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# Indianapolis Metropolitan Railway Company

Hoosier Heritage Port Authority Proposal

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# Indianapolis Metropolitan Railway Company

June 13, 2017

**Dear Honorable Committee Member:**

This cover letter serves as notice of The Indianapolis Metropolitan Railway Company's interest in providing railroad operations and development, in partnership with the Central Indiana Railroad Museum, along the entire Hoosier Heritage Port Authority corridor between Indianapolis and Tipton, Indiana. This letter also covers basic information regarding the Indianapolis Metropolitan Railway Company.

The proposer is the Indianapolis Metropolitan Railway Company, LLC. A limited liability company registered in the state of Indiana. Address for the company is 2727 E 55<sup>th</sup> St, #55463, Indianapolis, Indiana 46205. The proposed operating rail company will also be under the Indianapolis Metropolitan Railway Company name; expected AAR reporting marks "IMRY."

The Indianapolis Metropolitan Railway Company is an expansive group of talented transportation professionals from many sectors both within and outside the railroad world. They are individuals of immense talent, expertise, and promise in passenger and freight operations, maintenance, and development. We strive to provide safe, quality service as quickly as possible with no loss of quality or safety.

We hope to show the overwhelming interest of the company to be mindful of, and include, all communities that this corridor would serve and the organization to which this proposal is in response. We hope to include, understand, and develop based on the response from those groups.

**Sincerely,**

**Connor Doornbos  
Executive Director  
Indianapolis Metropolitan Railway Company**



# Introduction

The Indianapolis Metropolitan Railway Company (IMRY) is pleased to respond to the Hoosier Heritage Port Authority's (HHPA) Request for Proposals for an operator of the former nickel plate rail corridor extending from Indianapolis to Tipton, Indiana.

This document includes the IMRY's proposed vision regarding the HHPA corridor. Also included in this proposal is the master plan for a new museum on the corridor, the "Central Indiana Railway Museum." Additionally, other elements and proposals, while not required by the RFP, are included as being a part of the discussion, vision, and intention of the Indianapolis Metropolitan Railway's submission.

The proposer is concerned with the future of this corridor, the communities it serves, and its role in developing the metropolitan area of Indianapolis and the Central Indiana region. The company believes that this corridor is the diamond in the rough that can bring immense growth to the entire metropolitan area.

We respond, in order below, to the required points as listed in the HHPA's RFP.

## Proposed Project Team and Consultants

The Indianapolis Metropolitan Railway Company and Central Indiana Railway Museum is a group of immensely talented and experienced individuals with many years of varied backgrounds and jobs. The proposed team below are the primary members that created and put together the proposal. These members also participate in company and museum operations, further details regarding those appointments, etc. can be found in the Company Organization section.

Resumes for all individuals listed below, outside of their summaries, will be included in the appendices for review. As a point of note, the resumes for Pete McCormack and Tim Taylor were not included in this proposal. The current proposed team is as follows:

### Executive Team – Indianapolis Metropolitan Railway Company

- **Executive Director** – Connor Doornbos – As ten-year rail professional of the varied passenger, freight, and non-profit railroads/museums. His experience has allowed him to amass a large amount of connections and relationships that have allowed him to have a broad knowledge of many things. This knowledge and the connections to ask the right questions has enabled him to see the potential in the HHPA Corridor and after 13 months of research and endless labor has founded the partnership that this proposal represents. Connor serves as the Executive Director of the Indianapolis Metropolitan Railway Company.
- **Director of Operations** – Wesley Vickery – As a railroad professional of almost ten years, Wesley has become well acquainted with the operations of the HHPA corridor and the aspects of its layout. His experience from working with Norfolk Southern as a conductor and engineer to working a service desk for RR Donnelley has allowed him to see everything from customer relations to general operations, broadening his knowledge and experience that can be put to use for the IMRY. Wesley serves as the Director of Operations for the Indianapolis Metropolitan Railway Company.

- **Director of Interchange and Freight Customers** – David Powell – As a former officer of Conrail and track worker with the Penn Central, David has spent nearly 20 years working for railroad companies. He spent many years in both operations and real estate management with Conrail. He now owns a company dedicated to tracking or following specialty railcar and cargo interchanges across the country. Everything from massive electrical transformers to luxurious passenger cars, he has seen the ins and used his impressive social ability to get his customers cars and cargos to their destinations. David serves the role as Director of Interchange and Freight Customers for the Indianapolis Metropolitan Railway Company.
- **Signal Supervisor/Signalman** – Tim Taylor – Tim took over the signal inspection responsibilities for the HHPA line, under the previous operator, from 2008 through 2016. He has worked as a signal maintainer for CSX Transportation in Avon, IN and Anderson, IN. At present, Tim operates his company, Lines West Railway Services LLC, which handles crossing inspections for several shortline railroads across Indiana. He has acted as a technical liaison during crossing installation and upgrades to the HHPA line in Fishers and Noblesville. In addition to signal maintenance, Tim was a qualified locomotive engineer. He is currently employed with FedEx Express in Indianapolis as an Aircraft Maintenance Technician. Tim will serve as the corridor Signal Supervisor and Signalman for the Indianapolis Metropolitan Railway Company.
- **Maintenance of Way, Bridge, and Building Supervisor** – Pete McCormack – The track supervisor is responsible for track inspections and maintenance of the line according to FRA regulations, including the identification of defects and supervision of required repairs. With over 25 years of experience in railroad maintenance of way operations, Pete is a fully qualified track inspector and has served as track supervisor for the prior operator of the line. Pete is also a qualified locomotive engineer, with over 20 years of experience operating trains on the HHPA District line. He is qualified as a physical engineer (PE) and worked for 20 years as supervisor of road and bridge construction projects. Pete will serve as the corridor's Maintenance of Way, Bridge, and Building Supervisor for the Indianapolis Metropolitan Railway Company.
- **Director of Finance** – Suzie Payne – With many years under her belt in many different industries doing accounting and billing, Suzie is a member of the utmost importance to the IMRY. With her talent for numbers and institutional knowledge relating to the operations of a railroad and particularly the HHPA, she has an incredible talent for this position. Suzie will serve as Director of Finance for the Indianapolis Metropolitan Railway Company.



### Board of Managers – Central Indiana Railway Museum

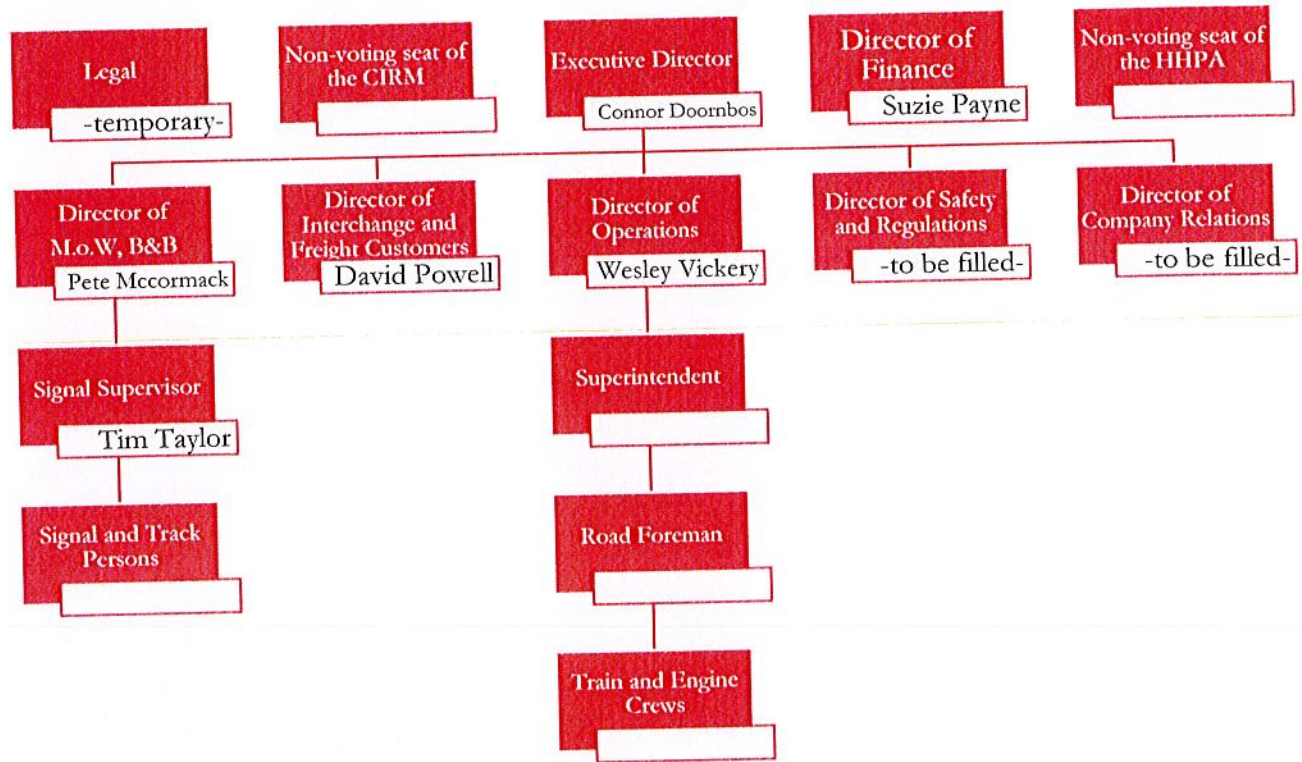
- **Executive Director – Tom Nichols** – With over 15 years of railroad experience, five of which were spent on the HHPA corridor; Tom is well prepared to serve as executive director of the CIRM. A graduate of IU University, he presently is a professional musician by trade. He has as well over 20 years' experience in budget management along with supervising and scheduling volunteers.
- **Chairman & Safety Officer – Jason Hardister** – As an Indianapolis firefighter of over 13 years, Jason will be well suited working in the role of the museum's safety officer. He will also provide technical expertise and training to staff regarding fire prevention, fire control, and hazardous materials handling. He holds certifications as an EMT, Hazmat technician and instructor, and security officer. Jason's work in the military also gave him extensive knowledge in system control electronics. He then has over six years of railroad operation and mechanical experience which makes him well suited for the position.
- **Treasurer – Paul Brankle** – As a certified public accountant of 14 years, Paul is well qualified to manage the museum's finances and bookkeeping. He will also work to construct and manage grant applications for the CIRM. Along with ten years of railroad experience, most on the HHPA corridor, he is well suited for the position of treasurer.
- **Curator – Ralph Bell** – With over 20 years of experience as a docent, conductor, and scheduling manager, Ralph is highly qualified to become the curator of the CIRM. He has extensive experience in designing and organizing school charter trips and greatly enjoys passing on knowledge of railroad history.
- **Director of Operations – Jay Harmon** – With over 25 years operating over the HHPA Corridor, Jay has served as a director of operations in the past. He served 16 years as a road foreman and supervisor. He has extensive experience with diesel and steam locomotive operation. He also has nearly 30 years of heavy equipment operation professionally and holds a CDL A and Class II Heavy Equipment License.
- **Assistant Director of Operations – Kirk Demaree** – With over ten years of operating on the HHPA, Kirk has worked in many of the positions that one can do for a railroad. He also served as a former assistant director of operations for the line in the past. With nearly 35 years experience in education and information technology, Kirk is well suited for his role.
- **Corridor Operations Liaison – Jennifer Dodge** – With extensive experience in scheduling, organization, tracking records and regulations, Jennifer is well adapted to keep tabs on the operations of the museum. As the first communication with the main operator regarding any operations or regulatory paperwork, she is well suited for the task. She has eight years of HHPA corridor work in her past, and has coordinated crew training classes and maintained I-RA mandated records, licenses, and qualifications.

