



GARY AND REGION INVESTMENT PROJECT

# GRIP PHASE I REPORT

MARCH 2011



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# Thank You

Dear Reader,

On behalf of The Times Media Company and Metropolitan Planning Council (MPC), we thank you for your continued interest in the Gary and Region Investment Project (GRIP). Whether or not you were able to attend the GRIP the Future launch event on Oct. 27, 2010 or complete the public survey, we hope you stay involved in this important initiative.

We are still teeming with energy from the great turnout, substantive discussion, and amazing speakers at GRIP the Future. The day-long event at Gary's Genesis Center, attended by nearly 200 people, marked meaningful progress toward stabilizing and reinvesting in Northwest Indiana's urban core. More than 800 residents and stakeholders provided their input by taking the GRIP survey – at the event, online and via mail – to help the region begin to prioritize investments.

We also are excited to report that strong momentum has carried several key initiatives forward:

- CSX Corporation agreed to move the Canadian National rail tracks, a key step to allow for the expansion of the Gary/Chicago International Airport. Other critical elements of the Airport's Business Plan are advancing as scheduled.
- MPC hosted Xavier de Souza Briggs, associate director of the White House Office of Management and Budget, for a day of discussions that included the Northwest Indiana Regional Development Authority (RDA) and Legacy Foundation, who shared with Mr. Briggs the status on GRIP and other regional initiatives underway in Northwest Indiana, further highlighting these efforts to the Obama administration.
- Northwestern Indiana Regional Planning Commission adopted the regional growth scenario for the 2040 Comprehensive Plan, which emphasizes infill development and urban core revitalization. Antonio Riley, the U.S. Dept. of Housing and Urban Development's new Region V director, has expressed interest in GRIP's goals and strategies to revitalize Northwest Indiana's urban core communities, and has lauded the collaborative approach and stakeholder engagement.
- Mayor Jay Williams of Youngstown, Ohio, has committed to participate in a GRIP "Urban Exchange" forum in April, providing Northwest Indiana stakeholders an opportunity to learn of best practices and strategies to reduce blight and to foster peer-to-peer mentoring among elected officials.
- Marquette Park's restoration is well underway, providing a regional destination and recreational amenity within walking distance of the South Shore Commuter Rail Line's Lake Street station area.

Congratulations to all who were involved in these exciting efforts!

This report provides an overview of Phase I of GRIP, including survey results, partners, and frequently asked questions. It also summarizes the outcomes of the launch event and subsequent outreach, including speaker bios and summaries of their presentations, attendees' remarks, and a participants' list. The report's timeline also looks ahead to Phase II: Implementation. Additional information about GRIP is available online at [www.metroplanning.org/grip](http://www.metroplanning.org/grip).

At the GRIP the Future event, U.S. Dept. of Housing and Urban Development Deputy Secretary Ron Sims said, "The region must have a blueprint with precise focus and the embedded ingredients for success," and U.S. Rep. Peter J. Visclosky (D-Ind.) said, "Do something today." We look forward to continuing to work together to create that blueprint and improve Northwest Indiana today.

Sincerely,



MarySue Barrett  
President  
Metropolitan Planning Council



Bill Masterson  
Publisher  
The Times Media Company

# Speaker Summaries

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Gary Mayor Rudy Clay and U.S. Sen. Richard Lugar (R-Ind.) were joined by conveners MarySue Barrett of the Metropolitan Planning Council and Bill Masterson of The Times Media Company, and federal representatives — U.S. Rep. Peter Visclosky (D-Ind.), U.S. Dept. of Housing and Urban Development (HUD) Deputy Secretary Ron Sims, and Derek Douglas, Special Assistant to the President for Urban Affairs — to welcome the crowd to the Genesis Center and help launch what all deemed an important day for collective action.

## Welcome



### Mayor Rudy Clay City of Gary

**Biography**  
Elected in 2006, Mayor Clay champions increased benefits for senior citizens, and has a solid reputation as a strong backer of more minority participation in county government.

His aggressive participation in the community was recognized with the Marchers Award, S.C.L.C. Operation Breadbasket Outstanding Activist award by Rev. Jesse Jackson, Hoosier Award, and Sagamore of the Wabash award. Mayor Clay has served as an Indiana state senator, Lake County commissioner, county councilman, and the first African-American Lake County Recorder and Democratic Chairman. Prior to his appointments in government, Mayor Clay served in the U.S. Army and received an honorable discharge.

### Welcoming Remarks

Mayor Clay stressed the need to work together to ensure Gary makes its economic comeback. He recognized the challenges the city faces are not unique to Gary, with several other Northwest Indiana communities experiencing similar troubles, and hoped the GRIP launch could be the turning point to a brighter future. He noted the importance of the Gary/Chicago International Airport as the

economic engine that will drive development and job creation beyond the city limits, throughout Northwest Indiana and the state, saying, "In order for Indiana to be all that it can be, Gary has to be all that it can be." He asserted that Gary is working regionally and pointed to a number of broader initiatives in which Gary is a partner. He championed "working together works," and pledged the city's commitment to GRIP.

### U.S. Sen. Richard Lugar (R-Ind.)



### Biography

Sen. Lugar is an unwavering advocate of U.S. leadership in the world, strong national security, free-trade, and economic growth. He has promoted policies that spurred economic growth, cut taxes, led to job creation, eliminated wasteful government spending, and reduced bureaucratic red tape for American businesses. His outstanding political efforts have been recognized many times, including such awards as Guardian of Small Business, the Spirit of Enterprise, Watchdog of the Treasury, and 40 honorary degrees from colleges and universities in 14 states and the District of Columbia. He was the fourth person ever named Outstanding Legislator by the American Political Science Association.

Prior to his election to the U.S. Senate, Lugar was a two-term mayor of Indianapolis and served three terms on the U.S. Advisory Commission on Intergovernmental Relations, including two terms as the vice chair, and served as president of the National League of Cities. Sen. Lugar volunteered for the U.S. Navy in 1957, ultimately serving as an intelligence briefer for Admiral Arleigh Burke, chief of Naval Operations.

### Welcoming Remarks

Sen. Lugar welcomed the audience via video, speaking of the many regional assets that can be

expanded upon to create jobs and spur economic investment. He also stressed the critical need for collaboration, and encouraged business and civic leaders and Northwest Indiana stakeholders to work together to affect change. According to Sen. Lugar, “strong bipartisan leadership at all levels is required.”

### **Morning Plenary: Setting the Stage**

The first two panels outlined how Northwest Indiana and its range of issues fit well with national policy and dialogue regarding reinvestment in Rust Belt cities and other communities struggling with industry and population decline, as well as the tremendous momentum already that is helping to put the region back on the road to economic recovery.

National speakers spoke pointedly about the steps the region needs to take to compete not only for federal resources, but overall in our increasingly global economy. The audience was reminded of important plans on the books and in the process of implementation such as the Marquette Plan, as well as new plans such as the region’s 2040 Comprehensive Plan being developed by the Northwestern Indiana Regional Planning Commission.

Federal representatives encouraged the audience to take these plans and develop a strong road map that prioritizes investment, addresses the need for equity in the region, and demonstrates strong regional backing.



**MarySue Barrett**  
**President,**  
**Metropolitan**  
**Planning Council**

#### **Biography**

The Metropolitan Planning Council is an organization dedicated to shaping a more sustainable and prosperous greater

Chicago region. Ms. Barrett has strengthened MPC’s relationships with regional decision-makers, and is increasingly called upon to tackle local development and regional policy challenges. She is active with the Chicago Network, Economic Club of Chicago, Leadership Greater Chicago, University of Chicago’s Harris School for Public Policy Visiting Committee, and Brookings Institution’s Metropolitan Policy Program. Her honors include participation in six international leadership development programs and selection in 1994 as one of *Crain’s Chicago Business*’ “40 under 40.”

#### **Summary of Presentation**

Ms. Barrett welcomed attendees to the Gary and Region Investment Project launch and identified GRIP as a multi-year initiative to reverse decades of disinvestment across the region in the urban core communities, not limited to Gary. She spoke about the tremendous potential in the region, commitment of community, civic, business and government leaders and other regional stakeholders, and importance of building upon existing plans and investment. According to Ms. Barrett, consensus must be forged so that all investments — including the two or three catalytic investments GRIP will focus on — are goal-oriented, directed through and evaluated by clear criteria; right-sized, targeting investments to the scale of the problem; and coordinated, working across jurisdictions, levels of government, and traditional issue silos. The challenges are too complicated, the barriers too large, and the opportunities too great for any other approach.

**Derek Douglas**  
**Special Assistant to**  
**the President for**  
**Urban Affairs**



#### **Biography**

Mr. Douglas is responsible for the White House’s focus on urban and metropolitan policy issues. He has served as Washington counsel to New York Gov. David A.

# Speaker Summaries

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Paterson and director of Gov. Paterson's Washington, D.C. office. In this capacity, Mr. Douglas served as the governor's chief architect for federal policy and oversaw federal policy development and advocacy on domestic, economic and urban policy issues for the State of New York. Prior to his appointment in 2007, Mr. Douglas served as associate director of Economic Policy at the Center for American Progress, where he founded and served as director of the Economic Mobility Program.

## Summary of Presentation

Participating by phone, Mr. Douglas conveyed his regrets at being unable to join everyone in Northwest Indiana. He was thrilled to be able to articulate the philosophies of the Obama administration and its goals to create more livable regions, saying that regional collaboration, thinking and planning needs to take place nationwide. He spoke of the need for regions to develop comprehensive, multidisciplinary plans, and was encouraged that Gary and Northwest Indiana were coming together to address their problems and preparing to take a holistic approach in developing solutions. He indicated decision making cannot happen in silos and, just as families don't view housing, transportation and education as independent issues, neither must local and federal agencies that support communities. He acknowledged many urban and metro regions were struggling, and the Obama administration and departments are committed to respond to these issues. They are moving ahead with new programs, said Mr. Douglas, emphasizing it is essential that investments are coordinated for better flexibility and use. He cited several federal initiatives supporting this, including the Sustainable Communities Partnership and Neighborhood Revitalization Initiative. He noted the competitive grant program environment and need for agencies to make tough decisions about where to invest. "Smart policy trumps more money," he said.

