



6100 Southport Road  
Portage, Indiana 46368  
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www.nirpc.org

**NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION  
EXECUTIVE BOARD MEETING**  
March 17, 2022 at 9:00 A.M.  
NIRPC Lake Michigan Room, 6100 Southport Road, Portage

- 1.0 Call to Order and Pledge of Allegiance – Justin Kiel
- 2.0 New Appointments to the Commission - Attorney Dave Hollenbeck
- 3.0 Roll Call – Candice Eklund
- 4.0 Public Comment on Current Agenda Items  
*Members of the audience who have signed up to comment on agenda items will be recognized by the Chair. Time is limited to 3 minutes per commenter.*
- 5.0 Approval of the Minutes of the January 20, 2022, Full Commission Meeting (pp. 1-4)  
***ACTION REQUESTED: Approval***
- 6.0 Report of the Chair – Justin Kiel
- 7.0 Report of the Executive Director - Ty Warner
- 8.0 Environmental Management Policy Committee – Bill Emerson (pp. 5-6)
- 9.0 Finance and Personnel Committee – Tom Dermody (pp. 7-76)
  - 9.1 RDG Planning & Design Contract for 2050 Metropolitan Transportation Plan – Land Use Element (pp. 7-31)  
***ACTION REQUESTED: Approval***
  - 9.2 CPCS Team Contract for 2050 Metropolitan Transportation Plan – Freight Element (pp. 32-56)  
***ACTION REQUESTED: Approval***
  - 9.3 TranSystems Contract for 2050 Metropolitan Transportation Plan – Public Transit Element (pp. 57-74)  
***ACTION REQUESTED: Approval***
  - 9.4 Memorandum of Understanding with the Porter County Redevelopment Commission regarding Recover NWI (pp. 75-76)  
***ACTION REQUESTED: Approval***
- 10.0 Technical Planning Committee - Kevin Breitzke (pp. 77-87)
  - 10.1 Resolution #22-08: Roadway Functional Classification Changes (pp. 80-82)  
***ACTION REQUESTED: Approval***
  - 10.2 [Resolution #22-09: FY 2020-2024 TIP Amendment #20-22.01 & 20-22.02](#) (pp. 83-84)  
TIP amendment documents for Resolution #22-09 available separately  
***ACTION REQUESTED: Approval***

10.3 Public Comment Report on the FY 2020-2024 & FY 2022-2026 TIP Amendment #4 (p.85)

***ACTION REQUESTED: Informational***

10.4 [Resolution #22-10: FY2020-2024 & FY 2022-2026 TIP Amendment #4](#) (pp. 86-87)

TIP amendment document for Resolution #22-10 available separately

***ACTION REQUESTED: Approval***

11.0 INDOT, Matt Deitchley, La Porte District Deputy Commissioner

12.0 Other Business

13.0 Announcements

14.0 Adjournment

**NIRPC Full Commission Meeting**  
Hybrid meeting held In-Person and via Zoom  
January 20, 2022 Minutes

**Call to Order**

Chairman, George Topoll, called the meeting to order at 9:03 a.m. with the Pledge of Allegiance.

This meeting was convened as both an in-person and electronic meeting, which was in accordance and made possible with House Enrolled Act (HEA) 1437 as incorporated into Governor Holcomb's Executive Order 21-13. This format allowed for real time interaction and supported the public's ability to observe and record the proceedings.

Ty Warner began the meeting by thanking the Commissioners in attendance, both in-person and virtually. This is the first in-person meeting since Covid-19 began in 2020 and NIRPC's first attempt at holding a hybrid meeting, which was at the request of the NIRPC officers.

**New Appointments to the Commission**

Dave Hollenbeck announced the appointments to the Commission of Mike Jessen (Porter County Council), Scott Kingan (Ogden Dunes), and Angie Scott (Burns Harbor).

**Roll call** - Taken by Candice Eklund.

**Present**

A total of 32 Commissioners were present at the meeting, with an attendance of nine in-person and 23 attending virtually. The nine Commissioners attending in person were Kyle Allen (Lake County Commissioner), Bill Emerson (Lake County Surveyor), Michael Griffin (Highland), Richard Hardaway (Merrillville), Justin Kiel (La Crosse), Sue Lynch (Portage), Greg Stinson (Porter), Jim Ton (Chesterton), and George Topoll (Union Township). The 23 Commissioners attending virtually were Geof Benson (Beverly Shores), Kevin Breitzke (Porter County Surveyor), Charlie Brown (Lake County Council), Robert Carnahan (Cedar Lake), Joshleen Denham (Trail Creek), Tom Dermody (La Porte), Jon Derwinski (Winfield), Denise Ebert (Wanatah), Robert Forster (Kouts), Mike Jessen (Porter County Council), Scott Kingan (Ogden Dunes), Andrew Kyres (Crown Point), Robert Lemay (Long Beach), Lori Mercer (Westville), Wendy Mis (Munster), Mike Mollenhauer (LaPorte County Council), Matt Murphy (Valparaiso), Duane Parry (Michigan City), David Peeler (Hebron), Rick Ryfa (Griffith), Tom Schmitt (Schererville), Gerald Swets (St. John), and Mary Tanis (Dyer). Also present was Adam Parkhouse representing INDOT.

The 19 Commissioners absent included Duane Arndt (Kingsford Heights), Jeanette Bapst (Dune Acres), Janet Beck (Pottawattomie Park), Jim Biggs (Porter County Commissioner), Bill Carroll (Lake Station), Anthony Copeland (East Chicago), Daina Dumbrys (Michiana Shores), Tony Hendricks (LaPorte County Surveyor), Jack Jeralds (Schneider), Sheila Matias (LaPorte County Commissioner), Tom McDermott (Hammond), Edward Morales (Porter Township), Jim Pressel (Governor Appointee), Jerome Prince (Gary), Angie Scott (Burns Harbor), Brian Snedecor (Hobart), Steve Spebar (Whiting), Sharon Szwedo (New Chicago), and John Yelkich (Lowell).

Kingsbury and The Pines have appointed no representatives to NIRPC.

Staff present included Ty Warner, Thomas Dow, Kathy Luther, Talaya Jones, Meredith Stilwell, Flor Baum, Mitch Barloga, Lisa Todd, Charles Bradsky, Denarie Kane, Kevin Polette, Candice Eklund, and attorney Dave Hollenbeck.

**Approval of Minutes**

The minutes of the November 18, 2021 Full Commission meeting were approved on motion by Michael Griffin and seconded by Jim Ton. With Kyle Allen, Geof Benson, Kevin Breitzke, Charlie Brown, Robert Carnahan, Joshleen Denham, Tom Dermody, Jon Derwinski, Denise Ebert, Bill Emerson, Robert Forster, Michael Griffin, Richard Hardaway, Mike Jessen, Justin Kiel, Scott Kingan, Andrew Kyres, Robert Lemay, Sue Lynch, Lori Mercer, Wendy Mis, Mike Mollenhauer, Duane Parry, David Peeler, Rick Ryfa, Tom Schmitt, Greg Stinson, Gerald Swets, Mary Tanis, Jim Ton, and George Topoll voting in the affirmative, and no one voting in the negative, the motion passed.

**Presentation of Norman E. Tufford Award – Ty Warner**

Steve Strains received NIRPC's Norman Tufford Award, given for "exceptional dedication and service to NIRPC". Former NIRPC Executive Director, John Swanson, introduced Mr. Strains during the presentation of the award. Steve is the most tenured staff person in the history of NIRPC, serving the agency for over 40 years until his retirement in 2016. He served as both Director of Planning and Deputy Director under Mr. Swanson, roles that

continued under Ty Warner when John retired in 2012. “Steve felt strongly about making this region a better place for all of us to live, work and play”, said Swanson.

### **2020 NIRPC Annual Report– Ty Warner**

Ty Warner provided an overview of the annual report for 2021 and stated it will be available online at [www.nirpc.org](http://www.nirpc.org) and sent to the Commissioners. Each one of NIRPC’s focus areas, as well as their activities over the past year, are captured in this report. Mr. Warner extended his gratitude to staff for their continued work efforts and to the Commissioners for their service and dedication to make everything work last year, despite the challenges being different for each community.

Ty recognized Lisa Todd for her five years of service with NIRPC.

### **Officers and Executive Board for 2022 – George Topoll**

George Topoll heartfully said that having the Commissioners trust as Chair at NIRPC was an incredible honor and privilege, and thanked Ty Warner and NIRPC staff for their contributions.

Mr. Topoll presented the recommendations of the Nominating Committee for 2022. No additional nominations were made.

Elected as Chair for 2022 was Justin Kiel, Town of La Crosse. Richard Hardaway, Councilman from Merrillville was elected as Vice Chair. Greg Stinson, Councilman from Porter was elected as Secretary, and Tom Dermody, Mayor of the City of La Porte, was elected Treasurer.

Members elected to the Executive Board included Clerk-Treasurer Wendy Mis (Munster) and Bill Emerson (Lake County Surveyor), representing Lake County; County Commissioner Sheila Matias and Clerk-Treasurer Lori Mercer (Westville), representing LaPorte County; and Mayor Sue Lynch (Portage) and Councilman James Ton (Chesterton), representing Porter County. George Topoll, Union Township Trustee, now serves as Immediate Past Chair. The continued appointment of Representative Jim Pressel as the Governor’s appointee to the Executive Board is assumed.

Hearing no objections to taking a roll call after each of the recommendations of the Executive Board nominations were announced, a roll call was taken by Candice Eklund. On motion by Kevin Breitzke and seconded by Geof Benson, the Full Commission voted to adopt the 2022 slate as presented. With Kyle Allen, Geof Benson, Kevin Breitzke, Robert Carnahan, Joshleen Denham, Tom Dermody, Jon Derwinski, Denise Ebert, Bill Emerson, Robert Forster, Michael Griffin, Richard Hardaway, Mike Jessen, Justin Kiel, Scott Kingan, Andrew Kyres, Robert Lemay, Sue Lynch, Lori Mercer, Wendy Mis, Duane Parry, David Peeler, Rick Ryfa, Tom Schmitt, Greg Stinson, Gerald Swets, Mary Tanis, Jim Ton, and George Topoll voting in the affirmative, and no one voting in the negative, the report of the nominating committee was approved and the members listed were elected.

Ty Warner presented George Topoll with a gavel plaque and thanked him for his efforts and commitment over the past year. With the absence of an in-person meeting January 2021, Michael Griffin formally passed the gavel to George Topoll, who then passed the gavel to new Chair, Justin Kiel. Kiel recognized George Topoll and Michael Griffin for their unenviable task of guiding this body through the pandemic and they deserve our appreciation for rising to that challenge. Justin said that among his goals for 2022 were to “strengthen the networking and collaborative opportunities that NIRPC has to offer its members” and to “build new revenue streams to support NIRPC’s existing mission and to make possible new objectives.” Committee assignments will remain the same until the committee structure can be reviewed more thoroughly.

### **NIRPC MPO Certification Review Update – FHWA and FTA**

Erica Tait began their presentation by commending NIRPC for navigating virtually the last two years and being so flexible in working with them. The federal legislation requires a certification review every four years for transportation planning areas that have more than 200,000 people. The certification was conducted virtually by the federal review team in September 2021. The USDOT certified NIRPC’s transportation planning process on December 17, 2021, resulting in no corrective actions, three commendations, and 17 recommendations. Erica Tait and Kari Carmany-George, FHWA, and Cecilia Crenshaw-Godfrey, FTA, presented the results of the certification review. There were no questions after the presentation. Ty thanked the presenters for the partnering experience to advance transportation here in the region.



### **Finance & Personnel Committee (F & P) - Greg Stinson**

Greg Stinson reported the F & P Committee met this morning to review the financial reports, bank reconciliations, and claims registers for November 2021. The F&P Committee brought the three action items below to the Full Commission for consideration and approval.

1. Resolution #22-01: Calendar Year 2022 Budget. Talaya Jones presented the proposed budget based on the CARES Act funding being expended. The total budget for 2022 is \$14,299,770 in available funding to the agency to meet their financial obligations. It was noted there was a change to Attachment D in the budget. The Contractual line item should read 'RLF Services' and not 'La Porte RLF Services'.
2. New Three-Year Executive Director Employment Agreement. Dave Hollenbeck presented the new contract for the Executive Director. This contract reflects a recommendation of the Chair and the favorable recommendation of the F&P Committee. Mr. Warner will receive a salary increase of 5% in calendar year 2022, with a self-evaluation to determine his salary increase in 2023 and 2024.
3. RDG Planning & Design Contract for 2050 Metropolitan Transportation Plan-Active Transportation Element. Thomas Dow presented on this contract stating NIRPC selected RDG Planning & Design to assist with developing the active transportation element of our Metropolitan Transportation Plan (MTP), which is required to be updated by May 2023. The contract is not to exceed \$98,000. NIRPC is seeking approval of this contract, which is subject to future legal review and approval.

### **Technical Planning Committee (TPC) - Kevin Breitzke**

Kevin Breitzke reported the TPC met on January 11, 2022 and heard presentations on the RAISE and READI grant awards for the Marquette Greenway. The TPC Committee brought the four actions below to the Full Commission. The next TPC meeting is scheduled for March 1, 2022. It was noted the TPC Committee meetings will now be held the first Tuesday of the month when scheduled.

1. Resolution #22-02: Memorandum of Understanding (MOU) between NIRPC and The Village of Sauk Village. Mitch Barloga presented the MOU regarding payment of the old Plank Road Trail study. Cook County received a grant for \$300,000, with the understanding that NIRPC would invest \$50,000 to bring this trail study into Dyer and Schererville. This resolution is to determine payment for the consultant to cover only the services for the feasibility study.
2. Resolution #22-03: FY 2020-2024 & FY 2022-2026 TIP Amendment 22-03. Charles Bradsky stated no public comments were received for Resolution #22-03, Amendment 22-03 and Resolution #22-04, Amendment 22-03.5. The Interagency Consultation Group (ICG) inquired if the four large legacy projects were incorporated in the amendment, which Charles confirmed they are included in NIRPC's long range plan. The ICG approved the plan on December 17, 2021. This resolution includes 12 municipality projects and nine new INDOT projects.
3. Resolution #22-04: FY 2020-2024 & FY 2022-2026 TIP Amendment 22-03.5. Charles Bradsky stated this amendment includes six projects for NICTD.
4. Resolution #22-05: 2021-2022 UPWP Amendment #5, FY 2022 Update. Thomas Dow presented this resolution stating it relates to the RDG Planning and Design contract. Funding of \$400,000 will be reallocated in NIRPC's UPWP plan from FY 2021 to FY 2022 to hire consultants to assist with updating the MTP. Michael Griffin raised concerns for organizational capacity planning to add staff or consultants, given this funding scenario. Mr. Warner stated NIRPC is currently hiring the outstanding positions of a Public Transit and Engagement Planner and a Programming Grant Assistant.

### **Legislative Committee – Justin Kiel**

Resolution #22-06: American Discovery Trail. Mitch Barloga presented this resolution noting NIRPC's Full Commission signed a similar resolution 10 years ago. The American Discovery Trail (ADT) is a coast-to-coast network from Delaware to California that runs through our region from LaPorte County through Indiana. The ADT Society wants to persuade congress to adopt H.R. 4878 (the National Discoveries Trail Act), which would add discovery trails and allow for signage on the route.

By virtue of the Full Commission of General Consent to allow all items to be Consent Agenda matters, Justin Kiel asked for a vote on the eight matters below:

- Approval of Resolution #22-01, NIRPC's Calendar Year 2022 Budget
- Approval of the New Three-Year Executive Director Employment Agreement

- Approval of the RDG Planning & Design Contract for 2050 Metropolitan Transportation Plan
- Approval of Resolution #22-02, MOU Approval Between NIRPC and Village of Sauk Village
- Approval of Resolution #22-03, FY 2020-2024 & FY 2022-2026 TIP Amendment 22-03
- Approval of Resolution #22-04, FY 2020-2024 & FY 2022-2026 TIP Amendment 22-03.5
- Approval of Resolution #22-05, 2021-2022 UPWP Amendment #5
- Approval of Resolution #22-06, American Discovery Trail

Hearing no objections, a motion was received by Greg Stinson and seconded by Jim Ton to adopt the matters of the consent agenda. Roll call was taken by Candice Eklund for these eight matters. With Kyle Allen, Geof Benson, Kevin Breitzke, Charlie Brown, Robert Carnahan, Joshleen Denham, Tom Dermody, Denise Ebert, Bill Emerson, Robert Forster, Michael Griffin, Richard Hardaway, Mike Jessen, Justin Kiel, Scott Kingan, Andrew Kyres, Robert Lemay, Sue Lynch, Lori Mercer, Wendy Mis, Duane Parry, David Peeler, Rick Ryfa, Tom Schmitt, Greg Stinson, Jim Ton, and George Topoll voting in the affirmative, and no one voting in the negative, the motion passed. Michael Griffin requested for the record to reflect that “they were advised of the Commissioner’s agreement that the Executive Director’s contract was on the consent agenda, and that the details were explained to them.” With that, “they would like to leave it in to have the vote be affirmative. This is important in the event the public looks at the minutes in the future, so they know there was transparency about the contract.” There were no objections.

#### **Economic Development District Report – Denarie Kane**

Denarie Kane reported there has been a lot of activity with the Economic Resiliency and Recovery plan. The RLF program closed on one *Recover NWI* loan and one loan in the Laporte County program. NIRPC has worked with the TIP consulting group to identify 21 members for the steering committee. During their first meeting held last month, they discussed the planning process and their role. A second meeting is scheduled for January 22, 2022, to discuss a future survey and identify stake holders for future discussions. Denarie noted it was not too late to respond to NIRPC’s request for planning data and to contact her at [dkane@nirpc.org](mailto:dkane@nirpc.org) with any questions.

#### **INDOT – Adam Parkhouse**

Adam Parkhouse discussed the features on INDOT’s Trafficwise Site. To locate where snowplows are in real time, visit, <https://511.in.org/@-88.5498,40.53398,6?show=roadReports,weatherWarningsAreaEvents,flooding>.

The applications for the Community Crossings program are due by January 28, 2022.

#### **Other Business**

There were no other business discussions.

#### **Announcements**

Bob Carnahan requested prayers for the people who are suffering with Covid and informed the group there were 44 Covid related deaths in Lake County over the past two days.

Hearing no other business, Justin Kiel adjourned the meeting at 10:55 a.m. The next meeting on March 17 will be an Executive Board meeting.

*The livestream video recording for this meeting is available on NIRPC’s YouTube Channel at <https://www.youtube.com/watch?v=01v4cf6204s>*

## **Environmental Management Policy Committee**

NIRPC – Virtual Meeting

October 7, 2021

### **Minutes**

This meeting was convened as an electronic meeting, pursuant to Governor Holcomb's extended Executive Order 21-26. All persons were meeting remotely on a Zoom platform that allowed for real time interaction and supported the public's ability to observe and record the proceedings. When the agenda item was provided for public comment, this was supported as well. A roll call was taken to motion and approve the agenda items.

Jan Bapst called the meeting to order at 9:02 a.m. with the Pledge of Allegiance and roll call.

In attendance were Jan Bapst, Lauri Keagle (SSCC), Nancy Moldenhauer, Brenda Scott-Henry, Carl Lisek (SSCC), Katie Hobgood (Save the Dunes), Sarah Nimetz, Richard Morrisroe, Ashley Sharkey, Jennifer Gadzala, and Chandra Viswanathan.

NIRPC staff present were Joe Exl, Meredith Stilwell, Candice Eklund, Kevin Polette, and Flor Baum.

The meeting minutes of September 2, 2021 were approved on motion by Jan Bapst and second by Brenda Scott-Henry. A roll call was taken, and the committee voted unanimously to approve.

There were no public comments.

Carl Lisek from South Shore Clean Cities (SSCC) presented on the Indiana Electric Vehicle (EV) Innovations. In 2020 SSCC members reduced greenhouse gas emissions by 131,000 tons. Gasoline gallon equivalents have also been reduced by 18.7M gallons. Owners of hybrid (HEV) and EV vehicles were presented. Highlights for EV cars are zero emissions, all electric motor, or all electric motor and engine. HEVs have a lower fuel consumption, are powered by an engine and electric motor. Through the Volkswagen (VW) mitigation, The Region has ordered its first electric school bus (Crown Point Community Schools). GPTC has had its first electric transit buses. Porter County Sherriff's Department has rolled out with the first hybrid police squad cars in the state. Burns Harbor has its first electric rail car mover in The Region. Sources of electricity vary by region. However, with planning, EVs are less than likely to deplete existing electricity infrastructure. SSCC is working with utility providers on smart grids that allow two-way communication between utilities and customers. Increased energy security and an improved fuel economy are benefits of EVs. SSCC has also considered and is working on battery life, infrastructure availability, and higher initial vehicle cost. EV charging infrastructure has four types of chargers. Level I uses an alternating current (AC) with an input of 120 volts (V). This is primarily for residential use and the estimated time to charge is 2 – 5 mi of range per hour of charging. Level II uses AC with 208 V or 240 V. It can be used for residential and commercial. Typical charging time is 10 – 30 mi of range per hour of charging. DC Fast is a direct current with a 208 V or 480 V. It is for commercial use and the charging time is 100 – 200 miles of range per 30 minutes of charging. There are 61 DC Fast Charging stations that will be deployed, of which 11 are through NIPSCO. Most of the chargers will be on major highways to connect tourist areas. The fourth type of charger is wireless which uses AC and the input voltage varies. It is for commercial use and charging time is 10 – 20 miles of range per hour of charging. INDOT currently has a wireless pavement project. The Vehicle Charging Innovations, funded

by the US DOE grant, is for multi-unit dwellings which aims to increase access to and implementation of EV charging stations in multi-unit dwellings. The M2M project has designated I-94 as an alternative fuel corridor. Drive Clean Rural USA is a recently awarded project, engaging with government leaders, business owners, fleet manager and farmers to remove barriers and accelerate access to clean fuel solutions. The project is funded by US DOE and is in eight states, focusing on alternative fuel options through technical assistance, clean fuel transition planning, and demo vehicles with an emphasis on business and job growth. SSCC also manages the NIRPC Green Fleet Program and MACOG Green Fleet Program. The goal is to improve the environmental performance of public, private and nonprofit vehicle fleets in the NIRPC and MACOG seventy county territory. SSCC guides 58 municipal, county school and university member fleets to help mitigate barriers to preventing the adoption of sustainable transportation options while creating policies supporting vehicle emission and petroleum use reductions. Highlighted grant announcements were made. Please visit [www.southshorecleancities.org](http://www.southshorecleancities.org) for more information. You may also visit [www.afdc.energy.gov/tools](http://www.afdc.energy.gov/tools).

Joe Exl presented on Projects and Updates. Approximately 350 native trees were distributed to communities and public organizations as part of the CommuniTree program, which NIRPC partnered with. 24 different tree diversities have been brought into The Region. Funding for the project came from the US Forest Service.

Lauri Keagle (SSCC) presented on the South Shore Clean Cities NIRPC EMPC Report. Please click [here](#) to view the report. For more information, please visit [www.southshorecleancities.org](http://www.southshorecleancities.org) or contact Lauri at [lkeagle@southshorecleancities.org](mailto:lkeagle@southshorecleancities.org)

Announcements were made.

The next EMPC meeting is slated for January 6, 2022, at 9:00 a.m. in the NIRPC offices.

Hearing no further business, the meeting adjourned at 9:57 a.m.

## PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is made by and between the Northwestern Indiana Regional Planning Commission, hereinafter "NIRPC," and RDG Planning & Design Inc., hereinafter "Consultant" (collectively, the "Parties").

NIRPC intends to retain RDG Planning & Design to prepare a Land Use element as part of its 2050 Metropolitan Transportation Plan.

The Project is more fully described in Exhibit A (attached hereto and incorporated herein by reference).

By executing this Agreement, Consultant represents to the NIRPC that Consultant is professionally qualified to perform services on this Project and is licensed to planning and landscape architecture by all public entities having jurisdiction over Consultant and the Project.

### SECTION I - DEFINITIONS

As used in this Agreement, the following terms will have the following meanings unless otherwise stated or reasonably required by the Agreement, and other forms of any defined words will have a meaning parallel thereto.

"Additional Services" means services in addition to those listed in Exhibit C.

"NIRPC" means the Northwestern Indiana Regional Planning Commission.

"Consultant" means the company or individual identified above, herein, and its affiliates, subsidiaries, employees, agents, and assigns.

"Consultant Documents" means all documents required or reasonably implied by the nature of the scope of services to be performed by Consultant hereunder, including, but not limited to, reports, plans, specifications, drawings, tracings, designs, calculations, sketches, models and reports.

"Professional Services" means the professional services, labor, materials, supplies, testing, surveying, title work, inspection, if applicable, and all other acts, duties, and services required of Consultant under this Agreement including any Additional Services.

"Project" is as above described.

"Project Manager" means the person employed and designated by NIRPC to act as the NIRPC's representative for the Project.

"Right-of-Way" and "Easements" means and includes the public street, highway, or road right-of-way and any other land dedicated to or otherwise subject to public use.