### Proposal Consulting Members and Companies

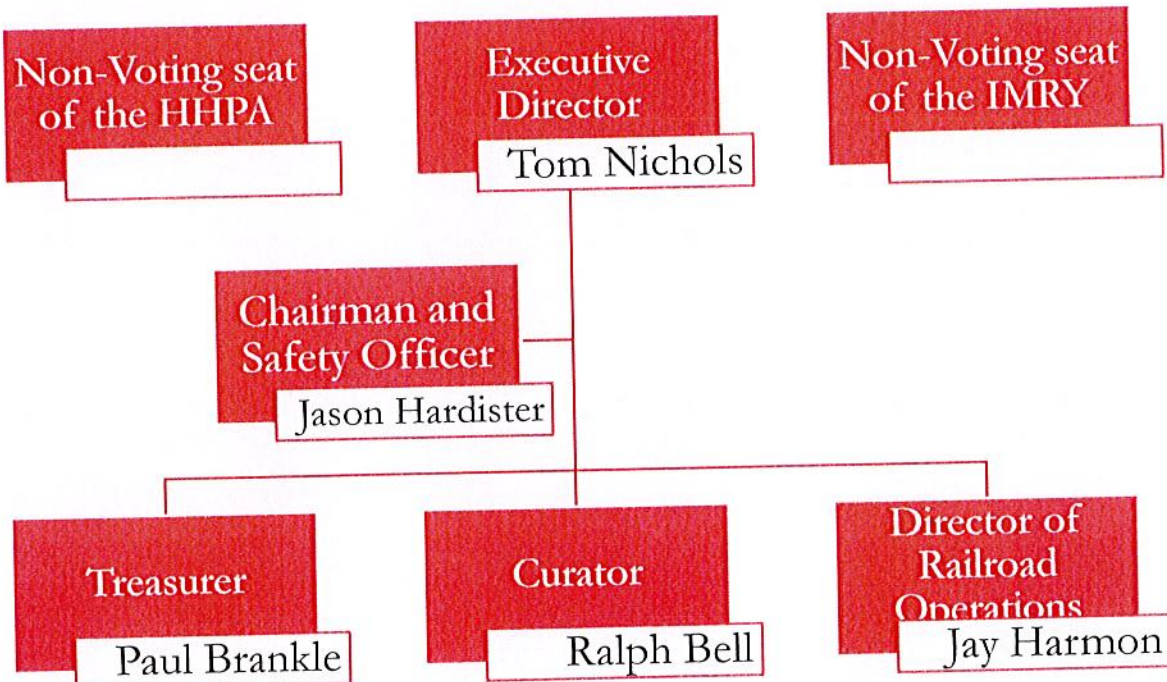
- Mid-America Railcar
- Nathan S. Clark, Jr.

# Company Organization Charts

## Indianapolis Metropolitan Railway Company Board and Organization

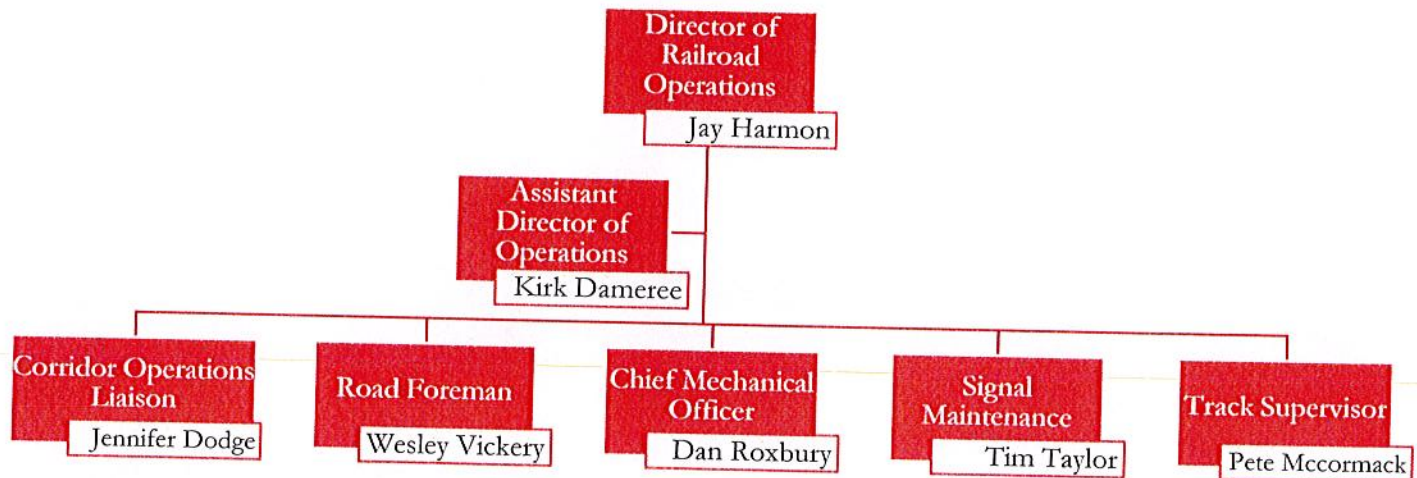


## Central Indiana Railway Museum - Board of Directors





## Central Indiana Railroad Museum – Operations



## Financing

The Indianapolis Metropolitan Railway Company has explored multiple options regarding funding for the operation, equipment, facilities, etc. This section will be broken up into IMRY's proposed avenues of possible funding.

Sources of funding for CIRM is included in the Master Plan for the museum located in the appendices of this proposal.

For projected revenue and their subsequent sources, along with project expenditures, for the first five years of the operator shall be explained in only basic detail in the section. In-depth information regarding anticipated revenue and expenses can be found in the included appendices.

### Proposed Funding Sources

It is the intent of the proposer to seek the following, in the magnitude of interest and of the ability to obtain, funding for the implementation of this proposal. The sectional also covers specific examples of projects which are relevant and only completed with that particular type of financing.

#### Private Investors

Private investors are likely to be the backbone in the needs of any budding railroad. Based on the outcome of the HHPAs decision of proposals, there are investors interested and watching the result of that decision and this plan carefully. Private funds would likely become available if this project is chosen.

It is a good point to note that private investors, while a majority of the money, should not be the only source of money in a private-public partnership.

### Private Activity Bonds (Tax-exempt Bonds, Government Sponsored)

Many of the nation's largest transit and transportation projects have been completed using private activity Bonds. These bonds that are backed by government support and share a tax-exempt status allow private-public partnerships to flourish quickly and easily for both the operator and the intended users.

Often most bonds of this type are paid back faster than bonds of standard nature. These types of bonds also allow projects to be completed far ahead of any timetable mentioned due to the hasty availability of the money. These bonds come with limits set only by the organization setting out to sponsor them.

**Examples:** Florida Brightline, Denver FasTracks RTD Gold Line, Nashville Music City Rail

### Tax Revenue Bonds (County/City/State Bonds)

Another primary source for funding of private-public partnerships based on increased tax revenues from land value increases from construction related to those projects. It is a sizable portion of many large transit projects, private company projects, and private-public partnerships.

