

TRI-STATE REGIONAL DEVELOPMENT CASE STUDY

PREPARED AND SUBMITTED BY



ALLIANCE FOR REGIONAL DEVELOPMENT

Chicago | Northeast Illinois | Southeast Wisconsin | Northwest Indiana

TO



ECONOMIC DEVELOPMENT ADMINISTRATION

U.S. DEPARTMENT OF COMMERCE

IN COMPLIANCE WITH THE TERMS OF

INVESTMENT #99-07-13884

April 30, 2018



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April 30, 2018

Dennis Alvord
Deputy Assistant Secretary for Regional Affairs
Economic Development Administration
U.S. Department of Commerce
Washington, DC 20230

RE: Tri-State Regional Development Case Study – Investment #99-07-13884

Mr. Alvord:

The Alliance for Regional Development (Alliance) in cooperation with the University of Wisconsin – Parkside is pleased to present this Tri-State Regional Development Case Study (the Report) for the above-cited project (the Project) to the U.S. Dept. of Commerce – Economic Development Administration (EDA).

The Project grant focused on the Chicago tri-state metro region (the Megaregion), comprising 21 counties in southeastern Wisconsin, northeastern Illinois and Northwest Indiana, as a case study for regional collaboration that can be replicated across the U.S. The vehicle for this collaboration was the Alliance, which was created following the 2012 publication of *OECD Territorial Reviews: The Chicago Tri-State Metropolitan Area, United States* by the Organisation for Economic Co-Operation & Development. The OECD assessed the Megaregion's economic strengths and weaknesses and offered recommendations for improvement.

The Alliance, over the past five years, has made significant progress in facilitating collaboration among the Megaregion's public and private stakeholders to carry out the OECD's recommendations. We believe the lessons learned during this time, as detailed in this Report, will be of great value to those facing similar challenges in other urban areas spanning multiple states.

Many benefits can be attributed to the publication of the OECD Review and the work of the Alliance. Hurdles such as a lack of stakeholder familiarity with the OECD and a resistance to regional collaboration have considerably lessened. EDA has made all this possible and may want to consider supporting a follow-up OECD Review to build upon the advances made. We understand the OECD often conducts such follow-ups and hope this is something we can explore with EDA in the near future.

We would like to express our sincere thanks to the EDA for supporting this important work and contributing to the Megaregion's economic betterment.

Regards,

Paul W. Jones, *Chairman of the Board*
ALLIANCE FOR REGIONAL DEVELOPMENT

Kelly O'Brien, *President & CEO*

CC: Deborah L. Ford, *Chancellor, University of Wisconsin-Parkside*
Tina Radley, *Financial Specialist, University of Wisconsin-Parkside*

EXECUTIVE SUMMARY

The purpose of Investment #99-07-13884 from the Economic Development Administration was to support the implementation of *OECD Territorial Reviews: The Chicago Tri-State Metropolitan Area, United States* (2012 – the Review) through the creation of a not-for-profit organization promoting economic development in metropolitan Chicago, a 21-county area spanning three states (the Megaregion), and in so doing to explore the challenges and potential of such an entity. The five-year history of the resultant organization, the Alliance for Regional Development (the Alliance), demonstrates that:

- It is indeed possible to create and sustain a successful multistate economic development organization, although the challenges are formidable and require substantial, ongoing commitment by leaders in both the public and private sectors.
- The difficulties notwithstanding, a multistate economic development organization building on sound research can materially contribute to the economic integration of a fragmented region and pave the way for growth. The visionary aspect of the present process, including publication of the Review and establishment of the Alliance, was to foresee the emergence of the Megaregion, which includes the Milwaukee area in addition to Chicagoland and Northwest Indiana, as an economic unit, with attendant advantages. The Alliance, through the efforts of many, including its Transportation and Logistics Working Group, provided important support for the three state agencies working on multistate transportation projects essential for regional integration, significantly advancing the cause.
- The private sector offers more fertile ground for initial organizing efforts than the public sector. Leaders in business and academia were among the Alliance’s earliest supporters; in contrast, some public-sector officials, at the outset, were less interested in cross jurisdictional collaboration.
- That said, eventual buy-in by public officials within the region is essential. Appearances by governors and other high state officials were a strong draw at Alliance-organized events, lent credibility to the group’s work, and fostered greater cooperation among the three state governments.
- Judicious recruitment of high-profile personnel for key roles is critical. Examples:
 - CEOs for major firms in each of the three states making up the Megaregion were enlisted as co-chairs, facilitating fundraising and generating regional credibility.
 - The chair of the Alliance’s Transportation and Logistics Working Group is an expert in Chicago transportation who has been instrumental in coordinating transportation planning among the three states.
 - The chair of the Alliance’s Workforce Group is an authority on human resources and has played a leading role in coordinating efforts to advance workforce issues in the Megaregion.

- A fundamental challenge is to identify issues offering a basis for regional cooperation strong enough to overcome interstate rivalries:
 - Multistate transportation projects are regional by definition and are a logical cornerstone for a regional economic development initiative. The benefits of improved transportation within the Megaregion were widely apparent; the expert resources enlisted in coordinating the work required little persuasion. Nonetheless, without the Alliance’s intervention, alignment of state plans might have taken much longer to occur.
 - Efforts to develop regional workforce development programs resulted in a marketing video highlighting the region as a place for workforce excellence as well as a pioneering program for computer-based training in the logistics and distribution industries, which are growing in regional importance.
 - At first, little progress was made in coaxing economic development agencies in the three states to present a united front in promoting the region and end the practice of disparaging neighboring states to lure companies across the border. However, in a recent breakthrough, the Secretaries of Commerce for Wisconsin, Illinois and Indiana agreed in principle to draft a memorandum of understanding (MOU) committing the three states to economic cooperation. It is hoped the MOU will include an agreement to end intraregional disparagement.
- There is value in organizing events to heighten awareness of regional issues and opportunities and offer economic development professionals a chance to network with their peers. The Alliance organized annual “regional summits” plus “quarterly conversations” focused on specific subjects. These events were well attended and participants gave them high marks in surveys.
- Dependable ongoing funding is critical to long-term sustainability. Organizing complex events would not have been possible without professional staff. Volunteers made important contributions but typically were obliged to scale back their involvement at some point due to other responsibilities.
- In the age of information, economic growth is increasingly focusing on large urban areas, which in the U.S. often span several states. Notwithstanding the challenges, cooperation across jurisdictional lines is of paramount importance if multistate regions are to compete successfully for their share of global investment and growth.

BACKGROUND AND NEED

Overview

The present document focuses primarily on the Alliance, but a full appreciation of the group's contribution requires an understanding of the regional context as well as the international research effort involving the Organisation for Economic Cooperation & Development (OECD) that led to the Alliance's creation. Accordingly, this section provides the following background:

- Historical context and need
- Bringing in the OECD
- Defining project scope
- The multistate challenge
- Preparation of the OECD report
- OECD report's conclusions.

Subsequent sections describe the genesis and work of the Alliance.

Historical Context and Need

Following World War II, metropolitan Chicago was the world's leading center of heavy industry, with 667,407 people employed in manufacturing in the city proper at the peak in 1947¹ plus millions of additional workers in fields supporting the industrial base. In 1950 the city's population peaked at 3.6 million, and the metropolitan area, with 5.6 million people, was the eighth largest in the world.

Manufacturing employment subsequently declined, with factories initially departing the city for the suburbs, then other states, and finally overseas. The process was gradual, and the region remains an important manufacturing center. But it no longer dominates global production and employment is much reduced, with 375,000 workers in core manufacturing and 580,000 overall as of 2010.²

Meanwhile, in the Chicago MSA as in other U.S. metropolitan areas, services employment grew steadily, as did the overall economy. The population of Chicago proper dropped, in common with many Rust Belt cities, but that of the MSA increased substantially, reaching 9.5 million as of 2010.

Despite this, even during the relatively prosperous period prior to the 2008 financial crash, it was evident the Chicago area was not keeping pace with other world cities, either in absolute or per capita terms. In 2012, per-capita GDP growth ranked 50th of 90 cities tracked. A matter of ongoing concern was that, having relinquished its leadership in manufacturing, the region had not attained dominance in

¹ U.S. Bureau of the Census, *County and City Data Book: 1952*, cited in Great Cities Institute – University of Illinois at Chicago, *Economic Fact Sheet #1: Chicago and Cook County Economic Trends*, <https://greatcities.uic.edu/wp-content/uploads/2016/07/GCI-Employment-Fact-Sheet-V2.pdf>, accessed March 26, 2018. The fact sheet notes that manufacturing employment in the city of Chicago had fallen to 110,445 by 2014.

² Chicago Metropolitan Agency for Planning and Development, *Metropolitan Chicago's Manufacturing Cluster: A Drill-Down Report on Innovation, Workforce, and Infrastructure – Technical Report, February 2013*, pp. 9, <http://www.cmap.illinois.gov/documents/10180/69902/FULL%20Technical%20Report%20web.pdf/3243f710-f91d-4632-934a-3682fc19fffc>, accessed February 24, 2018. The CMAP report notes that between 2000 and 2010, manufacturing employment in the Chicago MSA fell by 160,000, or about a third.

another industry of comparable scale, as the San Francisco Bay Area had done in technology or New York in finance.

Bringing in the OECD

Recognizing that the first step in addressing the problem was an objective assessment of the region's economic position and trends, the Chicagoland Chamber of Commerce Foundation (the Chamber Foundation) contacted the U.S. Economic Development Administration (EDA) in 2007 in hopes of enlisting the services of the Organisation for Economic Cooperation & Development (OECD). The OECD, to which the U.S. is a major contributor via the EDA, is a Paris-based intergovernmental agency promoting economic development in 35 member countries. One of its areas of expertise was regional economic analysis.

The OECD had conducted regional evaluations of many world cities but had never done so in the U.S. and readily assented to a study of the Chicago region. The EDA provided a substantial challenge grant with matching funds to be raised locally. The financial crisis and other issues delayed matters, but the necessary financial commitments had been secured by 2010. The OECD began work that year.

Defining Project Scope

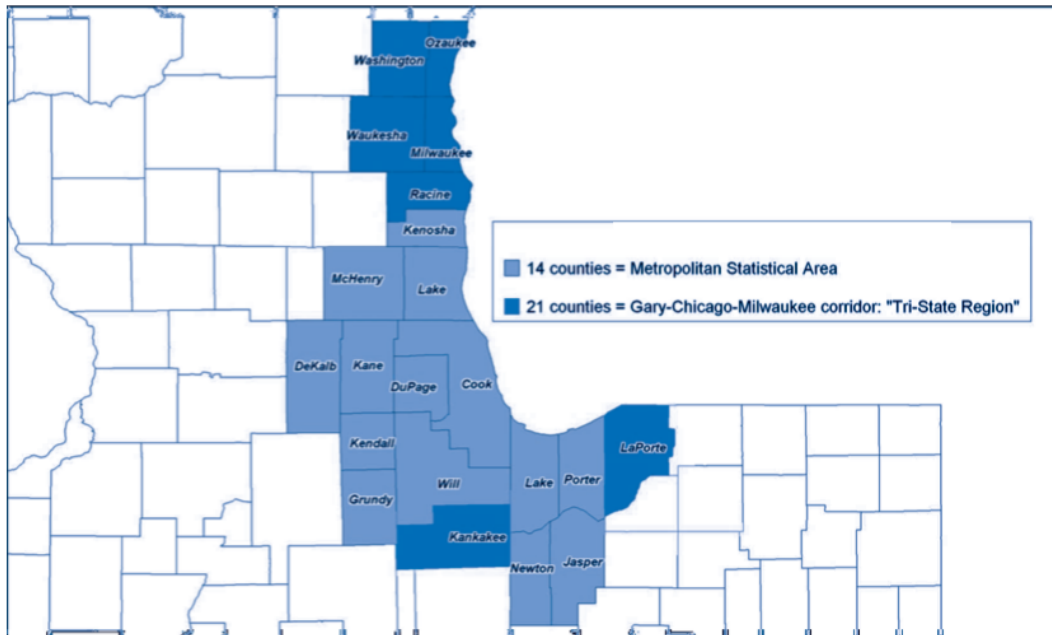
A critical early step was defining the geographic scope of the project. This was done during preparation for the first of a series of "missions" to Chicago by OECD experts, who consulted with a wide array of local leaders convened by the Chamber Foundation. From the outset it was assumed that the project would take in the 14-county Chicago metropolitan statistical area (MSA) as defined by the U.S. Census Bureau, which includes two counties in Wisconsin and four in Indiana in addition to eight counties in Illinois. Most of the statistics in the Review pertain to the Chicago MSA. However, the Review called attention to a larger 21-county area including the city of Milwaukee to the north and, on the east, taking in all of Indiana's Lake Michigan shoreline to the Michigan state line. This larger region was ultimately adopted as the Alliance's service area and is referred to in Alliance publications as the Chicago tri-state region. In the present document, "Chicago MSA" or "MSA" means the 14-county area, while "Chicago tri-state region" and variants or "the Megaregion" means the 21-county area – see map below.

The designation of a 21-county region was arrived at jointly by local stakeholders and OECD experts. It reflected the belief, which the Review confirmed, that commuting flows between the seven outlying counties and the Chicago MSA were increasing and that the 21 counties would eventually merge into a common economic area.³

This notion had several attractions. One was scale – the collective population of the Megaregion was 11.5 million as of 2010. The second was synergy – all the Megaregion's constituent jurisdictions brought strengths to the table. For example, a cluster of Milwaukee-based firms specializing in water technology had formed the Water Council (thewatercouncil.com), which sought to expand the Milwaukee MSA's leadership in water-related innovation. Since the Megaregion bordered one of the Great Lakes and the

³ Organisation for Economic Cooperation & Development, *OECD Territorial Reviews: The Chicago Tri-State Metropolitan Area, United States*, 2012, p. 41, <http://alliancerd.org/wp-content/uploads/2014/02/OECD-Territorial-Review-Chicago-Full-2012.pdf>, accessed February 24, 2018

importance of fresh water access seemed certain to grow, preeminence in water technology was a matter of regional interest.



The Alliance's service area

It was also apparent to Milwaukee and Northwest Indiana leaders that closer ties with the much larger Chicago market would be advantageous. This view may have been crystallized to some extent by the Review. Planners in Wisconsin and Indiana began exploring more robust transportation links to Chicago around this time, and regional promotion of these efforts was a major accomplishment of the Alliance. This subject is explored in greater depth below.

Another decision made in the early going was defining the Review's focus areas. Four were settled on, each of which would be treated in a separate chapter of the report. To some extent the focus areas were self-evident and applicable to any urban area, but they were seen as having particular resonance in metropolitan Chicago:

- Workforce development. The shrinkage of the Megaregion's manufacturing base had resulted in economic dislocation for thousands of workers and had hit minority communities especially hard.
- Innovation. The Megaregion that had given the world such transformative inventions as the mail-order catalog, balloon framing and the self-scouring plow was seen as lagging other regions in creativity and value creation.
- Transportation and logistics. The Megaregion is North America's premier transportation and logistics hub. Chicago owed its existence to its centrality in the continent's transportation network and its continued dominance despite multiple shifts in technology was not in doubt. But delays and inefficiencies arising from the age, scale and complexity of the region's transportation infrastructure had become a matter of national concern.

- **Green growth.** The Megaregion is at the center of a leading agricultural area and borders one of the Great Lakes, which collectively account for a fifth of the world's surface fresh water supply. It was evident these natural advantages would assume even greater importance in an era of climate change. An emphasis on sustainable industry was considered to be in alignment with these trends.

The Multistate Challenge

Lack of cooperation among the three states spanned by the Megaregion was understood from the outset as one of its greatest challenges. Exacerbating factors included:

- *Size disparity.* The eight Illinois counties accounted for about 70% of the Megaregion's population; Chicago was by far the largest municipality. Chicago paid little attention to its neighbors in Indiana and Wisconsin; leaders in those states feared any attempt at joint action would be dominated by Chicago.
- *Lack of integration.* The Megaregion had not historically functioned as an economic unit. The economies and labor markets of Chicago and Milwaukee, although drawing closer, were still separate. Northwest Indiana and Chicago were a single market, but the Indiana lakeshore and the far south side of Chicago were both heavily industrialized and thinly populated, commuter flows between the two were modest, and neither had much contact with the rest of Chicago or the region.
- *Different political cultures.* Chicago was a Democratic stronghold with relatively high taxes that dominated Illinois state government. Northwest Indiana had no large cities and felt ignored by both Chicago and the state legislature in Indianapolis. Indiana typically voted Republican and was fiscally conservative, a fact it often pointed out when attempting to lure Illinois businesses across the border.

State lines were not an insuperable barrier to regional cooperation, as demonstrated by New York and New Jersey, which in 1921 had jointly established the Port Authority of New York and New Jersey, which oversaw much of the region's transportation infrastructure, including bridges, tunnels, airports, and the seaport. In Illinois and Missouri, the Bi-State Development Agency, established in 1949, performed a similar role, implementing transportation infrastructure for the cities of St. Louis and East St. Louis. But no such agency existed in metropolitan Chicago, no doubt because of the distances involved. Unlike metropolitan New York and St. Louis, the major components of which face one another across relatively narrow bodies of water, the Megaregion stretched along the Lake Michigan shoreline for 170 miles.

Preparation of the OECD Review

Work on the OECD report extended through 2011 and concluded in early 2012. Field research was organized around fact-finding "missions," each about a week in length, in which OECD staff, subject-matter experts from around the world and leaders in the region convened for in-person consultation. Activities undertaken during this time included:

- *Initial preparations following contract signing.* The OECD asked the Chamber Foundation to complete a detailed questionnaire on economic conditions and assets within the region. The

four policy areas that would be the focus of the report's recommendations were identified during this time – see further discussion below.

- *First OECD fact finding mission, March 2011* – A small OECD policy team traveled to Chicago to tour the region, meet local leaders, and interview subject matter experts assembled by the Chamber Foundation.
- *Second OECD fact-finding mission, June 2011* – OECD policy team and subject-matter experts from around the world flew to Chicago for further consultation. The Chamber coordinated meetings with stakeholders and interest groups throughout the region.
- *Release of first draft of the Review, September 2011.* The draft was sent to selected stakeholders and review committees for their comments.
- *Regional delegation presents final draft to OECD in Paris, December 2011.* The Chamber sent a delegation of 20 regional leaders to the OECD's Paris headquarters to present the final draft of the Review to the group's Territorial Development Policy Committee for approval. The delegation, which also met with OECD secretary-general Ángel Gurría, was led by former Illinois Governor James Thompson and included representatives from business, government and academia.⁴
- *Public release of the Review.* This took place in conjunction with a meeting of the OECD Roundtable of Mayors and Ministers, which was held in Chicago to coincide with the Review's publication. Participants included scores of local, national and international dignitaries, including Mayors Rahm Emanuel of Chicago and Michael Bloomberg of New York. The report itself attracted wide and continuing notice.⁵

Challenges during this period included:

- *Fundraising.* Sufficient financial commitments had been obtained to pay the OECD's fee for review preparation prior to contract signing, but additional money was needed to cover ancillary expenses, including hosting of visiting OECD staff, arranging tours and meetings, and office overhead. Raising the necessary cash was time consuming and occasioned friction among senior personnel at the Chamber Foundation and its parent organization, the Chicagoland Chamber of Commerce (the Chamber). Outside professional staff tapped by the Chamber and Chamber Foundation to handle OECD-related logistics, including organizing events and convening local subject matter experts, worked on a pro bono basis throughout most of the time the project was underway.
- *Interstate rivalries.* The project was initially seen as primarily benefiting Illinois. State officials in Wisconsin and Indiana contacted in the early going were openly hostile, seeing little advantage in devoting resources to aid a rival state. Private-sector stakeholders and municipal-level public officials in the two states were more receptive, but distrust persisted for years.

⁴ Members of the Paris delegation are listed in Appendix H.

⁵ Selected online citations of the OECD report, including but not limited to press accounts, blog posts, and academic research, may be found in Appendix A.

- *Local anxiety.* Chicago officials feared that close examination would draw attention to the region's shortcomings, and that regional initiatives would diminish their freedom of action.
- *Insufficient thought given to next steps.* There was no clear plan on what to do once the OECD report was published.

OECD Review's Conclusions

The 317-page report exhaustively analyzed the strengths and weaknesses of the Megaregion's economy. It offered these key findings:

The Chicago Tri-State Metro-Region is an economic powerhouse of international consequence with significant innovation potential but faces several structural challenges....

Home to approximately 9.5 million people, the Chicago Tri-State Metro-Region is the third most populous metropolitan area in the country, and the tenth largest among the OECD Metro-Regions. Its GDP ranks 8th out of the 90 OECD metropolitan areas, and third in the US behind Los Angeles and New York.

The region's economy is broadly based. Manufacturing is important, if declining. The region continues to be a major hub for both domestic and international passenger and freight traffic. New sectors in nanotech, biotech, ICT and green engineering are growing in international importance. Approximately 34% of the population 25 years old and over have at least a bachelor's degree, a higher proportion than the national average. The region boasts world-class academic and research centres. It is an attractive place in which to live, with its parks, museums, theatres, music and world-famous architecture. Chicago regularly ranks near the top in global city attractiveness.

Yet the region's growth rates are slipping. The region ranks 50th out of 74 OECD Metro-Regions and 22nd out of 29 US Metro-Regions. A major reason for this lies in the relatively poor productivity of its workforce. One factor may be the continuing decline in employment in manufacturing. And while the region's population is comparatively young, its working-age population is ageing. But this is not the whole story.

A serious mismatch between skills demand and supply at all levels of business activity affects the region's capacity to innovate and grow. This skills divide is linked to a racial divide. Unemployment rates for African Americans tend to reach nearly four times those for whites, while Hispanics' are at more than double those of whites. Social exclusion and spatial segregation both reflect and reinforce these issues in the region. Many training programmes exist but spending, much of which is federal, is low by OECD standards. Programming is uncoordinated and made worse by petty intra-regional competition to attract business activity.

The region's hub functions – key to the region's competitiveness – need to be addressed in a systematic way. Public transit in the region, also key to its competitiveness, is inadequate. Comprehensive inter-modal, region-wide planning is required, along with a funding plan based on sources that include congestion and value-capture charges.

The region should focus on its emerging green-tech clusters. Most importantly, the region's stakeholders need to articulate and implement an integrated region-wide vision for growth and prosperity for the entire Tri-State Region and its residents.

The Review's policy recommendations were grouped into five categories:

- *Matching skills to jobs.* The region's workforce was large and well-educated, but job creation and productivity lagged. Meanwhile, minorities were underemployed and lacked access to adequate education, housing and other resources. Workforce development efforts were fragmented and not well targeted to business needs. The report recommended a more coordinated approach to workforce development and greater engagement with the business community on its workforce requirements.
- *Innovation and entrepreneurship.* Opportunities for the most highly skilled workers were seen as limited, leading them to depart for other regions. To retain such workers, the report recommended "creating conditions to spur innovation, green growth and entrepreneurship" – e.g., more systematic tracking of startups, new-venture financing and small-firm expansion to facilitate support. It also recommended identifying "innovation-driven business clusters" and "implementing cluster-specific growth strategies" as well as "developing a common understanding of the region's innovation ecosystem."
- *Transportation and logistics.* The report noted that the Chicago region was "North America's premier transportation and logistics hub" and "a major continent-wide player in passenger air-travel, air cargo, railways and trucking, with a concentration of warehousing and intermodal facilities." These functions generated significant business activity and employment, but congestion, space constraints and other problems arising from their scale and complexity impeded growth. The report recommended regional coordination of planning for intermodal facilities and improved mass transit.
- *Green growth.* The region had become a leader in green technologies such as air and water purification, lighting, and green energy, architecture and construction services. To sustain this growth, the report urged measures to enhance the green business environment, including linking green-related R&D activity more closely to the needs of green firms, increasing financial support for public transit, and providing technical assistance to wind energy firms.
- *Effective institutional arrangements.* The report noted that the regional was jurisdictionally fragmented, with more than 1,700 units of government. Government economic development efforts were divided among three states that considered their principal rivals to be each other rather than other regions and squandered much of their energy on local rivalries rather than competing with the rest of the world. The report recommended the creation of regional mechanisms to conduct research and encourage civic and political leaders to focus on promoting the tri-state area rather than isolated jurisdictions within it.

OVERVIEW OF ACTIVITIES

GENESIS OF THE ALLIANCE

Following publication of the Review, the question of next steps became acute. Chamber and Chamber Foundation management disagreed on direction, leading the executive who had been the prime mover behind the Review to resign. After several months of inactivity, Kelly O'Brien, the Chief Operating Officer of the Review's local team, was asked to assume leadership of implementation of the Review's recommendations.

To launch this effort, Ms. O'Brien convened a meeting of three individuals who had played key roles in preparing the Review and were members of the Paris delegation: Greg Hummel, a partner in the Chicago law firm of Bryan Cave LLP; Leigh Morris, at the time Senior Vice President, Northwest Region Development at Indiana Economic Development Corp.; and Carmel Ruffolo, then Director, Corporate Engagement and Regional Development, University of Wisconsin-Parkside. The three, each representing one of the three states spanned by the Region, were well known and respected advocates of regional development. At the initial meeting, the "operating committee," as it became known, determined that:

- An organization needed to be created to implement the Review's recommendations. To avoid the suggestion that the effort would primarily benefit Chicago, the new group needed to be independent of the Chamber.
- The goals of the new group should be to:
 - Generate awareness of the Review
 - Convene regional stakeholders to evaluate the Review's recommendations
 - Undertake initiatives to demonstrate that cross-jurisdictional collaboration could succeed.
- To provide funding for staff and other necessities, the EDA should be asked for another grant, with matching funds raised locally.

This was the origin of the Alliance. The operating committee, which remained in existence until 2015 and was then rolled into the expanded Alliance Board, provided critical guidance and support during the group's first years. It also prepared a 22-page synopsis of the 317-page Review that was widely circulated.

FUNDRAISING AND ORGANIZATION

To obtain private sector guidance and assistance with the needed fundraising effort, it was determined that the new organization should have three co-chairs, one from each state, and that each co-chair should be the CEO of a high-profile business. The initial three co-chairs were:

- Mike Mullen, CEO of Centerpoint Properties, Illinois co-chair. Centerpoint Properties is a major developer of industrial property, including intermodal facilities and other transportation infrastructure.

- Paul Jones, CEO and Chairman of the Board at A.O. Smith of Milwaukee, Wisconsin co-chair. A.O. Smith is one of the world's leading manufacturers of residential and commercial water heaters and boilers and aspires to become a global leader in water technology.
- Jim Stanley, CEO of Northern Indiana Public Service Company (NIPSCO), Indiana co-chair. NIPSCO was the largest natural gas distribution company and the second largest electric distribution company in Indiana.

With these three individuals on board, raising the local share of contemplated funding was relatively straightforward. Obtaining a federal commitment was more problematic, since submittal of the grant application coincided with the U.S. budget sequestration of 2013. Complying with EDA submittal requirements also proved challenging. Nonetheless, after much travail, the EDA grant was awarded in mid-2013, with paperwork finalized in April 2014. The Alliance also obtained financial support through state commerce entities, foundations and corporate sponsorships. Organizations providing such support are shown in Appendix I.

In the meantime, the organization that would come to be called the Alliance for Regional Development had begun its work. This involved several efforts:

- *Creation of working teams.* Four working teams were organized to pursue the four sets of recommendations in the Review: transportation and logistics, workforce development, innovation, and green growth. The membership of the working teams was drawn from among the volunteers who participated in creating the Review.
- *Collaboration with the Federal Reserve Bank of Chicago.* Establishment of a long-term collaborative relationship with the Federal Reserve Bank of Chicago (FRBC), which was facilitated by the Chicago regional EDA office, was a key factor in the Alliance's success. The FRBC had participated in the fact-finding process for the Review and knew that the creation of a multistate development entity was a likely outcome; promotion of inclusive economic development is an important part of the Reserve Bank's economic development mission. Collaboration with the FRBC offered many advantages for the Alliance – the Community Development and Policy Studies division of the Fed is a regular convener of community and economic development conferences and initiatives that include regional leaders, and FRBC economists were available as subject matter experts for stakeholder outreach. When EDA leadership in Chicago held a meeting to explore collaboration among federal agencies and private economic development groups, the FRBC and the Alliance were a natural fit. Jeremiah Boyle, FRBC Assistant Vice President and Managing Director of Community and Economic Development, agreed to co-host/partner on Alliance events because it was consistent with FRBC's community development mission. These events have included annual economic summits (see next item), meetings of the working teams, and occasional special conferences – for example, the March 2018 meeting at which the secretaries of commerce for Wisconsin, Illinois and Indiana agreed to craft a joint memorandum of understanding (MOU), discussed later in this Report. Additionally, Rick Mattoon, FRBC Senior Economist and Economic Advisor, has facilitated Alliance stakeholder meetings in Milwaukee, Northwest Indiana and Chicago. He has shared economic data and insights into the Megaregion's competitive edge as well as

suggestions for what can be done to address policies that are not working. His remarks resonated with audiences and resulted in increased Alliance stakeholder engagement.