## Radhika Fox Federal Policy Director, PolicyLink

### Biography

PolicyLink is a national research and action institute advancing economic and social equity by lifting up what works. Ms.

Fox coordinates the organization's federal legislative agenda. She works with Congress, the administration, key federal agencies, and partner organizations to ensure the voices of low-income people and communities of color are central to policy debates in Washington, D.C. Ms. Fox is a leading expert on policies and strategies needed to advance economic and social equity in older industrial cities, and has worked with community groups and government officials in communities throughout the Northeast and Midwest to implement policies to counteract the impact of urban sprawl and disinvestment.



### Summary of Presentation

Ms. Fox said that the nation is at a crossroads as it faces inequality, shifting demographics, globalization, and ecological crises. Northwest Indiana cannot grow, she said, without addressing poverty and inequality. The region must think about how investment best benefits people, how to target investment around places, which projects will be most transformative, and how the decision making process can be inclusive in order to create communities of opportunity. She provided a range of examples where addressing these components have led to success. She discussed how the fate of urban communities is inextricably tied to the fate of the region and how investment in these communities triggers investment throughout all the regions. "Hope feeds itself," she said.

**Ron Sims**  
**Deputy Secretary,**  
**U.S. Dept. of**  
**Housing and Urban**  
**Development**



**Biography**

As the second most senior official at HUD, Mr. Sims is responsible for managing the Department's day-to-day operations, a nearly \$40 billion annual operating budget, and 8,500 employees. In 2008, Mr. Sims was named Leader of the Year by *American City and County* magazine, and recognized as one of *Governing Magazine's* Government Officials of the Year in 2007. He has been honored with national awards from the Sierra Club, Environmental Protection Agency, and National Committee for Quality Assurance. Mr. Sims previously served as the executive for King County, Wash. During his three terms, Mr. Sims was nationally recognized for his work on transportation, homelessness, climate change, health care reform, urban development, and affordable housing.

**Summary of Presentation**

Mr. Sims rallied the crowd by emphasizing that an integrated and disciplined approach is required for the region to fulfill its immense potential. He voiced the Obama administration's support for urban regions struggling with population loss and loss of industry, but said that to be prepared for HUD and other federal funding opportunities, the region must work together to develop a blueprint with precise focus and the embedded ingredients and targets for success. He focused on the importance of schools both to the nation's competitiveness and to the health of local neighborhoods. Drawing comparisons between the Obama administration's commitment to interagency collaboration and the need for cooperation within regions, he noted that pollution, poverty and crime do not adhere to municipal borders, so neither can the solutions to these and other challenges. He urged participants to get out of their comfort zones and forge new partnerships. He said it will require "all hands on deck," and urged the crowd to stop allowing old divisions to slow us

down. We can no longer compete with each other when we are competing with China and India in the 21st Century. He also passionately stressed "ZIP codes should only be addresses, and no longer life determinants."

**Regional Momentum Panel**

**Donald L. Babcock**  
**Director of Economic**  
**Development,**  
**Northern Indiana**  
**Public Service**  
**Company**



**Biography**

Mr. Babcock supports and enhances the quality of life of local residents through economic development in Northern Indiana. He currently serves the community on a number of boards, including Michigan City Economic Development Corp., Greater LaPorte Economic Development Corp., Northwest Indiana Small Business Development Corp., Society of Innovators, and Project Future. He also is chairman of the Northwest Indiana Forum and LaPorte County ED Alliance, and is past chairman of the Energy Solutions Center in Washington, D.C.

**Summary of Presentation**

Serving as moderator, Mr. Babcock acknowledged the committed leaders and organizations that are working to effect change in urban core communities. He reinforced the need for a roadmap and strong partners to turn around blight and abandoned neighborhoods. He reflected that revitalizing the region is not just about getting small neighborhood or retail projects underway; it's about rebuilding communities and bringing back jobs and opportunity. He noted that at one time, Northwest Indiana led the nation in well-paying industrial jobs, with regional wages at 125 percent of national wages as recently as 1978. By 2008, he said, that number had fallen to 89 percent and is expected to worsen with 2010 Census figures. Mr. Babcock summarized that the loss of 50,000 people and

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scores of jobs over recent years equals a \$3 billion economic loss for the region, one that impacts not just Northwest Indiana, but the entire state. Turning around these trends, reversing the disinvestment cycle, and bringing back economic vibrancy — jobs and residents — are key.

**Bill Hanna**  
**Executive Director,**  
**Northwest**  
**Indiana Regional**  
**Development**  
**Authority**



## Biography

Appointed executive director in February 2010, Mr. Hanna brings new insights and approaches to being a catalyst to transform the economy and quality of life in Northwest Indiana. To date, RDA has made nearly \$33 million in grants to support key developments impacting the four priority areas assigned to the RDA by the Indiana General Assembly. To enhance his impact in Northwest Indiana, Mr. Hanna is currently working toward his J.D. from Valparaiso University. Prior to his current assignment, Mr. Hanna was the city administrator for the City of Valparaiso for three years, economic development director for Valparaiso, and vice president of the Valparaiso Economic Development Corporation. He previously served as information technology recruiter and staffing process manager for the corporate/strategic human resources group of McKessonHBOC. Mr. Hanna's military career in the U.S. Army as a paratrooper from 1995 to 1999, included membership in the Army's Official Presidential Escort and service as the head trainer/guard at the Tomb of the Unknown Soldier in Washington, D.C.

## Summary of Presentation

Mr. Hanna provided an overview of investments made by the Northwest Indiana RDA, which is designed to catalyze improvements in the region's economy, environment, and quality of life. He identified the priorities of the RDA — which include the Gary/Chicago International Airport, extension of

the South Shore Rail Line, Lake Michigan Shoreline Development, Regional Bus Authority and other initiatives that will enhance economic development in Northwest Indiana — noting that several proposed GRIP projects overlapped. The RDA's key roles include supporting major projects with regional impact that require regional funding sources rather than single community or single county approaches; accessing federal funds that usually require matching funds that are beyond the reach of local governments; and providing a vehicle for pooling both resources and leadership talent to move major initiatives forward. To date, the RDA has committed \$133 million to Northwest Indiana and has disbursed over \$55 million, with the lakeshore as the spine of redevelopment. According to Mr. Hanna, by leveraging RDA funds, the region has more than doubled the taxpayers' investment. He emphasized that economic regions are more important than political regions, adding that GRIP tells the world that "Gary is open for business."

**Bill Masterson, Jr.,**  
**Publisher, The Times**  
**Media Company**



## Biography

Mr. Masterson was appointed publisher of The Times Media Company in 2006. He began his career at age 27, at the *Black Hills Pioneer* in Spearfish, S.D. Since coming to Northwest Indiana, he has been active in efforts to unite a diverse region. He is responsible for creating a movement called "One Region: One Vision," to bring leaders of the many and varied interests of the area together to identify regional issues, and work for the common good of all residents. He also serves on the executive board of directors for the Boys & Girls Clubs of Northwest Indiana, Barden Gary Foundation, and Quality of Life Council. During his time as publisher, Mr. Masterson has been awarded the Lee President's Award for Innovation for his efforts to drive political revenue into newspapers; honored as Optimist Club "Man of the Year"



in 1989 and 1990; and named Green and Gold Foundation “Booster of the Year” in 1995.

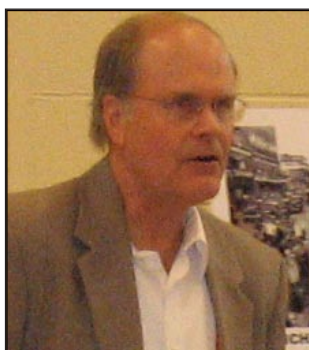
### **Summary of Presentation**

In his welcoming remarks and presentation, Mr. Masterson offered that the genesis of GRIP was a result of The Times’ “One Region: One Vision” initiative, and the resulting consensus of many active participants that there needs to be a focused approach to problems in Gary. He noted that in many ways, The Times is taking a civic role and spearheading a revitalization effort and engaging partners, including the Metropolitan Planning Council. He added that in three short years since the inception of “One Region: One Vision,” progress is being made on multiple fronts. He expressed his appreciation to all involved who are working to make a difference in Northwest Indiana, especially in the distressed urban core communities. He recognized there was still a need to put aside differences and come to common decisions to move forward, warning the region’s economy and future were at stake. He said GRIP sends a positive message that Northwest Indiana is willing to work cooperatively toward revitalization. According to Mr. Masterson, “Gary is ground zero for the entire regional effort.”

### **Steve Strains Deputy Director & Director of Planning, Northwestern Indiana Regional Planning Commission**

#### **Biography**

Mr. Strains has a long history of promoting regional planning through his positions at the Northwestern Indiana Regional Planning Commission (NIRPC), for whom he has worked since 1973. NIRPC is a multi-purpose council of governments and the designated Metropolitan Planning Organization for the Lake, La Porte, and Porter County region.



### **Summary of Presentation**

Mr. Strains spoke about the NIRPC 2040 Comprehensive Regional Plan for Northwest Indiana, the first of its kind in the region that marries transportation, economic development, environmental management, and land use. The plan is based on unprecedented public involvement, which helped develop the regional 2040 Growth and Revitalization Vision (adopted by the NIRPC board the day after the GRIP event). This scenario forms the basis for the 2040 Plan and concentrates redevelopment and reinvestment in established communities that have lost population, including Gary and other urban core communities. It embraces constrained, planned growth, and encourages sustainable development within existing communities whose population centers will be more livable and vibrant. It also values and protects the region’s natural, rural and agricultural assets.

