

MANAGEMENT & IMPLEMENTATION

The Marquette Plan illustrates a changing landscape where more compact yet viable industries coexist with public parks, mixed-use neighborhoods and business-oriented developments. With this said, a process will need to be established to manage this change - be it the needed land transactions such as sales or conservation easements or the clean-up of divested industrial properties for re-use as parks or other public-focused uses. This same need exists to raise and manage the funds that will be needed for this land use transformation. While this plan makes the assumption that new and existing parks and trails will be owned and managed by the same local, county, state and federal entities that do this today, it is not inconceivable that some form of regional management or coordination would be needed to ensure success and consistent standards. A number of models were reviewed from around the region and country including:

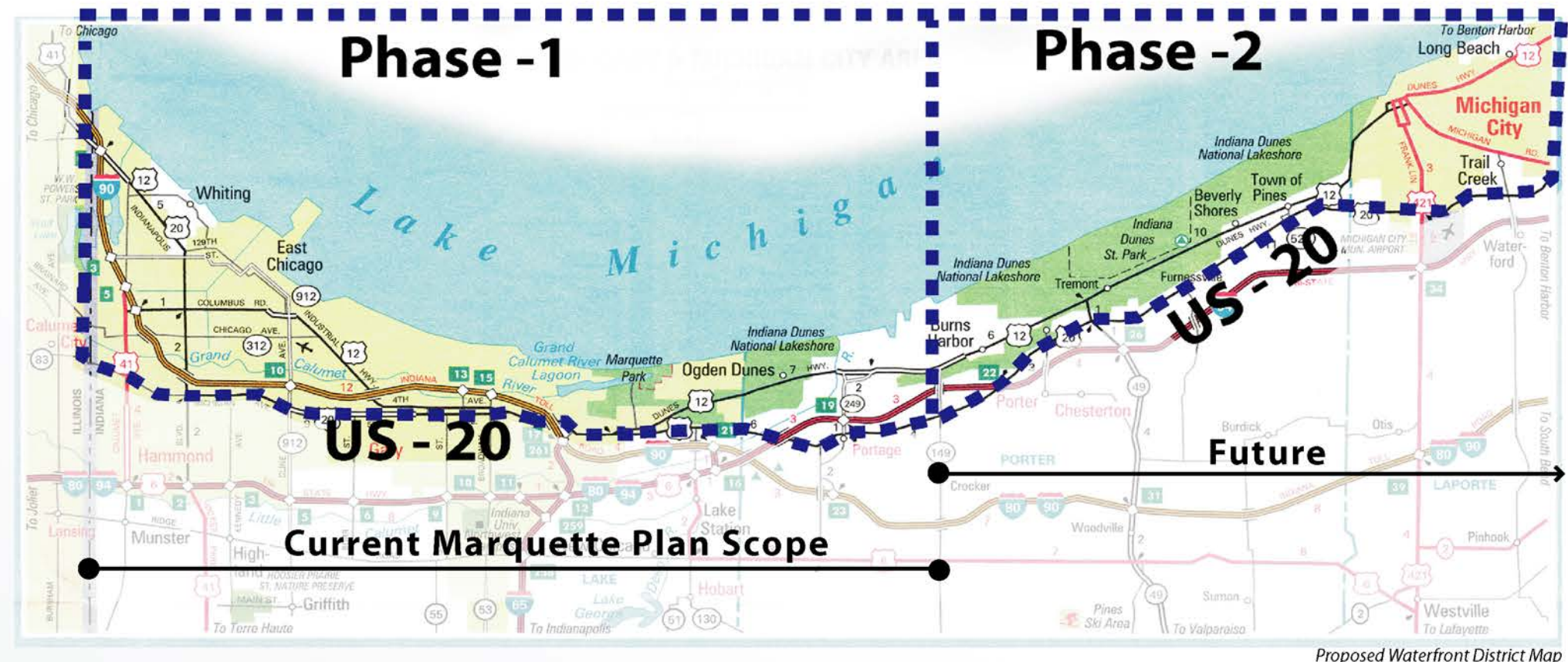
- Expand the existing Indiana Dunes National Lakeshore boundaries;
- Expand existing I&M Canal heritage corridor or create new one;
- A single unit of state or regional government, such as the existing Shoreline Development Commission;
- A private nonprofit organization such as Chattanooga's RiverCity Company or St. Paul's Riverfront Corporation; and
- Mixed public and private ownership and management with coordination by state or local government entity, such as Shoreline Development Commission (examples include Chicago River, Hudson River, Cleveland Waterfront, St. Louis' Confluence Greenway and San Francisco Bay Trail).

Based on this review and the specific opportunities and constraints associated with this plan, following outlines the preferred approach to management and implementation of the Marquette Plan.

ONGOING MANAGEMENT STRUCTURE

Why is one necessary?

An ongoing entity needs to continue leading the planning process through implementation and establish a consistent "Waterfront District" for the entire Indiana lakeshore (see graphics).



What is the right entity?

One option is the Shoreline Development Commission (SDC), which was authorized in 2001 and will be funded this year.

What makes the SDC the right entity?

Consists of many major Marquette Plan stakeholders, and can evolve to include others, including an elected or appointed "champion" to lead the effort. It is designed to coordinate regional redevelopment, receive grants and appropriations, and administer a shoreline environmental trust fund.

