



NORTHEAST REGIONAL LOGISTICS COUNCIL

ACCELERATING MANUFACTURING EXCELLENCE THROUGH WORLD-CLASS LOGISTICS



AUGUST 2015

CONEXUS

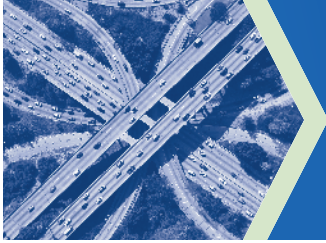
I N D I A N A

Conexus Indiana is the state's advanced manufacturing and logistics initiative, dedicated to making Indiana a global leader in these high-growth, high-tech industries.



The mission of CIIC is to work with a sense of urgency to strengthen the logistics sector in Indiana by identifying and acting on concrete opportunities for enhancement, which better positions the State to grow existing business, attract new business, and thereby create new jobs.





CONEXUS INDIANA NORTHEAST REGIONAL LOGISTICS COUNCIL

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Safety Manager
Performance Food Group
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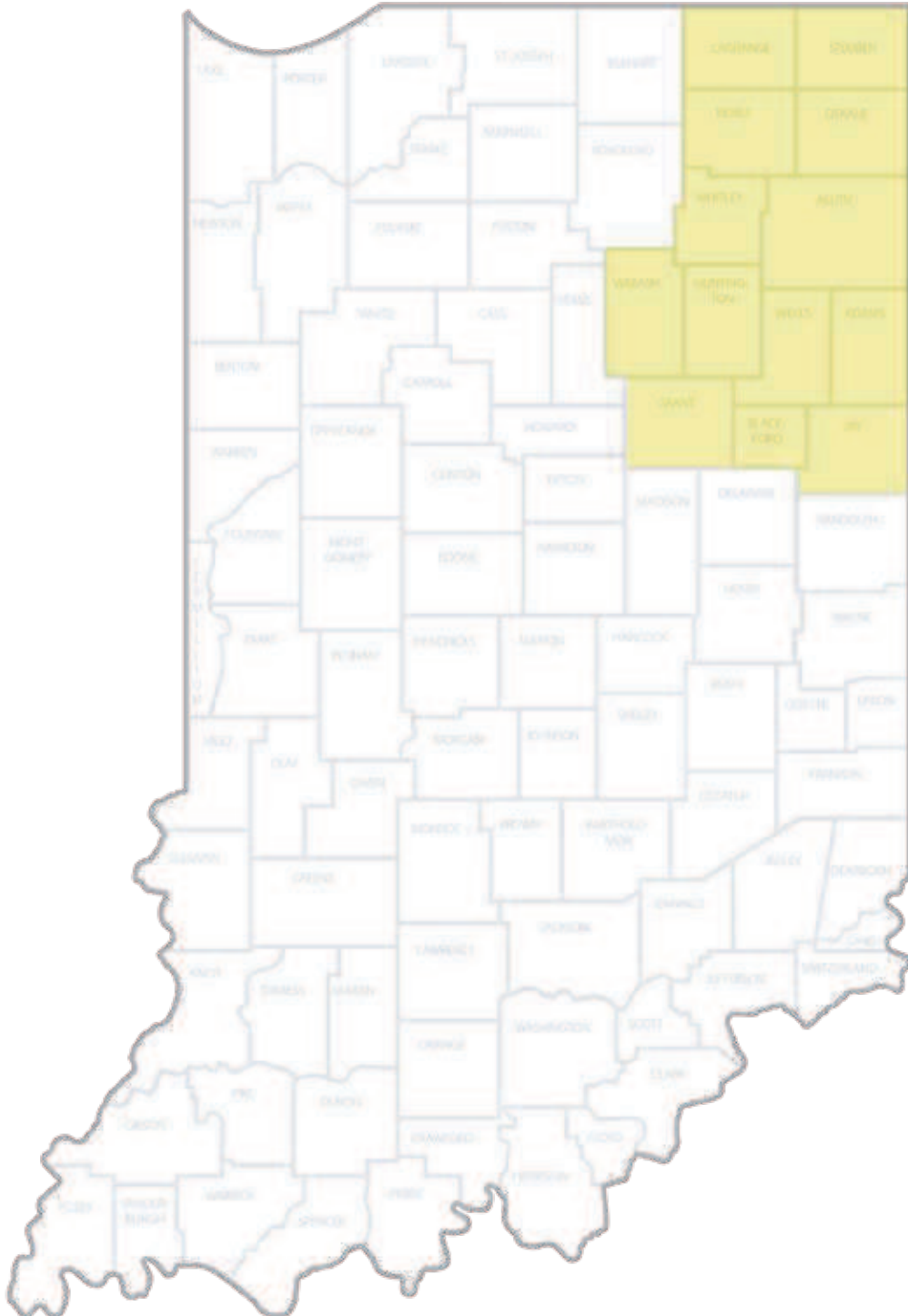
Tony Winters

VP
Klink Trucking, Inc.
Ashley

***Stan Ziherl**

President
Five Star Distributing
Columbia City

***Conexus Indiana Logistics Council
Member**





LETTER FROM CONEXUS NORTHEAST REGIONAL LOGISTICS COUNCIL CHAIR

Accelerating Manufacturing Excellence Through World-Class Logistics was created by leading members of the logistics users community throughout Northeast Indiana.

The logistics users community within Northeast Indiana, made up of the four modes of transportation, including air, rail, truck and water, and advanced manufacturing, infrastructure, service providers and warehouse/distribution companies, gathered and agreed unanimously on the “future initiatives” that should be implemented to provide seamless transportation solutions to Northeast Indiana. This report represents the work of each of these areas, with a strong focus on our local region.

The Conexus Indiana Logistics Council (CILC), partnering with the Northeast Indiana Partnership, the Regional Chamber of Northeast Indiana, local economic development groups and chambers of commerce in Northeast Indiana created the Northeast Regional Logistics Council (NERLC) and was a catalyst in creating a forum for logistics executives to discuss issues affecting their industry and to build a common agenda across all logistics sectors, including both private and public. We believe that by achieving alignment of priorities in the areas of infrastructure, public policy and workforce development Northeast Indiana will be able to maximize short-term and long-term success for the logistics sector in this region.

Accelerating Manufacturing Excellence Through World-Class Logistics has ownership by the logistics industry, ensuring that those things necessary for the Northeast Region’s success are in place to enhance the environment for companies to grow their business, create a more attractive business climate to locate in Indiana, and create high-paying jobs for citizens in this region.

If the strategies, goals and tactics developed in this plan are implemented by the private and public sectors, we believe that the Northeast Region will continue to grow its reputation as a manufacturing and logistics hub, and ensure future success.

The countless hours and dedication of the volunteer executives from NERLC provide the Conexus Indiana Logistics Council, the Indiana Department of Transportation (INDOT), the Ports of Indiana, the Indiana Economic Development Corporation, along with regional and local economic groups and chambers of commerce, with a strong foundation to make the goals outlined in this plan a reality. A talented and dedicated staff at Conexus Indiana and the regional and local economic groups and chambers of commerce will carry out these initiatives and will drive the implementation of the tactics necessary to ensure the plan’s success.

We look forward to continuing the conversations on how to further develop the resources and infrastructure in the Northeast Region, and will continue our work by updating the plan on a regular basis making this a “living, breathing document.” We are committed to continue creating innovation, engagement, and vision ensuring economic results and impact for our region.

Respectfully,

Geary Buchanan

President, Buchanan Hauling & Rigging, Inc.
Chair, Northeast Regional Logistics Council



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EXECUTIVE SUMMARY: NORTHEAST REGIONAL LOGISTICS COUNCIL

The Conexus Indiana Northeast Regional Logistics Council (NERLC) is a forum of 36 logistics executives and thought leaders from throughout Northeast Indiana representing the following logistics sectors: air, infrastructure, rail, trucking, warehousing/distribution, waterborne, advanced manufacturing and services firms. Logistics users are manufacturers, distributors/warehousing, and third-party providers.

NERLC is working to:

- ◆ Enhance the environment for companies in advanced manufacturing and logistics to grow their business, taking advantage of Indiana’s position at the heart of the global supply chain;
- ◆ Create a more attractive environment for manufacturing and logistics companies to relocate to or expand in the Northeast Region, thereby creating jobs and increasing State and local revenue; and
- ◆ Create high paying jobs for Hoosiers – the average wage of Indiana manufacturing and logistics jobs is more than 33% higher than the State’s median income.

PROBLEM STATEMENT

The Northeast Region’s transportation network has opportunities for improvement due to transportation “bottlenecks”; lack of direct rail service; underutilized air facilities with little international freight movement; lack of efficient mode-to-mode connectivity (e.g. road to rail; road to water; road to air; rail to water); a decaying lock and dam infrastructure; and lack of dredging that prohibits barges/ships to maximize capacity. This disconnect has created higher costs, potential environmental impacts, inefficient freight movement, loss of productivity for Northeast Region businesses, and safety impacts.

MISSION STATEMENT

The mission of the Northeast Regional Logistics Council is to foster economic growth by driving the development of the logistics industry in Northeast Indiana.

OBJECTIVES

1. **Executive Forum:** Provide a forum for Northeast Region logistics executives to discuss issues affecting the industry;
2. **Infrastructure:** Develop a comprehensive plan to strengthen the Northeast Region's public and private logistics infrastructure;
3. **Public Awareness:** Develop paid and earned media to promote the sector;
4. **Public Policy:** Identify State, Federal and local public policy areas that impact the logistics industry and work with State and Federal thought leaders from government, academia and associations to enhance the sector;
5. **Workforce Development:** Develop and implement strategies to build the human capital needed to support the growing demand for logistics services through innovative workforce programs in the Northeast Region.



LOGISTICS STRATEGIES

- ◆ Increase the flow of goods originating, terminating, and adding value within the Northeast Region over the next five years, thereby, creating an increase of net new jobs and growing the logistics sector.
- ◆ Provide a broad-based forum, consisting of Northeast Region business executives throughout the logistics industry, for collectively vetting critical relevant logistics public policy issues of commonality, therefore optimizing the business climate.
- ◆ Strengthen and grow the logistics qualified workforce in the Northeast Region by creating portable skills curricula leading to academic degrees/certifications that will increase the pipeline of qualified workers over the next five years.
- ◆ Increase the public's awareness of the importance of the logistics industry on the Northeast Region's economy.

INFRASTRUCTURE GOALS

1. Reduce bottlenecks in the Northeast Region to improve the reliability and efficiency of freight movement leading to less congestion, reduced infrastructure repairs, and lower emissions.
2. Ensure global access by connecting Northeast Region cities based on impact and potential to Interstate-like access.
3. Create better connectivity of Indiana's water ports via roads and rail modes and improve the reliability and efficiency of water freight movement to and from the Northeast Region.
4. Develop a fast and efficient process for unplanned economic development infrastructure needs.
5. Develop and implement transportation networks that provide direct rail, truck access and air cargo expansion leading to the improvement and establishment of multimodal and intermodal service and air cargo facilities.

PUBLIC POLICY GOALS

1. Ensure Federal, State and local Government do not legislate or regulate barriers to the safe, efficient, and innovative movement of goods and resources that are necessary to support the growth of the logistics sector.
2. Ensure Federal, State and local Government provide the necessary funding for the public infrastructure needed to support the efficient and cost effective operation of the Northeast Region's logistics sector.
3. Ensure NERLC is recognized by governmental entities as a resource of first resort and the voice for the logistics industry within the Northeast Region.

PUBLIC AWARENESS GOALS

1. Develop brand awareness of NERLC.
2. Create general public understanding of logistics by ensuring that the population has a basic understanding of logistics.
3. Increase the perception of the need to improve/expand the Northeast Region's infrastructure.
4. Highlight the Northeast Region's logistics companies by bringing awareness to their products and services.
5. Increase the public's understanding of the positive impact of global trade on the Northeast Region's economy and jobs.

WORKFORCE DEVELOPMENT GOALS

1. Increase the skill levels of the Northeast Region's logistics workers through workforce education programs.
2. Increase the upward mobility and job prospects of current and future Northeast Region logistics workers.

