

**APPENDIX B: PATHWAY TO 2040 IMPLEMENTATION MATRIX**

**Growth & Conservation**

**Goal G&C-1: Livable urban, suburban and rural centers**

Objective 1-A: Encourage the compact mixing of uses

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create Livable Centers.	S / M / L	<b>NIRPC</b> will provide critical technical assistance to local communities as they plan for and implement improvements to support Livable centers. NIRPC will encourage and support the preparation of local plans specifically addressing Livable Centers. It will provide model ordinance language and advising communities on achieving desirable regional outcomes through their planning initiatives as local policies are developed. - Develop “model” code and regulatory guidance to address the following: <ul style="list-style-type: none"> <li>• Promoting housing choice and affordability in livable centers</li> <li>• Promoting transit-oriented development in livable centers</li> <li>• Promoting complete streets policies in livable centers</li> <li>• Sustainable and “green” development practices in urbanized areas</li> <li>• Conservation development standards</li> </ul> <b>Local:</b> local communities as they plan for and implement improvements to support Livable Centers, and reflect a preference for investment in Livable Centers in funding allocation decisions.	NIRPC will establish a funding mechanism called Creating Livable Communities (CLC) program proposed by NIRPC to help implementing variety of transportation-related land use projects. Current NIRPC transportation formula funds [STP, CMAQ, Transportation Enhancement (TE), etc.], with the corresponding local share will be used for funding planning and implementing capital projects such as: <ul style="list-style-type: none"> <li>• Access management - A model transit oriented development (TOD) ordinance, or</li> <li>• Redevelopment of urban livable centers to support transit facilities, and transit corridor plans.</li> </ul>	1- Transportation for Livable Communities program by: Metropolitan Transportation Commission (MTC) <a href="http://www.mtc.ca.gov">www.mtc.ca.gov</a> 2- Transit-Oriented Development Program by: Metro in Oregon <a href="http://www.oregonmetro.gov/tod">www.oregonmetro.gov/tod</a> 3- Livable Centers Initiative by Atlanta Regional Commission
Promote adaptive reuse of existing buildings and facilities and infill development will help to minimize the occurrence of single-use types.	S/M	<b>Local:</b> Develop conventional rezoning to allow higher densities and mixed-uses or different scales, such as smaller setback requirements, is helpful.	Land Banks; Tax Increment Financing; Tax Abatement; Community Development Block Grant (CDBG) New Market Tax Credit Program; Community Revitalization Enhancement District; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- University Park Neighborhood, Gary, IN 2- Fall Creek Place, Indianapolis, IN. 3- Horace Mann Hope VI neighborhood, Gary, IN 4- Small Farms, Gary, IN
Where possible create small mixed-use areas in existing single-use neighborhoods.		<b>Local:</b> Identify possible sites to accommodate mixed-use development and compatible with local zoning ordinances.	Tax Increment Financing; Tax Abatement; CDBG New Market Tax Credit Program; Community Revitalization Enhancement District; Community Development Block Grant	1- Courtesy of Planning with Power Project, Purdue University, West Lafayette, Indiana 2- Zona Rosa, Kansas City, Missouri. 3- Aberdeen, Valparaiso, IN
Objective 1-B: Encourage a diverse mix of housing types and affordability levels near job centers and transit routes				
Coordination between local governments and prioritization of investment in centers will further improve development opportunities and facilitate mixed-use centers.	S	<b>Local:</b> Facilitating the rehabilitation of neighborhoods and the maintenance of high-quality and affordable housing will help to stabilize neighborhoods. Additional efforts, such as inclusionary housing policies, must be undertaken now to preserve the affordability of the region’s housing stock before market conditions change (e.g. interest rates increase) and as the region is revitalized.	CLC Program; Tax Increment Financing; Tax Abatement; BID New Market Tax Credit Program (NWTCP); CDBG; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- Gary, Downtown redevelopment; 2- lakefront redevelopment, Gary, Portage, IN
Consider making strategic land use decisions and providing for transit and complete streets, the region can ensure that all residents have access to good schools, grocery stores, community centers, medical facilities, reliable transportation and job opportunities.	S/M	<b>Local:</b> Provide incentives for developers to integrate features of traditional neighborhoods and walkable communities.	CLC Program	1- livable centers by Houston-Galveston Area Council <a href="http://www.h-gac.com/community/livablecenters/default.aspx">www.h-gac.com/community/livablecenters/default.aspx</a> 2- Livable Centers Initiative by Atlanta Regional Commission 3-The San Francisco Bay Area Metropolitan Transportation Commission’s Transportation for Livable Communities Program 4-Contra Costa Centre Transit Village, California <a href="http://www.contracostacentre.com/">www.contracostacentre.com/</a>

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Objective 1-C: Facilitate the remediation and redevelopment of abandoned and underutilized land, including brownfields and greyfields.				
Promote infill and adaptive reuse	S/M	<b>NIRPC</b> can offer technical assistance and facilitate sharing of information between communities. <b>Local:</b> To encourage and incent it as a preferred choice of development over the option of developing previously undeveloped lands. Infill and adaptive reuse are most successful where there is some degree of regulatory flexibility. - Conventional rezoning to allow higher densities and mixed-uses or different scales, such as smaller setback requirements, is helpful. This allows adaptive reuse without requiring special approvals and streamlines the development process.	Tax Increment Financing; Tax Abatement; Industry Development Grant Fund (IDGF); CDBG New Market Tax Credit Program; Business Improvement District; Brownfield Tax Incentives; Land Banks; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- Near West Side Residential/Retail Development, City of Chicago, IL. 2- Fall Creek Place, Indianapolis, IN. 3- Portage Lakefront. 4- Horace Mann Hope VI neighborhood, Gary, IN
Prioritize Transportation Funding to Support Centers, Revitalization Areas and Infill & Growth Areas	S	<b>NIRPC</b> will incorporate policies and strategies in transportation funding to support Centers, Revitalization Areas and Infill & Growth Areas <b>Fed/State:</b> Support NIRPC's strategies and develop similar policies /strategies within their agencies.	CLC Program	1- Thomas Jefferson Planning District Commission (TJPD) for Jefferson Area Eastern Planning Initiative - Building Livable Communities 2- San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program 3- The San Francisco Bay Area Metropolitan Transportation Commission's (MTC) Transportation for Livable Communities Program (TLC) 4- City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program 5- The Sacramento Area Council of Government's Metropolitan Transportation Plan for 2035
Objective 1-D: Promote community green infrastructure and access to public open space.				
Concentrating new growth around infrastructure will allow preservation of environmental assets.	S/M/L	<b>NIRPC:</b> Use NIRPC funds more efficiently to create livable, pedestrian-friendly communities that offer a high quality of life for all residents.	CLC Program; Tax Increment Financing; Tax Abatement New Market Tax Credit Program (NWTCP); CDBG;	1- Near West Side Residential/Retail Development, City of Chicago, IL. 2- West Pullman Industrial Park, City of Chicago, IL. 3- Small Farms, Gary, IN. 4- Siena at Renaissance Park, Atlanta, Georgia.
Objective 1-E: Promote the preservation of historic and cultural resources.				
Identifying the purpose and function of the necessity and benefit of having the historic districts.			Indiana Landmarks; Historic Preservation Fund Program	1- Burlingame Historic District, San Diego, California 2- SurveyLA (Los Angeles) Public Participation Program is to identify, inventory, and document historic resources in the city.
Identifying the difference between National Register and local districts.		<b>NIRPC:</b> Mapping historic preservation districts and sites.	PL	Lafayette Historic Preservation Commission and Local Historic Districts  <a href="http://www.lafayette.in.gov/egov/docs/1337275547814.htm">http://www.lafayette.in.gov/egov/docs/1337275547814.htm</a>
Objective 1-F: Promote the integration of Context Sensitive Solutions into transportation planning projects.				
See Transportation matrix				
<b>Goal G &amp; C-2: Revitalized urban core</b>				
Objective 2-A: Foster the development of livable, mixed-use downtowns				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Reuse historic buildings	S/M	<b>Local:</b> Provide incentives for Downtown investment. <b>Other Entity:</b> Work with Historic Preservation entities	Historic Rehabilitation Tax Credits; Low-Income Historic Tax Credits; TIF; Land Banks;	1- Brentwood Apartments, 4130-4140 Parkside Avenue, Philadelphia, Pennsylvania 2- Denny Row Housing Development, Pittsburgh, Pennsylvania 3-Freese Building Rehabilitation Project Bangor, Maine 4- The Broad Street Historic District Preservation
Reclaim Downtown to anchor and enhance City	S/M	<b>Local:</b> Update zoning and approvals process to expedite Downtown infill.	CLC Program; TIF; CDBG; Downtown Development Authority (DDA) Business Improvement District; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	One Day 4-H Downtown Revitalization, Madison County, Texas
Introduce additional housing	S/M/L		Land Banks; TIF; CDBG; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	Siena at Renaissance Park, Atlanta, Georgia.
Objective 2-B: Promote adaptive reuse, infill development and the remediation and reuse of underutilized properties, particularly brownfields				
Repair and restore the fragmented urban fabric.	S/M/L		Tax Increment Financing; CDBG; New Market Tax Credit Program; Community Revitalization Enhancement District Business Improvement District; Brownfield Tax Incentives; Land Banks; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- West Pullman Industrial Park, Chicago, IL 2- Near West Side Residential/Retail Development. City of Chicago, IL. 3-Camden Crossing , City of Baltimore, MD. 4-Atlantic Steel Brownfield Tax Allocation District, Atlanta, GA
Objective 2-C: Facilitate the rehabilitation of neighborhoods and maintenance of high-quality and affordable housing				
Inclusionary housing policies, must be undertaken now to preserve the affordability of the region's housing stock before market conditions change (e.g. interest rates increase) and as the region is revitalized.	S		CLC	Regulatory Barriers Clearinghouse-solutions that support affordable housing <a href="http://www.huduser.org/rbc/search/rbcdetails.asp?DocId=1832">http://www.huduser.org/rbc/search/rbcdetails.asp?DocId=1832</a>
Improve public infrastructure in great older neighborhoods.	S/M		Tax Increment Financing; CDBG New Market Tax Credit Program; Community Revitalization Enhancement District Community Development Block Grant; Renewal Communities (RCs), Empowerment Zones (EZs) and Enterprise Communities (ECs)	1- West Pullman Industrial Park, Chicago, IL 2- Small Farms, Gary, IN
Objective 2-D: Promote the preservation of historic and cultural resources				
See Goal 1 objective C				
Assess historic structures and aim to preserve them.	S	<b>Local:</b> Allow for reuse of historic structures, including changing building uses. Provide incentives for investment into historic structures.	Historic Rehabilitation Tax Credits; Low-Income Historic Tax Credits; Indiana Landmarks; Historic Preservation Fund Program; Federal Historic Preservation Tax Credits	1- Brentwood Apartments, 4130-4140 Parkside Avenue, Philadelphia, Pennsylvania 2- Denny Row Housing Development, Pittsburgh, Pennsylvania 3-Freese Building Rehabilitation Project Bangor, Maine 4- The Broad Street Historic District Preservation Project Newark, New Jersey
Objective 2-E: Expand visual and physical access to Lake Michigan and other open space				
Implement the Marquette Plan	S/M/L	<b>Other Entity:</b> The Regional Development Authority should continue to fund projects within the lakefront communities of Northwest Indiana that are located in the Focused Revitalization Area.	Funded by The Cities of East Chicago, Gary, Hammond, Portage & Whiting and Indiana Department of Natural Resources; RDA	1- vision 2020, New York Comprehensive Waterfront Plan; 2- Portage Lakefront
Objective 2-F: Partner to protect threatened natural remnants				

