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# ULI/Curtis Regional Infrastructure Project

Local Innovations | National Impact

September 2011

## ULI/Curtis Regional Infrastructure Project

### Basics:

- Three-year program from 2008-2011.
- Partnership between ULI's Infrastructure Initiative and four District Councils selected via a competitive process.
- Programs of work tailored to the needs and opportunities of each region.
- \$375,000 grant matched by ULI and leveraged with ULI member-volunteers.
- Supported by ULI trustee James Curtis.

## ULI/Curtis Regional Infrastructure Project

### Goals:

- Address the relationship between infrastructure and land use at the regional level.
- Improve decision-making.
- Develop national models of best practices.
- Enhance ULI's leadership position on infrastructure and land use.

## ULI/Curtis Regional Infrastructure Project

### Lessons Learned about the Ingredients for Success:

- Develop a flexible program that can exploit emerging opportunities to meet project goals.
  - Leverage the experience and innovative thinking of member-volunteers.
  - Support member-volunteers with staff technical expertise.
- Make advocacy and outreach part of developing and promoting new content.
- Build through a multi-year commitment.

## ULI/Curtis Regional Infrastructure Project: Activities

### ULI Infrastructure Initiative

- Program development
- Technical assistance
- Grant-writing
- Speakers
- National dissemination and publicity
- National models

### ULI District Councils

- Program development
- Opportunities for member volunteers
- Connections to government officials and electeds
- Outreach in the region
- Impacts on the ground

# ULI/Curtis Regional Infrastructure Project: District Councils

ULI Minnesota



ULI Seattle



ULI Chicago



ULI Florida



## The Curtis Project: Making a Difference on the Ground

ULI Chicago      Innovated better ways to tie infrastructure to economic development and land use.

ULI Florida      Catalyzed significant conversations about transit and land use across the state.

ULI Minnesota      Built strong, on-going partnerships between government and the private sector.

ULI Seattle      Stimulated new thinking on bus rapid transit, transit corridors, and land development.

# The Curtis Project in Chicago

## Infrastructure Game Changers

- Identifies significant infrastructure projects and their potential influence on land use and economic development.
- Breaks down silos and encourages partnerships.
- Three components: 1) evaluation, 2) selection, and 3) outreach.
- Scalable and rigorous: tested and proved successful in a smaller, bi-state region and a larger, suburban region within Greater Chicago.
- Outreach tools: major reports, coordinated media campaign, web presence, individual and small-group meetings, and major breakfast programs.

**ULI Chicago**  
Infrastructure Initiative

### The Lakeshore Industrial Heritage Corridor

Infrastructure's Role in Revitalizing Lake Michigan's South Shore Communities

The Lakeshore Industrial Heritage Corridor is an area in transition. Industry, although having lost its dominance, is still significant. But what is next? Leaders on both the Illinois and the Indiana sides of the state border have adopted a solid vision for the corridor's future that embraces industry, nature, and people. Recognizing the important role of infrastructure, ULI Chicago's Infrastructure Game Changers process identified 13 projects that can help propel the corridor toward achieving this vision.

**Infrastructure and the Lakeshore Industrial Heritage Corridor**

The Lakeshore Industrial Heritage Corridor begins in Chicago at the former site of the U.S. Steel South Works and follows the shoreline of Lake Michigan until it reaches the

...ies, government agencies, and site developers have taken these regional plans to heart as they have produced more detailed guides and programs for development.

Taken together, the plans look forward to a corridor defined by healthy industry and revitalized neighborhoods of mixed-use, mixed-income development along Lake Michigan and the rail transit line. Local residents and

**ULI Chicago**  
Infrastructure Initiative

## 2 South Shore Line and Transit-Oriented Development

**The Lakeshore Industrial Heritage Corridor**

Infrastructure's Role in Revitalizing Lake Michigan's South Shore Communities

**Project Case Studies**

- The South Shore Line provides rail service between Millennium Station in downtown Chicago and the South Bend Airport in Indiana.
- Rush hour, weekday, and weekend service make this more than a typical commuter-rail line.
- Recent investment in capacity and new rail cars improves service.
- Support exists for transit-oriented development (TOD) in the vicinity of the stations at Hegewisch (Chicago) and Hammond, East Chicago, and Gary, Indiana.

**Project Description**

The Northern Indiana Commuter Transportation District (NICTD) currently runs the South Shore Line passenger-rail service between the South Bend Airport and Millennium Station in downtown Chicago. Station stops within the Lakeshore Industrial Heritage Corridor (LIHC) include those at Kensington and Hegewisch in Chicago and in Hammond and East Chicago in Indiana. Service to the Gary Chicago International Airport (see LIHC Project 5) is a "flag stop" located about one mile from the airport. The NICTD is working to address bottlenecks on the line and to improve service, while the lakeshore communities are looking to the areas around the stations for TOD.

