



GARY & REGION INVESTMENT PROJECT  
**GRIP THE FUTURE**  
PARTICIPANT'S GUIDE  
OCTOBER 27, 2010



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# Foreword

Dear Participant,

You have been invited by The Times Media Co, and the Metropolitan Planning Council to attend GRIP the Future, the launch of the Gary and Region Investment Project, on Wednesday, October 27, 2010.

This is a time of great challenge and opportunity in Northwest Indiana. As we all know, years of disinvestment, urban decay, and dwindling resources have resulted in blighted neighborhoods throughout the region's urban core. These challenges are felt and seen most acutely in the city of Gary, but are shared by many other neighboring communities.

Fortunately, from miles of lakeshore and national parks to transportation hubs and historic landmarks, these same cities have significant, if underused, assets. The groundwork for recovery has been laid by a variety of plans. It is the time for Northwest Indiana to come together and build upon these strengths to stabilize and reinvest in the economy.

We strongly believe that by working together on a few key transformative projects, we can create a brighter future for Gary and Northwest Indiana. We invited you to *GRIP the Future* because you share this conviction, and have the ability to shape implementation.

**Goal for the day:** *GRIP the Future* will launch a multi-year revitalization initiative by bringing together local community leaders, regional stakeholders, national experts, and federal representatives to develop an investment strategy for economic recovery.

**Your role:** We are humbled by the roster of dynamic speakers who have agreed to inspire and challenge us by sharing their expertise today. However, the Gary and Region Investment Project is not about them – it is about you. The speakers will provide us with an understanding of where and how the federal government is investing, and what tactics have proven successful in communities grappling with similar challenges. Then, it will be up to you and the other 200-plus attendees to weigh in on how we harness these new federal priorities and national best practices to benefit our region, and to help decide what investments we all agree will have the greatest impact on our community and region.

**About this guide:** In addition to the agenda on page 3 for *GRIP the Future*, this guide contains information about the many important investment opportunities underway in Northwest Indiana's urban core, a draft list of project selection criteria that you will be asked to discuss, frequently asked questions about GRIP, speaker biographies, and a list of participants. A note about the project list: while we do not presume this list is complete, we have consulted with city, regional and state leaders and institutions to highlight investments with the greatest potential to transform communities, strengthen the region, and connect transportation, economic, institutional, and natural assets. At the event, we will have the opportunity to discuss this list, add overlooked projects that meet the criteria, and today's regional priorities.

We look forward to an inspiring, collaborative and productive day! If you have any questions, please contact Kristi DeLaurentiis, MPC government relations director, at [kdelaurentiis@metroplanning.org](mailto:kdelaurentiis@metroplanning.org) or (815)-325-1220; or Bill Nangle, editor, The Times of Northwest Indiana, at [william.nangle@nwi.com](mailto:william.nangle@nwi.com) or (219)-933-3249.

Sincerely,

MarySue Barrett  
President  
Metropolitan Planning Council



Bill Masterson  
Publisher  
The Times Media Co.



# Agenda

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## **GRIP the Future**

### **Launching the Gary and Region Investment Project**

*Wednesday, October 27, 2010*

*8:30 a.m. to 5p.m.*

*Genesis Convention Center, Indiana Hall*

*One Genesis Center Plaza*

*Gary, Ind.*

### **7:30 to 8:30 a.m.**

#### **Breakfast and Check In**

### **8:30 to 9 a.m.**

#### **Welcome**

MarySue Barrett, President, Metropolitan Planning Council

Bill Masterson, Publisher, The Times Media Company

U.S. Sen. Evan Bayh (D-Ind.)

U.S. Sen. Dick Lugar (R-Ind.)

U.S. Rep. Pete Visclosky (D-Ind.)

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

Mayor Rudy Clay, City of Gary

### **9 to 11 a.m.**

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

### **9 to 10 a.m.**

#### **Federal Priorities**

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

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

Derek Douglas, Special Assistant to the President for Urban Affairs (via video)

Radhika Fox, Federal Policy Director, PolicyLink

### **10 to 11 a.m.**

#### **Regional Momentum**

Don Babcock, Director of Economic Development, NIPSCO, *Moderator*

U.S. Rep. Peter Visclosky (D-Ind.)