### Corporate Bonds (Taxable Bonds)

Corporate bonds are a typical way for a private company to obtain funds toward any individual project, plan, or proposal. It is used and paid for by interest on money loaned to the company over the lifetime of the individual bond. At the end or maturity, of the bond, the face value can be redeemed by the investor.

It is the intent of the Indianapolis Metropolitan Railway Company to seek private money in the form of private investors and bonds underwritten by such investors. While it is not the first choice to use this type of bond financing for this project, it is a common source of capital. However, bonds allow for the company's owners to retain control and prevent external forces with decisions that may not be for the Metropolitan, the railway, or other institutions involved in such a proposal. While some legal requirements are needed in the issuing of bonds for any sole purpose, these are not an impossible thing to solve.

# Anticipated Revenue and Expenditures

For this section, the Indianapolis Metropolitan Railway Company will show through documents used in investor proposals the potential expenditures and revenue for the first five years of operations.

However, the anticipated numbers on this page are only a summary of expenditures and revenue will be included below in the form of general tables and graphs for the ease of the reader. Further detail on the numbers and anticipated budgets with revenue are in appendices for your review.

Year	2017	2018	2019	2020	2021
Ops Revenue	\$400,000	\$800,000	\$850,000	\$900,000	\$925,000
Gen Revenue	\$600,000	\$1,200,000	\$1,000,000	\$1,150,000	\$1,300,000
Expenditures	\$1,500,000	\$1,800,000	\$900,000	\$950,000	\$1,200,000
<b>Total</b>	-\$500,000	\$200,000	\$950,000	\$1,100,000	\$1,025,000

*(In Thousands)*

*NOTE: In the table above, "Ops Revenue" refers to operational revenue. Revenue earned through IMRY operating trains. "Gen Revenue" refers to revenue gained from non-operational sources. This revenue includes Railcar storage, trackage agreement revenue, and special events that use property operated by the IMRY.*

The following pages are also included in the appendices for further reference of revenue and expenses:

1. IMRY Rehab and N.E.W.S Phase "One-Page" Plan
2. IMRY Network "One-Page" Master Plan
3. IMRY HHPA Rehabilitation Phase Budget
4. IMRY Company Startup Budget Plan
5. IMRY Investors PowerPoint/Pitch Deck



# Intention of Corridor Utilization

IMRY intends to utilize the entire Hoosier Heritage Port Authority corridor from Indianapolis to Tipton, Indiana. The IMRY acknowledges that the HHPA expects the chosen operator to maintain the corridor as a Class II railroad and the IMRY plans to abide by HHPA's request. This point will be finalized in detail as specified in the final negotiated operator's agreement and can include further in part seven.

IMRY has researched and planned to build connections with both the Norfolk Southern in Tipton, Indiana and CSX on the Indianapolis end of the corridor. Connections at both ends of the railroad are to ensure the future vitality of this proposal and to make the corridor as viable as possible for customers along the railroad.

The proposer will fully design complete these rail connections with all due haste. These connections will allow for ease in future endeavors and will allow the HHPA corridor to maximize its future potential.

In preparation for this response to the HHPA's Request for Proposals, IMRY utilized the consulting services of rail development and freight customer specialist Nathan S. Clark, Jr.

Clark, along with IMRY executives, inspected the line in early June 2017. Clark provided this letter to IMRY in response to his inspection of the line.

Good morning, Connor.

After we first spoke of The Indianapolis Metropolitan Railway Company (IMRY) initiative to possibly restore freight service on the Hoosier Heritage Port Authority's (HHPA) Railroad Main Line, I did preliminary, on-line research of this route. From my initial, computer screen 'preview' of aerial photographs of the HHPA Line's former Norfolk Southern Railway crossing/connection area at Tipton, I was at first skeptical of being able to re-establish the rail connection with the NS, there. Without question, this rail re-connection would be essential to soliciting future freight traffic and rail-based economic development along the line.

Upon personal inspection during our joint examination of the corridor by a car on Tuesday, June 6, however, I came to believe instead that there are *multiple* possible ways to renew that physical connection, with or without a diamond crossing of the NS main line. The final determination of the viability of this assessment will, of course, lie in actual, scale plans for the connection (and rail-cross-highway and possible, renewed rail-cross-rail intersection), along with the blessings of NS Engineering and Operations, plus the city and/or state DOTs.

## Industrial Development Potential

In looking at the Industrial Development Potential of the line extending south toward Indianapolis from Tipton, there is considerable development activity that had already taken place nearer the metropolitan area in the prior 'freight incarnation' of the line, ranging from Chemicals and Metals-related Manufacturing to Warehousing and Cross-docking. Some additional activity has been taking place in the period since the line's connections with the North American General Rail Network were severed at either end, there does not appear to be much abatement of the growth taking place in this corridor extending north from Indianapolis.

There are miles of open farmland and dormant properties to either side of this rail route toward the Tipton end. Certain of these parcels could (with appropriate zoning and utilities) conceivably become valuable regional assets as sites for development of large-scale manufacturing, processing, and warehousing/distribution enterprises, as central Indiana grows. The series of small, but prospering towns strung out like pearls on a necklace along the HHPA RR and IN Route 19 Corridor, south from Tipton to Noblesville, mean that a level of utility infrastructure is already in place, there. Whether the capacities of those services would need to be increased for a particular rail client project would be specific to that development's needs. Notably, the rail line



runs right through the heart of each of these towns, which means close access to the dense core of in-place utilities and Rt. 19.

In Noblesville, and for much of the rest of distance down through Fishers to Indianapolis, this rail corridor is well-developed, both regarding all (transportation and utility) infrastructure and available workforce near the rail corridor. There are existing industries, here, that were once served by the previous freight operators on the line. Others have grown in size to become potential rail shippers or receivers, judging by the magnitude of observed activity. In each rail prospect's case, the firms will require individual telephone contact to explore rail potential and, when indicated, personal visits with their Supply Chain decision makers.

Though a great deal of the rail-adjacent land below Noblesville is developed as commercial and light industrial, the former rail users peppered among the facilities with no rail potential are a top priority for contact. Large, Vacant Buildings and Brownfield Sites that either was or could still readily be served by rail should also be noted, and their owners contacted about cooperating to create a site or building brochures to share, specifically, with rail prospects. The presence of existing, heavy-duty infrastructure at these locations is a significant benefit for prospective rail users.

The firms working with both liquid and dry Chemicals and Fertilizers should be an early marketing focus, as these commodities are high-margin rail traffic and would, if converted to rail in this corridor to any large degree, would begin to quickly contribute to the upkeep and viability of the rail line. Metals Producers, Metal Fabricators, and Machinery Builders should be a second-tier high priority, as these can also be quite attractive-revenue rail traffic. Lumber and other Building Products, Food Products (frozen, packaged or bulk grain), and Crushed Stone and Construction Aggregates, while not typically high revenue producers and often comparatively truck-competitive, can help round out the rail traffic base and still make positive contributions to the enterprise.

Another rail service to investigate is a possible Cold Storage / Food Grade Warehouse, from which local truck deliveries could be made to multiple destinations within the region via so-called 'milk runs.' Frozen Vegetables and Fruits and other perishable foodstuffs, such as Wholesale Cheese, destined to the heart of Indiana could similarly capitalize upon the refrigerated services offered by such a rail-served facility.

Receivers of Bulk Commodities could enjoy the cost benefits of long-haul rail coupled with short-distance truck drays that will also be attractive for NOT having to deal with the 'friction' against reliable, long-distance transits inherent with delivery via the crowded interstate system. Rail-Truck Transfer can provide freight receivers with an intangible, yet very real and appreciated Peace-of-Mind by placing their forward warehousing stock (essentially 'relocating their supply sources') right in the *back yard* of their customers for Just-In-Time delivery. The remaining delivery leg for a product from the transfer site will only face whatever local traffic that any inbound long-distance truck would have experienced in the present scheme of things.

Though seasonal in nature, these prospective Bulk Transload commodities also warrant further investigation to flesh in their potential for traveling this rail corridor. Various Highway Deicing Agents, from rock salt to magnesium chloride and/or calcium chloride, are consumed in very large tonnages each winter. Landscaping Materials in bulk, such as decorative stone, scoria (lava rock) and mulch could arrive in open-top or covered hopper cars, depending on the commodity. Bagged versions of these products could also be box car-to-trailer translated opportunities, and establishing a dedicated bagging/packaging operation could, in effect, 'anchor' these carloads to this line. Swimming Pool Treatment Chemicals and Pool Decking Lumber are additional spring and summer consumables that could be brought to the area by the carload.

In the construction arena, high-density polyethylene (HDPE) corrugated drainage pipe has become the standard for new highway and other public works, residential, commercial and industrial projects (foundation and general site drainage and stormwater management) and even as enclosures/conduit for underground utility infrastructure. This flexible pipe has been used for decades to maximize agricultural land consistency and efficiency. The agricultural drainage market is 100% converted to HDPE corrugated pipe from vitreous clay tile (VCT), as the latter was rendered obsolete. The same has also become true in most construction applications. Manufacturers of flexible HDPE drainage pipe, fittings and related accessories for farms and construction might use the world's largest box car (11,000 cubic-feet) vs. private truck fleets or commercial trucking to ship their bulky, yet light-loading products to reach a new, centralized distribution yard situated on this line for their pipe and large, engineered

drainage structures, such as valve and meter pits and catch basins. With perpetual farm improvements and future economic development undoubtedly yet to occur in the Greater Indianapolis area, these products *are* going to be consumed in large, ongoing quantities.