IMPLEMENTATION TACTICS

REGIONAL TACTICS IN SUPPORT OF ACHIEVING NERLC INFRASTRUCTURE GOALS

◆ REGIONAL TACTICS IN SUPPORT OF ACHIEVING AVIATION GOALS

- ◆ **Air Cargo Volume Study:** Conduct a private sector study on air cargo volume for integrated and non-integrated freight and air passenger travel

◆ REGIONAL PRIORITY PROJECTS

PROJECT NUMBER	COUNTY	NORTHEAST REGIONAL PROJECTS	TIER 1	TIER 2	TIER 3	TIER 4
0201	Allen, Whitley	US 30 Limited Access	Green			
0202	Allen, Noble, Whitley	US 33 Limited Access	Green			
3501	Allen, Huntington, Whitley, Noble, DeKalb	I-469 Loop	Green			
1701/1702	DeKalb	US 6 Limited Access and Heavy Truck Corridor	Green			
1704	Whitley, Allen, Noble, DeKalb	SR 205 Improvements	Green			
2701/3502	Grant, Huntington, Whitley, Noble, LaGrange	SR 9 Improvements	Green			
3802	Adams, Jay	US 27 Improvements	Green			
9001/9002	Wells, Huntington	Bluffton Connector	Green			
9004	Adams, Wells	US 224 Improvements		Orange		
3801	Blackford, Jay	SR 26 Improvements		Orange		
1703	DeKalb, Noble	SR 8 Improvements		Orange		
4407	Noble, LaGrange	SR 5 Improvements			Dark Blue	

Private Sector Identified Regional Needs

Northeast Region



CONEX.US
INDIANA

Date: 6/22/2015

Identified Enhancement Categories for Local and State Facilities

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

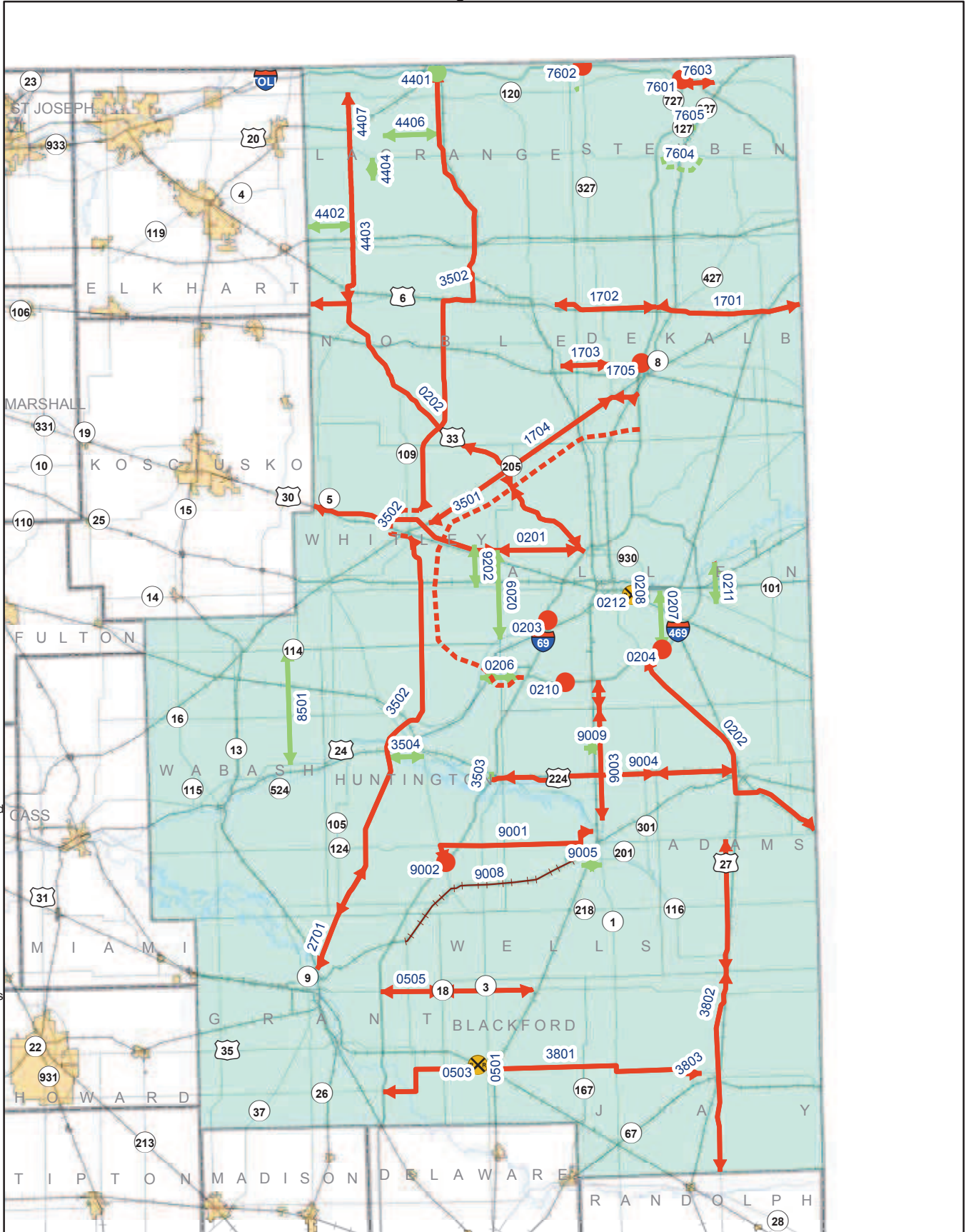
State Facilities are US, State Route, or US Highway funded with state and federal funds. Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Non-Interstate
- Interstate
- Existing Rail
- Navigable Streams
- Corp. Limits



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Miles



Coordinate System: NAD 1983 UTM Zone 16N
 Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter

INDOT Engineering & Asset Management
 Data; Indiana GIS Library & Stakeholder Input

Please Note: This map depicts non-committed, non-funded, conceptual regional transportation infrastructure needs identified by the private sector. These needs are displayed as placeholders for graphic representation. Use of this map should be limited to preliminary planning purposes only. Additional planning, environmental study, and cost-benefit analysis is needed to identify optimum alternatives, actual corridor alignments, and system impact to support further decision making. Also note, the data used to create this map are from the best known source at the time and is subject to change.

◆ REGIONAL TACTICS IN SUPPORT OF ACHIEVING INTERSTATE/HIGHWAY GOALS

- ◆ **Project 0201: US 30 Limited Access** – Convert the existing 4-lane highway to a 4-lane full access-controlled freeway with interchanges at major intersections. Reason: Relieve the combined bottleneck truck and passenger car congestion on US 30 creating better truck traffic flow for the movement of cargo.

Estimated Cost: \$933.5 million

- ◆ **Project 0202: US 33 Limited Access** – Convert the existing 2-lane highway to 4-lane full access-controlled freeway with interchanges at major intersections from the Ohio State line to Elkhart, Indiana. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from Fort Wayne and North Central Indiana.

Estimated Cost: \$1.55 billion

- ◆ **Project 1701/1702: US 6 Limited Access and Heavy Truck Corridor** – Upgrade the existing 2-lane highway to 4-lane full access-controlled freeway with interchanges at major intersections from West of Kendallville to Ohio Border and designate it a heavy haul route. Reason: Relieve the combined bottleneck truck and passenger car congestion ensuring safety of trucks on US 6 creating better truck traffic flow for the movement of cargo and create economic development by allowing easier truck access from US 6 to I-69 and the State of Ohio.

Estimated Cost: \$135 million (1701); \$178.4 million (1702)

- ◆ **Project 1703: SR 8 Improvements** – Improve and widen SR 8 from SR 3 to SR 327. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from Garrett, Indiana, and Auburn, Indiana.

Estimated Cost: \$18.4 million

- ◆ **Project 1704: SR 205 Improvements** – Improve and widen SR 205 from US 30 in Columbia City to I-69. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.

Estimated Cost: \$103.3 million

- ◆ **Project 2701/3502: SR 9 Improvements** – Improve and widen SR 9 to a “Super-2” from Marion, Indiana, to I-80/90 Toll Road. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from communities from Marion, Indiana, to I-80/90 Toll Road.

Estimated Cost: \$303.8 million

- ◆ **Project 3501: I-469 Loop** – Extend from the Roanoke exit at I-69 to East of Columbia City extending to the Auburn exit at I-69. Reason: Relieve the combined bottleneck truck and passenger car congestion on I-69, US 24, US 30, and US 33 creating better truck traffic flow for the movement of cargo and create economic development by allowing for easier truck access around Fort Wayne and surrounding cities and towns.
Estimated Cost: \$736 million
- ◆ **Project 3801: SR 26 Improvements** – Improve and widen SR 26 to a “Super-2” from I-69 to US 27. Reason: Create economic development by allowing for easier truck access to and from Portland, Indiana.
Estimated Cost: \$144 million
- ◆ **Project 3802: US 27 Improvements** – Improve and widen US 27 to a “Super-2” from Monroe, Indiana, to I-70 in Richmond, Indiana. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from communities from Fort Wayne, Indiana, to Richmond, Indiana.
Estimated Cost: \$249 million
- ◆ **Project 4407: SR 5 Improvements** – Improve and widen SR 5 from I-80/90 to US 33 at Ligonier, Indiana. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$60.5 million
- ◆ **Project 9001/9002: Bluffton Connector** – Convert the existing SR 124 2-lane highway to a 4-lane full access-controlled freeway with interchanges at major intersections and a new interchange from I-69 to Bluffton, Indiana. Reason: Ensure global access by connecting cities based on impact and potential to Interstate-like access.
Estimate Cost: \$141 million
- ◆ **Project 9004: US 224 Improvements** – Improve and widen US 224 from I-69 to US 27. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$90.4 million
- ◆ **Project N/A: Edgerton, Ohio Rail Grade Separation** – Build and design a rail grade separation on US 6 near Indiana Street and Ash Street. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: Not Available

◆ REGIONAL TACTICS IN SUPPORT OF ACHIEVING RAIL GOALS

- ◆ **Project 0212: Fort Wayne Intermodal** – Expand the Triple Crown Rail Yard in Fort Wayne, Indiana, that would provide East Coast intermodal rail service from Norfolk, Virginia, (through Columbus, Ohio) via Norfolk Southern Railway. Reason: Provide direct rail access leading to the improvement and establishment of intermodal service facilities.
Estimated Cost: \$22.7 million

◆ LOCAL PRIORITY PROJECTS

PROJECT NUMBER	COUNTY	NORTHEAST LOCAL PROJECTS	TIER 1	TIER 2	TIER 3	TIER 4
0203	Allen	US 24/I-69 Interchange Improvements	■			
0212	Allen	Fort Wayne Intermodal				
7601	Steuben	I-80/90 I-69 Interchange Improvements				
0204	Allen	Adams Center Road/I-469 Interchange Improvements		■		
0205	Allen	Ryan/Bruick Road Improvements				
0206	Allen	CR 900 North/Lafayette Center Road Improvements				
0207	Allen	Adams Center Road Improvements				
0208	Allen	Anthony Boulevard Rail Grade Separation				
0209	Allen	West County Line Road/CR South 800 East Improvements				
0211	Allen	Ryan Road/US 24 Interchange Improvements				
1705	DeKalb	SR 8/I-69 Interchange Improvements				
3803	Jay	SR 67 and SR 26 Intersection Upgrade				
7602	Steuben	I-80/90 SR 327 Interchange				
7603	Steuben	SR 120 Improvements				
7604	Steuben	South Angola Bypass				
9003	Wells	SR 1 Improvements				
0210	Allen	Coverdale Road Interchange			■	
0502	Blackford	SR 26 Reconfiguration				
0505	Blackford	SR 18 Improvements				
4402	LaGrange	CR West 600 South Improvements				
4403	LaGrange	SR 5/CR West 700 South Truck Turn Lane				
4404	LaGrange	CR 600 West Improvements				
4406	LaGrange	CR West 200 North Improvements				
7605	Steuben	East CR 200 North/East Wendell Jacob Avenue Improvements				
7608	Steuben	I-69/US 20 Frontage Roads				
8501	Wabash	CR 500 East Improvements				

PROJECT NUMBER	COUNTY	NORTHEAST LOCAL PROJECTS	TIER 1	TIER 2	TIER 3	TIER 4
9005	Wells	East CR 200 South Truck Corridor				
9006	Wells	Harvest Road Extension				
9007	Wells	Western Avenue Relocation				
9008	Wells	Wabash Central Railroad Improvements				
9009	Wells	East CR 850 North Improvements				
N/A	Out of State	Edgerton, Ohio Rail Grade Separation				
0501	Blackford	Hartford City Industrial Park Rail Grade Separation				
0503	Blackford	Norfolk Southern Hartford City Industry Rail Spurs				
3503	Huntington	Markle Industrial Park Improvements				
3504	Huntington	Waterworks Road Realignment				
4401	LaGrange	Fawn River Crossing Industrial Park Improvements				
7606	Steuben	North Baker Road Improvements				
7607	Steuben	West Maple Street Extension				
9201	Whitley	Lincolnway Improvements				
9202	Whitley	CR 600 East Improvements				

ADAMS COUNTY

PROJECTS

- ◆ ***Project 0202: US 33 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3802: US 27 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 9004: US 224 Improvements** – This is a regional project reflected on the map on page 6.