Bill Masterson, Publisher, The Times Media Company

Bill Joiner, Board Member & Bill Hanna, Executive Director,

Regional Development Authority

Steve Strains, Deputy Director, Northwest Indiana Regional Planning

Commission

**11 to 12 p.m.**

**Table Discussion: Evaluating Key Opportunities**

How do we apply these new priorities and best practices here in Northwest Indiana?

**12 to 1 p.m.**

**Lunch Buffet**

**1 to 2:00 p.m.**

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

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

Sandra Moore, President, Urban Strategies

Kim Burnett, Consultant, Non-Resident Senior Fellow, The Brookings  
Institution

Ed Paesel, Executive Director, South Suburban Mayors and Managers  
Association

**2 to 2:45 p.m.**

**Question and Answer**

**2:45 to 3:00 p.m.**

**Break**

**3:00 to 4:00 p.m.**

**Table Discussion: Stepping up to the Challenge**

Participants will discuss how we can we apply this information to  
select key investments.

**4:00 to 5 p.m.**

**Closing Remarks and Next Steps**

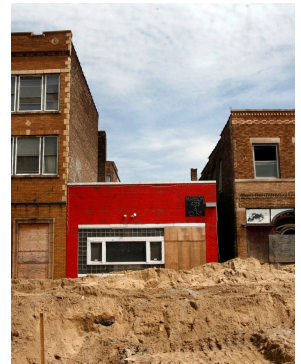
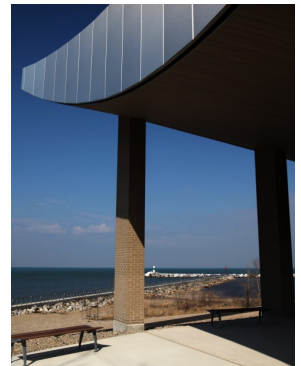
William Nangle, Executive Editor, The Times Media  
Company

O'Merrial Butchee, Director, Gerald Lamkin Innovation &  
Entrepreneurship Center, IvyTech Community College

Harry Vande Velde, President, Legacy Foundation

**5 to 7 p.m.**

**Reception**



## Canadian National Rail Yard Expansion

*Canadian National Railroad Company*

Canadian National (CN) Railroad Company's Kirk Yard is ideally 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. At present, 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. Given that freight railroads emit three times less carbon dioxide than trucks for the same load, there are potential environmental benefits from this investment. There also is a partnership plan with the Gary/Chicago International Airport to develop a runway extension, charter service, and other significant aviation business.



Photo: Canadian National Railroad Co.

**Status as of September 2010:** CN has done preliminary discovery, and is in permitting discussions with the City of Gary and State of Indiana.

## 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 avenues, 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 avenues, is likewise eligible to be listed on the National Register of Historic Places.

**Status as of September 2010:** Projects along the corridor are planned and resources are being invested.

## Gary Land-Based Casino

*Majestic Casino, LLC*

A proposed land-based casino is being considered to replace at least one of Gary's lakefront casino boats. This project would encourage mixed-use development at underdeveloped sites adjacent to the heavily traveled Borman Expressway. Plans propose the a new hotel complex, new residential development, expanded educational facilities, restaurants, and retail shopping.

The new casino could keep the industry competitive within Indiana, create jobs, and generate an estimated \$11 million in new tax revenue for the state. It would open up land along the lakefront in Gary, providing redevelopment opportunity in a currently fragmented lakefront business area. Majestic Casino projects spending \$250 to \$300 million on this project.



There has been no decision on which casino may move.

**Status as of September 2010:** The project is in the preliminary planning phase.



# 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 (see below); 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 September 2010:** Runway extension underway, with expected completion in 2012/2013.

## 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 September 2010:** Preliminary planning phases are underway and awaiting government approval.