The Plan to draw rail users to this line should obviously include aggressively pursuing existing, conspicuous commodity and company opportunities as noted, but should *also* encompass exploring new leads available from various Market Studies conducted by public agencies, industrial developers and university manufacturing and transportation research institutes in the region. New traffic leads can also be generated by using the various networks of information resources available through trade associations and other organizations that relate to freight movement or construction activities that could benefit from activities planned along this rail corridor.

Lastly, while not as urgent a pursuit as renewing the Norfolk Southern connection at Tipton, the CSX Transportation connection at the south end of the corridor should not be allowed to languish or be foreclosed through loss of the contiguous Right-of-Way reaching the CSX main line. Restoring that second Class, I rail carrier access will ultimately enhance the marketability and long-term viability of the HHPA RR Main Line.

Sincerely,

---Nate

Nathan S. Clark, Jr., CTL



# Proposed Constructions and Operations

## Summary

The Indianapolis Metropolitan Railway Company (IMRY) and the Central Indiana Railway Museum (CIRM) have joined to create a joint response to the HHPA's Request for Proposals. The plans and proposals regarding this corridor and the Indianapolis Metropolitan area are vast. These plans are separated into two major phases, referred to as Master Plans in this document. Each proposer has their dedicated section for proposed construction and operations.

For those proposed operations for the Central Indiana Railway Museum, please see their included proposal located in the appendices.

Phase 1 of the Master Plan details the rehabilitation of the corridor and the proposed museum and education center. Phase 2 of the master plan details the construction and operations directly associated with the HHPA corridor, referred to as "N.E.W.S." (Northeast to West then South) project.

This proposal covers both phases of proposed operations and construction that IMRY has researched and planned to implement. Timelines on the proposed elements can be found at the end of this section.

## IMRY Rehabilitation Master Plan

### Summary of IMRY's Intent

It is the intention of the proposer to rehabilitate the corridor using the recommendations outlined in the November 2016 inspection report provided to the HHPA by Jannoti Rail Consulting. These recommendations are to bring the line to a uniform Class II standard.

Additionally, five other items have been added additionally to the contractor's recommendations for the corridor. The additions of these elements to the beginning stages of the rehabilitation allow for the reintegration of the rail operator with communities hard-hit by the former operator's negligence. It also creates revenue, funding, and other opportunities that would benefit all parties involved with the project. The following is a set of additionally proposed items that are included in the Rehabilitation Master Plan:

1. Museum/Educational/Research Facility (Non-Profit Master Plan located in appendices)
2. General Railcar Storage Yard "Duke Yard" (Davin Wye)
3. Fairgrounds and Fall Creek Proposal
4. Secure Specialty and Passenger Railcar Storage
5. Rail Equipment and Road Vehicle Maintenance Facility
6. CSX Connection at Indianapolis

## Major Actions and Goals – Rehabilitation Plan

**Note:** This section is organized similarly to the HHPA's inspection report completed by Jannotti Rail Consulting in late 2016. Each chapter is broken up to show the major areas of construction or upgrades, with work of all sections of the rail line divided over specific mileage of the railway. The following is the division of the corridor by milepost for this proposal:

- Northern Section: Milepost 24.5 to Milepost 39.9
- Southern Section: Milepost 5 to Milepost 24.5

Maps are included in the appendices for reference as needed.

## Northern Connection with Norfolk Southern – Tipton

### Section Diagram

Since the corridor was landlocked from the national railway network, the only way to remove equipment from the line was by trucking and cranes. The quickest and most efficient way to reconnect the HHPA railroad to the nationwide railway network is by connecting with Norfolk Southern in Tipton, Indiana. IMRY studied the options submitted by Jannotti Rail Consulting, as well as performing site surveys and considering other possibilities of connecting to Norfolk Southern.

IMRY has determined that a different connection option is the intention to rebuild the NS connection. The railway makes a slight curve to the west from the present end-of-line. Upon crossing Main Street, the railway will then cross a small portion of land utilized by a construction company for equipment parking. This area will likely be obtained in exchange for land the company accidentally built which was owned by Norfolk Southern. The railway will then cross Erie Street before turning completely to the west. It is then the intention to connect to Norfolk Southern shortly before the truck repair shop at the next crossing.

This connection eliminates approximately \$600,000 from the cost of connecting with the Norfolk Southern. Current estimations by IMRY placed total cost of construction for the NS link at about \$425,000.

It should be noted that it is the future intention of IMRY also to seek to build an eastbound connected switch to allow for efficient interchange with both east and westbound trains. It is possible that this proposed connection will also seek to remove the truck repair facility located at Berryman Pike Crossing to allow for a moderately sized interchange yard approximately two tracks with slip switches and East/West Norfolk Southern mainline connections.

This second stage of the connection is considered a longer-term option and is still in the developing stages. This possible yard option is merely suggested as a point of dynamic interchange of freight cars for customers along the coordinator.

### Rehabilitation of the Northern Section (MP24.5 to MP39.3)

The northern end of the corridor, 14.8 miles long, extends from the north end of Noblesville at 196<sup>th</sup> Street to the end of the in-service right-of-way at State Route 28 in Tipton. This section of the railroad runs from the towns of Tipton, Atlanta, Arcadia, and Cicero before ending shy of Noblesville proper.

Conditions along this part of the corridor range from “very good” to “shy of defect.” Most of current the rail are between 100 and 115 pounds per yard rail. For further information and details relating to the conditions of this end the railway, the Jannotti Rail Consulting inspection report has been included in the appendices at the end of this document.

Rehabilitation of the northern section of the line to Class II standards has been estimated by the report at approximately \$2 million, according to the report. However, two inspectors hired by IMRY determined that the cost would be approximately \$900,000 for Class II rehabilitation.

In-depth detail as to the budgeting of supplies and construction can be found in the Rehabilitation Phase Budget located in the appendices.

### Rehabilitation of Southern Section (MP5 to MP24.5)

The southern section of the corridor extends in the northern end of Noblesville at 196<sup>th</sup> Street to the end of the right-of-way located at just past 22<sup>nd</sup> Street in Indianapolis proper equaling approximately 19.4 miles and is considered the “more tired” end of the rail corridor. Due to the lack of maintenance and operations of the heavily used freight trains and other services by the HHPA’s former operator, the southern end of the line has aged quickly.

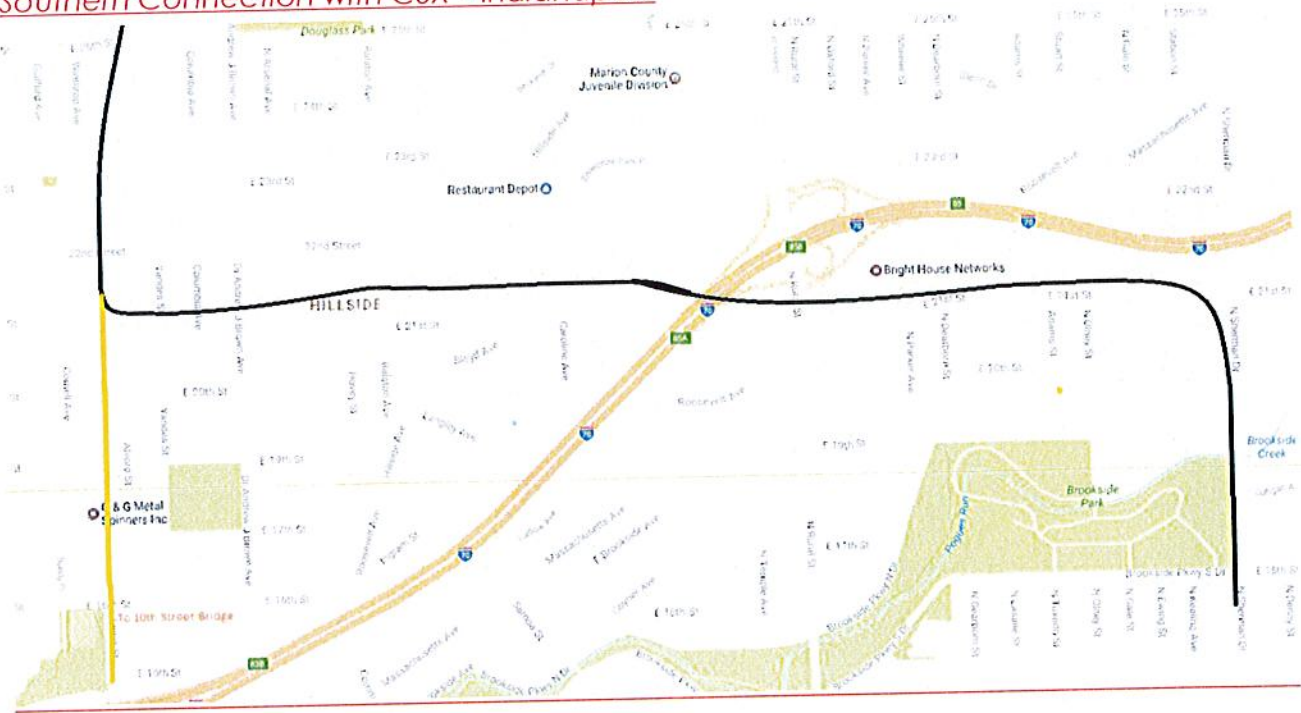
Conditions along the section of the corridor range from “good” to “defect.” A majority of the rail is between 90 and 115 pounds per yard rail. Specific information and details relating to the conditions of the section can be found in the Jannotti Rail Consulting inspection report located in the appendices.