### **U.S. Rep. Peter J. Visclosky (D-Ind.)**

#### **Biography**

Rep. Visclosky represents the First Congressional District of Indiana, which includes Lake, Porter, Newton, Jasper, and Benton counties. During his time in office, Rep. Visclosky has worked to improve the quality of life for everyone in Northwest Indiana, by creating new job opportunities and attracting economic development to the region. In his 26 years in public office, Rep. Visclosky has been a leading advocate for major economic development projects in Northwest Indiana such as the extension of the South Shore Rail Line, Gary/Chicago International Airport and Marquette Plan, his lakeshore investment strategy. Rep. Visclosky is a member of the U.S. House Appropriations Committee and Defense Subcommittee, and chairman of the Congressional Steel Caucus.



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## Summary of Presentation

Rep. Visclosky's long history and commitment to Northwest Indiana could not have been clearer, as he outlined how the region must act on a shared vision for economic revitalization; one that leverages impressive assets – not limited to an enviable position on Lake Michigan and vast network of roads and rail lines, but also a skilled workforce and committed citizenry – and builds upon partnerships with the federal government and private sector. He noted that while the U.S. manufacturing industry has changed, Northwest Indiana has remained one of the nation's industrial hubs. He passionately demanded "we need to stop feeling sorry for ourselves," and discussed a range of opportunities in Northwest Indiana that other regions covet. Along with regional entities such as the Northwest Indiana Regional Development Authority and Northwestern Indiana Regional Planning Commission, local communities are starting to recognize those assets, working to address challenges and harness the many opportunities. For example, the successful coordination and leadership of the communities of East Chicago, Gary, Hammond, Portage and Whiting has demonstrated the power of the whole by tackling lakeshore remediation projects, and guiding investments identified within the Marquette Plan. Together, these cities have attracted new jobs and retail opportunities, while protecting and enhancing Lake Michigan. As Rep. Visclosky indicated, no one city could have done it alone, it takes partnerships and persistence, but it can be done through consensus building among local leaders and stakeholders. Initiatives like GRIP can do the same.

Rep. Visclosky urged GRIP attendees not to be fooled into thinking they were making progress just because they were there in attendance, or had been involved in many earlier well-meaning efforts. Many of those have not translated into results, and transformative action is what is needed to turn around significantly blighted communities. His passion and desire to impact the quality of life within Gary and across the region was electrifying; his message: "Stop talking and do something. Today!"

## ***Afternoon Plenary: National Approaches to Redevelopment in the Face of Population Decline***

The afternoon plenary panel focused on communities across the country that are creatively addressing similar challenges faced by urban core communities in Northwest Indiana. Citing best practices from Cleveland and Youngstown, Ohio, New Orleans, La., Baltimore, Md., and others, national practitioners demonstrated there are proven solutions that require tough choices, strong leadership, equitable approaches to engagement and investment, and comprehensive efforts that break down traditional silos. These panelists showed compelling images that illustrate how smart investment choices and a creative vision can stimulate economic growth.

### **Peter Skosey Vice President, Metropolitan Planning Council**



### **Biography**

Mr. Skosey joined MPC as urban development director in 1996. For the past 14 years, he has played a lead role in expanding MPC's capacity to produce quality research, develop sound policies, and advocate for sensible development in Chicagoland. He also has led several of MPC's policy initiatives, including the 1999 rewrite of the Illinois Tax Increment Financing Act and the massive overhaul of Chicago's zoning ordinance. In 1997, Mr. Skosey was appointed by Mayor Richard M. Daley to serve on Chicago's Community Development Advisory Committee, which is responsible for reviewing requests from Chicago community development organizations for federal funds. He served as co-chair of the Economic Development sub-committee through 2006. Mr. Skosey also is leading MPC's effort to prioritize Illinois capital spending programs to be more goal-oriented, right-sized, and coordinated.

### Summary of Presentation

Mr. Skosey said change is made possible through cooperation. Presenting compelling before and after images of communities across the country that made change possible, he emphasized the need for transformative projects — projects such as lakefront redevelopment and transportation investments — and explained how these types of investments lead to community renewal. “By working together on a few key transformative projects, we can move the Northwest Indiana region forward,” he said.



**Kim Burnett  
Consultant and  
Non-Resident Senior  
Fellow, Brookings  
Institution**

#### Biography

Ms. Burnett has worked in the field of community and economic development for more than 15

years, and provides support to public, private and nonprofit organizations interested in building communities that promote economic prosperity, environmental sustainability, and equitable outcomes for all residents. Ms. Burnett regularly presents and moderates public discussions on a range of urban issues including: revitalization strategies for older industrial cities; transit-oriented development; sustainable communities; market-based neighborhood planning; equitable revitalization strategies; and workforce and economic development. She co-authored *Developing a New Framework for Community Development in Weak Market Cities*, which has laid the ground work for a more market-savvy approach to community revitalization efforts in cities and regions such as Detroit, Mich., Cleveland, Ohio, Pittsburgh, Pa., and Youngstown, Ohio.

### Summary of Presentation

Ms. Burnett presented a strategy for restoring prosperity in Northwest Indiana by focusing on innovation, human capital, infrastructure, and quality places. She shared lessons learned from

other “Rust Belt” cities, and provided examples of successful community initiatives, including those from Cleveland, Pittsburgh, Baltimore, and Detroit, which have taken a regional approach to address local challenges. According to Ms. Burnett, planning fails when it doesn’t ask how projects affect economics, job creation and revenue. She said, “New Orleans’ flood happened in 24 hours. Gary’s ‘flood’ happened over decades.” Highlighting the change in manufacturing jobs across the country and the decline in the auto industry — and noting the similarities to Gary — Ms. Burnett emphasized that initiatives that were planned and proceeded to diversify the existing jobs base, grow and retain new workers, retrain incumbent workers for a new economy, and attract and support immigrant workers made significant progress in restoring prosperity. The most successful initiatives were the direct result of a cohesive team approach: the public and private sector; philanthropy; business; institutions; chambers of commerce; nonprofits; and local community groups all working together towards a collective goal. Ms. Burnett, who is a former program officer with the Surdna Foundation, emphasized the important role the philanthropic community can and should play in targeted community redevelopment. She also spoke passionately about the need for local stakeholders to take action to improve their communities, and not wait for others to change the future. “You are who you have been waiting for,” she told the audience.



**Sandra Moore  
President, Urban  
Strategies, Inc.**

#### Biography

As president of Urban Strategies, a 32-year-old nonprofit organization based in St. Louis, Mo., Ms. Moore leads a team of professionals who help residents and

community stakeholders transform distressed urban core communities into vibrant, safe, residential

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neighborhoods, with new housing, good schools, strong institutions, and a range of human service supports and amenities. She is committed to strengthening the growth and development of citizens and fiber of the community. To that end, she serves as a member of the board for Advantage Capital, Barnes-Jewish Hospital Foundation, Big Brothers and Big Sisters of Eastern Missouri, Center for Urban Redevelopment Excellence Advisory Board, Clear Corp USA, Missouri Historical Society, St. Louis Black Leadership Roundtable, Washington University National Law Council, and YWCA-Metro St. Louis.

## Summary of Presentation

Ms. Moore discussed her nationwide experience working to help empower residents and communities thrive and become self-sustaining. She stressed the importance of a “comprehensive and strategic” approach to community revitalization, recommending planning for “places *and* people.” To do this, not only should community assets be identified and built upon, but residents must be involved in the process and the outcomes, particularly how investments will benefit them. Strategic partners need to be engaged and committed to collaboration. Comprehensive approaches must be taken, incorporating strategies for physical, economic, social, and educational improvements. Infrastructure must be built in a way that is sustainable over time, including leadership, human capital, and governance elements. Ms. Moore provided examples where social and economic capital and the local capacity to generate wealth increased due to strategic visioning, including Memphis, Tenn., St. Louis, Mo., and New Orleans, La. She emphasized that in these cases, success was forged by linking the physical revitalization of the community to human capital development. These communities saw positive economic impacts that resulted from not only the capital and physical infrastructure improvements, but also the intensive case management, support services, job skills training, and other employment related services. She explained these human capital building and physical revitalization efforts require deep assessment and engagement with individuals and families, the public and private sectors, foundations, and other partners.

“A dream without a timeline is just a wish,” she said, adding, “We have to value our differences and create viable solutions to shared problems.”

## Edward Paesel Executive Director, South Suburban Mayors & Managers Association



## Biography

For 11 years, Mr. Paesel has led the South Suburban Mayors & Managers Association (SSMMA) as the executive director. He continually enhances its performance as a financial intermediary and intergovernmental agency, providing technical assistance and joint services to 42 municipalities representing a population of over 650,000 in Cook and Will counties in Illinois. Mr. Paesel illustrates a devotion to public service through a strong career in government and planning. He serves on the Metra Board of Directors, Bloom High School #206 Education Foundation as chairman, and as an alternate delegate to the Chicago Area Transportation Study Policy Committee. Before joining SSMMA, Mr. Paesel was the city manager and mayor of Sauk Village for 12 years, and was appointed by Ill. Gov. Jim Edgar to be the south suburban representative to the Northeastern Illinois Planning Commission in 1996. Mr. Paesel also has participated on the Governing Board of the Chicago Metropolitan Agency for Planning.