- *Annual summits.* In cooperation with the FRBC, Alliance leadership decided to convene annual “summits on regional competitiveness” (the Summits) to which leaders from throughout the Megaregion are invited. The purpose of the Summits, all of which have been hosted at the FRBC, is to provide a forum for exploration of regional issues, including but not limited to those cited in the Review; to increase public awareness of the Alliance and the issues it championed – in particular, the importance of regional cooperation; to enable decision makers to meet their counterparts from elsewhere in the Megaregion; and to review the year’s work. The sixth Summit is scheduled for Monday, October 29, 2018.
- *Designation of University of Wisconsin-Parkside as fiscal agent.* An early organizational challenge was arranging for fiscal oversight of the EDA grant, since the Alliance lacked staff for this purpose once it became independent of the Chamber. A central figure in addressing this need was Carmel Ruffolo, then the Director of Corporate Engagement and Regional Development for the University of Wisconsin-Parkside (UWP). Dr. Ruffolo, who had been part of the delegation that presented the draft Review to the OECD in Paris in December 2011, was able to secure UWP’s designation as fiscal agent for the original EDA award of \$130,000. UWP also served as fiscal agent for an additional EDA award of \$200,000 finalized in January 2016, in this case acting in collaboration with the Alliance. UWP’s involvement is indicative of the multiple roles played by the Megaregion’s universities in supporting the Alliance’s work – UWP chancellor Deborah Ford serves on the Alliance’s board.

ANNUAL SUMMITS

Five Summits have been held to date, one each fall from 2013 through 2017. They were the high point of the Alliance’s activities each year. Summaries:

First Summit, September 27, 2013

Since the EDA grant had been finalized relatively late in the year, Alliance leadership decided to focus its energy on the first Summit, which took place a few months later. The event, an impressive feat of organization, was held at the Federal Reserve Bank of Chicago, as were all subsequent Summits. The governors of all three states plus a long list of other luminaries participated in panel discussions of the four focus areas in the Review. The Summit received wide notice in traditional and online media and established the Alliance as a force to be reckoned with. An agenda, transcript and photos may be found at: <https://alliancerd.org/2013summit/> .

Second Summit, December 19, 2014

The four Working Teams were convened early in the year and spent the balance of 2014 engaged in intense activity, the results of which were presented at the second Summit:

- *Innovation.* The team unveiled the innovation web portal it had developed in partnership with the Purdue Center for Regional Development. Modeled on Detroit’s BizGrid, the site provided information on more than 100 innovation assets throughout the Megaregion.

- *Green growth.* The team reported that it had identified water technology as a potential innovation cluster since the region already had a sizable footprint of water tech firms – 160 in Wisconsin plus an additional 260 in Illinois and Indiana representing more than \$12 billion in sales. Most of the firms were small, suggesting an opportunity for growth.
- *Human capital.* The team presented a video it had prepared highlighting the effectiveness of “hiring events” in the three states for use by economic development agencies in promoting the region.
- *Transportation and logistics.* The team presented a GIS tool developed in partnership with the Purdue Center for Innovation through Visualization and Simulation that could map any desired subset of regional transportation assets, including airports, rail lines, pipelines, highways, etc.

An agenda, transcript and photos may be found at: <https://alliancerd.org/2014summit/>.

Third Summit, October 23, 2015

The keynote speaker was Wisconsin Governor Scott Walker. The event featured panel discussions on:

- Kicking the Can – What to Do When You Run Out of Road (impact of state finances on economic development)
- Importance of Metropolitan Planning Organizations in Regional Economic Development
- The Future for North America’s Largest Transportation Hub
- Region V – Federal Priorities and Grant Opportunities
- Results of a Recent Poll on Regional Development: Public Opinion and Regional Issues in the Chicago Megacity.

An agenda, transcript and photos may be found at: <https://alliancerd.org/2015summit/>

Fourth Summit, November 27, 2016

The event featured remarks by:

- Jim Schultz, chairman and CEO, Intersect Illinois
- Victor Smith, secretary of commerce, Indiana Economic Development Corporation
- Toni Preckwinkle, board president, Cook County, Illinois.

Topics discussed included:

- Effects of e-commerce from the perspective of business, government and real estate
- Watersheds as a regional unifier
- Regional infrastructure condition and economic impact, with a focus on transportation
- Winning through collaboration.

Of note during the Summit, which took place a few weeks after the 2016 presidential election, were conciliatory remarks by Indiana commerce secretary Victor Smith, who had also been present at the 2013 Summit with then-Indiana governor Mike Pence. Mr. Smith indicated that, political differences notwithstanding, Indiana was prepared to work with Illinois officials, citing the state’s plan to improve commuter rail service between Northwest Indiana and downtown Chicago. See further discussion below.

An agenda, transcript and photos may be found at: <https://alliancerd.org/2016summit/>.

Fifth Summit, October 16, 2017

The event began with a talk on the future of work by Becky Frankiewicz, president of ManpowerGroup, which received high marks from Summit participants in surveys. Other topics discussed during the day included:

- Infrastructure funding
- Regional workforce initiatives
- Regional prospects as seen by a panel of local journalists
- Re-purposing real estate impacted by e-commerce
- Social impact investment
- Planners' transportation priorities
- Energy as a connector
- Showcasing regional best practices.

An agenda, transcript and photos may be found at: <https://alliancerd.org/2017summit/>.

Lessons learned. Organizing the Summits was a formidable undertaking and consumed much of the time of the Alliance's professional staff. Nonetheless the events were essential to increasing the visibility of the Alliance and its work. Speakers and panelists at the Summits have included governors, senior state government staff, and a wide variety of public and private sector leaders. The Summits have achieved wide media and online coverage (see Appendix B, Part 2). Participants at the 2017 Summit gave the meeting high marks in surveys (see Appendix D).

WORKING TEAMS

Transportation and Logistics

The Transportation and Logistics Working Team spearheaded some of the Alliance's most notable initiatives and made demonstrable progress toward achieving the Review's two primary transportation goals, improving multimodal freight distribution within the Megaregion and upgrading mass transit. The team's efforts benefited from fortunate timing in several respects:

- There was consensus in the Megaregion and nationally on the need to increase the efficiency of freight movement in the Chicago area, particularly via rail. The sprawling rail network, which accounts for half of daily U.S. freight rail movements⁶, was characterized by numerous bottlenecks and frequent delays. The City of Chicago in cooperation with the railroads and state and federal agencies had established the Chicago Region Environmental and Transportation Efficiency (CREATE) program, which proposed to eliminate numerous flat junctions and grade crossings throughout the metropolitan area. The program was heavily dependent on federal funding; although improvements had been made, progress was slow.
- Downtown Chicago was becoming increasingly central to the Megaregion's economy. A U.S. census analysis found Chicago was gaining downtown residents faster than any other U.S. city;

⁶ OECD, *op.cit.*, p. 57.

by 2015 the population of the city's central area had reached 238,000.⁷ In 2017 downtown employment reached a record high, accounting for more than half of jobs in Chicago proper and growing at a faster rate than the rest of the metropolitan area.⁸

- In light of the preceding, there was rising interest in Wisconsin and Indiana in improving passenger rail connections to the Chicago core. The Review had shown that commuter flows between the outlying counties and the Chicago MSA were increasing more rapidly than between any other origin/destination pair in the Megaregion.⁹ Anticipating further growth, the Wisconsin Department of Transportation began studying an increase in the frequency and speed of Amtrak passenger rail service between Milwaukee and Chicago.¹⁰ Meanwhile, the operator of the South Shore commuter line between South Bend, Indiana and downtown Chicago sought federal funding for a \$1 billion upgrade that would allow more frequent service on the main line, build a new branch line, and reduce travel times.¹¹ State and local agencies had already pledged 100% of the expected local share of the project's cost.

The team in concert with Alliance leadership and partners in government and academia made significant contributions to ongoing efforts to improve the Megaregion's transportation system. Highlights:

- A transportation mapping tool was created that made it possible to generate maps showing any desired subset of transportation infrastructure in the Megaregion's 21 counties using a geographical information system (GIS) developed in partnership with Purdue University. Staff from the Northwestern Indiana Regional Planning Commission (NIRPC) collected and collated asset data and GIS shapefiles from regional partners including the Chicago Metropolitan Agency for Planning (CMAP) and the Southwest Wisconsin Regional Planning Commission (SEWRPC). NIRPC worked with the Purdue Center for Innovation through Visualization and Simulation (CIVS) to provide the data to the Purdue Center for Regional Development, which imported it into the Purdue Regional Decision Maker GIS. In short, Purdue provided the GIS that powered the system; the Alliance coordinated the partnership that furnished the transportation layers. The tool was unveiled at the Alliance's second annual Summit in December 2014. Business leaders commented on the breadth of information available, saying it exceeded what could be obtained from commercial services. See illustration below.

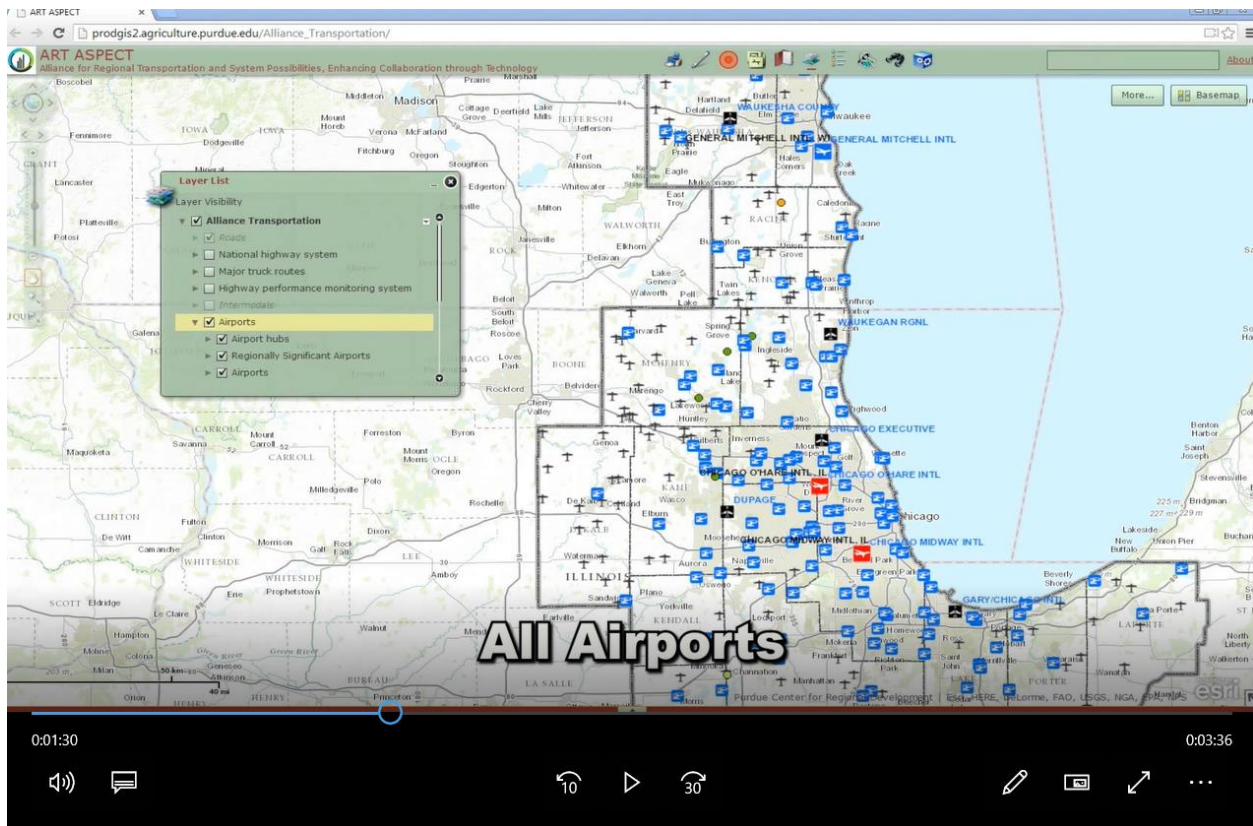
⁷ HInz, Greg, "As Loop population booms, South Side's plummets," *Crain's Chicago Business*, December 13, 2016, <http://www.chicagobusiness.com/article/20161213/BLOGS02/161219983/as-loop-population-booms-south-sides-plummets>, accessed February 28, 2018.

⁸ ---, "Downtown growth leads Chicago to highest job peak in decades," *Crain's Chicago Business*, January 2, 2018, <http://www.chicagobusiness.com/article/20180102/BLOGS02/180109998/downtown-growth-leads-chicago-to-highest-job-peak-in-decades>, accessed February 28, 2018.

⁹ OECD, *op.cit.*, p. 41.

¹⁰ Wisconsin Department of Transportation, "Chicago - Milwaukee Intercity Passenger Rail Corridor – Environmental Assessment and Service Development Plan," <http://wisconsin.gov/Pages/projects/multimodal/rail-chi-mil/default.aspx>, accessed February 28, 2018.

¹¹ Wisniewski, Mary, "90 years later, an upgraded South Shore rail line is on track – The Northern Indiana Commuter Transportation District plans two major expansions for the South Shore Line, starting in 2019," *Chicago Tribune*, September 25, 2017, <http://www.chicagotribune.com/news/columnists/wisniewski/ct-south-shore-getting-around-0925-20170924-column.html>, accessed February 28, 2018.



Screenshot from introductory video for transportation GIS tool created by Purdue University with Alliance assistance

- The team convened a regional caucus of local elected officials plus key staff from SEWRPC, CMAP and NIRPC to compare long-term transportation plans and align priorities. Meeting over a period of nearly a year, the group reached consensus on a mix of passenger and freight rail projects, including the above-cited plans to increase passenger rail service from Wisconsin and Indiana to Chicago; selected projects to reduce rail travel times between Chicago and cities such as St. Louis, Minneapolis-St. Paul and Detroit; and freight rail improvements such as the “Englewood flyover” to eliminate a chokepoint on Chicago’s south side.
- The team took appropriate steps to advance the agreed-on projects, including sending support letters to federal and state legislators and their staffs; maintaining a project tracking spreadsheet providing a description, rationale, status, and other relevant information; and providing project summaries to stakeholders – see illustration below.



Informational graphic prepared by Alliance showing Chicago-centered passenger rail projects

Lessons learned. The Alliance’s successes in transportation stemmed from several factors:

- It was pushing regional decision makers in a direction they wanted to go. Like most regions, the Chicago area had a long transportation wish list and many if not most of the projects on it had sizable constituencies. Nonetheless, Alliance assistance accelerated matters.
- The three state MPOs had an established history of cooperation under a pre-existing regional accord. However, the Alliance enabled their efforts to be magnified across a wider variety of regional stakeholders and decision makers and facilitated closer integration of transportation and related planning initiatives into other aspects of the organization’s work. The Alliance-led partnership to develop the regional mapping tool provided a rallying point for concentrated effort by the staffs of the three MPOs and resulted in a tangible, cross-state end product.

- The Alliance’s effectiveness was greatly enhanced by its recruitment of respected leaders in the transportation field. Steve Schlickman, who managed the transportation and logistics team from 2015 on, was a veteran Chicago transportation expert who was well versed in regional issues, knew most of the players, and could get them to the table. He had held high positions in government and could speak to state planning officials as an equal. Biographies of Mr. Schlickman and other Alliance leaders may be found in Appendix E.
- As with most of the Alliance’s initiatives, there were limits to what could be accomplished with volunteers. Mr. Schlickman invested substantial time over a lengthy period, for which he was paid \$10,000, but eventually was obliged to limit his involvement due to other responsibilities. Paid staff, even if only part time, seems indispensable for the long-term commitment required for transportation projects.
- Nonetheless, the Transportation and Logistics Working Team’s accomplishments, even those involving projects that in the end were not fully realized, were a morale booster for all in the organization and an inducement to continue.

Workforce Development Working Team

The chair of the Workforce Development Working Team is Anne Edmunds, regional vice-president for Milwaukee-based ManpowerGroup, the third-largest staffing firm in the world and the largest in the U.S. Additional biographical details may be found in Appendix E.

The team had some notable successes, stemming in part from the fact that all parts of the Megaregion faced similar workforce challenges and had similar resources. There was little interjurisdictional rivalry; on the contrary, there were obvious incentives to cooperate. Nonetheless, establishing which opportunities for collaboration were likely to be fruitful took some time. Ideas such as a learning exchange or a business incubator were considered but deemed not to be the best use of resources. On the other hand, matching skills to demand, a theme of the Review, resonated with team members and was the source of an early success, as discussed below.

Sharing of Best Practices

An important benefit of the Alliance’s work was the identification of best practices in one jurisdiction that could readily be adapted elsewhere in the Megaregion. A notable example in connection with workforce development was the “hiring event,” pioneered by the Illinois Department of Employment Security (IDES). In contrast to traditional job fairs, in which employers met with all comers, a hiring event was invitation-only based on pre-screening. IDES first consulted with employers to identify specific skill sets they sought in new workers and reviewed the database of Illinois residents collecting unemployment benefits looking for workers with those skills. IDES then hosted an event bringing the two together, with the understanding that specific jobs were on offer, only qualified candidates would be invited, and an agreed-on number of job offers would be made by the end of the day. Since pre-screening increased the likelihood of a successful match, hiring events were popular with both employers and job seekers.

The IDES director explained the concept of hiring events at a meeting of the workforce working team to his counterparts from Indiana and Wisconsin, who immediately saw the potential. Using information

and materials provided by IDES, they began organizing their own hiring events, which met with similar good results and became a common practice throughout the Megaregion.

Lessons learned. Two features contributed to the success of best-practice sharing. First, it was straightforward and involved minimal cost. The Alliance simply reached out to the Megaregion's major players in workforce development and put them all in the same room. (Granted, getting everyone at the table in the first place was an adroit feat of organization.) Second, interjurisdictional rivalries did not come into play. Hiring events did not make one part of the Megaregion more attractive than another; they simply increased the efficiency of the hiring process, and thus there was no incentive for participants with new ideas to withhold information. On the contrary, it seems safe to say best-practice innovators were gratified to have their ideas widely adopted.

Promotional Video

A member of the workforce working team in academia, Dr. Rena Cotsones of Northern Illinois University, oversaw the creation of a video promoting the quality of the Megaregion's workforce. The video was shown at the 2014 Summit and subsequently distributed to local chambers of commerce and workforce development agencies for use in pitching firms thinking of establishing or increasing their presence in the Megaregion. Possibly because the video was distributed around the end-of-year holidays, it attracted little attention. Later workforce team leadership expressed frustration at having no metrics to indicate whether the video had proved useful.

Lessons learned. In hindsight, it would have been better for the video to have been created in the context of a marketing plan that included provision for followup – but that would have required specialized resources not available to the Alliance on a volunteer basis. In assessing the wisdom of an prospective undertaking, it seems important to consider not only what the available volunteers are willing and able to do but what additional resources are needed to make the venture successful.

Self-Funding Opportunities

In 2017 the Alliance workforce team became aware of an opportunity for a partnership with an offshore software developer who had created an online training program that used interactive videogame techniques to help onboard new workers in the transportation, distribution and logistics industries. The program's 60-plus online modules began with "Logistics 101" and provided detailed instruction on key concepts. At the end of the process, the candidate would have the knowledge needed to qualify for a job. The program has been successfully used in the port cities of the Netherlands.

The developer offered an arrangement in which the Alliance would promote the software to senior management at transportation, distribution and logistics firms in the Megaregion. Firms that agreed to become Alliance members – which entailed a fee – would get free access to "Logistics 101" and would be entitled to a discounted rate for the remaining modules.

Lessons learned. The venture has only recently been launched but seems promising for several reasons. First, it provides the Alliance with an ongoing revenue stream, clearly a matter of importance if the organization is to continue. Second, it provides a new way to engage with businesses in the Megaregion. The Alliance has benefited from the work of many private-sector volunteers but has not previously had dues-paying business members. Business membership if successful would provide firms with a way to contribute and at the same time would put the Alliance on stable financial footing. Third, the

arrangement requires relatively little investment of time and resources on the part of the Alliance. Reduced-price access to the training program is a perk of business membership; all subsequent dealings concerning it are handled privately between the developer and the participating firms. Fourth, the training program is aligned with the Alliance's mission of enhancing the workforce and increasing the economic viability of the Megaregion.



BEAT THE TALENT CHALLENGE

As a transportation, logistics or supply chain company, you have to recruit and onboard hundreds of new employees every year. Attracting and retaining all levels of talents to fill jobs can be a huge challenge and can negatively impact your bottom line. The Alliance for Regional Development, representing the Milwaukee, Chicagoland, NW Indiana corridor, has partnered with 21CC and Manpower Group, to offer a solution to this pressing challenge.

This cutting edge approach includes training and on-boarding content for the TDL industry designed by 21CC. Using classroom training, e-learning and mobile learning 21CC translates training manuals and SOPs into engaging content. 21CC has even begun 'gamifying' some of its content, turning content on dangerous goods, for example, into interactive 3D games that can be played on any smartphone! 21CC has a presence in Illinois, India and the Netherlands.

Flexible training content allows employees to learn at their own pace, and anywhere they like, at work or even on their way home. With a growing database of more than 65 e-learning modules, 21CC can help you convert your existing SOPs and training manuals into customized training modules. It only takes a few easy steps to sign up your existing or prospective employees for 21CC's online training.

In addition, Manpower Group can assist in sourcing candidates for your open positions, using its extensive database. Successful candidates will be trained by 21CC prior to joining your company, making them productive from Day One. The Alliance offers you an annual membership which will give companies access to all of the Alliance's annual economic events and to 21CC's training content at a reduced rate.

Interested in learning more? Please contact Alliance for Regional Development President, Kelly O'Brien at **312-602-5148** or email her at kobrien@allianceRD.org

“ Quote from Marleen van de Kerkhof, Harbor Master for the Port of Amsterdam:

We have started to develop our e-learning together with 21CC. I like the way learning has changed. We used to have these huge paper manuals, the size of telephone books: very unattractive and uninspiring. Now with e-learning you can learn any place, anytime, anywhere in an interactive way, with simulations of actual situations. Employees are enthusiastic about this way of learning. It is easy, interactive, covers a variety of topics, and is more interesting than just learning some theoretical facts. To practice things in almost 'real time' is exciting.

”



Alliance for Regional Development 21CC Education Manpower Group

Marketing piece for collaboration with logistics training partner 21CC

Innovation Working Team

The Innovation Working Team focused on mapping the region's innovation ecosystem, as suggested in the Review, in hopes of increasing opportunities for collaboration and enhancing the environment for business startups. The team hoped to create an online portal with useful resources for local innovators and product developers organized in a user-friendly way. The team created an alpha version of a web portal that, it was hoped, would ultimately be available to entrepreneurs seeking the resources need to start or grow businesses.

The effort faced many challenges. The first was simply getting a handle on the diverse array of resources available within the Megaregion, which ranged from the 1871, the nationally recognized, well-funded tech incubator in downtown Chicago, to a coffeeshop in Milwaukee where entrepreneurs met informally. Cataloging the resources was daunting in itself; developing an online intake process that would facilitate entry into the widely varying innovation cultures seen across the Megaregion seemed even more difficult.

After much effort, the team succeeded in launching an alpha version of the innovation portal modeled on Detroit's BizGrid in 2014, but it was a simple affair consisting primarily of lists. It was acknowledged that much more work was needed to make the portal useful and keep it current, but the preliminary work had involved so much struggle that volunteer burnout had set in and few had the appetite to continue. The alpha site was kept online for a time but was shut down in 2017.

Lessons learned. In hindsight it seems clear that promoting innovation – particularly on a regional basis – is a complex task requiring deep pockets and long-term commitment. Efforts on the requisite scale are likely to exceed the capabilities of a volunteer organization with a geographically dispersed membership. The Alliance was aware of sophisticated innovation tracking efforts hosted by Illinois and Wisconsin universities; conceivably these might have been coordinated to give a better picture of regional resources, but this required expertise not available to the organization.

Green Growth Working Team

The Green Growth Working Team first met in March of 2014. After briefly considering green-growth possibilities such as food waste utilization, the group settled on water technology, which seemed a natural choice given the Megaregion's wealth of freshwater resources. But developing a viable program proved difficult.

To begin with, there was no easy way to define and identify the Megaregion's existing water technology companies, which were not separately categorized in the North American Industry Classification System (NAICS) used by the Census Bureau. Sammis White, Dean and Director of Workforce Development at the University of Wisconsin-Milwaukee, offered the assistance of his graduate students to help create a water technology definition, survey businesses throughout the Megaregion, and generate a list of nearly 300 businesses to include in further research.

Of interest to the team was that most water technology companies were small, with fewer than 100 employees, and thus seemingly had opportunities for growth. As Dr. White would later comment, "There are water technology companies here, there's potential to organize and grow these firms and if that is done, certainly the Tri-State Region will have a stronger capacity than we have in Wisconsin alone."

With that goal in mind, the Alliance held a conference in November 2014 to which business and academic leaders interested in water technology were invited in hopes of fostering regional collaboration. The one-day event was well attended, but barriers soon became evident.

Water technology businesses in the Megaregion were concentrated in metropolitan Milwaukee, home to more than 200 companies. These firms were represented by the Milwaukee-based Water Council, founded in 2009, which sought to establish the Milwaukee area as a global center for water research and development. The Alliance attempted to persuade the Council to open a satellite office in Chicago but was rebuffed, in part because Chicago Mayor Rahm Emanuel had indicated a desire to establish Chicago as a leader in water technology and the Council was reluctant to invest in a potential competitor. Indiana was less of a threat, but the payoff for investment outside Milwaukee did not seem sufficiently attractive to warrant the effort – the Council preferred that potential partners move to Milwaukee.

The Alliance remained interested in water technology but chose to emphasize other forms of collaboration with the Water Council and other water-focused organizations in the Megaregion. One outcome of this interest was a “quarterly conversation” on “Creating the Most Water Efficient Region in the USA” held in Chicago in 2017. See further discussion below.

Lessons learned. The Alliance’s experience with the Water Council illustrates the limitations of regional cooperation, even among private-sector actors. Business-cluster specialization was inherently local, with firms benefiting synergistically from proximity. Setting up a satellite operation in a different town inevitably meant diluting this advantage, except perhaps in cities so closely linked that they constituted a single market. At the time, this situation did not prevail in Chicago and Milwaukee.

QUARTERLY CONVERSATIONS

The Alliance’s Quarterly Conversation series (Conversations) was an outgrowth of the work of the Transportation and Logistics Working Team. Having achieved consensus among the Megaregion’s three MPOs on priority projects, the team decided to use this as the basis for a deep dive on transportation issues for all the Megaregion’s transportation specialists. Alliance leadership believed the concept of focused discussion had wide applicability and Conversations on other subjects were also organized. To date, the following Conversations have been held:

- How Intercity Rail & Freight Movement Ties Our Economies Together – June 10, 2016
- Workforce Innovations and Opportunities in the Tri-State Region, July 13, 2016
- Health, Access, and Cost – October 5, 2016
- Creating the Most Water Efficient Region in the USA, June 6, 2017.

Details on each event may be found at <https://alliancerd.org/> > Events > Quarterly Conversations.

Lessons learned. Quarterly conversations proved to be a good way to facilitate interaction among specialists in various fields from different parts of the Megaregion. The only other organizations in a position to convene multistate gatherings were the field offices of federal agencies, but federal regions were large and opportunities for ongoing interaction among attendees were limited. Participants in Conversations were all from the Megaregion and had more in common. Conversations were thus informative while also increasing the likelihood of future collaborations.

TRISTATE MEMORANDUM OF UNDERSTANDING

A longtime goal of the Alliance was to encourage greater cooperation among public officials in the tristate area and to end unhelpful practices, such as ad campaigns by economic development agencies disparaging neighboring states. To that end, the group convened periodic meetings of the secretaries of commerce for Wisconsin, Illinois and Indiana. These meetings were friendly and improved communication, but intraregional disparagement campaigns continued for some years.

A breakthrough occurred in 2017, when James Schellinger was named commerce secretary for Indiana. Mr. Schellinger was a proponent of regional cooperation and proposed that the three states draft a memorandum of understanding (MOU) outlining ways they could work together for their common benefit. Potential outcomes included regional messaging/branding, business alliances, and a pledge to halt interstate disparagement. The two other secretaries readily assented.

At a meeting of the Alliance board in March 2018, Mr. Schellinger agreed to provide copies of MOUs Indiana had entered into with international partners to serve as a model for a tristate agreement, and Alliance leaders began laying the groundwork for working groups to carry out the MOU's provisions. While much work remains, the initial step represents significant progress and illustrates the value of the Alliance – in facilitating communication among leaders from different states, it encourages them to view their neighbors as potential allies rather than as rivals.

SUMMARY: EXPECTED AND ACTUAL BENEFITS – LESSONS LEARNED

- An important contribution of a regional development organization is getting the Megaregion's key stakeholders and decision makers into the same room and facilitating interaction. Organizing regional events on a sustained basis is resource-intensive but worth it.
- Given the nature of the political process, it seems unlikely interstate rivalries can be eliminated, but by providing an opportunity for dialogue among officials from different jurisdictions it is possible to temper attitudes and promote cooperation. Patient persistence is the key – the agreement to work on an MOU did not emerge until the Alliance's fifth year.
- The prosperity of Chicago's urban core has been a powerful force for unity. Outlying parts of the Megaregion seem eager to be associated with a thriving central city, a change from past attitudes. Regions with an attractive center are at an obvious advantage, and it is helpful to gently remind regional stakeholders of this fact. Events in a prestigious downtown location are one way to do so.
- Transportation and logistics was the most productive of the Alliance's four focus areas. Communicating the consensus of the three state MPOs on priority projects and offering the organization's endorsement to regional leaders gave those projects an even higher profile, contributing to the success of the entire region. It seems fair to say transportation offers an abundance of low-hanging fruit and would be a logical place for any regional development effort to start.
- The workforce development working team also had successful initiatives. The support provided by Manpower has been invaluable. Facilitating the sharing of best practices among state workforce development agencies was a notable accomplishment. Partnership with a developer

offering an innovative online training program provides a promising revenue stream. Workforce development issues are common to all parts of the Megaregion and offer a promising basis for cooperation.