## SECTION II - COMPENSATION

### A. FEES & EXPENSES

1. Total Fee: NIRPC agrees to pay Consultant an amount not to exceed \$99,170.00 including reimbursable expenses as described herein. The fee is based on the performance of the scope of services outlined in this Agreement and will be billed by Consultant using the not-to-exceed schedule of fees table as set forth in Exhibit C attached hereto and incorporated by reference, plus reimbursable expenses as set forth below. All bills will be submitted to NIRPC quarterly as provided herein.
2. Reimbursable Expenses: Consultant will be reimbursed at the actual cost, not to exceed a total expense of \$500 (Five hundred dollars and no cents) for the following expenses related only to the Project: (a) expense of transportation in connection with the Project; (b) expenses in connection with authorized out-of-town travel; (c) long-distance communications; (d) expenses of printing and reproductions; (e) postage and facsimile transmissions; (f) expenses of renderings and models requested by NIRPC, and (g) other costs as authorized by NIRPC in writing as set forth herein.

### 3. SERVICES BEYOND THE SCOPE OF SERVICES

1. Change in Scope: For substantial modifications in authorized Project scope, substantial modifications of the scope, or substantial modifications to specifications previously accepted by NIRPC, when requested by NIRPC and through no fault of Consultant, Consultant will be compensated for time and expense required to incorporate such modifications at Consultant's standard hourly rates per Exhibit C; provided, however, that any increase in fee or extension of time for Consultant to complete the services must be approved by NIRPC in writing. Consultant will correct or revise any errors or deficiencies in its designs, drawings or specifications without additional compensation when due to Consultant's negligence or other actionable fault.

### C. BILLING & PAYMENT

1. Billing: Consultant may bill NIRPC quarterly (based on a calendar year) for completed Professional Services, including reimbursable expenses. The bill submitted by Consultant must itemize the Professional Services and reimbursable expenses for which payment is requested. NIRPC agrees to pay Consultant within thirty (30) days of approval by the Governing Body or other agent of NIRPC in accordance with the NIRPC's Procurement Policy.

2. NIRPC's Right to Withhold Payment: In the event NIRPC becomes credibly informed that any representations of Consultant provided in its quarterly billing are wholly or partially inaccurate, NIRPC may withhold payment of sums then or in the future otherwise due to Consultant until the inaccuracy and the cause thereof is corrected to NIRPC's reasonable satisfaction. In the event NIRPC questions some element of an invoice, that fact will be made known to Consultant immediately. Consultant will help effect resolution and transmit a revised invoice, if necessary. Amounts not questioned by NIRPC will be paid to Consultant in accordance with the contract payment procedures.
3. Progress Reports: A progress report must be submitted with each quarterly pay request indicating the percentage of Professional Services completed to date. This report will serve as support for payment to Consultant.

D. SCHEDULE

All services must be completed on or before May 1, 2023. Key milestones and estimated dates of completion will be determined with project initiation.

SECTION III - RESPONSIBILITIES OF CONSULTANT

Consultant will perform the Professional Services required for the execution of the Project as described in Exhibit B.

A. GENERAL DUTIES AND RESPONSIBILITIES

1. Personnel: Consultant will assign only qualified personnel to perform any service concerning the Project as identified in Consultant's response to the Request for Proposals. At the time of execution of this Agreement, the Parties anticipate that Martin H. Shukert, FAICP will perform as the principal on this Project. As principal on this Project, this person will be the primary contact with the NIRPC's Project Manager and will have authority to bind Consultant. So long as the individual named above remains actively employed or retained by Consultant, such individual will perform the function of principal on this Project.
2. Subcontracting or Assignment of Services: Consultant may not subcontract or assign any of the Professional Services to be performed under this Agreement other than those identified in the Consultant's proposal without first obtaining the written approval of NIRPC Unless otherwise stated in the written consent to an assignment, no assignment will release or discharge Consultant from any obligation under this Agreement.
3. Inspection of Documents: Consultant must maintain all project records for inspection by NIRPC at reasonable times and places upon written request during the contract period and for three (3) years from the date of final payment.

4. Standard of Care: Consultant will exercise the same degree of care, skill, and diligence in the performance of the Professional Services as is ordinarily possessed and exercised by a professional planner, landscape architect, or engineer under similar circumstances. If Consultant fails to meet the foregoing standard, Consultant will perform at its own cost, and without reimbursement from NIRPC, the Professional Services necessary to correct errors and omissions which are caused by Consultant's negligence.

#### SECTION IV - NIRPC RESPONSIBILITIES

##### A. COMMUNICATION

NIRPC will provide to Consultant information and criteria regarding NIRPC's requirements for the Project; examine and timely respond to Consultant's submissions; and give written notice to Consultant, who will respond promptly, whenever NIRPC observes or otherwise becomes aware of any defect in the Professional Services.

##### B. ACCESS

NIRPC will provide access for Consultant to enter public and private property related to the Project and performance of Consultant's obligations under this Agreement.

##### C. DUTIES

NIRPC will perform the various duties and services in all phases of the Project which are outlined and designated in Exhibit B as NIRPC's responsibility.

##### D. PROJECT REPRESENTATIVE

b           , Planning Manager, will be the Project Manager to represent NIRPC in coordinating this Project with Consultant. The NIRPC's Project Manager will have the authority to transmit instructions and decisions of NIRPC.

#### SECTION V - GENERAL PROVISIONS

##### A. TERMINATION

1. Notice: NIRPC reserves the right to terminate this Agreement for either cause (due to Consultant's failure to substantially perform its obligations hereunder) or for its convenience and without cause or default on the part of Consultant, by providing thirty (30) days' written notice of such termination to Consultant. Upon receipt of such notice from NIRPC, Consultant will, at NIRPC's option as contained in the notice: (1) immediately cease all Professional Services; or (2) meet with NIRPC and, subject to NIRPC's approval, determine what Professional Services will be required of Consultant in



order to bring the Project to a reasonable termination in accordance with the request of NIRPC. Consultant will also provide to NIRPC copies of all drawings and documents completed or partially completed at the date of termination for which Consultant has been fully paid. If NIRPC defaults on its obligations under this Agreement, (due to NIRPC's failure to substantially perform its obligations under this Agreement), Consultant must notify NIRPC by written notice of its intent to terminate and NIRPC will have thirty (30) days from the date of the notice to cure or to submit a plan for cure acceptable to Consultant. In no event may Consultant terminate the contract solely for its convenience without cause.

Address for Notice:

NIRPC  
Attn. Talaya Jones  
CFO and Contracting Officer  
6100 Southport Road  
Portage, IN 46368

RDG PLANNING & DESIGN  
Attn. Martin Shukert, FAICP  
1302 Howard Street  
Omaha, Nebraska 68102

2. Compensation for Convenience Termination: If NIRPC terminates for its convenience as provided herein, NIRPC will compensate Consultant for all Professional Services completed and accepted and reimbursable expenses incurred to the date of its receipt of the termination notice and any additional Professional Services and reimbursable expenses requested by NIRPC to bring the Project to reasonable termination. Compensation will not include anticipatory profit or consequential damages, neither of which will be allowed.
3. Compensation for Cause Termination: If NIRPC terminates for cause or default on the part of Consultant, NIRPC will compensate Consultant for the reasonable cost of Professional Services and reimbursable expenses completed and accepted to date of its receipt of the termination notice. Compensation will not include anticipatory profit or consequential damages, neither of which will be allowed. NIRPC also retains all its rights and remedies against Consultant including but not limited to its rights to sue for damages, interest and attorney fees.
4. Incomplete Documents: Neither Consultant nor its subcontractors will be responsible for errors or omissions in documents which are incomplete because of an early termination under this Section, or Consultant having been deprived of the opportunity to complete such documents and prepare them to be ready for construction.

B. DISPUTE RESOLUTION

NIRPC and Consultant agree that disputes relative to the Project will first be addressed by negotiations between the Parties. If direct negotiations fail to resolve the dispute, the Party

initiating the claim that is the basis for the dispute may take such steps as it deems necessary to protect its interests; provided, however, that notwithstanding any such dispute, Consultant will proceed with the Professional Services as per this Agreement as if no dispute existed, and NIRPC will continue to make payment for Consultant's completed Professional Services; and provided further that no dispute will be submitted to arbitration without both Parties' express written consent.

C. INDEMNITY

1. Indemnification and Hold Harmless: For purposes of this Agreement, Consultant agrees to indemnify, defend and hold harmless NIRPC and its agents from any and all Loss where Loss is caused or incurred as a result of the intentional misconduct, recklessness, negligence, or other actionable fault of Consultant or its subcontractors.

D. AFFIRMATIVE ACTION/OTHER LAWS

1. During the performance of this Agreement, Consultant agrees that:
  - a. Consultant will not discriminate against any person in the performance of work under the present contract because of race, religion, color, gender, disability, national origin, ancestry, or age;
  - b. In all solicitations or advertisements for employees, Consultant will include the phrase, "equal opportunity employer," or a similar phrase to be approved by the NIRPC;
  - c. If Consultant is found guilty of a violation of the **(Kansas Act Against Discrimination)** under a decision or order of the commission which has become final, Consultant will be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole or in part, by the contracting agency; and
  - d. Consultant will include the provisions of subsections a. through d. in every subcontract or purchase order so that such provisions will be binding upon such subcontractor or vendor.
2. Consultant further agrees and acknowledges that it will abide by applicable anti-discrimination legislation in the State of Indiana and the applicable provision of the Americans With Disabilities Act (42 U.S.C. 12101 et seq.) as well as all other federal, state and local laws, ordinances and regulations applicable to this Project and to furnish any certification required by any federal, state or local governmental agency in connection therewith.

E. ENTIRE AGREEMENT

This Agreement, including all documents and exhibits included by reference herein, constitutes the entire Agreement between the parties and supersedes all prior agreements, whether oral or written, covering the same subject matter. This Agreement may not be modified or amended except in writing mutually agreed to and accepted by both Parties to this Agreement.

F. APPLICABLE LAW, JURISDICTION, AND VENUE

Interpretation of this Agreement and disputes arising out of or related to this Agreement will be subject to and governed by the laws of the State of Indiana.

G. NO THIRD-PARTY BENEFICIARIES

Nothing contained herein will create a contractual relationship with, or any rights in favor of, any Third Party.

H. INDEPENDENT CONTRACTOR

Consultant is an independent contractor and not an agent or employee of NIRPC.

I. COVENANT AGAINST CONTINGENT FEES

Consultant represents that it has not employed or retained any company or person, other than a bona fide employee working for Consultant, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gifts, or any other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this representation, NIRPC may terminate this Agreement without liability or may, in its discretion, deduct from the Total Fee or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

J. COMPLIANCE WITH LAWS

Consultant will abide by all applicable federal, state and local laws, ordinances and regulations applicable to the performance of Professional Services at the time the Professional Services are performed. Consultant will secure all occupational and professional licenses and permits from public and private sources necessary for the fulfillment of the obligations under this Agreement.

K. TITLES, SUBHEADS AND CAPITALIZATION

Titles and subheadings as used herein are provided only as a matter of convenience and will have no legal bearing on the interpretation of any provision of this Agreement. Some terms are capitalized throughout this Agreement but the use of or failure to use capitals has no legal bearing on the interpretation of such terms.

L. SEVERABILITY CLAUSE

If any provision of this Agreement is determined to be void, invalid, unenforceable or illegal for whatever reason, such provision(s) will be null and void; provided, however, that the remaining provisions of this Agreement will be unaffected and will continue to be valid and enforceable.

M. RESOLUTION OF INCONSISTENCIES/CONFLICTS

Attached hereto and made a part of this Professional Services Agreement are the Following Exhibits:

- Exhibit A - Project Description
- Exhibit B - RDG's Approach to Work Plan
- Exhibit C - RDG's Fee Schedule
- Exhibit D - RDG's Project Schedule
- Exhibit E - FHWA Terms and Conditions
- Exhibit F - Signed Certifications

The provisions of these exhibits shall be deemed controlling and shall be used to resolve any and all discrepancies, inconsistencies and omissions that may exist between this Professional Services Agreement and the attached Exhibit including but not necessarily limited to the controlling provisions of Exhibit E (FHWA Terms and Conditions).

EXECUTION OF CONTRACT

The parties hereto have caused this Agreement to be executed this \_\_\_\_\_ day of \_\_\_\_\_ 2022.

NORTHWESTERN INDIANA REGIONAL  
PLANNING COMMISSION

By: \_\_\_\_\_  
Tyson R. Warner, Executive Director

ATTEST:

\_\_\_\_\_  
Talaya Jones, CFO and Contracting Officer

RDG SCHUTTE WILSCAM BIRGE, INC. dba RDG PLANNING & DESIGN

By: \_\_\_\_\_  
Martin H. Shukert, FAICP  
RDG 1302 Howard Street  
Omaha, Nebraska 68102

TABLE OF CONTENTS  
OF EXHIBITS

Exhibit A	Project Description
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## Exhibit A

### PROJECT DESCRIPTION

*(Adapted from the Request for Proposals for Consultant Services, NIRPC RFP 22-05.01)*

#### Project Overview

NIRPC is seeking assistance in the preparation of three specific plan elements:

- **Freight**
- **Public Transit**
- **Land Use Impacts**

There will be three general phases for this project:

- **Finding Meaning:** Evaluate Existing & Historic Conditions – March 2022 to August 2022
- **Creating Purpose:** Consider Future Scenarios & Set the Preferred Vision – July 2022 to November 2022
- **Purpose Driven Planning:** Shape the Future of the Region – October 2022 to February 2023

NIRPC will prepare the final plan document. Each consultant team will deliver a detailed report for their plan element at the end of each of the three phases in a format that NIRPC staff can adapt into the final plan document.

#### Land Use Element

NWI is committed to building Livable Centers which are mixed in character, compact in arrangement, walkable and well-connected to their surroundings. With this plan element, NIRPC anticipates the following components from the selected consultant:

- Consider existing plans adopted by NIRPC and the various municipalities in NWI as a source of good information as part of the reconnaissance for this plan element. NIRPC staff will provide the selected consultant with a list of the plans we are aware of. We will also attempt to collect electronic copies of all these plans by the time we issue the notice to proceed.
- Land Use Planning is fundamentally different at the regional scale than at the municipal scale. Consider the varied existing land use and development patterns across NWI. Some examples.
  - Older industrial municipalities located in the northern portion of NWI have lost significant amounts of population, K-12 schools, housing units and retail opportunities over the last several decades. These municipalities have residents who are even more dependent on public transit and active transportation and may have challenges accessing good paying jobs and social services they need.
  - Other NWI cities and towns have grown quickly, particularly in recent decades and have problems associated with auto-centric development. Residents tend to live far from where they work, shop, learn and play.
  - There also is a significant amount of extremely low-density ex-urban housing both inside the corporate boundaries of NWI municipalities and in the unincorporated areas of the three counties.
  - Because there are 41 municipalities in NWI, there are a lot of historic downtowns and older retail corridors that have development patterns that are more conducive to walking, bicycling and transit, but these districts and corridors may lack the needed infrastructure to support those modes of transportation.

- As part of the **Finding Meaning** phase of this project, assist NIRPC with identifying regional approaches that address shared challenges in terms of economic and social resilience and preparedness, environmental protection and restoration, workforce development, and housing markets, which do not rely on jurisdictional boundaries. Some Examples:
  - The urban core municipalities of East Chicago, Gary, Hammond, Lake Station and Whiting along with Michigan City need special attention to curtail the continuing decline in population and associated land uses. These municipalities are geographically positioned well to capture the benefits of proximity to: 1) the newest National Park in the USA, 2) an improved South Shore Rail Line and the construction of the new West Lake Rail Line, 3) the migration of Illinois residents to Indiana, and 4) construction of the Marquette Greenway.
  - Identify key arterial roadways, including both state highway and other arterials that can be reimagined to enhance the livability of NWI communities. This could include reallocation of public rights-of-way to support public uses other than the exclusive movement of cars and trucks. It also could include an examination of the oversupply of off-street parking in conventional retail districts by determining how underutilized land could be more productively used. This also could include an examination of regional transportation policy and investments to support infill development and redevelopment as a better alternative to urban, suburban, ex-urban, and rural sprawl.
  - Consider the Transit-Oriented Development plans (TOD) currently being developed by NICTD and RDA and how those site-specific plans fit with regional transportation and land use planning at NIRPC.
  - Visualizing the region using maps and other graphic tools will be particularly important in this plan element.
- As part of the **Creating Purpose** phase of the project, consider various approaches to better integrating land use planning with transportation planning. This could include planning for the 15-minute city, TOD, placemaking, adequate public facilities, jobs/housing balance, parking requirements, reallocation of right-of-way policies, placekeeping and placemaking, housing needs, etc. Key districts and corridors to focus resources on should be identified.
- As part of the **Purpose Driven Planning** phase of the project, identify appropriate performance measures and set performance targets for land use in NWI. Provide a detailed list of key places and key corridors that need to be examined in more detail. NIRPC would like this plan phase to identify strategies for better incorporating land use planning considerations into transportation policies and investments. Identify key districts and corridors that NWI should direct regional resources toward. Recommend key regional strategies for stabilizing municipalities that have been experience significant urban decline since 1960.
- Participate in periodic updates to various NIRPC committees, including the Land Use and Environmental Committees. Currently, this is being done via videoconference, but could change to in person in the future.
- Participate in yet to be defined public engagement activities tailored to this plan element. The consultant team should feel free to suggest and describe in their proposal how this could best be done.

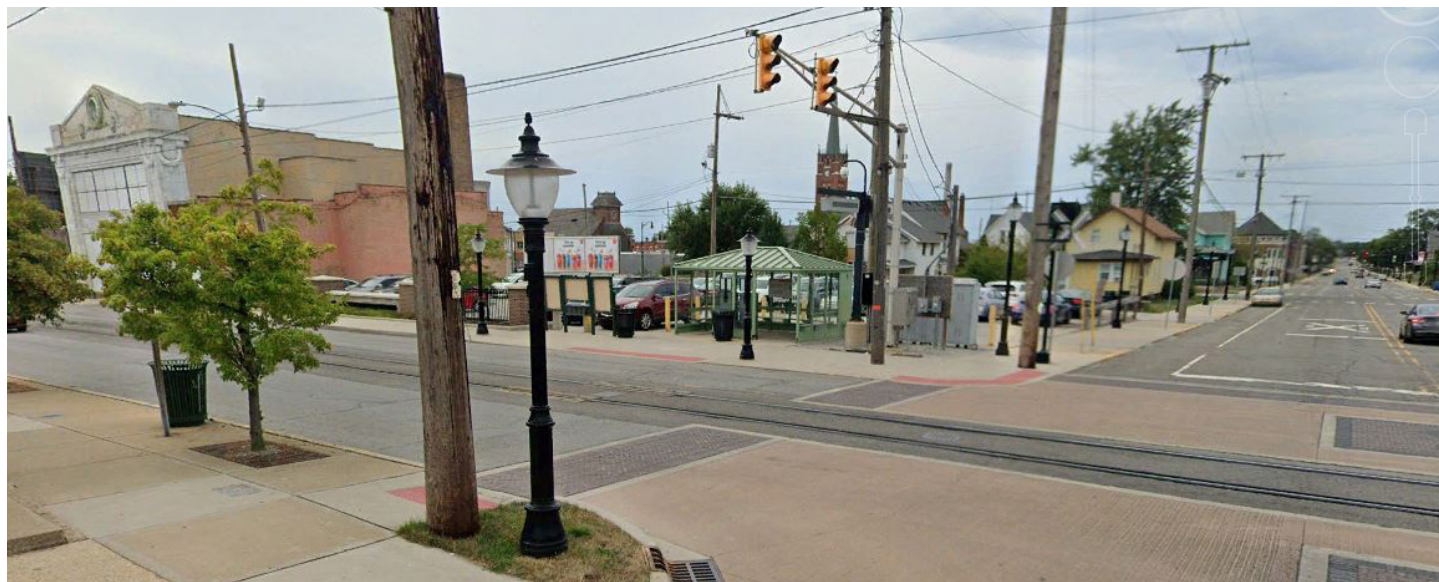


**EXHIBIT B**  
**APPROACH/WORKPLAN**

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# APPROACH

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## Understanding and Goals

The Land Use Plan Element of the 2050 Metropolitan Transportation Plan, as envisioned by the Request for Proposals, is especially important because it does not call for a typical multi-colored land-use plan. These traditional plans have become increasingly irrelevant because they often just describe what is already on the ground, tend to either discourage needed change, or place substantial legal and procedural obstacles in the way. Instead, this Request for Proposals is a strategic document that identifies critical contexts within the widely varied contexts of Northwest Indiana and defines policies illustrated by development concepts to maximize their assets while addressing their specific issues. As a firm that has completed significant planning projects in counties and regions with a variety of communities, and has developed plans for municipalities that range from Brownville, Nebraska (population 120) to Oklahoma City, Oklahoma (population 660,000), and in settings from distressed central neighborhoods to high-income suburbs, we are excited by the challenge of that this project presents and the opportunity that it presents to create a new and uniquely relevant approach to regional planning.

This opportunity calls on the willingness to learn about the various facets and environmental structure of the Northwest Indiana region's communities, the ability to recognize strategic areas and common issues in places of all sizes, and the experience and creativity to develop realistic ideas and policies that advance the health of these communities and their citizens. The following discussion describes our approach to this unique and exciting planning challenge.

## The Work Program

### ORGANIZATION

In developing the detailed work program for the Land Use Element, we divided the scope described in the Request for Proposals into three components, including:

**Finding Meaning:** This includes the project management, community engagement, and discovery phases of the work.

**Creating Purpose:** This uses the results of the Finding Meaning segment to evaluate resources, develop alternatives, and integrate the results into a Regional Concept through a collaborative process.

**Purpose-Driven Planning:** This focuses on methods, illustrations, and policies to help the NIRPC and its partner Northwestern Indiana communities bring the vision to reality through coherent, incremental steps.

### PART ONE: FINDING MEANING

Finding Meaning encompasses what would typically be called the "discovery phase" of a planning project. But in our process, discovery goes deeper than reading documents and crunching numbers. We think it is vitally important to truly "discover" the places in which we work – to experience them, to understand how they go together, and to at least at some live, feel the life and story of a place. This kind of discovery is especially important for this project, which is based on physical settings for positive human interaction. This is how we will seek, find, and articulate meaning in the Northwest Indiana environment in collaboration with the citizens of the region.



# APPROACH



*Planning trails with kids in Park City, KS active transportation plan*

## Task 1.1. Creating a Collaboration Structure

**1.1.1 Staff Technical Team.** A Technical Team, established by the NIRPC and made up largely of project staff, is a critical tool for continuing communication throughout the process. We anticipate meeting with the Technical Team on a bi-weekly basis, especially in the early stages of the project when close coordination and organization are especially important.

**1.1.2 Project Task Force.** This group, including design and project management staff and key representatives and communities of various regions of Northwestern Indiana, will work collaboratively in workshop sessions to develop and review ideas, review working papers, communicate with the general public about the project and work through alternatives and final recommendations at the end of the process. This group will review and provide input on data, conceptual ideas, draft documents, and the final draft report. This Task Force meets at critical milestones during the project that includes:

- A kickoff meeting that introduces the process, reviews the schedule and community engagement plan, helps define stakeholder groups, discusses overall goals, and helps to define characteristics of regional communities and specific land-use opportunities and problems that they encounter.
- An existing conditions and findings workshop toward the conclusion of the Finding Meaning process. This will follow the initial site visit described below. The workshop will include a discussion on a Finding Meaning working paper that summarizes the first stage of the engagement process and findings from the field.

- A land-use diagram workshop, considering the specific types and locations of urban contexts that will require more detailed study during the plan development stages of the process. The nature of this diagram is described below, but it will not be a traditional land use map.
- A concept and policy workshop near the conclusion of the Creating Purpose phase, to consider the concepts and guidelines for each of the context prototypes.
- An implementation workshop, addressing regulatory changes, public sector incentives, funding mechanisms, infrastructure support, risk abatement, and other policy measures to help produce desired land use results and take full advantage of assets.
- A preliminary report draft review near the end of the Purpose Driven Planning phase, reviewing and modifying the overall land use element.

## Task 1.2. Public Engagement Elements

**1.2.1. Public Engagement Plan.** We will prepare a comprehensive public engagement plan in concert with the Technical Team and other NIRPC staff to include types of engagement tools used to guide the process, materials to be used, stakeholders to involve at various points, and a working schedule for outreach activities. The plan will provide an overview of engagement opportunities to be used throughout the planning process. While this will be fine-tuned with staff at the beginning of the process, we anticipate it including the elements discussed below. The plan will also be presented to the Task Force.

**1.2.2. Project Website.** We will create a stand-alone interactive website as a center for project information, communication, and public input. Alternatively, this can be hosted within the NIRPC



*Rethinking the urban corridor in Fayetteville, AR*



# APPROACH

website. Content will include surveys, event and meeting notices and promotions, narrated presentations, reports and presentations for information and comment, and interactive mapping. We will use the Social Pinpoint platform for surveying, input, communications, and interactive mapping.