## Grant Street Corridor

*City of Gary*



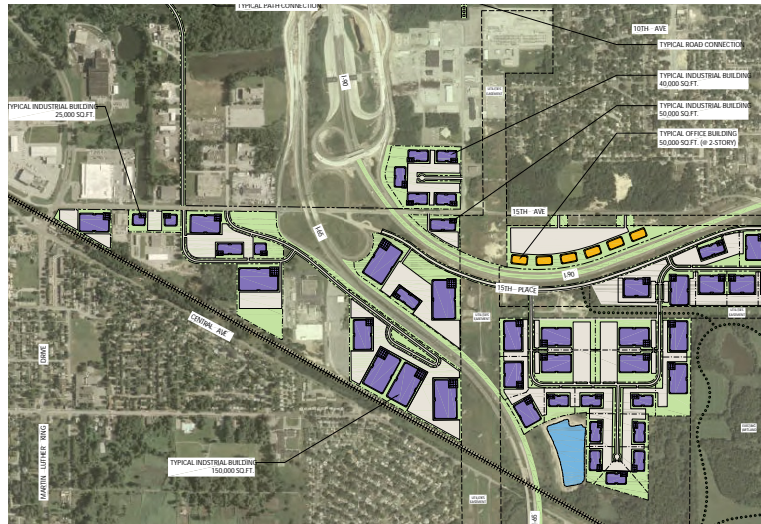
Grant Street, from 25th Avenue to Ridge Road, offers opportunities for new regional retail development because of its immediate access from the Borman Expressway (I-80/94). It is a viable location for grocery and discount stores, gas stations, convenience stores, and logistics-oriented services. New, attractive streetscapes and updated business facades would spur further retail development, and help Gary draw revenue from customers throughout Lake County and interstate highway travelers. This corridor also incorporates several residential neighborhoods, including Small Farms and Glen Park West. The concentration of civic and institutional activities, such as Indiana University Northwest would create

stability, generate activity, and provide opportunities for local jobs.

**Status as of September 2010:** The city and partners are working to secure additional funding sources to continue development, improve rental housing in the area, rehab approximately 20 existing homes, and attract new businesses into the Grant Street corridor.

## 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 diversified tax base.



**Status as of September 2010:** Planning is ongoing.

## Jackson Family Museum and Michael Jackson Performing Arts & Culture Center

*City of Gary, Jackson Family Foundation, Jackson Development & Marketing Corporation*



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, a major Cineplex theatre, housing, golf course, and a light passenger rail line to shuttle visitors between attractions. The proposed site is near I-80/94, and includes Gleason Park and several adjacent parcels in the immediate vicinity. This project will create jobs for residents and business opportunities in Gary, stemming from both construction and ongoing operations. The

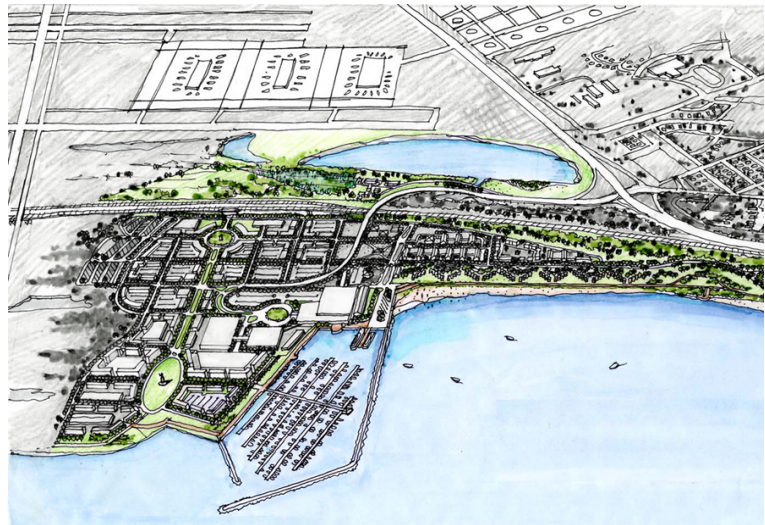
complex would serve as a catalyst for economic growth by attracting 750,000 to 1,000,000 visitors each year. This new economic activity would increase Gary's tax base and celebrate its history.