* These projects are reflected in other sections of this report.

Private Sector Identified Regional Needs

Northeast Region: Adams County



Date: 4/14/2015

Identified Enhancement Categories for Local and State Facilities

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvement, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

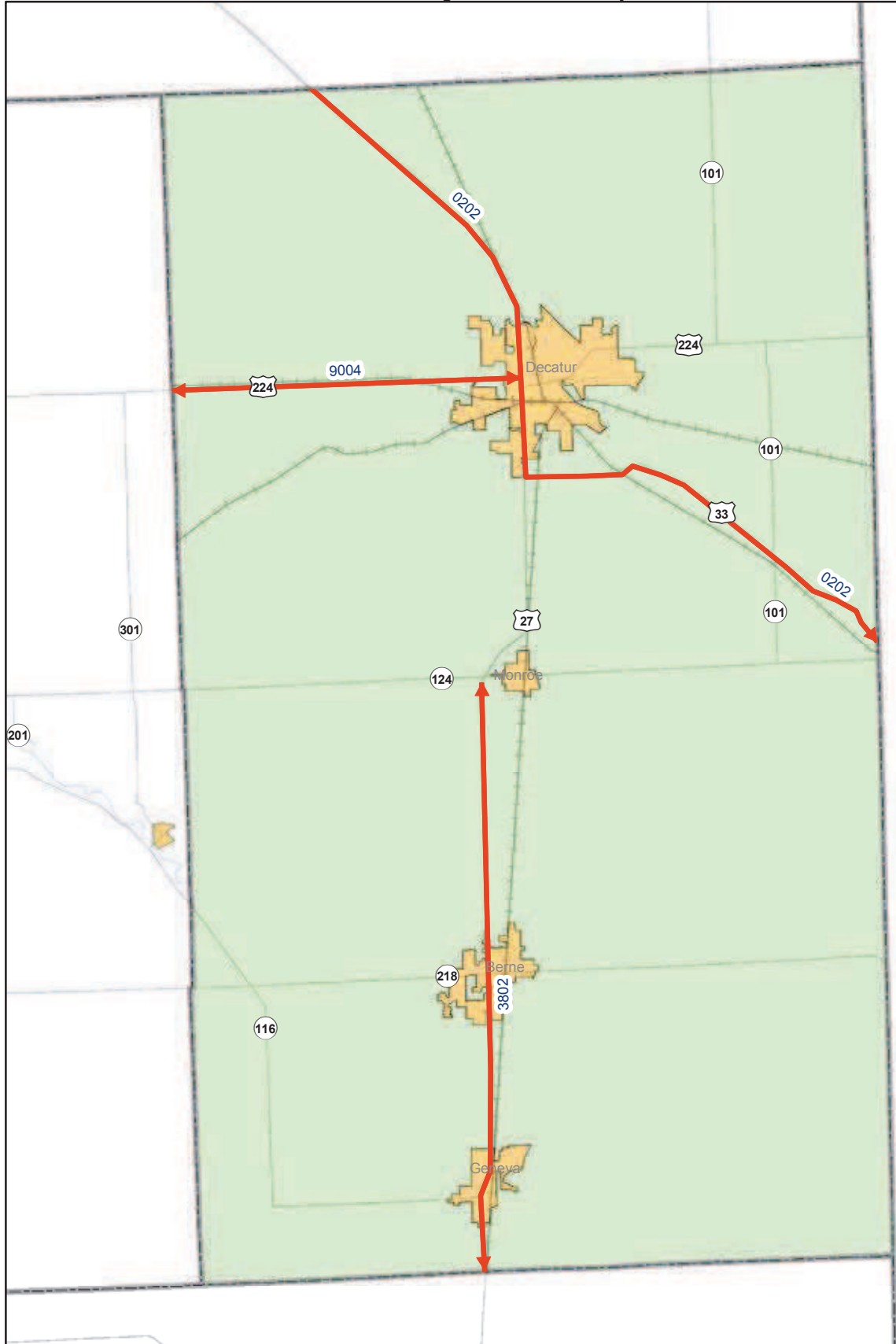
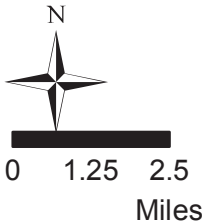
Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds. Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



Coordinate System: NAD 1983 UTM Zone 16N
 Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter

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ALLEN COUNTY PROJECTS

- ◆ ***Project 0201: US 30 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 0202: US 33 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ **Project 0203: US 24/I-69 Interchange Improvements** – Re-engineer, reconfigure and redesign US 24 interchange at I-69 into cloverleaf design. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo. Estimated Cost: \$40 million
- ◆ **Project 0204: Adams Center Road/I-469 Interchange Improvements** – Re-engineer, reconfigure and redesign Adams Center Road interchange at I-469 into cloverleaf design. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo. Estimated Cost: \$20 million
- ◆ **Project 0205: Ryan/Bruick Road Improvements** – Improve and widen Ryan/Bruick Road from US 24 to US 30. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo and create economic development by allowing for easier truck access to and from Fort Wayne industry. Estimated Cost: \$20 million
- ◆ ***Project 0206: CR 900 North/Lafayette Center Road Improvements** – This is a local project reflected in the Huntington County map on page 22.
- ◆ **Project 0207: Adams Center Road Improvements** – Improve, widen and include center turn lane from SR 930 to I-469. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo. Estimated Cost: \$42.4 million
- ◆ **Project 0208: Anthony Boulevard Rail Grade Separation** – Build and design a rail grade separation on South Anthony Boulevard South of Hayden Street. Also, re-engineer, reconfigure and redesign the viaduct on South Anthony Boulevard North of Creighton Avenue. Reason: Relieve the combined bottleneck truck and passenger car congestion and ensure safety of trucks on Anthony Boulevard creating better truck traffic flow for the movement of cargo. Estimated Cost: \$20 million
- ◆ **Project 0209: West County Line Road/CR South 800 East Improvements** – Improve and widen West County Line Road/CR South 800 East from US 30 to US 24. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo. Estimated Cost: \$34 million
- ◆ **Project 0210: Coverdale Road Interchange** – Design and build a new interchange connecting I-469 to Coverdale Road. Reason: Create economic development by allowing for easier truck access to and from the Fort Wayne International Airport. Estimated Cost: Not Available
- ◆ **Project 0211: Ryan Road/US 24 Interchange Improvements** – Re-engineer, reconfigure and redesign Ryan Road interchange at US 24 into cloverleaf design. Reason: Relieve the bottleneck of combined truck and passenger car congestion and ensure safety of trucks moving cargo creating better truck traffic flow for the movement of cargo.
- ◆ ***Project 0212: Fort Wayne Intermodal** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1704: SR 205 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3501: I-469 Loop** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 9003: SR 1 Improvements** – This is a local project reflected in the Wells County map on page 34.

* These projects are reflected in other sections of this report.

BLACKFORD COUNTY

PROJECTS

- ◆ **Project 0501: Hartford City Industrial Park Rail Grade Separation** – Extend North Wabash Avenue from Franklin Street to Washington Street. Also, build and design a rail grade separation over the Central Railroad Co. of Indianapolis rail line. Reason: Create economic development by allowing for easier truck access to and from the Hartford City Industrial Park.
Estimated Cost: \$7 million
- ◆ **Project 0502: SR 26 Reconfiguration** – Re-engineer, reconfigure and redesign SR 26 near East Washington Street to eliminate two 90° turns. Reason: Relieve the bottleneck of combined truck and passenger car congestion and ensure safety of trucks moving cargo creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$4 million
- ◆ **Project 0503: Norfolk Southern Hartford City Industry Rail Spurs** – Design and build rail spurs along Norfolk Southern rail line near US 26. Reason: Create economic development by giving further rail access to Hartford City industry.
Estimated Cost: \$3 million
- ◆ **Project 0505: SR 18 Improvements** – Improve and widen SR 18 from Montpelier West to I-69. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$148.8 million

* These projects are reflected in other sections of this report.

◆ ***Project 3801: SR 26 Improvements** – This is a regional project reflected on the map on page 6.



Date: 4/13/2015

Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds.

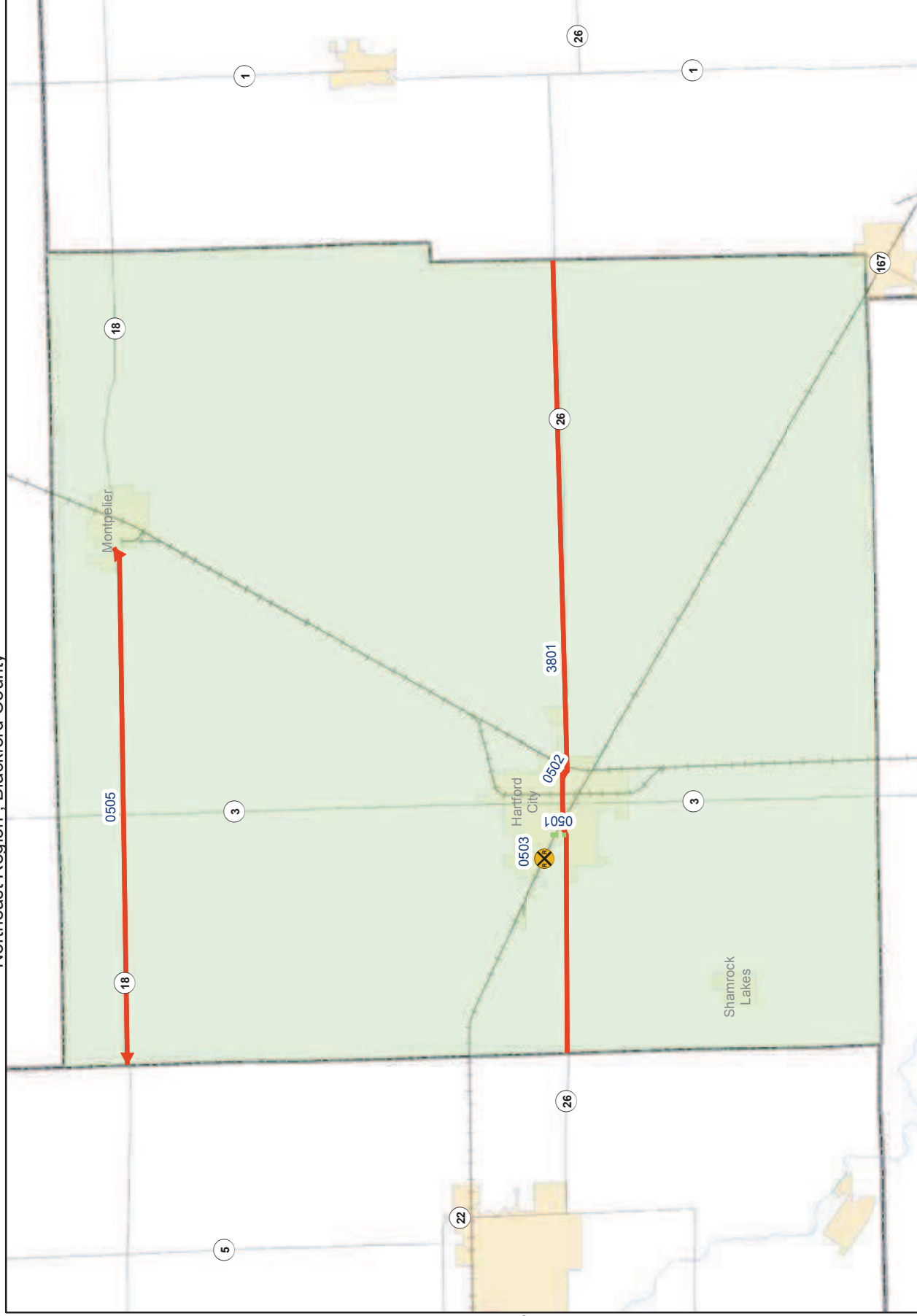
Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits

Private Sector Identified Regional Needs

Northeast Region ; Blackford County



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter



Data: Indiana GIS Library & Stakeholder Input
 Miles INDOT Engineering & Asset Management

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DEKALB COUNTY

PROJECTS

- ◆ ***Project 1701/1702: US 6 Limited Access and Heavy Truck Corridor** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1703: SR 8 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1704: SR 205 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ **Project 1705: SR 8/I-69 Interchange Improvements** – Re-engineer, reconfigure and redesign SR 8 interchange at I-69. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from Garrett, Indiana, and Auburn, Indiana.
Estimated Cost: \$2 million
- ◆ ***Project 3501: I-469 Loop** – This is a regional project reflected on the map on page 6.