What will be the SDC's specific roles?

- Providing ongoing leadership and coordination.
- Allowing for continued public engagement and information.
- Evolving to include appropriate Marquette Plan stakeholders.
- Modifying its scope to allow implementation of Marquette Plan recommendations.
- Seeking additional funding mechanisms.
- Reviewing projects for appropriateness.
- Acquiring & holding voluntary property transfers .
- Prioritizing projects for funding.

KEY PARCELS REDEVELOPMENT ALTERNATIVES

A critical element of the Marquette Plan's implementation will be the redevelopment of key parcels highlighted for a land use change in the plan. The following two options illustrate how this may occur:

Option 1: Some owners of key parcels will have the desire and means to redevelop their properties, and will do so under the ongoing coordination of the SDC.

Option 2: Some owners of key parcels will be unable to conduct this redevelopment, and may wish to voluntarily transfer their properties to the SDC or another entity capable of doing so.

When a land transaction occurs as outlined in option 2, it may involve one of the following:

1. Donation or sale of easements.
2. State or local development regulations.
 - Local zoning or lakefront/waterway protection ordinances.
 - State waterfront development permit requirements.

3. Donation or Purchase of Fee Simple Title from willing sellers.
4. Donation of land as part of redevelopment projects.
5. Third-Party non-profit to negotiate or acquire properties while grant process pending.
6. Donation or Purchase of Less Than Fee Interests from willing sellers.
 - Railroad Rights-of-Way.
 - Riparian Rights .

Regardless of the mechanism, the voluntary revitalization process will occur as outlined below.

VOLUNTARY PROPERTY REVITALIZATION PROCESS

Step 1 Establish voluntary partnership with property owners sharing the Marquette Plan goals.
If a "Go"; proceed to Step 2.

Step 2 Weigh Environmental Assessment vs. Planning Goals
- Determine Environmental Assessment costs.
- Establish financing plan (possibly including private, public, and tax increment financing components).
- Evaluate financial & non-financial (jobs, quality of life, etc.) return on Investment.
If a "Go"; proceed to Step 3.

Step 3 Real Estate Transaction (purchase, donation or easement).
If a "Go"; proceed to Step 4.

Step 4 Project Implementation.

FUNDING SOURCES

Where will the money come from to address industry concerns, public concerns and pay for short-term recommendations of the plan? There are a variety of potential options depending on the type of cost, including:

Federal Funding Sources

1. National Park Service , Interior Appropriations
2. Coastal and Estuarine Land Conservation Program earmarks directly to state/local governments through Commerce Appropriations bill.

3. Transportation earmarks directly to state/local governments through Transportation Appropriations bill.
4. Economic Development Initiative (EDI) earmarks directly to state/local governments through VA/ HUD Independent Agencies Appropriations bill.
5. U.S. Army Corps of Engineers.
6. U.S. EPA prosecution money.
7. USDA Forest Service grants.

State Department of Natural Resources grants

1. Coastal Program grants
 - 50/50 matching reimbursement assistance to government agencies and not-for-profit corporations.
 - \$100,000 maximum grant awarded.
2. Recreational Trails Program (RTP) grants
 - 80% matching reimbursement assistance to government agencies and not-for-profit corporations with 5-year park and recreation master plans.
 - \$150,000 maximum grant awarded.
3. Land and water Conservation Fund (LWCF) grants
 - 50% matching reimbursement assistance to park and recreation boards with approved park & rec master plans
 - \$200,000 maximum grant awarded.
4. Hometown Indiana Grant Program
 - 50% matching reimbursement assistance to municipal corporations with approved park and rec master plan or comprehensive plan
 - \$200,000 maximum grant awarded.

Indiana DOT trail grants

1. Surface Transportation Program (STP) trail grants (application through NIRPC).
2. Congestion Mitigation Air Quality (CMAQ) grants.

Local Funding Sources

1. Tax sources, bond issues, Community Development Funds, Farmers Home Administration Loans, or force account contributions.
2. Donated value of land, cash, labor, equipment and materials.
3. Impact fees for open space acquisition.
4. Donation of land or case to mitigate encroachment into lake shore setback.
5. Tax increment financing for open space acquisition in conjunction with and to enhance adjoining development projects.

Private Funding Sources

1. Charitable Foundations
2. Corporations
3. Individual giving campaigns
4. Development criteria (i.e. private developer builds public park or trail as part of development)

Public - Private Partnerships

NEXT STEPS

The following actions are important to keep the Marquette Plan's momentum going upon completion of this study:

- Gain endorsements of the community including key involved public, private and institutional stakeholders;
- Submit plan for adoption by all appropriate entities;
- Develop cost estimates for short-term projects to aid appropriation process;
- Begin discussions on activating and funding the Shoreline Development Commission;
- Develop an aggressive marketing and awareness campaign to inspire use and involvement in the lakefront;
- Partner with private, public, and non-profit entities to set realizable standards for sustainable waterfront development;
- Pursue funding from public and private sources to implement plan improvements;
- Extend the Plan to the Michigan border to create a unified Waterfront District.
- Unite forces and resources with other initiatives working toward a common vision; and
- Stay involved!