The South Shore Line connects the communities and recreational amenities along Lake Michigan in Indiana, including two additional station stops in Gary and station stops within the Indiana Dunes National Lakeshore. Seven trains arrive at

The half-mile TOD area around the South Shore Line stations within the Lakeshore Industrial Heritage Corridor.

Courtesy of U.S. Freedom and Company

Four aerial maps showing the South Shore Line and its proximity to Lake Michigan and the Indiana Dunes National Lakeshore. The maps are arranged in a 2x2 grid. The top-left map shows the line near Millennium Station in Chicago. The top-right map shows the line near the South Bend Airport. The bottom-left map shows the line near Hegewisch in Chicago. The bottom-right map shows the line near Hammond in East Chicago. Each map has a circular callout highlighting a specific area of interest.



# The Curtis Project in Chicago

## Partnerships

- Infrastructure Committee: 48-members from the private and public sectors, bringing tremendous intellectual capital to innovating how Americans think about infrastructure.
- Key partners: Metropolitan Mayors' Caucus, City of Chicago, Northwest Indiana Regional Development Authority, Metropolitan Planning Council, and Chicago Metropolitan Agency for Planning.
- Government outreach: numerous state, regional, and local governmental agencies and elected officials in Illinois and Indiana.



The screenshot shows the nwi.com website interface. At the top, the logo for nwi.com is displayed with the tagline "THE LARGEST AND MOST TRUSTED MEDIA COMPANY IN NORTHWEST INDIANA". Below the logo is a navigation menu with categories: HOME, NEWS, SPORTS, BUSINESS (highlighted), OPINION, ENTERTAINMENT, COMMUNITIES, ONE REGION, HEALTH GUIDE, and RE. A secondary navigation bar includes: NORTHWEST INDIANA, NATIONAL & WORLD, TECHNOLOGY NEWS, INBUSINESS, COLUMNISTS, BEST OF, and ARCHIVES. Below this is a user interaction bar with "Join The Community", "Login", "Register", "Subscribe", and social media icons for Facebook, Twitter, and Email. A "FAST TIMES" banner highlights "KATHLEEN PUCALIK | MUNSTER SCHOOLS LAPTOPS | PORTER COUNTY FAIR | FESTIVAL OF THE LAKES". The breadcrumb trail reads: Home / Business / Northwest Indiana Business Headlines / Northwest Indiana Business Headlines. The main headline is "NWI 'game-changing' projects win recognition". Below the headline are tabs for "Story", "Discussion", and "Image (2)". A "Font Size" control is visible. The article is attributed to "By Keith Benman keith.benman@nwi.com (219) 933-3326 | Posted: Monday, June 13, 2011 6:15 pm | (11) Comments".