* These projects are reflected in other sections of this report.

Private Sector Identified Regional Needs

Northeast Region : Dekalb County



Date: 4/13/2015

Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

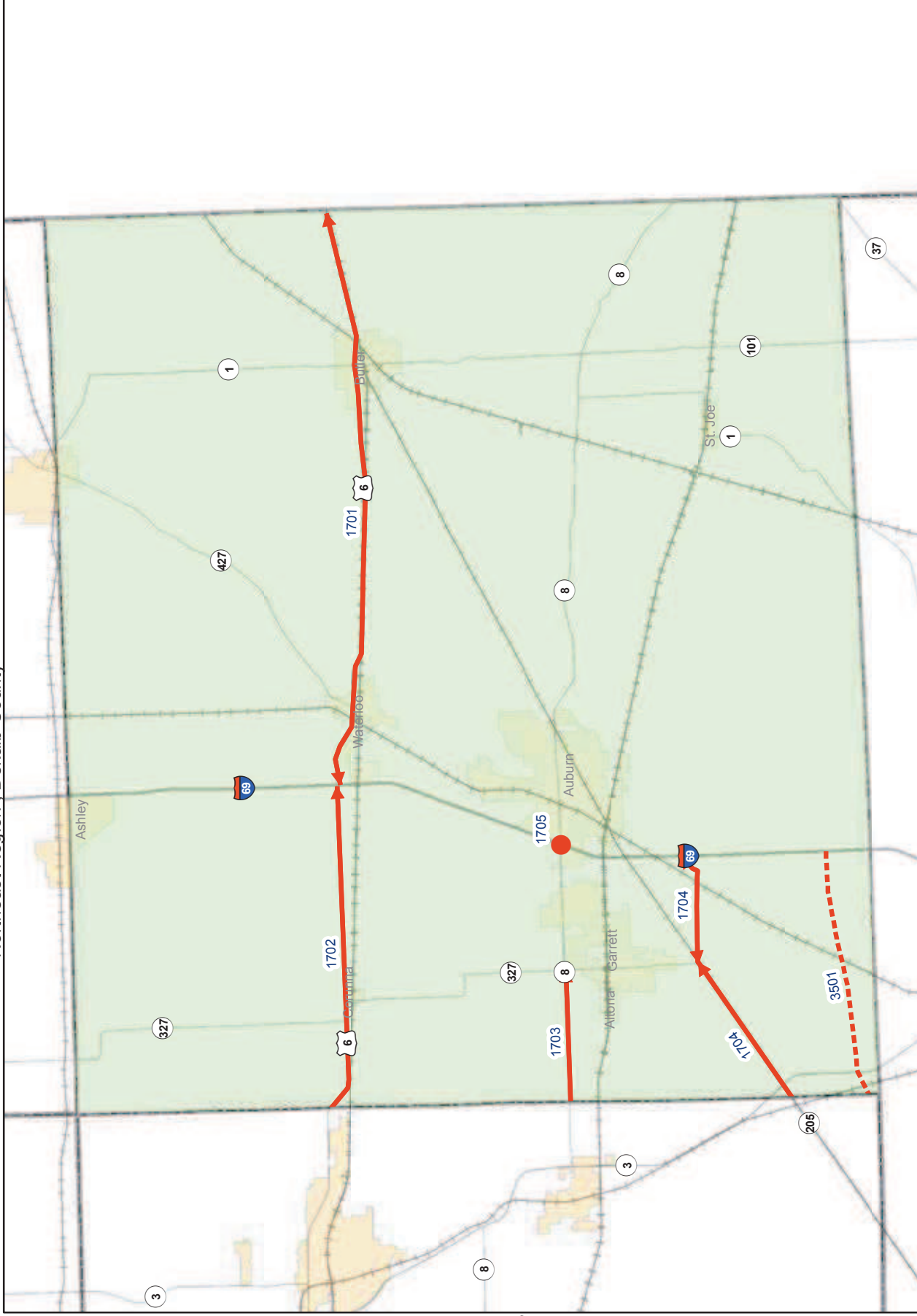
- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds.

Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator

Datum: North American 1983

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False Northing: 0.0000

Central Meridian: -87.0000

Scale Factor: 0.9996

Latitude Of Origin: 0.0000

Units: Meter

Data: Indiana GIS Library & Stakeholder Input

INDOT Engineering & Asset Management

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GRANT COUNTY

PROJECTS

- ◆ ***Project 0505: SR 18 Improvements** – This is a local project reflected in the Blackford County map on page 16.
- ◆ ***Project 2701: SR 9 Improvements** – This is regional project reflected on the map on page 6.
- ◆ ***Project 3801: SR 26 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 9008: Wabash Central Railroad Improvements** – This is a local project reflected in the Wells County map on page 34.

* These projects are reflected in other sections of this report.



Date: 4/13/2015
 Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

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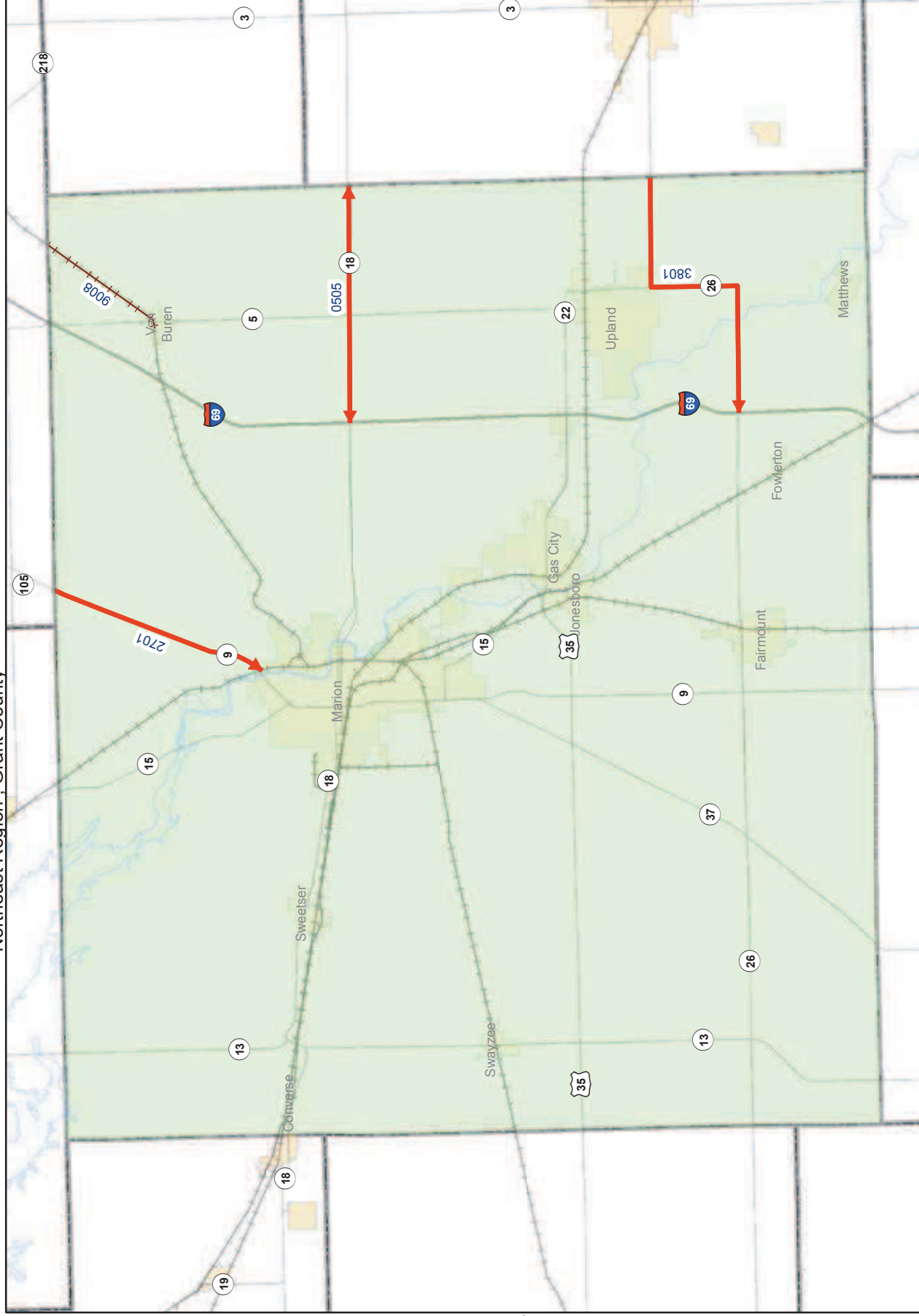
Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits

Private Sector Identified Regional Needs

Northeast Region ; Grant County



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator

Datum: North American 1983

False Easting: 500,000.0000

False Northing: 0.0000

Central Meridian: -87.0000

Scale Factor: 0.9996

Latitude Of Origin: 0.0000

Units: Meter

Data: Indiana GIS Library & Stakeholder Input

INDOT Engineering & Asset Management

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HUNTINGTON COUNTY

PROJECTS

- ◆ **Project 0206: CR 900 North/Lafayette Center Road Improvements** – Improve and widen CR 900 North/Lafayette Center Road from US 24 to I-69. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also creates economic development by allowing for easier truck access to and from Fort Wayne, Indiana.
Estimated Cost: \$26 million
- ◆ ***Project 2701/3502: SR 9 Improvements** – This is regional project reflected on the map on page 6.
- ◆ ***Project 3501: I-469 Loop** – This is a regional project reflected on the map on page 6.
- ◆ **Project 3503: Markle Industrial Park Improvements** – Improve and widen North 500 East from East 100 North to US 224 and North 400 East from East 100 North to US 224. Reason: Create economic development by allowing for easier truck access to and from the Industrial Park.
Estimated Cost: \$3.2 million
- ◆ **Project 3504: Waterworks Road Re-alignment** – Design and build a route at Waterworks Road and Etna Avenue. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also relieves the bottleneck of combined truck and passenger car congestion in Huntington creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$18.6 million
- ◆ ***Project 9001/9002: Bluffton Connector** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 9004: US 224 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 9008: Wabash Central Railroad Improvements** – This is a local project reflected in the Wells County map on page 34.

* These projects are reflected in other sections of this report.