**1.2.3. Survey.** We will create an online survey, also available in hard copy, to identify people’s perceptions of land use issues and opportunities, design and development preferences, project and development type priorities, and other land use-related variables. This survey will make extensive use of visual images to identify preferences and priorities. The wide variation of communities in Northwestern Indiana will make this component especially interesting, allowing us to measure regional differences and tailor concepts and recommendations to them.

**1.2.4. Media Coverage.** We will work with the media to build awareness of the project through storytelling and at benchmark moments during the process using visual opportunities. This includes release writing, media distribution, and follow-up calls to diverse media within the NWI region.

**1.2.5. Other Publicity.** We will design flyers, posters, and other materials throughout the process as needed. We will also work with staff as needed to develop content for social media and online to advertise public events and workshops. Partnering with advocates who have a strong following is important to success.

## Task 1.3 Public Events

*Note 1: These elements assume that the state of Covid will permit in-person sessions. We hope with all our hearts that this is the case. However, we have developed expertise in workarounds, including outdoor working sessions, virtual meetings and webinars, narrated presentations and polling, and other techniques*

*Note 2: We were honored to be selected to complete the Active Transportation Element of the 2050 Plan. That plan also includes an extensive participation process coordination of events may be possible. We do see these as related but distinct efforts with somewhat different constituencies. But active transportation on a project or community basis is likely to be a component of good land use practice – and good development helps make active transportation more effective and useful.*

**1.3.1. Constituent Group Listening Sessions.** An important technique of our planning process is working discussions with smaller stakeholders and constituent groups. These allow us to explore ideas and options with small groups, organized by geography and context. Composition of groups will be developed together with the Technical Committee but should be sensitive to both contexts – rural town,



small city, metropolitan suburb, larger city, to name some possibilities; economic and demographic character; and geography. These group meetings last about 60 minutes and are far-ranging open discussions that we moderate, delving into development, land use, community equity, transportation, and other issues. We anticipate up to 12 individual constituent group discussions, held at the beginning phase of the project. We have been completing these sessions through Zoom since March 2020 and have had better turnouts and more participation in this particular type of event.

**1.3.2. Public Kickoff Events.** We plan to hold three of these events in various parts of the region to ensure convenient access for everyone who wants to participate. Each event will consist of a short presentation with stations describing each topic of the plan and process. We plan to hold these as a hybrid of both an online open house and in-person informal gathering to build awareness of the project. For people who cannot attend in person but want to be engaged, we have developed a Virtual Open House instrument – an online gallery complete with easels and boards that spring to full-size when the user clicks on them.

**1.3.3. Area Workshops.** Consistent with our approach, we plan to complete six multi-day area workshops during which we focus on the fabric and development challenges and possibilities in various parts of the NWI region. We have used this process in our regional planning work, including comprehensive and housing planning, to help understand the geography, structure, and people of an area. We will enlist the help of the Technical Committee and Task Force in defining these areas. Each workshop consists of two days of intensive on-site work with public collaboration sessions in the late afternoon and early evening to maximize convenience for participants. The on-site presence helps us see things and develop ideas that are uniquely appropriate to individual parts of the region.



# APPROACH



Planning workshop for the North Omaha Development Plan

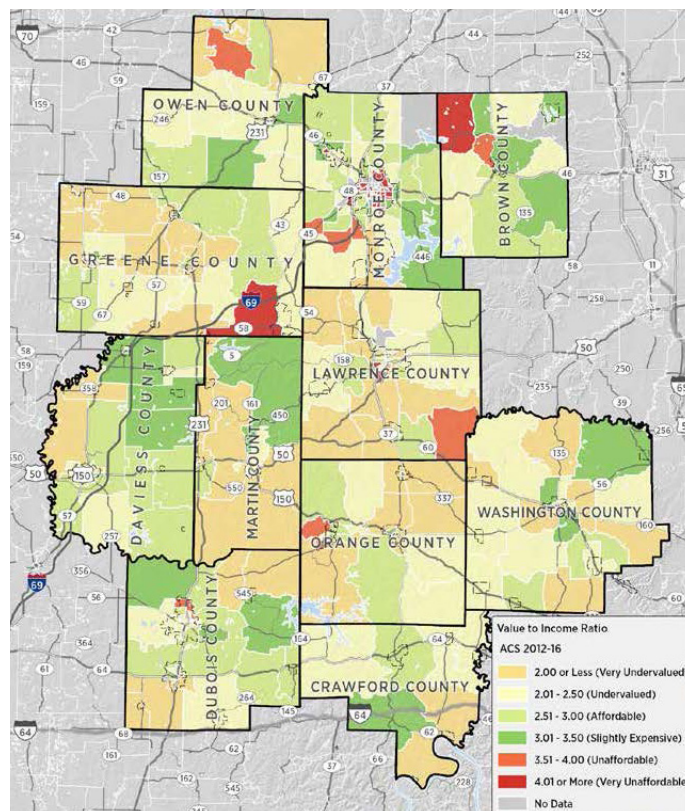
**1.3.4. Public Open Houses.** Open house events will occur for people to view and comment on the land use and development concepts following initial review by the Task Force; and the completion of the preliminary draft report. Both events will also have an online presence through our Virtual Open House instrument and a narrated presentation.

## Task 1.4 Exploration

Finding meaning in the built environment involves exploration, just as it does in nature. This element of our process includes both looking at the literature of communities – how they plan, see themselves, and communicate their essence internally and externally – and at how they work and feel on the ground. An important part of this process, and something that we believe is we exceptionally good at what psychologists call pattern recognition; that is, looking at a wide variety of settings and finding common features, opportunities, and relationships...to use a cliché, finding order (and hence meaning) in chaos. This section how we propose to accomplish this.

**1.4.1. Document Review** – The Literature of a Community. There is a lot to be learned from planning documents, including comprehensive plans, special area studies, redevelopment plans, parks and infrastructure plans, and other documents. Consistent with the Request for Proposals, we begin all of our planning processes with this step and are grateful for the help of NIRPC staff in helping us assemble these documents. But it is important to separate the individual from the generic. Many plans use the same language and the same general goals that often do not have teeth or relevance to the state of individual cities and towns. We look deeply at the planning documents for what they say about the aspirations and unique qualities of their communities.

The literature of a community does not stop with planning documents. Tourism information, community marketing collateral, recruitment



Housing cost burden map, part of market analysis for the Indiana Uplands regional housing study. The study included a visit to every town in the study area to understand the character and dynamics of each community.

materials, and similar resources tell us a great deal about communities, their assets, their sense of themselves, and values. We have become avid “brochure collectors” – gathering as much information as we possibly can. This will be especially important in a project that encompasses 41 individual municipalities as well as unincorporated exurban residential areas.

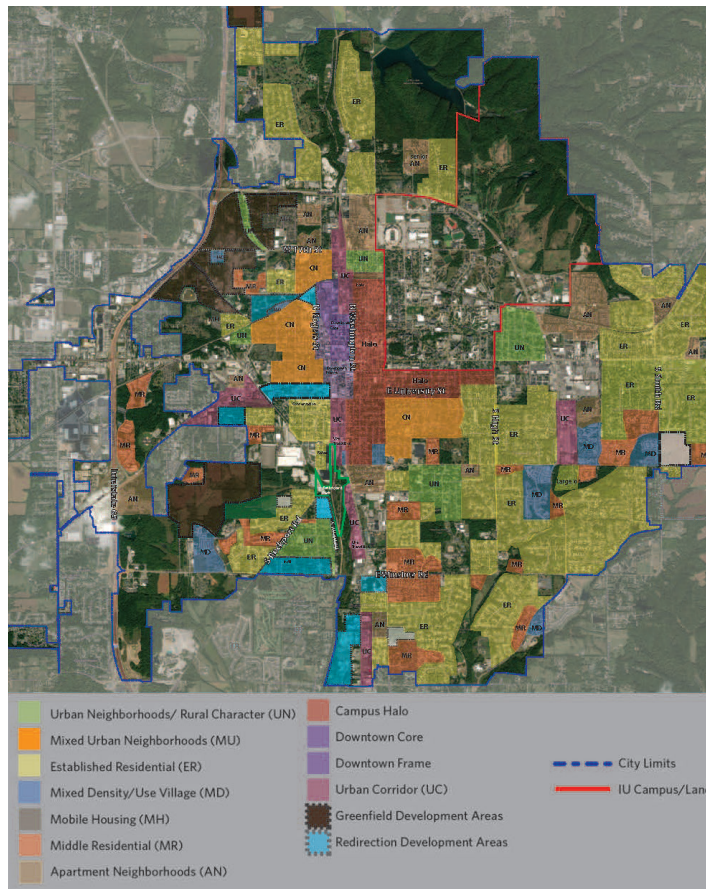
**1.4.2. Community Visits.** Reading information is one thing but being in a place adds an important dimension. Being able to see and spend some time in each of the 41 cities and towns of the Northwestern Indiana region and understanding something about the physical condition and structure of communities will be very important to us, and it’s something that we will complete at the beginning of the process. Our recent selection as consultants for the Active Transportation Element of the 2050 plan will help make this enterprise possible for us. It will help us use each project to reinforce the other because of the close relationship between transportation and land use.

**1.4.3. Demographic and Market Analysis.** While this element and the RFP do not specify market analysis, realistic land use planning of any sort must be based in markets. We think this will be especially true because regional housing development presents both reality and a significant opportunity for Northwestern Indiana. As such, our work





# APPROACH



Neighborhood policy area maps from the Bloomington (IN) housing plan

plan will include a general analysis of key demographic and economic factors and the potential need for different configurations and pricing for housing development, using some of the methodologies that we used in our Indiana Uplands regional housing analysis.

While it is logical to complete this analysis on a county-by-county basis, a more relevant method might be to use character regions. These could include such delineations as Chicago-influenced suburbs, industrial cities, South Shore/lakeshore region, exurban development district, small-town clusters, and rural.

**1.4.4. Opportunity Mapping and Assessment.** This step will identify and map assets (and challenges) that influence land use. These are evident in the South Shore and the West Lake extension, Indiana Dunes National Park, the tollways and other major transportation facilities, freeway interchanges, city and town center districts, and regional trails. Others are somewhat less obvious – commercial strips that are taken for granted and sometimes disparaged, but where business is done and opportunities exist; distressed parts of cities where critical mass exists to transform character; iconic businesses and activity clusters in rural areas; the intersection of major trails and major roads; small-town centers; parks and greenways; and districts and even intersections with distinctive qualities and/or historic districts to name a few. The Social Pinpoint platform that encourages users



Creative engagement during the pandemic: from top: outdoor design studio and virtual open house as part of Imagine La Crosse (WI) plan. The “boards” in the virtual open house expand when the cursor hovers over them.

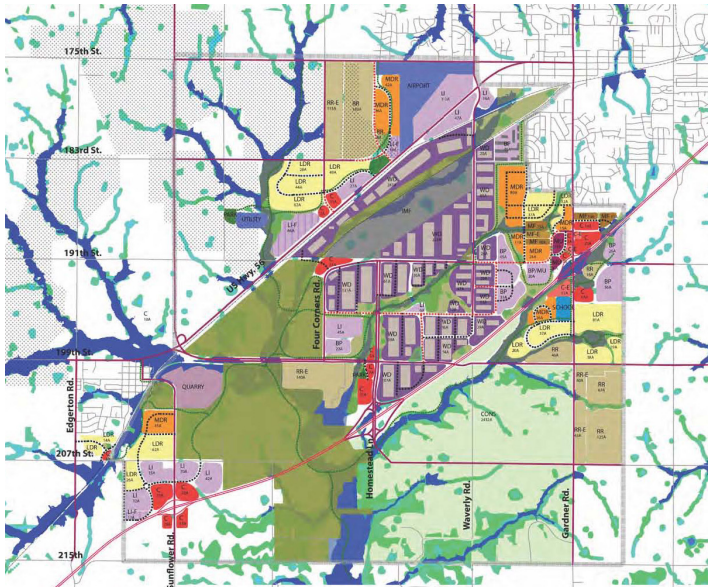
to identify these resources geographically and make comments will cue people to identify these points of special importance to them and their communities. This will produce a map that will be an invaluable resource as we move into the project’s second phase.

**1.4.5. Finding Meaning Working Paper.** This paper will include the results of the Finding Meaning phase that includes:

- Identification of common patterns and individual characteristics and typologies in the region’s communities found through the document review and community visit tasks.
- Qualitative impressions and photographic inventory of Northwestern Indiana towns and cities.
- Demographic and economic analysis, with a particular emphasis on residential demand.
- The Opportunity Assessment Map illustrates a geographic framework for the Creating Purpose phase of the project.
- Community Engagement Elements during the Finding Meaning phase:
  - Two Task Force Meetings: Kickoff and Conclusion/Working Paper review at the conclusion of the phase.
  - Constituent Group Listening Sessions
  - Regional Public Kickoff Events, coordinated with community visits
  - Community visits and informal discussions
  - Design and launch of the website and Social Pinpoint survey!



# APPROACH



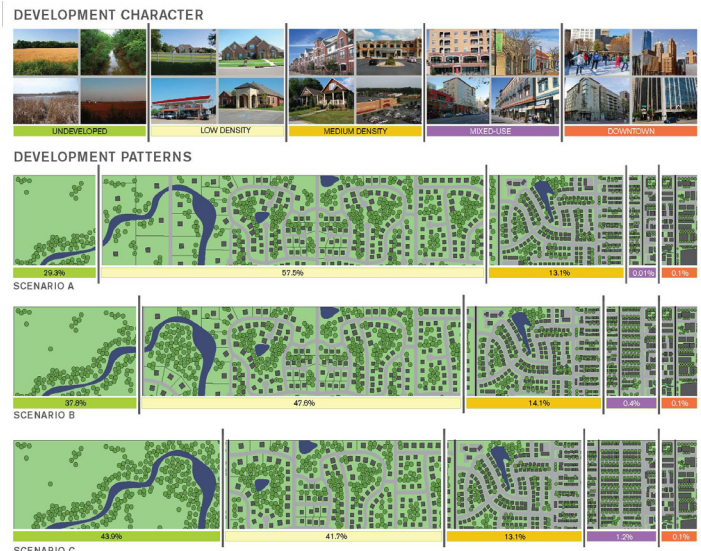
Preferred land use scenario for the Southwest Johnson County Area Development Plan, managing over 10 million square feet of warehousing and distribution space around a major intermodal facility. The plan also generated a now executed master plan for a major regional park.

## PART TWO: CREATING PURPOSE

Creating Purpose is the central part of the Land Use Element and will establish the overall land use vision for the Northwestern Indian region. However, this will be a vision substantially different from a conventional regional land use plan. The historic precedent that we think might make sense are the Regional Plans for the New York Region developed by the nonprofit Regional Plan Association during the last century – sometimes the old becomes new again. The RPA’s plans were framework documents, identifying strategic focuses and project types, and were then developed in greater detail by subsequent documents. In our case, the greater detail of specific contexts will take place during the Purpose Driven Planning phase of the project.

**2.1. Area Workshops.** The bulk of developing the regional vision will be carried out in the program of Area Workshops described in the previous section. The definition of these regions, including number and geography, will emerge during the Finding Meaning phase and will probably cross county lines, even though actual land development regulations are established locally by communities and counties. The character regions concept, described above, may provide a more appropriate basis for these geographies, and workshops may also be coordinated with the Active Transportation Element. The area workshops allow us to work creatively and collaboratively with partners in Northwestern Indiana.

**2.2. The Regional Concept: Contextual Types.** The outcome of the workshops, informed by the results of the Finding Meaning phase, will be the regional vision concept. This vision, expressed by both narrative



Chapter One: Purpose & Process | Supporting Studies and Plans

Development scenarios from the Daniel Burnham Award winning comprehensive plan for Oklahoma City

and diagrams, focuses on “contextual types” and the fabric that connects them. It may include such components as:

**Land use policy districts.** These are areas defined by similar use characteristics, development forms, and roles in their specific communities or areas. An example of this contextual type is the commercial strip.

**Special character areas.** These include areas with distinctive qualities that can be described by patterns – the principles and characteristics that make them unique. An example of this contextual type is a resort or lake-oriented community or a historic district.

**Nodes and activity centers.** These features include the traditional nuclei or image centers of their respective communities but also include generally recognized iconic features in the region. An entire spectrum of activity nodes will be present in a region as diverse as Northwestern Indiana.

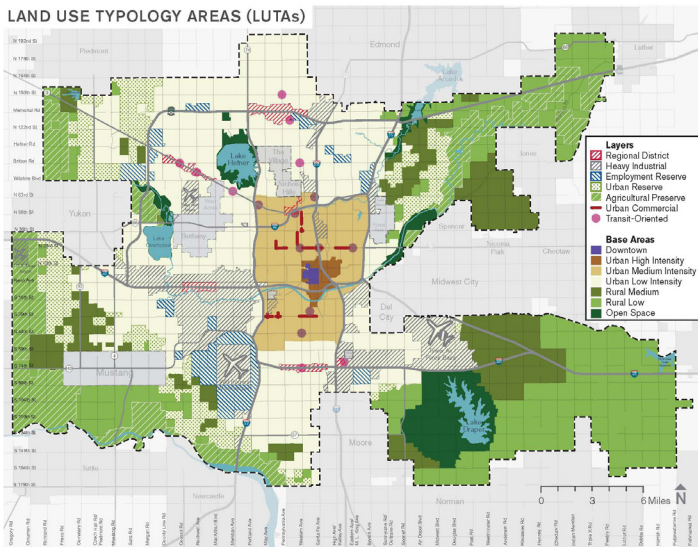
**Reinvestment opportunity areas.** These areas display historical disinvestment and economic disadvantage and provide opportunities for significant redirection, with policies that also recognize the integrity of existing residents and neighborhoods.

**Rural character areas.** A significant amount of development in Northwestern Indiana involves large lot and rural residential development, with some other uses incorporated in various locations. In addition, a large amount of the region is in agricultural use.





# APPROACH



Land use typology areas, relating land use intensity and transportation availability, from planOKC

## TRANSIT-ORIENTED LAND USE TYPOLOGY LAYER (TO)

The TO layer encourages higher density development, higher levels of transportation system connectivity, and concentrations of housing and commercial activity around areas designated as mass transit stops. The intent is to create unique, mixed-use districts with housing and employment opportunities around the City's future transit network. TO areas are characterized by a walkable environment, close proximity of buildings, and minimal land used for parking. These nodes of high intensity may be located within lower-intensity areas. Construction at higher intensity maximizes efficiency of the current and future transit system and minimizes reliance on private automobiles. The TO layer is applied within 1/4 mile of a node identified on the Land Use Plan.



### DENSITY RANGE

<b>UM</b>	
Typical Density Range	20 – 80 du/acre
Minimum Density	15 du/acre
Non-Residential Floor to Area Ratio (FAR) Range	Minimum of 0.5, typical of 1.5
<b>UL</b>	
Typical Density Range	10 – 40 du/acre
Minimum Density	7 du/acre
Non-Residential Floor to Area Ratio (FAR) Range	Minimum of 0.4, typical of 1.2

### DEVELOPMENT POLICIES

#### 1.0 Site Design, Building Form, and Location

##### 1.1 SITE DESIGN AND BUILDING FORM

- Project design should accommodate easy travel by walking, biking, and transit to the transit stop.
- Uses should share parking to minimize land area used for parking.
- Development should complement the goal of a mixed-use "village" environment around major stops or stations to provide easy access to multiple destinations including jobs, shopping, entertainment, and recreation.
- Incorporate shallow building setbacks and wide sidewalks to accommodate pedestrian activity.
- Customer-oriented development that exceeds traffic compatibility ranges may be allowed, provided that the impacts are mitigated using strategies contained in the compatibility matrix.
- Developments should have direct pedestrian access on each block face that they occupy.
- Create and maintain small block sizes.

#### 2.0 Automobile and Pedestrian Connectivity

##### 2.1 AUTOMOBILE CONNECTIVITY

- Protect or establish a functioning and dense street grid.
- Connect the vehicular and pedestrian networks between individual developments.
- Limit curb cuts and automobile accessibility off of the primary commercial street.

##### 2.2 PEDESTRIAN CONNECTIVITY

- Multi-building developments should include internal pedestrian systems to encourage customers to park once for several destinations.
- Provide safe and direct pedestrian and bicycle access from adjacent public streets and trails.



**TRANSIT-ORIENTED CHARACTER**  
Higher relative commercial and residential density within a quarter mile radius of a mass transit stop, with a highly connected pedestrian and bicycle network extending from the station to adjacent developments.

TOD standards from planOKC

**Enterprise areas.** These represent areas that can accommodate significant economic development and employment production.

**2.3. Transportation and Connecting Fabric.** This task will address policies for relating land use with transportation policy, including a consideration of the types of transportation needed to support various land use types and relating capacity to use intensity. In addition, it will consider other connecting features, including natural features, parks and greenways, and other infrastructure elements that link contextual types together. This will require close collaboration with consultants working on the public transportation and freight transportation components of the 2050 Plan. We anticipate working as a unified team to capitalize on the integration of transportation and land use.

**2.4. Alternative Scenarios.** While the Request for Proposals does not specify alternative scenarios, it may be beneficial to factor in such variables as density and development location into the regional concept. However, we believe that the contextual components will remain the same with different scenarios because they will emerge organically from the analysis of development patterns and roles. If different scenarios are considered, a preferred scenario would be selected according to specific criteria by the Technical Committee and Task Force.

**2.5 General Policy Guidelines.** In this task, we will establish general goals, objectives, and development guidelines appropriate to each contextual type. This will lead to the illustrations and more specific policy recommendations and alternatives in the third phase.

**2.6 Creating Purpose Working Paper.** This deliverable will conclude the Creating Purpose phase with the Regional Concept diagram and supporting narrative. This will be distributed to the Task Force and will be discussed at a workshop meeting.



Concept to reality small town planning in Dyersville, IA. Top, plan for a vacant site in Downtown Dyersville, home of "Field of Dreams." Above, the plan being fully implemented.





# APPROACH

Community Engagement Elements during the Creating Purpose phase:

- Two Task Force Meetings: Regional plan diagram and working paper review at the conclusion of the phase
- Regional on-site planning workshops
- Regional open house presentations of the regional concept

## PART THREE: PURPOSE DRIVEN PLANNING

Purpose Driven Planning provides practical guidance and examples for regional jurisdictions as they move toward implementation of the regional plan and the opportunities that we believe this approach can provide. It is not the intention to develop a unified zoning ordinance for 41 very different communities and rural areas. Instead, we hope to provide tools that can be adapted by Northwestern Indiana jurisdictions, developers, neighborhoods, and other stakeholders to improve the quality and coherence of the region's environment. Creating Purpose is the central part of the Land Use Element and will establish the overall land use vision for the Northwestern Indian region.

**3.1. Concept Illustrations.** We believe that illustrative plans and examples can be very successful in giving life to recommendations in concepts in narrative. It helps decision-makers and citizens apply patterns and guidelines to their issues and opportunities. Therefore, in this task, we will work with the Technical Committee and Task Force at an implementation workshop to identify up to six specific concepts or contexts to illustrate with plans and renderings. Ideally, these should represent a variety of community sites and project types, but should in any case represent real situations. Examples might include transit-oriented mixed-use development around a South Shore station that still respects community scale, introducing mixed uses and connectivity into a traditional commercial corridor, or developing a business park concept on a brownfield site.

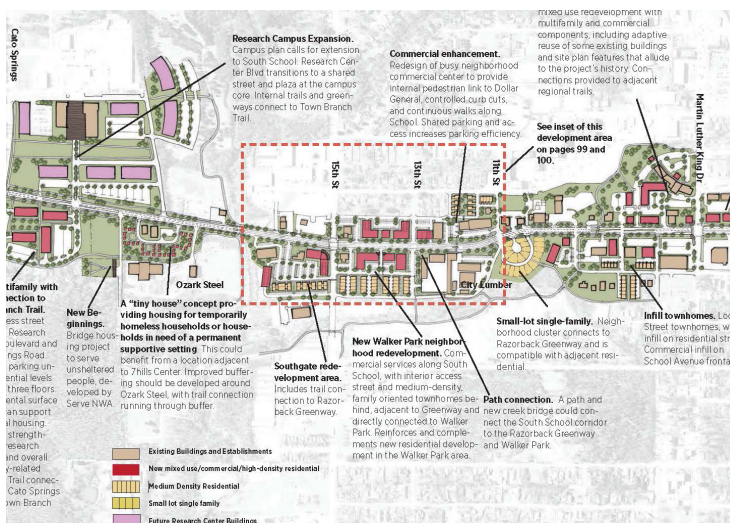
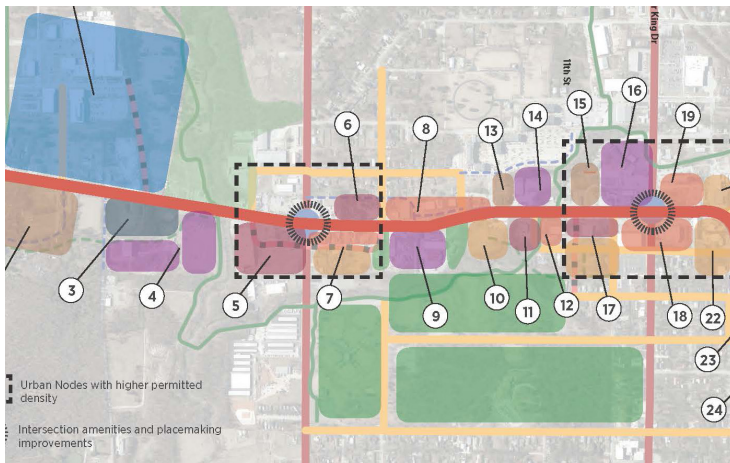
**3.2. Policy Recommendations.** This step will consider policies that advance the goals and guidelines of the Regional Concept developed during the Creating Purpose phase. One specific area of concern will include modifications of local zoning ordinances to encourage desirable development such as mixed-use projects. We have developed



*Integrating land use and transportation policy in an urban neighborhood, Midtown Wauwatosa, WI*



# APPROACH



Corridor urbanism, a new approach to the commercial strip that integrates markets, land use, transportation, and incremental development, developed as part of the Tomorrow's Corridor plan for Fayetteville, AR

regulating plans for mixed uses based on the degree of potential conflict, transportation capacity, transitions between different uses, and conflict abatement techniques that add predictability to the process of project review. Similarly, our past work in housing planning and policy and community development implementation, earned on both the public and private sides, can add substantial value to considering redevelopment strategies in some of the region's core cities. Finally, multi-modal transportation will be a significant policy element, and transportation initiatives and investments should be programmed to support land use goals and programs. We see the regional vision as the nexus that ties all these elements together.