## Summary of Presentation

Mr. Paesel offered that his work in the neighboring South Suburbs of Illinois parallels the challenges and opportunities facing Northwest Indiana. Both areas have grappled with deindustrialization and a changing economy, general disinvestment, dwindling resources, and a complicated relationship with the economic engine that is the city of Chicago. The South Suburbs are now working together, instead of competing with one another, to promote reinvestment by targeting inherent transit assets, with a laser-like focus on attracting

and layering resources — environmental, housing, business development, etc. — around cargo and commuter stations. According to Mr. Paesel, collaboration means bringing together people who trust one another. Collaboration must include agreement on key goals and criteria, mayoral and municipal commitment, strong staff participation, and working together on project prioritization. According to Mr. Paesel, “you need cohesiveness and that takes time and hard work.” The effort he is leading has attracted millions in resources from the federal, state, and county governments as well as the philanthropic community. It also has benefited from the support of a range of regional organizations. It pays off, he said, because cooperation attracts funding and assistance.

### ***Closing Remarks***



**William Nangle**  
**Executive Editor, The Times of Northwest Indiana**

#### **Biography**

Mr. Nangle has enjoyed a journalism career spanning nearly five decades. Since his appointment to The Times in 1970, he

has served as bureau chief, managing editor, and executive editor. Mr. Nangle was recognized for his commitment to open government with the Distinguished Service Award from The Hoosier State Press Association, and awarded for his achievements with the Indiana Journalism Award by Ball State University Sagamore of the Wabash citation — Indiana’s highest honor — by Gov. Frank O’Bannon in 2002, Lakeshore Chamber of Commerce Distinguished Service Award in 2009, and Northwest Indiana Business and Industry Hall of Fame “Partner in Progress” Award in 2010. Mr. Nangle is a member of the American Society of Newspaper Editors, Associated Press Managing Editors, American Press Institute, and Midwest Press Institute. He serves on the strategic planning committee of the Northwest Indiana Regional Planning Commission, and has

been affiliated with the Calumet Area Hospice, Gary Centennial Commission, and Leadership Northwest Indiana.

### **Summary of Presentation**

Mr. Nangle introduced the closing speakers and emphasized the GRIP launch was the beginning of a collective implementation effort that will move the region beyond talk, towards action. He reiterated Rep. Visclosky’s message that now is the time to make a difference in Gary and the surrounding region. He noted the strong leadership behind GRIP, and pointed out the collective commitment and support of civic and business leaders across all communities of Northwest Indiana. He also highlighted the momentum in the region, as local groups and institutions were already hard at work and making strategic investments; NIRPC’s 2040 planning process, where stakeholders expressed support for a revitalization and infill strategy that prioritizes strong centers and values agriculture and open spaces; and growing national attention to formerly industrialized cities and successful models to adapt for Northwest Indiana. Mr. Nangle wrapped up his comments by commending attendees for their assistance in narrowing the focus of GRIP to a few key transformational projects that will have both local and regional impact, saying “the hard work starts tomorrow.”

**O’Merrial Butchee**  
**Director, Gerald I. Lamkin Innovation & Entrepreneurship Center**

#### **Biography**

Ms. Butchee leads the Gerald I. Lamkin Innovation & Entrepreneurship Center at Ivy Tech Community College. She also has been an adjunct faculty member for the past 15 years. Inspired by the “One Region: One Vision” initiative, she works tirelessly to promote the “power” of friendly conversation to improve the ability to collaborate



# Speaker Summaries

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and move the region forward. Ms. Butchee serves on several boards, and is a member and officer of the Gary Chamber of Commerce.

## Summary of Presentation

Ms. Butchee commended GRIP launch attendees for their collective wisdom and commitment, and for providing key leadership on tough issues. She recognized how, in recent times, the region has truly “dared to dream” that its citizenry can be more engaged and collaborative, but challenged that the hard work was yet ahead. She called the audience to action, asking, “Does it hurt enough yet? Do you really believe that Gary can rebound?” She emphasized we can create a better city through investments in children and education. She also asserted the Northwest Indiana region often fails to market itself, stressing the need to change perspectives about the region by showcasing its greatness, such as the number of patents and innovations created here.

## Summary of Presentation

Wrapping up the day, Mr. Vande Velde said GRIP is the right thing to do because there are enough plans already; it’s time to do something. The motivation is there – it’s now or never. He also reinforced previous panelists who encouraged the region to start envisioning and talking about a new Gary. Mr. Vande Velde emphasized the need to plan thoroughly, communicate clearly, and report with discipline. It’s important to herald victories. “There’s too much good going on not to talk about it,” he added. “Everyday make a commitment. Advance the greatness that Northwest Indiana is.”



**Harry Vande Velde  
President, Legacy  
Foundation**

## Biography

Mr. Vande Velde joined Legacy Foundation in June 2010. His priorities include board interaction, prospect and gift management, communication,

and driving initiatives linked to the organization’s strategic plan through actionable items. He brings nearly 25 years of experience in nonprofit leadership, fundraising and education that will benefit Legacy’s focus on educational attainment for all students in Lake County, Ind. Mr. Vande Velde previously was vice president of development for the Boys & Girls Clubs of Chicago. He also served as CEO of St. Jude League & Claretian Publications in Chicago, and president of the Schools of St. Benedict in Chicago.



# Survey Results

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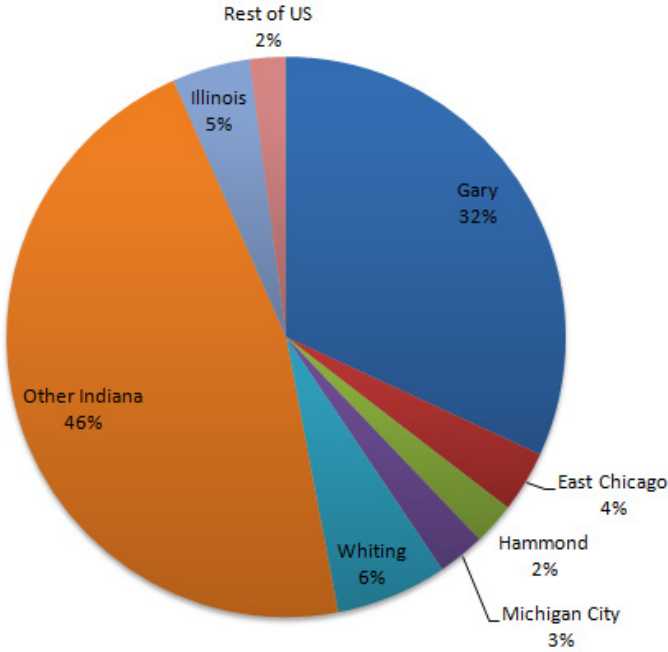
The Metropolitan Planning Council has met with stakeholders across the region to inventory the numerous investment opportunities planned for the urban core of Northwest Indiana to document projects that have the potential to stabilize and spark investment. We have chosen projects that:

- **Are either planned or in execution now.** GRIP is not developing new plans, but will work to build upon those already established.
- **Have the potential to spur adjacent investment.** GRIP will support public and private investments that not only are beneficial on their own, but also will be impactful enough to attract additional investment around them.
- **Positively impact the quality of life of local and regional residents.** There are many efforts that will benefit local residents and neighborhoods. However, to get full regional support, GRIP will support those that will benefit the local community and will impact the rest of the region.
- **Leverage existing assets.** GRIP will support investments that connect to and support regional strengths, including the lake, train stations, airport, and central business districts. GRIP will focus on supporting existing infrastructure and investments in connection with new investments.

MPC then developed a survey to solicit feedback from stakeholders across Northwest Indiana to help identify, from the 15 projects MPC presented, a few key transformative investments the region will prioritize. The survey asked respondents to select the top three community and regional development projects they think will have the greatest potential to improve the urban core of Northwest Indiana. The survey also asked respondents to identify the top three criteria the region should use to select those projects. More than 650 people responded to the survey online or by mail, and approximately 150 people took the same survey using keypad polling at the GRIP the Future launch event, for a total of more than 800 responses.



## GRIP Survey Results: Participants by Region

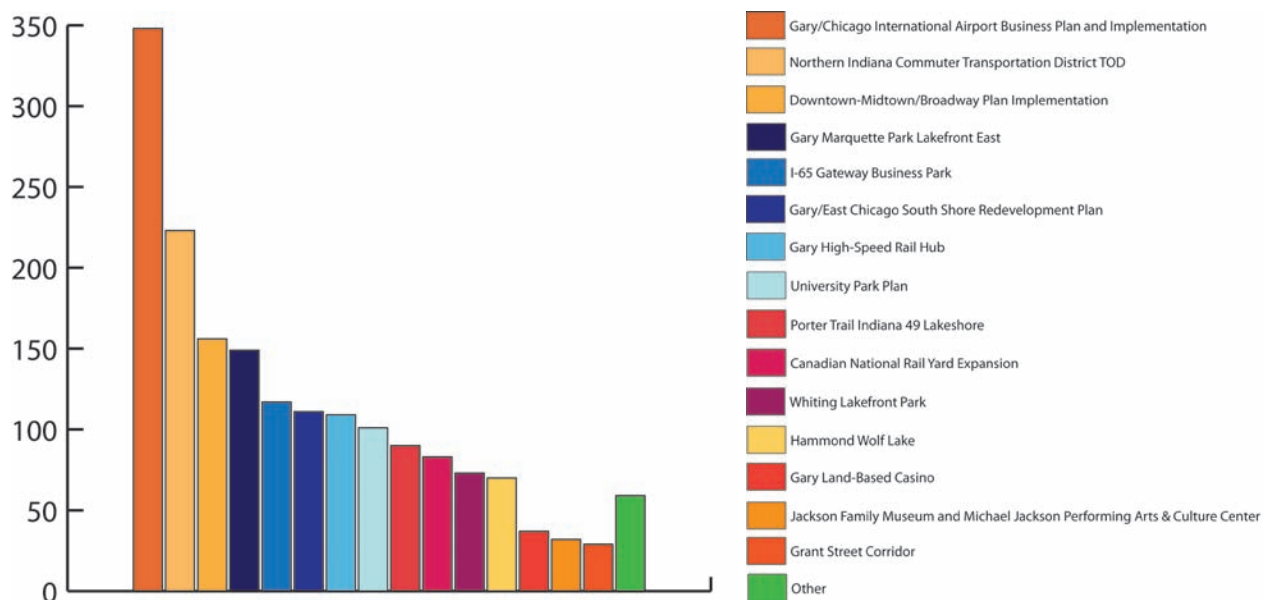


Of the more than 800 people surveyed, 621 provided ZIP code information. Based on this information, 292 of these 621 people, or 48 percent of respondents, live within the Northwest Indiana urban core, which encompasses the communities of East Chicago, Gary, Hammond, Michigan City, and Whiting. Gary residents accounted for 68 percent of survey participants from within this urban core area, and 32 percent of all participants.