# The Curtis Project in Florida

## Connecting Florida

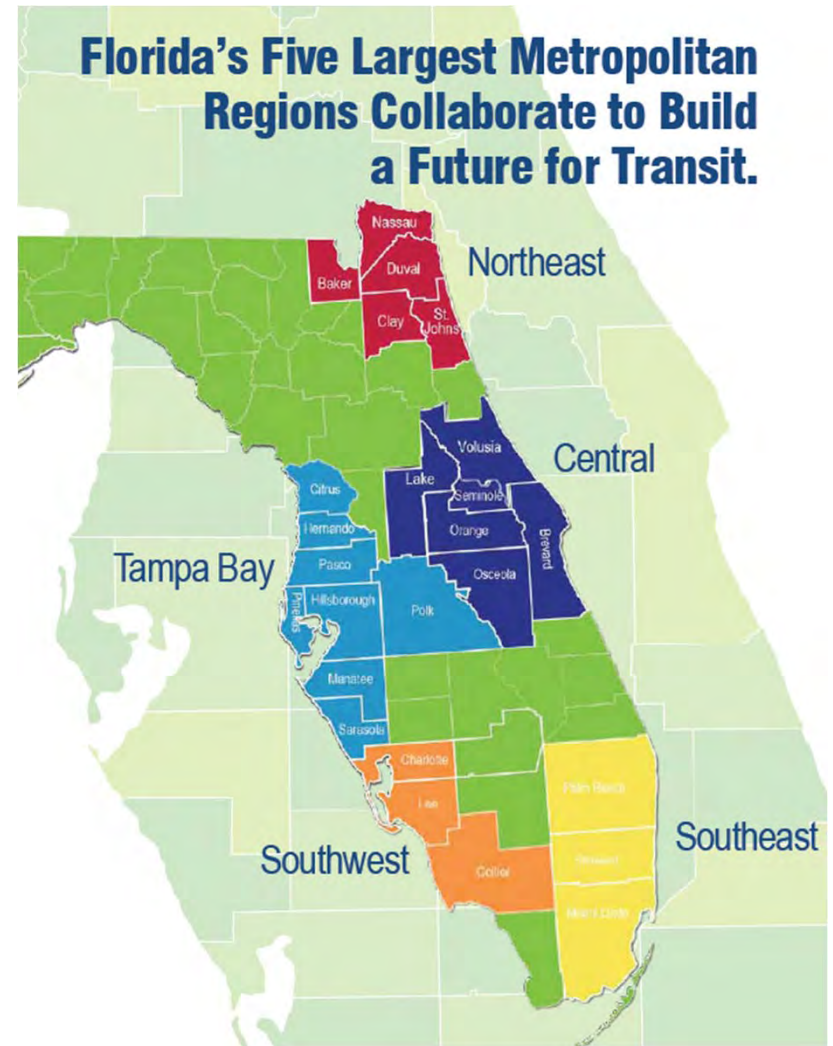
- Partnership led by ULI SE FL/Caribbean that included all five District Councils in Florida.
- Committed to the integration of land use and transportation, including increased transit connectivity.
  - Advocacy and outreach effort.
  - State and metropolitan levels.
- Outreach tools: major report, briefing paper, legislative mailings, web presence, programs co-sponsored with transportation agencies, and informal speaker's bureau.



# The Curtis Project in Florida

## Partnerships

- District Councils: ULI Southeast FL/Caribbean, ULI Central FL, ULI Tampa Bay, ULI Southwest FL, and ULI North FL.
- State-level outreach: legislature and key agencies.
- Metro-level outreach: metropolitan planning organizations, regional planning commissions, regional transportation authorities, local transit providers, and local governments.



# The Curtis Project in Florida

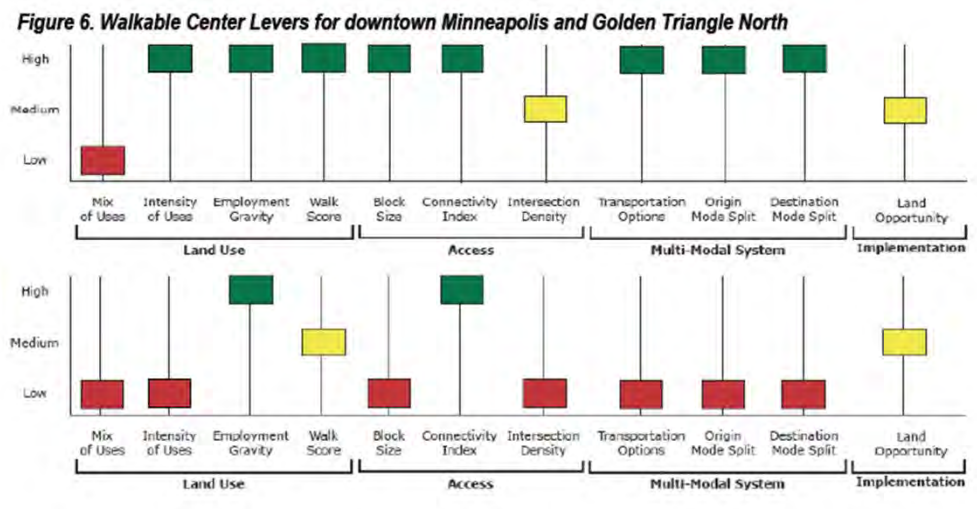
## Outcomes and Results

- State Level: educational outreach to legislators and officials timed for maximum impact.
  - Special session of the state legislature on commuter rail (December 2009).
  - New session of state legislature after contentious elections, including on transit (January 2011).
- Metropolitan Level
  - Programs in each metropolitan region touching 1000+ individuals.
- Go-to Resource on Transportation, Land Use, and Economic Development
  - Speakers, briefings and materials available at the request of state and metropolitan officials and interest groups.
- New Partnerships
  - Regional transportation and economic development organizations representing both the public and private sectors.

# The Curtis Project in Minnesota

## Connecting Transportation and Land Use Systems (CTLUS)

- Leadership through Partnerships
  - Led by the CTLUS committee throughout three-year period; ongoing.
  - Co-chaired by ULI Minnesota and the Regional Council of Mayors.
  - 50 members representing the private sector, government officials and electeds.
- Program Elements: Education, Tools and Applications
  - Corridors of Opportunity for regional approaches to development.
  - Southwest Corridor Complete Investment Framework for light rail.
  - Redevelopment Tools, assessment and action plan to “get smart together” and “make it easier to do better.”
  - Walkability Indicators.