**Status as of September 2010:** The project is in the planning stage. Gary's Public Works Department has approved the land transfer to the Jackson Development & Marketing Corp.

## 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 RDA are working with industry to create a modern, multi-purposed corridor that will contain consolidated rail lines, buried power lines and distribution systems, and needed industrial infrastructure.



Plans in East Chicago call for the redevelopment of 1,000 units of public housing located between the Main Street District and the lakefront into a sustainable, mixed-income, pedestrian-oriented urban community on 100 acres. The historic Main Street would be rebuilt around the bus system. Renovation of community parks and cultural facilities, reconstructed streets, and updated utilities are being coordinated with concerted efforts to restore the traditional Main Street District.

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 September 2010:** Initial funding with HUD secured; first phase of housing is complete; City of East Chicago is working to relocate its water filtration plant away from the lakeshore, freeing up 10 acres of developable land along the East Chicago Marina.

## 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 September 2010:** The restoration of the Father Marquette Monument Base, Gary Bathing Beach Pavilion Aquatorium, and Oak Savanna and Oak Woodlands will be underway in early December 2010.

## Marquette Plan: Hammond Wolf Lake

*City of Hammond, Hammond Redevelopment Commission, Hammond Port Authority,  
Northwest Indiana Regional Development Authority*

Improvements made under this plan already include several projects at Wolf Lake Park. A new pavilion, which opened this year, hosts concerts and other performances, and can accommodate 15,000 spectators. Continuous trails connect existing regional trail systems in Hammond and Whiting to Chicago's Burnham Trail. On Lake George Trail, a new pedestrian bridge serves walkers and bicyclists crossing busy Indianapolis Boulevard and New York Avenue.



A promenade and pier provide pedestrian access to the lake, and the 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.

Expanded park access will enhance recreational facilities for the community and create greater opportunities for outdoor recreation, thereby improving quality of life. These improvements will benefit public safety by creating positive recreational activities for young people, promoting active use of public open space, and installing lighting to promote use and deter crime. New commercial development would continue to support the growing numbers of tourists and visitors attracted by the enhanced recreational amenities. Going forward, this project could trigger residential, mixed-use and infill redevelopment, and attract visitors and families drawn to Hammond's amenities.

**Status as of September 2010:** Construction of the pavilion is complete, and road and trail improvements are in progress.



## Marquette Plan: Porter Trail Indiana 49 Lakeshore

*Town of Porter, Northwest Indiana Regional Development Authority, Northwest Indiana Regional Plan Commission, Indiana Dept. of Transportation, National Lakeshore, Indiana Dept. of Natural Resources, Indiana Dunes State Park*



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 to expand public access into the park from the Northern Indiana Commuter Transportation District station. Once implemented, the road and bridge would support transit-oriented development and

eco-tourism. A 3.95-mile Dunes Kankakee Trail would span IN-49, and incorporate way-finding signage, lighting, stormwater conveyance systems, bike racks, benches, and native landscaping along the route.

Road improvements would create "complete streets" that serve every user and "green streets" that use sustainable best management practices, both designed to attract new businesses and recreational opportunities to spur economic development along IN-49, and preserving, protecting and enhancing environmental systems.

The Gateway to the Dunes would leverage and enhance existing transportation assets, balance resident and visitor needs, and create a place to live, work, play and visit.

**Status as of September 2010:** Bridge construction and improvements are underway.

## Marquette Plan: Whiting Lakefront Park

*City of Whiting, Whiting Redevelopment Commission, Northwest Indiana Regional Development Authority, State of Indiana, U.S. Army Corp of Engineers, BP*

The City of Whiting is reconstructing its historic lakefront park and capitalizing on its Lake Michigan shoreline. Enhancing this area will improve opportunities for infill development between the city's downtown and Lake Michigan, and create a new housing market for higher wage earners employed by BP and other industries in the region. Housing near jobs and amenities is in demand, and Whiting is taking steps to serve that void in the region. A revitalized Whiting Lakefront Park is planned for year-round recreational



activities, including a lakefront promenade, fishing pier, playgrounds, and gathering places for entertainment and socializing. Improvements also include restoring the small boat launch at the adjacent Whihala Beach County Park, and links to the regional pedestrian and bicycle trail network. The new amenities will coincide with infrastructure projects designed to modernize Whiting Lakefront Park by updating its road system, parking and utilities, and reconstructing its shoreline, including restoring a portion to natural beach and dune habitat.

