

E. Interagency Coordination for State-Funded Projects

Strategic Action

Strengthen coordination among state agencies for state-funded projects that will directly result in changes in land use and establish a process for multi-agency evaluation of such projects that: a) ensures that such projects support state planning goals and/or the mutual goals of greenfields protection and brownfields redevelopment/urban revitalization and b) requires the consideration of alternatives where the project is inconsistent with local land-use plans.

Rationale

This strategic action designed to ensure that state goals publicly-funded projects are coordinated and implemented consistent with common statewide goals related to land-use planning, growth and development and resource protection. It will also ensure that alternatives are considered and pursued where mandated state agency activities are in conflict with state goals or with local land-use plans developed pursuant to state goals. Promoting and ensuring state consistency with comprehensive plans will reinforce and complement state incentives for local governments to develop comprehensive plans that reflect state planning and/or smart growth goals.

Progress to Date in Indiana

The Indiana Brownfields Program works with the Indiana Department of Environmental Management (IDEM), and several other state agencies as appropriate, to facilitate and encourage the redevelopment of brownfield sites. IDEM spearheaded an effort to create the **Interagency Brownfields Task Force** as a way to coordinate the resources of state and federal agencies for brownfields redevelopment. Although *not active* at this time, this Task Force was one way for communities to access several different agencies at one time to discern the applicability of funding and/or technical assistance offered from member agencies, including Indiana State Department of Natural Resources (IDNR), Indiana State Department of Transportation (INDOT), Indiana State Department of Agriculture, Federal Housing Authority, U.S. Housing Urban Development, U.S. Environmental Protection Agency and others. While interagency coordination is not a requirement for state-funded projects, it is a service the state has offered to encourage project tracks for successful brownfields redevelopment. It is certainly possible for state-funded projects to utilize various sources of state and federal funding as appropriate.

The Indiana Brownfields Program Financial Resources Coordinator as a representative of the Indiana Finance Authority (IFA) and member of the FASTeam (Fast Access Site Team) coordinates related state funding. Created in 2005, the Pilot Indiana Shovel Ready Program will help communities and companies identify sites that can be rapidly developed. To do this, IFA, which administers the Pilot Shovel Ready Program, has created the FASTeam that is composed of state representatives from IFA, the Indiana Economic Development Corporation, IDNR, IDEM, INDOT, the Indiana State Department of Health, the Indiana State Department of Agriculture, and the Indiana State Department of Homeland Security. These agencies will cooperate to expedite state, federal, and local business/industry specific permitting for brownfield and greenfield sites listed in the Pilot Shovel Ready Program. The IFA will utilize the FASTeam to achieve the Pilot Shovel Ready Program goals, including: helping communities prepare sites for development by pre-permitting as much as possible; certifying sites to help companies more easily navigate the selection and permitting process; generating a list of remaining permits necessary for a specific site; and helping fast track remaining state, federal, and local business/industry specific permits.

Other state interagency coordination initiatives are listed below.

- Marquette Plan Phase I: In 2005, the five Northwest Indiana communities of Whiting, East Chicago, Gary, Hammond and Portage, with support from the Lake Michigan Coastal Program,

completed a comprehensive plan for recapturing at least 75% of the shoreline for public use, creating a setback for new structure development and implementing a link for pedestrian and bike trails from the Illinois state line to Porter County. This study involved input from numerous stakeholders: government agencies, public, industry, and non profit organizations. The next step is for each community to endorse the plan and to pursue funding for implementation.

- Marquette Plan Phase II: In 2006 the Northwestern Indiana Regional Planning Commission (NIRPC) will continue the Marquette Plan's "vision" for the remaining 24 miles of shoreline, from Portage to the Michigan state line.
- Lake Michigan Coastal Program. Established in 2001 as part of a federal program, Indiana's Lake Michigan Coastal Program supports coordination and partnerships among local, state and federal agencies and local organizations for the protection and sustainable use of natural and cultural resources in the Lake Michigan region. It does this through three primary program activities: the coastal grants program; development of a nonpoint pollution control plan; and encouraging cooperation, coordination and communication among governmental entities. This last element is driven by the "consistency provision" of the federal Coastal Zone Management Act, which gives the state an effective voice concerning federal actions that affect the state's coastal zone. The consistency provision provides that certain federal actions that affect any land or water use or natural resource of the state's coastal zone must be consistent with the state's federally-approved coastal program. While this does not require *state* actions to be consistent with the state coastal program, the intent of the program is to coordinate local, state and federal activities in the coastal zone.
- LaPorte County Comprehensive Plan: La Porte County and the Cities of Michigan City and La Porte are working with consultants to create a comprehensive, countywide Land Development Plan. The first step in this process involves meeting with a wide variety of local officials, groups and citizens to identify key issues. The consultant team will prepare maps and analyze demographic trends, economic trends, natural resources and infrastructure. While working closely with local officials and a local citizen advisory group, the consultant will also develop specific policies and implementation strategies. The resulting Countywide Land Development Plan will be crafted in such a way that it is useful for public officials, members of the development community, and residents of all La Porte County communities.
- Northwest Indiana Regional Development Authority (RDA): The RDA is a newly-established institution that will provide permanent local funding specifically to match federal investment in lakeshore and other economic development projects, such as transportation enhancements. The RDA currently covers Porter and Lake Counties.
- Natural Resources Damage Assessment: Through a settlement between the State of Indiana and the Industrial Users of Hammond Sanitary District a Restoration Fund was established in order to address the effects of sediment contamination in the West Branch of the Grand Calumet River and to restore natural resources damaged in the same area. The Fund is overseen by a Council made up of IDNR, IDEM, US Fish and Wildlife and US EPA.