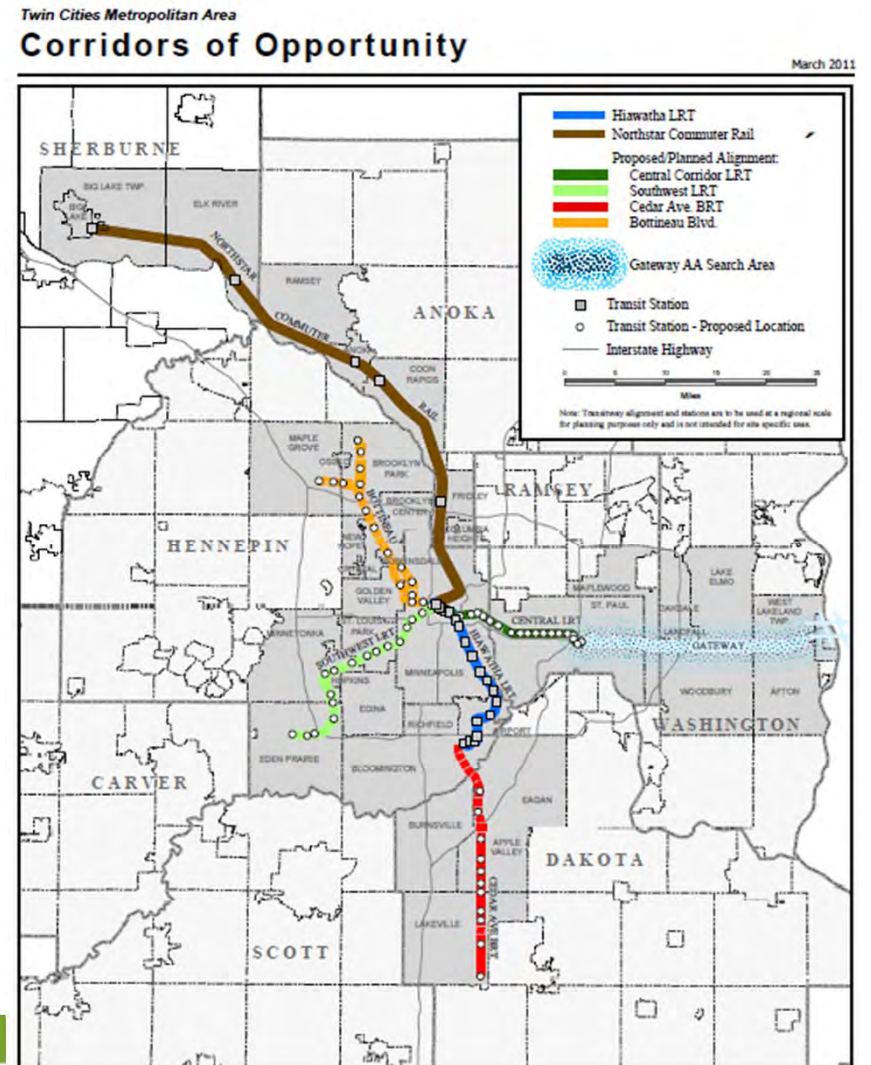
## The Curtis Project in Minnesota

- Corridors of Opportunity
  - Initiative that uses the region's emerging transitway system to promote sustainable, vibrant and healthy communities.
    - HUD Sustainable Communities Grant.
    - Living Cities Integration Initiative.
    - \$21,000,000 portfolio of projects.
  - Partners: The Metropolitan Council and a broad consortium of policymakers, foundations, community organizations, and leaders.
  - ULI Minnesota represented on the policy board.
- Southwest Corridor Complete Investment Framework
  - Led by ULI Minnesota and Hennepin County.
  - Includes representatives from the five cities in the corridor.
  - Collaborating on land use strategies early in the light rail planning process.

# The Curtis Project in Minnesota

## Outcomes and Results

- Built an on-going mechanism, CTLUS, that continues to build the case for better decisions on transportation and land use.
- Brought the private and public sector, including elected officials, to the table.
- Developed tools to make real changes on the ground.
  - Redevelopment.
  - Walkability.
- Applied tools through the Corridors of Opportunity and Southwest Corridor.
- Attracted an additional \$305,000 to ULI Minnesota.

