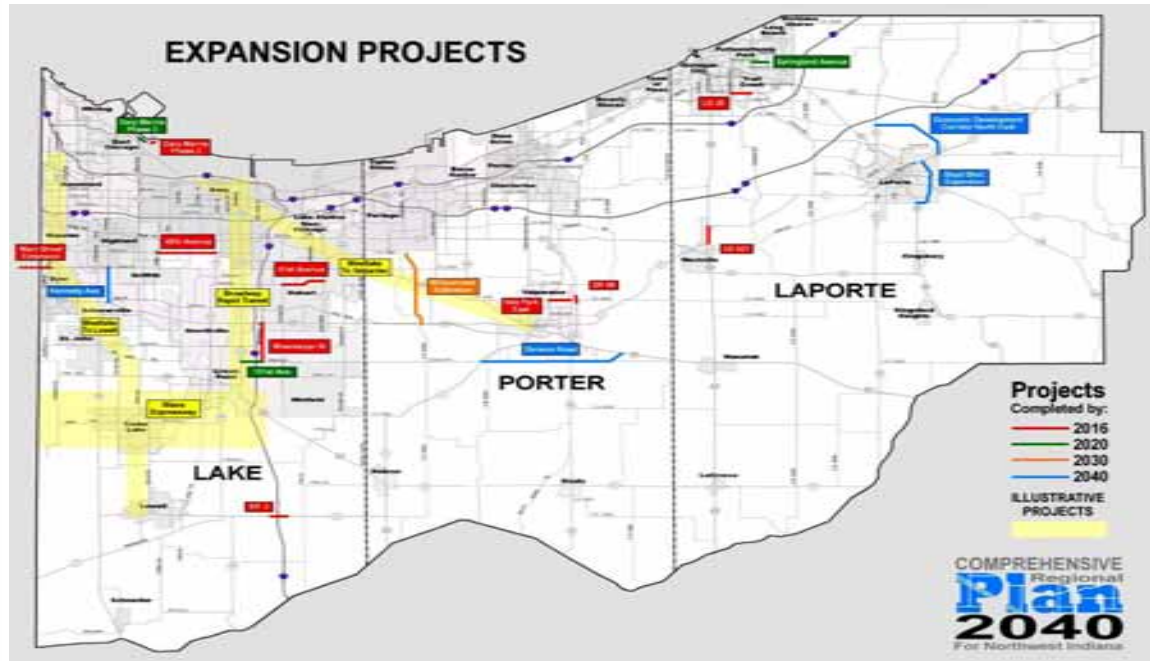
- Complete Streets
 - Congestion Management
- Scoring Factor

Groups:	Points
Mobility	8
Land Use	7
Safety	3
Environmental	9
<u>Quality of Life</u>	<u>13</u>
Total Points	40

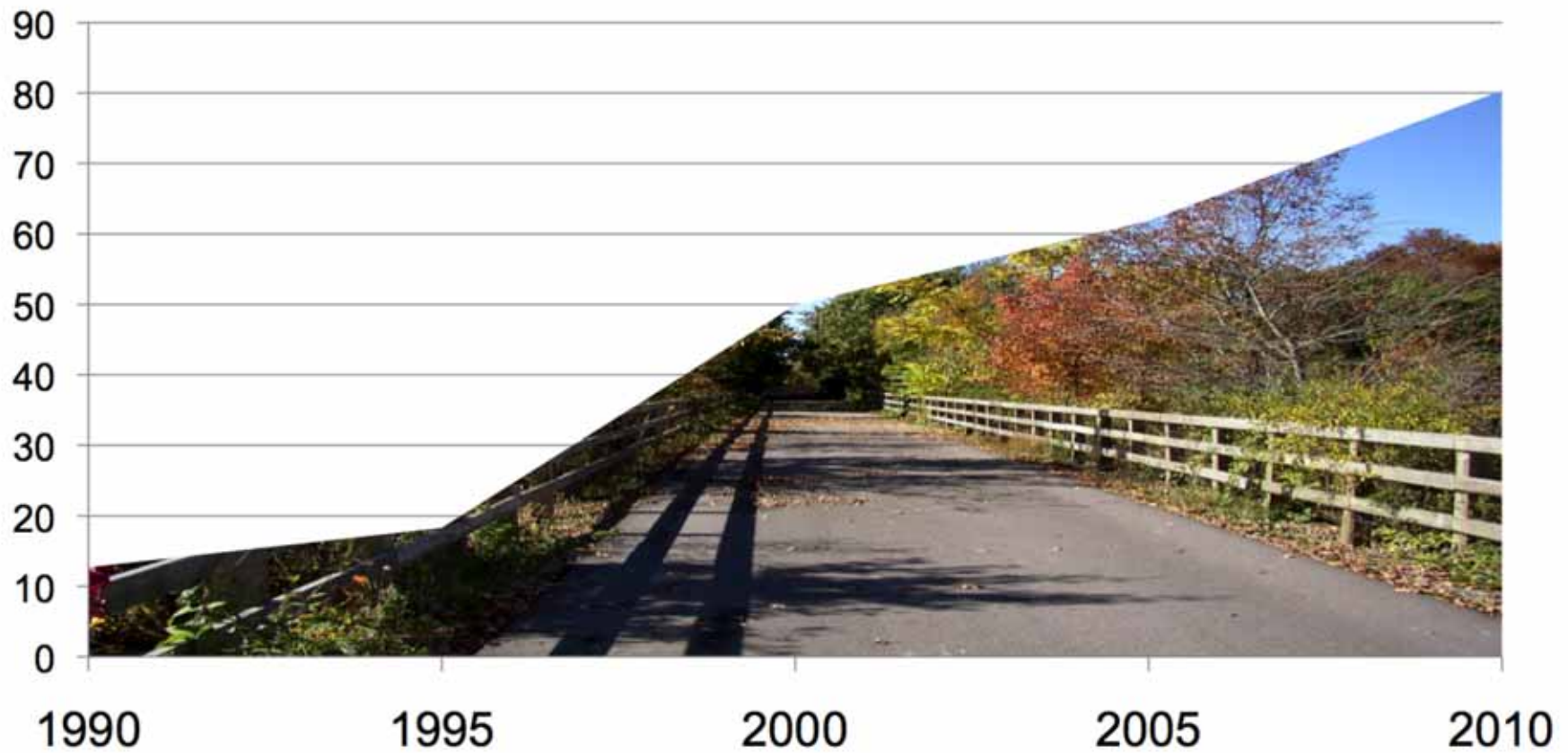
Locational Multipliers:

Rev + Livable Center	1.30
Rev + Economic Center	1.25
Revitalization Area	1.20
Livable Center	1.15
Economic Center	1.10
Growth Area	1.05
Outside Growth Area	1.00

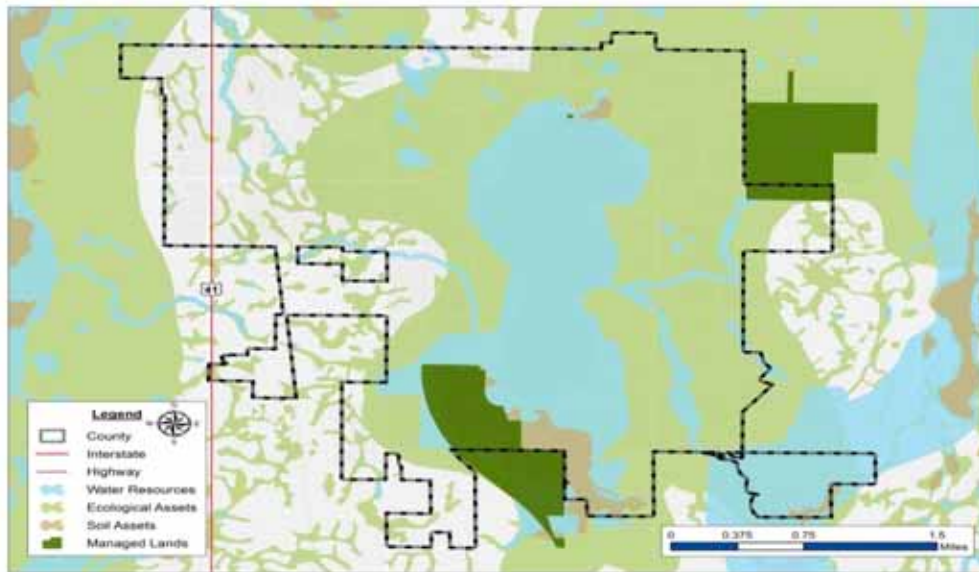
Strategies: Transportation
Expansion Projects Selection
Scorecard