Newly configured and revamped access streets will strengthen connections between the lakeshore and Whiting's downtown residential districts and 119th Street, the city's commercial main street. In addition, the road improvements will allow for a "quiet zone" at freight rail crossings near the park. The Lakefront Park plan builds a community and regional shoreline park destination, and strengthens Whiting's tax base and economic future.

**Status as of September 2010:** Preliminary work has commenced.

# 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 Street 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 September 2010:** Planning along the corridor is in the preliminary stage.

## 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 September 2010:** Planning is ongoing.



# Draft Project Selection Criteria

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The draft project selection criteria were developed by advisors to prompt further discussion on prioritizing a few transformative projects for the region. What do they mean to you? What are we missing? Which are most important?

1. Creates Jobs and Spurs Economic Development:
  - Improves access to job opportunities
  - Increases access to job training
  - Creates or expands existing commercial and industrial centers
  - Reuses existing brownfields and vacant property
2. Promotes Affordable Housing and Improves Housing Choices:
  - 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
4. Enhances Economic Competitiveness:
  - Improves reliable and timely access to employment centers
  - Increases educational opportunities
  - Increases services and other basic worker needs
  - Expands business access to market
5. Strengthens Existing Communities:
  - Adds amenities near transit nodes
  - Develops mixed-use properties/sites
  - Makes use of existing infrastructure such as sewers, sidewalks and streetlights
6. Encourages Clean Air, Land and Water:
  - 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
  - Expands areas of free public recreation to add cultural value to the region
7. Supports and Expands Transportation Choices:
  - 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
8. Improves Water Infrastructure:
  - 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
9. Has a Reasonable Chance of Being Implemented:
  - Has a strong likelihood to secure funding for implementation
  - Has attracted strong champions



## What is GRIP?

The Gary and Region Investment Project 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, found on page 19, outlines draft criteria for selecting these priorities. At GRIP the Future, participants will discuss and then vote on these criteria.

## 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?

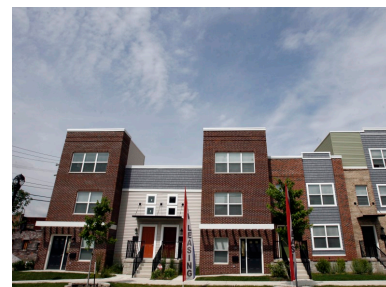
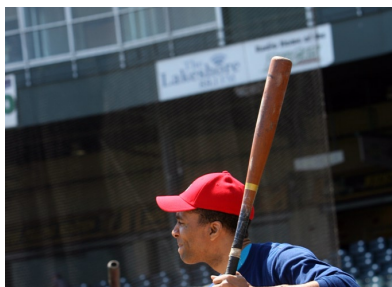
Many plans and initiatives have laid the groundwork for reinvestment within Northwest Indiana's urban core. GRIP is not another discussion, nor is it another plan. The success of GRIP — and the region — rests on the development of a goal-oriented, right-sized, and coordinated investment strategy:

**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 the Future, 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 24 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 can be directed effectively. 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 their membership through its Technical Assistance Panels to assist communities in solving development challenges.