- Identifying achievable projects in innovation and green growth was challenging. Some of the initiatives investigated were beyond the capabilities of a volunteer organization. Geographical rivalries and differences in scale were an obstacle. Fostering innovation and creating a positive climate for business development and expansion are of indisputable importance, but the difficulties of doing so on a regional basis are substantial.
- Universities in the Megaregion were invaluable partners, providing leadership and technical assistance.
- Even in cases where viable projects were identified and interstate rivalries were not an issue, efforts by volunteers were difficult to sustain over the long haul, limiting what could be accomplished. Paid staff and a reliable revenue stream are indispensable if a regional development organization is to remain viable.
- Despite the challenges, the Alliance's leadership remains committed to regional cooperation, and the organization's successes have encouraged them to persevere.

APPENDIX A

PART 1. ALLIANCE FOR REGIONAL DEVELOPMENT – EDA GRANT PROJECT NARRATIVE

Submitted as part of grant application approved April 17, 2014

Purpose of the Project

The Organisation for Economic Cooperation and Development (OECD) published the Territorial Review of the Tri-State Chicago Metropolitan Area, encompassing adjacent southeast Wisconsin and Northwest Indiana. The Alliance for Regional Development along with the University of Wisconsin-Parkside are now applying for a grant in order to move ideas into action and create a model of multi-state collaboration that can be replicated nationally.

To begin the implementation process, the Alliance for Regional Development was created. Since its formation in the fall of 2012, the Alliance has been convening leaders from the private sector, government, and academia. During these meetings, the Alliance has reviewed the OECD report to identify collaborative initiatives that move the region forward in the four strategic focus areas outlined by the OECD: green development, innovation, workforce development, and transportation and logistics.

Since its creation, the Alliance has been successful in bringing together high-level stakeholders from around the region to discuss the findings in the report. These meetings and events include:

- **Monthly Management Committee Meetings:** The Alliance convenes its management committee, made up of its tri-state chairmen (Listed below), operational committee chairmen, and Chamber staff, to meet once a month to discuss the goals of the Alliance and recent updates. These meetings are led by the Purdue Center for Regional Development.
- **Tri-State Secretaries of Commerce Dinner, July 25, 2012:** In a historic step forward, the Alliance hosted a dinner with the Secretaries of Commerce from the three states in our region - Dan Hasler of Indiana, Paul Jadin of Wisconsin, and David Vaught of Illinois - along with regional stakeholders, to discuss the OECD Review, the Alliance, and potential areas of collaboration.
- **Meeting of Funding Partners, December 17, 2012:** During this event, the Alliance convened all of its funding partners (Listed below) to discuss possible projects for the Alliance to tackle and get input on a path forward.
- **Tri-State Secretaries of Commerce Dinner, April 8, 2013:** As a follow-up to the 2012 Secretaries Dinner, the Alliance hosted a dinner with the three new state Secretaries of Commerce from the three states in our region - Reed Hall of Wisconsin, Adam Pollet of Illinois, and Victor Smith of Indiana - along with regional stakeholders, to discuss the OECD Review, the Alliance, and potential areas of collaboration.

This project carries the work of the Alliance forward by creating clear governance procedures, working teams and strategic action plans for each focus area outlined in the OECD report. This pioneering effort will provide lessons and inspiration for other jurisdiction to identify ways to work together, lessening fragmentation and increasing the strength of economic drivers.

Scope of Work

The scope of work develops an implementation plan for the OECD report as well as a research report for national instruction. It develops action plans, to be included in a research paper, for each of the four strategic focus areas in the OECD report: green growth; human capital; innovation; and transportation and logistics. The scope of work includes five components:

1. Defining clear criteria to follow in selecting transformative projects within each focus area;
2. Identifying and convening qualified individuals to serve on working teams to develop strategic action plans for each focus area;
3. Developing team charters to connect each working team to the management team to assure alignment;
4. Executing a strategic doing process for each team to develop their strategic action plan. Each plan will specify outcomes with success metrics, initiatives with milestones, action steps with responsible parties; timetables with milestones and funding sources; and
5. Drafting a comprehensive report detailing all aspects of this initiative to serve as a working model for other metropolitan areas across the United States. The report will provide insight and direction in organizing stakeholders to conduct an OECD Review and develop an implementation phase involving stakeholders from government, academia and the private sector.

Deliverables

The products from this work include:

1. *Working Teams to Guide Implementation of the OECD Report.*-- Balanced working teams consisting of subject matter experts in each strategic focus area of green development, innovation, workforce development, and transportation and logistics;
2. *Team Charters to Align Working Groups.*—Team charters will align the activities of the working group with the strategic framework of the OECD report. These team charters will also provide the region with a model for how to guide and manage collaborations across organizational and political boundaries within the region.
3. *Strategic Action Plans to Translate Ideas into Action.*—The Working Teams will be guided through an agile strategy process pioneered by the Purdue Center for Regional Development, called Strategic Doing. This discipline teaches members of an open, loosely connected network how to develop collaborations quickly, guide them toward measurable outcomes and make adjustments as circumstances change. The Strategic Action Plans developed through Strategic Doing are pragmatic and actionable over the short term.
4. *Comprehensive Research Report.*—The management of the Alliance with the working teams will draft a comprehensive report detailing all aspects of this initiative to serve as a working model for other metropolitan areas across the United States. The report will provide insight and direction in organizing stakeholders to conduct an OECD Review and develop an implementation phase involving stakeholders from government, academia and the private sector.

Organization and Partners

An Executive Committee with chairs from each state guides the Alliance. The chairs include:

- *Paul W. Jones: Wisconsin Chairman*

Paul Jones is the Chairman of A. O. Smith Corporation, a leading global supplier of water heaters and boilers for residential, commercial, and industrial applications and water treatment products.

- *Michael M. Mullen: Illinois Chairman*

Michael Mullen serves as Advisor to the Blackstone Group and is one of four Founding Partners of CenterPoint Properties.

- *Jim L. Stanley: Indiana Chairman*

Jim Stanley is Executive Vice President and Group CEO for Northern Indiana Public Service Company (NIPSCO).

The Management Team – The three chairs of the Alliance work closely with an additional three representatives from each state: Carmel Ruffolo (WI); Greg Hummel (IL) and David Terrell (IN). Members of the Alliance staff, led by Kelly O'Brien, provide staff support to the Alliance. Combined, these professionals constitute the Management Team for the Alliance.

The Partners – In addition, Ed Morrison and Peggy Hosea of the Purdue Center for Regional Development provide advisory support to the Management Team. The University of Wisconsin – Parkside is serving as the fiscal agent and Purdue University, as represented by the Purdue Center for Regional Development, is providing support to the applicant for this grant. These two universities are also EDA University Centers.

The Co-Investors in this Project – The Alliance has secured commitments from several organizations in the tri-state region to provide matching funds if the EDA grant is approved. These organizations include:

- Purdue University: \$16,667
- Northwest Indiana Regional Development Authority: \$16,667
- Chicagoland Chamber of Commerce: \$10,000
- City of Kenosha: \$2,500
- County of Kenosha: \$2,500
- Kenosha Area Business Alliance: \$2,500
- Racine County Economic Development Corporation: \$7,500
- Wisconsin Economic Development Corporation: \$17,500
- Milwaukee 7: \$17,500
- University of Wisconsin, Parkside and University of Wisconsin, Milwaukee: \$17,250 (in-kind donation)

Other Private Sector Investors in The Alliance – To support its operations since its founding, the Alliance has secured funding from the private sector and universities. This funding provides a foundation for sustainable funding, once strategic action plans are in place. These funding organizations include:

- Illinois Department of Commerce & Economic Opportunity

- Chicago Community Trust
- Chicago Central Area Committee
- Union Pacific Railroad
- Northern Indiana Public Service Company
- University of Illinois
- Metro Economic Growth Alliance of Chicago (MEGA)
- Local 150 - Union of Operating Engineers
- Bryan Cave
- Indiana University
- Barnes & Thornburg
- A.O. Smith
- Comcast
- Baker Tilly
- Wight & Co.
- SC Johnson
- Fragomen Del Rey Bernsen and Levy
- ArcelorMittal
- Chase

Time Frame (Reference A.6.)

The work under this proposal will be completed within twelve months of an executed agreement. A detailed time frame is below.

Alliance Activity Based on Scope of Work*	Q1	Q2	Q3	Q4	Comment
Defining clear criteria to follow in selecting transformative projects within each focus area	Management Team** will define criteria to identify promising initiatives that are 1) collaborative across at least 2 states; 2) replicable; 3) scalable; and 4) sustainable. This activity will take place in Q1.				Management Team will meet monthly to apply these criteria to initiatives proposed by the Working Teams. In the course of this work, the Management Team will adapt these criteria as they apply them. In this way, the Management Team will promote both adaptability and transparency.
Identifying and convening qualified individuals to serve on working teams to develop strategic action plans for each focus area and help to draft a research	Management Team will identify and recruit qualified individuals to each working team during Q1 and Q2.				The working teams will consist of seven to nine qualified individuals. The Management Team will establish the criteria for membership on the

Alliance Activity Based on Scope of Work*	Q1	Q2	Q3	Q4	Comment
report detailing lessons learned in cross- jurisdictional collaboration					working teams. Each working team will include subject matter experts.
Developing Team Charters*** to connect each working team to the Management Team to assure alignment.		Management Team will negotiate Team Charters with each working team. This activity will take place in Q2.			The team charters assure alignment between the working teams and the overall strategy of the Alliance.
Executing a strategic doing process for each team to develop their strategic action plan****		The Management Team will oversee a strategy process for each working team that will include strategic doing workshops in which the working teams will develop strategic action plans. This activity will take place from Q2 to Q4. Each working team will meet a minimum of twice per quarter. First drafts of action plans will be completed in Q4. After a review by the Management Team, they will be finalized and printed in Q4.			The Management Team will review the progress of each Working Team every thirty days. Each plan will specify outcomes with success metrics, initiatives with milestones, action steps with reasonable parties; timetables with milestones and funding sources.
Draft and finalize a national research report		Begin drafting report.	Finalize report, distribute to Committee for review, and publish.		Select members of Working Teams will form a separate Committee to draft national report based on best practices and processes.

The scope of work develops and implementation plan for the OECD report. It develops action plans for each of the four strategic focus areas in the OECD report: green growth; human capital; innovation; and transportation and logistics. The scope of work includes five components:

- Defining clear criteria to follow in selecting transformative projects within each focus area;
- Identifying and convening qualified individuals to serve on working teams to develop strategic action plans for each focus area;
- Developing team charters to connect each working team to the management committee to assure alignment;
- Executing a strategic doing process for each team to develop their strategic action plan. Each plan will specify outcomes with success metrics, initiatives with milestones, action steps with reasonable parties; timetables with milestones and funding sources; and
- Drafting and finalizing a national research report detailing best practices and processes for cross-jurisdictional collaboration.

**The Management Team consists of the three Alliance Chairs (Messrs. Jones, Mullen, and Stanley); Greg Hummel; Dax Norton; Carmel Ruffolo; and Kelly O’Brien. Ed Morrison and Peggy Hosea of the Purdue Center for Regional Development serve as advisors to the Management Committee.

*** Team Charters will specify the scope of work for each working team, including deliverables.

****Each Working Team Strategic Action Plan will follow a clear format:

- I. Background (Discussion of Strategic Focus Area in the context of the OECD Report)
- II. Outcomes for the Focus Area (Define the success metrics for each Focus Area)
- III. Initiatives (Projects that will lead to the Focus Area outcomes)
 - a. Outcomes for each initiative
 - b. Collaborative investors
 - c. Project plan and milestones for each initiative
 - d. Action plan with responsible parties.

Budget Justification

Description of Expense	Budgeted Amount
Employee Salaries	\$184,000.00
Fringe	\$5,750.00
Travel	\$7,500.00
Other	\$13,334.00
Consultant Costs	\$25,000.00
Indirect Costs	\$5,000.00
TOTAL	\$240,584.00

Employee Salaries – See Staffing Plan below.

Fringe – See Staffing Plan below.

Travel-- Travel expenses to rotating Sector Committee and other stakeholder meetings around the tri-state region. Also to be used for staff travel to Washington, D.C. to meet with federal government stakeholders.

Other – Consists of Outside Printing (\$3,000) and Meetings (\$10,334).

Outside Printing (\$3,000) – Printing of four action plans (One in each of the four subject matter areas: Workforce, Innovation, Transportation/Logistics, and Green Growth) at the end of the planning process. The printing service opportunity will be bid out to stakeholders around the region when the time comes to print the action plans to find the best price.

Meetings (\$10,334) – This expense will be used to pay for the cost of the meetings and this expense may include room rental fees, food and beverage, or audio/visual costs.

Consultant Costs – This expense will be used to hire a consultant to assist in drafting, editing and professionally laying out the research report and four action plans at the end of the planning process to ensure they are publishable documents. This opportunity will be bid out to consultancies when the time comes to draft and edit the plans.

Indirect Costs – Indirect costs are calculated at the University of Wisconsin-Parkside’s DHHS-negotiated rate for off-campus sponsored projects, 20% of modified total direct costs. This rate is applied to the first \$25,000 of the sub-award to the Alliance.

Staffing Plan

Position	Date of Hire	Annual Salary	Amount of Time Spent on EDA Grant	Amount of Salary charged to EDA Grant – Federal Funds	Amount of Salary Charged to EDA Grant – Matching Funds	Fringe Rate	Amount of Annual Fringe charged to EDA Grant – Matching Funds
President and CEO, Alliance for Regional Development	11/15/2013	\$180,000	15 months @ 60%	\$65,000	\$70,000		
Manager of Economic Development Initiatives, Alliance for Regional Development	1/16/2014	\$50,000	15 months @ 60%	\$17,500	\$20,000		
Director, Corporate Engagement and Regional Development, University of Wisconsin-Milwaukee University of Wisconsin-Parkside	June 2011	\$92,000	15 months @ 10%		\$11,500 (In-Kind Donation)	50%	\$5,750 (In-Kind Donation)

PART 2. ALLIANCE FOR REGIONAL DEVELOPMENT – EDA GRANT AMENDMENT PROJECT NARRATIVE

Submitted as part of amended grant application approved January 1, 2016

Purpose of the Project

Civic leaders in Wisconsin, Illinois and Indiana formed the Alliance for Regional Development, a nonprofit corporation, to carry out the recommendations of the *OECD Territorial Review: The Chicago Tri-State Metropolitan Area (2012)*.

Working teams in the areas of Innovation, Transportation, Green Growth and Workforce were formed in 2014. Each team was comprised of Tri-State participants from government, academia and the private sector. The teams used the Strategic Doing discipline to guide discussions and select projects and/or initiatives to grow the regional economy. These efforts were showcased at the Second Annual Summit on Regional Competitiveness.

As part of its core mission, the Alliance will continue to offer training throughout the region in this new discipline of strategy for open, loosely connected networks. In addition, the Alliance will continue to

convene the region. Through these gatherings, the Alliance will continue to demonstrate the power of collaboration and the close connection of collaboration to improve productivity and competitiveness.

This grant amendment will allow the Alliance to develop a “Phase II” with an emphasis on transportation and workforce. This streamlined focus will not preclude the advancement of projects in innovation and green growth. However, by prioritizing transportation and workforce, the Alliance will be more impactful and its mission will be better understood by observers. These teams will be led by a minimally compensated “team manager” The manager will be a highly respected sector leader. Their subject matter knowledge and professional respect will provide additional credibility to the work of the Alliance and will attract additional talent to join the working teams.

During “Phase II” the Alliance leadership will continue to evaluate how best to accomplish regional economic development. The structure of the Alliance, both leadership and execution will be reviewed so as to leverage investments and reduce transaction costs in the region.

The strength of the Alliance lies in its ability to convene and guide conversations toward productive collaborations. Given the political crosscurrents that sweep the region and undercut collaboration, progress for the alliances has been uneven, but steady. In the face of these political headwinds, the work of the Alliance becomes even more important. Alliance stakeholders are interested in building upon the work started last year and defining a “Phase II”.

Scope of Work

The scope of work continues the identification of opportunities for cross jurisdictional collaboration, builds on the 2014 working team’s agendas as well as a research report for national instruction. The scope of work includes the following components:

1. Defining clear criteria to follow in selecting transformative projects within each focus area;
2. Selecting “Team Managers” for the Workforce Team and Transportation Team;
3. Identifying and convening qualified individuals to join best practice conversations and serve on working teams;
4. Executing a strategic doing process for each team to develop their strategic action plans for building on 2014 projects as well as new opportunities. Each plan will specify outcomes with success metrics, initiatives with milestones, action steps with responsible parties; timetables with milestones and funding sources; and
5. Drafting a comprehensive report detailing all aspects of this initiative to serve as a working model for other metropolitan areas across the United States. The report will provide insight and direction in organizing stakeholders to conduct an OECD Review and develop an implementation phase involving stakeholders from government, academia and the private sector.

Deliverables

Moving forward the Alliance will:

1. *Continue to Convene Working Teams to Build on 2014 Projects* – Each of the Alliance teams presented projects and/or initiatives at the 2014 Summit on Regional Competitiveness. The Alliance will

convene and guide participants to expand on what was created last year and identify additional opportunities to collaborate across state lines. Primary focus will be on the Workforce Team and the Transportation Team:

- *Workforce Development: Implementation of WIOA Across the Region* – The new Workforce Innovation and Opportunity Act (WIOA) passed by Congress goes into effect in July, 2015. The purpose of the new law is to provide education and job training opportunities for the nation’s workforce, among other related goals. WIOA calls for expanded collaboration among workforce development government agencies, but also community not-for-profits that serve low-income populations on a regional basis, local economic development agencies, educational institutions, and transportation systems. All of these challenges demand higher levels of collaboration within the region at all levels. The Alliance in partnership with Purdue University can provide the guidance and networking needed for this level of collaboration through implementation of Strategic Doing. The Alliance can also look at cross-jurisdictional certifications
 - *Transportation and Logistics Mapping* – Under the leadership of the Alliance, the region has, for the first time, developed a shared mapping platform. This regional mapping platform is built on Regional Decision Maker, a platform developed by the Purdue Center for Regional Development under a grant from the EDA. With this platform in place, metropolitan planning organizations across the three states can get a regional view of the transportation and logistics system. With the interactive power of the platform, combined with data visualizations, both policymakers and private sector organizations can evaluate investment opportunities to strengthen the region’s transportation and logistics infrastructure.
2. *Host Quarterly Best Practice Conversations* – Each quarter the Alliance will host an event bringing together high-level leaders around specific topics relevant to the Alliance policy areas. These events will be targeted at senior thought leaders and will be a platform for highlighting and spreading best practices.
 3. *Organize Summit on Regional Competitiveness with Federal Reserve Bank of Chicago* – The Alliance will create a dynamic agenda with sought-after speakers to reinforce the importance of regional economic development. This event will be informative and will serve as an important venue for tri-state networking.
 4. *Comprehensive Research Report* – The management of the Alliance with the working teams will draft a comprehensive report detailing all aspects of this initiative to serve as a working model for other metropolitan areas across the United States. The report will provide insight and direction in organizing stakeholders to conduct an OECD Review and develop an implementation phase involving stakeholders from government, academia and the private sector.

Organization and Partners

The Alliance will continue to maintain a Chicago office with its core staff. The Core staff will coordinate all activities of the Alliance. The two EDA funded university centers in Wisconsin and Indiana will provide continued support for the Alliance’s activities. The Alliance operations team will evaluate the governance of the Alliance and make recommendations for improvement. Governance improvements

may include strengthening the Board of Directors and broadening participation in both the executive committee and the operations committee.

The University of Wisconsin Parkside will serve a critical leadership role with the Alliance. Chancellor Deborah Ford has agreed to serve on the Alliance Board providing strategic direction. In addition, Dr. Gary Wood will be the Project Manager for UWP. He will provide project supervision to ensure timelines are met and the financial reporting is submitted in a timely fashion. He will also supervise additional UWP staff as they serve as the fiscal agent.

APPENDIX B

MEDIA COVERAGE AND ONLINE CITATIONS

Part 1. Selected Media Coverage and Online Citations of *OECD Territorial Reviews: The Chicago Tri-State Metropolitan Area, United States* and 4th OECD Roundtable of Mayors and Ministers, Chicago, March 8, 2012

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APPENDIX C

OTHER MULTISTATE ECONOMIC DEVELOPMENT ORGANIZATIONS

Private regional economic development organizations spanning multiple states include:

The Regional Plan Association, <http://www.rpa.org/>

The RPA is a not-for-profit regional planning organization founded in 1922 that promotes improvements in the quality of life and economic competitiveness of a 31-county region that includes portions of New York, New Jersey, and Connecticut.

The Borderplex Alliance, <https://borderplexalliance.org/>

The Borderplex Alliance is a nonprofit organization dedicated to economic development and policy advocacy in the region comprising El Paso, Texas; Las Cruces, New Mexico; and Ciudad Juárez, Chihuahua, Mexico. Located in a gateway for international trade, the Borderplex Alliance is supported by a coalition of business, community and civic leaders. It provides regional, national, and international development, advocacy, representation, and support to businesses looking to expand their operations within the Borderplex region. The organization also serves as an advocate for the region in state and national capitals, promoting the economic prosperity of the region and the strength of the U.S.-Mexico relationship.

Redi Cincinnati, <http://redicincinnati.com>

The Regional Economic Development Initiative (REDI) Cincinnati is the first point-of-contact for companies locating or growing in the 15-county region at the heart of southwest Ohio, northern Kentucky and southeast Indiana. The organization is supported by top business leaders and community partners, and staffed by a team of economic development experts.

Greater Portland Inc., <https://www.greaterportlandinc.com/>

Greater Portland Inc (GPI) provides support and services to companies seeking to relocate or expand in Greater Portland, a region that spans two states and seven counties. GPI is supported by more than 70 public-sector partners and private investors who are committed to advancing regional economic development through job growth and investment and marketing Greater Portland to the world. Greater Portland includes 7 counties between Washington and Oregon: Columbia, Washington, Yamhill, Clark, Skamania, Multnomah and Clackamas. In collaboration with local and state partners, GPI seeks to position the region as one of the nation's most competitive and vibrant metropolitan economies.

Four Corners Economic Development, <http://4cornersed.com/>

Servicing San Juan County, New Mexico (Farmington MSA) in the Four Corners region (Utah, Colorado, Arizona and New Mexico), Four Corners Economic Development (4CED) seeks to create an ecosystem where people and businesses flourish. Centrally located and rich in culture, sunshine, natural resources and outdoor adventure, the organization is focused on expanding the agriculture, energy, manufacturing, and tourism industries in its area.

The 7 Rivers Alliance, <http://www.7riversalliance.org/>

The 7 Rivers Alliance is a tri-state leadership council dedicated to regional economic growth by fostering collaboration in southwest Wisconsin, southeast Minnesota, and northeast Iowa. The 7 Rivers Alliance brings together public and private resources to forge entrepreneurial growth and serves as a clearinghouse of vital information to enhance quality of life in the region. The 7 Rivers Alliance is the only economic development membership organization for the Upper Mississippi Region dedicated to economic development across state boundaries. With its tri-state board of directors, the group can convene community and business leaders to strategize solutions for complex regional policy issues.

APPENDIX D

RESULTS OF PARTICIPANT SURVEYS FOLLOWING 5th ANNUAL SUMMIT

Two documents may be found following this page:

- Results of survey conducted by Alliance staff. Paper forms were distributed to participant tables and collected at the end of the event
- Results of email survey conducted by the Federal Reserve Bank of Chicago.

The Alliance for Regional Development and the
Federal Reserve Bank of Chicago host:

The 5th Annual
SUMMIT on
REGIONAL COMPETITIVENESS
Monday, October 16, 2017 Chicago, IL



MOMENTUM IN THE MEGA-REGION: MAPPING THE FUTURE

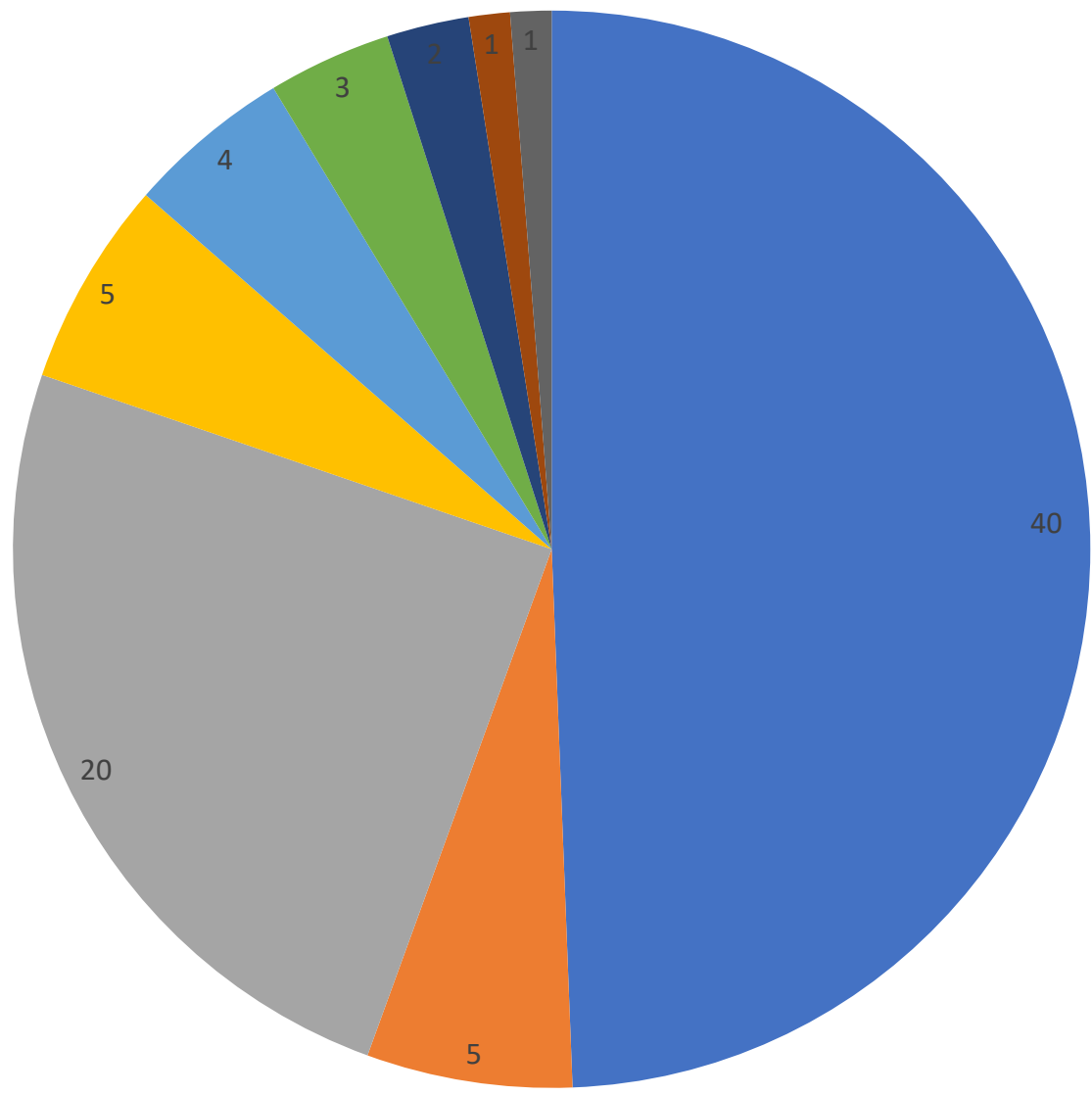
214 registered to attend
the Summit

170 attended the Summit

We received a total of 63
forms

2017 Summit Data

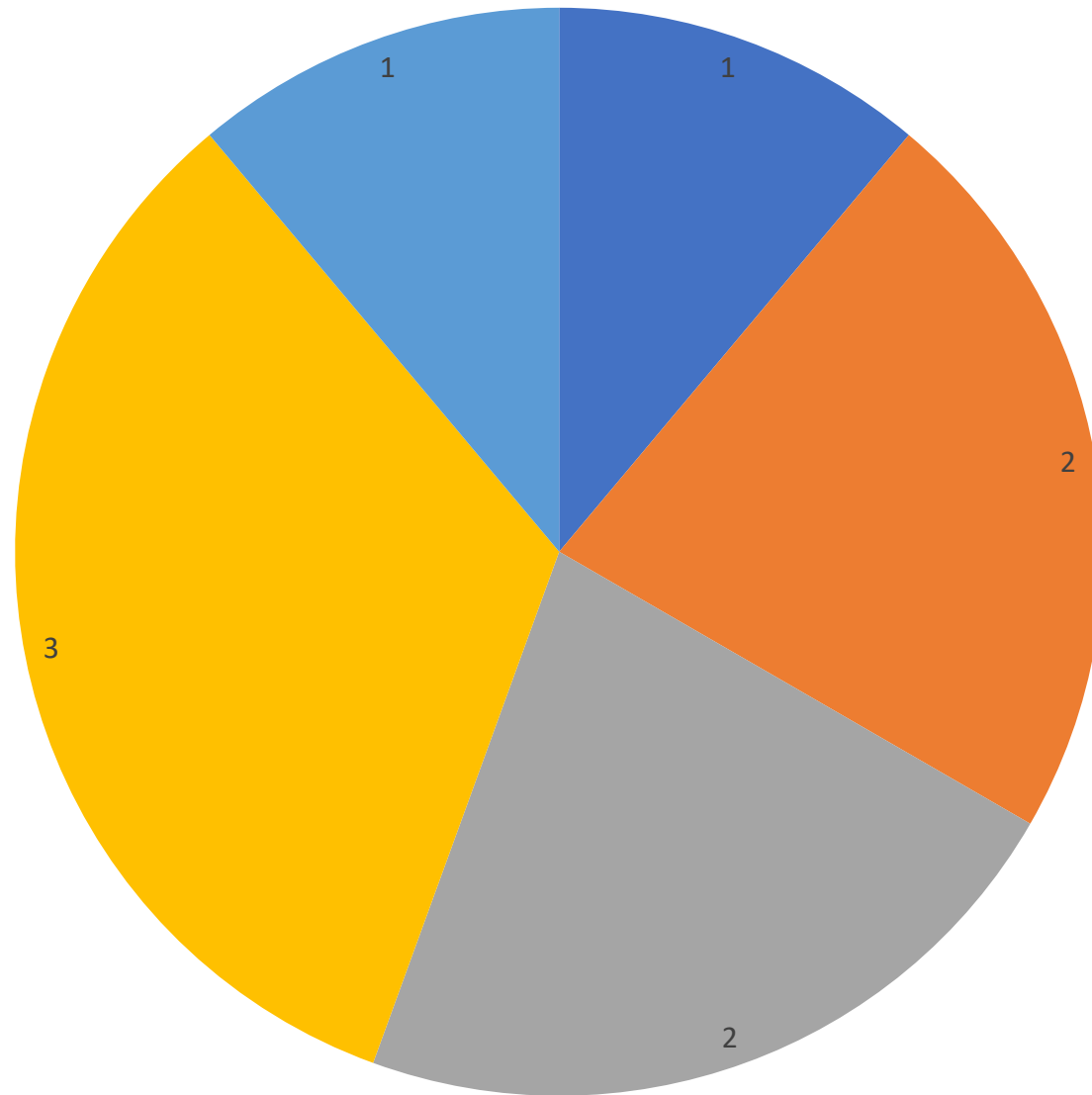
Illinois



■ Cook ■ Lake ■ McHenry ■ DuPage ■ Kane ■ Will ■ Kendall ■ Champaign ■ Sangamon

For the state of Illinois: in what county do you primarily work?