Indiana residents from communities outside of the urban core accounted for approximately 47 percent of the 621 total responses. The GRIP survey drew interest from beyond Indiana; 28 residents of Illinois and 13 residents of other states also provided feedback.

## GRIP Survey Results: Projects

The Metropolitan Planning Council developed a survey to solicit feedback from stakeholders across Northwest Indiana to help identify, from the 15 projects MPC presented, a few key transformative investments the region will prioritize. The survey asked respondents to select the top three community and regional development projects they think will have the greatest potential to improve the urban core of Northwest Indiana.



### Comments from the survey:

(Numbers indicate number of responses)

#### 1) Gary/Chicago International Airport Business Plan and Implementation (348)

Survey respondents' feedback:

- The Airport should have a master plan for expansion.
- There should be plans for third, fourth, and fifth runways.
- Incorporate a monorail from airport/high speed rail station to Broadway and Crown Point.
- Concentrate first on developing the airport as a cargo port, then slowly introduce passenger flights.
- Get railroads on board.
- Include a toll road off-ramp at the airport.
- Remove environmental complications (e.g. Dunes).
- Ensure a workforce development component to airport plans.

#### 2) Northern Indiana Commuter Transportation District TOD (223)

Survey respondents' feedback:

- Acquire property near NICTD stations.
- Prioritize Lake St. TOD.
- Parking is an issue; it is dangerous at night.

#### 3) Downtown-Midtown/Broadway Plan Implementation (156)

Survey respondents' feedback:

- Reorient educational institutions downtown.
- Expand IUN campus, with medical school and law school in a downtown university district.
  - Add hospital for trauma and teaching, a business center specializing in cooperatives, an urban planning center, and an urban agriculture college. Include mass transit improvements: a light rail between IUN main campus and the downtown campus in the University district,

then down to Rte. 30, south to Broadway medical area and Crown Point.

- Develop Purdue Technical Center downtown.
- Revitalize old buildings in downtown Gary; offer it to workers of the Green Spaces/Parkway in the city for reasonable rent. LEED-certified; solar panels on top of pavilions in new green spaces. Put Gary/Lake County on the map for taking initiative to create jobs and save energy.
- Install large architectural LED color washing lights on landmarks that can be seen from the South Shore Line.

4) Gary Marquette Park Lakefront East (149)

*Survey respondents' feedback:*

- Develop restaurants along lakefront.
- Properly steward lakefront.

5) I-65 Gateway Business Park (117)

6) Gary/East Chicago South Shore Redevelopment Plan (111)

7) Gary High-Speed Rail Hub (109)

*Survey respondents' feedback:*

- Ensure connection to the airport.

8) University Park Plan (101)

*Survey respondents' feedback:*

- Implement Ridge Road street and storm drainage improvements to alleviate flooding at IUN and along Ridge Road. This project will complement the University Park Plan.
- Relocate police/hospital/youth services to university corridor.

9) Porter Trail Indiana 49 Lakeshore (90)

10) Canadian National Rail Yard Expansion (83)

11) Whiting Lakefront Park (73)

12) Hammond Wolf Lake (70)

13) Gary Land-Based Casino (37)

*Survey respondents' feedback:*

- Move Gary land-based casino very inland so the lakefront can be used for all to enjoy.
- This project cannot get downstate support.

14) Jackson Family Museum and Michael Jackson Performing Arts & Culture Center (32)

15) Grant Street Corridor (29)

Other (59)

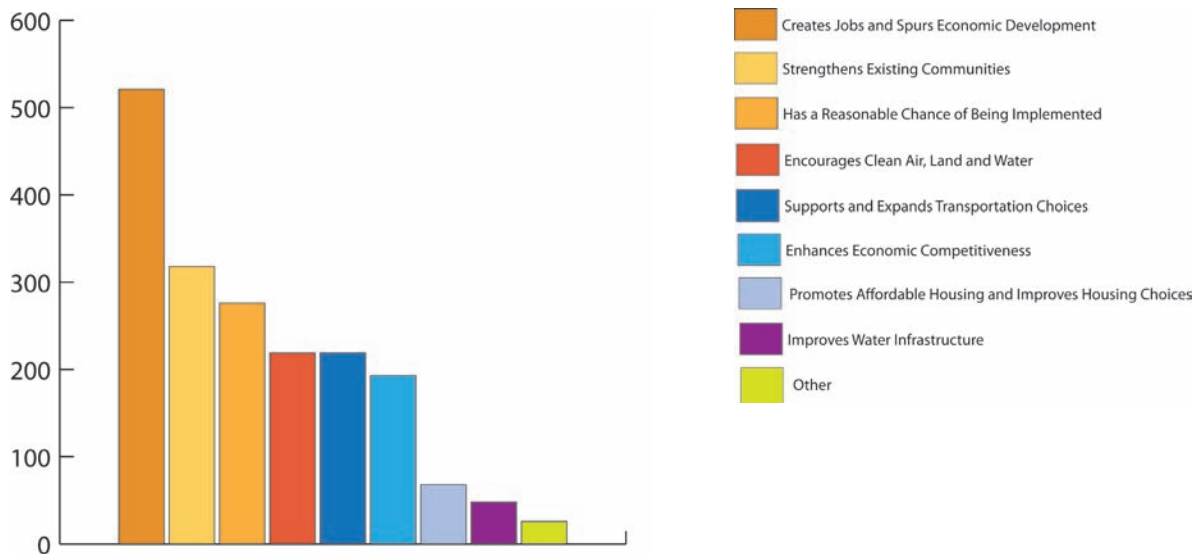
*Survey respondents' feedback:*

- Provide technical assistance to develop viable businesses in the Calumet neighborhood.
- Demolish abandoned building/homes throughout the city.
- Repave state highways and streets.
- Correct rain water/sewage drain-off.
- Build public high/middle schools.
- Refurbish tennis court adjacent Gleason Park/Gilroy Stadium and remove fallen trees/debris.
- Repair traffic lights.
- Prioritize redevelopment of the Cline Avenue Bridge, which provides easy and reliable access to and from Chicago for goods, services and people, and eases traffic congestion on all north/south routes.
- Implement an advanced fiber telecom backbone network that links together all of the anchor institutions in NWI.

# Criteria Survey Results

A resounding theme communicated by speakers at the Oct. 27, 2010, GRIP the Future launch was that investments must be goal-oriented, and chosen based on their positive impacts on the region. As such, in the online survey, the Metropolitan Planning Council also asked respondents to rank the key benefits by which investments should be prioritized for regional support. The survey also asked respondents to identify what was missing from the list of benefits.

The below results illustrate survey respondents' rankings and feedback.



## Comments from the survey: (Numbers indicate number of responses)

### Creates Jobs and Spurs Economic Development (521)

Improves access to job opportunities (at or above average living wages).  
Increases access to job training.  
Creates or expands existing commercial and industrial centers.  
Reuses existing brownfields and vacant property.

#### Survey respondents' feedback:

- Provides or connects to public transit to jobs and education.
- Non taxpayer funded.
- Rebuilds local manufacturing.
- Creates/attracts jobs consistent with 21st century goals (i.e technology, advanced manufacturing).
- Creates services and goods that bring outside money.
- Retains existing business.
- Serves as a catalyst for other projects.
- Incorporates ex-offender re-entry/veteran programs.
- Fosters entrepreneurship and innovation.
- Creates/attracts jobs consistent with community goals.

### Strengthens Existing Communities (318)

Adds amenities near transit nodes.  
Develops mixed-use properties/sites.  
Makes use of existing infrastructure such as sewers, sidewalks and streetlights.

#### Survey respondents' feedback:

- Capitalizes on natural assets.
- Creates sense of place and fosters civic pride.
- Provides supportive services.
- Allows for social interaction/events in public spaces.
- Removes blight.
- Reduces crime/increases safety.

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### Has a Reasonable Chance of Being Implemented (276)

Has a strong likelihood to secure funding for implementation.

Has attracted strong champions.

*Survey respondents' feedback:*

- Has resident support and incorporates accountable, transparent decision-making.
- Demonstrates return on investment.
- Has a high level of business or institutional support.

### Encourages Clean Air, Land and Water (219)

Provides energy-efficient new construction and retrofitting of existing housing.

Expands transit options.

Improves natural areas such as Marquette Park and Indiana Dunes National Lakeshore.

Addresses needs of coastal communities.

*Survey respondents' feedback:*

Expands areas of free public recreation to add cultural value to the region.

- Does not deteriorate the environment/preserves green space.
- Reuses industrial buildings.
- Develops alternative energy.
- Removes blight and expands the return of a natural environment.
- Improves public health.

### Supports and Expands Transportation Choices (219)

Promotes viable alternatives to automobile ownership, including quality bus service, street cars, light rail, regional rail, ridesharing, bus rapid transit, bicycle and/or pedestrian pathways.