NWI Off-Road Trail Miles Since 1990



Strategies: Environment Local Green Infrastructure



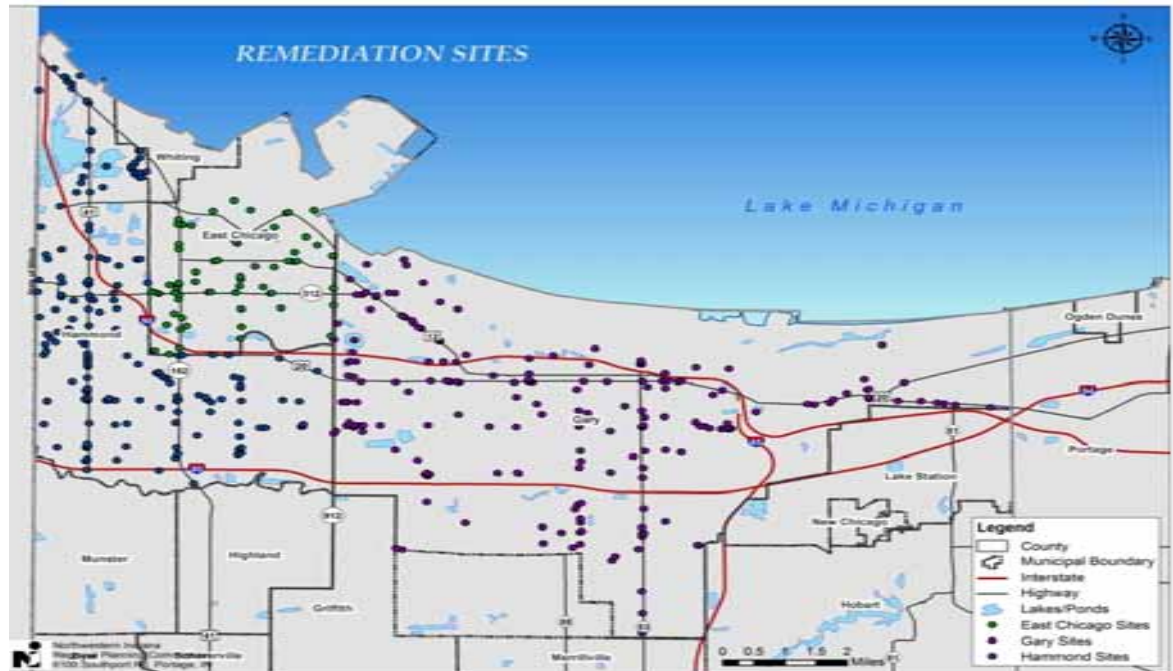
NWI Green Infrastructure Network in Cedar Lake, IN.

Secured Gaylord and Dorothy Donnelly Foundation Grant for Green Infrastructure Planning Pilots in local communities focusing on:

- **Opportunities for green space connectivity**
- **Enhancing ecosystem services for stormwater management and air quality.**
- **Green Retrofits**

Strategies: Environment

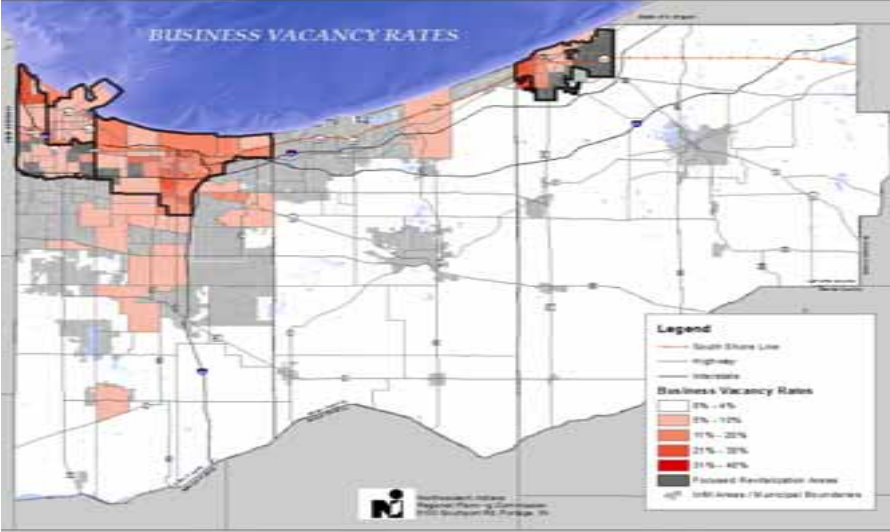
Regional Brownfield Coalition:
Partnered with Regional Development Authority and Core Communities to apply for \$ 2 Million in Federal Brownfield Assessment and Revolving Loan Fund Grants



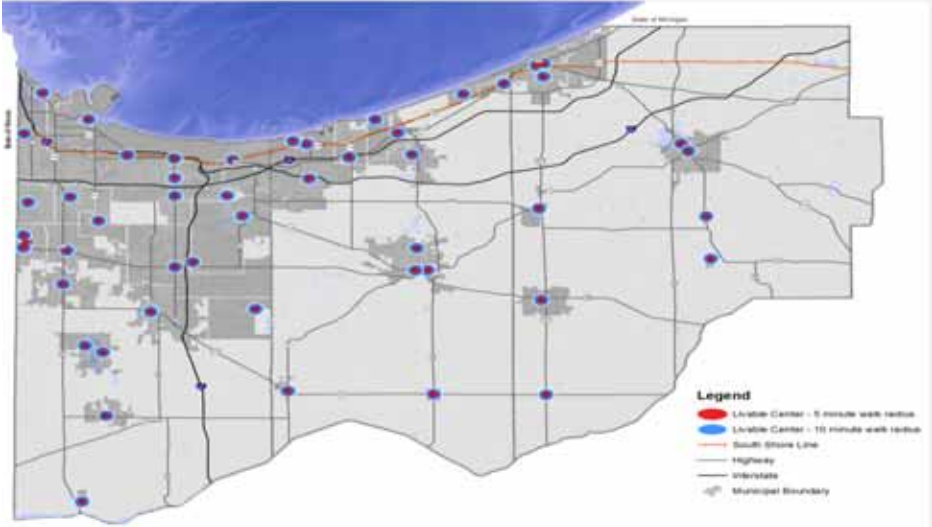
In NWI Brownfields coexist with globally rare ecosystems

Strategies: Growth & Conservation

Strategy : Reinvest



Strategy : Create Livable Centers



Strategies: Growth & Conservation

NIRPC NEW PROGRAMS



1

**Livable Centers
Initiatives
(defines)**

2

**Creating Livable
Communities
(funds)**

Livable Centers Initiatives encourages local jurisdictions to plan and implement strategies that link transportation improvements with land use development strategies to create sustainable, livable communities consistent with regional development policies.

Methodology/ Scope

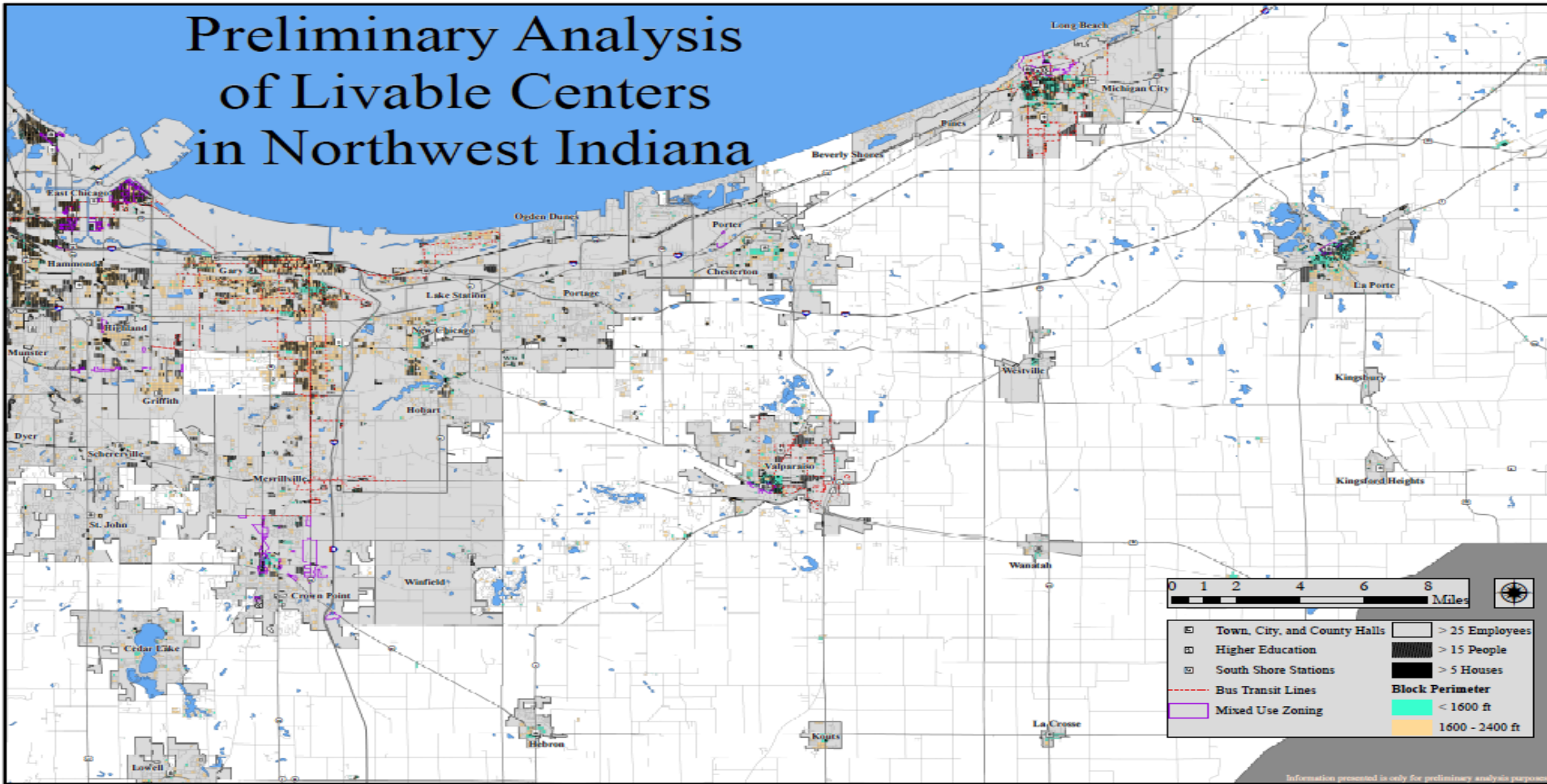
Step 1: GIS Analysis to identify preliminary livable centers areas

- Block size
- Residential density
- Housing density
- Employment density
- Transit stations/stops
- Land Use

Step 2: Analysis of plans and codes to identify planned livable centers

Step 3: Gather data and complete Livability Checklist for preliminary livable centers to the extent possible.