Wisconsin



Racine

Kenosha

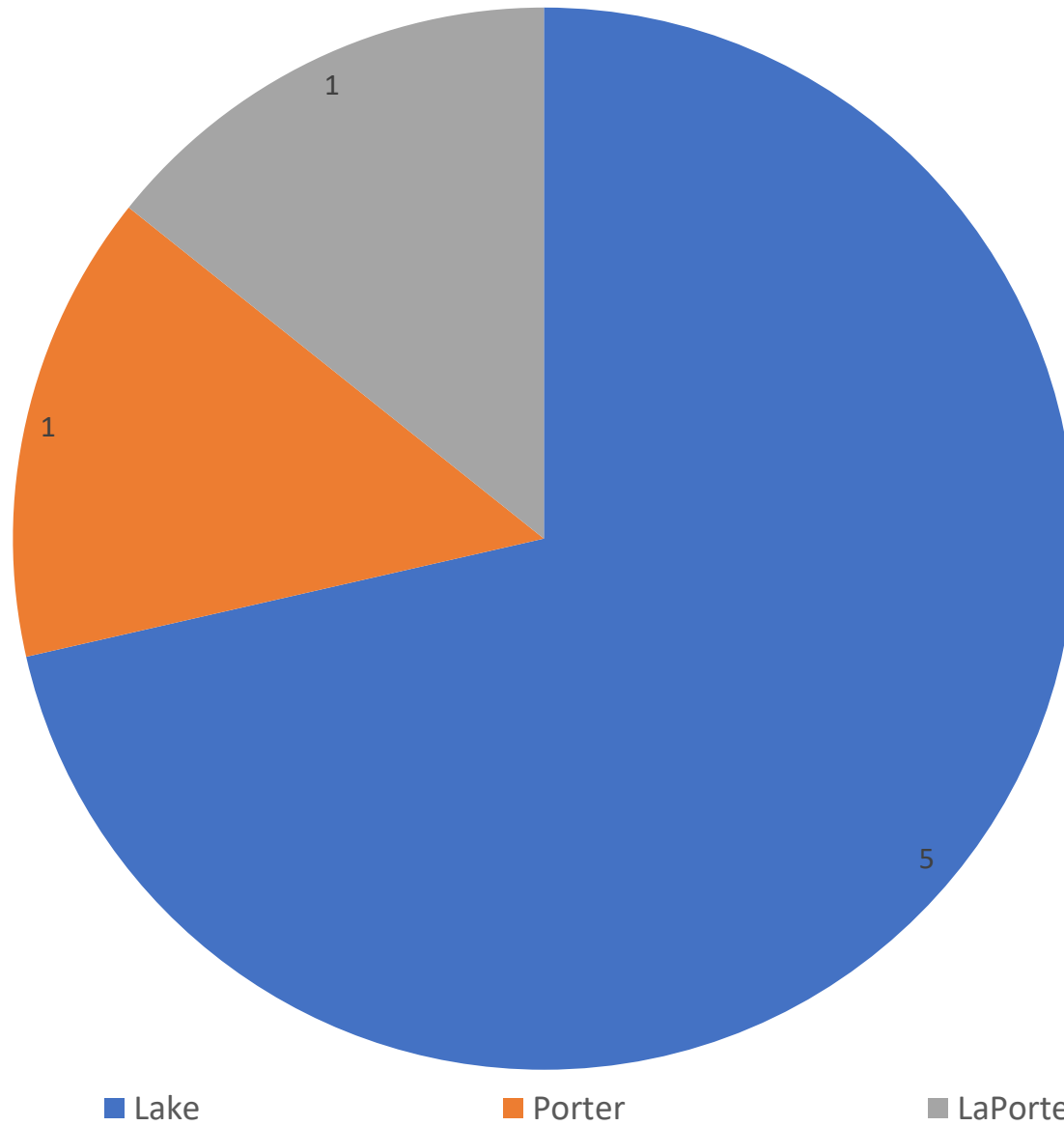
Waukesha

Milwaukee

Dane

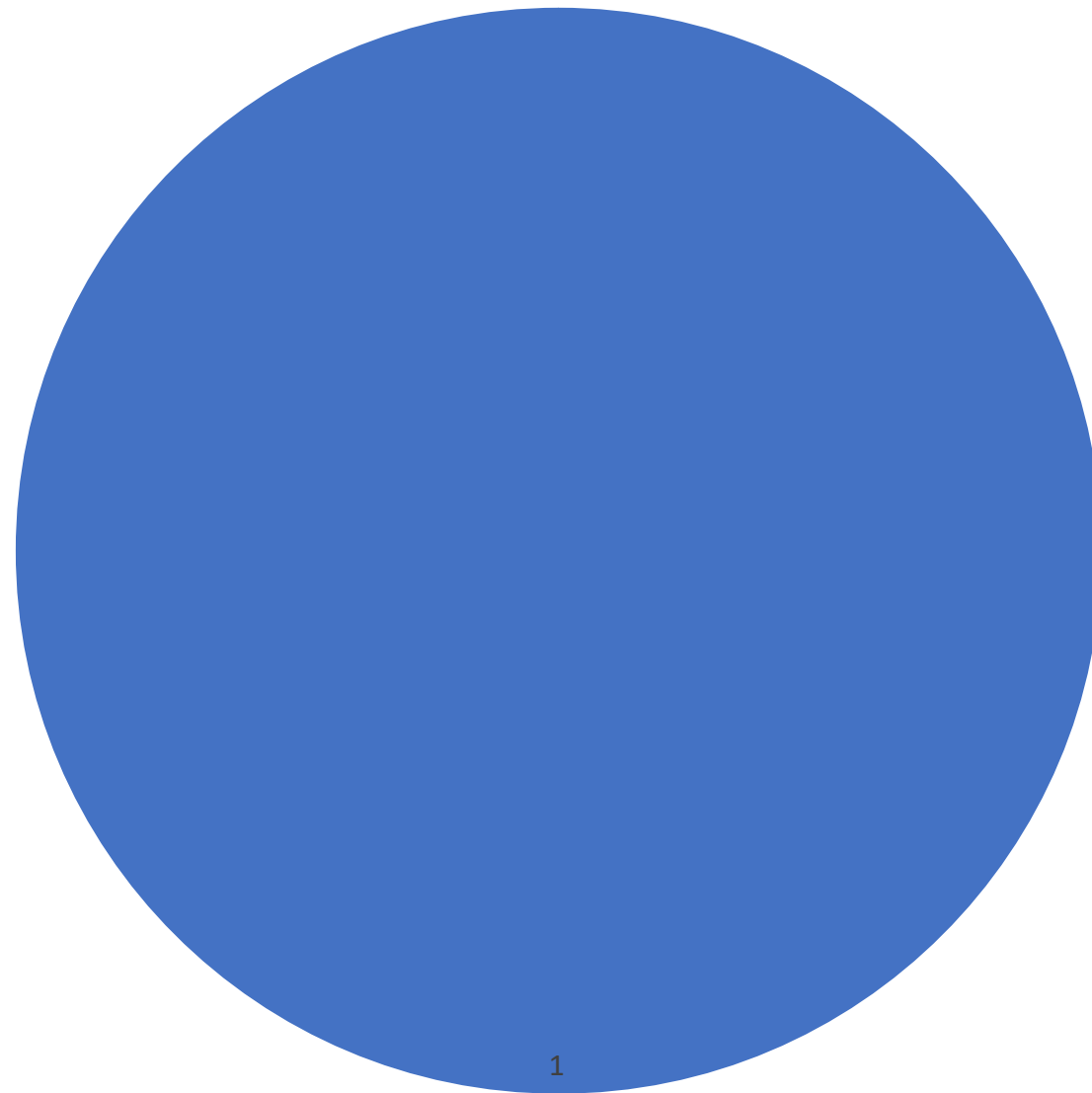
For the state of Wisconsin: in what county do you primarily work?

Indiana



For the state of Indiana: in what county do you primarily work?

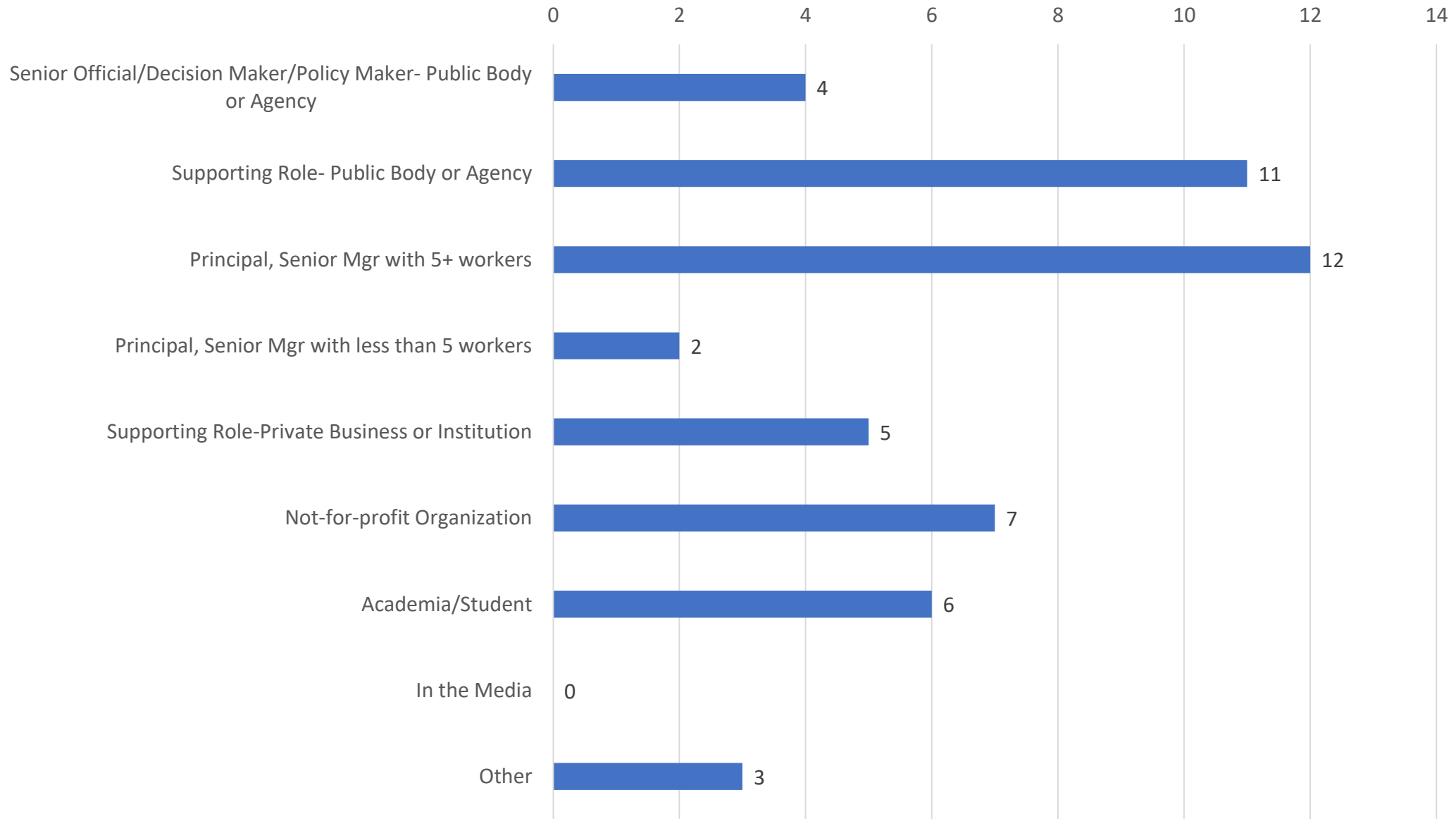
Michigan



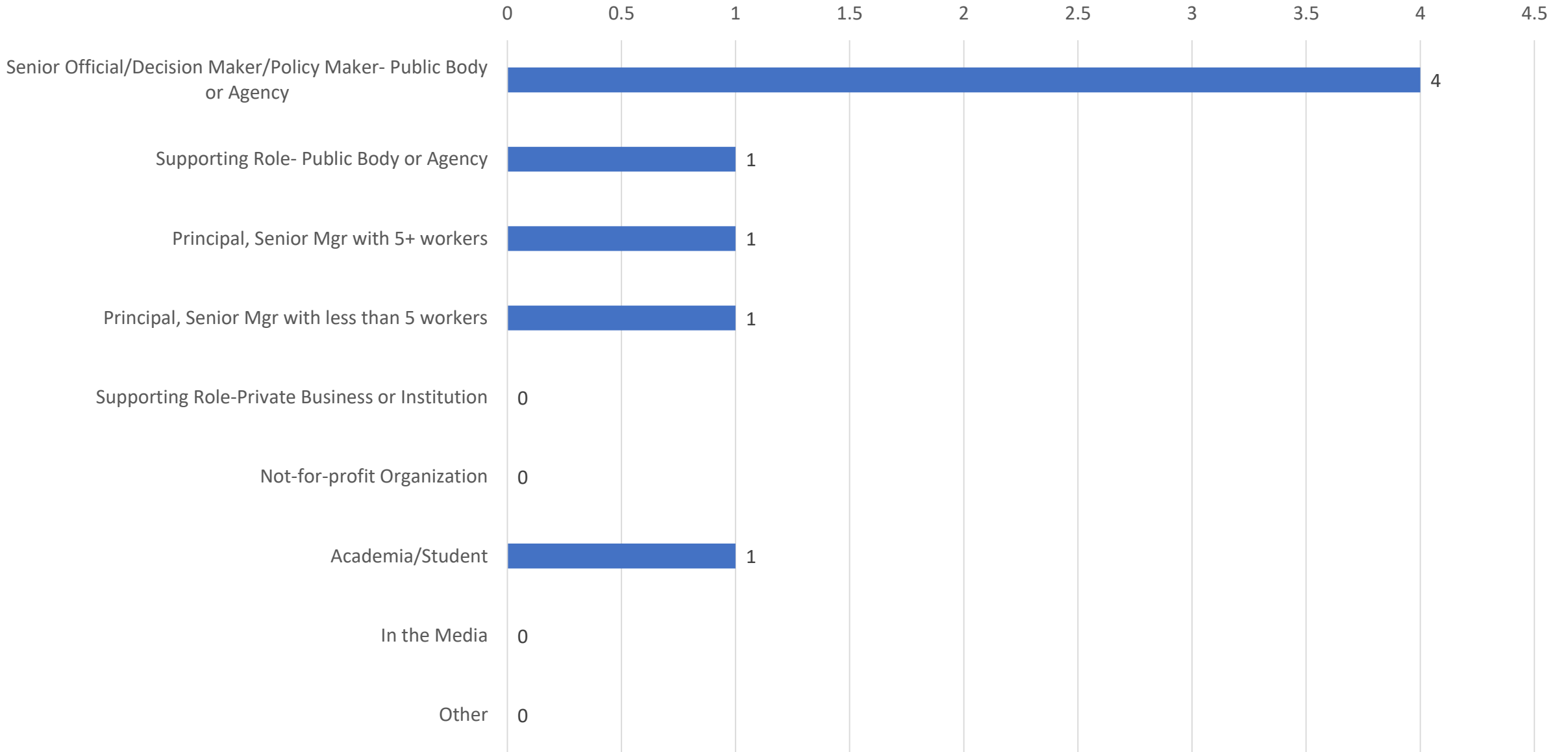
1

■ Washtenaw

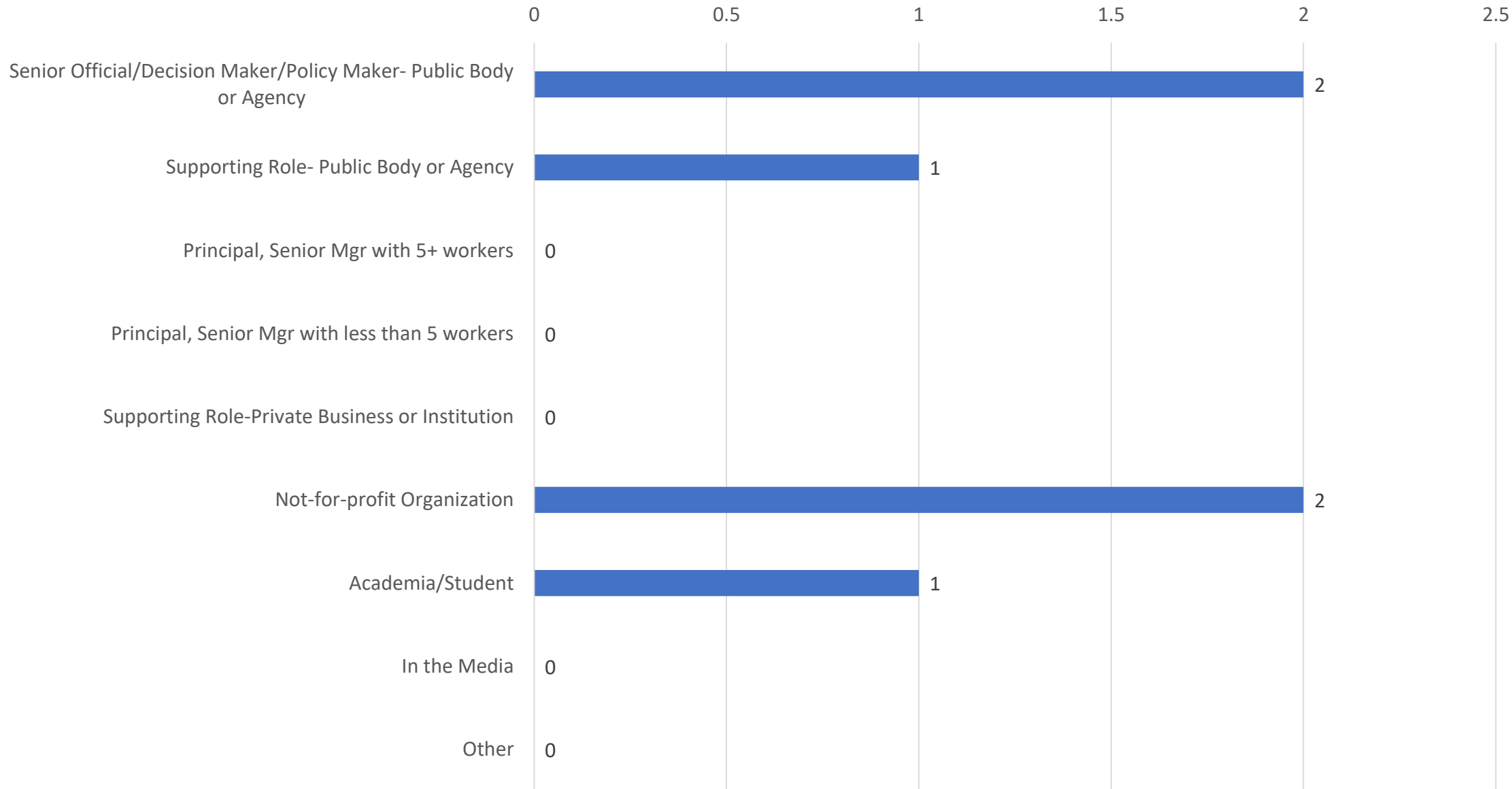
For the state of Michigan: in what county do you primarily work?



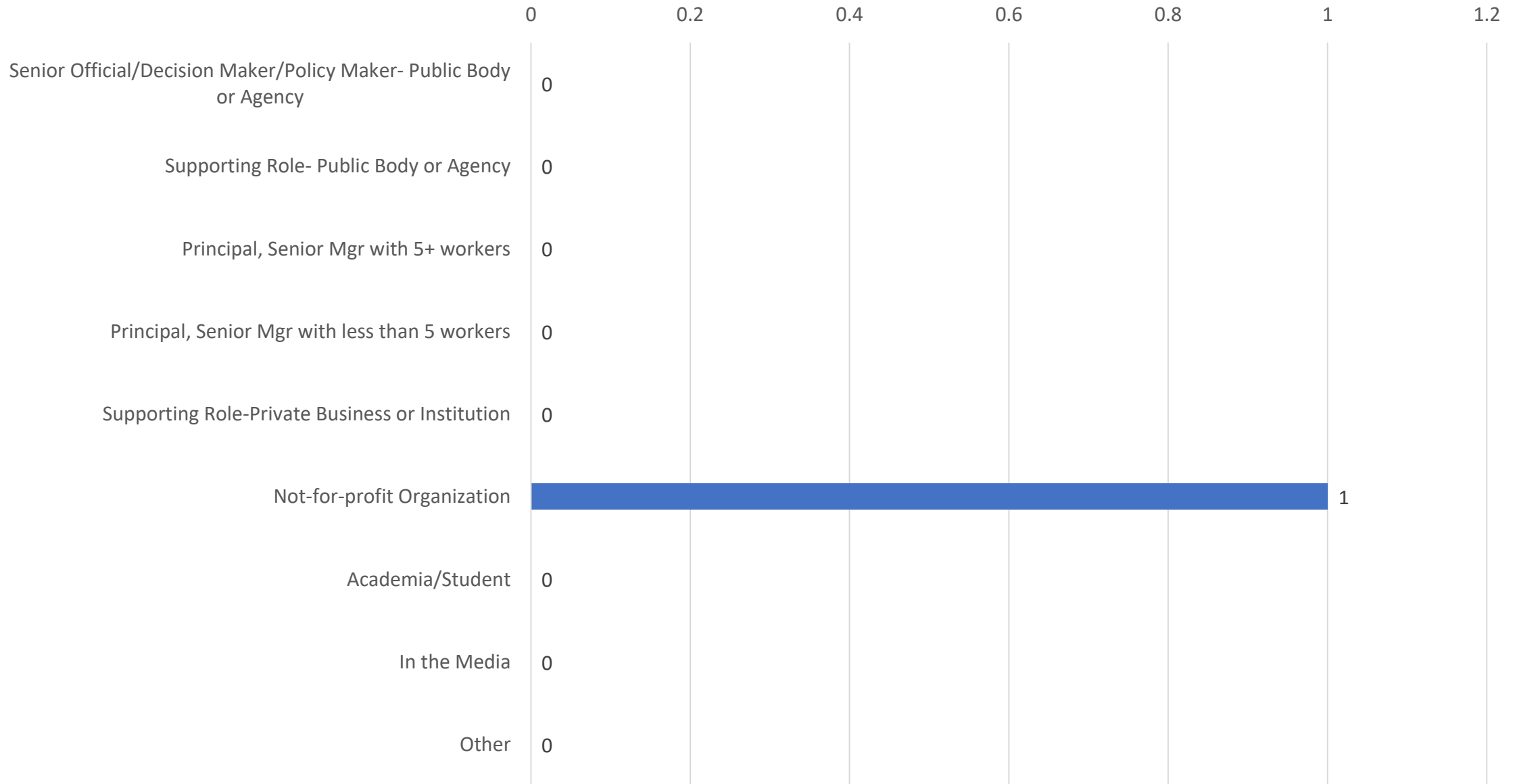
For the state of Illinois: Which of the following best describes the role in which you're here today?



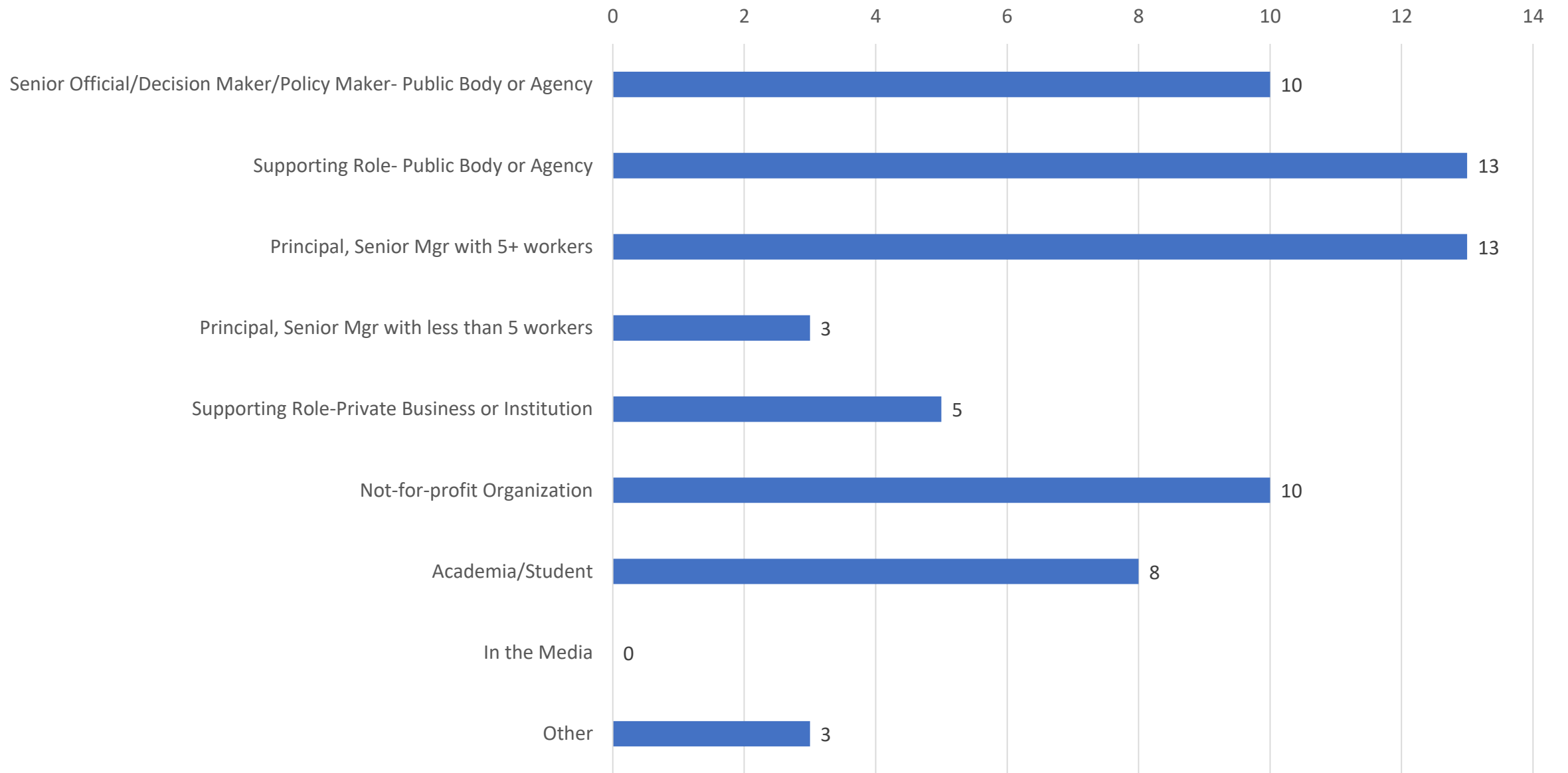
For the state of Wisconsin: Which of the following best describes the role in which you're here today?



For the state of Indiana: Which of the following best describes the role in which you're here today?