Rehabilitation to Class II standards for the southern part of the railway has been estimated approximately \$2 million, according to the report. However, inspectors hired by IMRY estimate rehabilitation to be closer to \$750,000 for Class II restoration. This estimate does not include repairs to numerous bridges along the corridor.

The bridge replacement, which is considered to be the most expensive portion of the line’s rehabilitation, is deemed to be about \$1 million. Since the southern end of the corridor is less of a priority beyond the Fall Creek Bridge, the repairs to the far southern portion of the line will be performed over a longer timeline.



## Southern Connection with CSX – Indianapolis



IMRY has also researched the feasibility of reconnecting the southern portion of the line to the national railway network via CSX. The CSX connection was removed in the late 1990s around 22<sup>nd</sup> Street. The connection previously curved east and continued for approximately one mile. After passing below Interstate 70, the connection crossed Rural Street and Roosevelt Avenue and then crossed CSX's Indianapolis Terminal Subdivision double-tracked mainline using approximately 45° angle diamonds before connecting into a spur of the Indianapolis Belt Railway. This connection was originally used interchange with the Hoosier Heritage Port Authority and allow the Indiana Railroad Company to move coal trains to the Duke Energy plant located near 216<sup>th</sup> Street just north of Noblesville.

Before the abandonment of the Monon right-of-way, the creation of the Monon rail trail, and upgrades to Interstate 70 were completed, the railway connected to the Indianapolis Terminal Subdivision via a bridge over East 10<sup>th</sup> Street in Indianapolis. This provided a high-speed connection for passenger and freight traffic from the interchange between the Nickel Plate Railroad and Monon Railroad at the former Indianapolis Yard at approximately 35<sup>th</sup> Street. The bridge was removed around the 1970s. However, the abutments and graded approaches still exist on both sides of 10<sup>th</sup> St. and is part of the long-term vision of the IMRY to replace this connection for commuter traffic to downtown Indianapolis.

While there are many options regarding the corridor's connection to CSX, IMRY intends to return the connection at Roosevelt Avenue as soon as possible to allow for interchanging rail traffic over the Hoosier Heritage Port Authority corridor from Norfolk Southern to CSX and vice versa. Due to the changing nature of CSX's business, their planned closure of Avon Hump Yard, and the moving of standard rail cargo to State Street Yard located just south of the HHPA Roosevelt connection makes a link to the Belt Railway of vast importance.

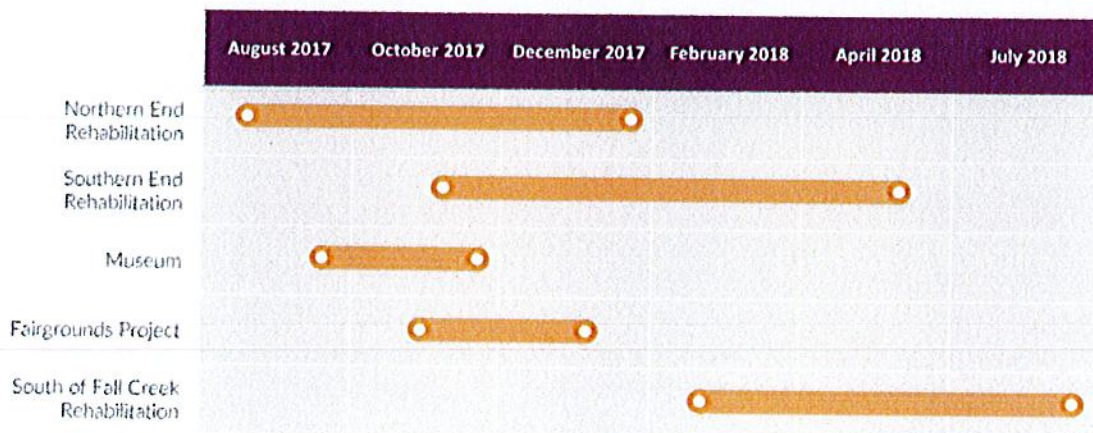
IMRY estimates the cost of rebuilding the links to the Indianapolis Belt Railway via Roosevelt Avenue to be approximately \$1.2 million. Restoration of the East 10<sup>th</sup> Street bridge is between \$12 and \$15-million. For more information regarding the East 10<sup>th</sup> Street connection, it is discussed further in the N.E.W.S Master Plan.

## Timetable for Railway Rehabilitation Phase

### Summary

IMRY expect comprehensive rehabilitation of the corridor to be completed within one year of the operator being on the corridor. This is provided if all funding and construction have begun and continued without significant delay. The connection to CSX would be expected to be the longest standing element of this rehabilitation plan, taking approximately one year until the interchange can be fully facilitated and constructed. This rough summary and timeline are based solely on other constructions and projects that provided similar schedules for similar developments.

## Project Schedule – Rehabilitation





## Major Goals – Additions to the Rehabilitation Phase

### Summary

While the rehabilitation of the railway will allow for freight and passenger traffic along the corridor to be facilitated quickly from when the operator first takes over the line, additional elements that will allow for significant revenue, advertising, public relations, and marketing for the HHPA and IMRY.

## Museum/Educational/Research Center (Master Plan in Appendices)

### Summary

The HHPA corridor was preserved originally on the perspective of heritage. The Indianapolis Metropolitan Railway Company was founded by a group of individuals with deep passions in such heritage, with interest in preserving the past and looking towards to the future of railroads in general.

IMRY has a profound interest in the way railroads interact with communities, both locally and over long-distance. IMRY intends to facilitate in partnership with the non-profit Central Indiana Railway Museum to create a new museum and educational center to replace the former museum located in Noblesville, Indiana. IMRY will facilitate any effort for safe transfer of all heritage artifacts, collections, and equipment for transfer to the new non-profit museum of this joint proposal.

It is the hope and intention of the Central Indiana Railway Museum to build new community relations and collections for the enjoyment of local and non-local visitors and plans on bringing new tourism revenue to the City of Noblesville and Hamilton County. IMRY and the Central Indiana Railway Museum will work together and partner to run specialty trains along the corridor.

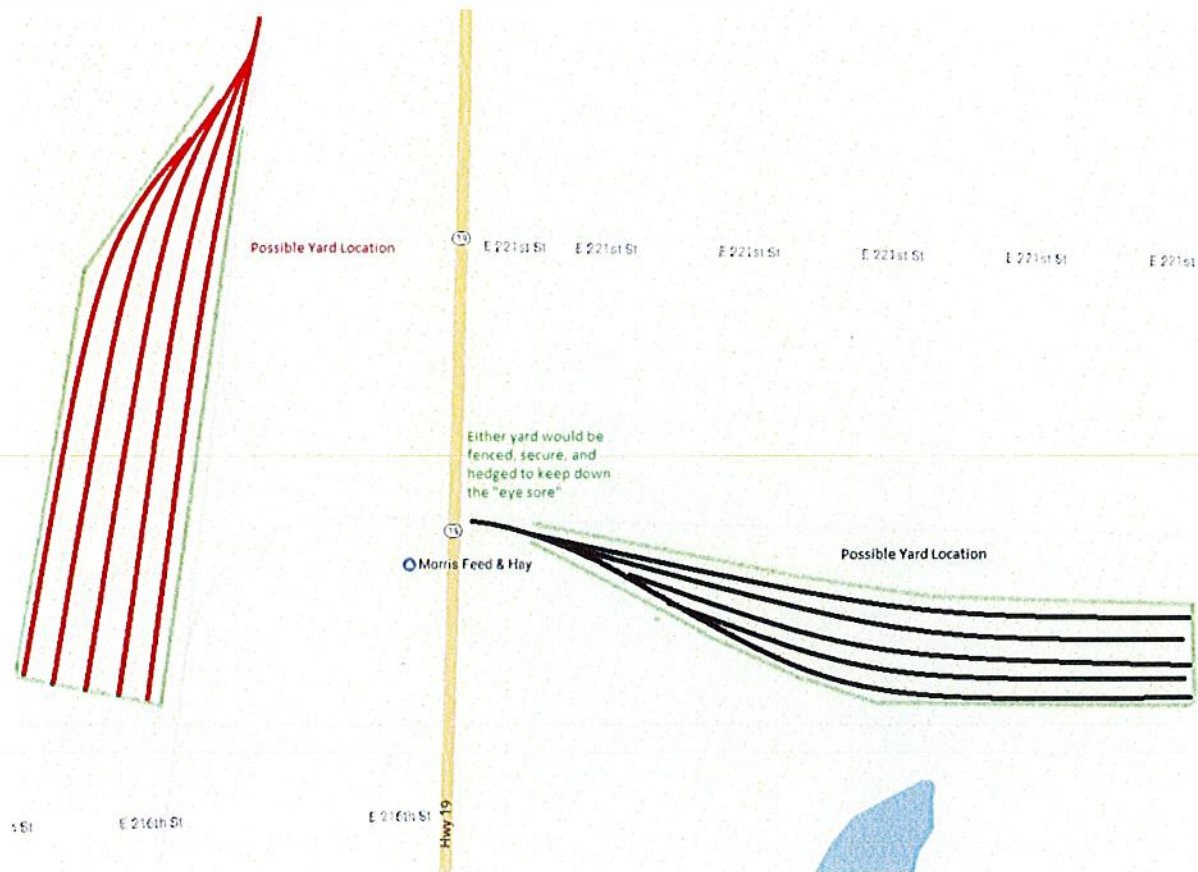
The Central Indiana Railway Museum, an Indiana 501c(3), is an independent non-profit to the Indianapolis Metropolitan Railway Company. However, IMRY and the Central Indiana Railway Museum will hold a partnership to donate money to the non-profit in the form of corporate donations and support of their mission. This partnership was created to ensure the survival of the rail corridor for its original mission as much as the future of the metropolitan area.