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Asses the region's natural resources that can provide insights as to where conservation is desirable and land is less suitable for development.	S	<b>NIRPC</b> developed a systematic approach to evaluate the region land development suitability based on both natural and built environments by assessing and mapping all environmental assets in a single composite map. NIRPC should make this system available for use and support to the region's planning and development agencies and organizations, development interests and other stakeholders for the use in local planning activities. <b>Local:</b> The system would be used by local government in the preparation of local land use and development planning programs. <b>Other Entity:</b> Planning & Economic Development	PL; Conservation Reserve Program; Resource Conservation and Development Program (RC &D)	GIS mapping for natural resources
Avoid floodplains, and integrate preserved open spaces into new neighborhoods	S/M/L	<b>Local:</b> Improve City regulations to help preclude unnecessary destruction of natural features. Provide incentives for developers to preserve natural areas and use them as neighborhood focal points and open space. <b>Other Entity:</b> Parks and Recreation	Resource Conservation and Development Program (RC &D)	Aberdeen, Valparaiso, IN
<b>Objective 2-G: Enhance community design and aesthetics</b>				
Suburban Retrofit or Sprawl Repair: This technique involves reworking conventional, automobile-oriented areas like single-use housing developments, office parks and shopping centers into more walkable, mixed-use, transit-ready urban places.	S/M	<b>NIRPC</b> proposes the I-65 and U.S. 30 Retrofit Project into a livable urban center. A pragmatic plan is needed that can demonstrate this opportunity and guide development to correct its current deficiencies.	CLC	
<b>Goal G&amp;C 3: Managed growth that protects farmland, environmentally sensitive areas and important ecosystems</b>				
<b>Objective 3-A: Promote the development and preservation of regional greenways and blueways (water trails) and establish linkages between them</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Implement the Greenways & Blueways Plan, in particular improving north-south mobility and linking the trail network to local parks and recreation facilities.	S/M/L		Gaylord and Dorothy Donnelley Foundation; Greenways Foundation	The Gary Green Link Plan, a 2005 effort, and one of the best examples of local environmental planning, with an exhaustive analysis of sensitive environmental areas and greenway linkages for potential conservation and/or restoration. The Gary Green Link is a master-planned, 30-mile, multi-use trail. The trail is a green infrastructure project that connects the unique Lake Michigan shoreline with the Little Calumet and Grand Calumet Rivers.
<b>Objective 3-B: Encourage the concentration of development around existing infrastructure</b>				
See objective 1-A & 1-d				
Need to have strong and consistently implemented public policies regarding land use and transportation benefits to ensure that population and employment growth occurs in a sustainable and responsible manner.	S/M		CLC	1- Transportation for Livable Communities program by: Metropolitan Transportation Commission (MTC) <a href="http://www.mtc.ca.gov">www.mtc.ca.gov</a> 2- Transit-Oriented Development Program by: Metro in Oregon <a href="http://www.oregonmetro.gov/tod">www.oregonmetro.gov/tod</a> 3- Puget Sound Regional Council for its Transportation 2040 plan

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Financial incentives could be offered for using existing infrastructure and not requiring the construction and future maintenance of new infrastructure.	S/M	<b>NIRPC</b> will support financial incentives. <b>Fed/State:</b> Promote and implement this action. <b>Local:</b> Promote and implement this action	BID, CDBG, CRED, NMTCF; TIF	1- West Pullman Industrial Park, Chicago, IL; 2- Small Farms, Gary, IN
Objective 3-C: Encourage redevelopment of infill sites within established centers				
See objective 1-C				
Objective 3-D: Promote compact development&smart growth thru techniques; transit-oriented development, traditional neighborhood development&conservation design				
Establish policies that address the appropriate location and scale of transit-oriented development	S	<b>NIRPC</b> encourages the development of a regional South Shore Corridor TOD Study to develop context-appropriate strategies for creating a network of transit-oriented places and sites that integrate different functions and activities within easy access of transit. <b>Local:</b> associated local governments should work with NIRPC. <b>Other Entity:</b> NICTD	CLC	1- San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program; 2- City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program
Objective 3-E: Foster the development of local food systems and a local food economy				
Implement the recommendations of the Northwestern Indiana Local Food Study	S/M/L	<b>NIRPC:</b> Continue and strengthen NIRPC's role as the forum for local food stakeholders to convene, discuss issues, and develop solutions for strengthening the local food system. Form the Local Food Systems Action Committee (FoodSAC) to address local and state food policy and to implement the recommendations of the Local Food Study. Provide technical and other assistance to local food stakeholders. Share best practices and information with counties and municipalities for reviewing ordinances to ensure local food-friendliness. <b>Fed/State:</b> Support policies and programs that encourage and enhance local food system activities. <b>Local:</b> Review ordinances to ensure local food systems projects are permitted and encouraged. Encourage local food systems projects.	USDA, local foundations	Stewart House Urban Farm, Gary, IN
Objective 3-F: Preserve prime agricultural land and rural landscapes				
To the extent possible, align, and make uniform, county land use regulations with the 2040 CRP to support sustainable development patterns and continued local farming	S/M/L	<b>NIRPC:</b> Work with counties and adjacent municipalities in developing "rural area plans" in locations experiencing development pressure and related infrastructure issues (with counties and adjacent municipalities). <b>Local:</b> 1- Establishment of agricultural districts, review of unincorporated residential plans or other development proposals. 2- Requirement of appropriate buffers adjacent to active agricultural uses. 3- Development of incentives to encourage cluster developments that maintain agriculture and habitat areas.	PL	GIS Mapping for Prime Farmland & Conversion
Discourage development of farmland or environmentally sensitive lands.	S/M/L	<b>Local:</b> New programs can transfer development rights to land more suitable for development.	CRP, local foundations	Plan for the Valleys Baltimore County, Maryland
Discourage outward expansion, unless it's demonstrated to be essential to accommodate growth.	S/M/L		CLC	Plan for the Valleys Baltimore County, Maryland
Objective 3-G: Encourage and plan for the protection and responsible use of shoreline areas				
Implement the Marquette Plan	S/M/L		Funded by The Cities of East Chicago, Gary, Hammond, Portage & Whiting and Indiana Department of Natural Resources; RDA	1- vision 2020, New York Comprehensive Waterfront Plan; 2- Portage Lakefront
Objective 3-H: Improve access to major regional parks and preserved open lands, including the Indiana Dunes				