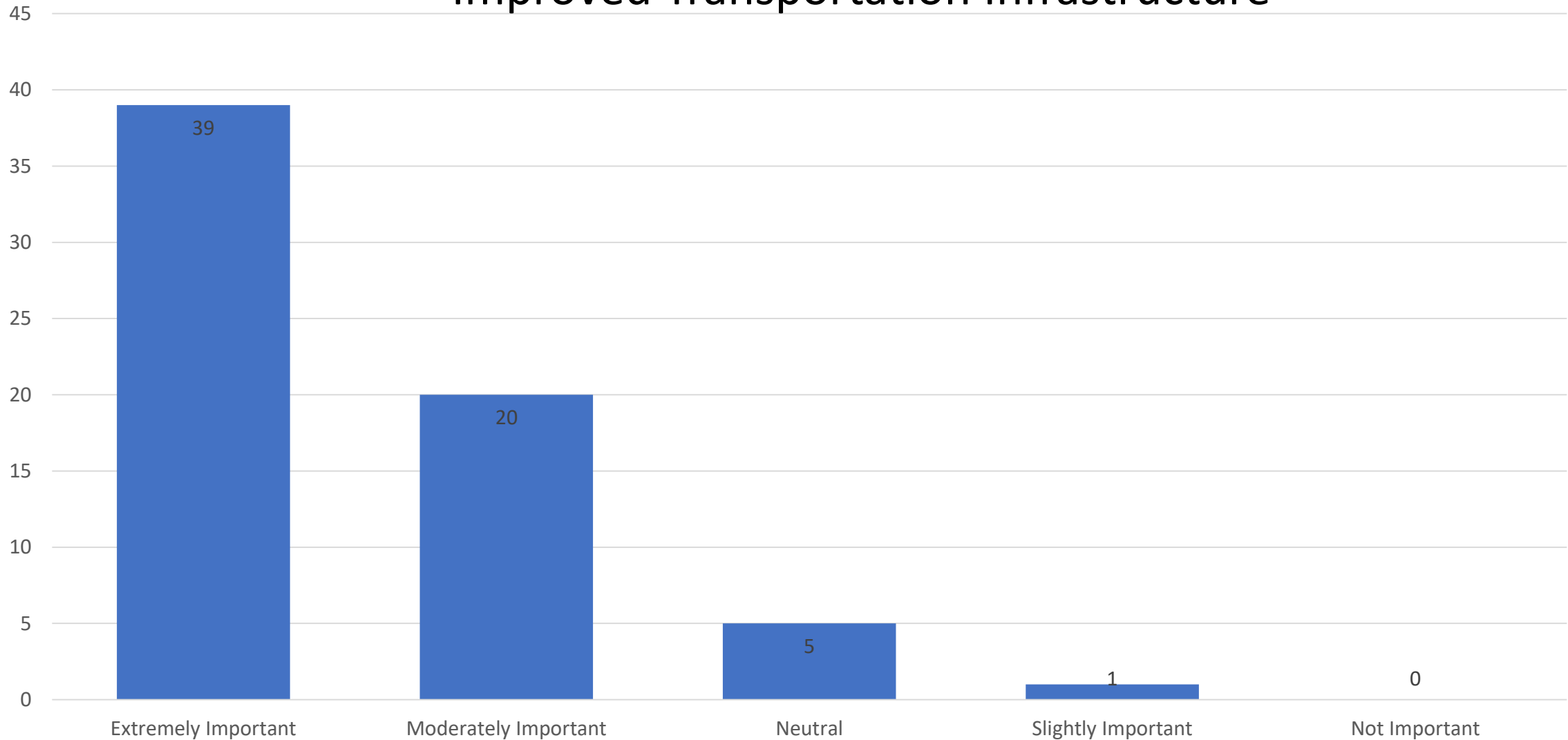


For the state of Michigan: Which of the following best describes the role in which you're here today?



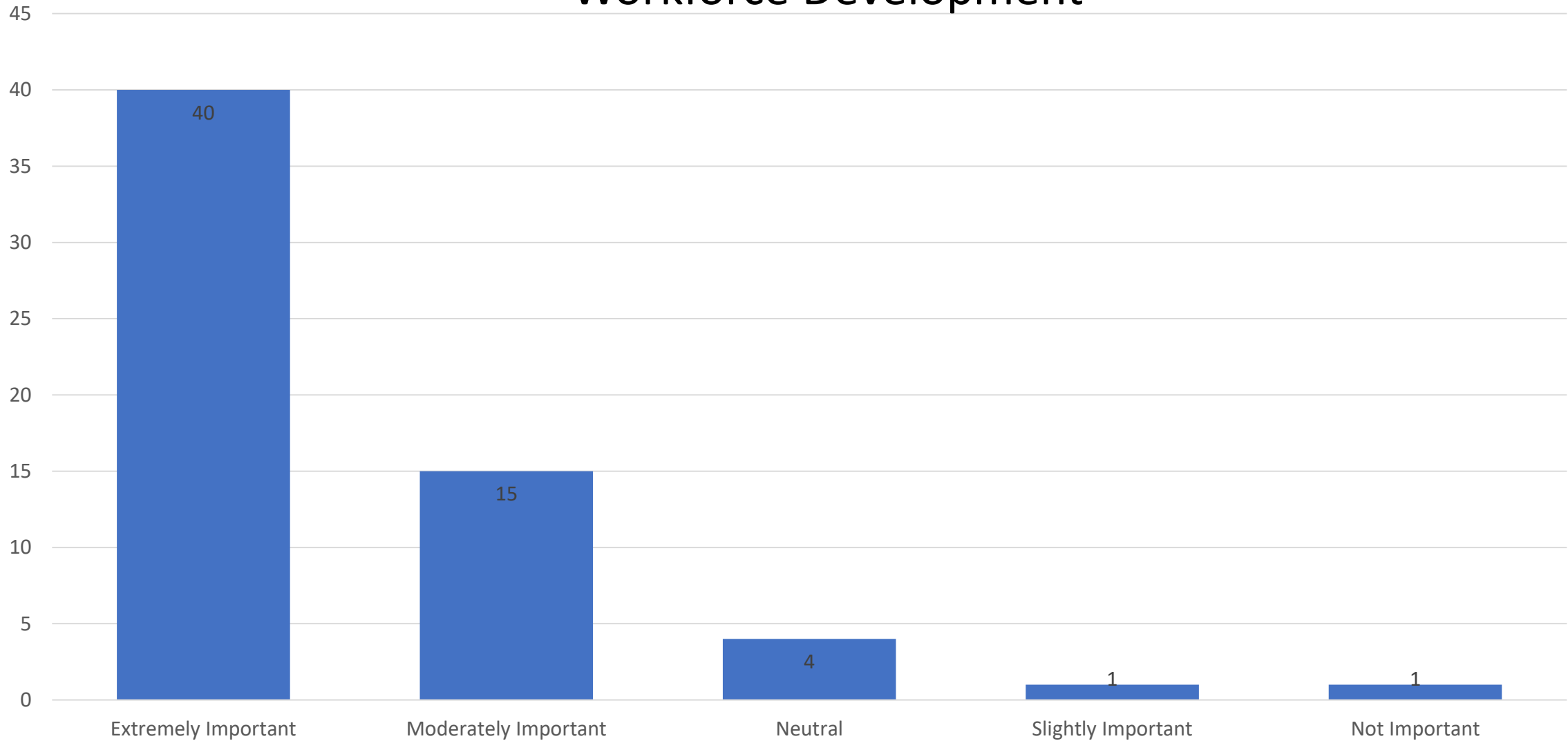
For All: Which of the following best describes the role in which you're here today?

Improved Transportation Infrastructure



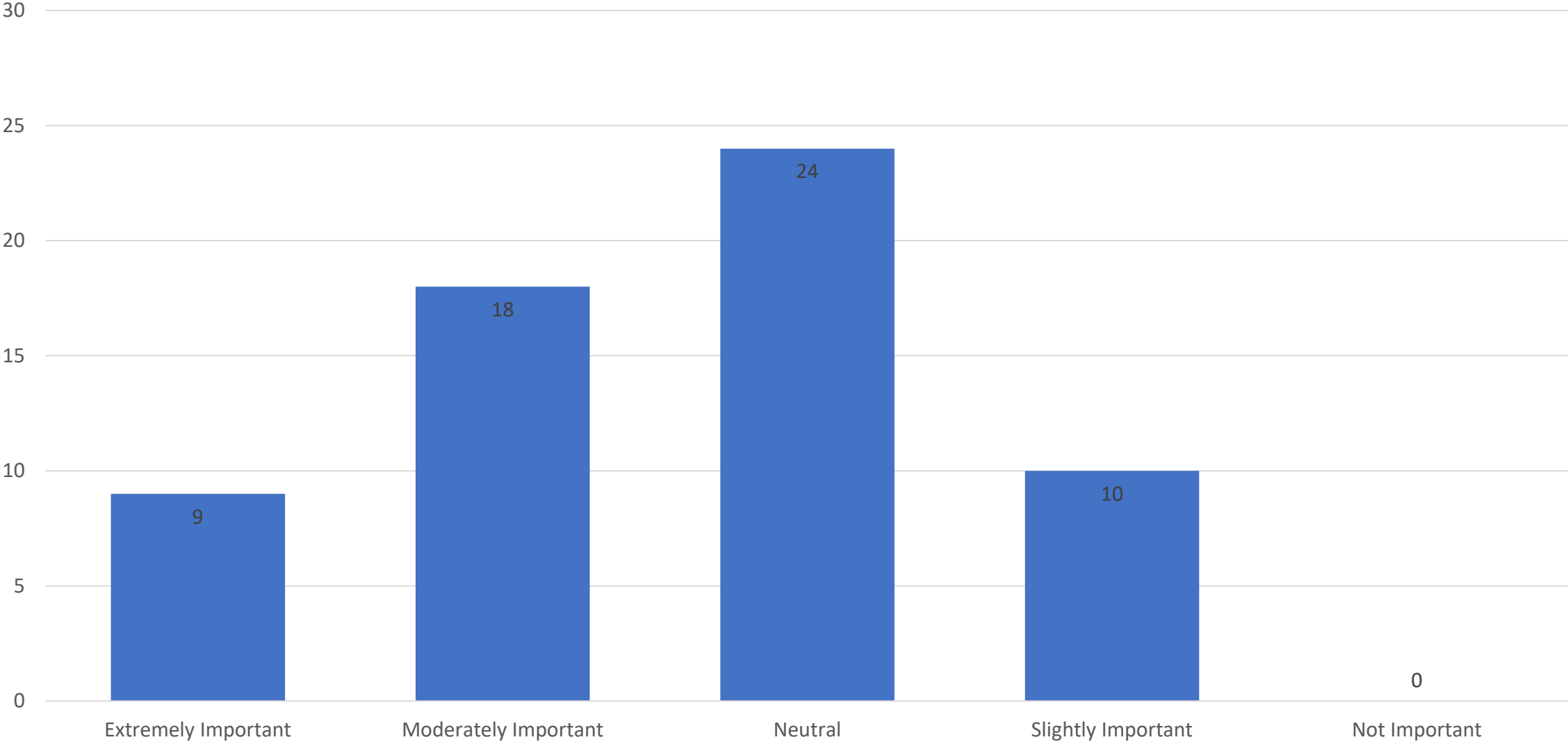
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Workforce Development



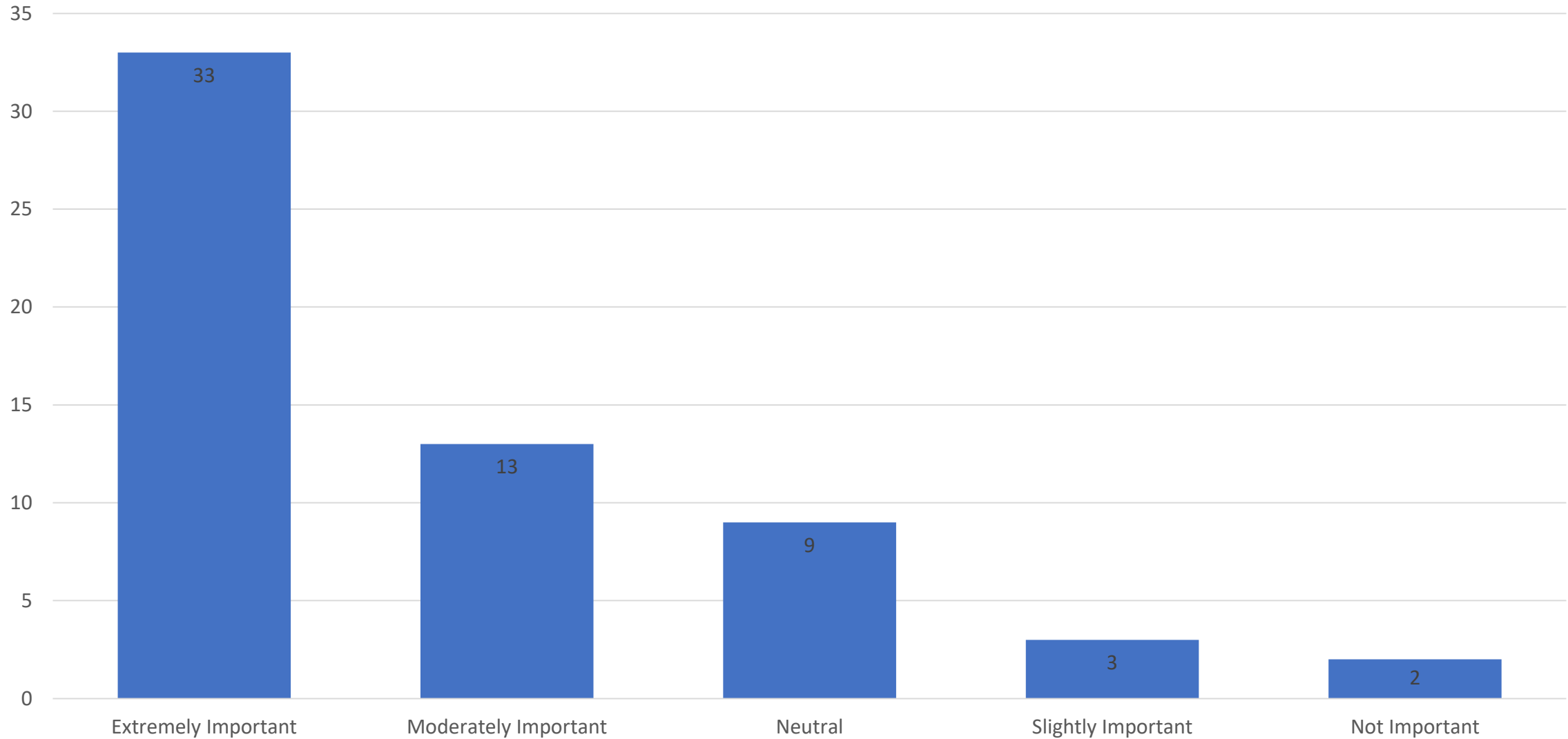
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Making Better Use of Water Resources



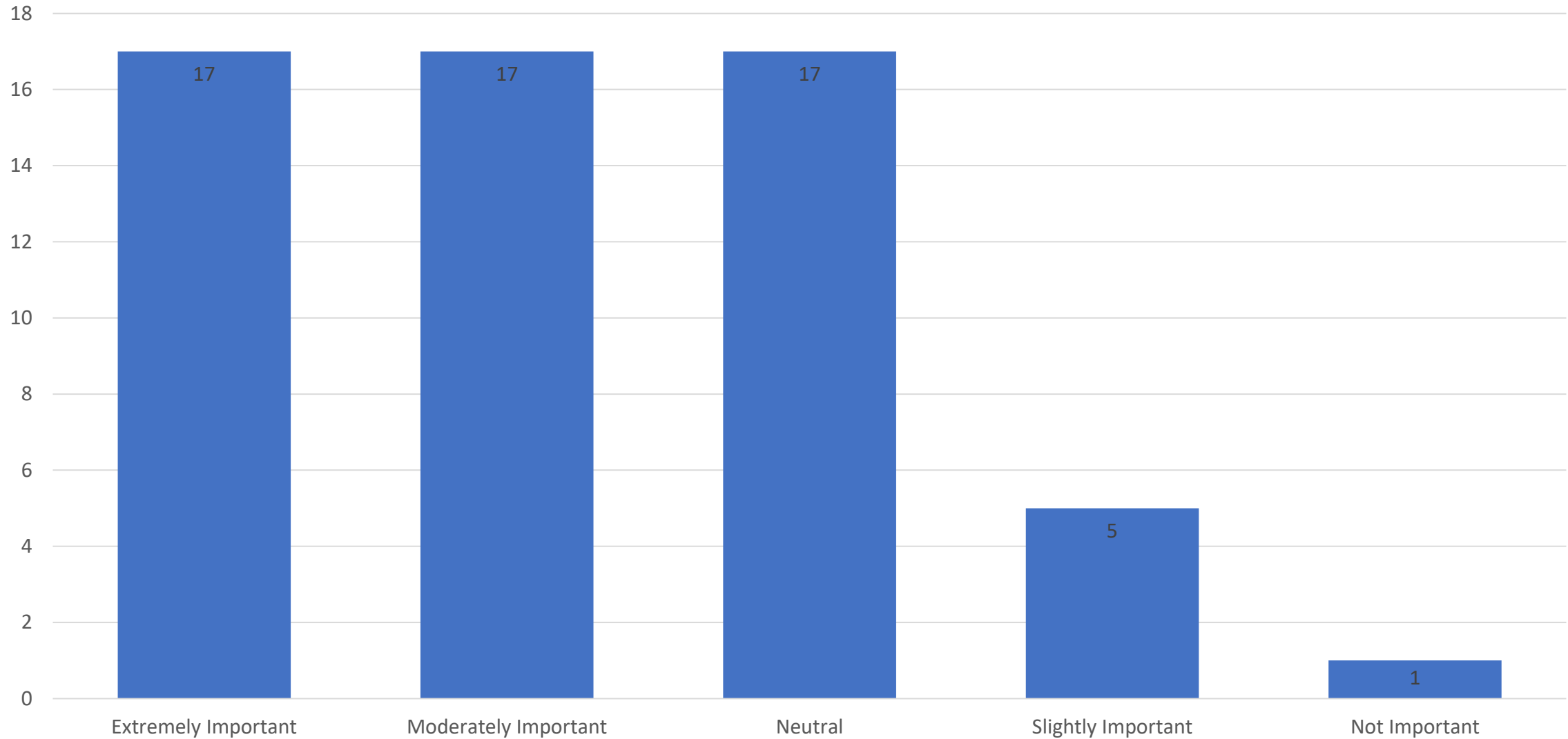
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Improving the State of Public Finance



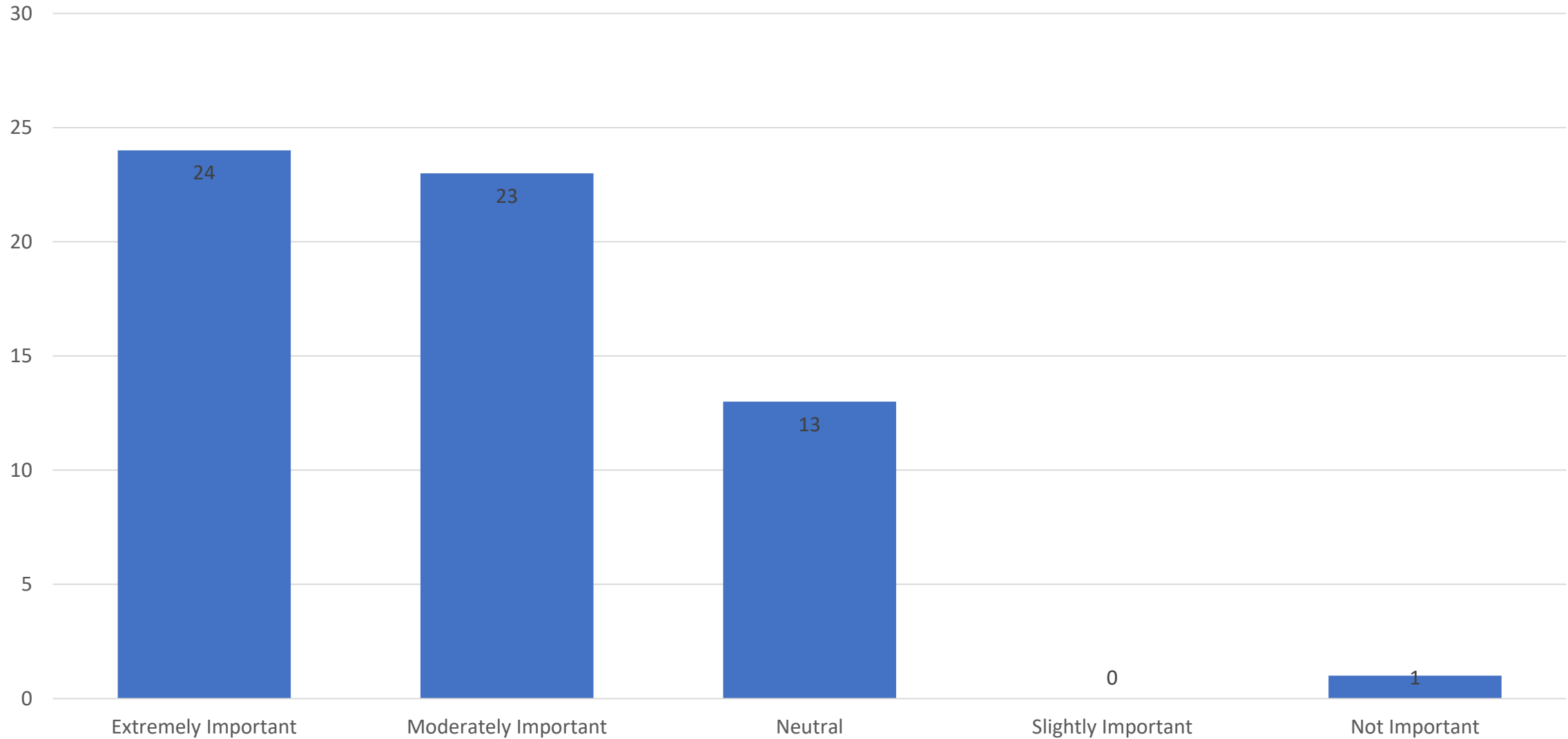
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Preparing For Climate Change



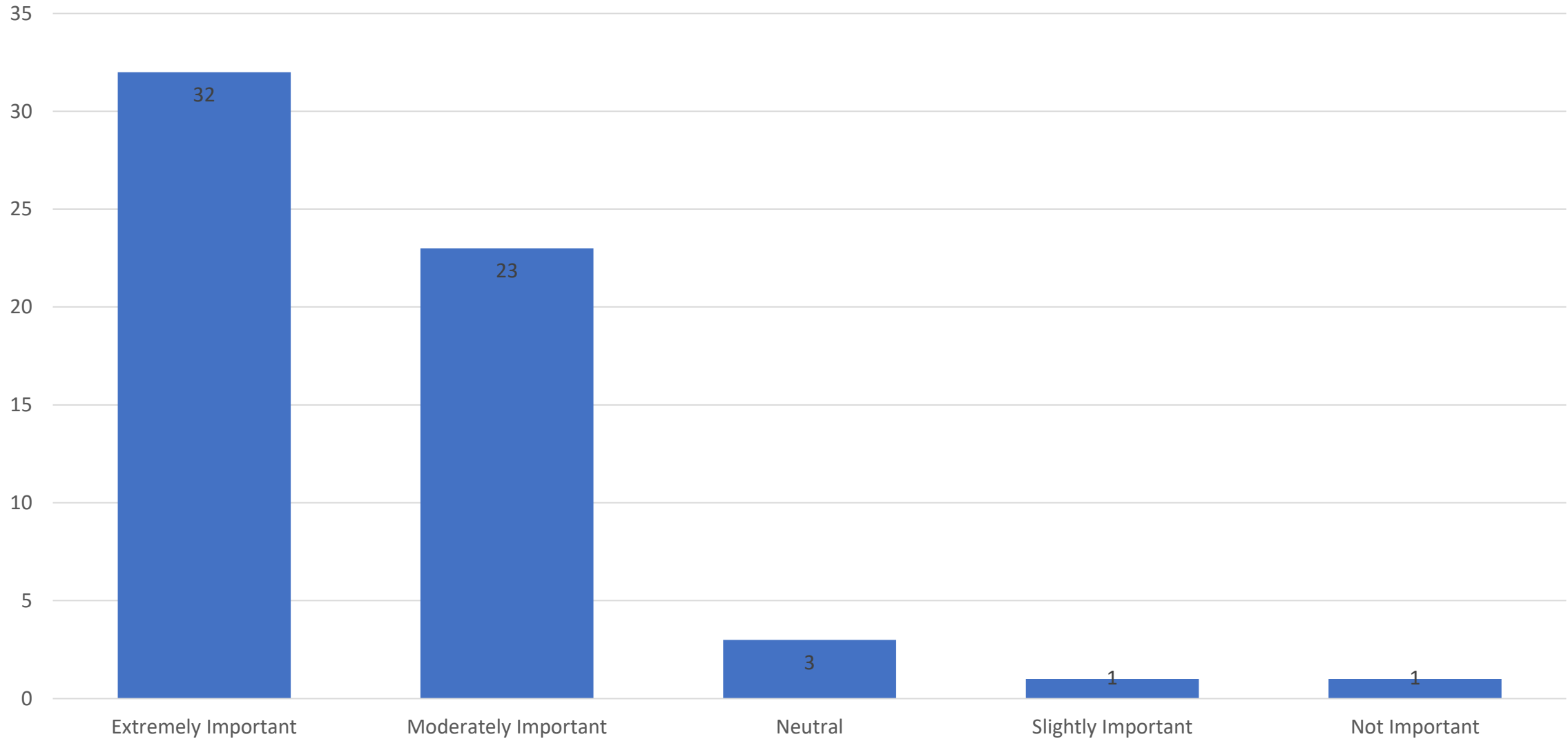
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Creating a More Supportive Environment for Innovation



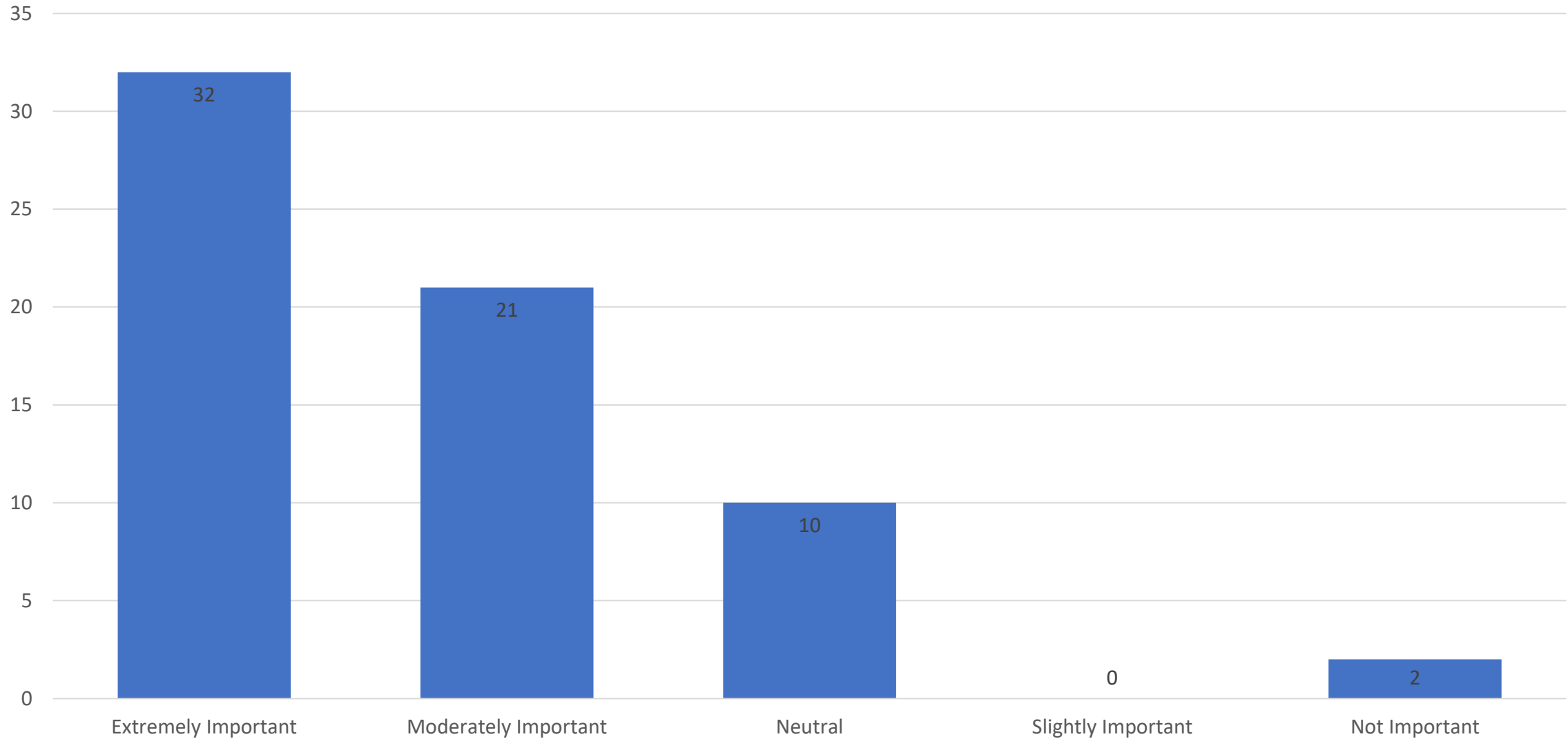
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Better Cooperation Among Regional Leaders and Organizations



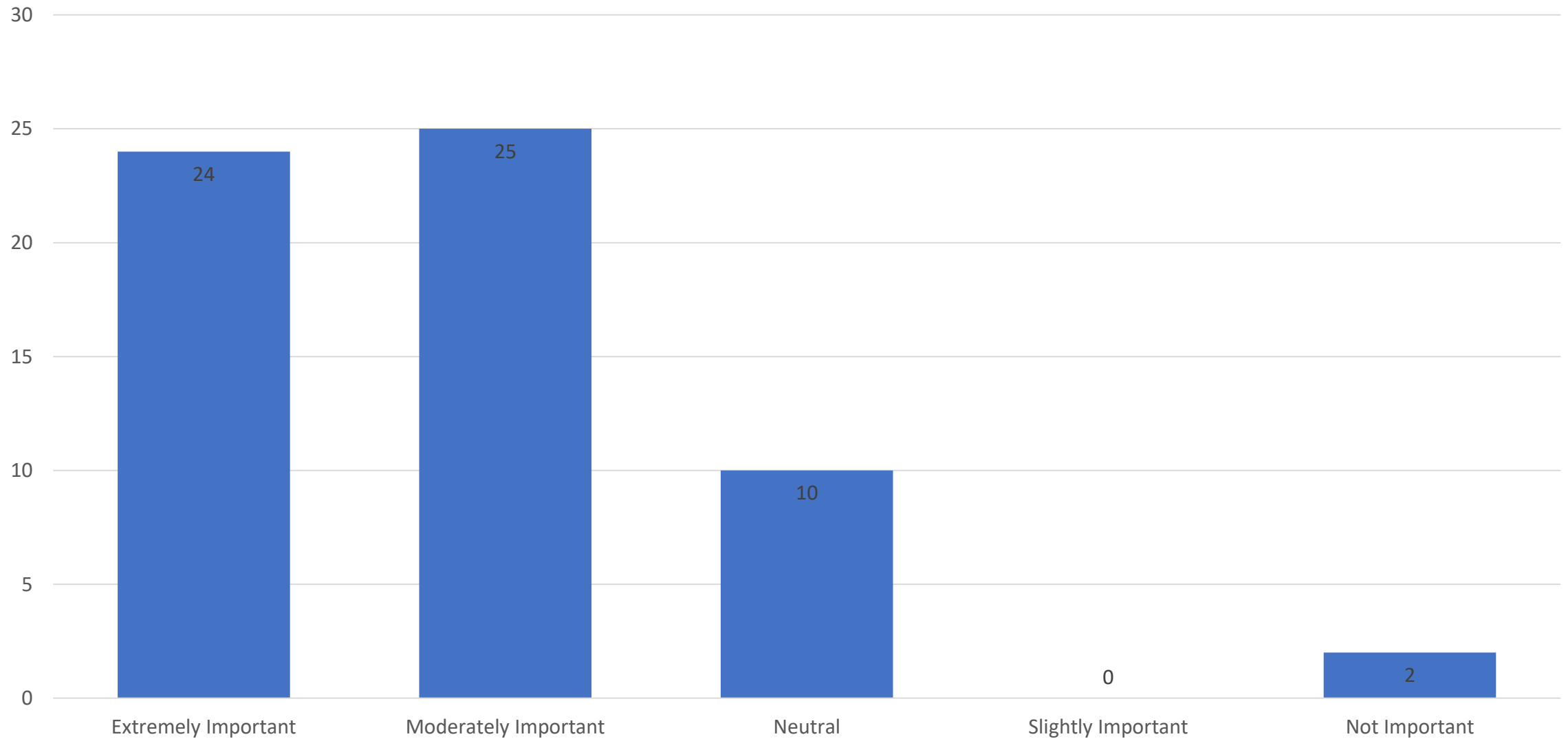
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following development challenges facing our region.