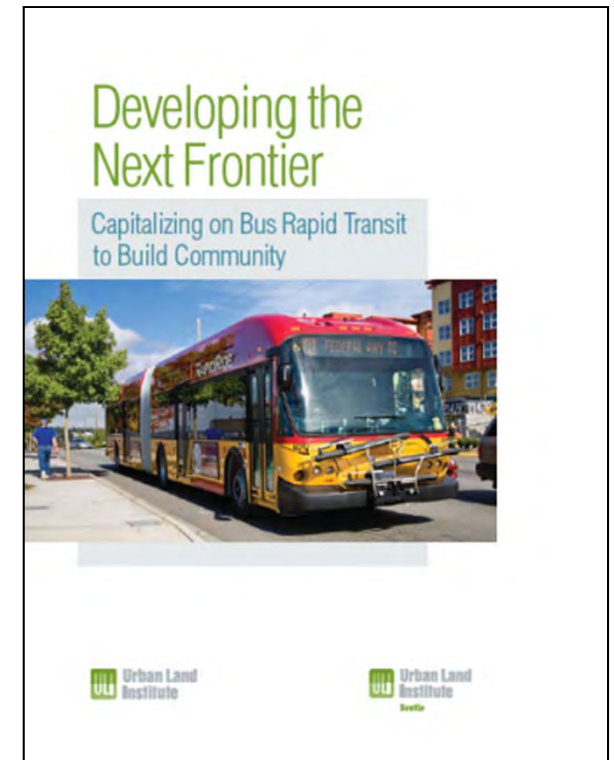




# The Curtis Project in Seattle

## Bus Rapid Transit and Land Use Initiative

- Analyzed and made recommendations connecting King County's RapidRide and land use opportunities.
- Developed case studies exploring similar BRT lines in Minnesota, Kansas City, and Cleveland.
- Addressed urban design, housing, jobs, marketing, and stakeholder involvement.
- Outreach Tools: joint project with public sector partners, major report, breakfast program, workshop, walking tour.
- Part of a larger, three-year work program on transit corridors.



# The Curtis Project in Seattle

## Partnership Examples

- Joint Project: BRT and Land Use Initiative
  - King County Metro Transit, City of Seattle, and City of Shoreline.
  - Private sector and transit, land use, housing, public works, and economic development officials.
- Resource on Infrastructure and Transit Corridors
  - Puget Sound Regional Council.
  - Successful application to the federal Sustainable Communities grant program.



# The Curtis Project in Seattle

## Outcomes and Results

- Produced detailed recommendations for two RapidRide corridors and three station areas.
- Developed principles that can be applied to BRT across the Puget Sound region and elsewhere in the United States.
- Facilitated discussions of BRT and land use among elected officials and between public sector and private sector decision-makers.
- Emerged as a leading voice on transit and land use for BRT and rail.
- Attracted \$45,000 in additional funding.

“Think of marketing light rail and RapidRide together. Think in terms of major corridors.”

## The Curtis Project: Impacts, Innovations, and Outcomes

**ULI Chicago**

- Fostered inter-regional dialogue and collaboration
- Engaged members in unprecedented volunteer effort

**ULI Florida**

- Garnered support for regional transit funding
- Forged state-wide District Council partnerships
- Put ULI in Florida on the transportation policy map

**ULI Minnesota**

- Popularized corridor-based approaches to transit planning
- Leveraged partnerships with public sector leaders

**ULI Seattle**

- Pioneered new thinking on BRT and land use
- Developed accelerated outreach and technical engagement process

## National Models

### Infrastructure Game Changers

- Innovative analysis and outreach process that can be adapted to small, medium and large regions across the country.

### District Council Collaboration

- Collaborative analysis, advocacy and outreach efforts based around regional or issue “affinity” groups, inspired by Connecting Florida.

### Bus Rapid Transit and Land Use Initiative

- Land use and development opportunities in a BRT framework.

## National Models

### Infrastructure Committee Co-sponsored with Elected Officials

- Ongoing mechanism whereby the private sector and elected officials regularly meet and work to better coordinate infrastructure and land use, inspired by CTLUS.

### Redevelopment Tools: Make It Easier to Do Better

- Assessment and action plan process that analyzes available redevelopment tools and redevelopment culture and charts actions for the private and public sectors.

### Complete Investment Framework for Transit Corridors

- Collaborative development of land use strategies involving the public and private sectors very early in the transit development process, before major engineering decisions are set in stone.

## ULI/Curtis Regional Infrastructure Project

### Next Steps:

- Highlight and publicize successes.
- Continue to develop and promote national models.
- Seek funding to continue collaborative partnerships with ULI's Initiatives Group and District Councils.