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
<b>Transportation</b>				
<b>Goal T-1: A safe and secure transportation system</b>				
Objective A: Reduce the number and severity of motor vehicle crashes				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Compile crash data	S	<b>NIRPC:</b> Work with INDOT and local entities on existing data. <b>Fed/State:</b> State Police and INDOT to provide data to entities. <b>Local:</b> Supply NIRPC and INDOT crash data	5303; PL	Houston Galveston Area Council for the Transportation Safety Program. The program used GIS exercise to geocode crash data to help reduce the number of crashes in the region.
2. Provide safety training	S	<b>Fed/State:</b> Offer classes at BMV <b>Local:</b> Local police departments can offer safe driving classes	Need local dedicated source	1- the Cheyenne MPO for their Transportation Safety Management Plan; 2- North Florida TPO for their Safety Video Series
Objective B: Improve the safety of non-motorized transportation through education, enforcement, engineering, design and construction				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Provide education and training for non-motorized facility design	S	<b>NIRPC:</b> Offer courses at NIRPC, and encourage attendance at NIRPC Ped, Pedal and Paddle Committee (3PC) meetings. <b>Fed/State:</b> Offer webinars for professionals on best practice designs; INDOT to offer courses to engineers. <b>Local:</b> Attendance at NIRPC 3PC meetings and promoting Complete Streets policies at local level. <b>Other Entity:</b> South Shore Trails to promote design standards.	Safe Routes to School program	NIRPC Safe Routes to School Workshops; Cornucopia State of Our Trails Meeting; Local law enforcement Bike Rodeos
2. Supply funding for non-motorized improvements	S	<b>NIRPC:</b> Open up all NIRPC-attributable funding for non-motorized improvements. <b>Fed/State:</b> Provide funding for NIRPC and local entities. <b>Local:</b> Use local monies for match and to build new facilities, including maintenance policies. <b>Other Entity:</b> Local and state foundations to fund infrastructure projects.	All federal, state and local funding outlets should be eligible for improvements; Greenways Foundation and South Shore Trails	1- NIRPC Rack em' Up! Bike rack and locker subsidy program; 2- The long range plan of Flagstaff MPO called for compact development, punctuated by activity centers and the emphasis on walking and bicycling modes. The MPO played a central role in a tax campaign that yielded dedicated taxes of more than \$800,000 annually for pedestrian and bicycle safety and capacity projects. With this money, they were able to increase their bike lane miles from 59 to 117.
3. Publish Route Maps and install signage	S	<b>NIRPC</b> to update 2008 NWI Bike Map in Spring of 2012. <b>Fed/State:</b> INDOT to install "Share the Road" signs along popular bike routes. <b>Local:</b> Local bike and pedestrian route maps should be developed and wayfinding signage created. <b>Other Entity:</b> South Shore Trails to promote maps and signage	NIRPC CMAQ funding; Local budgets	1- NIRPC 2008 NWI Bike Map; 2- the Northwest Arkansas RPC formed a partnership with local jurisdictions, and the non-profit group called the Heritage Trail Partners in order to create a signage program for the entire Heritage Trail.
4. Promote Bicycle-Friendly Community (BFC) Status	S	<b>NIRPC</b> to provide education on standards necessary to attain BFC status. <b>Local:</b> Local entities to work on several areas of improvement to attain BFC status. <b>Other Entity:</b> South Shore Trails and Calumet Crank Club to promote BFC in locals	Local, state and federal funding available for nearly all BFC-related qualifications	1- California's Complete Streets Act; 2- Kentucky's Pedestrian and Bicycle Travel Policy 3- Oregon's statutes related to the provision of bicycle and pedestrian facilities by public agencies.
Objective D: Reduce emergency response times				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Rail-Highway Grade Separations - See Goal T-2.B.1			PL; STP; HSIP	the Wichita Area MPO (WAMPO) in Wichita, Kansas for their Railroad Crossing Plan, which examines safety and congestion issues at almost 300 railroad crossings in the region. CREATE Program

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Highway-Rail Grade Crossing Separation	S	<b>NIRPC:</b> Convene stakeholders working group, collect data. <b>Fed/State:</b> INDOT and US DOT provide increased funding for rail improvements, Participate as stakeholder, provide data (FRA - train counts, INDOT - traffic counts). <b>Local:</b> Participate as stakeholder, provide data - traffic counts. <b>Other Entity:</b> Railroads: provide data - train counts, participate as stakeholder	PL; STP; HSIP	1- the Wichita Area MPO (WAMPO) in Wichita, Kansas for their Railroad Crossing Plan, which examines safety and congestion issues at almost 300 railroad crossings in the region. 2- CREATE Program
Signal Pre-emption	M	<b>NIRPC:</b> Assist with data to determine where need for these systems exist. <b>Fed/State:</b> Signal modifications on roads within jurisdiction. <b>Local:</b> Signal modifications on roads within jurisdiction, Stakeholders in determining where need exists. <b>Other Entity:</b> Other emergency service providers not under a governmental agency as stakeholders	STP; CMAQ; HSIP	Installed traffic signal pre-emption systems at 22 intersections, Houston, TX, reported a decrease in the average emergency vehicle travel time of 16 to 23 percent.
Incident Management Plans	S	<b>NIRPC:</b> Include in the ITS architecture update. <b>Fed/State:</b> Indiana State Police & Hoosier Helper training; plan development & refinement with relevant stakeholders. <b>Local:</b> First responder training; plan development & refinement with relevant stakeholders. <b>Other Entity:</b> Other emergency service providers not under a governmental agency as stakeholders	STP; PL	the North Florida TPO for the Traffic Incident Management Handbook and Safety Video Series, which focused on incident management training for responders
Traditional street grid development	S	<b>NIRPC:</b> Support projects that contain a traditional street grid. <b>Local:</b> Implementing authority; require/encourage developments with a traditional street grid	PL; Local foundations	Porter County, IN proposed TND Plan,, which provides an effective connectivity to the surrounding neighborhood.
County Evacuation Plans			PL; STP	1-Gulf Coast States ; 2- The Texas Task Force on Evacuation, Transportation, and Logistics was established in direct response to the evacuation concerns brought on by Hurricanes Katrina and Rita on 2005. 3- Florida Statewide Regional Evacuation Study Program

Objective F: Improve the safety and security of transit facilities including stations, stops and vehicles

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Video Surveillance Systems			STP	San Diego Transit System Video Surveillance

Objective G: Utilize technology, including Intelligent Transportation Systems and other strategies, to improve transportation safety

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
New Traffic Signal	S	<b>NIRPC:</b> Support if placement can have safety benefits. <b>Fed/State:</b> Consider if safety benefits exist. <b>Local:</b> Consider if safety benefits exist	STP; CMAQ; HSIP	Real-Time Work Zone Traffic Control System - Using an Automated Traffic Information System to Reduce Congestion and Improve Safety During Reconstruction of the I-55 Lake Springfield Bridge in Illinois
Incident Management Plans	S	<b>NIRPC:</b> Include in the ITS architecture update. <b>Fed/State:</b> Indiana State Police & Hoosier Helper training; plan development & refinement with relevant stakeholders. <b>Local:</b> First responder training; plan development & refinement with relevant stakeholders. <b>Other Entity:</b> Other emergency service providers not under a governmental agency.	STP; PL	the North Florida TPO for the Traffic Incident Management Handbook and Safety Video Series, which focused on incident management training for responders
Dynamic Messaging System	S/M	<b>NIRPC:</b> Include in the ITS architecture update. <b>Fed/State:</b> Continue implementing the system in Northwest Indiana. <b>Local:</b> Consider implementation of dynamic messaging on local roads if necessary.	STP; CMAQ; HSIP	The San Francisco Bay Area Metropolitan Transportation Commission's Transportation Program

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Traffic Signal Equipment Modernization	S	<b>NIRPC:</b> Support if modernization has safety benefits. <b>Fed/State:</b> Consider if safety benefits exist. <b>Local:</b> Consider if safety benefits exist.	STP; CMAQ; HSIP	Real-Time Work Zone Traffic Control System - Using an Automated Traffic Information System to Reduce Congestion and Improve Safety During Reconstruction of the I-55 Lake Springfield Bridge in Illinois

## GOAL T-2: Increased Mobility, accessibility, and Transportation Options for People and Freight

Objective A: Integrate local, regional and national transportation systems to facilitate movement of people and freight between modes

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
ITS Architecture			STP; HSIP; PL funding can be used for ITS.	1- I-4 Florida Regional ITS Architecture ; 2- OKI (OH/KY/IN) regional ITS Plan 3- Northern Virginia Regional ITS Arch See <a href="http://ops.fhwa.dot.gov/its_arch_imp/examples.htm">http://ops.fhwa.dot.gov/its_arch_imp/examples.htm</a> for detail
Multimodal Center at Gary Airport	L	<b>Fed/State:</b> Project funds. <b>Other Entity:</b> NICTD, City of Gary, RDA, State of Indiana	STP; RDA; Project funding	Portland Airport
Bus Rapid Transit on Corridors	L		STP; CMAQ,	Cleveland, Ohio
TOD	M		STP;CMAQ; PL	Transit-Oriented Development Program by: Metro in Oregon <a href="http://www.oregonmetro.gov/tod">www.oregonmetro.gov/tod</a>
Interconnected Regional Bus	L		STP; CMAQ; RDA	Denver Regional Council of Governments has embarked on an ambitious effort to construct rapid transit in nine regional corridors along with other improvements associated with this
Illiana Expressway	M		NHS; HSIP; STP	Richmond Area MPO for a container barge service called the "64 express".
Develop multimodal and intermodal hubs	M / L	<b>NIRPC:</b> Provide data, Program transportation projects. <b>Other Entity:</b> Ports of Indiana, Railroads, Gary/Chicago Int'l	Various	Salt Lake City, Utah. Amtrak
1. Expand "Short Sea Shipping" on the Great Lakes	M/L	<b>NIRPC:</b> Support efforts and monitor progress. <b>Fed/State:</b> US Maritime Administration: develop marine highways. <b>Other Entity:</b> Ports of Indiana	State Funding	
2. Develop a short-haul intermodal corridor between Louisville and Chicago following the I-65 corridor	L	<b>NIRPC:</b> Support efforts, monitor progress, provide data. <b>Fed/State:</b> INDOT, US DOT. <b>Other Entity:</b> Railroads	STP; PL;CMAQ	Richmond Area MPO for a container barge service called the "64 express".
3. Develop an Indiana Coal Corridor between southern Indiana coal mines and Northwest Indiana power plants	L	<b>NIRPC:</b> Support efforts, monitor progress, provide data. <b>Fed/State:</b> INDOT <b>Other Entity:</b> Purdue University - conduct research	STP; PL;CMAQ	Richmond Area MPO for a container barge service called the "64 express".
4. Construct a new lock at the Soo Locks in Sault St. Marie, Michigan	M	<b>NIRPC:</b> Monitor progress <b>Fed/State:</b> US Congress - Appropriate funding for construction	U.S. Congress	

Objective B: Improve freight facilities connecting the region to national and global markets

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Develop a regional rail improvement plan with a focus on highway-rail grade crossing separations	S	<b>NIRPC:</b> Convene stakeholders working group, collect data. <b>Fed/State:</b> INDOT and US DOT provide increased funding for rail improvements, Participate as stakeholder, provide data (FRA - train counts, INDOT - traffic counts). <b>Local:</b> Participate as stakeholder, provide data - traffic counts. <b>Other Entity:</b> Railroads: provide data - train counts, participate as stakeholder.	PL; HSIP	CREATE Program
2. Improve the Extra Heavy Duty Truck Route	S	<b>NIRPC:</b> Program funding, Corridor Study. <b>Fed/State:</b> Provide funding, develop transportation projects	STP; CMAQ; HSIP	Richmond Area MPO for a container barge service called the "64 express".
3. Study extension of Extra Heavy Duty Truck Route to IL	M/L	<b>NIRPC:</b> Corridor Study. <b>Local:</b> Participate as stakeholder, provide data. <b>Other Entity:</b> Illinois DOT, City of Chicago	TIGER, PL	Richmond Area MPO for a container barge service called the "64 express".



Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
4. Develop multimodal and intermodal hubs	M / L	<b>NIRPC:</b> Provide freight movement data, Program transportation projects. <b>Fed/State:</b> Provide funding for transportation projects. <b>Local:</b> Update plans and ordinances to facilitate compatible development, provide incentives. <b>Other Entity:</b> Ports of Indiana, Railroads, Gary/Chicago Int'l, RDA	Various including STP, RDA, local, CMAQ, TIGER	Salt Lake City- Intermodal hubs, Utah. Amtrak
5. Maintain a regional freight infrastructure map	S / M / L	<b>NIRPC:</b> Update and publish map. <b>Fed/State:</b> Provide data. <b>Local:</b> Provide data. <b>Other Entity:</b> Provide data.	PL	GIS Mapping for Regional Freight Infrastructure Map

Objective C: Reduce congestion on major freight and passenger routes

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. See Goal T-2.Obj. B.1				
2. See Goal T-2.Obj. B.2				
3. See Goal T-2.Obj. B.3				
CMP staff				

Objective D: Improve the internal connectivity of the transportation network

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Support Complete Streets			All NIRPC-attributable funding is subject to Complete Streets Policy & Guidelines	Mid-Ohio Regional Planning Commission has adopted a Complete Streets policy and created a Complete Streets toolkit, which is available online, and an equipment library.
Traditional Neighborhood Design		<b>NIRPC:</b> Project Selection Criteria. <b>Local:</b> Ordinances	CLC	1- Coffee Creek, Chesterton 2- Millennium Place, Muncie, IN

Objective E: Enhance connectivity between housing, jobs, services, and educational facilities

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Invest in improvements to jobs access for low-income and minority residents	L	<b>NIRPC:</b> Priority Criteria. <b>Fed/State:</b> Increase in JARC and New Freedom funds. <b>Local:</b> Match funds. <b>Other Entity:</b> County	CDBG; Need local dedicated source	National Capital Region Transportation Planning Board (TPB) in Washington, DC for their Coordinated Human Services Transportation Plan and Program.
Proactive and balanced approach to transportation funding decisions, with emphasis on ensuring that public investments improve access and mobility in Livable Centers and the core cities.	L	<b>NIRPC:</b> Priority Criteria, Education of Local Officials. <b>Fed/State:</b> INDOT adopt criteria. <b>Local:</b> Implementation Authority	CLC	1- Transportation for Livable Communities program by: Metropolitan Transportation Commission (MTC) <a href="http://www.mtc.ca.gov">www.mtc.ca.gov</a> 2- Transit-Oriented Development Program by: Metro in Oregon <a href="http://www.oregonmetro.gov/tod">www.oregonmetro.gov/tod</a> 3- Livable Centers Initiative by Atlanta Regional Commission

Objective F: Improve system accessibility for people with special transportation needs including persons with disabilities, the elderly, the young and low-income populations

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Invest in improvements to jobs access for low-income and minority residents.	L	<b>NIRPC:</b> Priority Criteria <b>Fed/State:</b> Increase in JARC and New Freedom funds <b>Local:</b> Match Funds <b>Other Entity:</b> County	CDBG; Need local dedicated source	National Capital Region Transportation Planning Board (TPB) in Washington, DC for their Coordinated Human Services Transportation Plan and Program.
Support projects that encourage affordable housing creation in locations near jobs and transit.			CLC	1- National Capital Region Transportation Planning Board (TPB) in Washington, DC for their Coordinated Human Services Transportation Plan and Program. 2- Tysons Corner Fairfax County, Virginia for its Comprehensive Plan, the plan includes a tiered approach to density that is focused around four transit stations.

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create an interconnected transit system including BRT, commuter rail and regional and local bus and demand response paratransit.	L		PL; STP; CMAQ	Portland
Promote Complete Streets (CS) policies and designs	S/M	<b>NIRPC:</b> Apply NIRPC CS policy to all attributable projects. <b>Fed/State:</b> INDOT to use CS standards on state roadways. <b>Local:</b> Local entities to utilize CS design standards in transportation corridors. <b>Other Entity:</b> South Shore Trails and Indiana AARP to promote regionwide	All NIRPC-attributable funding; State funding; Local funding	Numerous - see www.completestreets.org for details

Objective G: Increase access to and improve the reliability of public mass transit

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Proactive and balanced approach to transportation funding decisions, with emphasis on ensuring that public investments improve access and mobility in Livable Centers and the core cities	L	<b>NIRPC:</b> Priority Criteria, Education of Local Officials. <b>Fed/State:</b> INDOT adopt criteria <b>Local:</b> Implementation Authority	MPO role	City of Valparaiso; Envision Missoula guided the decision-making process for making sound transportation investments in the region.
Project Selection Criteria	S	<b>NIRPC:</b> Staff support to stakeholders to do new criteria <b>Fed/State:</b> INDOT adopt criteria <b>Local:</b> Participate in criteria development <b>Other Entity:</b> Developers	PL	

Objective H: Improve the non-motorized transportation network by building Complete Streets that accommodate bicycles, pedestrians and transit users

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Adopt local Complete Streets policies	S	<b>NIRPC:</b> Promote policy templates for community review and action <b>Fed/State:</b> Engage with communities through statewide CS committee <b>Local:</b> Adopt either resolutions, ordinances, plans or other mechanisms to recognize Complete Streets adherence <b>Other Entity:</b> South Shore Trails to promote by working with local entities	All NIRPC-attributable funding is subject to Complete Streets Policy & Guidelines	NIRPC Complete Streets Policy and Guidelines; Mid-Ohio MPO (MORPC) Complete Street Policy
2. Develop On-line Toolkit of Best Practices	S	<b>NIRPC:</b> Develop web-accessible toolkit complete with CS design examples. <b>Local:</b> Review NIRPC-based toolkit to incorporate into local projects	PL	MORPC CS Toolkit (online)
3. Develop Statewide CS Policy	M	<b>NIRPC:</b> Work with NIRPC Legislative Committee to make priority designs <b>Fed/State:</b> INDOT to support legislative policy and apply to project designs <b>Local:</b> Contact state legislators to promote support of policy <b>Other Entity:</b> South Shore Trails & Indiana AARP to promote with legislators	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135
4. Encourage INDOT development of CS designs on state roadways	M	<b>NIRPC:</b> Review INDOT projects and work with LaPorte District on CS standards <b>Fed/State:</b> INDOT to develop CS design guidelines in project scopes <b>Local:</b> Partner with INDOT projects within jurisdictions to aid in development of CS standards <b>Other Entity:</b> South Shore Trails to promote CS standards with INDOT	All FHWA-based funding programs are eligible	Preservation of trail access under I-65 and US 30; Trail lanes on SR 49 bridges over US 12 and 20

Objective I: Encourage land use policy that supports access for disabled persons, efficient mass transit and non-motorized travel

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
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Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Link funding decisions with Complete Streets, expanded trails, improved public transit and multimodal freight and passenger hubs.	L	<b>NIRPC:</b> Priority Criteria, highway and transit planning <b>Fed/State:</b> INDOT adopt criteria <b>Local:</b> Help do priority criteria, modify practices <b>Other Entity:</b> Developers, Industry, Transit operators, Counties	MPO role	Puget Sound Regional Council for its Transportation 2040 plan
Support projects that encourage affordable housing creation in locations near jobs and transit	L	<b>NIRPC:</b> Transit and economic development, project selection criteria, policies <b>Local:</b> Modify practices <b>Other Entity:</b> QLC, GNI Realtors Association, Northwest Indiana Forum, Mayors' Roundtable, Towns and Smaller Cities	CLC	Mercantile Square, Denver : Workforce Housing Soars Near Emerging Transit Hub
Promote transit supportive land use patterns including TOD, TND and Conservation design	L	<b>NIRPC:</b> Advocate educator, project selection criteria for economic development and transportation <b>Fed/State:</b> Project funds	PL; STP	Puget Sound Regional Council for its Transportation 2040 plan

**Goal T-3: Adequate transportation funding and efficient use of resources**

Objective A: Increase the level of federal and state funding flowing into the region and improve the ability to provide local matching funds

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create dedicated source of local funding for public transit		<b>NIRPC:</b> Advocate, Educate, Coordinate <b>Local:</b> Support from local elected officials & County Councils <b>Other Entity:</b> Urban League, NAACP, QLC, Riders, Operators, Social Service Agencies, Churches, Everybody Counts		