Private Sector Identified Regional Needs

Northeast Region: Huntington County



Date: 4/14/2015

Identified Enhancement Categories for Local and State Facilities

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvement, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

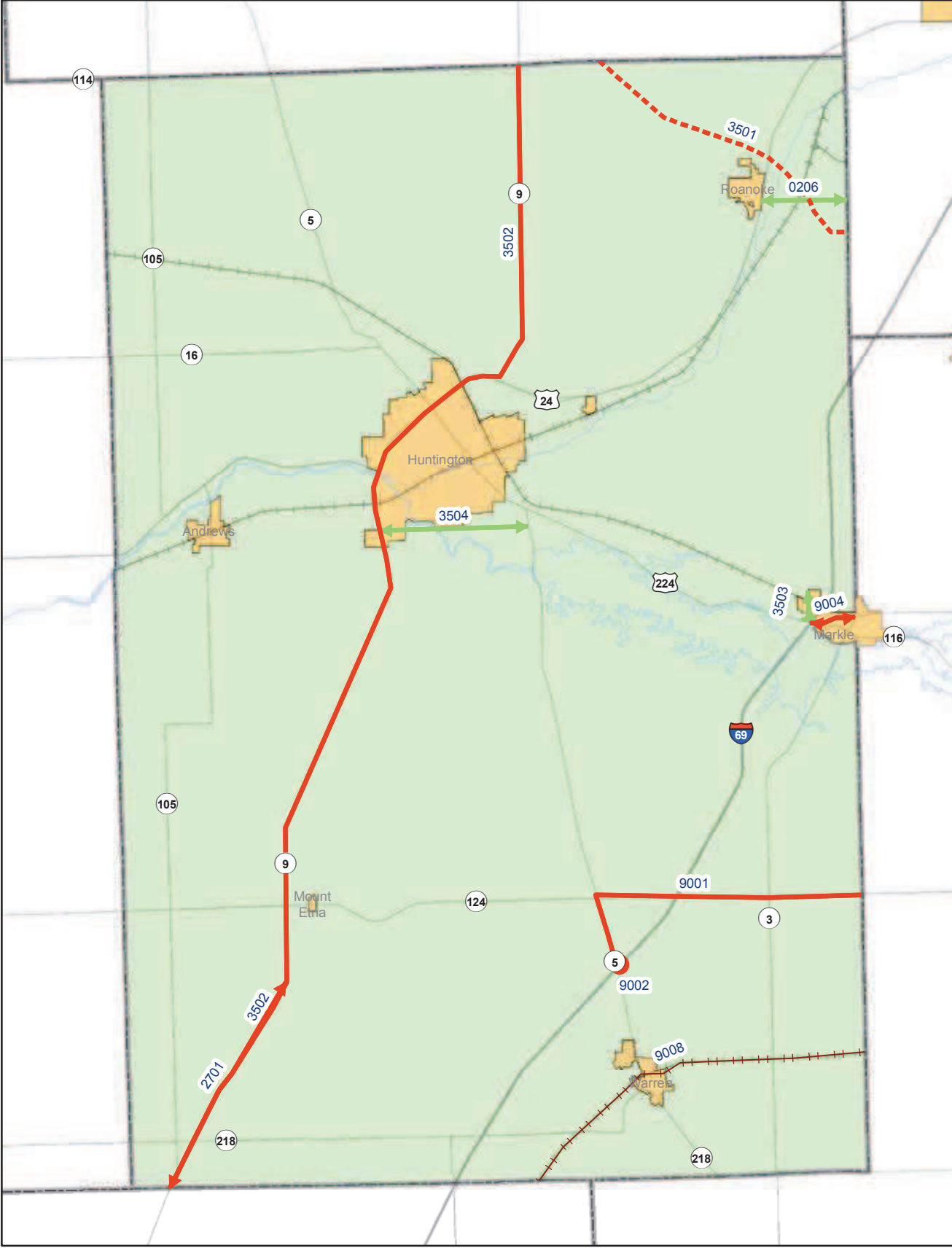
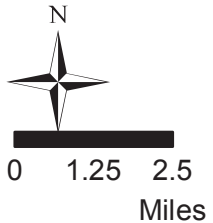
Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds. Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



Coordinate System: NAD 1983 UTM Zone 16N
 Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter

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JAY COUNTY

PROJECTS

- ◆ ***Project 3801: SR 26 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3802: US 27 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ **Project 3803: SR 67 and SR 26 Intersection Upgrade** – Design and build a new intersection at SR 67 and SR 26.
Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$1 million.

Private Sector Identified Regional Needs

Northeast Region ; Jay County



Date: 4/14/2015
 Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

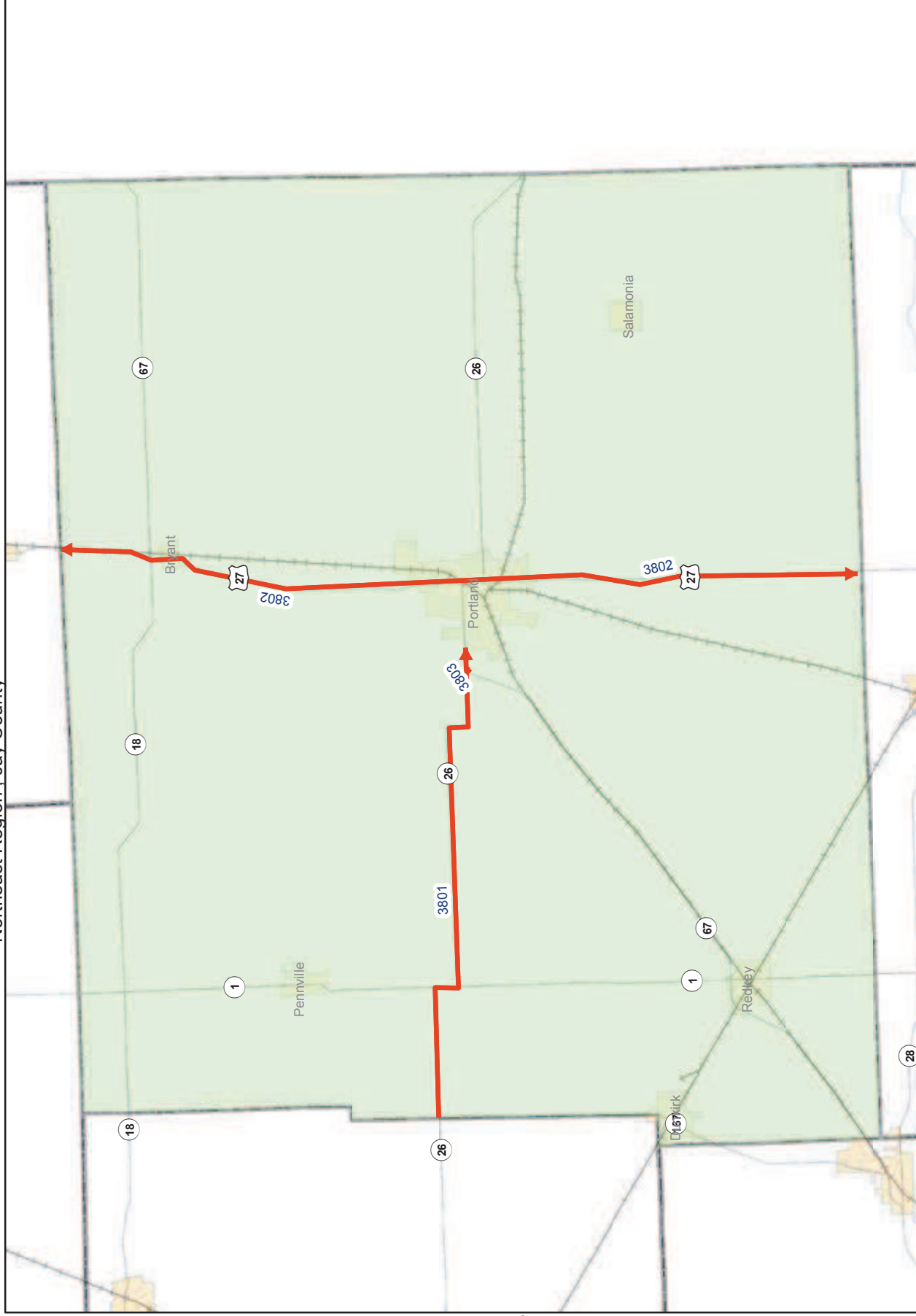
- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds.

Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator

Datum: North American 1983

False Easting: 500,000.0000

False Northing: 0.0000

Central Meridian: -87.0000

Scale Factor: 0.9996

Latitude Of Origin: 0.0000

Units: Meter



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Data: Indiana GIS Library & Stakeholder Input
 INDOT Engineering & Asset Management

LAGRANGE COUNTY

PROJECTS

- ◆ ***Project 3502: SR 9 Improvements** – This is regional project reflected on the map on page 6.
- ◆ **Project 4401: Fawn River Crossing Industrial Park Improvements** – Improve and widen CR 750 North East of SR 9. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$.02 million
- ◆ **Project 4402: CR West 600 South Improvements** – Improve and widen CR West 600 South from CR 1200 West to SR 5. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo and also relieves the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$16.8 million
- ◆ **Project 4403: SR 5/CR West 700 South Truck Turn Lane** – Design and build a new truck turn lane at SR 5 and CR West 700 South going North on SR 5. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$.3 million
- ◆ **Project 4404: CR 600 West Improvements** – Improve and widen CR 600 West from CR West 200 South to US 20 with added turn lanes at Westview Junior and Senior High School. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$8.4 million
- ◆ **Project 4406: CR West 200 North Improvements** – Improve and widen CR West 200 North from CR North 500 West to SR 9. Reason: Safety of trucks moving cargo ensuring better truck traffic flow for the movement of cargo.
Estimated Cost: \$21 million
- ◆ ***Project 4407: SR 5 Improvements** – This is a regional project reflected on the map on page 6.
Estimated Cost: \$60.5 million

* These projects are reflected in other sections of this report.



Date: 6/22/2015

Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds. Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits

Private Sector Identified Regional Needs

Northeast Region : Lagrange County



Coordinate System: NAD 1983 UTM Zone 16N
 Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter

Data: Indiana GIS Library & Stakeholder Input
 INDOT Engineering & Asset Management

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NOBLE COUNTY

PROJECTS

- ◆ ***Project 0202: US 33 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1702: US 6 Limited Access and Heavy Truck Corridor** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1703: SR 8 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 1704: SR 205 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3501: I-469 Loop** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3502: SR 9 Improvements** – This is regional project reflected on the map on page 6.
- ◆ ***Project 4407: SR 5 Improvements** – This is a local project that is reflected in the LaGrange County map on page 26.