**3.3. Performance Targets and Measures.** While it is important to evaluate the relevance and performance of this or any other planning document, establishing objective measurements requires a collaborative process that includes committees, including NIRPC and project-specific committees. This topic will be an important focus

of the Implementation Workshop of the Task Force and discussions with the Task Force. This part of the process may also include both municipal and private stakeholders from the initial constituent listening sessions, described in Phase One.

**3.4. NIRPC Committee Participation.** The Land Use and Environmental Committees of the NIRPC should be involved at key points throughout the process, and we hope that these meetings if they take place in person, can be coordinated with other visits to the region. It is especially important to meet with these committees at the Regional Concept stage and as part of the implementation workshop. We propose a major workshop on how to use and apply the document with these committees as we move into the concluding parts of the planning process.

**3.5. Public Engagement.** Public engagement events will include regional open houses at the completion of the preliminary draft with extensive displays and a presentation at each event. Other techniques will include a narrated online presentation that people can view at their convenience, use of Social Pinpoint to describe the project, and employment of our Virtual Open House gallery to give people some of the experience of personal attendance. RDG also has high-quality video production capabilities should NIRPC want to add it to the scope identified here. Videos of sections of the current comprehensive plan are extremely effective and an overall package composed of the four documents of the 2050 plan may be considered.

**3.6. Report Documents.** The project concludes with the preparation of preliminary and final draft documents. RDG is noted for the quality and completeness of documents, and for making them as graphic and easy to use as possible. Documents will be created in versions that can be used both online and in hard copy.

The preliminary document will be reviewed by the Task Force at a final workshop meeting. Following that process, we will conduct a program of public open houses at several different regions in the NWI area. These sessions include a display of exhibits and a more formal presentation of the plan's highlights. Following that process, the report will be modified and presented as necessary to the NIRPC governance board or other organizations specified in the final scope of work.

# APPROACH/WORK PROGRAM

**3.7. Purpose Driven Planning Deliverables.** Deliverables include the preliminary and final report, digital presentations and content for both posting on the project website and presentation by NIRPC staff at local events, optional creation of a video highlighting key elements of the plan.

- Community Engagement Elements during the Creating Purpose phase:
- Two Task Force Meetings: Regional plan diagram and working paper review at the conclusion of the phase
- Regional open house presentations
- In-progress meetings and final seminar session with NIRPC committees

## Quality Assurance/Quality Control Process

Our QA/QC process is of particular importance to us. A critical element of QA/QC is frequent and direct communications with NIRPC project management and the Technical Committee throughout the process. We generally do this through bi-weekly check-ins and continuous circulation of working papers.

During the actual production process, all narrative is reviewed and edited by the project principal and the narrative written by the project principal is similarly proofed. We are extremely fastidious about spelling and grammar and believe that this rigorous review at multiple levels will ensure that the vagaries of typos and misstatements do not appear in our public products. We also encourage our clients' project manager or staff to review documents closely and provide ample time before any release to the Advisory Board or the general public to conduct this kind of review.



*South School Avenue in Fayetteville, integrating development opportunity, regional transportation, and intercity trail in an emerging development corridor.*





**EXHIBIT C**  
**SCHEDULE OF FEES**

**SCHEDULE OF FEES**

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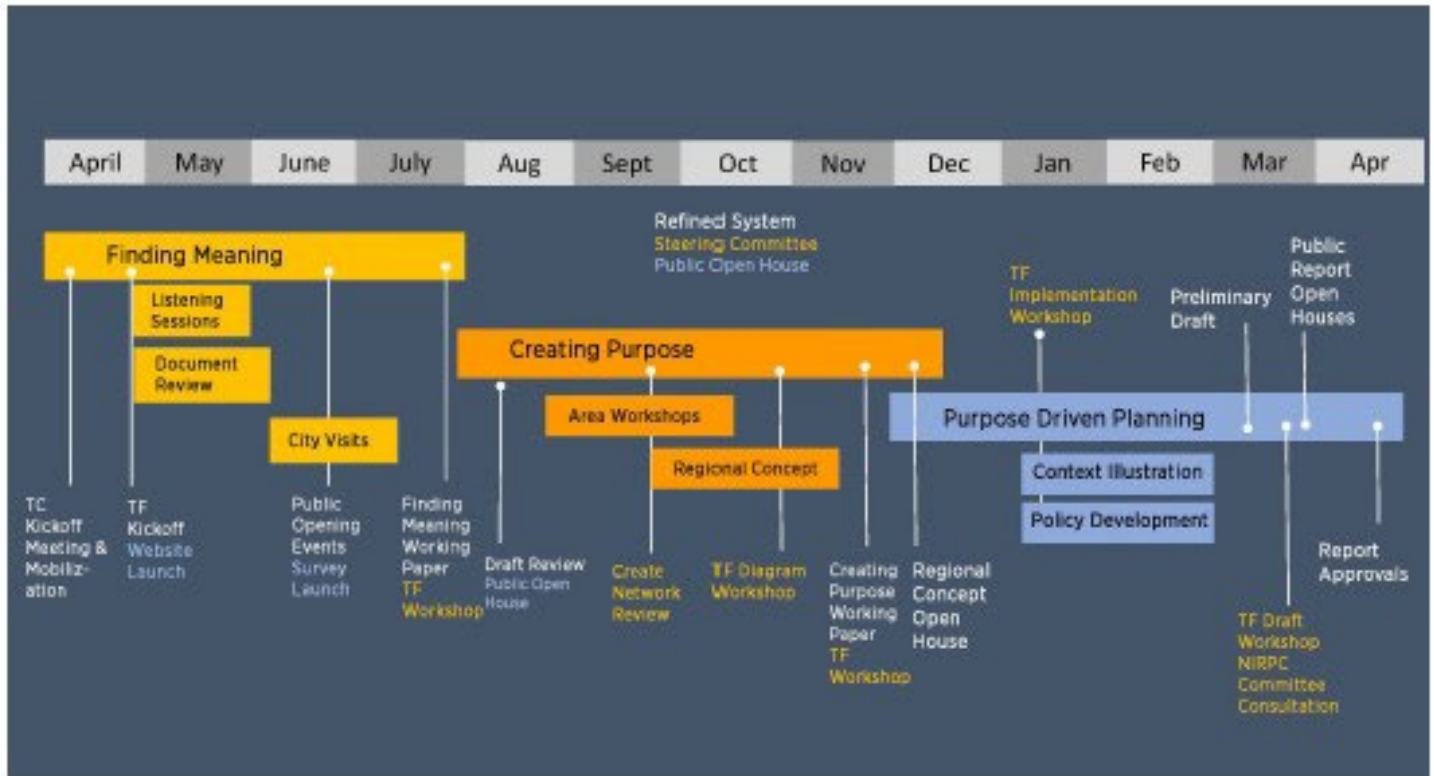
<b>Service</b>	<b>Cost</b>
Finding Meaning	\$37,830
Creating Purpose	\$34,320
Purpose Driven Planning	\$26,520
Reimbursable Expenses	\$500
Additional Costs	--
<b>TOTAL</b>	<b>\$99,170</b>

**Note:**

It is possible that the fee split among the three phases could shift, depending on issues that could arise during the course of the project. This will not affect the overall cost.

**EXHIBIT D**  
**PROJECT SCHEDULE**

**SCHEDULE**



# **PART I. BASIC AGREEMENT BETWEEN THE NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION AND CPCS TRANSCOM INC. IN ASSOCIATION WITH TRANSYSTEMS (TOGETHER CPCS TEAM) FOR THE 2050 METROPOLITAN TRANSPORTATION PLAN – FREIGHT ELEMENT PROCURED UNDER RFP 22-05.01**

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By agreement entered into by and between the Northwestern Indiana Regional Planning Commission, hereinafter referred to as the Commission, and the CPCS Team hereinafter referred to as the Contractor, the following is hereby mutually agreed to:

## **1.1 CONSTRUCTION OF AGREEMENT:**

This agreement consists of seven parts: (1) the basic agreement, (2) scope of work, (3) work plan, (4) schedule of fees, (5) project schedule, (6) Federal clauses, and (7) executed certifications. Each of these parts is hereby made a part of this agreement. The Commission shall be governed by and the Contractor shall comply with all terms and conditions set forth within all parts of the Agreement.

## **1.2 DESCRIPTION OF SERVICES PROVIDED BY THE CONTRACTOR:**

The Contractor shall provide the following: Develop the Freight Plan Element of the Commission's 2050 – Metropolitan Transportation Plan. The Contractor shall perform the services to the satisfaction of the Commission as provided for in the scope of work and work plan which is described in **Parts 2 and 3 of this Agreement**.

The Commission requires prior approval of the use of any Sub-Contractors for this agreement and a copy of the executed agreement between the Contractor and Sub-Contractor.

## **1.3 COMPENSATION:**

The Contractor shall provide the identified goods and services as noted in Parts 2 and 3 of this Agreement, for a cost not to exceed \$99,962.00 (excluding all proposed Additional Costs) as described in **Part 4 of this Agreement**. Payment for services provided by the Contractor will be on a reimbursement basis and in accordance with procedures provided for in the **Terms of Agreement section of this Agreement**.

## **1.4 TERMS OF AGREEMENT:**

The Contractor shall commence work hereunder in March of 2022 and all services must be completed by May 1, 2023.

## **1.5 PAYMENT PROCEDURES:**

The Commission shall make periodic payments to the Contractor for services rendered in conjunction with this Agreement in the following manner:

- (A) The Contractor shall submit quarterly invoices (based on a calendar year) to the Commission, which are sent the last week of the quarter for services rendered for that quarter.
- (B) The Contractor shall include on its invoice the amount due in proportion to the percentage of work complete.
- (C) The Contractor shall attach copies of invoices from Subcontractors utilized in conjunction with this Agreement.
- (D) Invoices shall be accompanied by a narrative progress report describing activities which have been performed and for which reimbursement is being claimed.
- (E) Following its approval of the invoice and related materials submitted by the Contractor, the Commission shall make payment. Payment will normally be made within thirty days after said approval.
- (F) All invoices shall be submitted to:
  - Accounts Payable
  - Northwestern Indiana Regional Planning Commission
  - 6100 Southport Road
  - Portage, Indiana 46368

### **1.6 MODIFICATION PROVISIONS:**

This Agreement shall not be modified except in writing, signed by both parties to this Agreement. Further, the parties hereby agree that the Commission may hereby modify **Parts 2 and 3 to this Agreement** by adding, deleting or modifying tasks, subtasks, schedules or the content or quantity of products to be produced by the contractor to the extent that such modifications result in no upward or downward cost adjustment.

### **1.7 TERMINATION:**

Either party may terminate the agreement by providing a written notice at least thirty (30) days prior to an effective termination date, which shall coincide with the last day of a calendar month. In the event of termination, the Commission shall be obligated to pay the Contractor only for services rendered and expenses incurred through the date of termination.

### **1.8 INDEMNIFICATION:**

The contractor agrees to indemnify and hold the Commission, its employees, officers, and agents harmless from any liability, loss or damage they may suffer as the result of claims, demands, costs or judgments against the Commission arising out of the activities to be performed by the contractor pursuant to the provisions of this agreement.

### **1.9 AGREEMENT:**

It is hereby agreed and understood by the party's signatory hereto that this Agreement becomes executed when the appropriate signatures are affixed hereto and the date of contract award is established as the \_\_\_\_\_, day of March, 2022.

**NORTHWESTERN INDIANA REGIONAL  
PLANNING COMMISSION**

**CPCS TEAM**

**By:**

**By:**

\_\_\_\_\_  
**Tyson Warner**  
**Executive Director**

\_\_\_\_\_  
**Donald Ludlow**  
**President, CPCS Transcom Inc.**

\_\_\_\_\_  
**Date:**

\_\_\_\_\_  
**Date:**

**Attest:**

\_\_\_\_\_  
**Talaya Jones**  
**Contracting Officer**

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## PART II. SCOPE OF WORK

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### 2.1 PROJECT OVERVIEW

NIRPC is seeking assistance in the preparation of three specific plan elements:

- **Freight**
- **Public Transit**
- **Land Use Impacts**

There will be three general phases for the consultant portions of this project:

- **Finding Meaning:** Evaluate Existing & Historic Conditions – March 2022 to August 2022
- **Creating Purpose:** Consider Future Scenarios & Set the Preferred Vision – July 2022 to November 2022
- **Purpose Driven Planning:** Shape the Future of the Region – October 2022 to February 2023

NIRPC will prepare the final plan document. Each consultant team will deliver a detailed report for their plan element at the end of each of the three phases in a format that NIRPC staff can adapt into the final plan document.

### 2.2 FREIGHT PLAN ELEMENT

At \$35 billion, NWI is Indiana's second largest economy made up of urban, suburban and rural communities. NWI has always been a vital center for freight in the United States. As part of the Consolidated Chicago Statistical Area, NWI has one of the densest rail networks and highway networks in the country. NWI also has several ports on Lake Michigan. The City of Gary was founded as an industrial city in 1906 by US Steel because of its proximity to Chicago, the iron mines surrounding the Great Lakes and Lake Michigan itself as a waterway. Other cities along the Lake Michigan shoreline are also heavily industrialized. With this plan element, NIRPC anticipates the following components from the selected consultant:

- Consider existing plans at the state, regional and local level as a source of good information as part of the consultant team reconnaissance for this plan element. NIRPC staff will provide the selected consultant with a list of the plans of which we are aware. We will also attempt to collect electronic copies of all these plans by the time we issue the notice to proceed.
- As part of the **Finding Meaning** phase of the project, consider the varied transportation systems and land uses that support the movement of freight to, from and through NWI. Examine commodity flows into, out of and through NWI. This includes shipping containers passing through the Port of Indiana and Indiana Harbor and trucks using the region's railway and highway networks and high value freight passing through the Gary Airport. Identify intermodal facilities in NWI; determine accessibility issues. Identify freight bottlenecks in NWI; determine the causes of the bottlenecks. Identify at-grade rail crossings in NWI; determine safety hazards for pedestrians, bicyclists, and motorists; and determine where unreasonable delays are occurring due to trains blocking intersections. Identify canals used to transport freight in NWI and determine any issues, including examining the condition of the region's three drawbridges. Identify potential Quiet Zone locations. Identify roadways in NWI where through trucks should not be allowed. Identify major primary industrial facilities in NWI along Lake Michigan and along state highways. Identify potential industrial sites in NWI that could

take advantage of NWI's transportation assets for economic development. Consider environmental impacts of freight in NWI, including air quality impacts of diesel engines. Consider truck impacts on roadway pavements. Consider truck delivery issues in downtowns and neighborhoods.

- As part of the **Creating Purpose** phase of the project, help build consensus around what the vision for freight transportation in NWI should be. Identify primary highway freight system (FHFS), the PHFS Intermodal Connectors, Critical Urban and Rural Freight Corridors in NWI. Identify roadways that should restrict trucks and identify alternate routes. Consider how to build a complete and interconnected freight system that promotes regional and statewide economic development while protecting human health and the environment.
- As part of the **Purpose Driven Planning** phase of the project, identify appropriate performance measures and set performance targets for freight transportation in NWI. NIRPC staff will identify the federal, state and local resources that will be available for these projects over the life of the plan. Provide a detailed, prioritized, phased list of freight transportation projects needed in NWI that includes current year planning level cost estimates. NIRPC staff will adjust the current year project costs to year of construction costs. This project list should improve safety and reduce delays at rail crossings, reduce congestion in downtowns due to truck deliveries, eliminate freight bottlenecks, promote economic development and revitalization, etc.
- Participate in periodic updates to various NIRPC committees, including the Surface Transportation Committee (STC). Currently, this is being done via videoconference, but could change to in person in the future. Participate in yet to be defined public engagement activities tailored to this plan element. The consultant team should feel free to suggest and describe in their proposal how this could best be done.

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**PART III. WORK PLAN**

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# 3 Work Plan

This chapter presents the proposed work plan for the **NIRPC 2050 Metropolitan Transportation Plan – Freight Plan Element**.

## Project Understanding and Key Questions

The Northwest Indiana (NWI) region is part of the Consolidated Chicago Statistical Area, consisting of Lake, Porter, and LaPorte Counties near Lake Michigan in Indiana. The region has a concentrated multimodal freight network that serves major industries such as steel manufacturing, food processing and distribution, and crude oil processing. The predominant freight-related industry in the region is steel manufacturing, accounting for about a quarter of the steel made in the US and served by several facilities with a steel product handling specialty such as the ArcelorMittal Indiana Harbor in East Chicago, steel mills in Burns Harbor, as well as US Steel’s largest manufacturing plant in Gary (Gary Works). In addition, the BP Whiting Refinery is the largest facility of its kind in the Midwest, processing nearly 440,000 barrels of crude oil every day and accounting for 7% of all the asphalt made in the US.<sup>1</sup> NWI is also home to a cluster of businesses such as Albanese, American Licorice, Cargill, ConAgra, Urschel, and Monsanto, that process and distribute food to all the US and worldwide.<sup>2</sup>

*For these businesses, NWI’s business-friendly environment, access to workforce, strategic location within the third-largest metropolitan economy in the country (the Chicagoland area), and connectivity to an integrated highway and rail network is key to its competitiveness.*

Figure 4 illustrates the freight transportation system in NWI and the NIRPC region’s strategic location. Over 227 miles of interstate highway, 302 miles of US highways, 256 miles of State Routes (SR), and an integrated network of connectors and local roads serve the freight industry in the NIRPC region. The region is also served by three Class I railroads and several short lines, ports and harbors on Lake Michigan, refineries and pipeline terminals, and airports offering air cargo services. Being able to accommodate goods movements efficiently is critical to the region’s economic well-being. In the Indiana Multimodal Freight and Mobility Plan updated in 2014, Indiana is described as a “strategic location in close proximity to larger consumer markets and an excellent multimodal transportation network.” The NWI region experiences high volumes of freight traffic due to east-west movements to and from Chicago. In particular, through truck traffic is significant along the primary arterials such as I-80, I-90, and I-94 due to long haul freight destined for distribution centers and intermodal facilities in the Greater Chicago area.

According to American Transportation Research Institute (ATRI), in 2021, three of the nation’s most congested corridors in terms of truck delays were in Indiana, one of which was the section of I-65 that crosses I-80 in Gary.<sup>3</sup> Other corridors such as I-80, SR-49, US-30, and US-20 in Laporte are also key truck bottlenecks in the region.<sup>4</sup> Heavy truck traffic has also created quality of life concerns along the local routes that connect industrial sites with the primary arterials. Examples are SR-312 and US-12, and US-20 in Gary, which connect several steel manufacturing facilities to I-90, and Dunes Highway (US-12), which connects Burns Harbor to the interstate system. Heavy truck traffic mixed with local passenger vehicle traffic along these routes have created safety and congestion issues as well as concerns regarding impacts on the ecosystem of Indiana Dunes National Park. There are also significant rail capacity constraints in the region, exacerbated by the continued increase in the freight

<sup>1</sup> BP Website, Whiting Refinery, accessed January 2022.

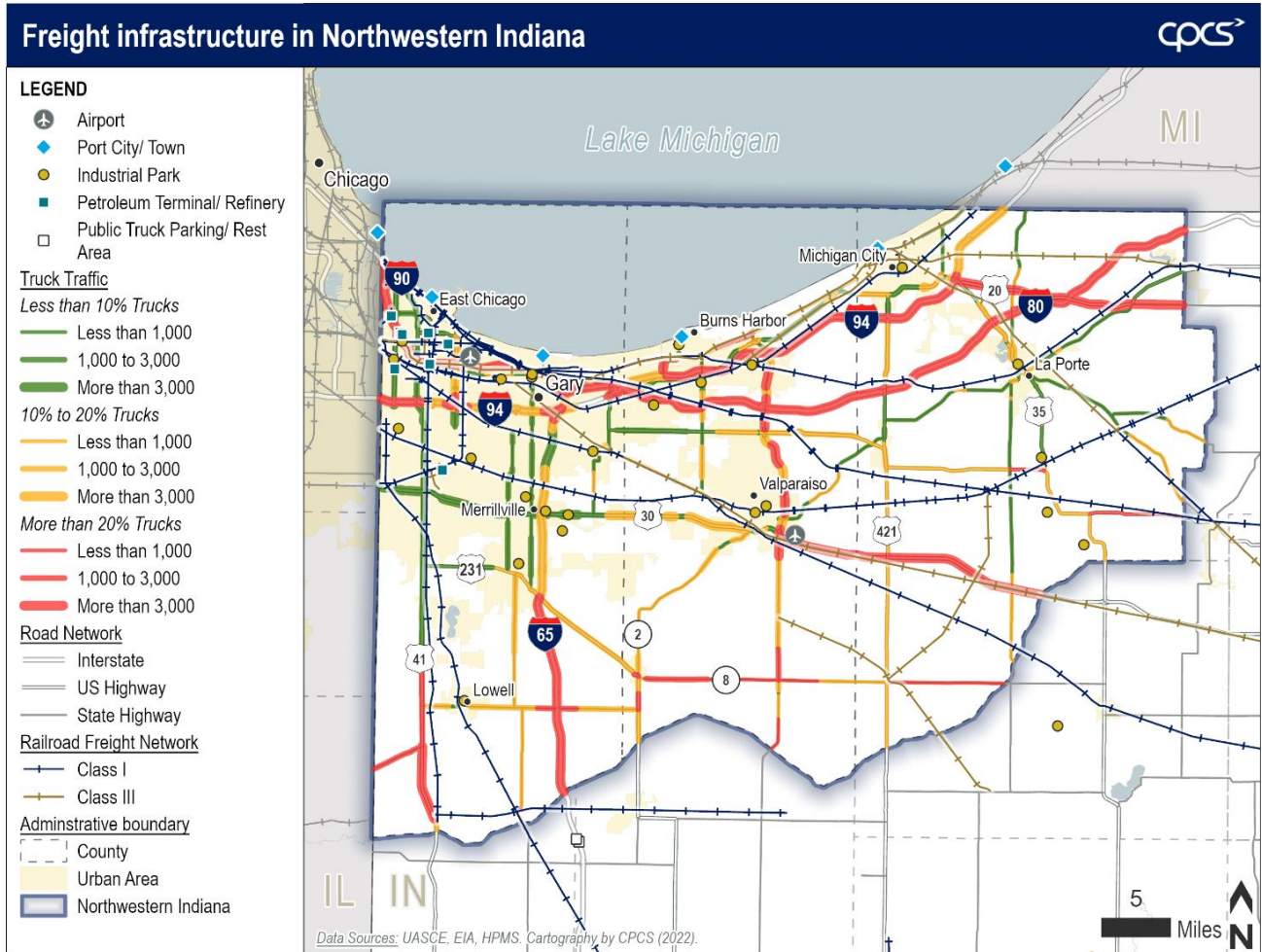
<sup>2</sup> Northwest Indiana Forum Website, Industries, accessed January 2022.

<sup>3</sup> ATRI, Top 100 Truck Bottlenecks, 2021.

<sup>4</sup> INDOT, State Freight Plan, 2018; State Rail Plan, 2021.

and passenger traffic, rail facility expansions, and as a result, longer trains which lead to blocked at-grade crossing issues and increased road congestion.<sup>5</sup> Additionally, with the expected regional population growth in the coming decades, freight activity is expected to grow while being strained by the increasing demand for passenger rail operations.