Objective B: Protect previous investments through maintenance and improvements to existing transportation infrastructure, operations and service

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Maintain and improve existing infrastructure to maximize the efficiency of scarce public resources	L	<b>NIRPC:</b> Priority Criteria <b>Fed/State:</b> INDOT adopt Criteria <b>Local:</b> Submit appropriate projects	STP;	Central City Community Transportation Plan, Los Angeles, California

Objective C: Devote sufficient resources to address reconstruction and maintenance needs

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
See Goal T-3, Objective B, #1				

Objective D: Utilize the Congestion Management Process to optimize the efficiency of the transportation network

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Establish data collection activities to determine areas with recurring congestion	S	<b>NIRPC:</b> research and deploy data collection methods <b>Fed/State:</b> support with existing data sources	PL, STP	Houston-Galveston Area Council for two of their programs, NuRide Program and Transportation Safety Program
Evaluate Congestion Mitigation Strategies	S	<b>NIRPC:</b> analysis <b>Fed/State:</b> participation on CMP Subcommittee <b>Local:</b> participation on CMP Subcommittee	PL	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Management Mitigation Strategies
Implement strategies	M	<b>Fed/State:</b> Implement <b>Local:</b> Implement	STP, CMAQ, 5307	Houston-Galveston Area Council for two of their programs, NuRide Program and Transportation Safety Program
Evaluate the effectiveness of implemented strategies	M	<b>NIRPC:</b> analysis <b>Fed/State:</b> participation on CMP Subcommittee <b>Local:</b> participation on CMP Subcommittee	PL	Southwestern Pennsylvania Commission, Congestion Management Process Strategies: Evaluating Congestion Management Mitigation Strategies

Objective E: Prioritize transportation investments that support land use and economic development goals

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Objective F: Encourage investments that consider long range impacts of changing transportation systems and anticipate future technologies

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Determine long term impacts	S	<b>NIRPC:</b> analysis	PL	

**Goal T-4: A transportation system that supports the health of all people and places**

Objective A: Improve the integration of environmental planning activities into transportation planning

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize projects that have no adverse impacts		<u>NIRPC</u> : Project Selection Criteria	PL;	SEMCOG in Detroit, MI for their regional analysis of the impact of planned transportation projects on the environment and the series of guidelines they developed for mitigating those impacts

**Objective B: Reduce the levels and impacts of pollution (air, noise and vibration) caused by transportation, particularly freight in environmental justice areas**

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Incorporate freight "Good Neighbor" practices - buffers, open space requirements, low impact design, context sensitive lighting, etc. - into zoning ordinances	M	<u>NIRPC</u> : Research and distribute local and national examples of best practices <u>Local</u> : Update zoning ordinances	PL;STP	Delaware Village Regional Planning Commission, Good Neighbor Practices, <a href="http://www.dvrpc.org/Freight/freightplanning.htm">http://www.dvrpc.org/Freight/freightplanning.htm</a>

**Objective C: Improve the non-motorized transportation network by building Complete Streets (CS) that accommodate bicycles, pedestrians and transit users**

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
1. Adopt local Complete Streets policies	S	<u>NIRPC</u> : Promote policy templates for community review and action <u>Fed/State</u> : Engage with communities through statewide CS committee <u>Local</u> : Adopt either resolutions, ordinances, plans or other mechanisms to recognize Complete Streets adherence <u>Other Entity</u> : South Shore Trails to promote by working with local entities	All NIRPC-attributable funding is subject to Complete Streets Policy & Guidelines	NIRPC Complete Streets Policy and Guidelines; Mid-Ohio MPO (MORPC) Complete Street Policy
2. Develop On-line Toolkit of Best Practices	S	<u>NIRPC</u> : Develop web-accessible toolkit complete with CS design examples <u>Local</u> : Review NIRPC-based toolkit to incorporate into local projects	PL	MORPC CS Toolkit (online)
3. Develop Statewide CS Policy	M	<u>NIRPC</u> : Work with NIRPC Legislative Committee to make priority designs <u>Fed/State</u> : INDOT to support legislative policy and apply to project designs <u>Local</u> : Contact state legislators to promote support of policy <u>Other Entity</u> : South Shore Trails & Indiana AARP to promote with legislators	PL	State of Illinois Public Act 095-0665; State of Michigan Public Act 135
4. Encourage INDOT development of CS designs on state roadways	M	<u>NIRPC</u> : Review INDOT projects and work with LaPorte District on CS standards <u>Fed/State</u> : INDOT to develop CS design guidelines in project scopes <u>Local</u> : Partner with INDOT projects within jurisdictions to aid in development of CS standards <u>Other Entity</u> : South Shore Trails to promote CS standards with INDOT	All FHWA-based funding programs are eligible	Preservation of trail access under I-65 and US 30; Trail lanes on SR 49 bridges over US 12 and 20

**Objective D: Expand environmental mitigation efforts**

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Best Management Practices			PL	The City of Cedar Rapids River Corridor Redevelopment Plan
Environmental Resource Maps on NIRPC Website			PL	

**Objective E: Conduct outreach to determine the negative impacts of transportation investments and to ensure environmental justice**

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

**Objective F: Promote energy efficiency and alternative energy**

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Develop alternative energy infrastructure	M	<b>Local:</b> construct stations for electric vehicle charging and alternative fuel pumping <b>Other Entity:</b> South Shore Clean Cities, Retail outlets	PL; Local foundations	Chesterton- Electricity Car
Promote alternative energy vehicle purchases	M	<b>Fed/State:</b> Legislation, regulation	PL; Local foundations	
Increase Gasoline Tax	S	<b>Fed/State:</b> Legislation, regulation		

## Environment

### Goal: Reduce flooding risks and improve water quality

Objective A: Achieve water quality standards and designated uses of our lakes and streams.

Action Step	Term(S/M/L)	Responsible Party	Funding	Successes/Best Practices
Review and develop/improve ordinances for water quality enhancement	S/M	<b>NIRPC</b> will work with stakeholders to develop a watershed protection capabilities audits and identify/ develop model ordinances <b>Fed/State:</b> EPA has a variety of model ordinances available to assist local governments <b>Local:</b> Municipal and County reps.	Water Quality Management Planning-205; Water Quality Cooperative Agreements-104; Capitalization Grants for State Revolving Funds	Conduct audit of local watershed protection capabilities
Conduct watershed resource inventory and information analysis	S/M/L	<b>NIRPC</b> will make resource data readily available via web-based GIS and other products such as the Northwest Indiana Watershed Management Framework. NIRPC will update this information as significant changes or information becomes available (approx. every 5 yrs.). NIRPC will help raise stakeholder awareness of nonpoint source water quality issues within the region. <b>Fed/State:</b> The following agencies collect and make data available that can assist in watershed characterization and may also be able to provide technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT, NOAA <b>Local:</b> Municipal and county reps., SWCDs <b>Other Entity:</b> universities, conservation organizations	PL funding can be used to maintain resource data for Env. Mit. Water Quality Management Planning-205; Water Quality Cooperative Agreements-104; Capitalization Grants for State Revolving Funds	GIS mapping for open space and water resource protection
Establish institutional structure for watershed management planning program including adequate funding and staff.	S	<b>NIRPC:</b> Technical support <b>Fed/State:</b> Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT <b>Local:</b> Municipal and county reps., SWCDs <b>Other Entity:</b> universities, conservation organizations	Need Local Dedicated Source	Watershed Management Program MOU

Objective B: Complete, improve, and implement watershed management plans.

Identify WMP opportunities and prioritize watersheds for plan development/ improvement	S	<b>NIRPC:</b> Technical support and coordination <b>Fed/State:</b> Technical support: IDEM, DNR, NRCS <b>Local:</b> Municipal and county reps., SWCDs <b>Other Entity:</b> universities, conservation organizations, citizen groups	Water Quality Management Planning-205; Water Quality Cooperative Agreements-104; Need Local Dedicated Source	Hilltop Hanover, A Westchester County Farm and Environmental Center, Westchester County, New York
Develop WMPs or watershed diagnostic studies and coordinate with adjacent counties and states that share watershed boundaries with Northwest Indiana	S/M/L	<b>NIRPC:</b> will support stakeholders interested in WMP development by creating "watershed templates" for their watershed of interest. NIRPC will also assist by providing watershed characterization data and participating on WMP committees as requested. <b>Fed/State:</b> Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT <b>Local:</b> Municipal and county reps., SWCDs, <b>Other Entity:</b> universities, conservation organizations, citizen groups	IDEM- 319 Program, Water Quality Management Planning-205; DNR- LARE Program	1- Coffee Creek Watershed Preserve, Chesterton. 2-India Creek Watershed Management Plan, Indianapolis