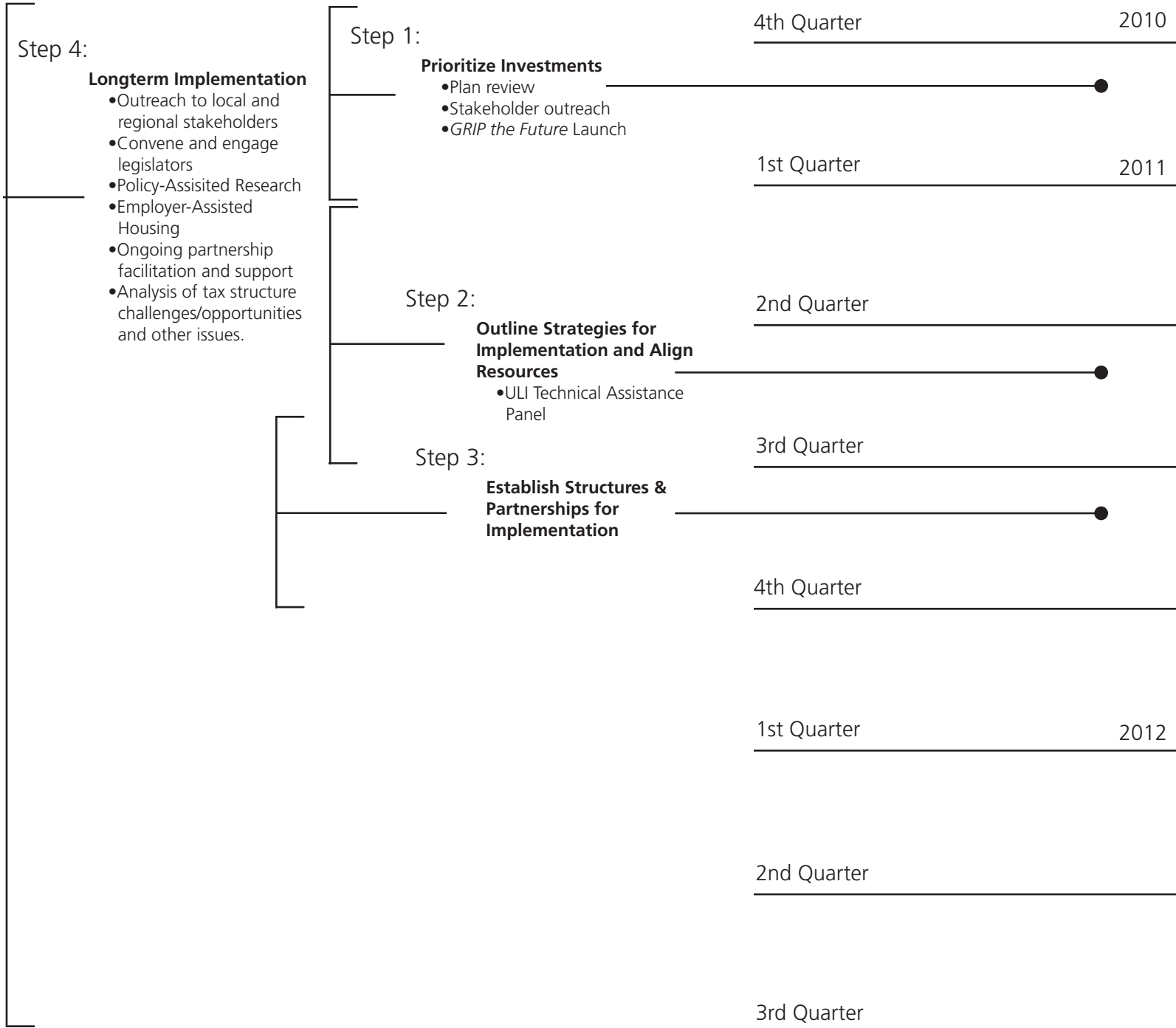
**3. Assist with long-term implementation.** MPC, a nonprofit, mission-driven organization, and The Times Media Company, an established institution in Northwest Indiana, are committed to providing long-term assistance to the region. This will include:

- 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 projects forward.
- Cultivation of regional leadership in fostering investment in and stabilization of the urban core.





# Timeline



# Speaker Bios

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

At NIPSCO, the largest natural gas distribution company and second largest electric distribution company in Indiana currently serves more than 1.1 million customers. Mr. Babcock supports and enhances the quality of life of 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.