Addresses needed investments in street, highway and transit infrastructure to support and complement those transportation choices with state-of-good-repair priorities.

Decreases household transportation costs, reduces travel times.

*Survey respondents' feedback:*

- Fosters transit-oriented development.
- Increases commodity movement on freight.

### Enhances Economic Competitiveness (193)

Improves reliable and timely access to employment centers.

Increases educational opportunities.

Increases services and other basic worker needs.

Expands business access to market.

*Survey respondents' feedback:*

- Creates a highly visible-platform to share information to improve outsider perception of the region.
- Utilizes public-private partnerships.
- Provides economic incentives/tax deductions to revitalization.
- Retains and attracts graduates.
- Connects to Indianapolis.
- Increases speed/access/capacity of digital infrastructure (broadband, Wi-Fi).
- Creates infrastructure to attract private business.
- Trains students and workers for jobs in the 21st Century global information and innovation economy.

### Promotes Affordable Housing and Improves Housing Choices (68)

Creates quality housing options (homeownership and rental) for moderate and low-income households.

Expands energy-efficient housing stock, near jobs, to lower the combined costs of housing and transportation.

Rehabilitates existing properties.

Creates new, quality development that is attractive to a range of incomes.

*Survey respondents' feedback:*

- Establishes cooperative housing.
- Addresses demographics needs like senior housing.

### Improves Water Infrastructure (48)

Promotes conservation through green infrastructure, rainwater harvesting, and grey water reuse.

Invests in water infrastructure to efficiently deliver clean drinking water and remove wastewater from the community.

Compact, infill development is prioritized over greenfield development.

*Survey respondents' feedback:*

- Reduces storm-water runoff, non-point source pollution, and sewer overflow.
- Increases water usage in underutilized pipe systems.

### Human Capital Criteria

- Cultivates leadership and civic engagement.

## Gary/Chicago International Airport Business Plan & Implementation

*Gary/Chicago International Airport Board and Management, City of Gary, Northwest Indiana Regional Development Authority*



This plan would establish Gary/Chicago International Airport as the third major airport in the greater Chicago region, and affirm its role as an economic engine for Northwest Indiana. The airport has two runways, a passenger terminal, and 1,200 parking spaces. It is well connected to I-80, I-65, I-94 and I-90, has on-site ground transportation, and is accessible to the South Shore (passenger) Rail Line connecting Chicago to South Bend, Ind.

By providing low frequency passenger carrier and charter

service, with an emphasis on outbound leisure travelers, the airport would be positioned to serve an estimated 100,000 to 500,000 passengers per year. A runway extension, in partnership with Canadian National Railroad Company (CN), is necessary to the development of charter and freight services. Complementary land uses (commercial and retail) that cater to core airport use also would be developed, and opportunities for logistics and warehousing that complement the airport would be explored.

The airport plan would generate economic development activity to support increased airport operations, create high quality jobs for Gary and the region, redevelop vacant and underutilized property along the Cline Avenue corridor, and improve opportunities for financial success and business development through enhanced coordination efforts with the City of Chicago. The airport also may serve as an intermodal hub along a High-Speed Rail corridor proposed for a Detroit-Chicago route; it currently is served by Northern Indiana Commuter Transit District's South Shore commuter train line. In partnership with CN, there are ongoing efforts to address rail issues at the Gary/Chicago International Airport in an effort to advance the airport expansion plan.

**Status as of March 2011:** Runway extension underway, with expected completion in 2012/2013.

# Northern Indiana Commuter Transportation District Transit-Oriented Development

*Northwestern Indiana Regional Planning Commission, Northern Indiana Commuter Transportation District, Northwest Indiana Regional Development Authority, Several cities*

This plan proposes mixed-use (residential/retail) neighborhoods around existing commuter train stations, thus incorporating best practices in sustainability by supporting public transit use and more walkable communities. Creating transit-oriented development would better connect the transit corridor to local neighborhoods and the lakefront. Existing isolated and vacant parcels would be assembled to attract developers who have a history of success in creating walkable, affordable, transit and pedestrian-served developments.



The City of Gary Comprehensive Plan identifies transit-oriented development as a “priority” that would begin to address optimal land-use and development opportunities around its Broadway and Lake Street stations. Steps for implementation include new design standards to ensure any new development is pedestrian friendly, has strong linkages to the transit station, and features improved streetscapes, lighting, gateway features, and signage.

**Status as of March 2011:** Planning along the corridor is in the preliminary stage.

# Projects

## Downtown-Midtown/Broadway Plan Implementation

*City of Gary, Broadway Area Community Development Corporation, Habitat for Humanity*



This vision aims to renew Broadway Street in the historic commercial Downtown and Midtown areas. Concepts stress the creation of a unified street, sense of place, and destination, to improve quality of life for Gary residents. New development for this portion of Broadway Street, from Fourth to 25th Avenue, will integrate context-sensitive design, historic preservation, and smart growth principles to guide development. By capitalizing on the area's advantages and building around existing assets, a revitalized Civic District/Downtown and new Arts and Cultural districts would

create opportunities for infill, redevelopment, streetscaping, and new commercial and residential activity.

Currently, Downtown Broadway, known as City Center Historic District, is listed on the National Register of Historic Places. Midtown, from 11th to 25th Avenue, is likewise eligible to be listed on the National Register of Historic Places.

**Status as of March 2011:** Some projects along the corridor are planned and resources are being invested.



## Marquette Plan: Gary Marquette Park Lakefront East

*City of Gary, Northwest Indiana Regional Development Authority*



This plan capitalizes on the lake as the region's most important asset and re-establishes the park as a desirable local and regional destination. Renovation and preservation of two historic pavilions, restoration of native dunescape, redevelopment of the Lake Street beach, and enhancement of park amenities, make this a significant community and regional effort.

Home to a unique ecosystem, the 241-acre site includes three major watersheds, 48 acres of wetlands, and dozens of threatened, rare, or endangered species. Improvements in way-finding, pedestrian, automobile

and watercraft access, and circulation would increase recreational and business opportunities connected to a newly refurbished park. Lakefront dining and concessions, hotel and camping facilities, a botanical garden, and fishing pier would attract more visitors, encouraging leisure and sporting activities, tourism, and environmental public education and awareness. The renovation also would create local employment opportunities. Investments in the park would stabilize and spur new economic development in the surrounding neighborhood, triggering a renewed vibrancy along the Lake Street corridor and around the Lake Street commuter train station.

A renewed and reconnected lakefront would act as a catalyst to transform the economy and enhance quality of life in Gary and Northwest Indiana. Current efforts center on leveraging the Marquette Park investment to develop a retail strategy, strengthen connections from the Lake Street train station to the lakefront, and stimulate job creation.

**Status as of March 2011:** The restoration of the Father Marquette Monument statue was completed in Fall 2010. The restoration of the Father Marquette Monument Base, Recreation Pavilion, Oak Savannah, and Oak Woodlands will begin in the spring of 2011.

## I-65 Gateway Business Park

*City of Gary*

This plan, for a site at the north terminus of I-65 between US12/20 and 15th Avenue, would combine the numerous existing, scattered-site industrial and logistics-oriented businesses into a new business park. The city could attract new businesses to it by promoting the area's highway/interstate accessibility and by offering a variety of economic incentives similar to those available within established business parks. Additional features of the park include open, green spaces and trails, unified design guidelines for signage, landscaping, and municipal infrastructure (streets, streetlights, etc.). Park expansion could result in new secondary market growth, complementary land uses, jobs, and a diversified tax base.

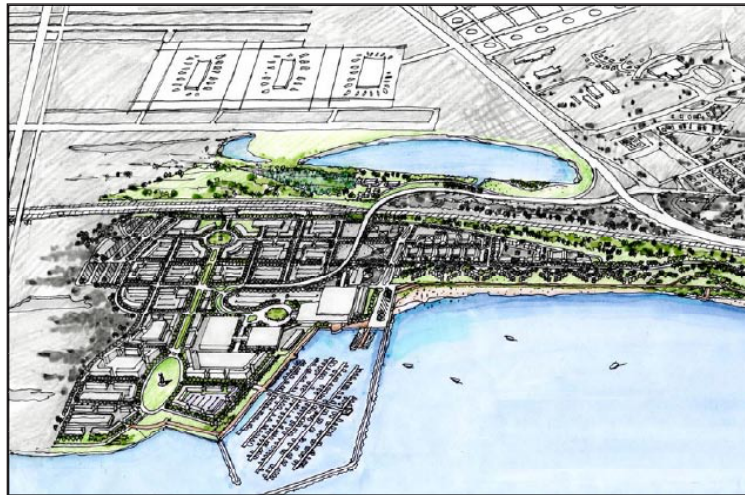


**Status as of March 2011:** Planning is ongoing.

## Marquette Plan: Gary/East Chicago South Shore Redevelopment Plan

*City of Gary, City of East Chicago, The Community Builders, Hispanic Housing Development Corporation, JJR, Northwest Indiana Regional Development Authority, U.S. Dept. of Housing and Urban Development*

This plan advances the lakeshore vision created in the Marquette Plan. It would open the Lake Michigan shoreline for public and private use, revitalize the shoreline between Gary and East Chicago, and support specific developmental opportunities in each municipality. For the shared lakefront area, the cities and their partner Regional Development Authority (RDA) are working with industry to create a modern, multi-purpose corridor that will contain consolidated rail lines, buried power lines and distribution systems, and needed industrial infrastructure.



Plans in East Chicago call for the revitalization of its North Harbor community into a sustainable, mixed-income, pedestrian-oriented urban lakefront neighborhood and destination. This work includes rebuilding a historic Main Street district, redeveloping the marina and beachfront, and providing better amenities and housing for a range of household incomes. Park and cultural facility renovations, major infrastructure improvements, new community policing facilities, and residential and small business development are all being coordinated by the city to provide a better quality of life and more economic opportunities for East Chicagoans.