**Figure 4: NIRPC Area's Freight Transportation System**



These trends indicate the need to improve freight mobility and businesses' accessibility to critical routes to benefit the region's economy. They also indicate that thought should be put into planning for future freight projects to maximize the benefits to the respective communities while protecting them from potential externalities. Therefore, NIRPC is incorporating a Freight Plan Element in the Metropolitan Transportation Plan (MTP) currently under development. More specifically, NIRPC MTP's Freight Element aims to emphasize:

1. preserving the existing transportation systems,
2. planning for the safety of all transportation system users,
3. providing the freight industry with access to workforce,
4. efficiently moving freight to support the economy of the region, and

<sup>5</sup> NIRPC, Rail crossing issues in NWI, 2020; INDOT, State Rail Plan, 2021.



5. ensuring equity in allocating federal, state, and local transportation dollars to benefit all system users.<sup>6</sup>

We have developed several key questions in the following section that must be addressed to achieve the objectives of this project.

## Key Questions

The key questions outlined below are organized under thematic headings corresponding to the phases of the Freight Plan Element. We have reordered the logical process of project work outlined in the RFP based on the expected outcomes of each phase and our experience with similar projects in other regions. The key questions also form the basis of the work plan tasks.

### **What are the existing conditions, needs, and issues related to goods movement in the NWI region?**

- What are the key freight-related industries in the region, and where are the primary facilities located?
- What are the key multimodal freight system assets and land uses that support regional goods movements? Where are the Primary Highway Freight System (PHFS) corridors in the NWI region?
- How do the key freight-related industries/clusters use the freight corridors and facilities today?
- Where are the industrial locations that can leverage NWI's existing freight assets for economic development?
- Where are the multimodal freight issues in the NWI region related to mobility, accessibility to intermodal connections, safety, infrastructure condition, and environmental impacts?

### **What is the vision for improving freight transportation in the NWI region?**

- What is the regional vision for building an interconnected freight system in the region that contributes to the regional and statewide economy while protecting the public's health and safety and mitigating environmental impacts?
- What freight performance measures should be tracked by NIRPC to understand how the key elements of goods movement perform in the study area?
- How should freight performance measures be calculated and reported? What data or other resources are required to assess these performance measures on a regular basis?
- How should the performance measures in the NWI region be blended and be consistent with NIPRC's 2050 MTP?

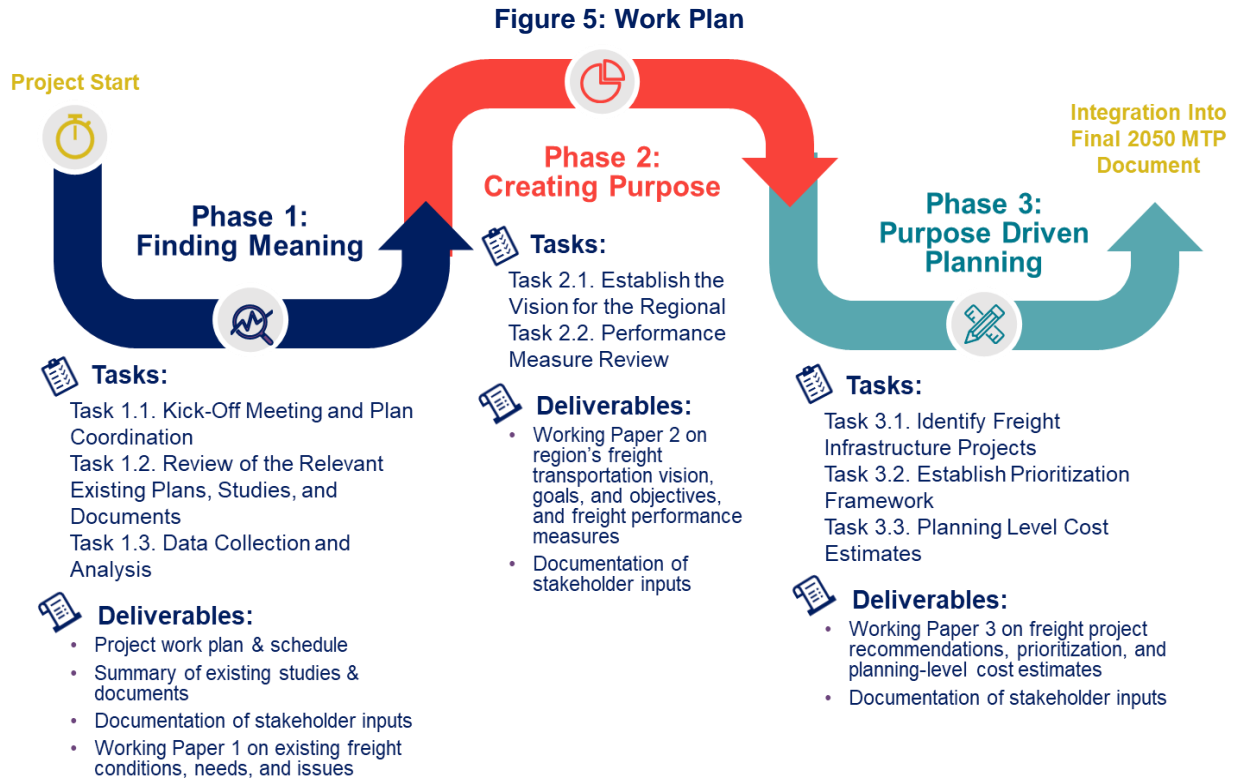
### **Which projects or project concepts align with the region's vision for freight, improve goods movement performance, and address the needs and issues identified?**

- What freight transportation projects or project concepts can strategically address the freight needs and challenges?
- What highway system corridors/segments should restrict truck movements? What routes should be introduced as alternatives for serving trucks?
- What criteria should be used to evaluate and prioritize the freight transportation projects or project concepts needed in NWI?
- What are the planning level costs of priority freight projects in the region?

<sup>6</sup> Adapted from the 2050 Metropolitan Transportation Plan RFP, 2022.

## Work Plan

In line with the key questions presented above, the following presents our plan for carrying out the work. Each task results in a Working Paper and other interim deliverables that will be provided for review and comment before finalization.



Our technical approach for the NIRPC's 2050 MTP Freight Plan Element is outlined below:

- Adapt and apply regional freight plan best practices;
- Leverage CPCS's in house infrastructure analytics and GIS capabilities;
- Solicit stakeholder input and validation of results;
- Conduct ongoing communication and progress reviews; and
- Implement proven quality control and project management system.

Our approach is informed by our experience and lessons from similar CPCS assignments in the past. Each of these aspects of our approach is described in greater detail below.

### Adapt and Apply Regional Freight Plan Best Practices

CPCS team is currently developing the Central Indiana Regional Freight Plan for the Indianapolis MPO. We are using a transparent and collaborative process to identify the freight-related needs and issues and identify projects. CPCS has also worked on several other regional freight plans, including in Minnesota for Districts 1, 4, 7, and 8, in southern California and northern California, and several other locations. Our experience with regional freight plans provides us with an opportunity to "hit the ground running" on the 2050 MTP Freight Plan Element for the NWI region. In particular, we are already well in hand from our work on the Central Indiana Regional Freight Plan related to:

- **Process.** Over the development of the Central Indiana Regional Freight Plan for Indianapolis IMPO, we have held a continual dialog with INDOT Central Office and team members managing

the ongoing Indiana State Freight Plan to ensure that the data sources and processes used to conduct analysis are relevant and useful for regional freight planning purposes.

- **Data.** We have already collected and assessed the foundational data for the creation of regional freight plans in Indiana, such as county-level socio-economic data, freight system profiles, and system performance assessments.
- **Stakeholder Engagement.** We have already established ongoing communications with the freight stakeholder across Indiana, such as the Class I and short line railroads, Conexus Indiana, Ports of Indiana, Indiana Trucking Association, and Indiana Transit Association.

Other examples of lessons learned from our regional freight planning experience and their relevance to this work are called out throughout the remainder of the Work Plan.

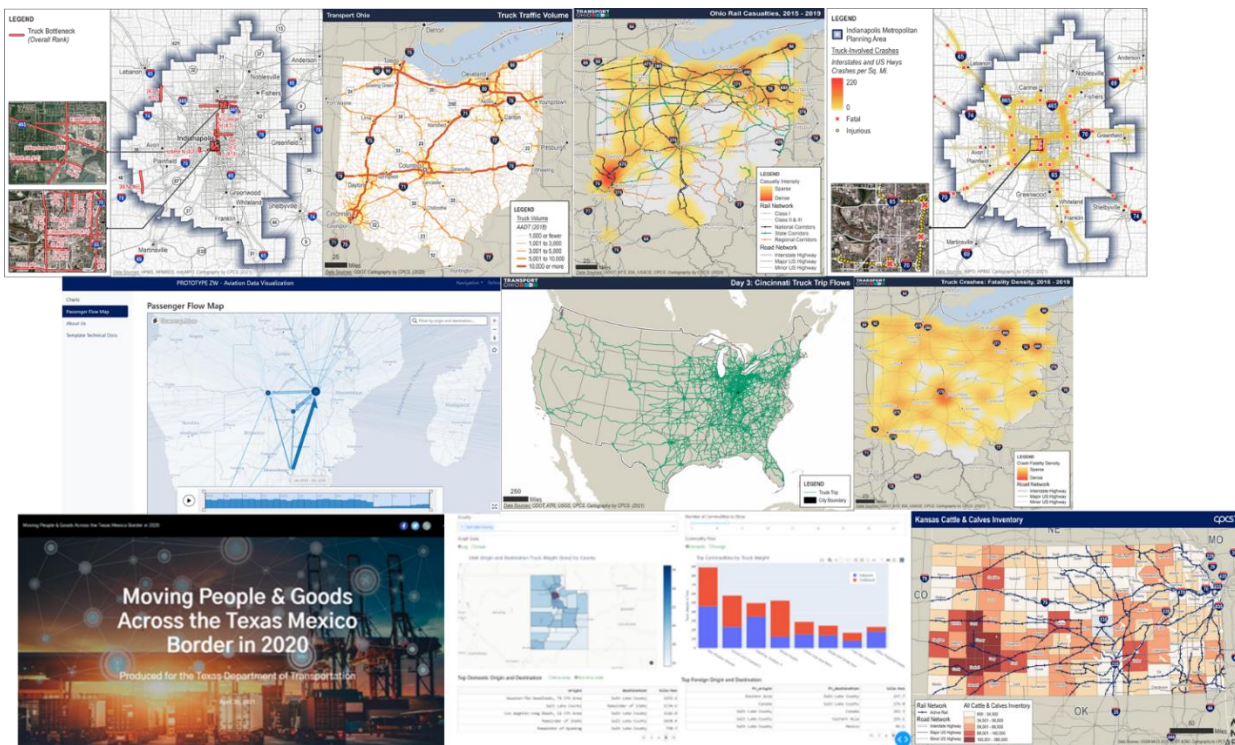
### Leverage CPCS's In House Infrastructure Analytics and GIS Capabilities

The project will be supported by CPCS's internal team of specialists in data science and big data analytics that provides:

Data Science & Analytics	Cartography and Visualization	Modeling & Foresight
<ul style="list-style-type: none"> <li>• Data translation into patterns, knowledge, and insights</li> <li>• Innovative solutions with new data sources</li> </ul>	<ul style="list-style-type: none"> <li>• GIS-based mapping services</li> <li>• Interactive visualization for communication and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Data-driven solutions to complex, strategic, and multimodal questions</li> <li>• Foresight and policy support</li> </ul>

We have a reputation for using clear and simple language and supporting visuals to communicate otherwise complex subject matter. Figure 6 provides examples of deliverables produced by our analytics team for other similar studies, including samples of our interactive visualization capabilities.

**Figure 6: Examples of Deliverables Demonstrating CPCS's Infrastructure Analytics Capabilities**



## Solicit Stakeholder Input and Validation of Results

Given the number of freight transportation players in the NWI region, consultations with regional freight stakeholders are essential to gather their perspectives on the freight system, how freight-dependent industries use the system, current needs and issues, and potential opportunities.

In line with the 2050 MTP development schedule and the preliminary scope of work for the Freight Plan Element, we will work with NIRPC and consultant teams working on other plan elements to develop a coordinated and detailed Stakeholder Engagement Schedule (SES) that provides a snapshot of all stakeholder engagement related activities required for the Freight Plan Element. The SES will outline the logistics that will need to be considered and coordinated with NIRPC and consultant teams working on other MTP elements, most importantly to identify common stakeholders and specific meeting windows and meeting applications (such as WebEx, Zoom, Teams) or times and locations (social distancing requirements permitting). We view the SES as a “living document” that will be updated, as directed, should the schedule or desired approach to engagement change during plan development. Figure 7 below provides an example list of stakeholders as a starting point. We will work with NIRPC to determine which stakeholders would help facilitate freight planning efforts.

**Figure 7: Example Selection of Stakeholders**

<i>CSX Corporation</i>	<i>Gary/Chicago Airport</i>	<i>Northwest Indiana Forum</i>
<i>Chicago South Shore and South Bend Railroad</i>	<i>Port of Indiana – Burns Harbor</i>	<i>Northwest Indiana Regional Development Authority</i>
<i>Indiana Harbor Belt</i>	<i>Michigan City Economic Development Corporation</i>	<i>Porter Economic Development Commission</i>
<i>Norfolk Southern Corporation</i>	<i>Gary Indiana Economic Development</i>	<i>Indiana DOT</i>
<i>Ports of Indiana</i>	<i>Indiana Motor Truck Association</i>	<i>Conexus Indiana</i>

To clarify, the stakeholder list provided above is an example and will be used as a starting point for coordination with NIRPC staff to identify the key stakeholders representing rail, water, truck, and air modes and the freight community of the NWI region.

We will infuse stakeholder engagement through the work conducted for the 2050 MTP Freight Plan Element. The topics of the stakeholder meetings/consultations will be directly related to:

- **Phase 1 activities**, particularly a review of recent freight-related planning efforts and the freight-related trends, issues, and needs: in this Phase, we will conduct stakeholder consultations and also use an interactive online map survey to collect inputs on freight needs, issues, and opportunities in the NWI region from key stakeholders and the public.
- **Phase 2 activities** related to establishing the vision, goals, and objectives for freight in NWI and identifying freight-related performance measures: in this Phase, we will involve key freight stakeholders in the process of drafting the vision, goals, objectives, and performance measures. We will then coordinate with NIRPC staff to inform the public about the draft vision, goals, objectives, and performance measures for freight in the region to solicit their feedback.
- **Phase 3 activities** related to project identification and prioritization: in this Phase, we will share the draft project list with key freight stakeholders and solicit their feedback.



### **Lessons Learned: Collecting Inputs on Freight Needs and Issue Locations**

The CPCS team has worked with several clients, including the Indianapolis MPO, to develop online interactive map surveys. One of the lessons we learned from this method of outreach is that interactive project websites capable of collecting feedback can function in place of open houses. In fact, these sites may be preferable to standalone open houses in the future, as they allow the public to explore materials and provide feedback at their own pace, and over a longer timeframe.

Our team has experience with many stakeholder engagement software types, including MetroQuest, and ArcGIS Story Maps, and we will work with NIRPC and other MTP element teams to determine which software and tools will best inform their planning efforts. We will also [participate and provide periodic updates in various NIRPC committees virtually or in person as needed, including the Surface Transportation Committee \(STC\)](#). At each meeting, CPCS will provide brief project updates and solicit feedback from attendees on project progress, deliverables, and expected recommendations that can improve the freight system of the NWI region.

In terms of public engagement activities, our team is committed to an engagement process that is focused on listening to what people have to say and asking questions to understand community perspectives – and ultimately to collect the input we need to develop a successful plan. For instance, for the Indianapolis MPO’s Central Indiana Freight Plan, we are providing bi-weekly updates on the project progress through the MPO’s newsletter (TeMPO). We have also created and posted videos, reports, briefs summarizing our findings from data analysis and outreach, and an online survey focusing on freight issues on the Indianapolis MPO’s website. Upon our request, Indianapolis MPO added a comment box on the freight plan webpage to enable direct public communication at all points of the project. We propose to use the same approach for the 2050 MTP Freight Plan Element and collaborate with NIRPC staff to create and post periodic status updates and summary reports on NIRPC’s website and engage with the public.

### **Conduct Ongoing Communication and Progress Reviews**

The CPCS Team’s Project Manager, Rahil Saeedi, will be the main point of contact on day-to-day activities and will meet with NIRPC virtually or in person, as needed. The CPCS Team’s Project Principal, Erika Witzke, will be the main point of contact on project direction and contractual matters and is also available to help resolve project issues. In the unlikely event that issues or concerns emerge that can’t be resolved with the Project Manager or Project Principal, and in line with our commitment to quality and client satisfaction, the client lead may also escalate the issue in question with a CPCS Managing Partner.

As part of our regular communication protocol, [we will provide regular status reports to ensure full visibility on the progress of our work and any potential issues](#). Status reports map the specific tasks in our work plan for ease of reference and will be submitted by email every month – like clockwork.

In addition, it is also standard CPCS practice for the Project Principal to check in with the client lead from time to time. This engagement is intended to offer an opportunity for frank feedback on how the project is progressing and the project team’s performance.

### **Implement Proven Quality Control and Project Management System**

The following summarizes [CPCS’s Project Management and Quality Control Process](#), which is underpinned by a clear and shared understanding of project objectives and expectations, and regular communication throughout the project:

1. [Ensuring shared vision for project outcomes](#), established through the Project Work Plan and Kickoff-Meeting.



2. **Setting clear guidelines for stakeholder engagement** by clarifying the expectations of the project team members regarding their participation, including data/resources, objectives, and reporting requirements.
3. **Ongoing monitoring and progress reviews** to ensure work is on target, on budget, and on schedule. The Project Manager reviews team member progress on a regular basis.
4. **Regular communication with the client** through monthly progress reports and regular client coordination calls.
5. **Validation of data and analysis** by triangulation of data and findings using alternative data sources and analytical methods.
6. **Visualization of findings** using various techniques – notably maps and related graphics – to communicate findings.
7. **Quality control and verification of all interim and final deliverables** by the Project Principal to ensure consistency with the project objectives, the scope of work, and shared vision from the kick-off meeting.
8. **Review by a professional editor** to ensure all interim and final deliverables are of high quality and eliminate/address errors, omissions, or typos.
9. **Assessment of final deliverables** by the client; required revisions made on a timely basis to full client satisfaction.

## **Project Phases and Deliverables**

In line with the key questions and the overall technical approach presented above, the following presents our plan for carrying out the work under three general phases. Each phase encompasses a number of tasks that will result in interim deliverables. A Working Paper will be submitted to NIRPC at the end of each phase, summarizing the analysis outcomes for integration into the final 2050 MTP document.

### **Phase 1: Finding Meaning**

#### **Task 1.1 Kick-Off Meeting and Plan Coordination**

A Kick-Off Meeting will be held with the NIRPC staff soon after contract signing (target seven days). This meeting will serve to better define expectations and to discuss the proposed methodology, work plan, schedule, and synergies with other MTP elements. Additional matters to discuss will include:

- Overarching objectives and goals of the 2050 MTP Freight Plan Element,
- Literature and data sources, field data collection schedule and plan,
- Protocols for identifying and engaging with stakeholders,
- Other matters, as appropriate.

Ahead of the Kick-Off Meeting, we will develop two key pieces of information (based on this proposal) for NIRPC to review and comment on: 1) Draft Work Plan and 2) Draft project schedule. As needed and based on comments received during the Kick-Off Meeting, we will revise the Draft Work Plan to ensure that the level of detail is sufficient to ensure NIRPC has clarity on the work we will conduct and can be appropriately managed in terms of staff assignments, contract deliverables, outreach, and cost.

In addition to the kick-off meeting, we will participate in meetings with the consultant teams selected for other 2050 MTP elements at critical points in the plan development process. Our partner TranSystems is bidding as the prime consultant for the Public Transit element, and, if selected, our teams can work together to ensure synergy and enhance coordination efficiency.

*Based on the social distancing requirements at the time of the meetings, we will work with NIRPC to determine whether the meetings, consultations, or any stakeholder engagement activities should be virtual, in-person, or hybrid.*

## **Task 1.2 Review of the Relevant Existing Plans, Studies, and Documents**

It is not our intent to reinvent research and analysis. Rather, we will leverage, validate, and expand on existing relevant studies, including relevant plans already reviewed during Indianapolis MPO Freight Plan activities. Figure 8 lists some of the materials that may be of use for the development of NIRPC's 2050 MTP- Freight Plan Element. We will work with NIRPC staff to compile a comprehensive list of freight planning documentation and use existing analysis and findings to identify and close gaps by creating newer and deeper insights into the freight needs of the NWI region.

**Figure 8: Initial Scan of Materials That Will Be Useful to NIRPC 2050 MTP Freight Plan Element**

<b>Study / Paper Title, Publisher</b>	<b>Year</b>
Freight Study, NIRPC	2010
High-Rail Grade Crossing Safety Action Plan, INDOT	2010
Indiana's 2013-2035 Future Transportation Needs Report, INDOT	2013
Northwest Indiana at-Grade Crossing Report, NIRPC	2013
Comprehensive Economic Development Strategy, NIRPC	2016
2018 Indiana State Freight Plan, INDOT	2018
Long-Range Transportation Plan, INDOT	2019
Transportation Asset Management Plan, INDOT	2019
Air Quality Conformity Determination for Lake and Porter Counties, NIRPC	2019
Air Quality Conformity Determination for LaPorte County, NIRPC	2019
2020 Indiana Manufacturing Survey: COVID Special Edition, KSM	2020
E-Commerce in Northwest Indiana, NIRPC	2020
Local and Regional Economic Impacts of the Indiana Maritime Industry, Ports of Indiana	2020
Local and Regional Economic Impacts of the Ports of Indiana, Ports of Indiana	2020
Marquette Action Plan, NIRPC	2020
2021 Indiana State Rail Plan, INDOT	2021
State of the Logistics Industry, Conexus Indiana	2021
Investing in the "Crossroads of America" Indiana Infrastructure Report, Conexus Indiana	2021
Indiana Public Transit Annual Reports, various	1978-2020

## **Task 1.3 Data Collection and Analysis**

We will establish existing freight system conditions and land uses that support goods movement in the NWI region based on conducting two overlapping activities – 1) stakeholder outreach and 2) analysis of freight data and information. Our data analysis efforts will consist of the following key components:

**The Physical System Profile:** under this component, we will identify and map the multimodal freight transportation system in the NWI region, including key intermodal and transfer facilities, National Highway System (NHS), Primary Highway Freight System (FHFS), and critical urban and critical rural connectors. We will draw on existing statewide freight-relevant data sets that NIRPC has in its repository as well as databases that CPCS has in its internal GIS server from the Indianapolis MPO Regional Freight Plan and augment them with publicly available sources of information, as required. We will establish base GIS layers for the highway system, rail, marine (including ports, harbors, canals, and drawbridges), pipeline, and aviation assets.

The result will be a profile of the freight transportation system to be used as a starting point for the series of graphic-rich deliverables we will develop as part of the 2050 MTP Freight Plan Element. In all of our maps, we will be sure to place the NWI region in both domestic and international trade context

– this means in relation to the Greater Chicago area, the rest of Indiana, and other local and international markets. An example CPCS map of multimodal freight transportation in the NWI region is shown in Figure 4.

### **Value-added Item #1: Online & Interactive Data Visualization**

Interactive maps and data stories are powerful communication tools. CPCS’s Infrastructure Analytics Unit has an Interactive Visualization Platform, designed for interactive data visualization and web development. We propose using this platform to make project data more accessible and engaging for NIRPC’s 2050 MTP project teams and internal and/or external stakeholders. The additional budget required for this item is listed in the Schedule of Fees.

### **The Economic Profile – Key Freight-Related Industries:**

for this data analysis component, we will assess the regional economic profile to “set the stage” for the rest of the project by establishing critical information on the economy driving freight demand in the NWI region. We will use production, employment, and income data from Federal and state sources to identify the freight-dependent industries in the region and identify freight demand factors, including consumption. Additionally, we will liaise with the consultant team selected for the Land Use Impact study to identify and map out clusters of the freight-dependent industries in the NWI. The locations of industry clusters in conjunction with freight transportation system information will be used to locate industrial development opportunities that can leverage NWI’s existing freight assets for economic development.

**The Freight System Demand and Key Corridors:** we will use various sources of (otherwise disparate) information to highlight how the multimodal freight system in the NWI region is used, including commodity flows into and out of the region, intermodal container traffic passing through the Port of Indiana and Indiana Harbor, rail traffic and rail/truck transload activities, and movement of high-value cargo by air.

We propose using NIRPC’s existing truck count data in conjunction with Freight Analysis Framework 5 (FAF5) data and specific freight facility (such as ports and harbors) volumes to analyze regional truck flows and identify primary origins, destinations, and corridors for trucking activities. We will also gather rail, marine, aviation, and pipeline use information from publicly available data, including the Federal Railroad Administration, US Army Corps of Engineers, and other sources such as port and airport websites. We have used this approach successfully in the Boise (ID), Dubuque (IA), and MnDOT District plans, and we believe it provides a more accurate snapshot than disaggregating the FAF data or using the Surface Transportation Board’s Carload Waybill Sample for rail.