Enables Me to Hear What Regional Leaders Have To Say



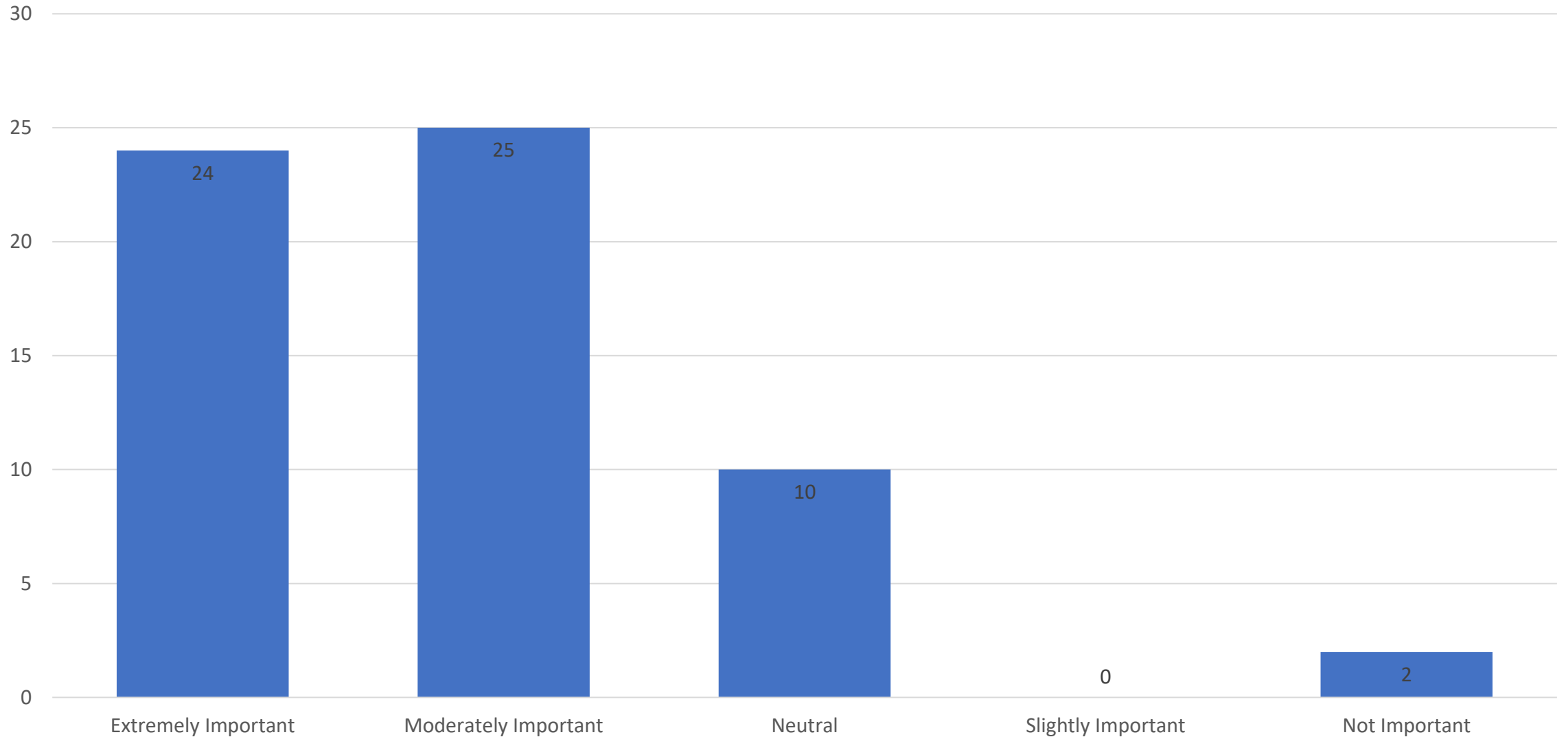
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following roles for events like the Annual Summits.

Provides Insights On Regional Economic Development Activity



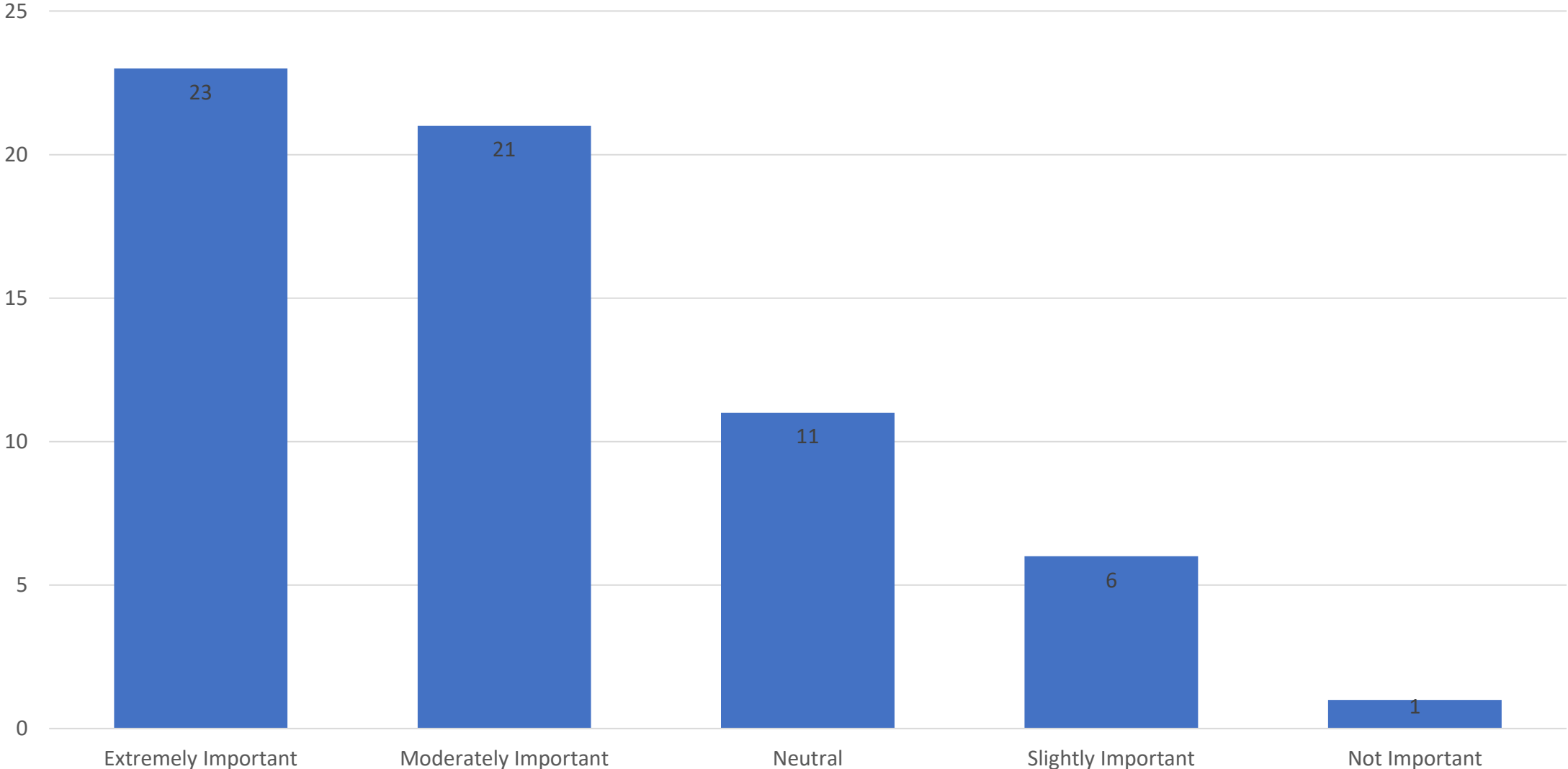
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following roles for events like the Annual Summits.

Provides A Forum for Group Discussion of Regional Development Issues



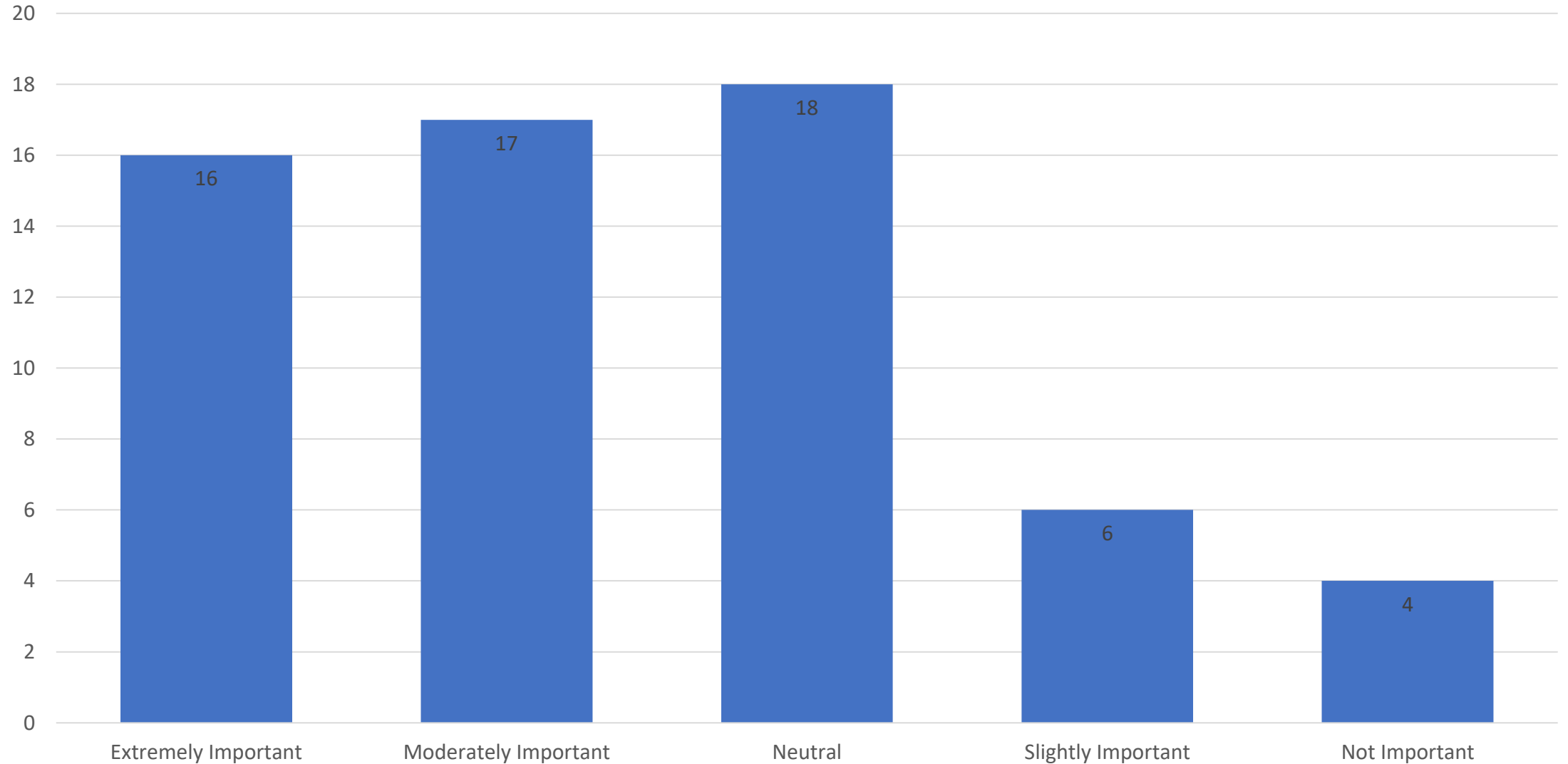
On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following roles for events like the Annual Summits.

Promotes Regional Cooperation



On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following roles for events like the Annual Summits.

Provides Me With Opportunities to Network/Meet My Peers



On a scale of 1 to 5, where 1= highest and 5= lowest, please rate the importance of the following roles for events like the Annual Summits.

**EMAIL SURVEY CONDUCTED BY FEDERAL RESERVE BANK OF CHICAGO
5th ANNUAL SUMMIT ON REGIONAL COMPETITIVNESS
OCTOBER 16, 2017**

Survey results may be found following this page.

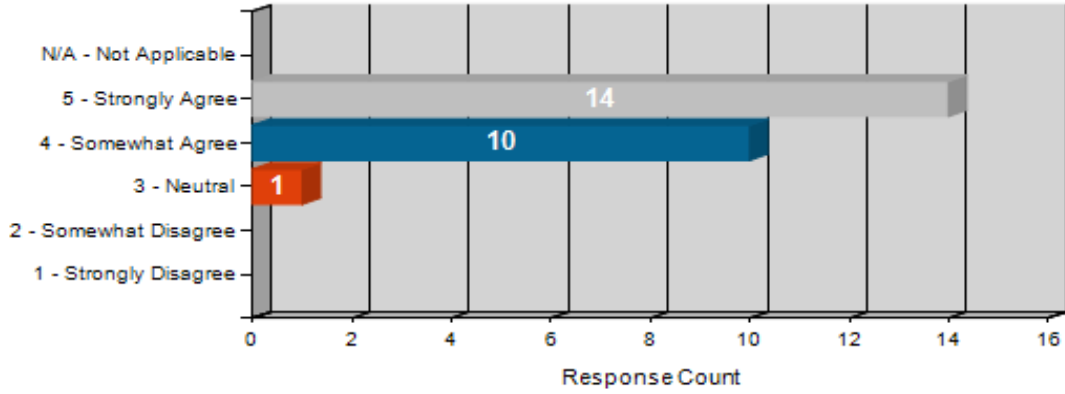
Work State

Total Respondents :	25
Total Skipped :	0

	Choice	Response Percent	Response Total
1	Illinois	72.00%	18
2	Indiana	16.00%	4
3	Michigan	4.00%	1
4	Wisconsin	8.00%	2

Conference was a valuable use of my time.

Total Respondents:	25
Total Skipped:	0

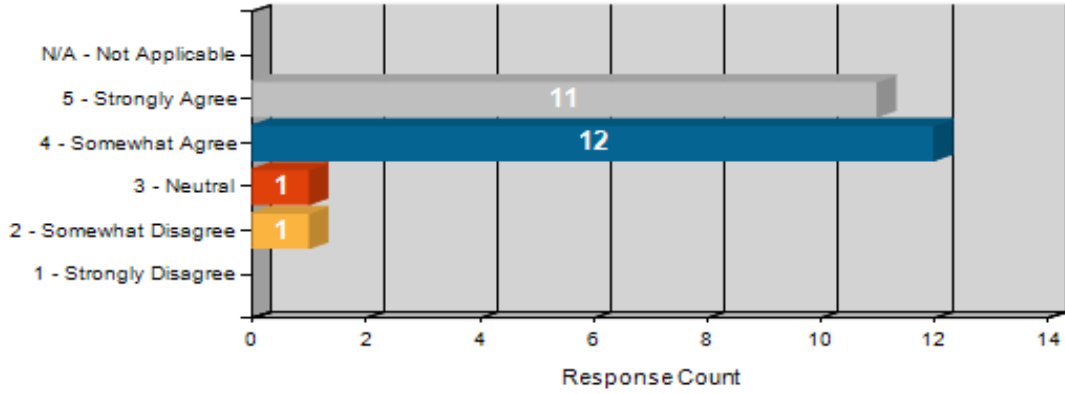


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	0.00%	0
3 3 - Neutral	4.00%	1
4 4 - Somewhat Agree	40.00%	10
5 5 - Strongly Agree	56.00%	14
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.520
Standard Deviation	0.574
Standard Error	0.115
Variance	0.330
Top 2	0.00%
Bottom 2	56.00%

Conference provided timely information and new insights on issues relevant to my work.

Total Respondents:	25
Total Skipped:	0

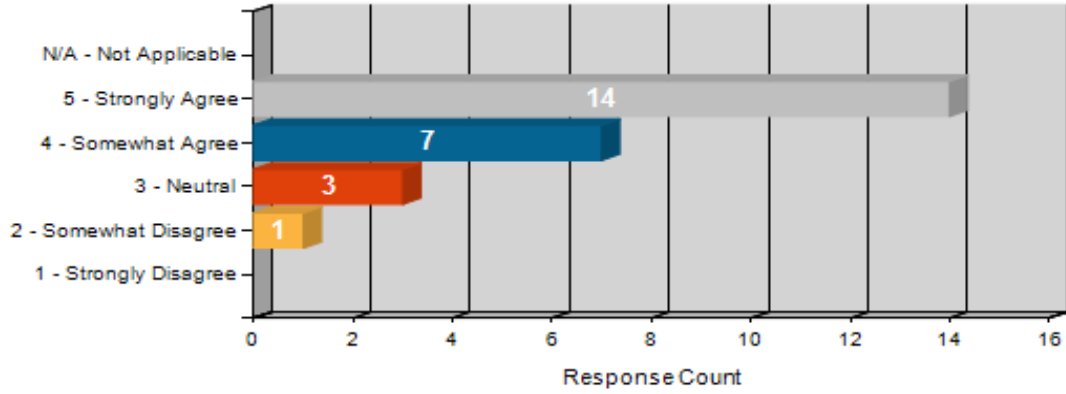


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	4.00%	1
3 3 - Neutral	4.00%	1
4 4 - Somewhat Agree	48.00%	12
5 5 - Strongly Agree	44.00%	11
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.320
Standard Deviation	0.733
Standard Error	0.147
Variance	0.538
Top 2	4.00%
Bottom 2	44.00%

Conference was high quality overall.

Total Respondents:	25
Total Skipped:	0

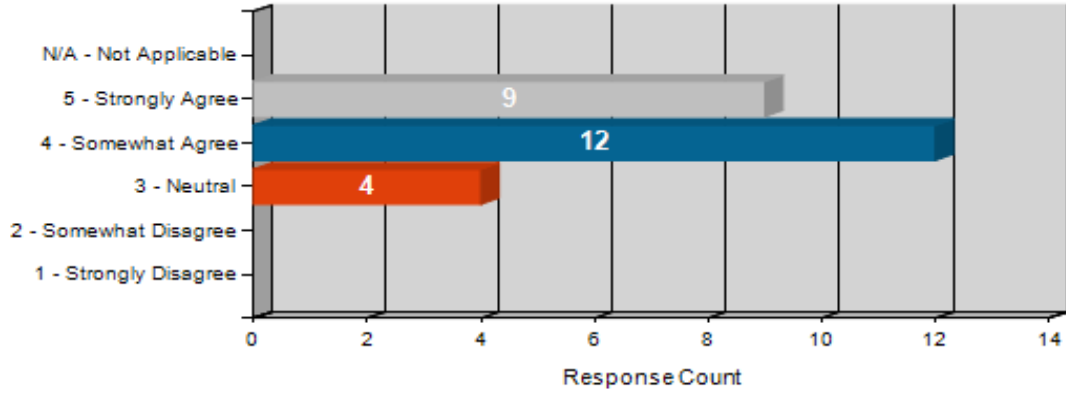


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	4.00%	1
3 3 - Neutral	12.00%	3
4 4 - Somewhat Agree	28.00%	7
5 5 - Strongly Agree	56.00%	14
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.360
Standard Deviation	0.843
Standard Error	0.169
Variance	0.710
Top 2	4.00%
Bottom 2	56.00%

Would recommend this program to others.

Total Respondents:	25
Total Skipped:	0

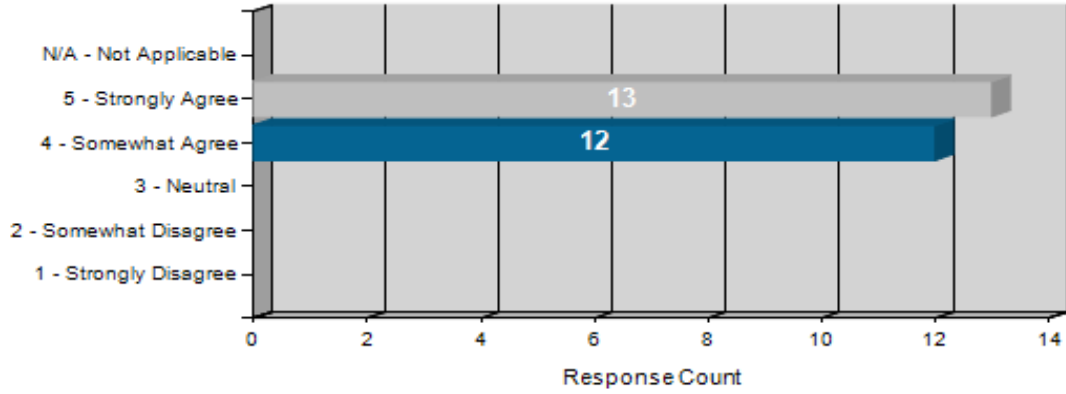


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	0.00%	0
3 3 - Neutral	16.00%	4
4 4 - Somewhat Agree	48.00%	12
5 5 - Strongly Agree	36.00%	9
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.200
Standard Deviation	0.693
Standard Error	0.139
Variance	0.480
Top 2	0.00%
Bottom 2	36.00%

Presenter(s) were knowledgeable and easily understood.

Total Respondents:	25
Total Skipped:	0

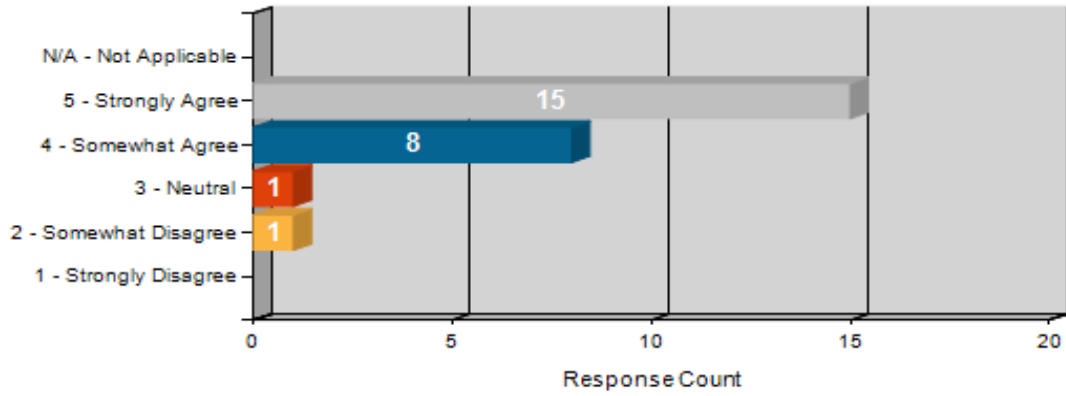


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	0.00%	0
3 3 - Neutral	0.00%	0
4 4 - Somewhat Agree	48.00%	12
5 5 - Strongly Agree	52.00%	13
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.520
Standard Deviation	0.500
Standard Error	0.100
Variance	0.250
Top 2	0.00%
Bottom 2	52.00%

Presenter(s) were organized and prepared.

Total Respondents:	25
Total Skipped:	0

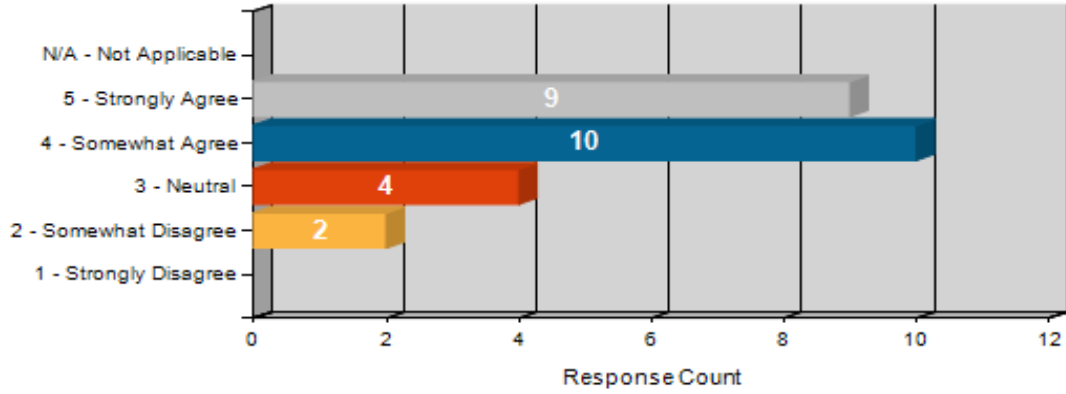


Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	4.00%	1
3 3 - Neutral	4.00%	1
4 4 - Somewhat Agree	32.00%	8
5 5 - Strongly Agree	60.00%	15
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.480
Standard Deviation	0.755
Standard Error	0.151
Variance	0.570
Top 2	4.00%
Bottom 2	60.00%

Appropriate time was allowed for the topic(s).

Total Respondents:	25
Total Skipped:	0



Choice	Response Percent	Response Total
1 1 - Strongly Disagree	0.00%	0
2 2 - Somewhat Disagree	8.00%	2
3 3 - Neutral	16.00%	4
4 4 - Somewhat Agree	40.00%	10
5 5 - Strongly Agree	36.00%	9
6 N/A - Not Applicable	0.00%	0

Analytics	
Mean	4.040
Standard Deviation	0.916
Standard Error	0.183
Variance	0.838
Top 2	8.00%
Bottom 2	36.00%

Please list any additional comments you have.

Total Respondents:	15
Total Skipped:	10

Response Number	Response
60568959	It is my understanding that the Federal Reserve Bank of Chicago's territory includes the State of Michigan but this program defines regional competitiveness in a Chicago centric way. While I
60570731	There was too much information and the day was a bit long. Would shorten the day and limit number of presenters.
60577126	Although many of the topics were interesting, some sessions went on a bit too long, particularly the panels.
60578015	It appeared the panel session with Jim Ford was basically pulled together w/ out any forethought. As a result there was little content, a lot of stuttering, lack of passion and
60585574	The information and panel discussions were compelling, but it would have been helpful to allocate more time for Q&A with the audience. The organizers noted repeatedly that the summit
60587263	Really liked the conference format. Good pace and use of time.
60592782	The room set up could have been better. It's pretty dark in the room and many participants have an awkward view of the speakers. The building location was very convenient though.
60593535	I really liked the fast clip of the day. Short bursts on information kept the audience engaged.
60597081	I have worked in this space for a long time and so not always a lot of new content -- there were however a few tidbits that were new or different ways of looking at and interpreting the
60603894	A fantastic event!
60623096	Too much was packed into a short period of time. Keynote speaker was excellent.
60748050	It is along day, I know there is a lot of content to cover but the attention span gets low late in the afternoon.
60753294	We would be interested in hearing about opportunities to serve on a working committee(s). Thank you!
60756217	I have been to all prior summits and this was the best one.
60871926	Program was too packed. Not enough time for questions and discussion. More time needed for informal interaction.

What aspect of the conference was MOST useful?

Total Respondents:	18
Total Skipped:	7

Response Number	Response
60568959	The keynote.
60571297	Workforce trends/development
60577126	Innovative programming connecting business and education, workforce development.
60577812	Hearing from a range of different industries
60578015	The biggest asset the conference offers is the networking. There is a nice collection of people and most are at decision making levels. Loved that part of the time I spent in the Fed
60585574	The networking!
60587263	Keynote speaker
60593535	The people that I met at the conference was most useful. Most enjoyable was the segment with the journalists they were blunt correct and amusing
60597081	Information regarding disrupters to consider.
60603894	The wide variety of expertise combined with the inclusion of Q/A and panels.
60623096	Networking
60636686	The journalist panels, the regional planning MPO panel, the Brazier Foundation talk.
60713139	The presentation by Becky Frankiewicz of Manpower was excellent.
60748050	I enjoyed the media segment where we got to here from media representatives from the 3 differently states and how they view things differently based on where they are from
60756217	Dr. Brazier
60765485	Enjoyed transportation segment.
60867833	experts in the field, esp from private industry
60871926	Kelly's realistic opening remarks.