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Implement WMPs	M/L	<b>NIRPC:</b> Technical support <b>Fed/State:</b> Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT <b>Local:</b> Municipal and county reps., SWCDs <b>Other Entity:</b> universities, conservation organizations, citizen groups.	IDEM- 319 Program, IDEM- 205 Program, DNR- LARE Program, DNR- Coastal Program, SRF;CGSRF NRCS, local storm water programs	1- Coffee Creek Watershed Preserve, Chesterton. 2-India Creek Watershed Management Plan, Indianapolis
Evaluate WMP implementation effectiveness	S/M/L	<b>NIRPC:</b> Technical support <b>Fed/State:</b> Technical support: IDEM, DNR, NRCS, ISDA, ISDH, USGS, USFWS, INDU, FHWA, INDOT <b>Local:</b> Municipal and county reps., SWCDs <b>Other Entity:</b> universities, conservation organizations, citizen groups.	IDEM- 319 Program, DNR- LARE Program; Water Quality Cooperative Agreements-104	St. Clair County's Northeastern Watersheds (NEW) Watershed Management Plan (WMP) <a href="http://www.cis.stclaircounty.org/Watershed_Mgmt_Plan/Chapter_9_Evaluation_Process.pdf">http://www.cis.stclaircounty.org/Watershed_Mgmt_Plan/Chapter_9_Evaluation_Process.pdf</a>
<b>Objective C: Promote stormwater best management practices, including the development of green infrastructure and the reduction of impervious surfaces.</b>				
Pursue opportunities to restore and expand existing wetlands	S/M/L	<b>NIRPC:</b> Coordinate with agencies and local partners to identify areas for westland restoration <b>Fed/State:</b> Technical support: IDEM, NRCS, DNR, USFWS	USDA-CRP, USDA-CTA, WRP,Wetlands Protection Development Grants Program; Small Watershed Program; NAWCA	1- Spring Creek Greenway, Joliet, Illinois;; 2- Wetland Restoration at Grand Kankakee Marsh
Target implementation of stormwater management practices toward highly erodible lands	S/M/L	<b>NIRPC</b> has already identified highly erodible soils within the Watershed Framework using NRCS soils data and query function in GIS. NIRPC will make this data available to stakeholders via GIS or similar format <b>Fed/State:</b> Technical support and data: NRCS- soils survey	IDEM-319; Water Quality Cooperative Agreements-104; Small Watershed Program;EWP; Urban Conservation Program	Stormwater Management Ordinance, St. Mary's County, Maryland
Plan and design channel modification activities to mitigate negative physical, chemical and habitat impacts, restore natural hydrology patterns	S/M/L	<b>NIRPC</b> can provide mapping data and facilitate stakeholder and agency involvement <b>Fed/State:</b> IDNR, INDOT, NRCS, <b>Local:</b> SWCD, local counties, cities, towns	SRF;Water Quality Cooperative Agreements-104;	Natural channel design (ex. two-stage ditches)
Promote practices that manage stormwater as close to its source as possible		<b>NIRPC</b> will collaborate with groups and organizations such as the NWI MS4 Partnership and Save the Dunes to promote and convey a consistent message on the use and applicability of LID techniques. NIRPC will also collaborate with partners to identify most effective methods for promotion.	NIRPC can promote and educate on this with MS4 dollars in member communities. Water Quality Management Planning-205	Low Impact Development techniques (ex. bioretention facilities, rain gardens, and pervious pavement)
Identify, map, and protect aquifer recharge areas with appropriate buffers	S	<b>NIRPC:</b> Promote need, facilitate or coordinate efforts <b>Fed/State:</b> Technical assistance or study by: IDEM, DNR, USGS <b>Local:</b> Local Water Utilities, counties	Water Quality Cooperative Agreements-104; Small Watershed Program; Watershed Surveys and Planning;	Spring Creek Greenway, Joliet, Illinois
Protect streambank and riparian habitat areas, limit active use of sensitive shoreline and streambank, with significant buffers, may be coordinated with expansion of regional trail systems where appropriate	S/M/L	<b>NIRPC:</b> Data and mapping, facilitation and coordination <b>Fed/State:</b> NRCS, IDNR <b>Local:</b> SWCD, Counties, cities, towns, park departments <b>Other Entity:</b> Conservation Organizations, private land owners	Small Watershed Program; Coastal Wetlands Planning, Protection, and Restoration Act ; Conservation Reserve Program	Ex. Riparian Buffer Preservation- Trail Creek, Michigan City
Encourage adoption of tree preservation ordinances and urban forestry	S/M/L	<b>Local:</b> Local counties, cities, towns	Forestry Incentive Program; Cooperative Forestry Assistance; Classified Forest Program; Urban Forest Conservation Grants; Arbor Day Grant Program; Hometown Indiana Grants	Porter County Tree Preservation section of UDO; Harrison West, Valparaiso, IN
<b>Objective D: Facilitate regional planning for adequate collection and treatment of wastewater and the elimination of inappropriate use of septic systems.</b>				
Study the feasibility of county on-site wastewater districts	S	<b>NIRPC:</b> Facilitate/Coordinate discussion on this topic <b>Fed/State:</b> ISDH Tech Assistance <b>Local:</b> County	Water Quality Management Planning-205; Water Quality Cooperative Agreements-104;	Study and Recommendation of Consolidating Wastewater Systems in Dearborn County, Indiana Study the feasibility of county on-site wastewater districts
Develop and implement on-site wastewater districts	M/L	<b>NIRPC:</b> Facilitate/Coordinate discussion on this topic <b>Fed/State:</b> ISDH Tech Assistance <b>Local:</b> County	SRF, IDEM-319;	The Hammond Sanitary District
Document all new and existing on-site wastewater disposal systems in the ISDH ITOSS tracking system	S	<b>NIRPC:</b> Facilitate/Coordinate discussion on this topic <b>Fed/State:</b> ISDH Tech Assistance <b>Local:</b> County	PL funding can be used to maintain resource data for Env. Mit. SRF, Local foundations	

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Identify strategies to assist property owners in the elimination of the inappropriate use of on-site wastewater disposal systems	S/M	<b>NIRPC</b> education and outreach <b>Fed/State:</b> ISDH Tech Assistance <b>Local:</b> County	NIRPC can promote and educate on this with MS4 dollars in member communities.	City of Valparaiso began a weekly pilot recycling program in 1990 and was expanded to the entire city.
Objective E: Promote the upgrading of aging water infrastructure.				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Audit water systems to detect leaks and inefficiencies	S/M	<b>NIRPC</b> can share information and promote this practice <b>Fed/State:</b> IDEM/IDNR/IURC technical support <b>Other Entity:</b> Local Utilities, AWWA	SRF; DWSRF	Valparaiso City Utilities performed a Community Wide Water Audit using free software from the AWWA.
Target upgrade efforts to systems that experience the most water loss through leakage		<b>Fed/State:</b> IDEM/IDNR/IURC technical support <b>Other Entity:</b> Local Utilities, AWWA	Safe Drinking Water RLF; SRF	Valparaiso City Utilities performed a Water Leak Survey. <a href="http://www.ci.valparaiso.in.us/index.aspx?nid=234">http://www.ci.valparaiso.in.us/index.aspx?nid=234</a>
Encourage model water use conservation ordinance	L	<b>NIRPC:</b> Public Education and Outreach in MS4 Communities <b>Fed/State:</b> Fed/State: IDEM/IDNR/IURC <b>Local:</b> Counties, Cities, Towns	MS4 Program Fees in Member Communities	St. Johns River Water Management District, Florida
Encourage water conservation strategies for residential and commercial development to reduce burden on aging infrastructure	S/M	<b>NIRPC:</b> Public Education and Outreach in MS4 Communities	MS4 Program Fees in Member Communities	Water conservation plan for Valparaiso City Utilities
Objective F: Facilitate the development of a regional stormwater strategy.				
Encourage and support consideration of stormwater quantity on a watershed basis, integrated with watershed management plans.	S/M	<b>NIRPC</b> will develop watershed templates for those watersheds in which groups are requesting technical support. NIRPC will coordinate WMP development at the request of stakeholders within NIRPC planning area.	IDEM- 319 Program, Water Quality Management Planning-205; Water Quality Cooperative Agreements-104;	Gary Storm Water Management District
Objective G: Facilitate regional planning for water supply and demand.				
Coordinate regional water supply and demand planning and data collection efforts	L	<b>NIRPC:</b> Facilitate/Coordinate discussion on this topic <b>Fed/State:</b> IDNR, IDEM, IURC, USGS <b>Other Entity:</b> Local utilities	PL funding can be used to maintain resource data for Env. Mit.	Recommendation of the Indiana Water Shortage Task Force
Improve regional water conservation, allocation, and management through establishment of regional water supply and demand management districts		<b>NIRPC:</b> Facilitate/Coordinate discussion on this topic <b>Fed/State:</b> IDNR, IDEM, IURC, USGS <b>Other Entity:</b> Local utilities	Small Watershed Program; DWARF	Recommendation of the Indiana Water Shortage Task Force
Fund and pursue studies of critical groundwater recharge areas to document and enforce necessary recharge area protection buffers		<b>Fed/State:</b> IDNR, USGS: Tech Assistance and Study Implementation	Small Watershed Program; Water Quality Management Planning-205; Water Quality Cooperative Agreements-104;	Ohio-Kentucky-Indiana Regional Council of Government for Great Miami Drinking Water Protection Project Cincinnati, Ohio
Promote growth in areas with access to Lake Michigan water rather than in the Kankakee River sub-basin or in areas without existing water service	L	See infill and reinvestment strategies	DNR- LARE Program; USEPA-GLRI; Great Lakes Program	
Promote source water planning in the Kankakee River sub-basin	S	<b>Fed/State:</b> IDEM regulatory authority <b>Local:</b> County Coordination very beneficial for small systems <b>Other Entity:</b> Local utilities	DNR- LARE Program; Small Watershed Program	This is a required activity for Public Water Supply Systems, Lake County joint Source Water Protection Plan is a best practice

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Expand the metering of water use to raise awareness and enable cost recovery mechanisms		<b>Fed/State:</b> IDNR, IDEM, IURC, USGS <b>Other Entity:</b> Local utilities		Indiana Water Shortage Task Force recommendation. Valparaiso Utilities has good example of informative bills that can promote water conservation.
Objective H: Preserve floodplains and wetlands.				
Prioritize wetland restoration and conservation		<b>NIRPC:</b> Coordination and technical assistance <b>Fed/State:</b> Technical support: IDEM, DNR, USACOE, USFWS, NRCS <b>Local:</b> SWCD, environmental/ conservation organizations	USDA-CRP, USDA-CTA, WRP, Wetlands Protection Development Grants Program; Small Watershed Program; NAWCA	Indiana Wetlands Conservation Plan criteria. Possible partnership with ACOE for an ADID user guide.
Discourage or restrict development activity with designated floodplains and recharge areas of wetlands	S/M/L	<b>NIRPC:</b> Mapping and data <b>Fed/State:</b> Technical support for mapping and data: DNR, FEMA, USACOE, USGS <b>Local:</b> Local Zoning or Planning commissions	USDA-CRP, USDA-CTA, WRP, Wetlands Protection Development Grants Program; Small Watershed Program; NAWCA	Indiana Wetlands Conservation Plan criteria.