Through [stakeholder outreach \(consultations with key stakeholders and public survey\)](#), we will validate these findings and develop a comprehensive picture of the region’s most significant freight demand sectors, their relevance to the economy, key origins and destinations, and main transportation modes that serve the demand.

We will also draw upon our freight experience working for MPOs and state DOTs across the US to identify additional data and best practices that will apply to this study. As an example, CPCS developed the NCFRP 49: Understanding and Using New Data Sources to Address Urban and Metropolitan Freight Challenges, and we will use the findings of this research to identify promising new and emerging data sources that can improve goods movement across the NWI region.

### **Value-added Item #2: Use of Truck GPS Data**

Truck GPS data can provide greater insights on movements of goods through the region. Another important benefit of using GPS data is pinpointing the exact locations of truck bottlenecks along the road network. If this value-add is selected by NIRPC, we will overlay the existing truck volume data (HPMS) with the low-speed segments based on analysis using truck GPS data, and later in Phase 3, we will screen the results against the roadway impedance data to determine the priority locations of truck bottlenecks and identify actionable solutions for improving road freight mobility. The additional budget required for this item is listed in the Schedule of Fees.

Indiana DOT is currently developing the State Freight Plan, which will assess primary freight corridors across the state and identify required modifications in the NHS and PHFS designations. In identifying key freight corridors of the NWI region, our intent is not to redo the ongoing state-level analysis but to supplement the Indiana State Freight Plan with information on regional freight demands and any potential needs for a highway functional classification and corridor designation review. We will work with NIRPC and INDOT to ensure that any NHS/PHFS-related modifications are reflected in our analysis. We will also conduct both qualitative and quantitative assessments of corridors to better understand the industrial sectors and types of trips that most utilize the NHS/PHFS corridors. This analysis will inform the identification of roadways that should restrict truck movements and identification of alternative routes in Phase 3.

**Multimodal Freight Issues in the NWI Region:** we will combine our findings from the existing literature review with the results of multimodal freight data analysis and inputs provided by the stakeholders to identify issues related to freight mobility (highway congestion and bottlenecks; delays due to blocked crossing), accessibility to intermodal connections, road and road-rail grade crossing safety, infrastructure condition (including pavement maintenance needs due to truck movements and condition of bridges and drawbridges), and environmental/quality of life impacts. As part of this work, we will also map the ongoing and planned freight-related projects identified in capital improvement plans from NIRPC and local governments. The needs and issues and planned projects are key inputs to developing project recommendations in Phase 3.

*We will discuss the findings of our review of the literature and data analysis with the NIRPC staff to confirm that we have conducted the research comprehensively to inform the identification of freight transportation needs and issues.*

#### **Phase 1 Deliverables:**

- Finalized project work plan and schedule; meeting materials and minutes.
- A brief summarizing the information in the existing plans, studies, and documents that should be incorporated into the 2050 MTP Freight Plan Element.
- Documentation of stakeholder comments and inputs collected in this phase.
- Working Paper 1 summarizing the freight system conditions, needs, and issues.
- Maps, accompanying shapefiles, and spreadsheets of data analysis conducted.

#### **Phase 2: Creating Purpose**

##### **Task 2.1 Establish the Vision for the Regional Freight System**

The aim of this task is to identify and establish the regional vision for building an interconnected freight system that contributes to the regional and statewide economy while protecting the public's health and safety and mitigating environmental impacts.

*NWI region's freight transportation system enhances economic competitiveness and quality growth through effective system performance and management.*

We will use the quantitative and qualitative information gathered in Phase 1 to help NIRPC establish a clear vision that is broadly accepted by the key stakeholders; and associated goals and objectives that effectively guide freight transportation investments and improvements in the region. The economic activity of freight-related sectors (such as manufacturing, transportation and warehousing, oil/gas extraction, retail and wholesale trade, mining, construction, and agriculture) drives the demand for freight transportation infrastructure and facilities. Therefore, a critical underpinning of NIRPC's vision for the regional freight system must be regional economic competitiveness and growth.

The vision, goals, and objectives for the regional freight system should also be aligned or informed by overarching federal, state, and regional transportation policy goals. Federal goals outlined in the Fixing America's Surface Transportation (FAST) Act and Infrastructure Investment and Jobs (IIJA) Act, the goals outlined in Indiana's Long-Range Transportation Plan (2045 LRTP), and statewide freight

planning objectives considered for the State Freight Plan currently under development, are among those that must be reflected in the vision, goals, and objectives that will guide NIRPC’s 2050 MTP Freight Plan Element. Figure 9 summarizes our proposed concept for informing the vision for the regional freight system and associated goals and objectives.

**Figure 9: Concept for Aligning the Regional Freight Vision and Associated Goals and Objectives**



**Task 2.2 Performance Measure Review**

We will build upon the federally-required transportation performance measures benchmarked by NIRPC and INDOT and identify freight-related measures that are specific to the region and its needs. The 2010 NIRPC Freight Study incorporates a set of potential freight performance measures that are designed to communicate freight performance to external partners and to internally improve the planning, implementation, and accountability of freight planning in the NWI region. Figure 10 shows the preliminary considerations related to the 2010 freight performance measures that can serve as a starting point to developing freight performance measures that are effectively balanced with the effort needed to calculate the measure consistently.

**Figure 10: Preliminary Consideration for Updating Existing Select Freight Performance Measures in the NWI Region**

Performance Measures Identified in the 2010 NIRPC Freight Study	Preliminary Considerations for Revising Measure
Gross Regional Product	This can be tracked by using county-level industry economic data provided by the Bureau of Economic Analysis and Bureau of Labor Statistics.
Value of goods exported annually vs. value of goods imported	County/regional-level data would be scarce, making the calculations challenging. FAF data can be used to report this measure but for the Chicago-Naperville, IL-IN-WI Combined Statistical Area. International Trade Administration also provides regional-level data.
Vehicle-hours of delay for at-grade crossings	This measure can most effectively be calculated using FRA’s data of blocked crossings. However, it is important to note that FRA’s data is crowdsourced and provides a range of average blocking duration. Truck GPS data (if available) can provide more realistic insights into delays at blocked crossings.
Fatal crashes involving heavy trucks	Calculating this performance measure can most effectively be done using total crashes reported by the state highway patrol.
Vehicle classification by time of day; % trucks	INDOT’s statewide Highway Performance Monitoring System (HPMS) database can effectively inform this analysis.



Average speeds on freight significant highways	The National Performance Management Research Data Set (NPMRDS) provides the average travel times on the National Highway System for use in performance analysis and management activities. The data is available through INDOT, and CPCS has already obtained and established the analysis formulas as part of the Indianapolis MPO Freight Plan project. We will use these existing formulas to efficiently analyze the NPMRDS 2021 and 2019 databases for the NWI region to calculate these measures.
Average peak/off-peak truck travel time in key freight corridors	
No. of congested hours on freight significant highways	
Domestic Waterborne Commerce of the United States	USACE data of Waterborne Commerce and Vessel Statistics will most efficiently inform this analysis. We also propose using port/harbor-specific and partnership with port/terminal operators to validate the data as needed.

We will work with NIRPC staff to evaluate the 2010 freight performance measures and compare the suitability for benchmarking the freight system condition, needs, and issues related to mobility, access to multimodal options, infrastructure condition, safety, and environmental impacts, to determine what changes are needed to this list.

*Our Project Principal, Erika Witzke, assisted in developing the NCFRP 03 on Performance Measures for Freight Transportation and will be able to use this experience to streamline this editing process.*

CPCS is currently updating a set of freight-related performance measures for the Indianapolis MPO in alignment with the measures with what will be tracked by the State through the Indiana State Freight Plan and what is required to be tracked nationally by the State. These measures will be included in the MPO’s regional freight plan, and a few of them will potentially be integrated into the MPO’s next MTP. Our Project Principal, Erika Witzke, has also recently developed a performance report card for Ohio to help the state DOT benchmark freight operations in alignment with the federal requirements and state interests. We will use this experience to develop an updated list of freight performance measures for NIRPC to capture the available freight data and present practical freight performance measures in contrast with transit modes and the regional land use characteristics.

We propose working with NIRPC staff and the stakeholders to finalize a list of performance measures that align with the freight transportation vision established in the previous step, and help guide NIRPC’s investment decisions related to addressing truck bottlenecks, congestion due to first/last mile truck activity in urban areas, delays due to blocked grade crossings, access to intermodal facilities, road and rail safety issues, freight system conditions that affect goods movement (in particular along the road system and canals) and impacts of freight activities on the environment and residents’ quality of life (need for restricting truck movements and identifying quiet zones).

We also propose to calculate Truck Travel Time Reliability (TTTR) Index for the highway system in the NWI region. Since 2017, all state DOTs in the US have been required to calculate the Truck Travel Time Reliability (TTTR) Index along the roadway system and report the index, along with a list of priority truck bottlenecks to the Federal Highway Administration (FHWA) as part of their state freight planning submittals. As INDOT is currently developing the Indiana State freight Plan, we will coordinate with the DOT to obtain HPMS and

**Lessons Learned: Methods to Improve Truck Bottleneck Analysis**

CPCS has extensive experience in truck speed and volume data analysis and bottleneck identification. We are currently **assisting FHWA in identifying the best practices and methods to improve freight bottleneck analysis** conducted by the state DOTs across the country. We have successfully completed bottleneck analysis assignments for state DOTs and MPOs, using various data sources and innovative methods. Most recently, we **assisted the ITTS member states in developing a common understanding of truck bottlenecks and establishing a shared vision for regional freight mobility** using an online GIS tool and a unified methodology to assess the extent, duration, and severity of truck bottlenecks. Our knowledge of freight data and bottleneck analysis enables us to provide invaluable insights into regional freight mobility issues and needs.

NPMRDS databases to conduct TTTR and truck bottleneck analysis for the NWI region. We have conducted similar analysis in several states and regions across the US, including WA, OH, ITTS member states, MnDOT Districts 1, 4, 7, and 8, and most recently for the Central Indiana region as part of the Indianapolis MPO’s Regional Freight Plan.

We will develop a list of required data and other sources as well as methodologies required for assessing the recommended measures to ensure that the freight performance measures can be updated or refined as needed in the future.

**Phase 2 Deliverables:**

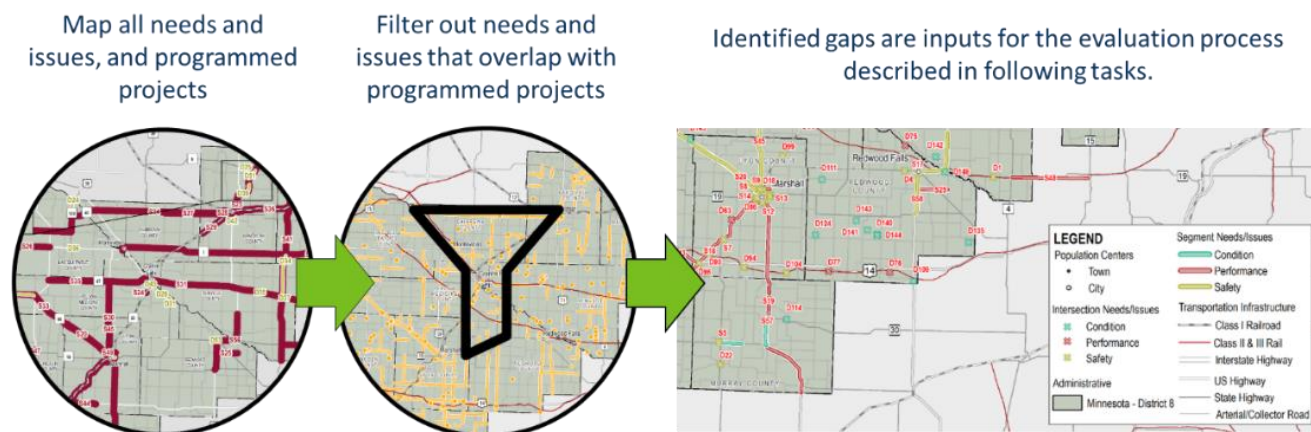
- Draft and finalized vision and associated goals and objectives for the regional freight system.
- Documentation of stakeholder comments and inputs collected in this phase.
- Working Paper 2 on freight transportation vision, goals, and objectives; freight performance measures and recommended data and calculation methods.

**Phase 3: Purpose-Driven Planning**

**Task 3.1 Identify Freight Infrastructure Projects**

In this task, we will compare the NWI region freight system needs and issues identified in Phase 1 (ex: Intersection of Highways X and Y has a high crash rating, highway Z needs wider shoulders, etc.) against the ongoing and planned investments in the region’s transportation system to identify any overlap between needs and issues and upcoming projects. The goal of this work is to (1) identify needs and issues that may be addressed by upcoming work in the region and (2) identify needs and issues that are “gaps” and do not overlap with any planned work. Figure 11 provides an example of applying our gap identification technique for MnDOT’s District 8 Freight Plan.

**Figure 11: Gap Identification Process**



In this step, we will also use the findings from data analysis and stakeholder inputs in Phase 1 to identify roadways that should restrict trucks due to various factors such as modal incompatibilities, safety impacts, and environmental and air quality concerns. We will work with NIRPC staff and teams working on other MTP elements, in particular, the Regional Travel Demand Modeling (TDM) and Land Use Impact teams, to identify alternate routes for truck movements.

**Task 3.2 Establish Prioritization Framework**

We will work with NIRPC staff to establish a prioritization framework in alignment with the region’s vision for freight transportation and the performance measures identified in Phase 2 to rank the identified gaps based on freight priorities such as safety and delay issues caused by highway-rail crossings, highway safety hotspots and bottlenecks, and congestion in downtown areas due to first/last mile truck deliveries. We will develop project recommendations to address the priority needs and gaps

and improve the regional freight system to set the region on a path to promote economic development and revitalization opportunities and mitigate threats.

CPCS recently developed, validated, and applied a framework for the Ohio Rail Development Commission (ORDC) to inform highway-rail grade crossing project prioritization and help ORDC in directing limited public resources to the roadway or railroad improvements at grade crossings with the most significant impacts on public users and communities. We have also recently completed a First/Last Mile Freight Network Development study for the Wilmington Area Planning Council in Delaware, establishing a framework for strategic thinking and decision-making regarding freight-related conflicts in urban areas.

We will leverage these experiences to create a preliminary list of multimodal freight projects for the NWI region, in line with the regional transportation planning goals and the vision, goals, and objectives that will be established for the 2050 MTP Freight Plan Element. We will work with NIRPC staff in a review capacity to review this preliminary list and identify up to 10 projects to advance to the planning level cost estimation step. In this process, we will not assume that the highest priority projects will automatically be selected for the next step; in fact, there may be cause to advance lower-scoring projects that warrant extra effort to bring them closer to the readiness for integration into the future state and regional investment decisions. TranSystems will support CPCS's efforts in this task by collecting and reviewing the information on the physical characteristics of the select project locations to advance to the next step.

### Task 3.3 Planning Level Cost Estimates

TranSystems will develop planning level cost estimates for up to 10 select projects, which will include estimated right of way and engineering costs such as pavement, drainage, pavement markings, signs, etc. The estimates will be based on unit prices reviewed against INDOT's awarded bid summaries and adjusted for regional effects and inflation factors.

#### Lessons Learned: Providing Cost Estimates with Confidence

TranSystems has **years of experience successfully implementing projects of various types to prepare realistic cost estimates**. This experience enables development of appropriate unit costs for materials and gauge the right type of program costs from survey to design to construction management. TranSystems also has worked on several railroad projects and gained knowledge of how to balance costs between contractor or railroad forces to accurately provide a cost range for decision making.

**Our team understands the risks associated with material ordering time and their potential impacts on increasing prices.** For instance, in a recent project, TranSystems reviewed summary bid tabs against supplier prices because of material volatility. While these items may be too detailed at the program level, it shows that our experience with project cost estimating will provide more confidence in the estimates used to program future projects.

#### Phase 3 Deliverables:

- Documentation of stakeholder comments and inputs collected in this phase.
- Working Paper 3 documenting freight project gap analysis and recommendations, prioritization framework, and planning-level cost estimates for priority projects.
- Maps, accompanying shapefiles, and spreadsheets of data analysis conducted.

## PART IV. SHCEDULE OF FEES

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## 4 Schedule of Fees

The following table provides the estimated cost associated with the work performed under each of the three project phases in the work plan. The tasks and activities planned under each project phase ensure that we will stay within the budget limit stated in the RFP.

We have also included additional services (value-added items) in the work plan that will require about \$32,400 above the stated budget limit. The costs estimated for the value-added items are listed as additional costs in the table below. We can add these value-added items to the work plan upon NIRPC's approval and availability of additional budget.

Service	Cost (\$)
Phase 1: Finding Meaning	\$33,667
Phase 2: Creating Purpose	\$23,961
Phase 3: Purpose Driven Planning	\$40,334
Reimbursable Expenses (air travel, lodging, per diem, local transportation)	\$2,000
<b>Grand Total</b>	<b>\$99,962</b>
<b>Additional Costs</b>	
<i>Value-added #1: Online &amp; Interactive Data Visualization</i>	\$7,771
<i>Value-added #2: Use of Truck GPS Data (includes cost of truck GPS data purchase)</i>	\$24,692
<b>Grand Total with Value-added Items</b>	<b>\$132,425</b>



## PART V. PROJECT SCHEDULE

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# 5 Project Schedule

We will complete the work in this study over 12 months, as shown in Figure 12.

We propose to start establishing the vision for freight and associated goals and objectives early on in order to efficiently collect and analyze data to identify needs and issues and inform freight performance measures assessment.

*We guarantee our availability to complete the project tasks based on this schedule but are also willing to adjust this schedule based on NIRPC’s budgetary and scheduling requirements, as needed.*

**Figure 12: Proposed Project Schedule**

Number	Description	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>Phase 1 Finding Meaning</b>													
Task 1.1	Kick-Off Meeting and Plan Coordination	■											
Task 1.2	Review of the Relevant Existing Plans, Studies, and Documents	■	■	■									
Task 1.3	Data Collection and Analysis		■	■	■	■	■						
<b>Phase 2 Creating Purpose</b>													
Task 2.1	Establish the Vision for the Regional Freight System			■	■	■	■						
Task 2.2	Performance Measure Review				■	■	■	■	■	■			
<b>Phase 3 Purpose-Driven Planning</b>													
Task 3.1	Identify Freight Infrastructure Projects						■	■	■	■	■		
Task 3.2	Establish Prioritization Framework							■	■	■	■	■	
Task 3.3	Planning Level Cost Estimates								■	■	■	■	■
<b>Milestones and Deliverables</b>													
	Kick-Off Meeting	■											
	Working Paper 1: freight system conditions, needs, and issues						■	■					
	Working Paper 2: freight transportation vision, goals, objectives, and performance measures									■	■		
	Working Paper 3: freight project gap analysis and recommendations, prioritization framework, and planning-level											■	■

**Legend**  
 ■ Work Activity  
 ■ Client Review  
 ■ Deliverable

# **PART I. BASIC AGREEMENT BETWEEN THE NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION AND TRANSYSTEMS FOR THE 2050 METROPOLITAN TRANSPORTATION PLAN – PUBLIC TRANSIT PLAN ELEMENT PROCURED UNDER RFP 22-05.01**

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By agreement entered into by and between the Northwestern Indiana Regional Planning Commission, hereinafter referred to as the Commission, and the TranSystems hereinafter referred to as the Contractor, the following is hereby mutually agreed to:

## **1.1 CONSTRUCTION OF AGREEMENT:**

This agreement consists of seven parts: (1) the basic agreement, (2) scope of work, (3) work plan, (4) schedule of fees, (5) project schedule, (6) Federal clauses, and (7) executed certifications. Each of these parts is hereby made a part of this agreement. The Commission shall be governed by and the Contractor shall comply with all terms and conditions set forth within all parts of the Agreement.

## **1.2 DESCRIPTION OF SERVICES PROVIDED BY THE CONTRACTOR:**

The Contractor shall provide the following: Develop the Public Transit Plan Element of the Commission's 2050 – Metropolitan Transportation Plan. The Contractor shall perform the services to the satisfaction of the Commission as provided for in the scope of work and work plan which is described in **Parts 2 and 3 of this Agreement**.

The Commission requires prior approval of the use of any Sub-Contractors for this agreement and a copy of the executed agreement between the Contractor and Sub-Contractor.

## **1.3 COMPENSATION:**

The Contractor shall provide the identified goods and services as noted in Parts 2 and 3 of this Agreement, for a cost not to exceed \$99,320.00 as described in **Part 4 of this Agreement**. Payment for services provided by the Contractor will be on a reimbursement basis and in accordance with procedures provided for in the **Terms of Agreement section of this Agreement**.

## **1.4 TERMS OF AGREEMENT:**

The Contractor shall commence work hereunder in March of 2022 and all services must be completed by May 1, 2023.

## **1.5 PAYMENT PROCEDURES:**

The Commission shall make periodic payments to the Contractor for services rendered in conjunction with this Agreement in the following manner:

- (A) The Contractor shall submit quarterly invoices (based on a calendar year) to the Commission, which are sent the last week of the quarter for services rendered for that quarter.

- (B) The Contractor shall include on its invoice the amount due in proportion to the percentage of work complete.
- (C) The Contractor shall attach copies of invoices from Subcontractors utilized in conjunction with this Agreement.
- (D) Invoices shall be accompanied by a narrative progress report describing activities which have been performed and for which reimbursement is being claimed.
- (E) Following its approval of the invoice and related materials submitted by the Contractor, the Commission shall make payment. Payment will normally be made within thirty days after said approval.
- (F) All invoices shall be submitted to:
  - Accounts Payable
  - Northwestern Indiana Regional Planning Commission
  - 6100 Southport Road
  - Portage, Indiana 46368

### **1.6 MODIFICATION PROVISIONS:**

This Agreement shall not be modified except in writing, signed by both parties to this Agreement. Further, the parties hereby agree that the Commission may hereby modify **Parts 2 and 3 to this Agreement** by adding, deleting or modifying tasks, subtasks, schedules or the content or quantity of products to be produced by the contractor to the extent that such modifications result in no upward or downward cost adjustment.

### **1.7 TERMINATION:**

Either party may terminate the agreement by providing a written notice at least thirty (30) days prior to an effective termination date, which shall coincide with the last day of a calendar month. In the event of termination, the Commission shall be obligated to pay the Contractor only for services rendered and expenses incurred through the date of termination.

### **1.8 INDEMNIFICATION:**

The contractor agrees to indemnify and hold the Commission, its employees, officers, and agents harmless from any liability, loss or damage they may suffer as the result of claims, demands, costs or judgments against the Commission arising out of the activities to be performed by the contractor pursuant to the provisions of this agreement.

### **1.9 AGREEMENT:**

It is hereby agreed and understood by the party's signatory hereto that this Agreement becomes executed when the appropriate signatures are affixed hereto and the date of contract award is established as the \_\_\_\_\_, day of March, 2022.

**NORTHWESTERN INDIANA REGIONAL  
PLANNING COMMISSION**

**TRANSYSTEMS**

**By:**

**By:**

\_\_\_\_\_  
**Tyson Warner**  
**Executive Director**

\_\_\_\_\_  
**Lynn R. Otte**  
**Senior Vice President**

\_\_\_\_\_  
**Date:**

\_\_\_\_\_  
**Date:**

**Attest:**

\_\_\_\_\_  
**Talaya Jones**  
**Contracting Officer**

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## PART II. SCOPE OF WORK

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### 2.1 PROJECT OVERVIEW

NIRPC is seeking assistance in the preparation of three specific plan elements:

- **Freight**
- **Public Transit**
- **Land Use Impacts**

There will be three general phases for the consultant portions of this project:

- **Finding Meaning:** Evaluate Existing & Historic Conditions – March 2022 to August 2022
- **Creating Purpose:** Consider Future Scenarios & Set the Preferred Vision – July 2022 to November 2022
- **Purpose Driven Planning:** Shape the Future of the Region – October 2022 to February 2023

NIRPC will prepare the final plan document. Each consultant team will deliver a detailed report for their plan element at the end of each of the three phases in a format that NIRPC staff can adapt into the final plan document.

### 2.2 PUBLIC TRANSIT PLAN ELEMENT

NWI currently offers a mix of transit services by 11 providers. This includes:

- Regional Commuter Rail linking NWI with both Chicago, IL to the west and South Bend, IN to the east.
- Municipal Based Fixed Route Bus Transit service in portions of NWI.
- Municipal Based Deviated route bus transit service in portions of NWI.
- Municipal Based Demand response transit services in each of the three counties in NWI.
- AMTRAK operates seven (7) routes that pass through NWI but there are limited stops in NWI.

Currently, NWI has eleven (11) public transit agencies. Four (4) are direct recipients of federal funds, including: NIRPC, Northwest Indiana Commuter Transportation District (NICTD), Gary Public Transportation Corporation (GPTC) and Michigan City Transit (MCT).