What aspect of the conference was LEAST useful?

Total Respondents:	10
Total Skipped:	15

Response Number	Response
60568959	The state DOT panel.
60571297	Transportation
60577126	The government update did not really add any new information or offer any concrete plan.
60577812	Perhaps the day should be shortened a bit. It seemed that the crowd really thinned out near the Audio wasn't always great - hard time hearing panelists and speakers
60578015	See above. Content was not insightful, panels were not at a high enough level of presentation or preparation
60587263	Sustainable Investing
60593535	The section sustainability was disjointed and not valuable.
60623096	The award presentation - that was unnecessary in my opinion.
60636686	The Trump DOT guy. Nothin' but air.
60871926	Media folk being too polite.

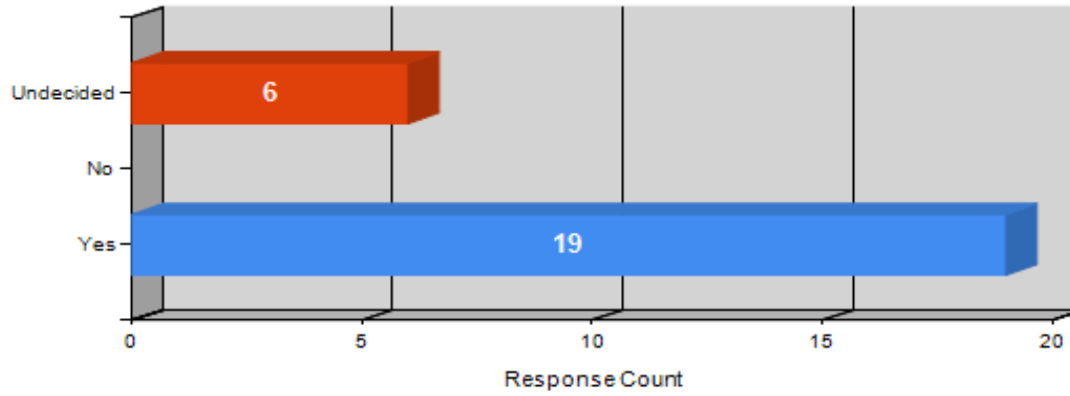
Do you have suggestions for future forum topics or speakers?

Total Respondents:	9
Total Skipped:	16

Response Number	Response
60568959	See above.
60577126	Perhaps a panel of economists from a variety of institutions sharing data about the entire region. IIIN would love to contribute presenters!
60578015	High light on going tri-state projects - get into specifics of projects. Case studies? Be more direct in content
60593535	I always like an economic forecasting/analysis of the region usually done by one of the Federal Reserve economists
60597081	Future trends and analysis of what the future requires us to be considering in our work now. So I would be very interested in the Alliance providing regional information on trends, disrupters
60636686	Ann Markusen, a long-time and widely respected Regional Planning consultant who operates out of Minnesota. Her understanding of the importance of 21st century regionalism is unrivaled
60748050	Very interested in transportation topics and work force related issues
60765485	State IT directors and staff.
60871926	I'd avoid panels of people who have made no preparation for the program. We had three of those panels

Do you plan to be engaged with the Alliance for Regional Development for 2018?

Total Respondents:	25
Total Skipped:	0



Choice	Response Percent	Response Total
1 Yes	76.00%	19
2 No	0.00%	0
3 Undecided	24.00%	6

Analytics	
Mean	1.480
Standard Deviation	0.854
Standard Error	0.171
Variance	0.730

APPENDIX E

BIOGRAPHIES OF ALLIANCE FOR REGIONAL DEVELOPMENT LEADERSHIP

EXECUTIVE BOARD

Paul Jones, Chairman

Paul Jones is the retired Chairman and CEO, A.O. Smith Corporation, (AOS-NYSE), a leading global supplier of water heaters and water treatment products for residential, commercial, and industrial applications with headquarters in Milwaukee, Wisconsin, as well as operations in North America, China, India, and Europe. Jones joined A.O. Smith in January 2004 as president and chief operating officer and served as chairman and chief executive officer from 2005 to 2012, responsible for all worldwide operations of the \$2 billion, 10,900-employee company. He was elected to the company's board of directors in December 2004. Jones joined A. O. Smith after serving as chairman and chief executive officer from 1998 until 2002 of U.S. Can Company, Inc., of Lombard, Illinois. From 1989 until 1998, Jones was president and chief executive officer of Greenfield Industries, Inc., of Augusta, Georgia., a manufacturer of cutting tools and other material-removal products. Jones began his career with General Electric Company, spending 19 years in progressively more responsible positions in the Power Systems; Plastics; Drives, Motor, and Generator; and Transportation units.

Jones is a member of the Rexnord Corporation Board of Directors (non-Executive Chairman) and the U.S. Chamber of Commerce Board of Directors and a retired member of the boards of Federal Signal Corporation and WEC Energy Group. He is a graduate of the University of Evansville (Indiana) with a bachelor of science degree in engineering.

FROM INDIANA

Thomas L. Keon

Dr. Thomas L. Keon has served the Purdue University system since July 1, 2011 as Chancellor of Purdue University Northwest.

While leading Purdue Northwest, Dr. Keon has focused on advancing four critical strategic areas: academic excellence, learning by engagement and discovery, inclusivity, and business and community partnerships. The results have been impressive, as Purdue Northwest has experienced improvements in the academic credentials of its entering students, higher retention rates, expansion of its business and community partnerships, and other notable improvements.

Dr. Keon holds a baccalaureate degree in accounting (Bentley University), master's in education (Suffolk University), MBA (Babson College) and doctorate in management (Michigan State University).

Prior to coming to Purdue Northwest, Dr. Keon spent 14 years as dean of the College of Business Administration at the University of Central Florida (1997-2011), where he was responsible for all personnel, including 150 full-time faculty members, budgets up to \$31 million, 9,100 students and academic programs at the baccalaureate, master's and doctoral levels at a university of more than 55,000 students. During his 35+-year career in higher education, he has been dean of the College of Business and Administration at Southern Illinois University (1995-97), associate dean of the College of Business at Florida Atlantic University (1990-94), associate dean of the College of Business and Public

Administration at the University of Missouri in Columbia (1989-90), director of graduate studies in the School of Business at the University of Missouri (1988-90) and chair of the University of Missouri's Department of Management (1988-89). Additionally, he has taught at the University of Notre Dame, Michigan State University and Southern Vermont College.

Since arriving in Northwest Indiana, Dr. Keon has been a pillar of the community, taking leadership roles in influential organizations such as One Region, the Northwest Indiana Urban League, Lakeshore Chamber of Commerce, Northwest Indiana Forum, and most recently, he has joined the Boards of Lake Area United Way and the Alliance for Regional Development.

Purdue University Northwest is a comprehensive, regional university of more than 15,000 students within the internationally respected Purdue University system. It is comprised of Purdue Calumet's 172-acre neighborhood campus in Hammond, Indiana and Purdue North Central's 305-acre rural campus in Westville, Indiana. Purdue University Northwest offers more than 50 degree programs at the baccalaureate, master's and doctoral levels. Students from 46 countries and 37 states attend the Purdue Northwest campuses.

William J. Lowe

William J. Lowe became Chancellor and Professor of History at Indiana University Northwest in July 2010. Prior to coming to Northwest Indiana, Dr. Lowe was Provost and Professor of History at Metropolitan State University in Saint Paul, Minn., where he also served as Interim President during the 2007-2008 academic year.

He holds the degrees of B.A. in History from Michigan State University and Ph.D. in Modern History from Trinity College, Dublin. Dr. Lowe's research and writing are in the field of modern Irish history and he was a Fulbright Scholar.

Dr. Lowe's active leadership and commitment to the IU Northwest campus and the greater Northwest Indiana region have contributed to significant campus milestones, including an all-time enrollment high of nearly 6,400 students experienced during the fall 2013 semester, the campus's sixth consecutive year of increased enrollment.

Approval of the design for the new \$45 million Arts & Sciences building achieves an important campus priority. The building, set to open in 2017, will serve the educational needs of both IU Northwest and Ivy Tech-Northwest students, strengthening the partnership between the two institutions and enhancing the transfer-student pathway.

In 2012, the IU School of Medicine-Northwest located on the IU Northwest campus, expanded to a four-year MD program. The medical school, the only one in Northwest Indiana, actively involves medical students and IU Northwest undergraduates in research and local healthcare needs.

As one of Northwest Indiana's anchors, Dr. Lowe has redoubled the campus's strategic commitment to community-based engagement. In 2013, an estimated 2,100 students contributed more than 126,000 service hours, demonstrated through course work and projects that were integral to the academic experience.

Dr. Lowe's involvement in the Northwest Indiana community reflects IU Northwest's commitment to the future of the region. He co-chaired One Region during 2012-14 and is a member of the boards of the

Urban League of Northwest Indiana, South Shore Arts, and Lakeshore Public Media. He was the 2014-15 chair of the Indiana Campus Compact board. He was a member of the Northwest Indiana Trauma Center & Academic Medical Center Feasibility Study Steering Committee in 2013-14.

Dr. Lowe has also served as Vice President for Academic Affairs at The College of Saint Rose, Albany, N.Y.; Dean of the College of Liberal Arts at Detroit; and Dean of Graduate Studies at Chicago State University. His career includes administrative appointments at State University of New York at Cortland and Lake Erie College, Ohio.

George David Ryan

Graduated from Indiana University, Bloomington Campus-IU School of Business 1970. Worked for the National Bank of Detroit (now Bank one, Now Chase) in their Regional Banking Division for 6 years. Moved back to Indiana 1977, and purchased parent's business along with my wife, Mary. (The Colonial Inn, Kentland, In) Served on the Kentland Town Council as President for 6 years. Director of Economic Development for 4 years in Newton County/Indiana. Manager of Communications & Public Affairs for NIPSCO (Northern Indiana Public Service Company) 11 years. Executive Director, Lakeshore Chamber, 11 Years –2004 to current. Current Boards: Hammond Development Corporation, Legacy Foundation, Indiana University Northwest Advisory Board, LCEA (Lake County Economic Alliance), NISO (Northwest Indiana Symphony Organization), HAST (Hammond Academy for Science and Technology), Elevate Ventures. Previous Boards: Leadership NW Indiana, Carnegie Performing Arts Assoc, Hospice of the Calumet, Junior Achievement Chicago. White Sox Fan; Indianapolis Colts Fan; Pacers Fan. Likes: Travel, Golf, Deep-Sea Fishing with friends and family. Wants to see Hammond & East Chicago (and NW Indiana) Prosper.

Ty Warner

Ty Warner AICP serves as the Northwestern Indiana Regional Planning Commission's fourth Executive Director in NIRPC's 50-year history. For many years he was Planning Director for Will County, Illinois, and also served as Director of Planning for the Northeastern Illinois Planning Commission and then as a Principal Planner with the Chicago Metropolitan Agency for Planning. He has also served as adjunct faculty at the University of Illinois at Chicago, teaching graduate courses in public participation.

He temporarily left the Chicago region in 2010 to establish the Flint Hills Regional Council in the Manhattan, Kansas, area (home to Kansas State University, Fort Riley Army Base, and the coming National Bio and Agro-Defense Facility) as the inaugural Executive Director of the first regional council to be formed in the United States in over twenty years.

Ty has a Bachelor of Arts degree in Philosophy from Wheaton College and a Masters of Urban Planning and Policy from the University of Illinois at Chicago. He is certified by the American Institute of Certified Planners and serves on the Executive Directors Council of the National Association of Regional Councils.

FROM ILLINOIS

Michael Amiridis

Michael Amiridis took office as chancellor of the University of Illinois at Chicago in March 2015. His appointment was formally approved by the University of Illinois Board of Trustees at its Jan. 15, 2015, meeting.

For over two decades as a professor, researcher and senior administrator on a flagship research campus, he established a proven record of building academic and research excellence.

Prior to arriving at UIC, Amiridis served from 2009 to 2015 as executive vice president for academic affairs and provost at the University of South Carolina at Columbia, where he oversaw all academic functions on the university's flagship campus and at four, two-year regional campuses. He also shared responsibility for coordinating all budget and capital planning functions.

As provost, Amiridis created an "academic dashboard" to help chart the campus's strategy for growth and excellence by comparing its performance to peer institutions in key areas such as enrollment, research funding, graduation rates and student-faculty ratios. He helped develop a plan that earned board of trustees funding for 200 new tenure and tenure-track positions.

Before being named provost, Amiridis was dean of South Carolina's College of Engineering and Computing from 2006 to 2009, and chair of the department of chemical engineering from 2002 to 2006. He joined the Columbia campus as a professor of chemical engineering in 1994.

His research interests focus on the synthesis and catalytic characterization of bimetallic nanoparticles with controlled composition and architecture. He has received more than \$15 million in research funding as a principal investigator and more than \$9 million as a co-investigator.

He earned the National Science Foundation's award for early-career scientists and engineers in 1999, the University of South Carolina's research achievement award in 2005, and the university's Golden Key Award for Integration of Undergraduate Teaching and Research in 2000.

Amiridis' work has resulted in 102 peer-reviewed journal publications and he received awards for teaching excellence at South Carolina and as a graduate instructor at Wisconsin. He was elected a fellow of the American Association for the Advancement of Science in 2012.

He is a member of the American Institute of Chemical Engineers, the American Chemical Society, the American Society for Engineering Education and the North American Catalysis Society.

Earlier in his career, Amiridis was a research engineer for three years at W.R. Grace and Co., an international manufacturer of specialty chemicals and materials, and a lecturer at Johns Hopkins University in Baltimore.

A native of Greece and a U.S. citizen, Amiridis earned his undergraduate degree in chemical engineering from Aristotelian University of Thessaloniki in Greece, and his Ph.D. in chemical engineering from the University of Wisconsin at Madison.

Jim Ford

For the past 8 years Jim has been the managing partner of TRES LLC which is an Illinois based real estate development and consulting firm. Prior to this he was a partner at CenterPoint Properties Trust. He was a co-leader in many of the Intermodal/Logistics projects that CenterPoint developed starting in 1998.

With a history and emphasis in transportation, Jim has lead the design, construction and development of some of the largest freight/intermodal projects over the past century and a half. Having a vast knowledge of the movement of both people and freight has allowed him to bring cost effective solutions to transportation infrastructure projects across the country.

Most recently he has been focused on supply chain solutions including e-commerce and “last mile” projects. This has brought him back to his distribution roots that extend back for over 30 years of his career.

Gregory W. Hummel

Gregory W. Hummel is a senior partner at the national and international law firm Bryan Cave LLP. He is based in Chicago where he leads the firm’s public private partnership practice. His work involves real estate development and finance, as well as public and project finance. His 40-year career unfolded first as counsel to leading national developers, architect/engineers, construction companies, and commercial and investment banks. Today, his practice focuses on the economic development and job creation activities of cities, states, and other units of government both in the United States and abroad.

Hummel has advised public and private clients on public finance and economic development strategies all over the world, including the governments of New Zealand and its capital city Wellington, New South Wales, Australia, the U.S. Virgin Islands, and U.S. cities of Chicago, Raleigh, and Hartford. Another facet of his practice is incentives where he has obtained financial benefits for private sector clients in the form of grants, tax credits, and/or tax exempt debt in over 20 U.S. states.

Hummel also serves as legal counsel to some of the nation’s largest banks, construction companies and real estate developers, for whom he handles all facets of acquisition, zoning, construction, financing, leasing, management and disposition of office, retail, industrial, and residential projects.

Mark Rust

Mark Rust is Managing Partner of the Chicago office of Barnes & Thornburg,LLP, and is the immediate past Chair of the firm’s national Healthcare Department. Mr. Rust concentrates his practice in transactional, regulatory and medical-legal issues affecting healthcare entities and provider organizations. For nearly 30 years he has written about or practiced in healthcare law, writing in a wide variety of publications from the Journal of the American Bar Association to USA Today. He is listed as a notable healthcare lawyer in Chambers USA, Top Healthcare Lawyers of Illinois, SuperLawyers® and The Best Lawyers in America®.

Mr. Rust has represented large radiology and cardiology groups, multi- specialty clinics, hospitals and hospital-physician joint ventures, medical staffs and managed care organizations including provider-sponsored insurance companies and HMOs. He routinely is engaged to advise on mergers and acquisitions, contract formation and negotiation, and regulatory issues. In addition to state healthcare regulation, and federal fraud and abuse and Stark analysis, Mr. Rust has focused on the application of antitrust law and ERISA pre-emption to the healthcare field.

He and his firm appeared before the U.S. Supreme Court in *Rush Prudential v. Moran*, 536 U.S. 355 (2002), successfully arguing, for the first time, how the relationship between providers, patients, managed care and state regulation should work under the federal law known as ERISA; and Mr. Rust was counsel of record on behalf of the American Medical Association and fifty state medical societies on the same topic before the Supreme Court the following year in *Kentucky v. Miller*, 538 U.S. 329 (2003).

For Thompson West Publishing, Mr. Rust regularly updates the antitrust section of *The Law of Medical Practice in Illinois*, Third Edition, and co- authored and updates the Mosby Elsevier textbook, *Legal*

Medicine, published in conjunction with the American College of Legal Medicine. He is the author of “CO-OPs and Accountable Care” published in the American Medical Association’s (AMA) January 2011 educational resource ACOs, CO-OPs and Other Options: A “How-To” Manual for Physicians Navigating a Post-Health Reform World. He and his firm helped found the only two government-funded, provider-sponsored CO-OPs in the country. Mr. Rust has appeared before the United States Congress and several state legislatures providing testimony on healthcare delivery and managed care.

Mr. Rust is the current Chair of the Better Government Association, and actively involved in the Tri-State Regional Alliance, which has brought together the business and political resources of Indiana, Illinois and Wisconsin to emphasize common strengths and opportunities. Mr. Rust is Past Chair of the Illinois State Bar Association’s Health Law Section, the Chicago Bar Association’s Health Law Committee, and the American Bar Association’s Medicine and Law Committee (Tort and Insurance Practice Section). He regularly addresses organizations on current topics in healthcare law.

Mr. Rust received his J.D. from Loyola University, Chicago, Illinois, in 1989, and his B.A. from the University of Notre Dame in 1981, and is the former national legal affairs reporter and business editor for the American Medical News (1983-1989). He is admitted to practice in Illinois and the federal appellate bar, including the U.S. Supreme Court.

Joseph Szabo

Appointed as executive director by the Board of the Chicago Metropolitan Agency for Planning (CMAP) in June 2015, Joseph C. Szabo has varied experience in local, state, and federal governments, civic affairs, and transportation. CMAP developed and is now guiding implementation of the GO TO 2040 comprehensive regional plan, which addresses the fundamental challenges — including land use and transportation — that shape residents’ daily lives.

Prior to joining CMAP, Szabo had served 2009-15 as the twelfth Administrator of the Federal Railroad Administration (FRA) within the U.S. Department of Transportation (U.S. DOT). He led a staff of over 900 professionals located in Washington, DC, and at field offices across the nation as the first FRA head to come from the ranks of rail workers.

Szabo began his public service as a zoning commission member in his native south suburban Riverdale, Illinois, where he later served as a park district commissioner, village trustee, and ultimately mayor. He also was a member of the South Suburban Mayors and Managers Association executive board and transportation committee and the regional Council of Mayors executive committee.

His prior service also included membership on the Executive Council of Chicago Metropolis 2020 (later known as Metropolis Strategies), the Metropolitan Mayors Caucus, and the Legislative Committee of the Chicagoland Metropolitan Planning Council. He holds a baccalaureate degree in Labor Relations from Governors State University and received an honorary doctorate from Lewis University for his lifetime commitment to public service.

FROM WISCONSIN

Deborah Ford

Since her arrival on campus in 2009 as the sixth chancellor of the University of Wisconsin-Parkside, Dr. Debbie Ford has emphasized all that makes the University “Real. Amazing.”

Dr. Ford has lead the campus community in the integration of planning with the development of a Strategic Plan, Strategic Enrollment Management Plan, Academic Plan, Master Plan, and Technology Roadmap.

A strong believer in community engagement and building partnerships throughout the region, Dr. Ford serves as a board member for the Kenosha Area Business Alliance (KABA), Racine Area Manufacturers and Commerce (RAMAC), Racine County Economic Development Corporation, Milwaukee 7, the Racine County United Way Schools of Hope Leadership Council, and the Girl Scouts of Southeastern Wisconsin.

She serves on Workforce Development Boards in Racine and Kenosha, and is past-chair of Wisconsin Campus Compact. Nationally, Dr. Ford serves on the NCAA Division II Presidents' Council, The Council for Adult and Experiential Learning Board (CAEL) and served as a member of the National Council for Accreditation of Teacher Education Commission on Standards and Performance Reporting.

In June 2014, Dr. Ford was recognized by the Network for Change and Continuous Innovation (NCCI) as one of three recipients of the inaugural Leaders of Change Recognition Program award. The award recognizes leaders of change throughout higher education for their accomplishments, and helps link them with their peers to further leverage the impact of their work.

Earlier this year, the Milwaukee Business Journal honored Dr. Ford with its Women of Influence Award. The Business Journal noted that Dr. Ford works to ensure diversity in academic leadership. "Having benefited from many mentors over the course of her career," the Business Journal wrote, "Ford believes in paying it forward, particularly in helping women leaders flourish."

Dr. Ford is proud to lead an institution that traditionally serves a majority of first-generation university students. Chancellor Ford, herself, was a first-generation student. At UW-Parkside, close to 60 percent of the graduates each commencement are the first in their families to earn a university degree. She is also proud of the learning environment at UW-Parkside, the most diverse campus in the prestigious University of Wisconsin System.

Prior to joining the learning community at UW-Parkside, Dr. Ford served as Vice President for Student Affairs at the University of West Florida, and Vice President for Student Affairs and Dean of Students at Spalding University (Kentucky). Dr. Ford holds her B.S. from the University of Louisville, her Master of Education from Indiana University, and her Doctor of Education from the University of Louisville. She is married to John and they have two children, Abby and John David.

Michael G. Hahn

Mr. Michael G. Hahn is Executive Director of the Southeastern Wisconsin Regional Planning Commission (SEWRPC), and has 30 years of experience in regional planning. Mr. Hahn holds a Bachelor's Degree in Civil Engineering from the University of Notre Dame and a Master's Degree in Civil Engineering, with a concentration in water resources, from the University of Minnesota. He is a registered professional engineer and a registered hydrologist in the State of Wisconsin.

Frank Unick

Frank Unick has served as Uline's Chief Financial Officer since 2000. Uline is a distributor of 30,000 items including shipping supplies, janitorial, safety, retail and material handling, with locations throughout

North America. Previously, Frank spent about a dozen years with Ernst & Young, an International CPA Firm. Frank is a graduate of Kent State University and a CPA.

Frank's current community and Board involvement includes the following:

- Chairman of the Board of Directors, US Water Filters, Inc. (Minneapolis- based distribution Company).
- Executive Committee of the Board of Directors and former Chairman, Kenosha Area Business Alliance.
- President of the Board of Directors, Converge MidAmerica Enterprises, Inc.
- Prior Chairman, and prior member of the Executive Committee of the Board of Directors, Lake County Partners.
- Board of Directors, NorthBridge Church (Antioch, Illinois).

ADVISORS TO THE BOARD

Ed Morrison

Ed Morrison is the Regional Economic Development Advisor at the Center for Regional Development at Purdue University, Indiana, US. He is also an Adjunct Professor at the University of the Sunshine Coast, Australia.

For over twenty years, Ed Morrison has conducted strategy projects with economic and workforce developers in the US emphasizing the strategic value of focused regional collaborations and network-based models in today's global economy.

Ed developed a new discipline called Strategic Doing to accelerate these collaborations that is widely used across the US and gaining attention internationally. His work won the first Arthur D. Little Award for excellence in economic development presented by the American Economic Development Council.

Carmel Ruffolo

Dr. Carmel Ruffolo, is the Associate Vice President for Research and Innovation at Marquette University. Currently, Dr. Ruffolo is also the Director of the Wisconsin Center for Commercialization Resources (WCCR), a joint collaboration with Marquette University, Milwaukee School of Engineering, UW-Milwaukee and UW-Parkside that is supported by the Economic Development Administration. She has an extensive network of partners and collaborators in the business, academic and government sectors.

Dr. Ruffolo works closely with regional companies, universities and other organizations such as The Water Council and Mid-West Energy Research Consortium (M-WERC) to address the many interest and goals of the universities. She is actively involved in tri-state initiatives in WI, IL and IN, focusing on manufacturing and workforce development and was integrally engaged with the Organization for Economic Cooperation and Development (OECD) Tri-State Territorial Review, serving as a Wisconsin delegate to the OECD. She now serves as the Wisconsin Chair of the Operational Committee for the Alliance for Regional Development. Dr. Ruffolo has collaborated with Purdue University in applying Strategic Doing in a number of regional initiatives.

As a leader in education, Dr. Ruffolo is a member of The Manufacturing Institute's Education Council, a national organization that assists in developing strategies to expand and enhance our manufacturing

workforce. Currently she is also the co-chair of the Workforce Development Committee for M-WERC and a member of the executive board of directors for BizStarts Milwaukee. Dr. Ruffolo received a Ph.D and B. Sci. (Honors) from Monash University, Australia, and a B.A from Carthage College, Wisconsin.

STRATEGIC PARTNER ADVISORS

Dean Amhaus

Dean Amhaus has served as served as the first President & CEO of The Water Council since March 2010. The Council was formed with the express purpose of growing the Milwaukee region into the world hub for water research, education and economic development. The only organization of its kind in the United States, the Water Council is successfully coalescing these attributes into a powerful force that is garnering international recognition.

The Council's most significant achievement occurred in September 2013 with the opening of the Global Water Center, a one of a kind water technology research and business accelerator located in a 98,000 square feet /30,000 square meter seven-story refurbished Silver LEED warehouse in Milwaukee's downtown. Within 18 months of opening the Center it was completely leased and in July 2015 The Council purchased a second warehouse, which will be remodeled in 2016 and opened in early 2017. One of the programs within the Center is The BREW which assists water technology entrepreneurs develop their company and expand their commercialization opportunities.

Under Dean's leadership the Council has also developed a national Center of Excellence for Freshwater Innovation & Small Business Development with a contract from the U.S. Small Business Administration and through support from JPMorgan Chase & Co. is growing the pool of investment dollars in water technology.

Prior to leading the Water Council, Dean served as the President of the Spirit of Milwaukee, which is dedicated to enhancing Milwaukee's image. Dean has served as the President of Forward Wisconsin, the state's economic development organization, and Executive Director of the Wisconsin Sesquicentennial Commission. For six years, Dean was with the Wisconsin Arts Board; first as Deputy Director and later as Executive Director. During the 1980's Dean worked in government relations in Washington, D.C. Schooled in Wisconsin, Dean received his M.B.A. from the University of Wisconsin-Whitewater and his B.S. in Business from the University of Wisconsin-Platteville.

ALLIANCE WORKING TEAM MANAGERS

Anne Edmunds, Workforce Development

Anne Edmunds serves as Regional Vice President, Chicago Metro Region. She leads all aspects of the operation of Manpower's Commercial Staffing business in the Greater Chicago Region. Her duties include, strategy development and implementation; employee selection, development and retention; sales and service execution; and client satisfaction/ retention. Edmunds is also responsible for the proper alignment and prioritization of the Regions activities to insure the attainment of Manpower's Vision, goals and objectives.

Before this position, Edmunds served as Area Manager for the Wisconsin Region. In this role, she was responsible for the overall operation of 15 offices. These functions included financial planning, reporting

and analysis; general accounting; payroll; accounts payable; billing and accounts receivable management; risk management and strategic sourcing.

Prior to joining Manpower in 1997, Edmunds served as the Area Manager for Kelly Services in Detroit, Michigan where she spent 14 years.

Edmunds is currently on the Board of Directors for Lake County Partners, where she chairs the Healthcare Committee

Other affiliations:

- Serves on the Board of Governors for the Chicago Chamber where she Chairs the Workforce Excellence Committee
- Founding member and Board Co-Chairman Chicago Business Leadership Network
- Member of ADA 25 Board Representing Manpower for October Celebration
- Co-chair Strategy Six Committee For Mayor Emanuel's office in conjunction with World Business Chicago
- Appointed to Governor Rauner's Taskforce On Employment
- Founder and Committee Chair for the Chicago Business Leadership Network

Edmunds is currently Manpower's subject matter expert working with the Rockefeller Foundation on identifying skill gaps and interventions for youth in America.