Preliminary Analysis of Livable Centers in Northwest Indiana



Information presented is only for preliminary analysis purposes.

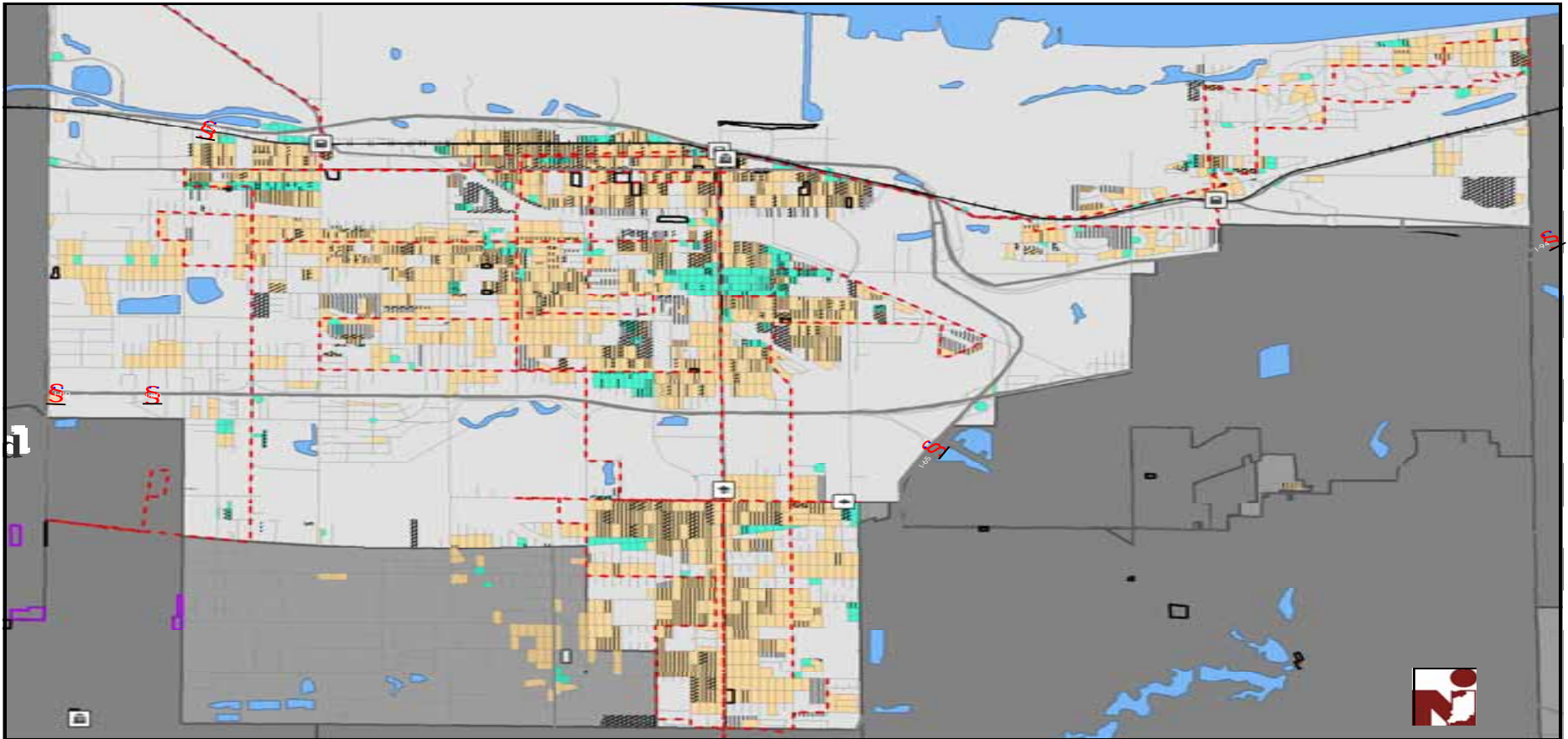
Livable Center Type- Metropolitan Center



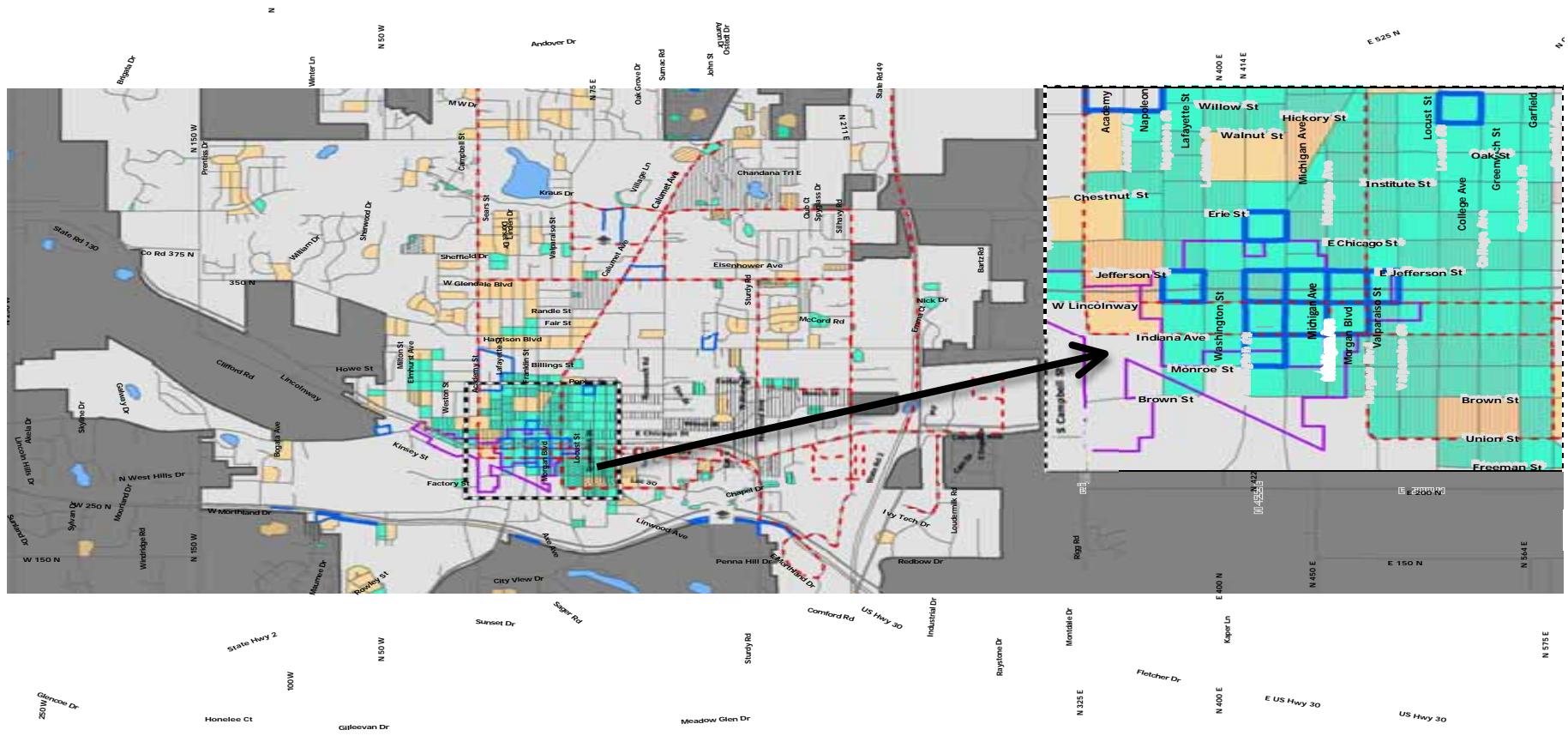
Design Principles

- Employment core
- Strength community identity by applying a design theme
- Within 0.5 mile of transit stops
- Complete streets with sidewalk, shade trees, lighting, signage, bike lane, side parking, street crossing and medium to control traffic speed.
- Walkable, and mixed-uses development
- Achieve appropriate density based on the size of center
- Create multi-modal travel choices
- Park and open space
- Provide diversity housing options
- Provide adequate parking

Livable Centers: Gary / Metro Center



Livable Centers: Valparaiso / Large Center



Creating Livable Communities Program

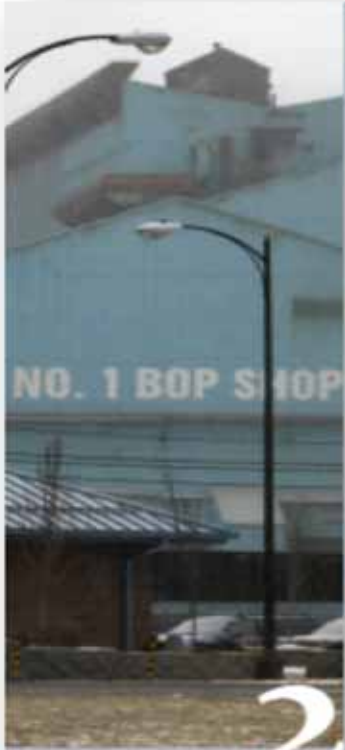
Overview

- The purpose of this program is to support community-based transportation / land use projects that bring vitality to downtown areas, neighborhoods, station areas, commercial cores, and transit corridors. It will fund development and redevelopment projects.