**Goal: Improved air quality**

Objective A: Achieve national ambient air quality standards for all pollutants including carbon monoxide, ozone and particulates. *	
Objective B: Reduce air toxins, greenhouse gases and other harmful emissions.*	
Objective C: Improve the aesthetics- noise, odor, discoloration- of air.*	
Objective D: Reduce the disproportionate impact of industrial and transportation emissions on environmental justice communities. *	

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize Transportation Investment Dollars on Congestion and VMT Reduction	S/M/L	<b>NIRPC:</b> Project Selection Criteria <b>Local:</b> Submit Congestion Projects	PL STP; CMAQ	
Prioritize CMAQ investment dollars on Congestion Reduction Air Emission Reductions	S/M/L	<b>NIRPC:</b> Project Selection Criteria <b>Local:</b> Submit CMAQ Projects	CMAQ	
Fund and Promote Transit		See infill and reinvestment strategies	STP	Puget Sound Regional Council for its Transportation 2040 plan
Promote growth in areas Livable Centers		See infill and reinvestment strategies	CLC	1- Thomas Jefferson Planning District Commission (TJPDC) for Jefferson Area Eastern Planning Initiative - Building Livable Communities 2-San Diego Area Council of Governments Transportation Enhancement Activities (TEA) Program 3- The San Francisco Bay Area Metropolitan Transportation Commission's (MTC) Transportation for Livable Communities Program (TLC) 4-City/County Association of Governments of San Mateo County Transit Oriented Development (TOD) Incentive Program 5-The Sacramento Area Council of Government's Metropolitan Transportation Plan for 2035
Promote and fund Clean Diesel and Diesel Emission Reduction Projects			National Clean Diesel Funding Assistance Program; Pollution Prevention Grants Program; Reauthorization of Diesel Grants ; Clean Diesel Grants; CMAQ	1- City of Long Beach - Harbor Department, retrofit 30 top handlers with diesel particulate filters; repower one work boat and one crew boat; 2- Sacramento Metropolitan Air Quality Replace diesel irrigation pump engines with electric pump motors



Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Promote and facilitate opportunities for alternative energy and energy conservation			CMAQ; TIGER;	Chesterton- Electricity Car
Promote tree planting and native prairie restoration for carbon sequestration		See Green Infrastructure Section above and Clean Land Section below.	Arbor Day Grant Program; Hometown Indiana Grants; FIP;	Harrison West, Valparaiso, IN
Objective E: Coordinate land use and transportation policies to reduce motor vehicle trips.				
Prioritize Transportation Investment Dollars on Congestion and VMT Reduction	S/M/L	<b>NIRPC:</b> Project Selection Criteria <b>Local:</b> Submit Congestion Projects	PL STP; CMAQ	
Prioritize CMAQ investment dollars on Congestion Reduction Air Emission Reductions	S/M/L	<b>NIRPC:</b> Project Selection Criteria <b>Local:</b> Submit CMAQ Projects	CMAQ	

### Goal: Clean land

Objective A: Maximize the number of brownfields returned to productive use.

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Objective B: Facilitate a regional solid waste and landfill strategy.

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Objective C: Promote the acquisition and protection of greenspace.

Prioritize wetland restoration and conservation		<b>NIRPC:</b> Coordination and technical assistance <b>Fed/State:</b> Technical support: IDEM, DNR, USACOE, USFWS, NRCS <b>Local:</b> SWCD, environmental/ conservation organizations	USDA-CRP, USDA-CTA, WRP, Wetlands Protection Development Grants Program; Small Watershed Program; NAWCA	Indiana Wetlands Conservation Plan criteria
Pursue strategic open space acquisition that provides opportunities to expand existing open spaces and improve network connectivity for the benefit of regional trail system, wildlife and biodiversity			Some PL funding can be used to maintain resource data for Env. Mit.	Ex. Riparian Buffer Preservation- Trail Creek, Michigan City
Protect sensitive areas and forestlands through creation of sufficient buffer zones			EQIP; FIP; CRP; Cooperative Forestry Assistance; EFI	Ex. Coffee Creek Watershed Conservancy- Chesterton
Seek opportunities to maintain or restore habitat corridors			FIP; WHIP; CRP; Partners for Wildlife Habitat Restoration Program	Ex. Coffee Creek Watershed Conservancy- Chesterton
Preserve and enhance strategically sited green areas in developed areas to mitigate impacts on region's ecosystem and wastewater system			Some PL funding can be used to maintain resource data for Env. Mit.	Plan for the Valleys Baltimore County, Maryland
Encourage habitat protection, restoration, and cooperative land management agreements on both public and private lands through appropriate regulation and incentives		<b>NIRPC:</b> Data, mapping, facilitation and coordination	FIP; WHIP; CRP; Partners for Wildlife Habitat Restoration Program	Habitat Conservation Plans: The Quiet Revolution : This U.S. Fish and Wildlife provides basic information about habitat conservations plans as well as a number of case studies on the use of these plans. [http://www.fws.gov/endangered/hcp/Quiet/quietrev.html]
Coordinate education, training and technical assistance especially to develop strategic partners in open space management		<b>Other Entity:</b> NWI CWMA	Soil Conservation Education Program; SARE	Hilltop Hanover, A Westchester County Farm and Environmental Center, Westchester County, New York

Objective D: Mitigate transportation and land use impacts.

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Identify proposed transportation projects that may have an environmental impact for early coordination with state and federal agencies			PL to update and maintain data for Env. Mit.	
Make environmental resource data readily available and accessible to transportation planners and decision makers			PL to update and maintain data for Env. Mit.	GIS mapping environmental resources
Where deemed beneficial to the region, support artificial habitat creation in areas where natural habitat areas are too degraded or fragmented to restore effectively	L		WHIP; CRP; Partners for Wildlife Habitat Restoration Program; Wildlife Conservation and Appreciation Program	Cowles Bog Restoration plan-Indiana Dunes National Lakeshore
Prioritize environmental resource/ asset areas regionally to assist with transportation planning and assist with decision making			PL to update and maintain data for Env. Mit.	Plan for the Valleys Baltimore County, Maryland
Identify mitigation areas/ opportunities that have the greatest ecological value to enhance regional restoration and preservation efforts			PL to update and maintain data for Env. Mit.	Plan for the Valleys Baltimore County, Maryland

## Economic Development

### Goal H & E-1: A globally competitive, diversified economy that protects & enhances our natural environment

Objective A: Maximize technology, productivity and efficiency of existing core industries

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Provide broadband fiber optics		<b>NIRPC</b> can offer technical support and GIS data mapping <b>Other Entity:</b> The Forum will pursue recommendations from the Broadband Study such as identifying hot spots	EDA; NWIEDD	
Maximize Economic Development impacts of major employers			EDA; NWIEDD	Comprehensive Plan implementation of City of Gary identified several priority projects include Route 912 Business Park Development, and Interstate 90/65 Business Park Development.

Objective B: Create diverse, emerging and sustainable industries

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Support the Regional Entrepreneurial Action Plan (REAP)	S	<b>NIRPC</b> can offer technical support, provide data and act as a convener / facilitator <b>Other Entity:</b> NWIEDD & Forum	RDA; NWIEDD	Elevate Ventures fund \$1.6 million pilot program called "Quickstart" - staff hired to be NWI representative (effective Jan. 1, 2012)
Provide Economic Development impacts of identified "industry clusters"		<b>NIRPC:</b> Supply data and coordinate with the Forum and IEDC <b>Fed/State:</b> IEDC <b>Other Entity:</b> Forum	EDA; NWIEDD; IDGF	Comprehensive Plan of City of Gary aims to establish a tax increment finance (TIF) district to finance infrastructure costs, expand the Gary-East Chicago-Hammond Empowerment Zone and Gary/Chicago International Airport Development Zone to encompass the Business Park and provide incentives to new businesses and developers including Foreign Trade Zone Benefits.