Best Practices in Other States

Minnesota Interregional Corridors: Land use planning and Transportation Management: Minnesota Planning, Local Planning Assistance, prepared a working paper to inform Minnesota's counties, cities and townships about the significant interrelationship between the state's Department of Transportation's (DOT) Interregional Corridor Management Program and the land use planning and management responsibilities of local units of government. This paper specifies how Minnesota DOT adopted the four

principles from the Governor's Smart Growth Initiative (land stewardship, efficiency, choice and accountability) to issues related to transportation. Furthermore, the paper informs local governments of how they can integrate their land use planning with the Interregional Corridor. It identifies the *Local Solutions Alliance*, a consortium of state agencies, as a means for local government to coordinate their land use planning with regional state issues such as transportation.

Illinois Comprehensive Housing Plan: The "Building for Success: Illinois' Comprehensive Housing Plan" was released on January 24, 2005. Building on Governor Blagojevich's September 2003 Executive Order "To Establish A Comprehensive Housing Initiative," the plan promotes affordability and choice, creates and preserves the state's supply of affordable and workforce housing, and engages more local and state leaders in advancing housing solutions. Although the plan does not identify new resources and incentives for planning, it does strengthen the coordination between state agencies that plan and fund new development impacting the housing arena, including the Illinois Department of Transportation and Department of Commerce and Economic Opportunity. The plan also directs a variety of activities for leveraging the investment of private sector business, financial institutions and the federal government. Additionally, it outlines a number of initiatives to pursue and pilot, ranging from land trusts to shared-risk property insurance pools. The state will update this plan annually. Legislation to codify the plan is making its way through the General Assembly.

Pennsylvania Interagency Land Use Team and State Land Use Action Plan: The *Land Use Action Plan*, as a guiding document for state agencies under the Growing Smarter initiative, represents a major step towards more coordinated state policies and programs. The plan complements the state development and conservation goals developed by the Interagency Land Use Team in 2003. The Action Plan is organized around five major themes with strategic objectives and associated tasks:

- Agency Coordination
- Planning, Program and Project Delivery
- Investment/Leverage
- Intergovernmental Partnerships
- Education

Implementation Options

Following are possible approaches which could be pursued to promote interagency coordination of state-funded projects. These ideas will be discussed during one of the breakout sessions at the Coastal Connections Land Use Roundtable.

- E1. Coordinative body for state-funded projects. Create an interagency body to coordinate large-scale (e.g., over \$500,000) state-funded projects that impact land use. This body could be created by an Executive Order (or legislation) and would include high-ranking decisionmakers from the Department of Agriculture, Department of Transportation, Department of Environmental Management, Department of Natural Resources, Northwest Indiana Regional Development Authority, Indiana Finance Authority and other relevant state agencies. The body would be charged with developing a process for informing and obtaining feedback from non-lead agencies and developing for proposed large-scale projects, as well as criteria for evaluating such project with respect to existing regional initiatives such as the Marquette Plan Phase I and Phase II.
- E2. Build capacity to coordinate coastal projects. The state legislature should appropriate the necessary funds for the Indiana Lake Michigan Coastal Program to lead interagency coordination of state-funded coastal projects including the coastal grants program. Additional funding will enhance the coastal program's ability to fulfill its mission "to support coordination and partnerships among local, state and

federal agencies and local organizations for the protection and sustainable use of natural and cultural resources in the Lakes Michigan region.”

- E3. Reinvigorate the Interagency Brownfields Task Force. The Indiana Finance Authority should lead the Interagency Brownfields Task Force to coordinate state resources for brownfield redevelopment. Expedited Permits for Sustainable Projects. The FASTeam (Fast Access Site Team), through its financial resources coordinator, should establish and employ a simple set of sustainability criteria in its Pilot Shovel Ready Program that can be used to quickly evaluate projects and offer highest priority for expedited permitting to those projects that rank highest on those sustainability criteria.

Key Web Resources

Indiana Department of Commerce, Region I Strategic Plan for Economic Development,
http://www.ibrc.indiana.edu/Studies/iedc_strategic_plans_2005/reg1_strategy.pdf

Lake Michigan Coastal Program, www.in.gov/dnr/lakemich

Indiana Brownfields Program,
www.brownfields.in.gov
<http://www.in.gov/ifa/business/>