IMRY and the Central Indiana Railway Museum intend to partner with other museums and rail groups in the United States to bring in special visiting rail equipment for attracting tourists to the museum, city, and county.

IMRY and the Central Indiana Railway Museum also plan to create an educational and research center in partnership with local universities, schools, and non-profits to grow education of transportation and railway studies. The Central Indiana Railway Museum plans to create a facility much like the American Association Railroads Transportation Technical Institute. This will allow Central Indiana to flourish with innovative ideas and become the epicenter of new research into railroad transportation.



## General Railcar Storage Yard "Duke Yard" (Davin Wye)



### Summary

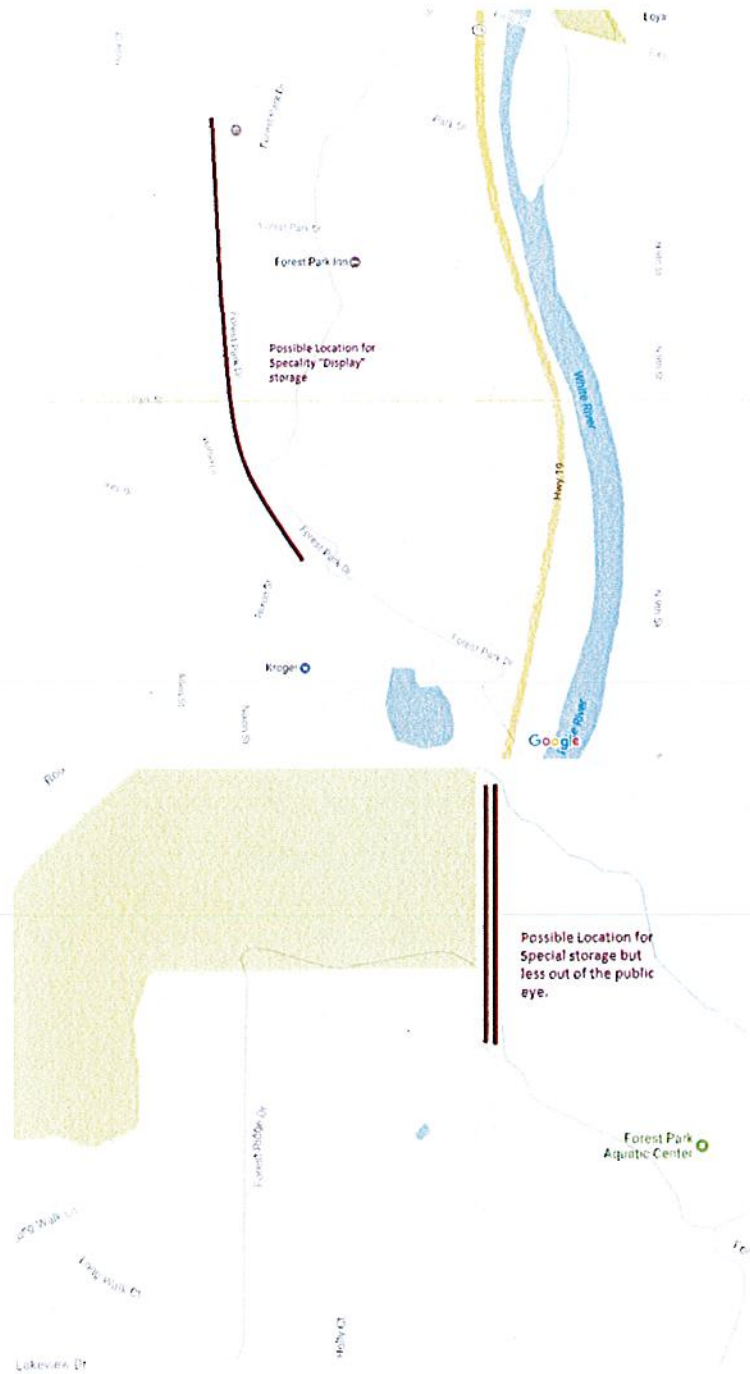
IMRY plans to create a general railcar storage yard at approximately MP 26.8 on the HHPA corridor. This milepost is best known for the Davin Wye and historically as the primary connection to the Duke Energy plant for coal trains. The plant was converted to natural gas and no longer has a need for coal trains, but the wye and spur have been left in place.

The spur itself is approximately 2,300 feet long. However, it runs along on zoned and unused farm fields, ranging in size from approximately four to more than 800 acres. IMRY plans to purchase portions of the land and construct a "hedged" and fenced facility for railcar storage sidings over the purchased properties. IMRY believes protecting the interest of farms and homes in the near vicinity and plans to build the storage yard in the best interest of those properties. IMRY plans to attempt to prevent any "eyesore" that the yard could create and continue the picturesque countryside that these properties reside nearby.

IMRY plans to pursue building between two and four miles of storage sidings, creating anywhere from 250 to 650 railcar storage spots. Revenue generated from storage of the railcars, not including switching fees or "unusual" circumstance fees for certain railcars, is approximately estimated between \$700,000 and \$1.4 million per year. This number would also fluctuate based on the market rate of storing railcars and the overall demand for storage of rail equipment.

## Specialty Passenger and Freight Railcar Storage

### Option 1 and 2



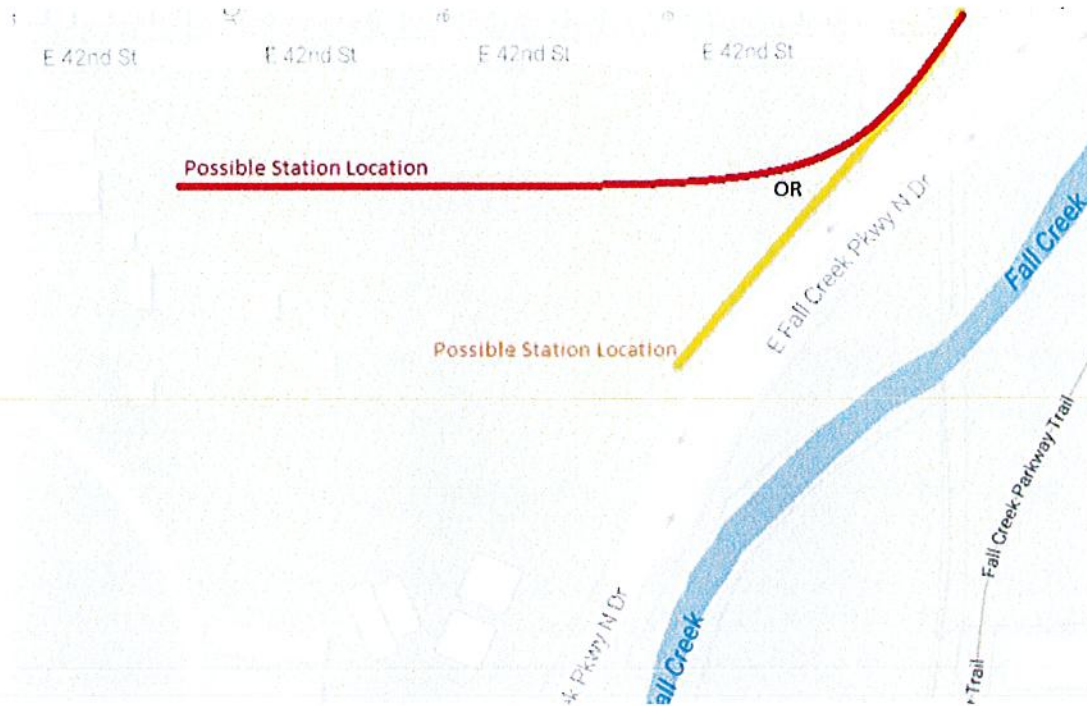
### Summary

IMRY plans to explore building a small railyard for private rail passenger equipment, or specialized freight rail equipment could be stored in a secure location but still in public view. IMRY has researched areas along the corridor, including the south side of downtown Noblesville or north of the current Indiana Transportation Museum property.

This would create an interesting dynamic to which people can see a huge variety of private railcars, while IMRY can provide a much-needed low-cost storage solution for private railcar owners in the Midwest area.

## Fairgrounds Station and Fall Creek Crossing

### Overview and Map



### Summary

IMRY plans to continue passenger rail service to the Indiana State Fairgrounds for a multitude of events throughout the year, including the annual State Fair.

IMRY plans on redesigning the state fairgrounds station and trackage to facilitate more efficient and frequent use by multiple trains. The current station prevents locomotives from being moved around trains to pull back to their original terminals.

To alleviate these problems at the state fairgrounds station, IMRY proposes:

- A. A second track to be added at the current station for loading and unloading two trains at the same time or to facilitate the running around of locomotives to the rear of their trains so they can safely return to their original terminals.
- B. Alternatively, and IMRY's preferred choice, is to work with the fairgrounds to build a new station on the fairgrounds itself. That station would be located on the northern side of Fall Creek. IMRY would add a switch just north of the Fall Creek road crossing with a spur diverting onto the fairgrounds itself to offload passengers directly into the fairgrounds. A second track or "English runaround" (Two tracks with a center track) would be constructed for potential double train unload or engine runaround.

IMRY intends to seek the facilitation of either option as soon as rehabilitation reaches the fairground area.