STEBEN COUNTY

PROJECTS

- ◆ **Project 7601: I-80/90 I-69 Interchange Improvements** – Re-engineer, reconfigure and redesign I-69 interchange at I-80/90. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$40 million
- ◆ **Project 7602: I-80/90 SR 327 Interchange** – Design and build a new interchange connecting SR 327 at I-80/90. Reason: Create economic development by allowing truck access into Orland.
Estimated Cost: \$28 million
- ◆ **Project 7603: SR 120 Improvements** – Improve and widen SR 120 from Vistula Park in Fremont to I-69. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$58.4 million
- ◆ **Project 7604: South Angola Bypass** – Design and build a South bypass from US 20 East to US 20 West. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimate Cost: \$35 million
- ◆ **Project 7605: East CR 200 North/East Wendell Jacob Avenue Improvements** – Improve and widen East CR 200 North/East Wendell Jacob Avenue from Kellygreen Drive in Angola to SR 827. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$2.5 million
- ◆ **Project 7606: North Baker Road Improvements** – Improve, widen and add turn lane (east side of I-69) from Old US 27 to North Van Guilder Road. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$4 million
- ◆ **Project 7607: West Maple Street Extension** – Design and build an extension of West Maple Street from Orland Industrial Park to SR 120. Reason: Relieve the bottleneck of combined truck and passenger car congestion through Orland creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$1.7 million



Date: 4/14/2015
 Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

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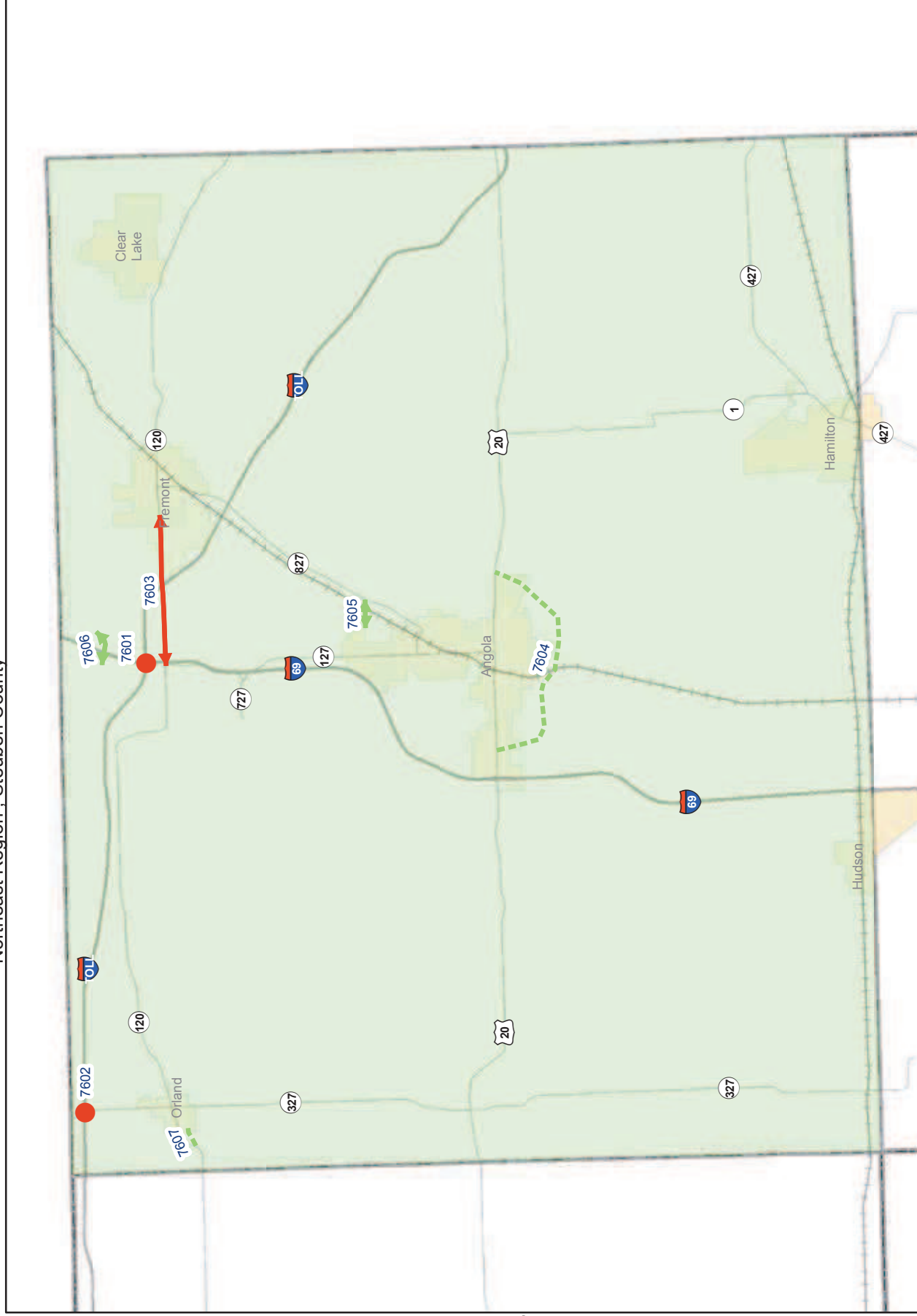
Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits

Private Sector Identified Regional Needs

Northeast Region ; Steuben County



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter



2.5 Miles
 Data: Indiana GIS Library & Stakeholder Input
 Miles INDOT Engineering & Asset Management

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WABASH COUNTY

PROJECTS

- ◆ **Project 8501: CR 500 East Improvements** – Improve and widen CR 500 East from SR 114 to US 24. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.

Estimated Cost: \$43.6 million

Private Sector Identified Regional Needs

Northeast Region: Wabash County



Date: 4/14/2015

Identified Enhancement Categories for Local and State Facilities

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvement, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

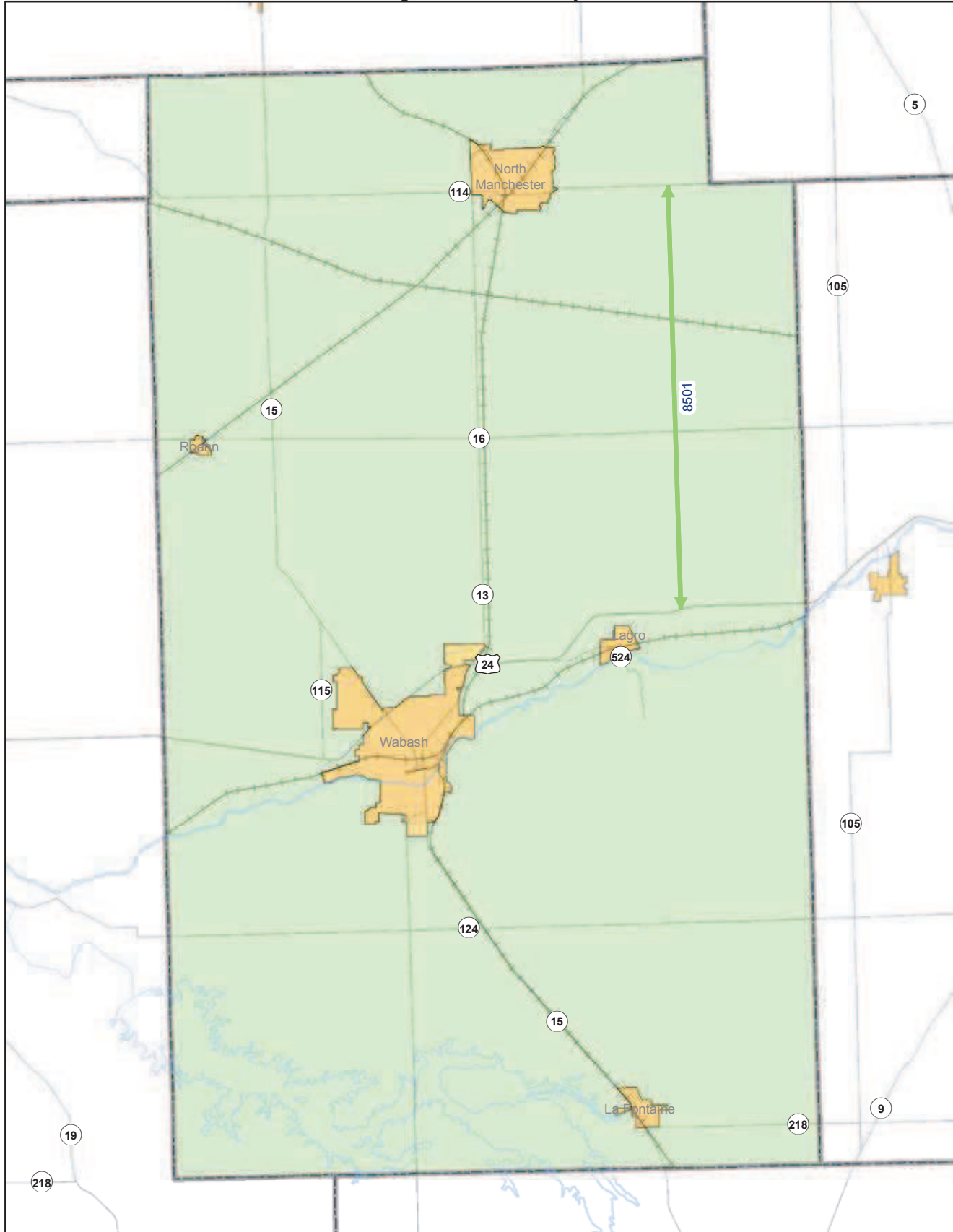
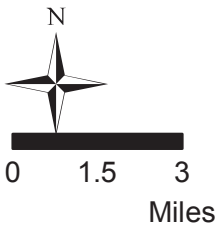
Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

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Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



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WELLS COUNTY

PROJECTS

- ◆ ***Project 9001: Bluffton Connector** – This is a regional project reflected on the map on page 6.
- ◆ **Project 9003: SR 1 Improvements** – Improve and widen SR 1 from East CR 300 North, North of Bluffton to I-469. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$48.3 million
- ◆ ***Project 9004: US 224 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ **Project 9005: East CR 200 South Truck Corridor** – Improve and widen East CR 200 South from SR 1 to Adams Street in Bluffton. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$7.6 million
- ◆ **Project 9006: Harvest Road Extension** – Design and build an extension of Harvest Road from JaSun Industrial Park to South CR 200 East. Reason: Relieve the bottleneck of combined truck and passenger car congestion through Bluffton creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$1.6 million
- ◆ **Project 9007: Western Avenue Relocation** – Re-engineer, reconfigure and redesign Western Avenue from Decker Drive to South Adams Street. Reason: Create economic development by allowing for expansion of industries south of Western Avenue.
Estimated Cost: \$2.1 million
- ◆ **Project 9008: Wabash Central Railroad Improvements** – Install new rail road ties to allow for heavier rail cars of at least 286,000 lbs. Reason: Create economic development by allowing for heavier rail cargo shipments.
Estimated Cost: \$15 million
- ◆ **Project 9009: East CR 850 North Improvements** – Improve and widen East CR 850 North from SR 1 to North CR 150 East in Ossian. Reason: Relieve the bottleneck of combined truck and passenger car congestion creating better truck traffic flow for the movement of cargo.
Estimated Cost: \$6.2 million

* These projects are reflected in other sections of this report.

Private Sector Identified Regional Needs

Northeast Region: Wells County



Date: 4/14/2015

Identified Enhancement Categories for Local and State Facilities

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvement, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

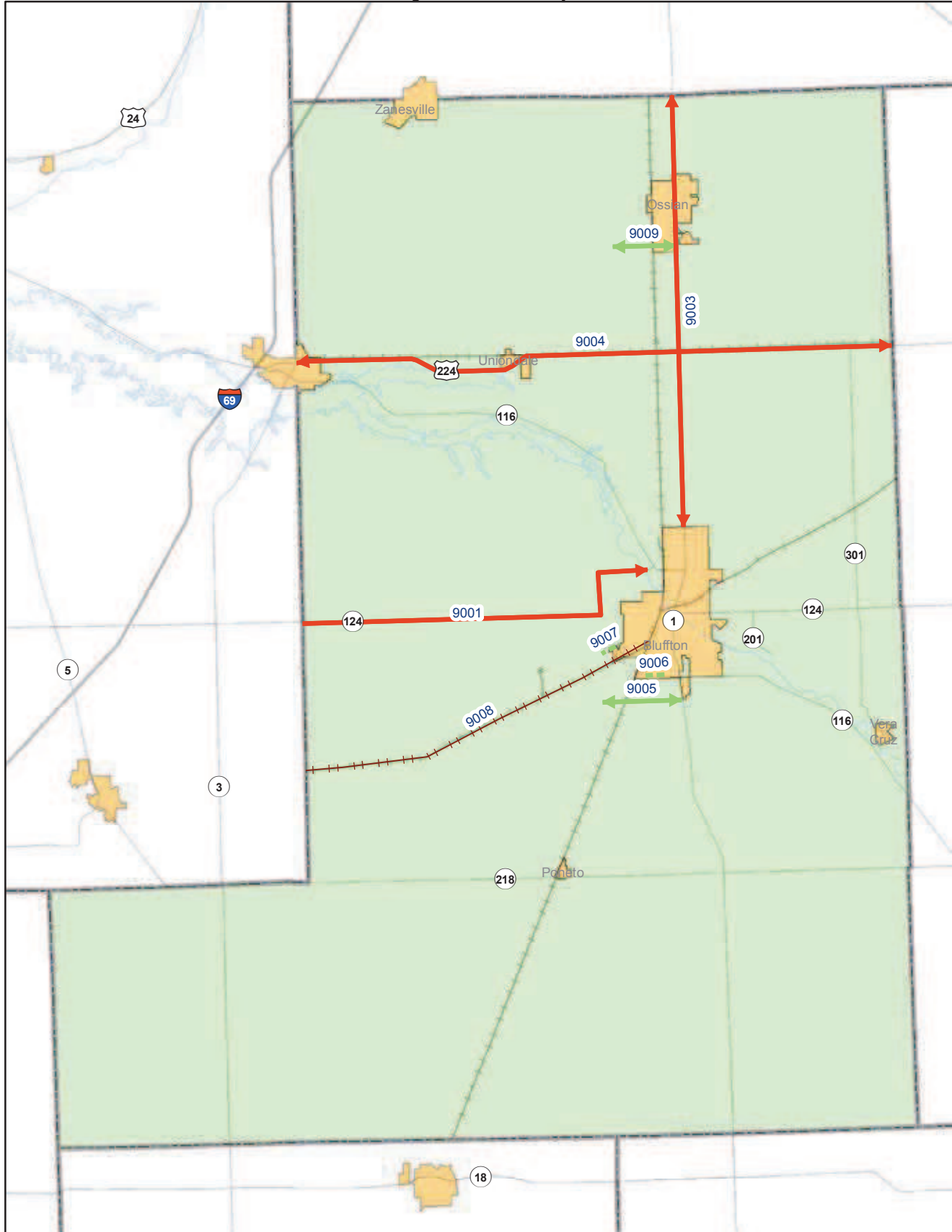
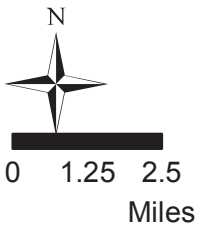
Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