Requirements / Eligibility:

- Projects should be identified in the Livable Centers Map or Transit Corridor Area Map.
- Projects must be possible to be implemented under existing codes/ordinances of the local government.





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2040

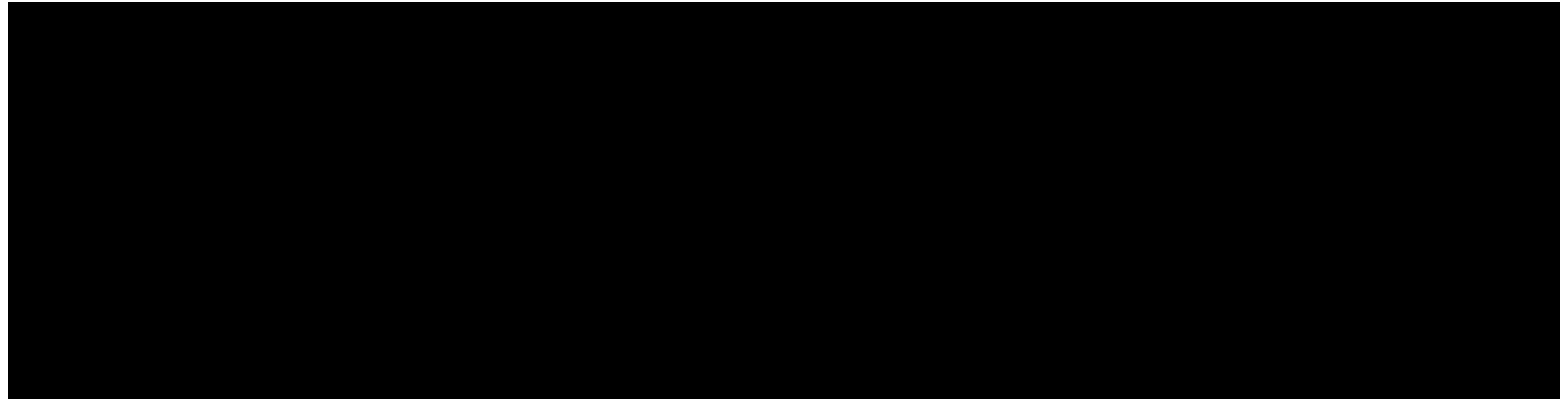
Comprehensive Regional Plan A Vision for Northwest Indiana



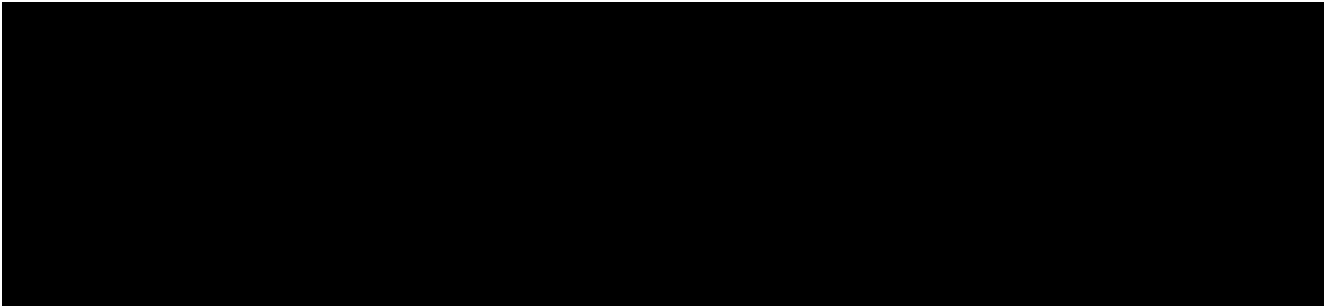
June 2011

COMPREHENSIVE
Regional
Plan
2040
For Northwest Indiana

www.NIRPC.org

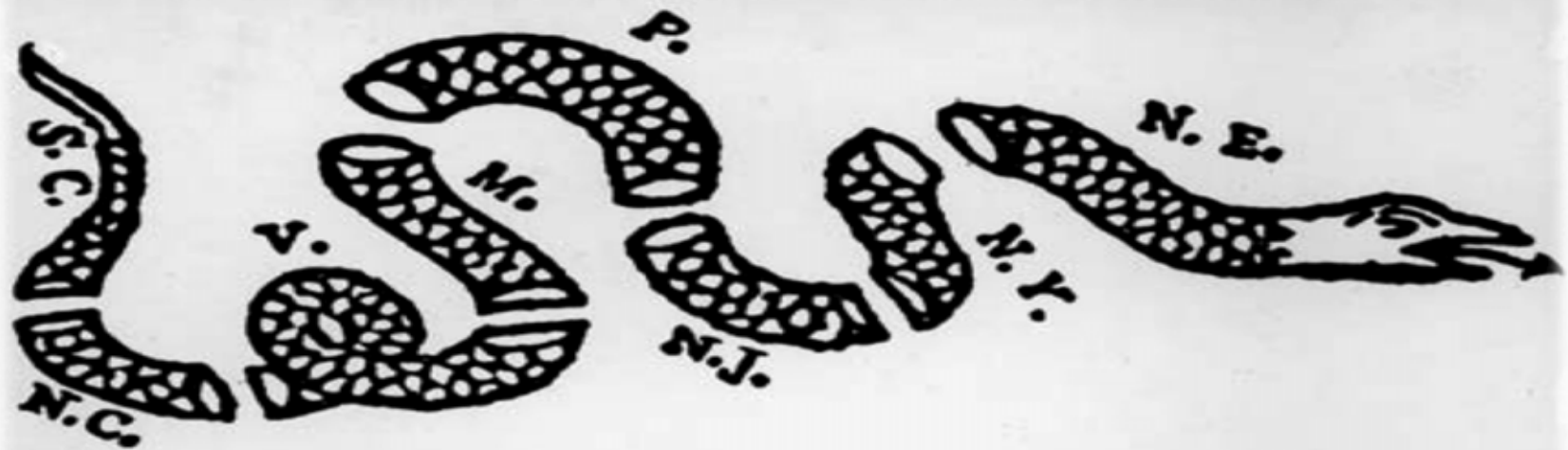


www.oneregionnwi.org



Mission Statement

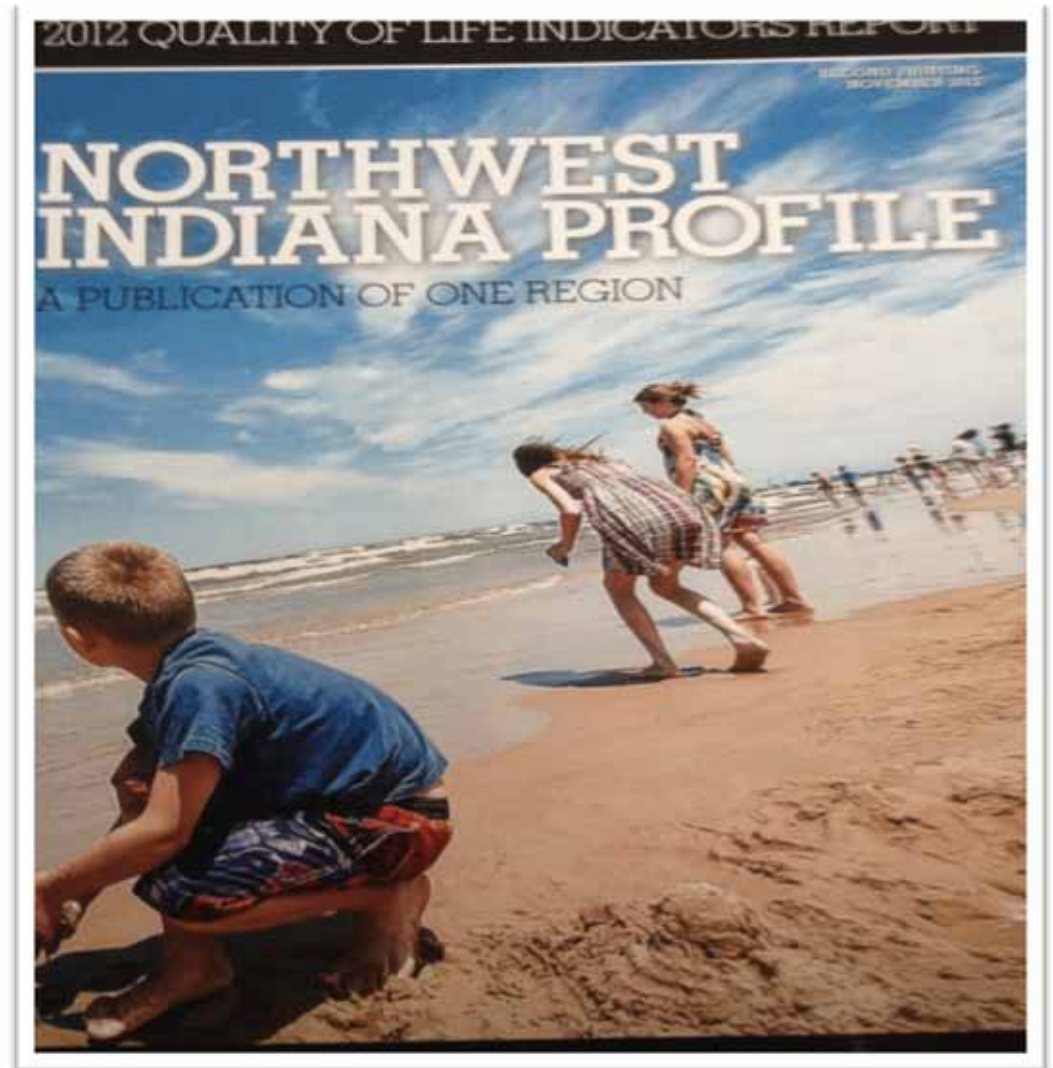
“One Region has been organized to build alliances, set direction, press for action and forge new inroads binding communities together to assure Northwest Indiana has a healthy environment, a thriving economy and social equity to achieve an unequaled quality of life.”