Plans in Gary call for a 400-plus slip marina and mixed-use lakefront community. Through the redevelopment of the former Lehigh Cement site and Lakefront Rail Yard, a new multiple-use community and business district would take shape. This footprint is envisioned to include low-density residential close to Lake Michigan, higher density residential closer to Airport Road, various recreational amenities such as a lakefront pedestrian and bicycle trail, new open and green spaces, retail, and commercial office space. Expanded casino operations also are envisioned for this site.

Through land assembly, acquisition, infrastructure realignment, and mixed-use, mixed-income redevelopment, the South Shore Redevelopment Plan would generate momentum to turn around disinvested neighborhoods, and advance the Marquette Plan goals of providing accessibility for local residents to Lake Michigan and jumpstarting an economic renaissance.

**Status as of March 2011:** Over \$100 million has already be invested in community revitalization and lakefront redevelopment. Community parks have been expanded, a new water filtration plant is nearing completion, the first phase of new homes is completed, and the second phase of new homes and small businesses are now under construction.

## Gary High-Speed Rail Hub

*Indiana High Speed Rail Association, Midwest High Speed Rail Association, Midwest Regional Rail Initiative*

The plan for a High-Speed Rail (HSR) hub, with service to Chicago, Detroit, Cleveland, and Cincinnati, would utilize existing rail lines and upgrade and expand existing Amtrak routes to enable trains to run at consistent speeds of 110 mph. It also would integrate the multimodal transport station plan at the Gary/Chicago International Airport.



An HSR hub in Gary is expected to create 450 to 600 jobs in the city and 57,000 permanent jobs across the region. (Midwest HSR could generate \$23.1 billion in revenue for the region.) Expanded passenger rail would alleviate road congestion by allowing commuters to skip traffic jams and long trips, and to use multimodal stations that link to local public transit. Enhancing transit can reduce vehicle over-reliance and resulting emission of carbon dioxide and other pollutants, as well as dependence on foreign oil.

**Status as of March 2011:** Preliminary planning phases are underway and awaiting government approval.

# University Park Plan

*City of Gary, Indiana University Northwest, Gary Public Transportation Corporation*

This plan would strengthen two existing neighborhoods – University Park and Glen Park – that are home to Indiana University Northwest, Ivy Tech Community College-Gary Campus, and Methodist Hospital. It reinforces improvements to the image and identity of the neighborhoods, supports the growth of anchor institutions and community facilities, and establishes Broadway Street as the neighborhood’s “main street.” New office, retail, and higher density residential development along Broadway would encourage increased use by workers,

students, residents and shoppers. University Park’s proximity to the Borman Expressway makes it an ideal location for new residential and commercial activity along Grant Street as well.

A 35th Avenue Transportation Center would promote a more substantial connection between Gary Public Transportation Corporation (GPTC) bus service on Broadway Street and the adjacent university. Plans for the site include a GPTC office and kiosk system, retail, and a Gary/Indiana University police substation. The city, in conjunction with Indiana University and Ivy Tech, designed the Academic Corridor/Walk, a streetscape project that would connect these educational institutions and improve pedestrian and bike amenities. A range of housing options and infill development within walking distance to institutions also would increase the desirability of the area; the renewed connection and increased access would help return the area to past vibrancy.



**Status as of March 2011:** Planning is ongoing.

# Projects



## **Marquette Plan: Porter Trail Indiana 49 Lakeshore**

This project embraces the significance of the Dunes' natural areas and ensures their preservation, while linking the lakefront to the existing community of Porter. It establishes Indiana 49 as the entrance to the Dunes and Lake Michigan, and extends the park to the I-94/IN-49 interchange. This plan includes road and bridge improvements and the creation of bicycle and pedestrian trails, and will support transit-oriented development and eco-tourism. A 3.95-mile Dunes Kankakee Trail would span IN-49.



## **Canadian National Rail Yard Expansion**

Canadian National (CN) Railroad Company's Kirk Yard is situated just north of I-90 (Indiana Toll Road). Canadian National recently purchased the Elgin, Joliet and Eastern (EJ&E) Railway with plans to develop the EJ&E Kirk Yard into an internal rail classification yard. CN operates the only transcontinental network in North America and has significant holdings in Northwest Indiana. Its rail lines serve two strategically linked Class I rail lines in Northeast Illinois and Northwest Indiana. CN's expansion would improve rail operations and infrastructure, and create quality jobs for local residents.



## **Marquette Plan: Whiting Lakefront Park**

The City of Whiting is reconstructing its historic lakefront park and capitalizing on its Lake Michigan shoreline to spur infill development between the city's downtown and Lake Michigan, and diversify the housing market. A revitalized Whiting Lakefront Park is planned for year-round recreational activities. The redevelopment will include infrastructure projects designed to modernize Whiting Lakefront Park.



## **Marquette Plan: Hammond Wolf Lake**

Improvements made under this plan already include several projects at Wolf Lake Park, including a new pavilion, continuous trails connect existing regional trail systems, a new pedestrian bridge on Lake George, and a promenade and pier. Planned remediation and conversion of adjacent industrial parcels will expand the park's area and enhance the natural environment through better stewardship and improved stormwater infrastructure. New commercial development would continue to support the growing numbers of tourists and visitors. Going forward, this project could trigger residential, mixed-use and infill redevelopment.



### **Gary Land-Based Casino**

A proposed land-based casino is being considered to replace at least one of Gary's lakefront casino boats. This \$250 to \$300 million project would encourage mixed-use development at underdeveloped sites adjacent to the heavily traveled Borman Expressway. Plans propose a new hotel complex, new residential development, expanded educational facilities, restaurants, and retail amenities. The new casino could keep the industry competitive within Indiana, create jobs, generate an estimated \$11 million in new tax revenue for the state, and open up land along the lakefront in Gary.



### **Jackson Family Museum and Michael Jackson Performing Arts & Cultural Center**

The proposed 300-acre Michael Jackson themed entertainment complex would include a museum, cultural center, conference center, two world-class hotels, a performing arts center, concert hall, dining, boutique retail stores, entertainment lounges, housing, golf course, and a light passenger rail line to shuttle visitors between attractions. The proposed site is near I-80/94, and would create jobs for residents and business opportunities in Gary, stemming from both construction and ongoing operations. The complex would serve as a catalyst for economic growth by attracting 750,000 to 1,000,000 visitors each year.



### **Grant Street Corridor**

Grant Street, from 25th Avenue to Ridge Road, offers opportunities for new regional retail development because of its immediate access from the Borman Expressway (I-80/94). New, attractive streetscapes and updated business facades would spur further retail development, and help draw customers from the interstate. The concentration of civic and institutional activities, such as Indiana University Northwest, would create stability, generate activity, and provide opportunities for local jobs.





# FAQs

## What is GRIP?

The Gary and Region Investment Project (GRIP) is a multi-year initiative to reverse decades of disinvestment, urban decay, and dwindling resources by focusing redevelopment efforts within Gary and other communities in Northwest Indiana's distressed urban core. GRIP's strategy is to identify and work together on a few key transformative projects to move Northwest Indiana forward. GRIP's tactics are to engage key regional stakeholders; build upon lessons learned in other Rust Belt cities and regions; enlist the help of top experts in various development disciplines; identify state, federal and private investment sources; and advocate for policy reforms that will strengthen Gary, its neighboring communities, Northwest Indiana, and the greater metropolitan region.

## How can GRIP make a difference?

One of GRIP's short-term goals is to build consensus around top investment priorities. The Criteria Matrix outlines draft criteria for selecting these priorities. At GRIP the Future, some 150 participants discussed and then voted on these criteria. Through an online survey, more than 650 people also voted on the criteria (see page 19 for results).

## Who is involved with GRIP?

The Metropolitan Planning Council (MPC) and The Times Media Company are lead partners in GRIP, working in close partnership with community, civic, business and government leaders, and other regional stakeholders.

## What is the Metropolitan Planning Council?

Founded in 1934, MPC is an independent, nonprofit, nonpartisan organization that serves communities and residents by developing, promoting and implementing solutions for sound regional growth.

## Why does MPC want to help Northwest Indiana communities?

As a mission-driven organization, MPC is

dedicated to shaping a more sustainable, equitable and prosperous greater Chicago region—a region that clearly encompasses Northwest Indiana.

## How can MPC help Northwest Indiana communities?

MPC has a unique track record of bringing together a broad range of stakeholders and experts to help communities overcome development challenges. MPC also helps communities recognize and unleash the benefits of working together to tackle shared challenges. Many community development issues — housing, transportation, workforce — do not adhere to municipal borders. By partnering with neighboring towns, communities can address these issues more efficiently, and pool resources to save money.

## Why is The Times involved?

In 2008, Bill Masterson, Jr., publisher of The Times Media Company, convened "One Region: One Vision," an initiative to unite key Northwest Indiana business and civic leaders and the region in supporting strategies "that will lead to mutually beneficial and sustainable economic, human, and community development for the common good of all." The Times has played a strategic role in bringing stakeholders together and providing a forum for discussion and resolution of the region's thorniest challenges. As an outgrowth of "One Region: One Vision," GRIP is focused on revitalizing Northwest Indiana's urban areas through infrastructure, housing, and economic development investment, with special attention given to the city of Gary.

## Why is now any different for these distressed areas?

The time is ripe to make a difference in Gary and the surrounding region, thanks to unprecedented opportunities such as:

- Strong regional leadership structures that did not exist five years ago;

- Momentum. Local and federal leaders and institutions are already hard at work on locally and regionally significant issues;
- Growing national attention and commitment to formerly industrialized cities;
- New and significant regional and national support for long-term investments, such as high-speed rail and lakefront reclamation;
- Increasing recognition that Chicago, its suburbs, and Northwest Indiana are geographically and economically interconnected; and,
- Receptivity to new partners with a wealth of experience in community revitalization.