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Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits



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WHITLEY COUNTY

PROJECTS

- ◆ ***Project 0201: US 30 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 0202: US 33 Limited Access** – This is a regional project reflected on the map on page 6.
- ◆ **Project 0209: West County Line Road/CR South 800 East Improvements** – This is a local project reflected in the Allen County map on page 14.
- ◆ ***Project 1704: SR 205 Improvements** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3501: I-469 Loop** – This is a regional project reflected on the map on page 6.
- ◆ ***Project 3502: SR 9 Improvements** – This is regional project reflected on the map on page 6.
- ◆ **Project 9202: CR 600 East Improvements** – Improve and widen CR 600 East from Lincoln Way Road to SR 14.
Reason: Create economic development by allowing better truck access to industries.
Estimated Cost: \$16.4 million



Date: 4/14/2015
 Identified Enhancement Categories for Local and State Facilities

Central

Mobility Improvements (Added travel lanes, freeway upgrade)

- State Facility
- New Terrain, State Facility
- Local Facility
- New Terrain, Local Facility
- New Rail Capacity (new rail line or added capacity)

Operational Improvements (Intersection improvements, new interchange, interchange modification, and spot improvements)

- State Facility
- Local Facility
- Rail Crossing Improvement

Multi-Modal Enhancements

- Airport Improvements
- Port Improvements

State Facilities are US, State Route, or US Highway funded with state and federal funds.

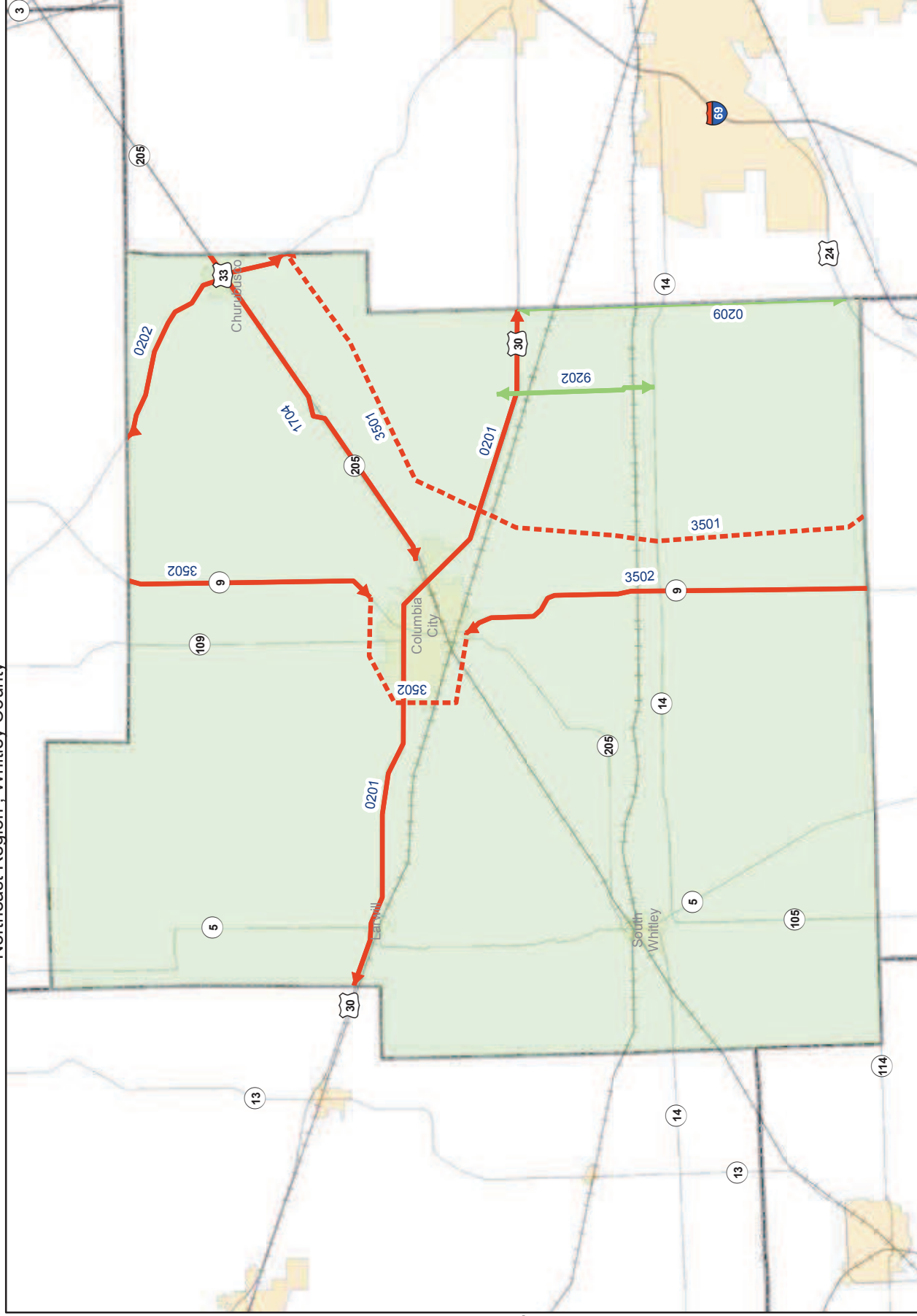
Local Facilities are non-state jurisdiction facilities that can use state or local funds.

Other Facilities

- Existing Rail
- Non-Interstate
- Interstate
- Navigable Streams
- Corp. Limits

Private Sector Identified Regional Needs

Northeast Region ; Whitley County



Coordinate System: NAD 1983 UTM Zone 16N

Projection: Transverse Mercator
 Datum: North American 1983
 False Easting: 500,000.0000
 False Northing: 0.0000
 Central Meridian: -87.0000
 Scale Factor: 0.9996
 Latitude Of Origin: 0.0000
 Units: Meter

Data: Indiana GIS Library & Stakeholder Input
 Miles INDOT Engineering & Asset Management

Please Note: This map depicts non-committed, non-funded, conceptual regional transportation infrastructure needs identified by the private sector. These needs are displayed as placeholders for graphic representation. Use of this map should be limited to preliminary planning purposes only. Additional planning, environmental study, and cost-benefit analysis is needed to identify optimum alternatives, actual corridor alignments, and system impact to support further decision making. Also note, the data used to create this map are from the best known source at the time and is subject to change.

TACTICS IN SUPPORT OF ACHIEVING PUBLIC POLICY GOALS

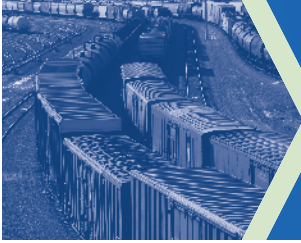
- ◆ Air Pilot Duty Time (Federal)
 - ◆ Reduce the “First Officer Qualification (FOQ) Rule” or 1,500 Hour Rule without compromising flight safety through Federal legislation or regulation
- ◆ Truck Driver Hours of Service (Federal)
 - ◆ Increase the driver hours of service with the Federal Motor Carrier Safety Administrations regulation without compromising highway safety through Federal legislation or regulation
- ◆ Setback and Stoplight Policies (State)
 - ◆ Pass State legislation to create a setback and traffic light policy on high trafficked Federal Interstates and State highways in Indiana

TACTICS IN SUPPORT OF ACHIEVING PUBLIC AWARENESS GOALS

- ◆ “Did You Know Stories” in the Northeast Region to educate the public on the importance of logistics industry to the Northeast Region and therefore the need for world-class logistics infrastructure
- ◆ Newspaper/magazine online opinion pieces in the Northeast Region to educate the public on the importance of the logistics industry
- ◆ Editorial boards in the Northeast Region to educate the public on the importance of the logistics industry
- ◆ NERLC Strategic Plan launch press conferences; editorial boards; newspaper/online opinion pieces to educate the public on the importance of the logistics industry to the Northeast Region
- ◆ TV/Radio interviews to educate the public on the importance of the logistics industry to the Northeast Region

TACTICS IN SUPPORT OF ACHIEVING WORKFORCE DEVELOPMENT GOALS

- ◆ Create a plan of action to address the logistics shortages of air cargo pilots; truck drivers; warehouse/logistics maintenance technicians; and 4-year degree supervisors and supply chain graduates
- ◆ Support the concept of implementing a statewide CDL+ Program
- ◆ Support and expand the Conexus Indiana A+ Partners Program and implement the Conexus Indiana HIRE Tech curriculum into high schools to develop job skills in logistics and operations
- ◆ Increase and expand the visibility and curriculum for the truck driver certification program at Ivy Tech Community College
- ◆ Increase and expand the visibility, curriculum and capacity of the Aviation Airframe and Powerplant Mechanics Certification Program at Ivy Tech Community College



LOGISTICS MARKET ANALYSIS

INDIANA

TRANSPORTATION MODE SWOT ANALYSIS

Strengths, Weaknesses, Opportunities, Threats (SWOT) for Indiana's Northeast Regional Logistics Sector

INFRASTRUCTURE SWOT

STRENGTHS:

- ◆ Air:
 - ◆ Strong network of air facilities
 - ◆ Existing air capacity
 - ◆ 1 of top 125 cargo airports: Fort Wayne International Airport #91
 - ◆ Total of 12 Regional Public Airports: DeKalb County Airport; Fort Wayne International Airport; Harrold Airport; Huntington Municipal Airport; Kendallville Municipal Airport; Marion Municipal Airport; Miller Airport; Portland Municipal Airport; Smith Field Airport; Tri-State Steuben County Airport; Wabash Municipal Airport; Walker-Rowe Waterloo Airport
 - ◆ 1 airport with 11,900 feet or more of runway: Fort Wayne International Airport
 - ◆ Midwest location
 - ◆ Strategic geographic coverage of aviation facilities located around the Northeast Region
 - ◆ US Customs Office
 - ◆ Foreign Trade Zone
 - ◆ 33 acre cargo ramp at Fort Wayne International Airport
- ◆ Rail:
 - ◆ Two Class I railroads: CSX Transportation and Norfolk Southern Railway
 - ◆ Eight Class II and Class III freight railroads: Central Railroad of Indianapolis; Chicago, Fort Wayne and Eastern Railroad; City of Auburn Port Authority; Indiana Northeastern Railroad; Kendallville Terminal Railroad; Maumee and Western Railroad; Pigeon River Railroad; and Wabash Central Railroad
 - ◆ Intermodal Triple Crown Service in Fort Wayne

- ◆ Trucking (Roads):
 - ◆ Four major Interstates and eight major highways: I-69, I-80, I-90, I-469, US 6, US 20, US 24, US 27, US 30, US 33, US 35, US 224
 - ◆ Strong Midwest location: borders Ohio and Michigan
 - ◆ Reputation as “Crossroads of America”
- ◆ Waterborne:
 - ◆ Proximity to public port on Lake Michigan – Burns Harbor and public port on Lake Erie - Toledo-Lucas County Port
- ◆ General:
 - ◆ Indiana has a trade surplus
 - ◆ Leader in exports/imports of important commodities (coal, iron/steel products, grain, food products, scrap metal, etc.)