J O I N, or D I E.

One Region 2012-2013

- Annual Meeting
- 2012 Indicators Report
- 16 Action Initiatives
- Public Forums





Action Initiatives

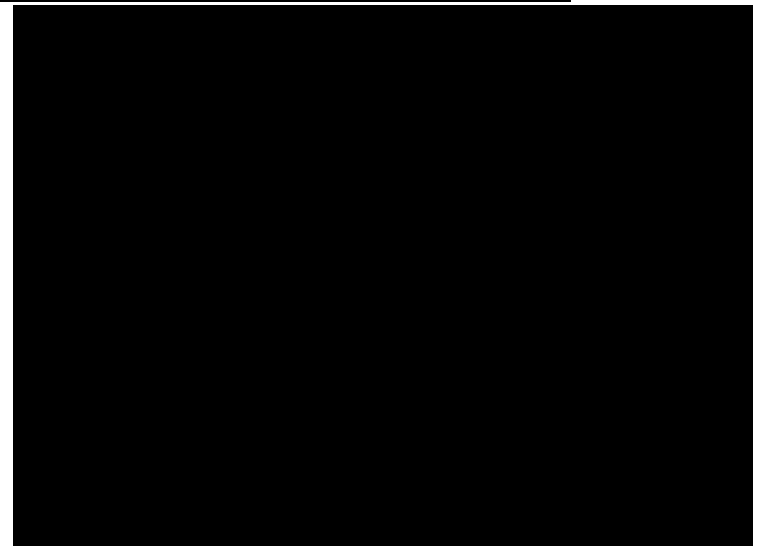
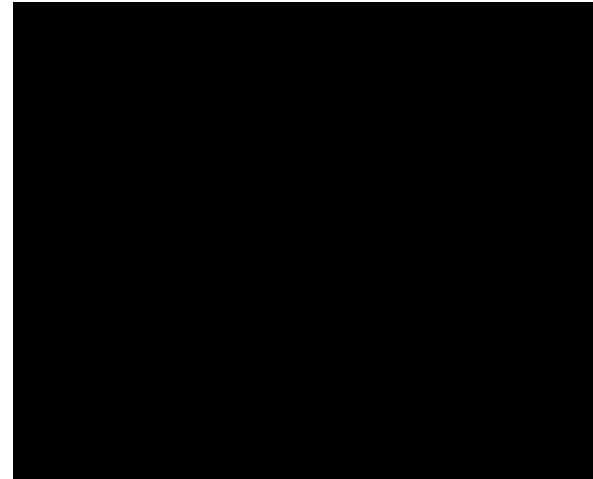
- Gary and Region Investment Project
- Northwest Indiana Healthcare Council
- Mayors' Roundtable
- Committee of 16
- Northwest Indiana Committee for Better Government
- Northwest Indiana Chamber of Commerce Coalition
- READY
- Community Forums

Action Initiatives

- Grow Northwest Indiana
- Green Vision Project
- Northwest Indiana Environmental Council
- Success By Six
- Dare to Dream
- Veterans Action Coalition
- Public Safety Committee
- Race Relations Council

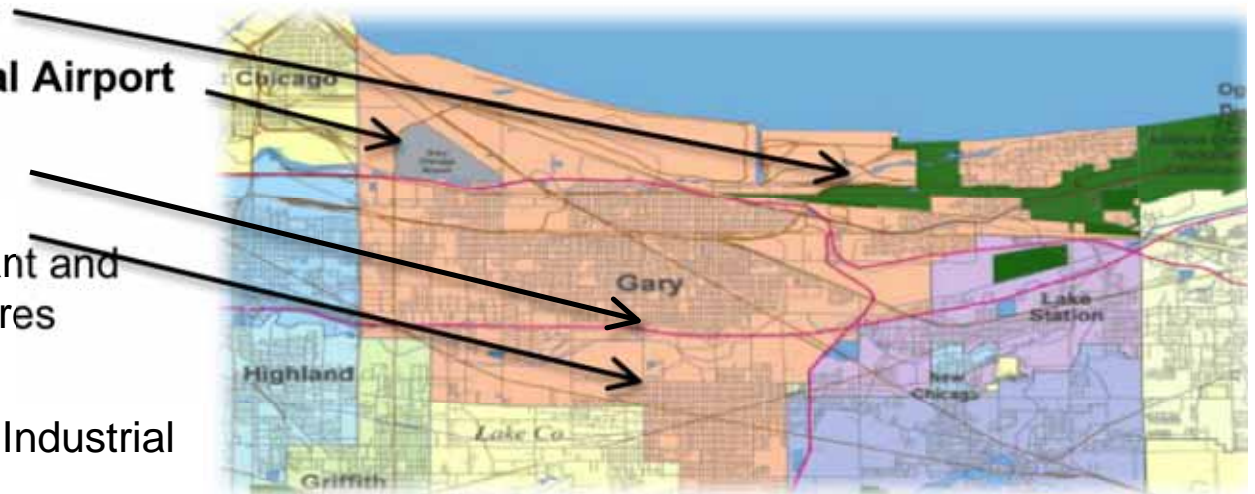
Transformative Investments

- Gary/East Chicago lakefront redevelopment:
- Broadway Corridor – downtown to University Park neighborhood
- Marquette Park and the Lake Street Station



10 City Priority Economic Investment Areas

1. **Miller**
2. **Gary-Chicago International Airport**
3. **Downtown Gary**
4. **University Park**
5. 80/94 Corridor between Grant and Broadway: Large format stores
6. Land-based casino at I-65
7. I-65 and Martin Luther King Industrial park/recycling corridor
8. Industrial West Corridor along Cline Ave. between 15th Ave. and 25th Ave



Health Potential Agenda

- Hospital Recidivism
- Infant Mortality
- Obesity
- Hospital Acquired Illness (HAI)
- Health Disparity
- 3 County Epidemiology Study

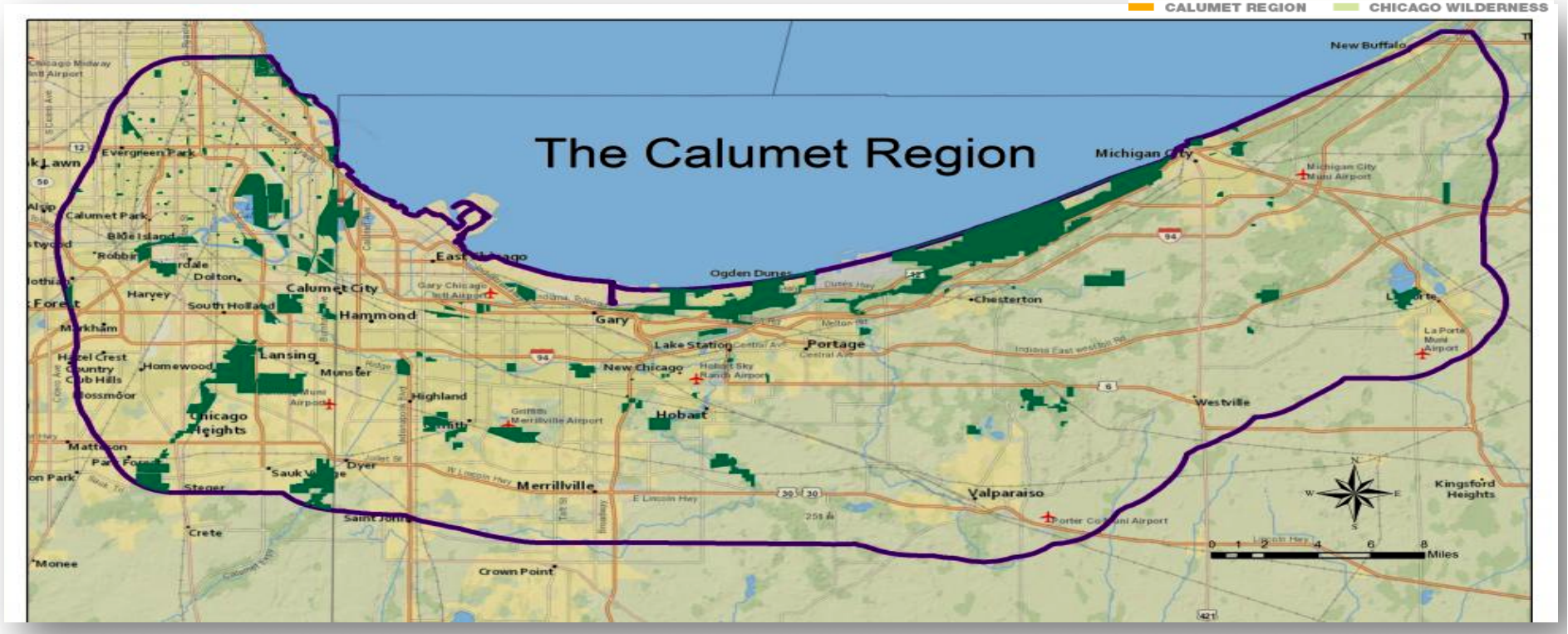


A Regional Conservation and Development Plan for the Gary Chicago International Airport



The Calumet

WHERE IS THE CALUMET REGION?