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

Ms. Barrett has been president of the Metropolitan Planning Council since 1996. During her tenure, MPC has strengthened its relationships with regional decision-makers, and is increasingly called upon to untangle local development and regional policy challenges.

Ms. Barrett serves on the boards of several organizations, including Leadership Greater Chicago and the University of Chicago's Harris School for Public Policy Visiting Committee. She also is active with the Chicago Network, Economic Club of Chicago, 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"*.

**U.S. Sen. Evan Bayh (D-Ind.)**

Elected to his second term in November 2004, Evan Bayh's signature legislative efforts are aimed at strengthening national security, creating more jobs through the growth of small businesses, protecting American workers from unfair trade practices, and providing tax-relief for families struggling with the rising costs of college, retirement and the long-term care of a loved one.

Sen. Bayh currently serves on six Senate Committees: Banking, Housing, and Urban Affairs, Armed Services, Energy and Natural Resources, Small Business and Entrepreneurship, and the

Special Committee on Aging. In February 2010, Senator Bayh announced that he would not seek a third term in the U.S. Senate.

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

Ms. Burnett has worked in the field of community and economic development for more than fifteen 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. Her clients include foundations, associations, nonprofit organizations, government, and public and private organizations working on urban issues.

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, Cleveland, Pittsburgh, and Youngstown.

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

Ms. Butchee leads the Gerald I. Lamkin Innovation & Entrepreneurship Center at Ivy Tech Community College, which serves seven Northwest counties with campuses located in Indiana, East Chicago, Michigan City, and Valparaiso. She also has been an adjunct faculty member for the past 15 years. Inspired by the "Dare to Dream: One Region / One Vision" initiative, she works tirelessly to promote the "power" of friendly conversation to improve the ability to collaborate and move the region forward. Ms. Butchee serves on several boards and is a member and officer of the Gary Chamber of Commerce.

**Mayor Rudy Clay,**  
**City of Gary**

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

Mayor Clay's accomplishments includes authoring the bill which established Dr. Martin Luther King, Jr. Day in Indiana and negotiating the release of three guards held hostage at the State Prison in Michigan City.

His aggressive participation in the community was recognized through receiving the Marchers Award, the S.C.L.C. Operation Breadbasket Outstanding Activist award by Rev. Jesse Jackson, the Hoosier Award, and the 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.

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

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. 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.

**Radhika Fox**  
**Federal Policy Director, PolicyLink**

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.

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

Appointed Executive Director in February, 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, the 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.

**Bill Joiner**  
**Investment Portfolio Manager and Consultant**

For the past six years, Mr. Joiner has connected professionally to numerous organizations as an active member of the Investment Committee for the Legacy Foundation, Board of Directors for the Visiting Nurse Association Foundation of Porter County, Board of Directors for St. Mary Mercy Hospital, and Treasurer & Budget Committee Chair of the NWI Regional Development Authority. Until 2007, Mr. Joiner was president of the Economic Development Commission for the City of Gary. He previously served as president and secretary for Structure Resources, LLC, specializing in business development and best Management practices. He also was first vice president of the Personal Banking Division at Bank One/First Chicago NBD Bank, responsible for the administration and coordination of activities for a 40 retail branch network.

**Bill Masterson, Jr.,**  
**Publisher, Times Media Company, Lee Enterprises**

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, Mr. Masterson 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 Masterson's time as publisher he was 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.

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

Ms. Moore leads a team of professionals who help residents and community stakeholders transform distressed urban core communities into vibrant, safe residential 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.

**William (Bill) Nangle**  
**Executive Editor, The Times of Northwest Indiana**

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

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

For eleven years, Mr. Paesel has led the South Suburban Mayors & Managers Association (SSMMA) as the Executive Director. He continually enhances their performance as a financial intermediary and intergovernmental agency, providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in Cook and Will Counties.