WEAKNESSES:

- ◆ Air:
 - ◆ Northeast Region airports have minimal international/domestic air cargo business
 - ◆ Reliant on Chicago O’Hare Airport for international/domestic air cargo
 - ◆ Not a US port of entry
- ◆ Rail:
 - ◆ Primarily pass through region for rail intermodal
 - ◆ Lack of large volume intermodal facilities
- ◆ Trucking (Roads):
 - ◆ Lack of adequate capacity on Indiana’s Interstate highways
- ◆ Waterborne:
 - ◆ Decaying lock infrastructure on Great Lakes and Ohio River
 - ◆ Dredging issues for ports and waterways on Great Lakes and Ohio River
 - ◆ Limited rail access to ports
- ◆ General:
 - ◆ Lack of import/export diversification
 - ◆ Lack of freight forwarders
 - ◆ Lack of US Customs brokers
 - ◆ Lack of USDA field agents for agriculture clearing

OPPORTUNITIES:

- ◆ Air:
 - ◆ Position the Northeast Region as a reliever airport for domestic/international air cargo by utilizing excess air capacity
 - ◆ Create a strategy to better utilize the Northeast Region airports
 - ◆ Utilize runways and facilities at several airports to accommodate air shipping opportunities
- ◆ Rail:
 - ◆ Freight tonnage will nearly double by 2035, according to the United States Department of Transportation (USDOT)
 - ◆ Complete additions to the Northeast Region's multimodal rail system
 - ◆ East coast intermodal access at Triple Crown Rail Yard in Fort Wayne
 - ◆ Movement of cargo from West to East coast
 - ◆ Utilize rail access at Casad Depot in New Haven
 - ◆ Rail spurs off of Class I railroads
- ◆ Trucking (Roads):
 - ◆ Freight tonnage will nearly double by 2035, according to USDOT
 - ◆ Relieve bottlenecks around Northeast Region
 - ◆ Upgrade Northeast Region strategic bridges that are structurally deficient or functionally obsolete
 - ◆ Build dedicated truck lanes that separate trucks from passenger cars
 - ◆ Allow increase in truck weight limits
 - ◆ Move freight from local roads to main artery roads
- ◆ Waterborne:
 - ◆ Better utilization of the Ports of Indiana – Burns Harbor and the Toledo/Lucas County Port Authority Toledo Seaport in Toledo, Ohio
 - ◆ Movement of cargo from West to East coast
- ◆ General:
 - ◆ Tonnage will nearly double by 2035, according to USDOT
 - ◆ The value of US imports and exports is expected to be equivalent to 60 percent of GDP by 2030
 - ◆ Work for diversification of exports/imports

THREATS:

- ◆ Air:
 - ◆ Continued underutilization of the Northeast Region's airports
 - ◆ Dependence on bottlenecks leading to inefficient air cargo service
 - ◆ Lack of State funding to meet infrastructure needs
 - ◆ Continued industry trend toward belly hold cargo
 - ◆ Freight forwarders' continued reliance on Chicago O'Hare
- ◆ Rail:
 - ◆ Continuation of Northeast Region as pass through region for rail
 - ◆ Lack of ownership by public entities of intermodal opportunities
 - ◆ Surrounding states pushing for rail investment
 - ◆ Rail cargo offloading before arrival in Northeast Indiana
- ◆ Trucking (Roads):
 - ◆ Lack of funding to build roads to relieve bottlenecks or traffic congestion
 - ◆ Lack of funding to upgrade statewide strategic bridges that are structurally deficient or functionally obsolete
- ◆ Waterborne:
 - ◆ Decaying lock infrastructure on Great Lakes and Ohio River
 - ◆ Dredging issues for ports and waterways on Great Lakes and Ohio River
 - ◆ Limited rail access to ports
- ◆ General:
 - ◆ Lack of diversification of exports/imports
 - ◆ Lack of funding for all infrastructure modes
 - ◆ Impact of Federal government energy policy on all modes of transportation

PUBLIC POLICY SWOT

STRENGTHS:

- ◆ Air:
 - ◆ Federal government reimburses up to 90% of costs for qualified airport projects
- ◆ Rail:
 - ◆ Ports of Indiana bonding authority for rail facilities
- ◆ Trucking (Roads):
 - ◆ P3 funding for Indiana highways and roads
 - ◆ State of Indiana focus on road construction
- ◆ Waterborne:
 - ◆ Ports of Indiana bonding authority for port activity
- ◆ General:
 - ◆ Transportation and Logistics Tax Credit
 - ◆ Tax abatement for vacant buildings

WEAKNESSES:

- ◆ Air:
 - ◆ Lack of ownership by public entities on air cargo movement
 - ◆ Lack of Federal/State air funding
 - ◆ Pilot shortages
 - ◆ Federal limitation on use of airport land
- ◆ Rail:
 - ◆ Lack of private rail investment compared to surrounding states
 - ◆ Lack of ownership by public entities on rail freight movement
 - ◆ Lack of Federal/State funding

- ◆ Trucking (Roads):
 - ◆ Federal/State use of gas taxes for other general Federal/State revenue needs
 - ◆ Lower truck weight limits compared to Ohio and Michigan
 - ◆ Inefficiencies in collection of fuel taxes
 - ◆ Changes to Hours of Service regulations
 - ◆ Truck driver shortages
- ◆ Waterborne:
 - ◆ Environmental Protection Agency and U.S. Army Corps of Engineers joint rule putting more small bodies of water under federal jurisdiction
 - ◆ Use of Harbor Maintenance Tax for other general fund revenue needs
 - ◆ Lack of “ownership” by public entities on waterborne shipping
 - ◆ Lack of Federal/State funding
 - ◆ Lack of public legislator understanding of importance of locks infrastructure
 - ◆ Boat pilot requirements
 - ◆ Barge captain shortages
- ◆ General:
 - ◆ Increase in unemployment insurance (UI) tax on State level

OPPORTUNITIES:

- ◆ Air:
 - ◆ Dedicated air fund creating more Federal funding
- ◆ Rail:
 - ◆ Federal and State investment tax credit incentivizing private rail investment
 - ◆ Funding for inter/multimodal rail development
- ◆ Trucking (Roads):
 - ◆ Federal and State firewall on fuel taxes for highway use only
 - ◆ Dedicated truck lanes
 - ◆ Allow increase of truck weight limits at Michigan and Ohio borders
 - ◆ Use of State sales tax on fuel
 - ◆ New innovative funding mechanisms for roads

- ◆ Waterborne:
 - ◆ Adequate funding for locks projects
 - ◆ Federal firewall on Harbor Maintenance Tax for waterways use only
- ◆ General:
 - ◆ Reduction of personal property tax

THREATS:

- ◆ Air:
 - ◆ Surrounding state of Michigan offers grants/loans/tax credits for air economic development/private investment
 - ◆ Loss of matching dollars from Federal Government because of lack of State investment
 - ◆ Federal cap and trade legislation
- ◆ Rail:
 - ◆ Surrounding states of Michigan and Ohio offer grants/loans/tax credits for rail economic development/private investment
 - ◆ Loss of private rail investment to surrounding states
 - ◆ Federal cap and trade legislation
- ◆ Trucking (Roads):
 - ◆ Surrounding state of Michigan offers grants/loans/tax credits for trucking economic development/private investment
 - ◆ Lack of Federal/State highway dollars for new/existing roads
 - ◆ Continued use of fuel taxes for other general Federal/State revenue needs
 - ◆ Competitiveness issues due to higher truck weight limits
 - ◆ Continued inefficient collection of fuel taxes
 - ◆ Federal cap and trade legislation
- ◆ Waterborne:
 - ◆ Continued use of waterways taxes for other general Federal revenue needs
 - ◆ Lack of Federal/State funding for locks infrastructure repair

- ◆ Warehousing/Distribution:
 - ◆ Surrounding states of Michigan and Ohio offer grants/loans/tax credits for warehousing/real estate economic development/private investment
 - ◆ Further State tax increases for UI
 - ◆ Lack of speculative buildings for warehousing/distribution
 - ◆ Current use of vacant warehouse/distribution facilities
- ◆ General:
 - ◆ Lack of policy action leading to loss of private investment
 - ◆ Lack of a State fund for unexpected economic development infrastructure needs
 - ◆ Continued lack of growth in national economy

WORKFORCE DEVELOPMENT SWOT

STRENGTHS:

- ◆ Public/private postsecondary institutions with ability to reach mass of workers
- ◆ Entrepreneurs creating online curriculum programs
- ◆ State government officials who understand importance of up-skilling Hoosier works
- ◆ Growth of logistics firms in the Northeast Region

WEAKNESSES:

- ◆ Lack of skilled workers
- ◆ Public misconception of dirty warehouse jobs
- ◆ Assorted logistics education curriculum not meeting industry needs
- ◆ Air cargo pilot, truck driver, and boat captain shortages
- ◆ Warehouse/Logistics maintenance technician shortages
- ◆ 4-year logistics degree supervisor shortages
- ◆ Lack of heavy equipment certifications (fork lifts, etc.)

OPPORTUNITIES:

- ◆ Identify job skills gap areas
- ◆ Curriculum development with postsecondary education to meet job skills gap areas
- ◆ Create online program to up-skill Indiana logistics worker from places of employment
- ◆ Continued growth of logistics jobs in the Northeast Region
- ◆ Alternate insurance for CDL truck drivers under 21

THREATS:

- ◆ Loss of logistics economic development due to workforce gaps
- ◆ Continued perception of logistics industry as undesirable work
- ◆ Lower skill workers remaining in lower level positions
- ◆ Lack of 4-year degree student interest in logistics careers
- ◆ Lack of air cargo pilots, truck drivers, and boat captains
- ◆ Lack of warehouse logistics maintenance technicians
- ◆ Lack of 4-year logistics supervisors

PUBLIC AWARENESS SWOT

STRENGTHS:

- ◆ Positive visibility of trucking
- ◆ Viewed as a center for surrounding major cities

WEAKNESSES:

- ◆ Lack of public understanding of logistics
- ◆ Lack of public understanding of need for infrastructure expansion/improvement
- ◆ Public misperception of logistics/supply chain jobs
- ◆ Public misperception of global trade & positive impact on the Northeast Region
- ◆ Lack of awareness of importance for air, rail & water transportation modes

OPPORTUNITIES:

- ◆ Educate public on positive impacts of logistics industry
- ◆ Explain the facts on how the logistics industry impacts everyday life
- ◆ Educate public on need for infrastructure expansion/improvement
- ◆ Educate public on high-skill, high-wage jobs in logistics
- ◆ Educate public on positive impacts of global trade
- ◆ Increase understanding of importance for air, rail & water transportation modes

THREATS:

- ◆ Continued public misperception of the importance of the logistics industry
- ◆ Lack of awareness of need for infrastructure expansion/improvement
- ◆ Continued public misperception of logistics jobs
- ◆ Continued public belief of negative impacts of global trade

NORTHEAST REGION INFRASTRUCTURE DATA

- ◆ Air
 - ◆ 12 Northeast Regional Public Airports
 - ◆ Top 125 Cargo Airports: Fort Wayne International Airport #91 nationally
 - ◆ Commercial Service Airports: Fort Wayne International Airport #158 nationally
- ◆ Rail
 - ◆ Two Class I Railroads
 - ◆ Eight Class II and III Railroads
 - ◆ Intermodal Facility
- ◆ Trucking:
 - ◆ Four Major Interstates and Eight Major Highways
- ◆ Waterborne
 - ◆ Close Proximity to Two Public Ports

FOR MORE INFORMATION

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