Objective C: Strengthen public/private partnerships resulting in increased regional investment

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Update CEDS	S	<b>NIRPC</b> will support the NWIEDD and provide data <b>Other Entity:</b> Include criteria in NWIEDD call for projects	EDA	Comprehensive Economic Development Strategy, 2010
Maximize Economic Development impacts of NWIEDD's requests and EDA funds		<b>NIRPC</b> can offer technical assistance and align transportation funds to maximize economic development impacts and opportunities	EDA; NWIEDD	
Airport		<b>Other Entity:</b> RDA	RDA	Gary- Chicago International Airport Project
<b>Objective D: Redevelop urban core areas</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Pursue catalytic projects in the Marquette Plan		<b>NIRPC</b> can facilitate sharing of information, act as a convener and facilitator, provide technical assistance and coordinate with the RDA to pursue the Advisory Committee <b>Other Entity:</b> The RDA will continue to fund projects within the lakefront communities of Northwest Indiana that are located in the Focused Revitalization Area.	RDA	Portage Lakefront
Pursue catalytic projects in the GRIP project.			EZ; RDA; NWIEDD	Marquette Plan; Gary- Chicago International Airport Project
<b>Objective E: Use/expansion of transportation and other infrastructure advantages</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize transportation investments which achieve improved connectivity			PL; STP	South Shore Rail Line
Provide cutting-edge utilities, services and Broadband fiber optics, See Goal H & E-1, Objective A, #1			EDA; NWIEDD	
<b>Objective F: Promote growth that protects and enhances the environmental assets of Northwest Indiana</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Pursue land assembly and site preparation efforts		<b>NIRPC</b> will provide technical assistance, data and GIS mapping and continue to partner with the Forum to promote land assembly needs using land use and transportation infrastructure components <b>Local:</b> LEDO's <b>Other Entity:</b> The Forum will continue to support LEDO efforts and host additional seminars with NIRPC and develop programs	CLC; Land Banks; Brownfields Program	Portage Lakefront recovers abandoned brownfields along its waterway
<b>Objective G: Improve the region's workforce to accommodate growth in emerging industries</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Provide Economic Development impacts of emerging "Green Economy" jobs		<b>NIRPC:</b> Coordinate with Forum	EDA; NWIEDD; TIF; Tax Abatement;	South Shore Rail Line
Create programs to support job and economic growth				NWIEDD
<b>Objective H: Improve overall quality of life to attract businesses and residents</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Create regional identity to support Economic Development opportunities		<b>NIRPC:</b> Coordinate with Forum <b>Local:</b> Chamber of Commerces <b>Other Entity:</b> The Forum will continue to market NWI to developers, site selectors, real estate brokers and targeted industries	RED; NWIEDD	Marquette Plan
<b>Goal H &amp; E-2: Expanded access to knowledge &amp; educational opportunities</b>				
<b>Objective A: Develop a transportation system that provides safe and reliable access to educational facilities</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize transportation investments which achieve improved connections		<u>NIRPC</u> : Include in Project Selection Criteria	PL; STP	South Shore Rail Line
Objective B: Maintain strategic partnerships with educational institutions				
Action Step	Term (S/M/L)	NIRPC	Funding	Successes/Best Practices
Create data base of education/occupation opportunities		<u>NIRPC</u> : Supply information/data and provide contacts <u>Local</u> : Education Institutions, Universities <u>Other Entity</u> : NWIWB & CWI supply data & reports	PL	
Establish partnerships between industry and educational institutions for purposes of job training		<u>NIRPC</u> : Provide contacts and connections		U.S.Steel partnered with Purdue University Calumet Visualization lab
Objective C: Provide critical information to the public to enable meaningful public participation				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Provide "forum style" events	S	<u>NIRPC</u> : Offer forums with keypad polling <u>Local</u> : Work with NIRPC to educate on Plan recommendations, etc.		Hammond Elementary school forum Dec.6,2011
Objective D: Educate leaders about best practices in urban and regional planning and public policy				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Conduct civic and governmental activities in locations convenient to the urban core		<u>NIRPC</u> can act a facilitator, share information and provide technical assistance and support	PL;	Public meeting at Chesterton Town Hall
Objective E: Improve infrastructure connectivity and access to the technology that supports distance education				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Prioritize transportation investments which achieve improved connectivity		<u>NIRPC</u> will include in Project Selection Criteria	PL; STP	South Shore Rail Line
<b>Stewardship &amp; Governance</b>				
<b>Goal S&amp;G-1: Environmental justice: shared benefits and burdens</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices/Resources
Objective 1-A: Increase outreach in environmental justice communities and improve the public involvement process to eliminate barriers and engage minority, disabled, elderly, and low-income populations in regional decision-making.				
Host an annual regional forum addressing progress in 2040 CRP implementation and issue-oriented roundtables, as appropriate.	S/M/L	<u>NIRPC</u> : Lead the outreach effort to ensure that all groups are well represented. Host forums and roundtables at appropriate and easily accessible sites. <u>Fed/State</u> : Attend annual forums <u>Local</u> : Assist NIRPC in outreach efforts to reach E.J. communities in your local jurisdiction.	PL	
Provide ongoing communication to regional stakeholders on a quarterly basis.	S/M/L	<u>NIRPC</u> : Publish a quarterly newsletter.	PL	Plan Cheyenne includes a unique structure and online RFP process, and incorporation of cutting edge public participation strategies.
Support and facilitate meaningful public participation in planning efforts at all scales, including expanding NIRPC's online capabilities.	S	<u>NIRPC</u> : Develop a Social Equity section on the NIRPC website.	PL; Foundations	Best Practice Website: Metro Boston Indicators Project ( <a href="http://www.regionalindicators.org/equity/">www.regionalindicators.org/equity/</a> )
Objective 1-B: Improve capacity to identify residential, employment, and transportation patterns of low-income and minority populations so that their needs may be identified and addressed, and the impacts of transportation can be fairly distributed				

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Establish a Core Communities Committee to provide technical support and assist in securing resources from federal, philanthropic and other external sources.	S	<b>NIRPC:</b> Reach out to core community leaders, seeking representatives for the Core Communities Committee. <b>Local:</b> Identify leaders to participate in the Committee.	Need Local dedicated source	Walkable and Livable Communities Institute Conducted a research about implementing projects to support active living, This handbook provides guidance of how to form a community committee. <a href="http://www.walklive.org/">http://www.walklive.org/</a>
<b>Objective 1-C: Avoid disproportionately high and/or adverse impacts on minority, disabled, elderly and/or low-income populations.</b>				
Consider the benefits and burdens of potential decisions on environmental justice communities.	S/M/L	<b>NIRPC:</b> Build upon the Environmental Justice Analysis conducted for the 2040 CRP to develop tools to evaluate benefits and burdens of projects on E.J. communities. Explore the potential for providing E.J. analysis tools and technical support for local governments. <b>Local:</b> Develop plans and tools to address benefits and burdens of local projects.	Environmental Justice Community Impact Grant Program	The Executive Office of Energy and Environmental Affairs (EEA) of Massachusetts provides this Smart Growth/Smart Energy Toolkit on the website. <a href="http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html">http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html</a>
<b>Objective 1-D: Minimize and/or mitigate unavoidable impacts on low-income and/or minority populations by providing offsetting initiatives and enhancement measures to benefit affected communities and neighborhoods</b>				
<b>Objective 1-E: Increase awareness and understanding of environmental justice issues among decision makers</b>				
Facilitate increased understanding and meaningful discussion of social justice issues, in particular as they relate to the relationship between land use, transportation and environmental planning efforts in the core communities.		<b>NIRPC:</b> Increase and broaden public participation activities to ensure an ongoing and meaningful process for citizens. Educate NIRPC Commissioners and other local decision makers on the importance of ensuring social justice in our region.		The Executive Office of Energy and Environmental Affairs (EEA) of Massachusetts provides this Smart Growth/Smart Energy Toolkit on the website. <a href="http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html">http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html</a>
Build local capacity and understanding of the regional impacts of local planning and promote “best practices” among both the general public and elected/appointed officials, as described elsewhere in this Plan.		<b>NIRPC:</b> Maintain an active and meaningful role in ongoing regional initiatives, including: Quality of Life Council, Quad-State Accord, Great Lakes Restoration Initiative and other initiatives described elsewhere in the CRP.		
<b>Objective 1-F: Mitigate displacement of local residents and the loss of property investments when redeveloping the urban core</b>				
Provide support for integration of livable communities’ standards and social equity considerations into local planning decision-making.	S/M/L	<b>NIRPC:</b> Use the Core Communities Committee to provide support and advocacy in the urban core communities. <b>Local:</b> Use plans and policies to encourage the retention of existing residents while allowing for redevelopment.	CLC	Livable Center Initiative by Atlanta Regional Commission
<b>Goal 2: Efficient and coordinated local government</b>				
<b>Objective 2-A: Facilitate the consolidation of redundant local government services</b>				
Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices/Resources
Shared service and utility agreements, coordination and consolidation		<b>NIRPC:</b> Facilitate and foster opportunities for shared local government services and improving the fiscal sustainability of the counties and existing cities and towns.		
Shared purchasing agreements				
<b>Objective 2-B: Promote coordination of land use and corridor planning across jurisdictional boundaries</b>				
Review and advise communities in the region as intergovernmental agreements (IGAs) are developed to address various issues of mutual and broader regional benefit.				
<b>Objective 2-C: Foster better communication, cooperation, and coordination to better leverage resources</b>				

Action Step	Term (S/M/L)	Responsible Party	Funding	Successes/Best Practices
Communicate shared regional priorities to the federal and state agencies		<p><b>NIRPC:</b> Flexible regional financing options for initiatives that cross municipal and county. Provide ongoing communi Revenue sharing opportunities to better align regional resources with regional needs scation to regional stakeholders on a quarterly basis</p> <p><b>Fed/State:</b> State and federal tax policy favorable to achieving Livable Centers and Focused Revitalization</p>		
Explore funding resources for NIRPC and regional partners to support greater cooperation and interaction among non-traditional partners				
<b>Objective 2-D: Promote the sharing of benefits, burdens and costs among governments</b>				
Consider the benefits and burdens of potential decisions on environmental justice communities.		<p><b>NIRPC:</b> Provide support for integration of livable communities' standards and social equity considerations into local planning decision-making.</p>	CLC	<p>The Executive Office of Energy and Environmental Affairs (EEA) of Massachusetts provides this Smart Growth/Smart Energy Toolkit on the website.  <a href="http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html">http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-ej.html</a></p>