Mr. Paesel illustrates a devotion to public service through a strong career in government and planning. He serves on the Metra Board of Directors, the Bloom High School #206 Education Foundation as the Chairman, and an alternate delegate to the Chicago Area Transportation Study Policy Committee. Before joining SSMMA, Mr. Paesel was the city manager and the mayor of Sauk Village for twelve years and was appointed by Governor Edgar to the be the South Suburban Representative for the Northeastern Illinois Planning Commission in 1996. For many years Mr. Paesel also participated on the Governing Board of the Chicago Metropolitan Agency for Planning.

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

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

# Speaker Bios

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of the Year by *American City and County* magazine and was 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, Was. While 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.

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

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. Mr. Skosey coordinates MPC's legislative outreach to Springfield and Chicago's City Council. 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.

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

Mr. Strains has a long history of promoting regional planning through his positions at the Northwestern Indiana Regional Planning Commission (NIRPC). NIRPC is a multi-purpose, sub-state, area-wide planning agency that functions as a cooperative of local governments within the Tri-County area. He began his career at NIRPC in 1973 as a summer intern.

Mr. Strains is an active participant of the planning community by serving on the advisory committee for the Porter County Corridor Plan and through professional memberships in

the American Planning Association and American Institute of Certified Planners.

**Harry Vande Velde**  
**President, Legacy Foundation**

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.

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 as president of the Schools of St. Benedict in Chicago.

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

Rep. Visclosky represents the First Congressional District of Indiana, which includes Lake, Porter, Newton, Jasper, and Benton counties. Throughout 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, including the extension of the South Shore Rail Line, Gary/Chicago Airport, and Marquette Plan, his lakeshore investment strategy.

Rep. Visclosky is a member of the Appropriations Committee, Defense Subcommittee, and is chairman of the Congressional Steel Caucus.



# Participants

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Vanessa Allen  
Natalie Ammons  
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Mark Angelini  
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Donald Babcock  
Michael Baird  
MarySue Barrett  
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Kimberly Burnett  
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O'Merrial Butchee  
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Hon. Rudy Clay  
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Raymond Fletcher  
Radhika Fox  
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Celita Green  
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Metropolitan Planning Council  
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Metropolitan Planning Council  
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Save the Dunes  
Times Media Co.  
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City of Gary  
City of Gary  
City of Gary  
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Metropolitan Planning Council  
Purdue Calumet University  
Metropolitan Planning Council  
Metropolitan Planning Council  
Gary Crusader  
Peoples Bank  
Indiana Dunes National Lakeshore  
City of Hammond  
Lake County Government Complex  
United Way Regional Volunteer Center  
Boys and Girls Clubs of Northwest Indiana  
Metropolitan Planning Council  
Purdue University Calumet  
NWI Qualityof Life Council  
Everybody Counts  
PolicyLink  
Goodman Williams Group  
City of Gary  
Highland  
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Mt. Herman Missionary Baptist Church  
  
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Indiana University Northwest  
Gary Park Department  
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BP  
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Key West Enterprises  
Purdue University North Central  
Delta Institute  
Times Media Co.  
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Loretta Minor	Harris Bank
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Cara Spicer	Legacy Foundation
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Steve Strains	Northwestern Indiana Regional Planning Commission
Mike Suggs	NIPSCO
John Swanson	Northwestern Indiana Regional Planning Commission
John Talbot	Weaver Boos Consultants
Hon. Karen Tallian	State of Indiana
Melvin Thompson	EnthuseGroup
Teresa Torres	Everybody Counts
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Hon. Olga Velazquez	City of Portage
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Gilbert Villegas	HACIA
John Vinzant	Lee Companies
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Bill Wellman	Whiteco
Curtis Whittaker	Whittaker & Co.
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Will Woodley	The Community Builders, Inc.
Kate Zale	URS Corporation
Elise Zelechowski	Delta Institute
Susan Zlajic	ArcelorMittal USA

# Acknowledgements

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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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NIPSCO  
Northwest Indiana Forum  
Northwest Indiana Regional Development Authority  
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United States Steel Corporation  
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Northwest Indiana Regional Development Authority  
Northwest Indiana Regional Planning Commission  
Gary and Region Investment Project Executive Committee  
The Community Builders

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John S. and James L. Knight  
Fund at the Legacy Foundation