**NICTD** operates the region's only commuter rail transit service. The South Shore Line train has service from Millennium Station in Chicago, IL to the South Bend International Airport in South Bend, IN including 11 stops in NWI. Construction will begin in 2022 on the West Lake Corridor Commuter Rail Project will add an 8-mile southern branch extension to provide direct commuter rail service from Hammond to Dyer. <https://www.mysouthshoreline.com/about/nictd>

**GPTC** is a fixed route bus system that offers complementary paratransit services. Several of the routes operated by GPTC extend outside the Gary City Limits. <https://www.gptcbus.com/>

**MCT** is a fixed route bus system that offers complementary paratransit services. MCT also operates an express commuter bus service that connects downtown Michigan City with downtown LaPorte and Purdue Northwest. <https://emichigancity.com/339/Transit>

NIRPC does not operate any transit services itself but does have seven (7) sub-recipients who do. These include:

- **East Chicago Transit (ECT)** provides a no-fare fixed route bus and complementary paratransit services. <https://www.eastchicago.com/161/Bus-Transit>
- **Valpo Transit** offers three services. The V-Line is a deviated route bus system with complementary paratransit services operating within the City of Valparaiso. The ChicaGo Dash is an express commuter bus service connecting downtown Valparaiso with downtown Chicago. The Valpo South Shore Connect is an Express bus service connecting downtown Valparaiso to the Dunes Park South Shore Train station in Chesterton. <https://ci.valparaiso.in.us/1722/Valpo-Transit>
- **North Township Dial-A-Ride** offers a demand response transportation service within North Township Boundaries inside Lake County. North Township consists of the following communities: East Chicago, Hammond, Highland, Munster, and Whiting. <https://northtownshiptrustee.com/services/transportation/>
- **LaPorte TransPorte** provides a demand response transportation service within the city of LaPorte and a ¼ mile fringe. <https://www.cityoflaporte.com/departments/transporte/>
- **Opportunity Enterprises** provides a demand response transportation service within Porter County and portions of Lake and LaPorte Counties for persons with developmental disabilities. <https://www.oppent.org/transportation>
- **Porter County Aging and Community Services** provides a demand response transportation service within Porter County for individuals with disabilities and the elderly in Porter County. <https://www.portercountyacs.org/transportation-program>
- **Lake County Community Services** offers demand response transportation services for individuals with disabilities and the elderly in central and southern Lake County. <https://www.lccs.care/transportation/>

With this plan element, NIRPC anticipates the following components from the selected **consultant**:

- Consider existing plans adopted by NIRPC and the various transit providers as a source of good information as part of the reconnaissance for this plan element. NIRPC staff will provide the selected consultant with a list of the plans we are aware of. We will also attempt to collect electronic copies of all these plans by the time we issue the notice to proceed.
- As part of the **Finding Meaning** phase of the project, assist NIRPC with establishing a functional classification framework for transit services offered in NWI and use that framework to examine the existing transit services offered in NWI. With existing transit services, determine where there are service gaps, limited-service availability, service deficiencies and opportunities for enhanced coordination of transit services. Consider the environmental justice impacts of existing transit services for transit throughout NWI.
- As part of the **Creating Purpose** phase of the project, help build consensus around what the vision for transit in NWI should be using the functional classification framework. Consider how to best enhance transit for transit dependent populations and environmental justice populations in NWI to provide access to destinations. Consider how to build a complete and interconnected transit system that provides a true alternative to driving for choice riders in NWI.
- As part of the **Purpose Driven Planning** phase of the project, identify appropriate performance measures and set performance targets for transit in NWI. NIRPC staff will

identify the federal, state and local financial resources that will be available over the life of the plan. Provide a detailed, prioritized, phased list of transit projects and services needed in NWI that includes current year planning level cost estimates. NIRPC staff will adjust the current year project costs to year of construction costs. This project and services list should link major activity centers (e.g., schools & universities, historic downtowns, government offices, employment centers, retail centers, hospitals, sports facilities, etc.), key destinations (e.g., natural areas such as the Ogden Dunes National Park, Wildlife Prairies/Wetlands/etc.) and other modes of transportation (e.g., multi-use trails, sidewalks, etc.) with the people of the region.

- Participate in periodic updates to various NIRPC committees, including the Transit Roundtable. Currently, this is being done via videoconference, but could change to in person in the future.
- Participate in yet to be defined public engagement activities tailored to this plan element. Ideas for how best to do this should be included in the proposal.

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## PART III. WORK PLAN

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TranSystems has prepared this Work Plan to address the **Transit Plan Element** of the NIRPC 2050 Metropolitan Transportation Plan (MTP). The Transit Plan element will build off recent studies that NIRPC has completed which address the issues facing public transportation. In 2019, NIRPC prepared the *NWI 2050 Plan*, a well-developed regional plan which proposes significant upgrades to Northwest Indiana’s transit network. The Plan points out that Northwest Indiana requires reliance on personal vehicles due in part to land development patterns and a lack of connections between transit systems. NIRPC has successfully engaged with officials and the public in the region in the development of strategies to implement the *NWI 2050 Plan* with a strong emphasis on accessibility, and a commitment to equity. However, NIRPC’s *2018*



*Coordinated Transit Plan* describes in fairly stark terms the funding challenges faced by transit operators (notably the bus operators) in the region. There was hope that the establishment of the Northwest Indiana Regional Bus Authority (RBA) in 2000 would be the beginning of a process of solving the long-standing problems of bus service in the region. Unfortunately, those hopes were dashed when the agency shut down in 2012 without having resolved the problems facing bus service in the region.

This study is tasked with developing a roadmap for implementing an achievable plan for a transit network that is attractive to riders, yet sustainable within the available resources. Clearly, difficult choices will need to be made as to what services/programs can be included in the network. This study should identify priorities that have a positive impact on transit service and a high likelihood of being implemented successfully. The *NWI 2050 Plan* includes visions, focus areas, and critical paths. These are further spelled out in the *Coordinated Transit Plan* which provides important guidance on implementation, including improving access to Chicago, prioritizing transit expansion to job centers, improving regional connectivity, and increasing funding and prioritization of service expansions by forming partnerships with agencies serving transit dependent populations.

***TranSystems can provide the vision, experience in building coalitions, and the tools necessary to recommend a network that crosses borders to serve both local and regional goals.*** The TranSystems team has experience helping transit agencies, planning agencies, municipalities, counties and states identify service gaps, create consensus around a vision for transit, and select appropriate performance measures and targets that can help agencies determine effectiveness of their efforts.

## WORK PLAN

Following the notice to proceed, we will schedule a kickoff meeting with the NIRPC staff (either virtually or in person) assigned to the project, providing an opportunity to get acquainted and request copies of the relevant background information including documents, plans, and maps. TranSystems will provide an agenda highlighting specific questions about the *2050 Plan* process, the *Coordinated Transit Plan*, the current status of any/all proposed changes in transit service, and any immediate needs for changes in the region. At this kick off meeting, we will discuss the formation of a Steering Committee and stakeholder engagement to help provide direction to the study and review all deliverables. See the **Engagement** portion of this Work Plan for details of the process proposed by TranSystems.

### Kick-Off Meeting

1. Questions
2. Status of Transit Service Changes
3. Immediate Needs
4. Steering Committee Formation



## FINDING MEANING

TranSystems proposes that the first step would be to develop the functional classification of transit service. Based on a review of data on the existing transit system and a review of the Northwest Indiana transit agency websites it is apparent that there are a several factors that could be taken into consideration in identifying functional classifications:

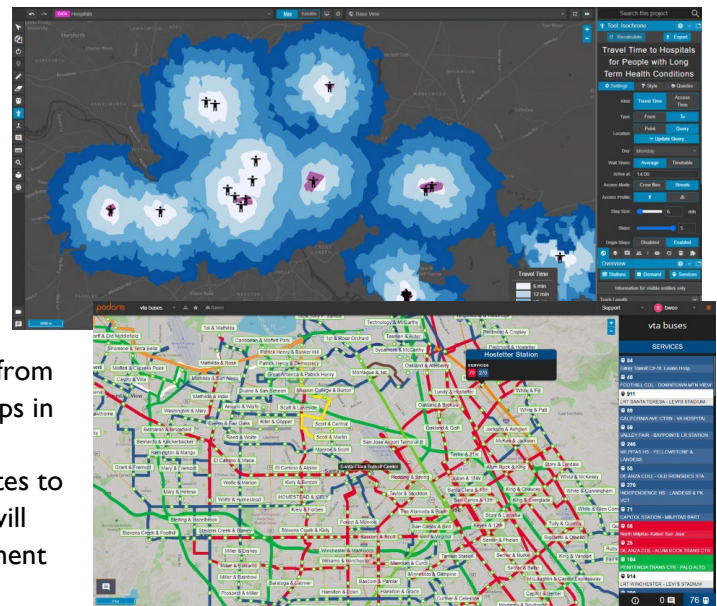
- ▶ Fixed Route vs. Demand Response  
The initial task will be to identify all fixed route and demand response services, determining service areas, whether there is an overlap of service and identifying where there are gaps. Demand response service may be limited to those with certified disabilities or be open to all (e.g. North Township Dial-A-Ride and LaPorte TransPorte), although with limited capacity. These two operators appear to have some overlap with general public fixed route services provided in some parts of their service areas. The V-Line in Valparaiso operates route deviation service (sometimes known as “flex-route”), which does not require complementary paratransit. Agencies which only operate demand response service include The Porter and Lake County Community Services which also accommodates non-disabled seniors, on a space-available basis and Opportunity Enterprises which further limits its services to those with developmental disabilities.
- ▶ User Mobility (Considering Range of Mobility)  
People with no disabilities can use all services, both fixed and demand-responsive, except those that are restricted to people with certified disabilities. Those with certified disabilities vary considerably in their ability to navigate general public service but for the many people that cannot do so there is an essentially separate network consisting of complementary paratransit systems operated by fixed route operators.
- ▶ Direct vs. Circuitous Routing  
Many bus routes in Northwest Indiana are characterized by having broad loops, providing coverage, but making them unattractive to “choice riders” since these routes require significant amounts of travel away from the destination in one direction of a round trip. We will identify those routes as well as collect data on the two Pace Suburban bus which have stops in Hammond.
- ▶ Rail vs. Bus  
NICTD/South Shore provides rail service linking Northwest Indiana and Chicago, seven days/week. National Transportation Database (NTD) statistics presented in the *Coordinated Transit Plan* make it clear that the South Shore Line is the dominant transit operator in the region, with more than twice as many riders as all the other operators combined and almost the longest average trip length (only Valparaiso’s ChicaGoDASH express bus service to the Chicago Loop is longer). The South Shore’s tracks provide a trunk line connecting the lakefront tier of cities along the north edge of the NIRPC area where there is high population density as well as a high concentration of environmental justice (EJ) communities and transit dependent riders. Completion of the double-track project will eliminate the need to plan schedules around the location of passing sidings, allowing operation of regular headway services with stops at a consistent time through the day, 7 days/week. The opening of the West Lake Corridor Project will continue to enhance commuter rail service. It should be noted that the South Shore’s role in the transit system is somewhat limited by its current fare structure, with a \$4.00 minimum adult fare even for short (2 miles) trips between stations within Lake County. In addition, the absence of a transfer interchange with bus operators makes this a separate system. That could be a barrier even for choice riders.

The primary distinction between functional classes seems to be whether the service is attractive enough to entice choice riders or service that primarily attracts transit-dependent riders. It is likely that only the

NICTD/South Shore Line and ChicaGoDASH (express bus service from downtown Valparaiso to downtown Chicago) have choice riders as a large proportion of their passengers. As pointed out in the *Coordinated Transit Plan*, most of the available transit in Northwest Indiana comes with limitations that may not be conducive for the average resident’s travel needs. While the transit system covers a large geographic area, there are several limitations, including the ability to travel across municipal or county boundaries, imposing impacts on those who rely on transit as their only source of transportation. Disperse land use patterns only exacerbate the problem to provide transit by increasing the cost of operating services between residences and activity centers that are often far apart.

Improved quality and affordability of transit services in the region can attract more riders and more frequent use by existing riders. Our experience in our previous work with other transit agencies including CTA and Pace is that even for riders thought of as “transit dependent” or “captive”, more frequent, more direct, or faster transit service can substantially increase ridership. Even improving the quality of the environment (i.e. maintenance and/or lighting) at bus stops/shelters/transfer points can significantly increase transit ridership. If more attractive, people may make additional trips, they may not borrow a car, or they may not ask people for rides (including rideshare services such as Uber or Lyft).

Using the information on existing services we collect during this phase, we will identify where there are service gaps, limited-service availability, and service deficiencies. We will also use data from NIRPC’s new travel demand model contractor as appropriate, and data directly from the transit operators if available to code the existing transit network in *Podaris*, a real-time collaborative transportation planning software tool.<sup>1</sup> *Podaris* can integrate transit network data available in GTFS with known activity centers, employment concentration, and socio economic data (including race, ethnicity and income) to identify gaps and needs, including activity centers that are hard to access due to missing routes or hours/days of service. Based on their websites, it appears that the three largest fixed route bus service operators in Northwest Indiana, use some form of digital route scheduling/operations software. We anticipate that these operators will be able provide an export of their networks in the GTFS format which we will import into *Podaris*. We will also request similar data from Pace Suburban bus for the two routes which have stops in Hammond, connecting with GPTC routes R1 and R4. Finally, we will code the NICTD/South Shore rail routes to see the interface with the bus routes. Use of *Podaris* will make it easy to compare the socioeconomic environment to the detailed transit network to identify which populations are not currently being served, where there is uncoordinated services or transfers, and where there are opportunities for better coordination.



Screen shots of Podaris software showing integrated routes maps and activity center heat maps

<sup>1</sup> ([www.podaris.com](http://www.podaris.com))

The *NIRPC Coordinated Transit Plan* identified the fact that there is some amount of duplication of service between operators in region, particularly between demand response providers. TranSystems will identify and quantify this issue to see whether there are significant resources involved that could be more effectively applied. Our service planners, **Andrew Parker** and **David Phillips**, have experience in developing transit plans for both Lake and McHenry Counties in Illinois, which provides us with useful prior case studies on how disparate and duplicative transit services can hinder a region's ability to deliver a robust and efficient transit network.

## **CREATING PURPOSE**

Both NIRPC's *NWI 2050 Plan* and the *Coordinated Transit Plan* include lists of transit gaps, as well as opportunities for better transit service in the region. Reviewing this information as well as the gaps and needs we have identified in the **Finding Meaning** phase, we can start to determine how best to enhance transit, particularly for those who are transit dependent and EJ populations. We expect this to be an interactive process, bringing in viewpoints from the various NIRPC committees, including the Transit Roundtable as well as other public engagement activities. We will also use this phase to have touch points with the other consulting teams, particularly the land use and active transportation teams. By understanding where their planning focuses are, we can determine whether there can be integrated recommendations.

After analysis during the previous phase, we can identify new or revised routes that can fill the gap deficiencies. These new routes might cross municipal, county, or even state boundaries to present a better regional system. Once we identify where new service is needed, we can conceptually identify details such as running times and transfer connections; draft schedules for the bus routes will be prepared, allowing bus hours and miles to be calculated (driver runs and reliefs and pull-in/pull-out time and miles will not be calculated). Thus, approximate operating costs will be available and able to be considered during the evaluation of each new route. The most promising alternatives would be presented to NIRPC and then to stakeholders. The estimated cost of these service concepts, both individually and as part of a proposed package, will be included.

Some form of integrated fares and/or transfers is at or near the top of all lists of gaps/needs in the NIRPC service area. In the Chicago region there has been fare interoperability between CTA and Pace (or its predecessors) for over 40 years. However, fare interoperability between the commuter rail system and the rest of the transit system has been extremely limited. There has recently been discussion of establishing fare integration between CTA/Pace and Metra. Metra has stated that it is working toward implementation of Proof-of-Payment (POP) fare collection (which is virtually a prerequisite for integrated fares between suburban rail systems such as Metra and the South Shore and transit systems). Metra was willing to test fare integration in the Fair Transit South Cook pilot project. (TranSystems service planner, David Phillips, made the arrangements for CTA to exchange transfers with Hammond Transit many years ago, when he worked in CTA's Planning Department). A high-level analysis of the feasibility of fare integration in today's environment will be performed and summarized in a technical memo, which will address equity and other policy issues as well as technology. This will include information on systems which have found ways to provide transit farecards for people who do not have bank or credit card accounts.

The result of this task will be a recommendation for projects and services that offer a complete and interconnected regional transit system for Northwest Indiana. Note that the purpose of the exercise is not to take the place of routes being operated by individual transit agencies but instead to address the need for more regional services in Northwest Indiana, similar to the successful BMX service, operated by GPTC connecting Gary to Merrillville. The possibility that closer integration with Northeast Illinois RTA (which

includes CTA, Pace, and Metra), can be considered. It should be noted that, even without transfer exchange, based on Pace Automatic Passenger Counter (APC) data a significant number of passengers currently transfer between the two GPTC routes (R1 and R4) and two Pace routes (359 and 364) in the vicinity of Sibley/Morton Court in Hammond where the routes converge despite the lack of transfer exchange or shelters. The potential for shifting this interchange to NICTD's new Hammond Gateway station is something that could be proposed.



Two Pace routes meet two GPTC routes at Sibley/Morton Ct. in Hammond (Google Earth Streetview)

## PURPOSE DRIVEN PLANNING

During this phase, TranSystems will work closely with NIRPC staff and the Steering Committee refining the concepts developed in the **Creating Purpose** phase for recommended alternative networks and fare/transfer arrangements in order to generate a list of cost-constrained projects for the MTP. New or refined routes, focused on regional connections and linkages for transit dependent and EJ populations, in particular to major activity centers will be listed. A set of evaluation criteria will then be developed and reviewed by NIRPC staff.

The evaluation criteria could consider metrics such as population and employment densities within ½ mile of the route, uniqueness of route so it is not duplicative to other nearby services, percentage of the route traveling in an urbanized area, ability to walk to the route, environmental justice metrics including race and percentage of low income persons within a ½ mile, persons with a disability within ½ mile of the route, connectivity to major activity centers, and capital and operating cost of improvement. The performance metrics that were included in the adopted *NWI 2050 Plan* will be reviewed and those that are appropriate for this Plan will remain. Additional evaluation metrics can be added, including ones measuring coordination between service providers, service coverage, and frequency of service. Prior measures such as population in environmental justice areas within Transit Service Areas, number of revenue vehicles in operations that have met or exceeded useful life, and annual cost of total (transit) vehicle replacements are all important measures for examining the stability of the region's transit system and determining whether sufficient investment is taking place and we propose that they remain as evaluation criteria in the Plan update.

The criteria and performance measures will be populated for each new service or project being evaluated and then a numeric or similar ranking can be applied. A prioritized list of transit services and projects prioritized based on criteria established and discussed with NIRPC staff and the Steering Committee.

A draft Transit Plan Element, with the list of cost-constrained projects based on accepted recommendations will be presented for review by the Steering Committee and NIRPC staff. Following the review, a Draft plan will be presented and the input received will be used to produce the Final Plan

## ENGAGEMENT

It is critical that all the work throughout the MTP update include robust environmental justice and equity considerations. Any fare integration ideas, duplicate service and gaps analysis, establishment of a functional classification framework, public engagement, the setting of performance measures and targets, and creation of a recommended route network will reflect the importance of environmental justice. Any proposed changes that would impact historically disenfranchised communities will be thoroughly reviewed. Subsequently, all levels of engagement needs to include members of the EJ community.



TranSystems will work with NIRPC to ensure that the public engagement process followed in this project is consistent with NIRPC's *Engage NWI Public Participation Plan*. It is envisioned that a Steering Committee will be established, and regular coordination and meetings occur with both stakeholders and the general public. Forms of engagement can be either virtual or in person.

We expect to collaborate with the other consultant teams who are working on the Land Use, Freight and Active Transportation elements of the Plan during the planning of public engagement activities. A unified front for public engagement meetings is recommended to gather input on the overall 2050 Metropolitan Transportation Plan.

In addition, TranSystems will support social media efforts including providing text and graphics about the project for posting on its website. This will be updated at significant points in the process, as requested by NIRPC. We propose the three below items as crucial components of the Engagement work of the Plan update:

**Steering Committee** – At the project kick-off meeting with NIRPC staff, we expect to discuss the formation of a Steering Committee. The Steering Committee could be specific to the Transit Plan Element, or it may be broad-based to cover all aspects of the MTP. We would expect to meet with the Steering Committee at least four times to receive direction, review deliverables, and provide input on public engagement.



**Stakeholder Meetings** – As transit operating agencies will be called upon to share detailed data on their operations and ridership and are likely to be affected by any recommendations that may emerge, we see them as being the primary stakeholders. It is significant that while smaller transit agencies in the region receive funding through NIRPC, the three largest transit agencies (NICTD, GPTC, and MCT) are direct recipients of FTA funding. It is also important to note that operating funding from FTA is largely formula-based. The NIRPC *Public Participation Plan* does not include any requirements or guidelines for the participation of stakeholders. We assume that, in addition to engaging with transit operator stakeholders one-on-one, it would be most effective to have meetings with the region's transit providers as a group. TranSystems will assemble a presentation for review by NIRPC, participate in the meeting, issue draft notes, and finalize and distribute them after NIRPC review. Recording of the meetings will be at NIRPC discretion.



**General Public Meeting** – *Engage NWI* would require one public meeting. *Engage NWI* specifically highlights that public transit meetings as being especially popular with the public. TranSystems will assemble a presentation for review by NIRPC, participate in the meeting prepare draft notes, and finalize them after NIRPC review. It is expected that the public meeting will gather reaction to all elements of the MTP - freight, land use, active transportation, and transit.

## **TRANSIT PLAN COMPONENT AS PART OF THE MTP DEVELOPMENT PROCESS AND FEDERAL REQUIREMENTS**

As the federally designated MPO for Northwest Indiana, NIRPC is required to update its MTP every four years. This must be a continuing, cooperative, and comprehensive performance-based process that meets all federal legal requirements. The update must include updated expected financial resources, and the latest



available data for population, land use conditions, travel, employment, traffic congestion, and economic activity. All these factors will be considered in this update.

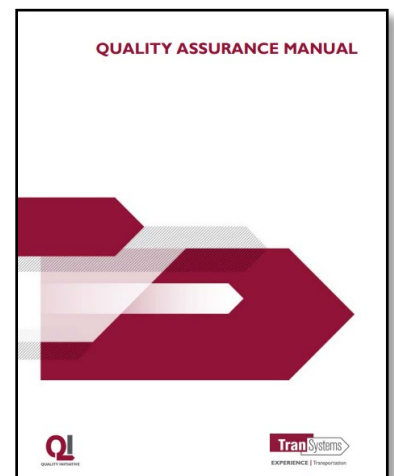
TranSystems understands that the Transit Plan Component of the 2050 plan update is just one component slated for updating. NIRPC also plans to update the active transportation, freight, and land use components as well. TranSystems planner, Daniel Knickelbein, will coordinate with NIRPC staff and the other consulting teams as needed to ensure data and other resources that impact one component update are shared across disciplines.

As part of the MTP process, NIRPC must also consider the constrained anticipated financial resources that will be available for investment in the transportation system. With recent passage of the Infrastructure Investment and Jobs Act (IIJA), it is anticipated that additional financial resources will be available for capital investment for projects and routes that will be developed in the **Purpose Driven Planning** section.

As noted in the RFP, the IIJA was recently signed into law and contains new requirements for development of an MTP. The tasks described in this work plan can be modified as needed to meet any guidance issued to meet any guidance issued by the Federal Highway Administration and/or the Federal Transit Administration during the MTP development process.

### **QUALITY ASSURANCE/QUALITY CONTROL (QA/QC)**

TranSystems has a robust QA/QC process for all our projects to demonstrate our commitment to provide products and services that meeting client and regulatory requirements. Our company's Quality Assurance Manual was developed to promote a measure of uniformity in our quality process and to emphasize standards under which our staff is expected to execute. For each project a QA/QC manager is appointed; for this project, Lynn Otte, Principal, will serve as the QA/QC Manager. She will be responsible for meeting with the Project Manager, Gina Trimarco, on a regular basis to understand the status of the project and timeline and to review each deliverable prior to submitting the deliverable to NIRPC. Timepoints in the schedule will allow sufficient time for internal review of each deliverable. Lynn will also make sure that adequate staff is available to work on the project, allowing for sufficient time to produce quality results. She will also verify that project staff are utilizing the latest company products and standards for providing the best quality product.