A Juxtaposition

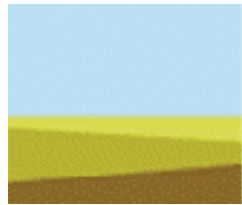


The Challenge

- The Gary Chicago International Airport expansion project underway is expected to generate economic revitalization of the area under study
- There are globally rare habitats that need to be protected.
- There are areas that require environmental remediation
- A proactive approach can help avoid conflicting priorities



Funding Partners



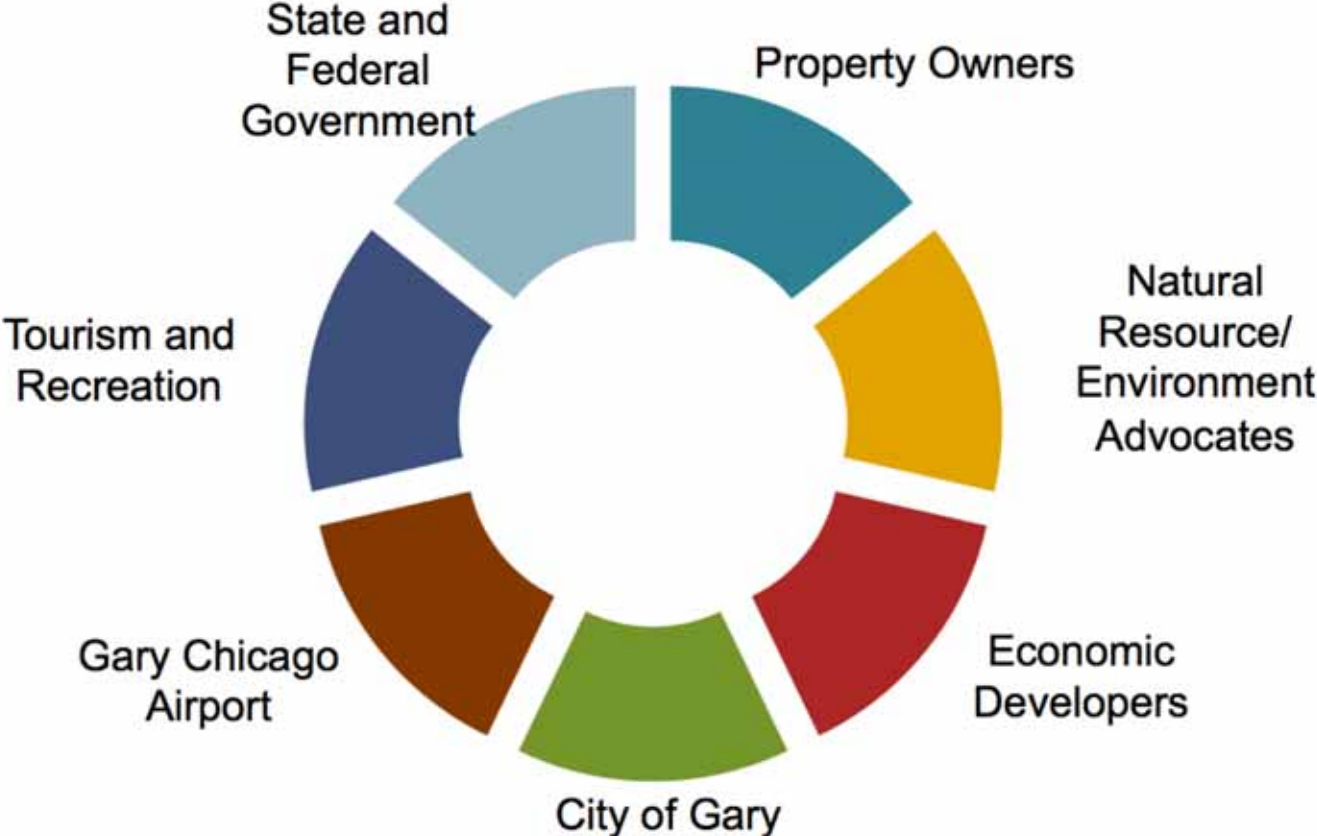
GAYLORD & DOROTHY
DONNELLEY FOUNDATION

A healthy natural environment is crucial to vibrant communities. We support long-term partnerships that bring together people from diverse backgrounds who value and protect the natural environment.

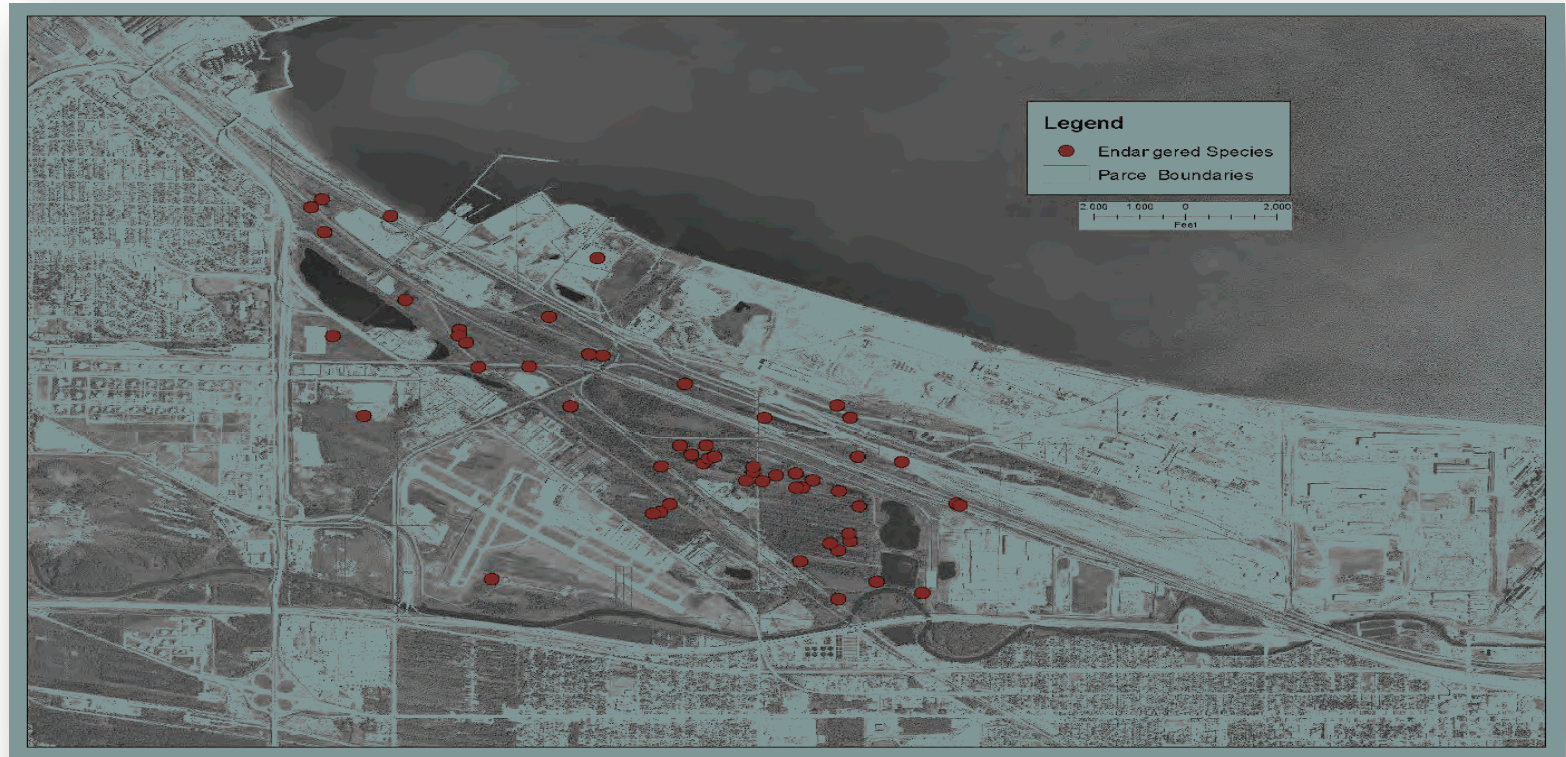
Northwest Indiana
RDA
Regional Development Authority