## Rail and Road Equipment Maintenance Facility

### Summary

Among other additions to the rehabilitation phase, IMRY intends to construct a rail equipment and road vehicle maintenance facility for repairs to the company's railcars and locomotives. As IMRY grows, the facility would also complete maintenance for private railcar owners and repairs on any freight railcars that may need repair while traveling or being stored on the corridor.

While this facility would employ locally, IMRY is exploring partnerships with local education facilities to teach railway and vehicle maintenance to students, as part of their curriculums.

## Rehabilitation Additions Timeline

### Summary

IMRY expects that the additional plans related to the rehabilitation Master Plan is expected to be completed within six months of the operator being selected and securing financing, land, and construction agreements. This timeline would exclude the building to the maintenance facility.

The maintenance facility proposed in the rehabilitation plan, it is expected to be completed within one to two years of the operator beginning operations on the corridor.

Finally, IMRY plans to have the Central Indiana Railroad Museum open as soon as possible from the operator taking control the railway. IMRY will support clean-up and restoration of the museum and hopes CIRM could begin operations within three to six months of financing, land, and construction agreements being acquired. This would allow for public relations, tourism, revenue, and other opportunities during the timetable for the rest of the rehabilitation plan to be completed.

## Proposed Operations – Rehabilitation Master Plan

### Summary, Revenue, and Operator Table

As previously stated, IMRY plans to begin operations on the railway as soon as possible after obtaining control of the railway. The table below describes potential general operations and traffic covered under the Rehabilitation Master Plan.

Operation	Operator	Costs to Startup	Time to Startup	Revenue
General Railcar Storage	IMRY	\$500-750k	6 months	\$100-1,400k <i>(-fees)</i>
Passenger Car Storage	CIRM	\$300-500k	6 months	\$50-350k <i>(-fees)</i>
Specialty Car Storage	IMRY	(Part of Passenger Car Storage)	6 months	\$50-200k <i>(-fees)</i>
Museum Excursions	CIRM	\$600k	3-9 months	\$450-1,250k
Fairgrounds Trains	CIRM/IMRY	\$350-550k	6-9 months	\$250-900k
State Fair Trains	CIRM/IMRY	(Part of Fairgrounds)	3-6 months	\$250-900k
Freight Traffic	IMRY	250k-Siding 125-Transload	2-6 months	\$250-600k <i>(-fees)</i>
Transfer Traffic (NS/CSX)	IMRY	1000-2500K	12-24 months	\$500-1,250k <i>(-fees)</i>
<b>TOTAL</b>				<b>\$1,900-6,670k</b> <i>(-fees)</i>

## In Closing – Rehabilitation Phase

IMRY believes The Hoosier Heritage Port Authority's corridor presents a significant "diamond in the rough" as an unused railroad. It has immense potential in passenger, freight, and tourist business opportunities with unlimited potential for growth into a major corridor for commuter traffic for the Indianapolis Metropolitan area.

# N.E.W.S. Project Master Plan – IMRY Long-Term Vision

## Master Plan Summary

For the Indianapolis Metropolitan Railway Company, as the name may sound, is a railroad that was put together to serve the metropolitan area of Indianapolis. It was not founded in the prospects of only serving one section of the city, or one group of people. It was built for the betterment of all members of the metropolitan area of Indianapolis and Central Indiana.

In partnership with the Central Indiana Railroad Museum, IMRY expects to create and further an incredible legacy for the future of the area's railroads. This section is dedicated to the longer-term vision of the Indianapolis Metropolitan Railway Company and how it sees itself in the future of this area.

While IMRY has completed extensive research regarding the feasibility of the N.E.W.S. plan, it should be noted that the plan is still in the developmental phase. These plans create the basis for future enterprises that the Indianapolis Metropolitan Railway Company fully intends to invest towards.

IMRY intends to focus on this plan after complete rehabilitation of the HHPA corridor has been completed and the 10<sup>th</sup> Street bridge connection has been re-built.

- A. Master for NE
- B. Map and Master for Long Term



## Railway Trails Program

### Summary

It is for the public good and interest that this point is raised. The IMRY and CIRM know that this railroad was once slated to suffer the terrible fate and was saved rather than removed like the Monon. While we know the economic benefits that the trail provided places like Broad Ripple and Carmel, we believe that it can only be done once in an area.

We propose that the IMRY and CIRM will see to help create trails with our rails, versus removing the rails never to see them again. We will help build corridors to connection both Fishers and Noblesville, and then west to the Monon. This proposal would also like to see these same networks extended out to the outlying communities that get no rail or trails.

These plans are still in planning and development, but every direction is being taken to implement this proposed plan.

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## Indianapolis Union Station Development Plan

### Summary

Indianapolis' Union Station is one of the most impressive buildings in the city of Indianapolis. The building and interior are incredible sites to see, and the building is known as being the first Union Station in the world. For many years now, the building has not been used as its original intent of a railroad station. Its present owner, the city of Indianapolis, has leased the building to a local hotel for use in convention and special events.

IMRY intends to pursue options to turn the historic train station back into a primary location for commuter and long-distance trains while preserving the historical nature of the building. IMRY will explore building retail and commercial spaces in the station, along with areas that could be used during conventions and special events, much Denver's Union Station and Chicago's Union Station.

As a man once said: "Visitors to our great city and the resident that dwell in it, should never enter a city as rats but rather enter as kings."

## Passenger Trains

### Summary

It is the overall interest of IMRY to utilize passengers as a primary source of revenue for operations over its railroad. While many will say that passenger rail service is not profitable, IMRY believes this is a poor excuse for railroads not to innovate towards the future of traveling by rail. IMRY is looking to build a network that is always looking towards the future versus living in the present, or past.

IMRY is looking to follow the same ideas that built the suburbs of London and Hong Kong. Both the London Overground network and the Hong Kong railway transit systems built their railroads into areas of the little residential property. Both railroads heavily invested into those areas along their corridor. This allowed areas of farmland to transform to beautiful suburban bedroom communities.

Right now, Indianapolis and the metro area is growing, and that population needs new places to live. IMRY is looking to specifically target the millennial generation and young families that are constantly looking for new and safe communities to start a family. Most importantly, this generation wants an easy and stress-free commute to work and fun.

IMRY believes by focusing on the tactic of bringing new residents and the businesses to areas around the corridor and providing dependable commuter rail services, the suburbs of the Indianapolis Metro area will flourish.

This also includes, quite obviously, the intention of the Metropolitan Railway to operate commuter rail services. The following is a list of passenger related projects in order of likely implementation.

## Indianapolis Airway and SkyPark Project (HHPA to Indianapolis International Airport)

### Summary

IMRY has explored and plans to pursue connecting the Hoosier Heritage Port Authority corridor to the Indianapolis Metropolitan Airport via downtown Indianapolis. This new commuter connection will allow people from the northeastern part of Indianapolis Metro to travel to both downtowns, and to the airport with ease.

With the moving of CSX yard operations from the Avon Hump Yard to their State Street Yard and the upgrade of the Belt Railway, IMRY believes there is a strong possibility for the railroad to seek and gain control of the elevated railways.

## Commuter Rail

### Summary

As shown in the single-page plans at the beginning of this section, IMRY believes the company will grow to meet all five points of the Indianapolis Metropolitan area. While these plans are still in the early developmental phases, IMRY is also actively exploring regional destinations for the company's commuter service. IMRY is exploring the following districts as potential ideas for expansion of the service.

- Northeast Suburban (Downtown Indianapolis to Tipton)
- Northwest Suburban (Downtown Indianapolis to Zionsville)
- Southwest Corridor (Downtown Indianapolis to Indianapolis Metropolitan Airport)
- Southern Corridor (Downtown Indianapolis to Franklin)
- Southeastern Beltway (Downtown Indianapolis to Shelbyville)

## Last Mile Passenger Project

### Summary

Much as commuters are the backbone of the commuter railway, finding commuters to ride a train is a constant dilemma for any railroad. It is shown that a drop-off and pickup point, like "Kiss and Ride" is one of the most effective ways to get commuters from their front doors to the train stations. A New Jersey town has tried something with Uber to help use that same "Kiss and Ride" idea for commuting passengers.

Uber created an introductory program to 100 people to test the service from their front door to the train (New Jersey's experiment did not include a car at the arriving station). The results of the experiment showed that 66 of 100 people in the original sign up were not commuters before the experiment.

This experiment shows that the immense potential to cover the one hurdle that prevents a majority of commuter passengers from traveling by rail. IMRY believes this partnership can easily overcome the issue of commuters getting to train station and/or their final destinations.

The Indianapolis Metropolitan Railway desires to take this a step further than New Jersey. IMRY wants to partner with Uber to create a "transfer" commuter service where residents of an area will be able to get Uber from their front door, to the train station, and then allows them to take a train to their destination. At the arriving station, commuters can also utilize the service to get to their destination. This creates the "last mile" answer that many commuter railroads have fought to find for many years.

The greatest benefit of this partnership would be allowing commuters to have one ticket that would allow access to the initial Uber vehicle, train ride, and then another Uber vehicle at the arriving station.



## Ikea

### Summary

Without a doubt, IKEA will bring the greatest amount of change to traffic and commuters to the area along the HHPA corridor. IKEA expects to bring more than 2.1 million visitors to the Fishers store every year, according to company documents. However, the location of the Fishers IKEA is on a highway and roadways that can no longer be expanded. These roadways are considered at "F" rating in corridor level of service and often become a stand-stills during the day. With the opening of the IKEA store, even more congestion is expected in the area.