## PART IV. SHCEDULE OF FEES

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<b>Task</b>	<b>Hours</b>	<b>Fee*</b>
<b>Finding Meaning</b>	<b>155</b>	<b>\$25,110</b>
Identify functional classification	25	
Map socioeconomic population	75	
Determine gaps and needs	55	
<b>Creating Purpose</b>	<b>175</b>	<b>\$28,350</b>
Identify new routes and projects	125	
Identify potential fare structures/transfers	50	
<b>Purpose Driven Planning</b>	<b>170</b>	<b>\$27,540</b>
Create evaluation criteria and performance metrics	25	
Analyze/rank list of projects	85	
Draft and final plan	60	
<b>Engagement</b>	<b>110</b>	<b>\$17,820</b>
<b>Total Hours</b>	<b>610</b>	
Total Labor Fee		\$98,820
Reimbursables		\$500
<b>TOTAL FEE</b>		<b>\$99,320</b>

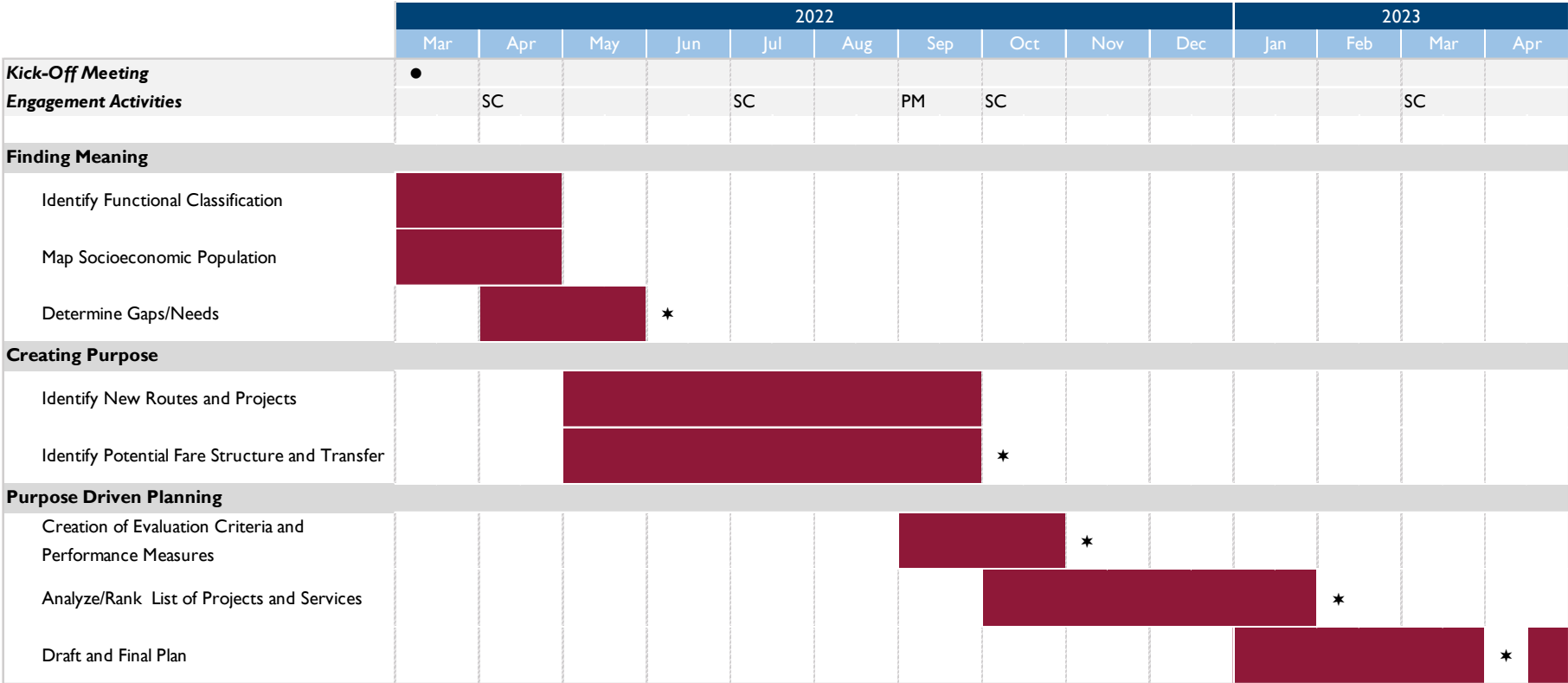
\* Fee is loaded with overhead and profit

## PART V. PROJECT SCHEDULE

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The following bar chart indicates a 14 month schedule that reflects all elements of the Work Plan to meet the MTP deadline of being completed and adopted by May 16, 2023. The schedule assumes a notice to proceed by March 2022 in order to meet the respective deadline.



\* = Review Period  
 SC = Steering Committee  
 PM = Public Meeting



## MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (the “Memorandum”) is entered into on March 17, 2022, (the “Effective Date”), by and between the Porter County Redevelopment Commission (“RDC”) located at 155 Indiana Avenue, Valparaiso, Indiana, and the Northwestern Indiana Regional Planning Commission (“NIRPC”) located at 6100 Southport Road, Portage, Indiana.

1. **MISSION:** The Recover NWI Revolving Loan Program in which the RDC and NIRPC are proposing to collaborate, has the following intended mission in mind:

Support the recovery of small businesses in unincorporated Porter County, specifically the commercial and industrial areas in the South Haven, Indiana, portion of unincorporated Porter County or in an unincorporated area along US 6 from McCool Road to State Road 49, using loan funds available from NIRPC’s Recover NWI Revolving Loan Program funded by a CARES Act grant received from the Economic Development Administration.

2. **PURPOSE AND SCOPE:** The RDC and NIRPC intend for this Memorandum to provide the terms by which a grant of up to \$1,000 (One Thousand Dollars) will be provided by the RDC and granted to NIRPC to cover the loan application and closing fees for each of ten (10) loan applications.

3. **TERMS AND CONDITIONS:**

A) The total amount granted will not exceed \$10,000 (Ten Thousand Dollars).

B) Each loan applicant is eligible to receive up to \$1,000 (One Thousand Dollars) paid directly to NIRPC to cover the loan application fee of \$450 (Four Hundred and Fifty Dollars) and loan closing fee of \$550 (Five Hundred and Fifty Dollars).

C) NIRPC will utilize up to \$950 (Nine Hundred and Fifty Dollars) of the grant to cover the credit memo and credit report services provided by the Regional Development Company, which is under contract with NIRPC through December 31, 2022, and whose invoice for their services varies per loan.

D) If the loan is not approved by the Porter County Loan Committee, the grant amount paid to NIRPC will be limited to the application fee portion only which is \$450 (Four Hundred and Fifty Dollars) and any dollar amount invoiced by the Regional Development Company that is over the \$450 application fee.

E) NIRPC will invoice the RDC after a decision on loan approval has been made by the Porter County Loan Committee.

F) The RDC will pay NIRPC within thirty (30) days of receipt of invoice.

**4. AUTHORIZATION AND EXECUTION:** This agreement shall be signed by the Porter County Redevelopment Commission and Northwestern Indiana Regional Planning Commission and shall be effective as of the date first written above.

**Porter County Redevelopment Commission**

\_\_\_\_\_  
President \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary \_\_\_\_\_

\_\_\_\_\_  
Date

**Northwestern Indiana Regional Planning Commission**

\_\_\_\_\_  
Chairman Justin Kiel

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary Greg Stinson

\_\_\_\_\_  
Date

**Technical Planning Committee**  
NIRPC – Virtual Meeting  
January 11, 2022  
Minutes

This meeting was convened as an electronic meeting, pursuant to Governor Holcomb’s extended Executive Order 22-01. All persons were meeting remotely on a Zoom platform that allowed for real time interaction and supported the public’s ability to observe and record the proceedings. When the agenda item was provided for public comment, this was supported as well. A roll call was taken to motion and approve the agenda items. The recorded meeting can be viewed at <https://www.youtube.com/watch?v=mv-GYZqcWu4>.

Kevin Brietzke called the meeting to order at 10:00 a.m. with the Pledge of Allegiance and a roll call.

In attendance were Kevin Brietzke, Mary Tanis, Bryan Blazak (St. John), Chris Murphy (StructurePoint), David Wright (GPTC), George Topoll (Union Township), Jessica Miller (INDOT), Kelly Wenger (NICTD), Laurie Keagle (SSCC), Rafi Wilkinson, Tom Schmitt (Schererville), Jeff Huet (Schererville), Mark O’Dell (Chesterton), and Steve King (Merrillville).

NIRPC staff present were Mitch Barloga, Charles Bradsky, Meredith Stilwell, Candice Eklund, Kevin Polette, Kathy Luther, Peter Kimball, Scott Weber, and Flor Baum.

The meeting minutes of November 9, 2021 were approved on motion by David Wright and second by Mark O’Dell. A roll call was taken, and the committee voted unanimously to approve.

There were no public comments.

**Planning**

Mitch Barloga presented on Resolution 22-02: Old Plank Road Memorandum of Understanding. Resolution 22-02 approves a memorandum of understanding between NIRPC and Sauk Village, IL for the 2020 Invest in the Cook Program. The resolution aims to create active and safe communities by enhancing connectivity by the improvement of transportation systems for all users. The DOT of Cook County has approved the project for \$300K. NIRPC has agreed to reimburse Sauk Village up \$50K toward the cost of conducting the PROJECT from 2020 federal planning liaison (PL) funds. The project has been included within NIRPC’s 2021-2022 UPWP.

On motion by Mark O’Dell and second by Mary Tanis, the TPC approved to recommend to the Commission for approval.

Mitch Barloga presented on Resolution 22-05: 2021-2022 UPWP Amendment #5, FY 2022 Update. NIRPC is being designated as the Metropolitan Planning Organization (MPO) for the Lake, Porter, and LaPorte County, and has established a comprehensive transportation planning process to develop the FY 2021 – 2022 Unified Planning Work Program (UPWP). The UPWP preparation is a required part of the metropolitan area transportation planning process. Federal transportation funding will be adopted into the current UPWP. The NWI 2050 Plan will be updated by March 16, 2023 with the assistance of consultants. \$400K will be reallocated to support this effort.

On motion by Mary Tanis and second by George Topoll, the TPC approved to recommend Resolution 22-05 to the Commission for approval.

Rafi Wilkinson and Mitch Barloga presented on the Marquette Greenway (MG) Rebuilding American Infrastructure with Sustainability & Equity (RAISE) and READI Awards. The Marquette Greenway has total length of 60mi., of which 34mi. have been either constructed or funded. NIRPC has applied for the RAISE grant for the remaining 26mi., requesting \$23,119,971, and was awarded \$17,799,282 in November 2021. Local funding, plus awards, totals \$17,884,945. \$5M shortfall was due to national park service segments being eliminated for consideration because RAISE grants are not allowed on federal land. The MG will be divided into 17 projects, totaling a cost of \$40,804,916. The MG goes through some complex configurations of geographical areas that includes bridge work and national park connections. The Dune Park branch trail uses an abandoned rail line that connects to Portage Lakefront. This segment is funded within the national park. The City of Gary will have trail connections into Douglas Park. Construction for this segment, from Lake Street to the East is slated for next summer. The Marquette Trail is currently gravel but is slated to be paved and upgraded next summer as well. The Marquette Trail will be renamed The Marquette Greenway Trail. The trail in Portage will come very close to the Portage Lakefront Riverwalk. Burns Harbor will enter national park land just shy of the Norfolk Southern tracks. The trail will go over the tracks by building an overpass over Northfolk Southern into Monoki Prairie. The land will have to be elevated to assure users stay out of the wetland, on the segments of the Calumet Trail that are going to be built within the NIPSCO ROW. These segments will be paved asphalt surfaces. Singing Sands Trail (4mi. segment) in La Porte County opened last year as part of the MG. A trail will be built in Michigan City that will connect to a funded segment, continuing up to US 12, and into Michigan. The READI Grant is a state-led initiative. READI is administered by the Indiana Economic Development Corp. and made \$500M available statewide last year from the American Recovery Act funds. 36 projects were selected for funding, including the MG. The proposal was based on previous work under 2018s IGNITE the Region Plan. NWI was led by NWI Forum, and they were awarded \$50M, with MG slated to receive up to \$3M in funds to aid local match obligations. The completion of these projects are slated for 2028. For more information, please email Mitch at [Mbarloga@nirpc.org](mailto:Mbarloga@nirpc.org).

### **Programming**

Charles presented on Resolution 22-03: FY 2020-2024 & FY 2022-2026 TIP Amendment #22-03. The public comment report was released for a 21-day period which began on December 13 and ended on January 3. No public comments were received. NIRPC received on technical question from the Interagency Consultation Group. The question was whether four large legacy projects were included in NIRPC's MTP of the *Long-Range Plan*. The projects are included. The FY 2020 - 2024 and FY 2022- 2026 TIP is an implementation of the *NWI 2050 Plan* and is consistent with the state implementation plan *for Air Quality*. Amendment 22-03 is the surface infrastructure of the highway portion, and #22-03.5 is the transit portion. Projects not exempt were La Porte Counties North/South Corridor, Schererville's Kennedy Avenue, NICTD's double track, and NICTD's Westlake project. Amendment 22-03 contains projects from FY-22, 23, 24, 25, and 26 which include 9 new projects for INDOT. The projects consist of one small structure replacement, three railroad crossing safety projects, one PEL study, one intelligent transportation system, and three Indefinite Delivery Indefinite Quantity (IDIQ) projects. Cedar Lake has a sidewalk project. Chesterton has a new project for EVP on traffic signals. East Chicago and Hammond have road reconstructions. Highland, Michigan City, and Hammond have bike pedestrian projects. Hobart had the elimination of a project. La Porte had the corridor study sidewalks and an elimination of a project. Merrillville and Valparaiso had intersection modifications to a roundabout. Munster and Schererville had road reconstruction.

On motion by Mary Tanis and second by Mark O'Dell, the TPC approved to recommend Resolution 22-03 to the Commission for approval.

Charles presented on Resolution 22-04: FY 2020-2024 & FY 2022-2026 TIP Amendment. The resolution contains six projects for NICTD. Among them are Double Track NWI and the West Lake Extension. Please contact Charles for a copy of all the project at [Cbradsky@nirpc.org](mailto:Cbradsky@nirpc.org).

On motion by Mary Tanis and second by Mark O'Dell, the TPC approved to recommend Resolution 22-04 to the Commission for approval.

### **Topical Committee Reports**

Mitch announced 3PC held a meeting on January 6. 3PC is working on the Indiana Year of the Trails. The next 3PC meeting is slated for May 26. Eman announced the LUC is slated to meet on February 23. The STC meeting is slated for February 22, per Scott Weber, and will have a Safety Data presentation by Peter Kimball. Charles announced the next TROC meetings will be on January 25.

### **Reports from Planning Partners**

Lauri Keagle (SSCC) reported on events and programs. Please click [here](#) for complete details of the SSCC report. Visit [www.southshorecleancities.org](http://www.southshorecleancities.org) or contact Lauri at [lkeagle@southshorecleancities.org](mailto:lkeagle@southshorecleancities.org).

### **Adjournment**

Hearing no further business, the meeting adjourned at 11:08 a.m.

The next TPC meeting will be on April 5, 2022 at 10:00 a.m. at the NIRPC offices.



## RESOLUTION 22-08

### A RESOLUTION OF THE NORTHWESTERN INDIANA REGIONAL PLANNING COMMISSION RECOMMENDING ROADWAY FUNCTIONAL CLASSIFICATION CHANGES

March 17, 2022

**WHEREAS**, Northwest Indiana’s citizens require a safe, efficient, effective, resource-conserving regional transportation system that maintains and enhances regional mobility and contributes to improving the quality of life in Northwest Indiana; and

**WHEREAS**, the Northwestern Indiana Regional Planning Commission, hereafter referred to as “the Commission”, being designated the Metropolitan Planning Organization (MPO) for the Lake, Porter and LaPorte County area, has established a regional, comprehensive, cooperative, and continuing (3-C) transportation planning process to develop the unified planning work program, a transportation plan, and a transportation improvement program to facilitate federal funding for communities, counties, and transit operators, and to provide technical assistance and expertise to regional transportation interests; and

**WHEREAS**, the Commission performs the above activities to satisfy requirements of the Infrastructure Investment and Jobs Act of 2021 (PL 117-58), applicable portions of all prior federal transportation program authorizing legislation, as well as other federal, state, and local laws mandating or authorizing transportation planning activities; and

**WHEREAS**, the *NWI 2050 Plan*, the *FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs* are products of a multi-modal, 3-C transportation planning process, compatible with regional goals and objectives and socio-economic and demographic factors; and

**WHEREAS**, the *NWI 2050 Plan* contains a regional map of the Roadway Functional Classification network on page 38; and

**WHEREAS**, the *INDOT, MPO, & RPO Planning Cooperative Procedures Manual* establishes a process in which the Commission in its role as a Metropolitan Planning Organization is responsible for submitting requests for Roadway Functional Classification changes to the Indiana Department of Transportation on an ongoing and as needed basis; and

**WHEREAS**, the Commission has received requests for Roadway Functional Classification changes by Local Public Agencies with jurisdiction over the requested road segments; and

**WHEREAS**, the Local Public Agencies have provided documentation for the reason of the Roadway Functional Classification change requests in a manner consistent with the practices and procedures of the Indiana Department of Transportation’s Roadway Inventory Office and the Federal Highway



Administration's *Highway Functional Classification Concepts, Criteria and Procedures: 2013 Edition*; and

**WHEREAS**, the changes to the *NWI 2050 Plan* brought about by these change requests fit the criteria of a technical amendment according to the *Engage NWI* plan

**NOW, THEREFORE, BE IT RESOLVED** that the Northwestern Indiana Regional Planning Commission hereby recommends Roadway Functional Classification changes by making the following changes to the *NWI 2050 Plan* in a manner consistent with the definitions of a technical amendment as defined in *Engage NWI* and as shown on the attachment to this resolution.

Duly adopted by the Northwestern Indiana Regional Planning Commission this seventeenth day of March, 2022.

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Justin Kiel  
Chairperson

ATTEST:

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Greg Stinson  
Secretary

Changes to the *NWI 2050 Plan*:

Page Number	Original Map Description	Amended Map Description
38	In the Town of St. John, Cline Ave between 93rd Ave and 101st Ave blank to indicate a non-existent and unplanned road segment.	In the Town of St. John, Cline Ave between 93rd Ave and 101st Ave colored green to indicate a future planned Minor Arterial.
38	In Porter County and the City of Valparaiso, 250 W between SR 130 and US 30 colored gray to indicate a Local Road.	In Porter County and the City of Valparaiso, 250 W between SR 130 and US 30 colored green to indicate a Minor Arterial.



## RESOLUTION 22-09

**A RESOLUTION OF THE NORTHWESTERN INDIANA  
REGIONAL PLANNING COMMISSION AMENDING THE  
FY 2020-2024 TRANSPORTATION IMPROVEMENT PROGRAMS FOR LAKE,  
PORTER, AND LAPORTE COUNTIES, INDIANA  
AMENDMENT NO. 20-22.01 & 20-22.02  
March 17, 2022**

**WHEREAS**, Northwest Indiana’s citizens require a safe, efficient, effective, resource-conserving regional transportation system that maintains and enhances regional mobility and contributes to improving the quality of life in Northwest Indiana; and

**WHEREAS**, the Northwestern Indiana Regional Planning Commission, hereafter referred to as “the Commission”, being designated the Metropolitan Planning Organization (MPO) for the Lake, Porter and LaPorte County area, has established a regional, comprehensive, cooperative, and continuing (3-C) transportation planning process to develop the unified planning work program, a transportation plan, and a transportation improvement program to facilitate federal funding for communities, counties, and transit operators, and to provide technical assistance and expertise to regional transportation interests; and

**WHEREAS**, the Commission performs the above activities to satisfy requirements of the Fixing America's Surface Transportation (FAST) Act of 2015 (PL 114-94), applicable portions of all prior federal transportation program authorizing legislation, as well as other federal, state, and local laws mandating or authorizing transportation planning activities; and

**WHEREAS**, the FY 2020-2024 Transportation Improvement Programs are a product of a multi-modal, 3-C transportation planning process, compatible with regional goals and objectives and socio-economic and demographic factors used to form the *NWI 2050 Plan*; and

**WHEREAS**, the FY 2020-2024 Transportation Improvement Program is an implementation of the *NWI 2050 Plan*, is fiscally constrained, and is consistent with the State Implementation Plan for Air Quality; and

**WHEREAS**, the FY 2020-2024 Transportation Improvement Programs are developed by the Commission in coordination and cooperation with local elected and appointed highway and transit officials, special interest and service organizations, including users of public transit, the Indiana Department of Transportation, the Indiana Department of Environmental Management, the U.S. Federal Highway Administration, the U.S. Federal Transit Administration, and the U. S. Environmental Protection Agency; and

**WHEREAS**, the changes to the FY 2020-2024 Transportation Improvement Programs brought about by this amendment were reviewed by the Air Quality Conformity Task Force's Interagency Consultation Group (ICG); and

**WHEREAS**, the changes to the FY 2020-2024 Transportation Improvement Programs brought about by this amendment were subjected to public comment in the manner prescribed by the 2019 Public Participation Plan with no comments received; and

**WHEREAS**, the Technical Policy Committee (TPC) has recommended that the Northwestern Indiana Regional Planning Commission make these changes to the FY 2020-2024 Transportation Improvement Programs.

**NOW, THEREFORE, BE IT RESOLVED** that the Northwestern Indiana Regional Planning Commission hereby amends the FY 2020-2024 Transportation Improvement Programs by adding the new projects and making other changes as shown on the attachment to this resolution.

Duly adopted by the Northwestern Indiana Regional Planning Commission this seventeenth day of March, 2022.

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Justin Kiel  
Chairperson

ATTEST:

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Richard Hardaway  
Secretary



## **Public Comment Report**

### **Amendment #20-22.04 to the 2020-2024 & 2022-2026 Transportation Improvement Programs (TIP)**

#### **Northwestern Indiana Regional Planning Commission**

#### **Technical Planning Committee**

**March 1, 2022**

Amendment #20-22.04 of the FY 2020-2024 & 2022-2026 Transportation Improvement Programs were released for a 21-day public comment period which began on February 8, 2022 and end March 1, 2022. The amendments were made available for viewing at [www.nirpc.org](http://www.nirpc.org) and press releases with links were posted on several social media sites. As of February 22, no comments from the public were received during the comment period on the proposed amendments.

NIRPC only received one technical question from the Interagency Consultation Group (ICG). The question was about the Kennedy Avenue project for Schererville, specifically about how the construction date is shown in the TIP. The answer was given and was acceptable.



## RESOLUTION 22-10

**A RESOLUTION OF THE NORTHWESTERN INDIANA  
REGIONAL PLANNING COMMISSION AMENDING THE  
FY 2020-2024 & FY 2022-2026 TRANSPORTATION IMPROVEMENT  
PROGRAMS FOR LAKE, PORTER, AND LAPORTE COUNTIES, INDIANA  
AMENDMENT NO. 20-22.04  
March 17, 2022**

**WHEREAS**, Northwest Indiana’s citizens require a safe, efficient, effective, resource-conserving regional transportation system that maintains and enhances regional mobility and contributes to improving the quality of life in Northwest Indiana; and

**WHEREAS**, the Northwestern Indiana Regional Planning Commission, hereafter referred to as “the Commission”, being designated the Metropolitan Planning Organization (MPO) for the Lake, Porter and LaPorte County area, has established a regional, comprehensive, cooperative, and continuing (3-C) transportation planning process to develop the unified planning work program, a transportation plan, and a transportation improvement program to facilitate federal funding for communities, counties, and transit operators, and to provide technical assistance and expertise to regional transportation interests; and

**WHEREAS**, the Commission performs the above activities to satisfy requirements of the Fixing America's Surface Transportation (FAST) Act of 2015 (PL 114-94), applicable portions of all prior federal transportation program authorizing legislation, as well as other federal, state, and local laws mandating or authorizing transportation planning activities; and

**WHEREAS**, the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs are a product of a multi-modal, 3-C transportation planning process, compatible with regional goals and objectives and socio-economic and demographic factors used to form the *NWI 2050 Plan*; and

**WHEREAS**, the FY 2020-2024 & FY 2022-2026 Transportation Improvement Program is an implementation of the *NWI 2050 Plan*, is fiscally constrained, and is consistent with the State Implementation Plan for Air Quality; and

**WHEREAS**, the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs are developed by the Commission in coordination and cooperation with local elected and appointed highway and transit officials, special interest and service organizations, including users of public transit, the Indiana Department of Transportation, the Indiana Department of



Environmental Management, the U.S. Federal Highway Administration, the U.S. Federal Transit Administration, and the U. S. Environmental Protection Agency; and

**WHEREAS**, the changes to the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs brought about by this amendment were reviewed by the Air Quality Conformity Task Force’s Interagency Consultation Group (ICG); and

**WHEREAS**, the changes to the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs brought about by this amendment were subjected to public comment in the manner prescribed by the 2019 Public Participation Plan with no comments received; and

**WHEREAS**, the Technical Policy Committee (TPC) has recommended that the Northwestern Indiana Regional Planning Commission make these changes to the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs.

**NOW, THEREFORE, BE IT RESOLVED** that the Northwestern Indiana Regional Planning Commission hereby amends the FY 2020-2024 & FY 2022-2026 Transportation Improvement Programs by adding the new projects and making other changes as shown on the attachment to this resolution.

Duly adopted by the Northwestern Indiana Regional Planning Commission this seventeenth day of March, 2022.

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Justin Kiel  
Chairperson

ATTEST:

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Richard Hardaway  
Secretary