A Catalyst to transform the economy and quality of life in Northwest Indiana

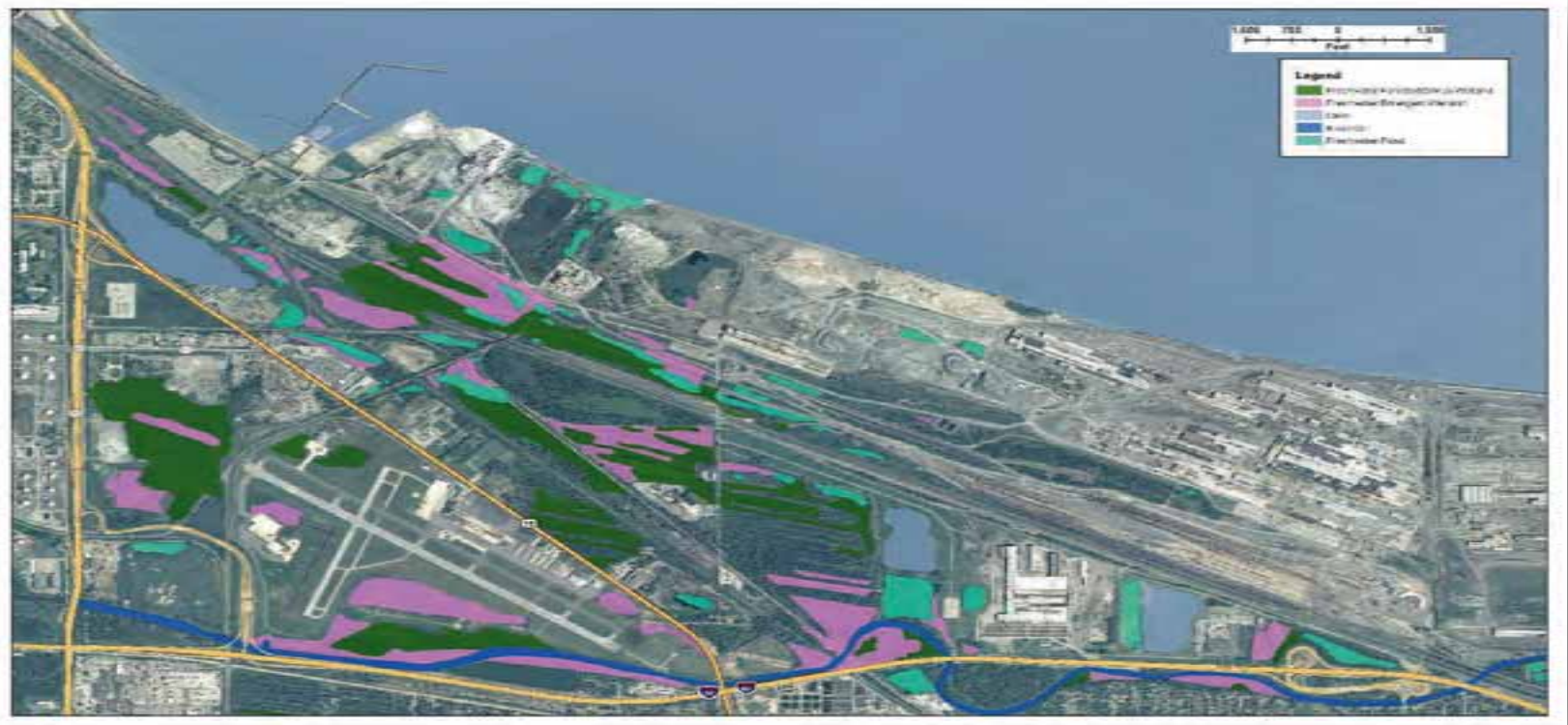
The Stakeholders



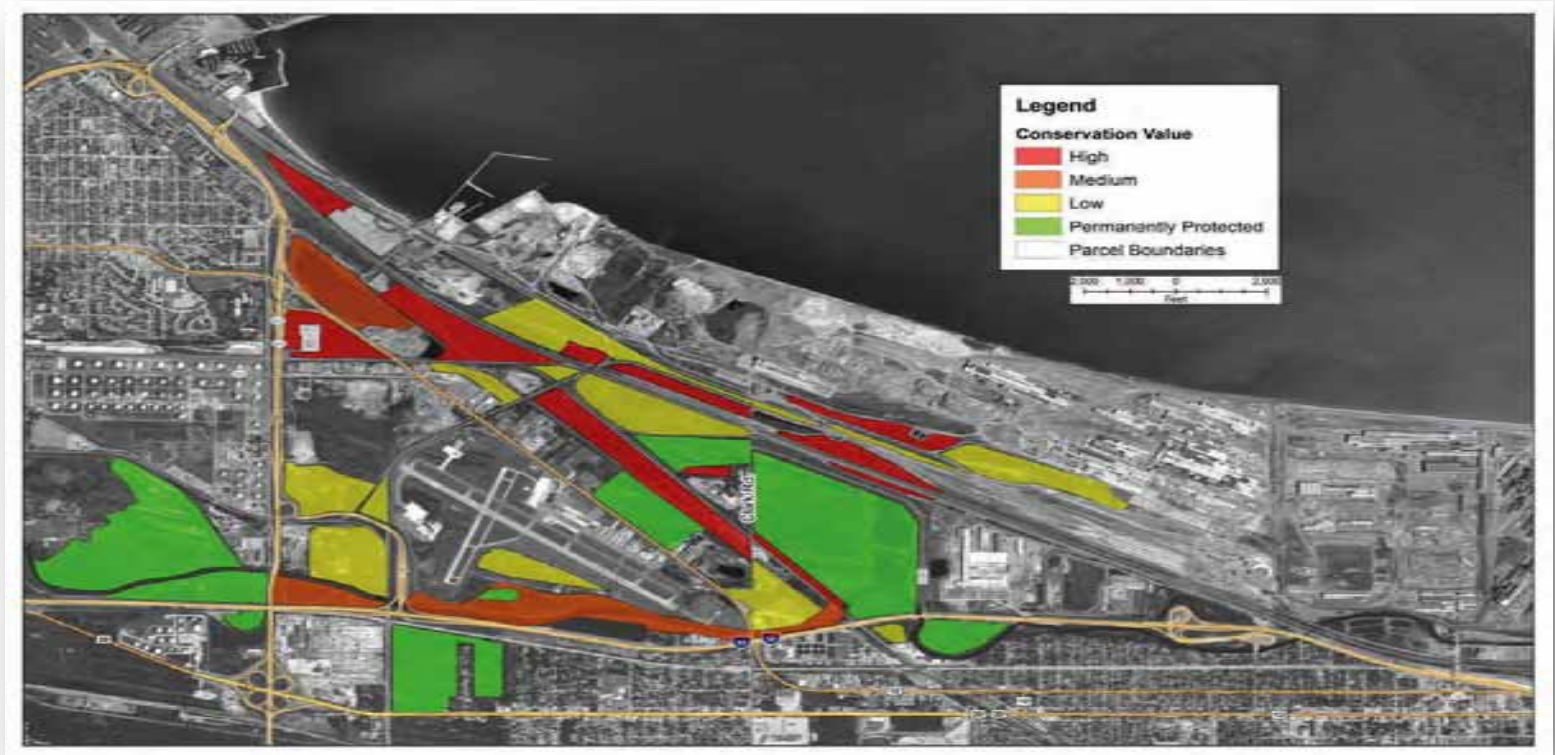
Endangered Species Map



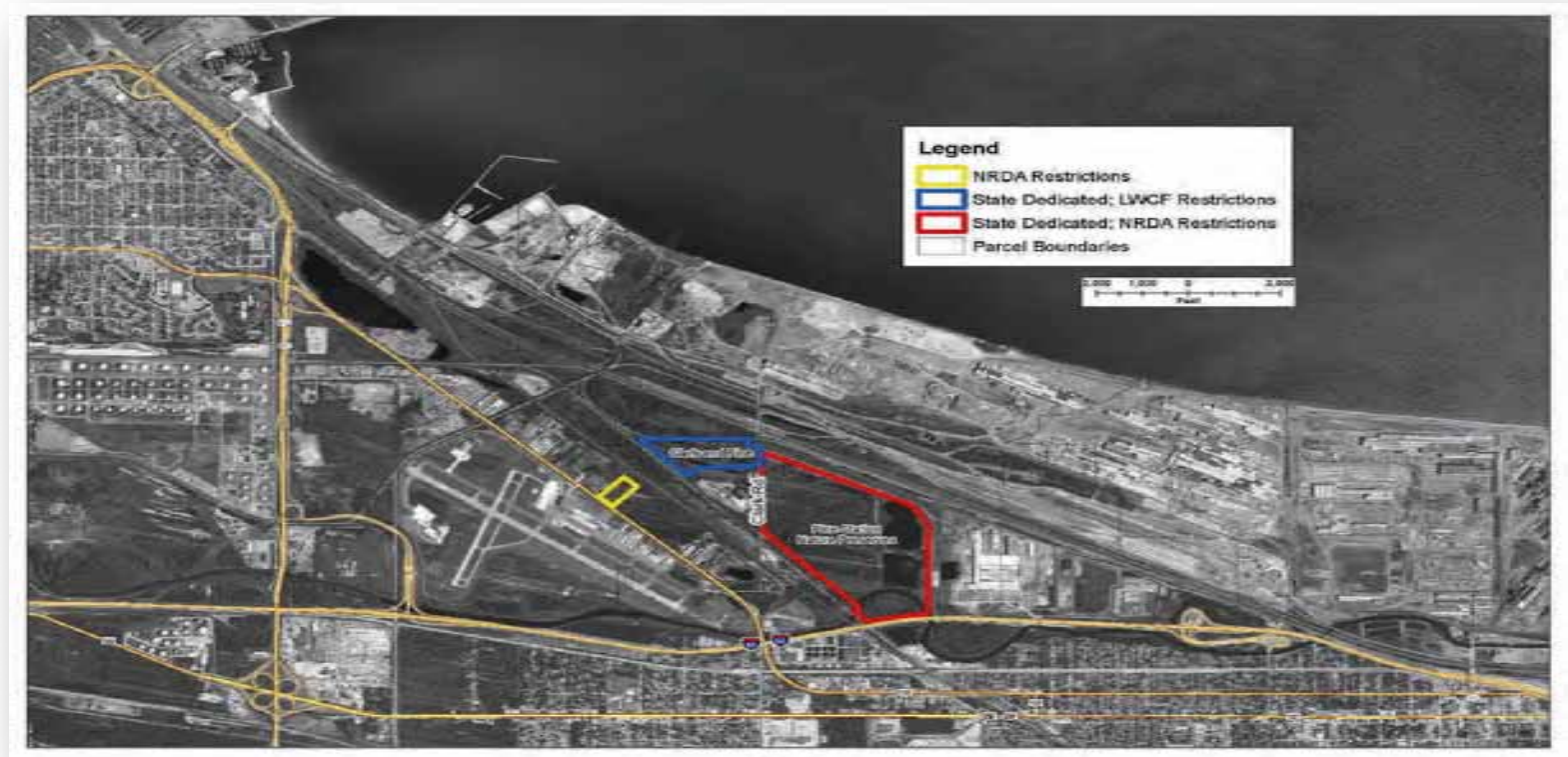
Wetlands and Waterways Map



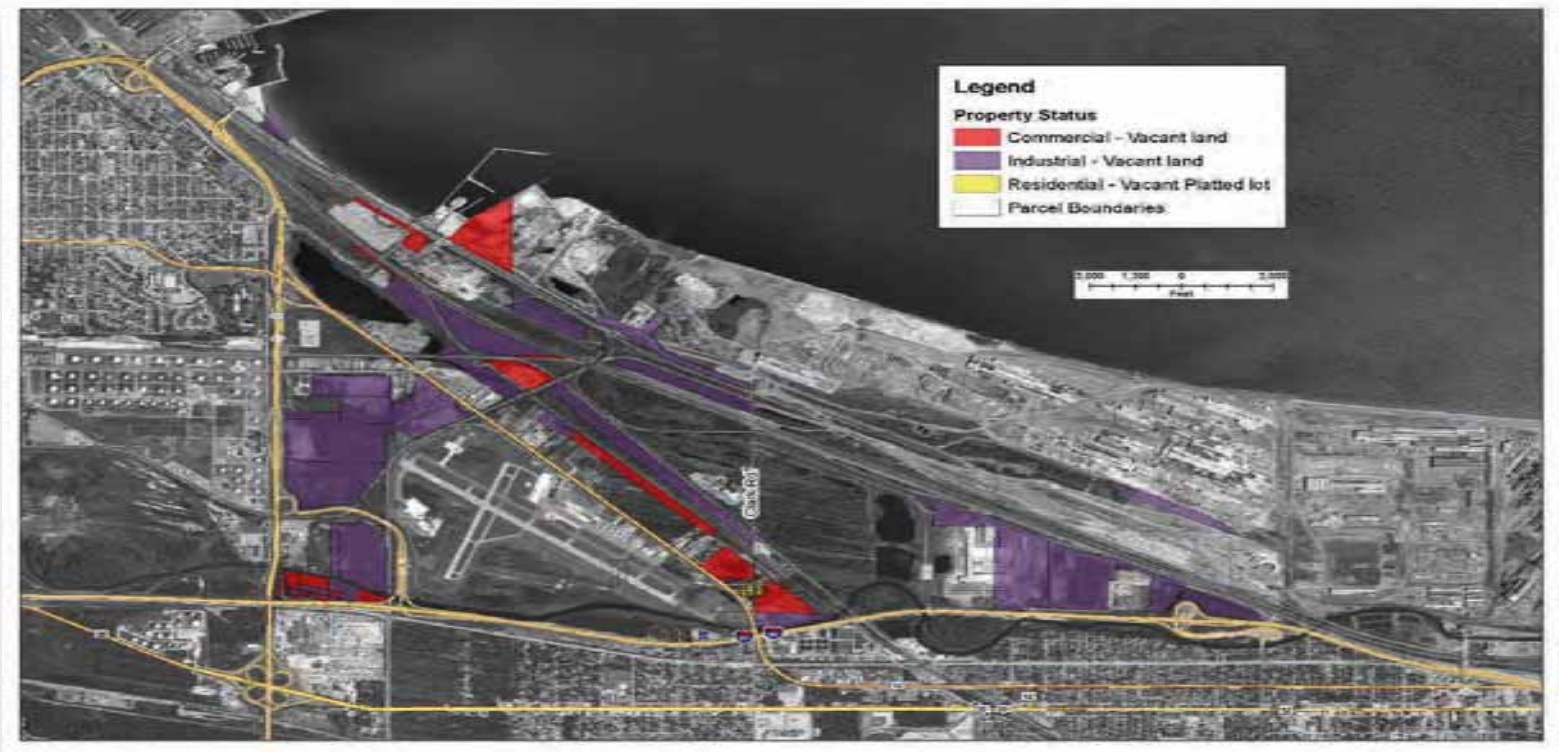
Conservation Value Map



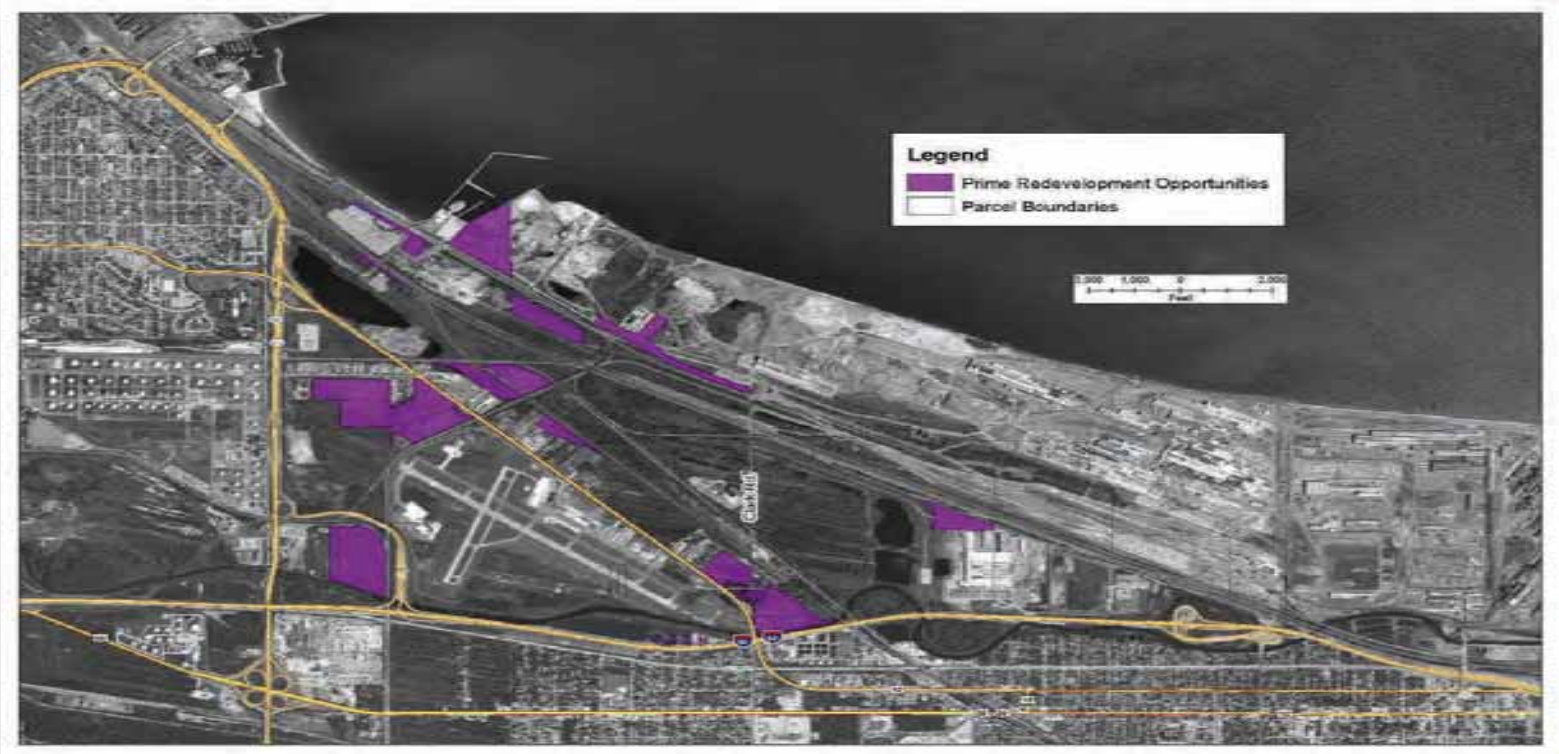
Restricted Areas Map



Current Zoning/Vacant Properties



Prime Redevelopment Opportunities



The Result

- A Regional Conservation and Development Action Plan for the study area that is intended to:
 - Guide future land use, land protection, environmental remediation, sustainability and economic development decisions
 - Balance environmental preservation and economic interests
 - Be a model approach that can be used elsewhere in the region

Rolling the Bolder

- City on the verge of bankruptcy
- Even with strong new leadership, need to activate and engage residents in the solution
- Quick wins have been slow – Sheridan hotel
- RDA up for reauthorization

Outstanding City Debt

Gary's Balance Sheet

Projected as of December 31, 2011

63

Description	\$ Obligation
Potential & Outstanding Judgments	\$3,800,00
Outstanding Insurance Claims & Utilities	\$2,200,000
Outstanding Bonds – 5 th /3 rd Bank	\$7,300,000
Intergovernmental Liabilities – GSD	\$7,800,000
Internal Liabilities	\$11,400,000
Regional Development Authority	\$6,800,000
TIF Repayment – Majestic Star	\$3,800,000
Total Debt	\$43,100,000

Gary's Financial Constraints

- 1) Property tax is capped and will not solve the City's structural deficit. Must better manage the tax collection process with the county.
- 2) Must develop additional miscellaneous revenue sources as well as Federal, state and philanthropic grants to reduce dependence on the casino subsidy.
- 3) Invest in capital needs to better manage annual maintenance costs.
- 4) The city is overleveraged and needs to reduce its obligations to maintain a healthy balance sheet.