For residents of the area, simple tasks such as going to work, getting groceries, and other simple tasks could be prevented because of traffic alone. IMRY proposes creating a simple service to get commuters to the IKEA store using a bus transfer from the 116<sup>th</sup> Street train station in Fishers.

Most individuals that go to IKEA store are likely to buy large objects, so IMRY is proposing creating a service called GoT (Get our Things), which will allow individuals to get their purchases from IKEA to their homes without ever having to use their car.

## GoT (Get our Things)

### Summary

Much like an Uber Freight is meant for small businesses, it is unfortunate that no such service exists for individuals in tasks as simple as grocery shopping or IKEA shopping. IMRY plans on creating a service, much like Uber Freight, that would enable passengers of the IMRY to travel to such commercial destinations then call for a "courier" to bring their items home.

## Bedroom Community Project

### Summary

The Millennial Generation is slow to render today's housing market, unlike their parents many years ago. However, more recently this is starting to change. IMRY plans to find developers that would be interested in building low-cost quality homes along the northern ends of the corridors for such individuals interested in owning homes.

The proposer wishes to find a way to make homes individual to the purchasers which are interested in them. Much like the famous architect Lloyd Wright did in Wisconsin with individuals who purchased the services and the construction of their homes.

Another similar project was G.I. Bill homes built for soldiers in the post-World War II era. The benefits to which these communities will provide is both commuter traffic for the railway and the growth of communities that are either stagnant or losing population in every passing year. St. Louis is a prime example of how this type of service in the United States has worked.

IMRY truly believes in the saying, "build it and they will come." However, we believe we must build it better than cookie-cutter subdivisions of recent memory.

## Kokomo, Wayne, and South Shore

### Summary

A long-term goal of IMRY is to reconnect to the communities once served by the Nickel Plate Corridor. The goal of the IMRY is to find a connection through Tipton north to Kokomo, then even Fort Wayne, before cutting west to meet the new end of the South Short Railroad in Northwest Indiana.

## Freight

### Summary

IMRY believes today's railroad company needs to redo the way we view railroads and the way they transfer freight across the United States.

Technology and other advancements have allowed for an incredible amount of changes to the transportation industry itself. Some of these changes have allowed railroads to return to the practices of the past, where they advanced in thought to perform such activities for the benefit of the public, and their pocket.

The following is a small list of wanted businesses in conjunction with IMRY to acquire freight traffic over its railroads as well as attempt start up traffic in new "forms" of rail transportation.

### Uber Freight

Uber Freight is a small branch of the Uber company and was designed to connect shippers with shippers. The service facilitates the movement of truck cargoes with owner-operator truckers, much like a passenger would press a button on the phone for a taxi. The Florida East Coast company performs a similar type of business regarding container traffic between Florida and Georgia. It is as simple as using your phone and having a container ship.

IMRY plans to develop a plan that could revolutionize cross dock and transload cargo, and relive the idea of the Railway Express Agency, where small or mid-sized shipments that fit on pallets and loaded onto baggage cars or other equipment. Effectively becoming "less than carload" freight that could be delivered to any stop along the route. The cargo could then be picked up by a contractor for the freight company to be delivered to its final destination.

### "Last Mile" Freight

Many advances in transportation technologies have allowed some of the greatest innovations in the efficiency of shipping. However, it has also ignored some advancements of the past were never properly innovated into the railroad system.

It could be considered that the Railway Express Agency of the later part of the 20<sup>th</sup> century failed because, at the time, innovations in transportation were not implemented properly, or if at all. While other factors for its failure remain, innovation could perhaps have saved it.

It is the interest of IMRY to research into these technologies for the use of less than carload cargo and innovate in both railcar construction and automation to make baggage cars like freight aircraft.

Imagine baggage cars with automated rollers that would move specialized loaded containers, much like the aircraft industry, in and out of baggage cars at stops performed by Amtrak or other operators. This would allow for employee-free movement of cargo and individuals, less than carload cargo to be delivered cheaply and at a profit for the railroad. It is the intention that the company will make a branch for research and development for the development of such technology.

## In Closing – N.E.W.S. Project

It should be considered that the Indianapolis Metropolitan Railway has shown that the long-term vision of this company and the metropolitan area of Indianapolis contains the immense potential for change in the city. Much like a crown has many parts, Indianapolis' railways also play the part of keeping large sections of background together. IMRY intends to bring further change and growth of the city with as little of negative effects as possible.



## Proposed Employee Titles, Certs, Experience

It is the plans and intentions of the IMRY will operate as close to a Class 1 railroad as a short line railroad can be. There will be dedicated plans, guidelines, and rules that will thickly cover all needed knowledge for certifications and experience needed at the start of such a process. At the time of writing, these manuals and guidelines are being put together for use at the time the operator begins operations.

Examples the IMRY FRA CFR Part 242 submission for railroad employee certification is in the appendices for your review. It should provide an ample example of what the railroad is intending.

This railway will operate under all guidelines and rules provided, by the Federal Railroad Administration and the Hoosier Heritage Port Authority, as either written or verbally expressed, by either entity. This commitment covers both the Indianapolis Metropolitan Railway Company along with the nonprofit company, the Central Indiana Railway Museum.

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## Proposed Term of Lease

To assure the long-term vitality of IMRY and its operations that, at a minimum, the desired term for the core bore is preferred to be no less than five years. A minimum term, however not preferred, is asked to be no fewer than two years.

## Financial Statements

Note: It is the understanding of the Indianapolis Metropolitan Railway Company that the RFP requested three years of audited financial statements for the review of the committee. However, the IMRY has only been in existence for approximately 13 months, with no real expenses or revenue to show for its existence. However, included in its place are financial budgeting forms for a railroad using IMRY's proposed expense and revenue numbers for the first year of operation against a Pro Forma short line.

## Proposed Insurance

The Indianapolis Metropolitan Railway Company intends to seek a starting \$10 million liability policy for the short line company. The Central Indiana Railway Museum will also seek individual liability policy for operations of its own over the corridor. The expected cost per year will be between \$100-\$200,000. Further detail about the CIRM can be found in the museum master plans.

The IMRY obtain insurance for buildings and equipment in an amount to be determined by the recommendations of the insurer before operations.

The IMRY also agrees to notify the HHPA and Owners as to the ongoing status of insurance policies and if any changes are to be made. The policies will be open to naming the HHPA and the owners as named insured parties as needed.

## Proposed Payment for Corridor Use

It is intended that the Indianapolis Metropolitan Railway Company, instead of monetary payments for the use of the corridor shall seek to maintain the railway to Class II standards in exchange for operating over the corridor. In the interest of IMRY to account, regulate, record, and to form the HHPA of all investments to maintain the minimum standards. However, it should be noted that there are certain portions of the plan that would require the Class II standard to be implanted in certain sections of the railway.

In the long-term vision, it is hoped that the railway could be brought to a class of safety and speed for the entire length of the corridor with bypasses installed in areas where track speeds are not limited due to areas surrounding the railroad.

Reporting of all work and monetary investments in the railroad for maintaining the set standard will be on that and send quarterly to Hoosier Heritage Port Authority. Further agreements were the exact method and timeline of those on the reports will likely be found in the final operator and Hoosier Heritage Port Authority agreement.

Regarding the operations of the Central Indiana railroad museum over the Hoosier Heritage Port Authority, it is the intention of the proposer to charge museum trains a per train-mile cost much like class one railroads do with Amtrak. This will be up to further discussion upon when the operator has final control of the railway, and the HHPA can have a say toward the final agreements on the matter.

# A Final Thought

June 13, 2017

Dear Honorable HHPA Committee Member:

I want to thank you for reading this proposal for the Indianapolis Metropolitan Railway Company and the Central Indiana Railroad Museum. It has been a long 13 months since I first set foot on the Hoosier Heritage Port Authority corridor in May 2016. It was not long later that the Indianapolis Metropolitan Railway Company took hold in my mind and an LLC was formed, the dream was alive.

13 months of long research, unending walks along tired and quiet railways, with just a hint of crazy to keep my dream alive. I have had many people tell me that it is impossible, I have had people tell me without ever seeing, it will never happen. However, one of those people who had not visited but said, "I like lost causes, but this one looks almost too lost." But, he finally paid a visit.

It took one day, and an adventure over the corridor, visiting every crossing and looking at every potential customer. Just shortly after lunch, standing on the platform in Fishers, the man finally letting off his opinion from the platform and track said, "This is the railway that is the diamond in the rough of railroads."

I realize that we have a long way to go before this is the railroad that is the diamond in the crown of the metropolitan area. But I can promise you this much, the people who boldly hold onto the same dream I do and work along with me to have you and that dream not rest until that dream is here.

Just like the people who joined up with us to create a railroad that is dedicated to the future, as much as it is the past. We want to be better railroaders, we want to be better neighbors as a railroad, and we want to worry about Tipton just as much as Indianapolis and do it all without ever forgetting places like Atlanta, Cicero, and Arcadia.

Even after how much time, sweat, blood, and tears I have put into this project for the opportunity to become operator of this railway, it is my sincere hope that you can see the dream as much as we do and that we can create that dream together.

This is the dream that we can do together.

Sincerely,

**Connor Doornbos**  
Executive Director

**Indianapolis Metropolitan Railway Company**

INDIANAPOLIS METROPOLITAN RAILWAY COMPANY  
RESPONSE TO REQUEST FOR PROPOSAL  
JUNE 2017