## How does GRIP differ from past planning initiatives?

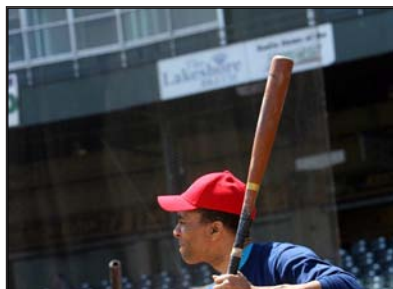
Many plans and initiatives have laid the groundwork for reinvestment within Northwest Indiana's urban core. GRIP is not another discussion, nor is it another plan. The success of GRIP — and the region — rests on the development and implementation of a goal-oriented, right-sized, and coordinated investment strategy:

**Goal-driven:** Investment should be based on desired policy outcomes, not specific means or pet projects. The best investments should be determined and funded according to the project's measurable benefits when compared with other spending proposals.

**Right-sized:** Solutions should be planned and implemented at the scale of the problem.

**Coordinated:** Investment in housing, transportation, environmental protection, workforce, and economic development should be coordinated because complex, multi-issue problems require integrated solutions.

GRIP will work with regional stakeholders and local communities to target financial



resources with laser-like focus on the best development opportunities, and develop partnerships and incentives around these catalytic projects.

### Why is regional support vital to the success of GRIP?

GRIP is building regional support for key investments that will transform not only Gary and other urban core communities, but the entire region. A unified public voice is necessary to persuade statewide elected officials, media, and other influencers and decision makers to secure funding and reform policies. Stronger partnerships between regional organizations and local communities will help build the local capacity to implement projects. A unified region will shine a positive light on prioritized projects and attract investors and other reputable private sector partners. As a unified region, we can play a stronger role in shaping the emerging national dialogue on the need to reinvest in formally industrialized cities. By working together as a region to advance key catalytic investments, Northwest Indiana ultimately can become a national model for economic recovery.

### How can I or my organization help advance GRIP?

Through your participation in GRIP, you will help identify the best ways to invest limited resources in our communities to reverse economic decline. In the months and years to come, committed partners will work collaboratively to advance these key transformative projects, identify and advance important policy reforms, and move the Northwest Indiana region forward. As a participant today, you will be receiving regular updates from the project partners. As we work on specific projects, we hope to engage you directly to help advocate for policy change, identify partnerships, and support the securing of scarce resources.

### What Happens Next?

GRIP the Future is just the beginning of a multi-year initiative. The timeline on page 35 provides an overview of next steps, which include the following:

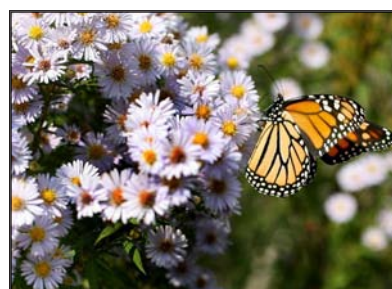
**1. Inventory, prioritize and connect investments.** Resources traditionally allocated in silos by uncoordinated government agencies – for housing, transportation, education, workforce, parks, or the preservation of open space – often are thinly dispersed among neighborhoods or jurisdictions in an attempt to provide equitable access and services. This model may work in communities experiencing growth; however, communities dealing with severe population decline must focus investments where they will have the greatest impact. Whether it is the redevelopment of North Harbor in East Chicago, expanding the Gary/Chicago International Airport, or recapturing the lakefront as part of the broader Marquette Plan, the region must enhance and leverage these ripe opportunities to derive the greatest economic benefit for its residents. GRIP will identify and advocate for directing resources in ways that add intrinsic value to underutilized assets and leverage existing investments.

**2. Establish strong partnerships for implementation.** Given the devastating impacts of disinvestment on many urban communities in the region, there is an essential need for strong partnerships with reputable developers, investors and organizations with the capacity, resources and proven track record to plan and implement successful development activities. GRIP will engage those entities in redevelopment efforts and establish partnership agreements with the Regional Development Authority which can effectively direct funds. MPC will partner with the Urban Land Institute-Chicago, an international, member-driven real estate organization, to engage

real estate and planning professionals to provide expert advice on moving priority projects forward. ULI engages its membership through Technical Assistance Panels to assist communities in solving development challenges.

**3. Assist with long-term implementation.** MPC, a nonprofit, mission-driven organization, and The Times Media Company, an established institution in Northwest Indiana, are committed to providing long-term assistance to the region. This will include:

- Policy analysis and advocacy at the regional, state and federal levels to help attract new resources and remove barriers to reinvestment.
- Engagement of key employers in investing in housing revitalization strategies through employer-assisted housing, a program through which employers help their employees live near work.
- Local and regional outreach and communication, deploying traditional and new media tactics.
- In partnership with the ULI-Chicago, engaging experts in the fields of real estate, planning, finance, transportation, policy, and economic development to assist in providing an action plan to move priority projects forward.
- Cultivation of regional leadership in fostering investment in and stabilization of the urban core.





# Timeline

## GRIP Phase I

**October:** *GRIP the Future* Event

**October:** Xavier Briggs dialogue

**October-December:** Community Survey

**December:** GRIP Executive Committee Meeting

**January-March:** GRIP project evaluations

**February:** GRIP Executive Committee Meeting

**April:** GRIP Phase I report release

## GRIP Phase II: Implementation

**April:** 1st GRIP Urban Exchange event — Mayor Jay Williams, Youngstown, Ohio

**May/June:** Urban Land Institute Technical Assistance Panel

**June:** 2nd GRIP Urban Exchange event

GRIP Executive Committee Meeting

GRIP Advisory Committee

Urban Land Institute Technical Assistance  
Panel Public Presentation

3rd GRIP Urban Exchange Event

GRIP Executive Committee  
-- 2012 Work Plan Development

Local outreach and planning forums

Public presentation of GRIP progress

Legislative outreach and policy

Policy research

Local outreach and project support

Employer-assisted housing outreach  
and program set-up

Analysis of tax structure challenges/  
opportunities and other issues

4th Quarter 2010

1st Quarter 2011

2nd Quarter

3rd Quarter

4th Quarter

2012



# Soundbites

***The Times Media Company asked GRIP the Future participants,  
“What is the key ingredient to the success of Gary?”***

“The commitment of all of us here is to really do something concretely ourselves to make this happen.”  
— Karen Pulliam, President, Gary branch of the NAACP



“Cooperation with our region because we’re in a global economy. ... The key is business and investment.”  
— David Castellanos, 1st American Steel LLC

“The key ingredient is certainly a regional economic strategy that ties to the suburbs. We have to get all the economies working together. Get trained and job-ready.”  
— Rev. Cheryl Rivera, Interfaith Federation



“I think we have the tools, spirit and dedication to move forward, so let’s just go. It’s about implementing the plan.”  
— Kathy Brown, Marquette Implementation Coordinator,  
Northwest Indiana Regional Development Authority

“Find a way to get this information to trickle down to the people who aren’t in this room and to get them involved and engaged in the process of making the region better. If you can garner that (grassroots) support, a lot of other things will take place.”  
— Raymond Davis, Recruiter, Purdue University



“The key is getting the region willing to reinvest in Gary and the other urban communities. As it is now, the investment has been taken out of the urban core. You have people working in the urban areas but living in other parts of the region.”  
— Sandy O'Brien, Save the Dunes Council

“I don’t think there is one. It’s a combination of things: regional assistance ... financial stability ... promoting a positive image.”  
— Mayor Joe Stahura, City of Whiting



# GRIP the Future Participants

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Vanessa Allen	Urban League of Northwest Indiana
Natalie Ammons	WLTH Radio
Ross Amundson	American Water Company
Josh Anderson	Metropolitan Planning Council
Mark Angelini	S.B. Friedman & Company
John Artis	City of East Chicago
Donald Babcock	NIPSCO
Michael Baird	Harris Bank
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Sharon Owen	United States Steel Corporation
Edward Paesel	South Suburban Mayors and Managers Association
John Parsons	Northern Indiana Commuter Transportation District
Frank Patton	Chicago Union League
Lori Peterson	Central District Organizing Project
Michael Piskur	Metropolitan Planning Council
Herald Puckett	Gary Chamber of Commerce
Michael Puente	Chicago Public Radio
Karen Pulliam	NAACP
Lonnie Randolph	State of Indiana
Hon. Mara Candelaria Reardon	Indiana House of Representatives
Jill Ritchie	United States Steel Corporation
Dennis Rittenmeyer	Calumet College of St. Joseph
Joel Rodriguez	City of Gary
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# GRIP the Future Participants

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John Swanson	Northwestern Indiana Regional Planning Commission
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Melvin Thompson	EnthuseGroup
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Elise Zelechowski	Delta Institute
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## **Metropolitan Planning Council**

*Since 1934, the Metropolitan Planning Council (MPC) has been dedicated to shaping a more sustainable and prosperous greater Chicago region. As an independent, nonprofit, nonpartisan organization, MPC serves communities and residents by developing, promoting and implementing solutions for sound regional growth.*

## **The Times Media Company**

*The Times Media Company is a multi-media company providing essential information that is accurate, relevant, engaging, compelling, useful and timely. It seeks to reflect life in its communities, reporting on the varied interests and diverse populations within its market. It acts as a voice and forum for free expression. It serves as watchdog of the public interest and catalyst for meaningful change. It tells of people - the fantasies, threats, pride and pain, clubs and cliques, work and play, wins and loses, wonder and revulsion, youth and age, beginnings and endings - everything that is local and much more. The Times Media Company serves as a life-support for residents of Northwest Indiana providing information in print, on the internet and through specialty publications.*

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