Stephen E. Schlickman, *Transportation and Logistics*

Stephen (Steve) E. Schlickman has over 35 years of transportation experience beginning as a bus driver in 1975 to becoming the Executive Director of the Chicago area Regional Transportation Authority in 2005, a post he left October 1, 2010 to join University of Illinois at Chicago's Urban Transportation Center (UTC) as its Executive Director. There he manages an over \$2 million transportation research program. In his various positions Steve has been involved in all major surface transportation initiatives in Illinois and on the federal level since 1980 and participated in obtaining billions of dollars of funding for Illinois and the Chicago region. Steve was in a Chicago Transit Authority leadership position in the funding and reform of the RTA in 1983 and while at the RTA led the funding and reform initiative in 2007/08. While at the Chicago Transit Authority in the 1980s, Steve led national efforts related to funding for transit modernization and expansion and, in the early 1990s, managed a light rail project for downtown Chicago. He has been a national leader in the transit industry having formed on-going national coalitions such as the New Start Working Group (sponsors of rail expansion projects) and the Metropolitan Rail Discussion Group (the largest and oldest rail/bus transit systems in the nation). He has also worked on aviation and other public infrastructure initiatives, most notably the federal passage of the airport passenger facility charge authorization in 1990. As the first director of Chicago Mayor Daley's Washington DC office, Steve oversaw Chicago's involvement in all federal legislation affecting municipal government including the Clean Air Act amendments, the Americans with Disabilities Act, and Community Development Block Grant funding. For many years, Steve ran a very successful private consulting practice specializing in transportation policy, finance and advocacy during which his client Macquarie Bank of Australia teamed with the Cintra Company of Spain to acquire the \$1.8 billion concession on the Chicago Skyway. He was also on the leadership team advocating for the Midwest High Speed Rail initiative. While at the UTC Steve led research on funding for transit and high speed rail. Steve

is on the Board of Directors of the Center for Neighborhood Technology, the Chicago area Active Transportation Alliance, and the Neighborhood Capital Budget Group, and is a leader in the American Public Transportation Association's Legislative Committee. Steve's undergraduate degree is from Georgetown University and law degree is from DePaul University.

CHAIR EMERITUS

Michael M. Mullen

Mike Mullen is a commercial real estate industry veteran with nearly 40 years of experience. He was a founding partner and CEO of CenterPoint Properties. A former Board member and Senior Advisor to IndCor Properties, a Blackstone portfolio company. A former Board member of Rouse Properties. Mike's current activities include Chairman of TradePoint Atlantic, Chairman of Talos Capital , Board member of L3 Capital and Senior Advisor to Redwood Capital Investments, GEM Realty Capital and Hilco Global. Internationally, Mike also serves on the Board of Tusdeer, Saudi Arabia , and CONE, Brazil. Over his career, Mike has participated in over \$ 15 billion of real estate transactions.

APPENDIX F

SELECTED LETTERS BY ALLIANCE LEADERSHIP TO PUBLIC OFFICIALS IN SUPPORT OF PRIORITY TRANSPORTATION PROJECTS

The following documents prepared by the Alliance for Regional Development may be found following this page:

- Letter to INDOT on regional transportation consensus
- Letter to WISDOT on regional transportation consensus
- Alliance 2016/17 transportation agenda
- Letter to U.S. House Subcommittee on Transportation, Housing and Urban Development requesting funding for FTA Capital Investment Grant Program
- Letter to U.S. Senate Subcommittee on Transportation, Housing and Urban Development requesting funding for FTA Capital Investment Grant Program
- Letter to USDOT Secretary Anthony Foxx supporting 75th St. Capital Improvement Program
- Letter to USDOT Secretary Elaine Chao supporting 75th St. Capital Improvement Program.



ALLIANCE FOR
REGIONAL DEVELOPMENT

Board of Directors

Chairman of the Board:

Paul W. Jones, Wisconsin
*Chairman (Retired), A.O.
Smith Corporation*

Michael D. Amiridis, Illinois
*Chancellor, University of
Illinois at Chicago*

John T. Dickert, Wisconsin
Mayor, City of Racine

Deborah L. Ford, Wisconsin
*Chancellor, University of
Wisconsin-Parkside*

James Ford, Illinois
President, TRES LLC

Michael G. Hahn, Wisconsin
*Executive Director,
Southeastern Wisconsin
Regional Planning
Commission*

Greg Hummel, Illinois
Partner, Bryan Cave LLP

Thomas Keon, Indiana
*Chancellor, Purdue University
Northwest*

William J. Lowe, Indiana
*Chancellor, Indiana University
Northwest*

Mark Rust, Illinois
*Managing Partner, Chicago,
Barnes & Thornburg LLP*

David Ryan, Indiana
*Executive Director, Lakeshore
Chamber of Commerce*

Joseph C. Szabo, Illinois
*Executive Director, Chicago
Metropolitan Agency for
Planning*

Tyson R. Warner, Indiana
*Executive Director,
Northwestern Indiana Regional
Planning Commission*

Kelly A. O'Brien
*President & CEO, Alliance for
Regional Development*

May 3, 2017

Commissioner Joe McGuinness
INDOT Management Team
100 N. Senate Ave., IGCN 755
Indianapolis, IN 46204

Dear Commissioner McGuinness:

The Alliance for Regional Development (The Alliance) is a politically neutral platform championing initiatives and convening leaders from government, academia and the private sector to grow the economy of the mega-region which encompasses Northwest Indiana, Northeast Illinois, and Southeast Wisconsin. One of our major focus areas targets regional transportation needs as outlined in the Organization for Economic Cooperation and Development's (OECD) Territorial Review of the mega-region. [CLICK HERE](#) to view the OECD Report.

The Alliance works closely with the Northwestern Indiana Regional Planning Committee (NIRPC), the Chicago Metropolitan Agency for Planning (CMAP) and the Southeastern Wisconsin Regional Planning Commission (SEWRPC) to advocate for regional transportation solutions. The Alliance, and staff from these Metropolitan Planning Organizations (MPO), engaged in a nearly year-long process comparing the MPOs' long-range transportation plans to identify common areas of overlap. The areas of passenger rail and freight movement offered the best intersection between the three plans. Thus there is a consensus by the MPOs and the Alliance to cooperate on advancing a specific inter-city passenger rail and regional freight movement agenda in 2017. By focusing on these areas, we will make progress on the transportation recommendations in the OECD Territorial Review and help to realize the economic potential of the mega-region.

The Alliance 2016/17 transportation agenda is enclosed. We believe that it closely aligns with the goals and work programs of the Indiana Department of Transportation. Thus, we look forward to coordinating these efforts with you.

Sincerely,

Kelly O'Brien
President & CEO

Steve Schlickman
Alliance Transportation Team Manager



ALLIANCE FOR
REGIONAL DEVELOPMENT

Board of Directors

Chairman of the Board:

Paul W. Jones, Wisconsin
*Chairman (Retired), A.O.
Smith Corporation*

Michael D. Amiridis, Illinois
*Chancellor, University of
Illinois at Chicago*

John T. Dickert, Wisconsin
Mayor, City of Racine

Deborah L. Ford, Wisconsin
*Chancellor, University of
Wisconsin-Parkside*

James Ford, Illinois
President, TRES LLC

Michael G. Hahn, Wisconsin
*Executive Director,
Southeastern Wisconsin
Regional Planning
Commission*

Greg Hummel, Illinois
Partner, Bryan Cave LLP

Thomas Keon, Indiana
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Northwest*

William J. Lowe, Indiana
*Chancellor, Indiana University
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Mark Rust, Illinois
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Metropolitan Agency for
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*Executive Director,
Northwestern Indiana Regional
Planning Commission*

Kelly A. O'Brien
*President & CEO, Alliance for
Regional Development*

May 5, 2017

Secretary David Ross
Wisconsin Department of Transportation
4802 Sheboygan Avenue
Madison, Wisconsin 53702

Dear Secretary Ross:

The Alliance for Regional Development (The Alliance) is a politically neutral platform championing initiatives and convening leaders from government, academia and the private sector to grow the economy of the mega-region which encompasses Southeast Wisconsin, Northeast Illinois, and Northwest Indiana. One of our major focus areas targets regional transportation needs as outlined in the Organization for Economic Cooperation and Development's (OECD) Territorial Review of the mega-region. [CLICK HERE](#) to view the OECD Report.

The Alliance works closely with the Southeastern Wisconsin Regional Planning Commission (SEWRPC), the Chicago Metropolitan Agency for Planning (CMAP) and the Northwestern Indiana Regional Planning Committee (NIRPC) to advocate for regional transportation solutions. The Alliance, and staff from these Metropolitan Planning Organizations (MPO), engaged in a nearly year-long process comparing the MPOs' long-range transportation plans to identify common areas of overlap. The areas of passenger rail and freight movement offered the best intersection between the three plans. Thus there is a consensus by the MPOs and the Alliance to cooperate on advancing a specific inter-city passenger rail and regional freight movement agenda in 2017. By focusing on these areas, we will make progress on the transportation recommendations in the OECD Territorial Review and help to realize the economic potential of the mega-region.

The Alliance 2016/17 transportation agenda is enclosed. We believe that it closely aligns with the goals and work programs of the Wisconsin Department of Transportation. Thus, we look forward to coordinating these efforts with you.

Sincerely,

Kelly O'Brien
President & CEO

Steve Schlickman
Alliance Transportation Team Manager



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REGIONAL DEVELOPMENT

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Alliance for Regional Development 2016/17 Transportation Agenda

Through a collaboration between the Alliance staff and the megaregion's three metropolitan planning organizations and as informed by the Alliance's June, 2016 Quarterly Conversation conference on transportation, this transportation agenda was developed. This process determined that the transportation categories of passenger rail and freight movement have the most common import for the entire megaregion. Based on that the following rationale, principles and specific agenda objectives were developed. As endorsed by the Alliance Board of Directors, this agenda will guide the Alliance staff in developing and executing action steps to advance the objectives.

General Rationale Regarding the Alliance's Transportation Agenda

No economy will grow any faster or further than its transportation systems will carry it.

Collaboration is key to the success of that plan and to creating an integrated approach to the larger three state region.

Passenger Rail

RATIONAL: Today, a strong mega-region economy requires safe, diverse, multi-modal transportation system, including an intercity passenger network. That network should be supported and further expanded.

Intercity passenger rail connects the mega-region's economic clusters with its workforce.

Passenger Rail Principles

The Alliance supports the efforts of the megaregion's states, MPOs, and other regional stakeholders to complete intercity rail planning and projects.

The Alliance supports exploring funding opportunities for intercity rail projects including related legislation, particularly where intercity passenger activities have impacts across state lines.

The Alliance supports identifying and facilitating strategic partnerships, in particular with industry groups, elected officials, and other organizations advocating for Midwest passenger rail, that will facilitate intercity passenger rail planning, funding, and implementation.



The Alliance supports participating in short, middle, and long-term plan processes to facilitate the completion of intercity passenger rail planning and projects.

Passenger Rail Objectives

The objective of the above Principles should work to facilitate the planning processes and implementation of intercity passenger rail projects outlined in MPO and State plans through education, capacity building, and leveraging strategic partnerships. The passenger rail objectives of the Alliance will support implementation of the Midwest Regional Rail Initiative and to enhance intercity commuter rail connectivity. The more short-term projects that have cross-state impacts are below. These projects aim to increase frequency of service and/or reduce total trip time and are subject to change:

- Upgrade of service on the Chicago - Milwaukee Hiawatha route
- Upgrade Chicago - Milwaukee - Twin Cities Empire Builder route
- Upgrade the Chicago-Detroit-Pontiac Wolverine route
 - South of the Lake Congestion
- Upgrade the Chicago-St. Louis Lincoln Service route
 - Advance the Joliet-Chicago segment
- New Chicago-Fort Wayne-Columbus route
- South Shore Railroad expansion projects
 - West Lake Extension
 - Double tracking the South Shore and capacity enhancements to Metra-Electric
- Support the completion of the Kenosha-Racine-Milwaukee Commuter Link

Freight Movement

RATIONAL: Today, a strong mega-region economy requires a safe, diverse, multi-modal freight network. The movement of freight is an essential activity to the economy of the megaregion, as well as for the economy of the Midwest and the nation.

Facilitating reliability and efficiency of freight movement is critical to ensuring the megaregion's continued position as the nation's freight hub that supports the backbone of the its economy.

Freight Movement Principles

The Alliance supports shared freight priorities between MPOs and states that address freight needs that have impacts across state borders.



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The Alliance supports efforts between the states to facilitate the efficient movement of trucks between states, particularly in consistent truck size and weight limits.

The Alliance supports completion of the CREATE program as a critical component for the efficient movement of freight in the megaregion.

The Alliance supports improved intermodal freight activity and access to intermodal facilities, such as rail, air, and maritime facilities, in the megaregion.

The Alliance supports exploring funding opportunities and creating strategic partnerships for shared freight priorities in the megaregion.

Freight Movement Objectives

- Leverage existing MPO and state actions on coordinating size and weight regulations between states.
- Promote the funding and completion of the 75th Corridor Improvement Project
- Support the completion of the Elgin O'Hare Western Access project, including access to major freight destinations in the O'Hare area.
- Support the completion of the Touhy Avenue Connector to facilitate efficient truck movement for and around O'Hare Airport.
- Educate key stakeholders on funding needs and gaps for projects to improve the efficient and safe movement of freight.



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Kelly A. O'Brien
*President & CEO, Alliance for
Regional Development*

April 10, 2017

The Honorable Mario Diaz-Balart
Chairman
Subcommittee on Transportation,
Housing and Urban Development
House Committee on Appropriations
2358 Rayburn House Office Building
Washington, DC 20515

The Honorable David Price
Ranking Member
Subcommittee on Transportation,
Housing and Urban Development
House Committee on Appropriations
1016 Longworth House Office Building
Washington, DC 20515

Dear Chairman Diaz-Balart and Ranking Member Price:

The Alliance for Regional Development is a politically neutral platform championing initiatives and convening leaders from government, academia and the private sector to grow the economy of the mega-region which encompasses Southeast Wisconsin, Northeast Illinois, and Northwest Indiana. One of our major focus areas is transportation.

As you prepare the Transportation-HUD appropriations bill for Fiscal Year 2018 (FY18), we write to respectfully request funding for the Federal Transit Administration's (FTA) Capital Investment Grant Program (CIG), commonly known as New Starts, Small Starts, and Core Capacity, at a level of \$2.3 billion, the level authorized in the Fixing America's Surface Transportation (FAST) Act. We also request that you continue to support the 55 projects in the current CIG pipeline.

These 55 projects represent the best in the country due to the CIG program's competitive vetting process which ensures the highest return on investment possible. Key criteria measure the benefits of congestion relief, mobility, economic effectiveness and economic development among others.

Locally, critical projects like the West Lake Corridor commuter rail and the South Shore commuter rail double tracking are eligible for funding the CIG program. In fact, both the West Lake Corridor commuter rail and South Shore double track projects have already applied for CIG grant funding. Benefits of these projects extend well beyond the project corridor: nearly 73 percent of the funds from the CIG program flow directly to manufacturers, suppliers, and service firms located in nearly every congressional district in the United States.

Local taxpayers are shouldering an increasingly larger burden of capital construction costs, with nearly 55 percent of the capital monies and all of the operating monies coming from non-federal funding sources. Further, there are many communities across the country that seek to or have secured dedicated revenues to fund expansion of transit systems. The voters in each of these regions rely on the assumption that the federal government will be a strong partner by providing matching capital funds.

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We therefore urge you to fund the CIG program at \$2.3 billion in FY18 and continue to support projects in the CIG pipeline.

Sincerely,

Kelly O'Brien
President & CEO

Steve Schlickman
Alliance Transportation Team Manager

CC:

Congressman Danny Davis, (IL)
Congressman Bill Foster, (IL)
Congressman Luis Gutierrez, (IL)
Congressman Randy Hultgren, (IL)
Congresswoman Robin Kelly, (IL)
Congressman Adam Kinzinger, (IL)
Congressman Raja Krishnamoorthi, (IL)
Congressman Dan Lipinski, (IL)
Congresswoman Gwen Moore, (WI)
Congressman Mike Quigley, (IL)
Congressman Peter Roskam, (IL)
Congressman Bobby Rush, (IL)
Congressman Paul Ryan, (WI)
Congresswoman Jan Schakowsky, (IL)
Congressman Bradley Schneider, (IL)
Congressman Jim Sensenbrenner, (WI)
Congressman Peter Visclosky, (IN)



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Kelly A. O'Brien
*President & CEO, Alliance for
Regional Development*

April 10, 2017

The Honorable Susan Collins
Chairman
Subcommittee on Transportation,
Housing & Urban Development
Senate Appropriations Committee
184 Dirksen Building
Washington, DC 20510

The Honorable Jack Reed
Ranking Member
Subcommittee on Transportation,
Housing & Urban Development
Senate Appropriations Committee
125 Hart Building
Washington, DC 20510

Dear Chairman Collins and Ranking Member Reed:

The Alliance for Regional Development serves as a politically neutral platform championing initiatives and convening leaders from government, academia and the private sector to grow the economy of the mega-region which encompasses Southeast Wisconsin, Northeast Illinois, and Northwest Indiana. One of our major focus areas is transportation.

As the Subcommittee begins crafting the Fiscal Year 2018 Transportation, Housing and Urban Development, and Related Agencies Appropriations bill, we encourage you to support critical investments in public transportation around the country through robust funding of the Federal Transit Administration's Capital Investment Grant (CIG) program. We were disappointed to see the elimination of future funding for this vital program in the Fiscal Year 2018 Budget Blueprint, contradicting Congress' recent bipartisan commitment to the CIG program in the Fixing America's Surface Transportation (FAST) Act, which authorized \$2.3 billion annually for CIG grants through Fiscal Year 2020.

The CIG program's competitive process ensures that selected projects, through its New Starts, Small Starts, and Core Capacity grants, offer the highest possible return on investment. Key criteria measure the benefits of congestion relief, mobility, economic effectiveness and economic development among others. According to the U.S. Department of Transportation, every \$1 billion of federal investment in public transportation supports approximately 13,000 jobs and an estimated \$3.5 billion in economic activity. This represents nearly 90,000 in lost jobs and over \$24 billion in untapped economic activity if the CIG program is not realized.

Our local communities are strongly committed to investing in transit as evident through recent voter approval of local transit revenues. Local support through the CIG program provides 55 percent of the costs of an average project. The South-of-the-Lake freight reroute and the South Shore commuter rail double tracking are locally championed projects eligible through the CIG program. In fact, both the South-of-the-Lake reroute and South Shore double track projects have already applied for CIG grant funding. These projects traverse state lines and are essential to realize the untapped economic potential of the tristate mega-region.

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Robust funding is needed to meet that demand and uphold the commitment made to communities across the United States in the FAST Act by bipartisan majorities in the United States Senate and United States House of Representatives.

Thank you for your support for this vital program, which helps communities around the country expand public transportation options to increase connectivity, reduce congestion, and boost economic growth.

Sincerely,

Kelly O'Brien
President & CEO

Steve Schlickman
Alliance Transportation Team Manager

CC:

Senator Tammy Baldwin, (WI)
Senator Joe Donnelly, (IN)
Senator Tammy Duckworth, (IL)
Senator Richard Durbin, (IL)
Senator Ron Johnson, (WI)
Senator Todd Young, (IN)



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Kelly A. O'Brien
President & CEO, Alliance for
Regional Development

October 16, 2017

The Honorable Elaine Chao
Secretary of Transportation
U.S. Department of Transportation
West Building – 1200 New Jersey Ave., SE
Washington, DC 20590

Dear Secretary Chao:

The Alliance for Regional Development strongly supports the Illinois Department of Transportation's application for a Infrastructure For Rebuilding America (INFRA) grant for the Chicago Region Environmental and Transportation Efficiency (CREATE) Program and specifically the CREATE's 75th Street Capital Improvement Program.

The Alliance is a civic organization that works to protect and grow the economy for the Chicago mega region which encompasses Southeast Wisconsin, Northeast Illinois, and Northwest Indiana. Our organization is led by business, academic, regional planning and local government leaders from throughout the tristate region.

Earlier this year we identified freight movement as one of our two top transportation priorities. And we recognize that the CREATE program is a critical component for the efficient movement of freight in the megaregion and for the nation. The Board of Directors has specifically endorsed the 75th Street Capital Improvement Program (CIP) as currently the most important CREATE initiative that is vital not only to freight movement in our tri-state region, but also to Nation.

The importance of CREATE and the 75th Street Corridor CIP rests on several factors. First, the Chicago megaregion is the hub of our nation's freight transportation system. A quarter of all U.S. freight rail traffic originates, terminates, or passes through the Chicago area, with that volume forecasted to increase nearly 150 percent by 2040. The nation must address these increased volumes of freight or risk slowing down our economic growth. The 75th Street CIP in fact consists of four interrelated CREATE projects that will greatly improve the ability of our rail network to

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ALLIANCE FOR
REGIONAL DEVELOPMENT

The Honorable Elaine Chao

October 16, 2017

Page 2

handle this growth and therefore have a nationally significant impact on our economy by improving the efficient movement of freight throughout the Midwest and the country.

The CREATE program's largest benefits are related to the movement of freight, but the 75th Street CIP has additional multi-modal benefits including improved fluidity for commuter rail and intercity passenger rail. This additional capacity – over and above what the 75th street CIP generates – would improve freight movement in the Midwest, and is critical for enhanced passenger rail service to Indiana, Michigan and points east, all goals of the nine-state multi-agency Midwest Regional Rail Initiative.

The CREATE program's purpose is to increase the overall capacity of Chicago region's rail network operations to successfully handle anticipated national levels of demand for freight and passenger rail resulting from economic growth. Freight rail traffic will continue to be clogged in Chicago and hurt our country's international competitiveness if we do nothing. We must act decisively as a region and nation to ensure that the freight rail growth enhances rather than impairs our economy and quality of life.

The Alliance for Regional Development fully supports this application and looks forward to the project's successful implementation.

Sincerely,



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Kenneth R. Yunker, Wisconsin
*Executive Director,
Southeastern Wisconsin
Regional Planning
Commission*

Kelly A. O'Brien
*President & CEO, Alliance for
Regional Development*

December 1, 2016

The Honorable Anthony Foxx
Secretary of Transportation
U.S. Department of Transportation
West Building – 1200 New Jersey Ave., SE
Washington, DC 20590

Dear Secretary Foxx:

The Alliance for Regional Development strongly supports the Illinois Department of Transportation's application for a Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies (FASTLANE) Discretionary Grant for the Chicago Region Environmental and Transportation Efficiency (CREATE) Program and specifically the CREATE's 75th Street Capital Improvement Program.

The Alliance is a civic organization that works to protect and grow the economy for the Chicago mega region which encompasses Southeast Wisconsin, Northeast Illinois, and Northwest Indiana. Our organization is led by business, academic, regional planning and local government leaders from throughout the tristate region.

We recently identified freight movement as one of our two top transportation priorities. And we recognize that the CREATE program is a critical component for the efficient movement of freight in the megaregion and for the nation. The Board of Directors has specifically endorsed the 75th Street Capital Improvement Program (CIP) as currently the most important CREATE initiative.

The importance of CREATE and the 75th Street Corridor CIP rests on several factors. First, the Chicago megaregion is the hub of our nation's freight transportation system. A quarter of all U.S. freight rail traffic originates, terminates, or passes through the Chicago area, with that volume forecasted to increase nearly 150 percent by 2040. The nation must address these increased volumes of freight or risk slowing down our economic growth. The 75th Street CIP in fact consists of four interrelated CREATE projects that will greatly improve the ability of our rail network to handle this growth and therefore have a nationally significant impact on our economy by improving the efficient movement of freight throughout the Midwest and the country.

The CREATE program's largest benefits are related to the movement of freight, but the 75th Street CIP has additional multi-modal benefits including improved fluidity for commuter rail and intercity passenger rail. Of benefit to the Midwest, as part of an agreement under U.S. DOT's prior investment in another CREATE project – the Englewood Flyover – Amtrak will get the contractual rights to an easement that would generate the capacity of a double-track passenger rail main along the very congested Norfolk Southern corridor from Chicago Union Station to the Indiana-Illinois border. However, the rights to this easement agreement are only conveyed from NS to Amtrak once the 75th Street CIP and another interrelated project (P4 – Grand Crossing) are completed. This additional capacity – over and above what the 75th street CIP generates – would improve freight movement in the Midwest, and is critical for enhanced passenger rail service to Indiana, Michigan and points

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east, all goals of the nine-state multi-agency Midwest Regional Rail Initiative.

The CREATE program's purpose is to increase the overall capacity of Chicago rail network operations to successfully handle anticipated national levels of demand for freight and passenger rail resulting from economic growth. Freight rail traffic will continue to be clogged in Chicago and hurt our country's international competitiveness if we do nothing. We must act decisively as a region and nation to ensure that the freight rail growth enhances rather than impairs our economy and quality of life.

The Alliance for Regional Development fully supports this application and looks forward to the project's successful implementation.

Sincerely,

Paul W. Jones
Chairman of the Board

Kelly O'Brien
President and CEO

APPENDIX G

QUARTERLY CONVERSATIONS

The Alliance sponsored the following Quarterly Conversations:

How Intercity Rail & Freight Movement Ties Our Economies Together – June 10, 2016

Three panel discussions were featured:

- How State Governments View Intercity Passenger Rail
- Local Economic Value of Intercity Passenger Rail
- Freight Movement Challenges and Opportunities.

A Powerpoint presented at the event and a video of the proceedings may be found at:

<http://alliancerd.org/61016conversation/>

Workforce Innovations and Opportunities in the Tri-State Region, July 13, 2016

The half-day conference focusing on the implementation of the federal Workforce Innovation and Opportunity Act (WIOA) in the tri-state region was organized by the Alliance's Workforce Development Team. The Midwest Administrator for the Department of Labor, Christine Quinn, joined the Alliance for a morning of discussion on the implementation of this new law throughout not only our Tri-State Region, but also all of Region V, which encompasses Illinois, Indiana, Michigan, Minnesota, Ohio, Iowa, Kansas, Missouri, Nebraska, and Wisconsin.

The Workforce Innovation and Opportunity Act (WIOA) was passed by Congress in 2014 as an update to the Workforce Investment Act of 1998. According to the Department of Labor, the new law is designed to, "help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy." It does this by streamlining several different workforce development programs into a single program and is intended to keep better track of the federal government's success in helping workers find jobs.

For additional details, see: <http://alliancerd.org/71316conversation/>

Health, Access, and Cost – October 5, 2016

The event was organized by Alliance board member Mark Rust, Chicago Managing Partner of Barnes & Thornburg, LLP, in partnership with Dr. Suzet McKinney, Executive Director of the Illinois Medical District. It was held in the office of the Chicago Metropolitan Area for Planning (CMAP) at the Willis Tower.

The opening speaker was Dr. Stephen L. Ondra, M.D., Chief Strategy Officer, Amida Technology Solutions, a board-certified neurological surgeon and national leader widely respected for his expertise and achievements in medicine, medical policy, health information technology and innovation. He is considered one of the country's leading subject matter experts on health care reform as he served as the Implementation Deputy of the Affordable Care Act for the Obama White House. Interviewed by Dr. Suzet McKinney, Executive Director, Illinois Medical District, Dr. Ondra noted the Affordable Care Act was the 1st act of a 10 act play regarding healthcare reform. The overall goal was to catalyze a process

of health reform and he acknowledged it is the beginning of a long process. He elaborated and said the Affordable Care Act was not intended to be the answer, but the start of something greater.

Panels focused on:

- State of Health of the People In our Mega Region
- The State of Access to Healthcare
- The State of Cost.

For details, see: <http://alliancerd.org/10516conversation/>

Creating the Most Water Efficient Region in the USA – June 6, 2017

The event, which focused on water issues and opportunities in the Region, was held in the offices of Microsoft Chicago in the Aon Center. The workshop included leadership from the private sector, educational institutions, and non-profit groups. It included three panel discussions:

- Water Efficiency & Alliance for Water Stewardship (AWS) Standards
- Energy Water Nexus
- Green Infrastructure, Rehab of Waterways.

For details, see: <https://alliancerd.org/060617conversation/>

APPENDIX H

MEMBERS OF 2011 PARIS DELEGATION

The individuals below were members of the Chicago regional delegation that presented the final draft of *OECD Territorial Reviews: The Chicago Tri-State Metropolitan Area, United States* to the leadership of the Organisation for Economic Co-Operation & Development in Paris in December 2011. Affiliations currently and as of 2011 are provided following each name.

1. Kevin Aiston, Counsel, Fragomen, formerly Fragomen, Del Rey, Bernsen & Loewy, LLP
2. Dean Amhaus, President & CEO, The Water Council, formerly the Milwaukee Water Council
3. Samuel Cordes, Professor, Purdue University
4. Peter Creticos, President & CEO, Institute for Work and the Economy
5. John Dickert, President & CEO, Great Lakes and St. Lawrence Cities Initiative, formerly Mayor of Racine, WI
6. Carol Donovan, President, Smith & Donovan Confections
7. Shannon Doepke, formerly Program Manager, Chicagoland Chamber of Commerce Foundation
8. John Edelman, Managing Director, Global Engagement and Corporate Responsibility, Edelman
9. Gregory Hummel, Partner, Bryan Cave Leighton Paisner LLP, formerly Bryan Cave LLP
10. Michael McMurray, President, Globetrotters Engineering Corporation
11. Leigh Morris, Consultant, Leigh Morris Consulting, formerly Senior Vice President, Northwest Region Development, Indiana Economic Development Corporation
12. Kelly O'Brien, President & CEO, Alliance for Regional Development
13. Lance Pressl, Senior Policy Fellow, Institute for Work and the Economy, formerly President of the Chicagoland Chamber Foundation
14. Warren Ribley, President, WCR Enterprises, formerly President & CEO, iBIO & iBIO Institute
15. Carmel Ruffolo, Associate Vice President for Research and Innovation, Marquette University, formerly Director-Corporate Engagement and Regional Development and Director-Wisconsin Center for Commercialization Resources, University of Wisconsin-Milwaukee and University of Wisconsin-Parkside
16. James Thompson, Retired Chairman, Winston & Shawn, formerly Senior Chairman
17. Jayne Thompson, President, Jayne Thompson & Associates
18. Howard Tullman, General Managing Partner, G2T3V LLC and Chicago High Tech Investment Partners LLC, formerly CEO of 1871
19. Dennis Vicchiarelli, Executive Vice President & Managing Director, Business Development, World Business Chicago, formerly Managing Director
20. Girard Weber, President, Bellevue College, formerly President, College of Lake County.

**APPENDIX I
ALLIANCE SPONSORS**

Organizations providing financial support to the Alliance are shown below.

