Partnership *for* Sustainable Communities

EPA Brownfield Project

Gary, Indiana

Lakefront District Revitalization Strategy

DRAFT FINAL REPORT

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Prepared by:

www.vitanuova.net

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Introduction

Partnership for Sustainable Communities Brownfield Project

The U.S. Environmental Protection Agency (EPA), Department of Housing and Urban Development (HUD), and Department of Transportation (DOT) are working together under the Partnership for Sustainable Communities (PSC) to ensure that federal investments, policies and actions support development that is both efficient and sustainable. This partnership is based on "livability principles" that guide inter-agency collaboration and support the integration of: safe, reliable, and economical transportation; affordable, energy-efficient housing; and sustainable reuse of idle or underutilized land.

Formed under the auspices of the HUD/DOT/EPA PSC, the Gary Northside Redevelopment Project (GNRP) is an EPA, HUD, and City of Gary led cross-agency partnership designed to revitalize a highly impacted district within Gary, Indiana, by improving the environment and quality of life for residents. The GNRP covers five contiguous neighborhoods on the city's north side (Horace Mann, Downtown-Emerson, Aetna, Miller and Glen Ryan neighborhoods). The GNRP has engaged EPA, other federal agencies, state agencies, nonprofits and foundations to fund and implement projects within the area. This work is based on the Mayor's vision for redevelopment and is designed to leverage the area's assets, including commuter rail stations, the National Lakeshore, and strong community interest. The GNRP will also address significant challenges, including: lack of funding; devastated, but recovering local government capacity; a long and complicated environmental history; and severe crime and poverty. The focus is on completing short-term projects to support long-term growth and goals in the community.

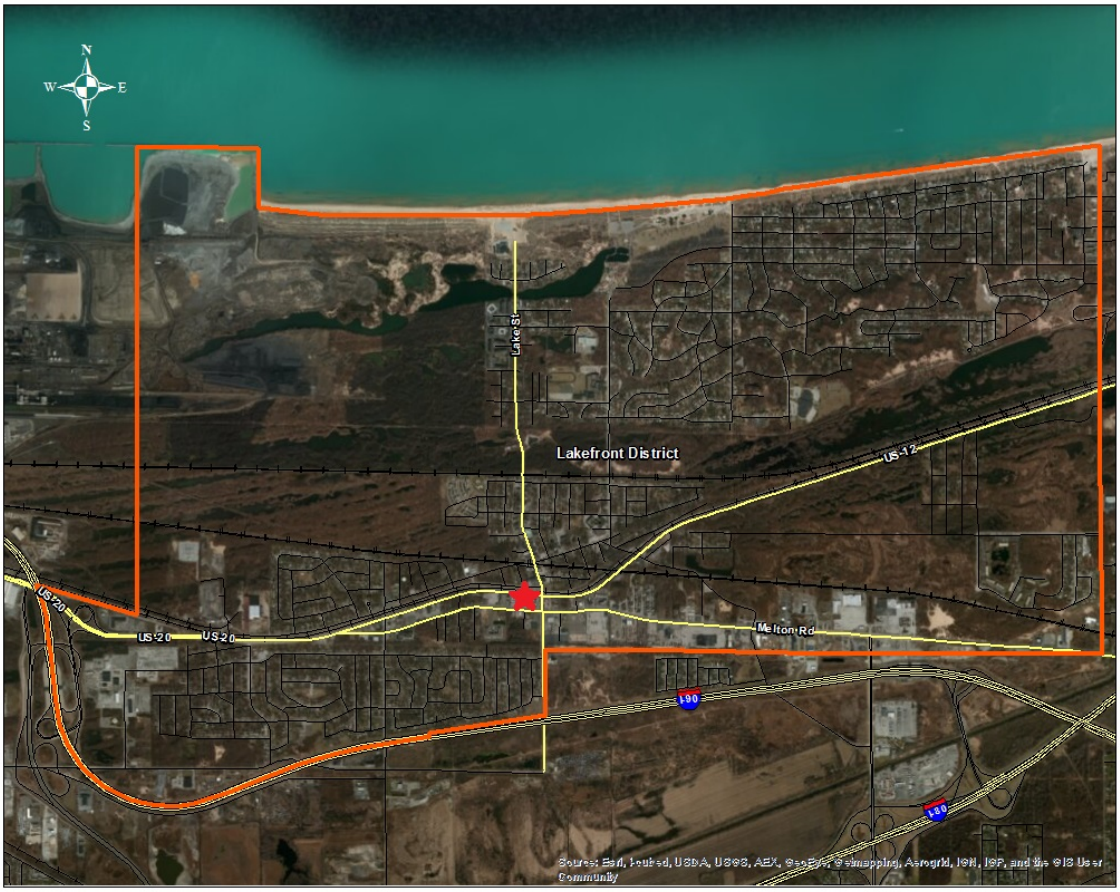
In January 2014, the Obama administration selected Gary to participate in the second round of the Strong Cities Strong Communities Initiative (SC2), which will provide enhanced federal support by providing technical assistance, implementing best practices, building strategic partnerships, and aligning federal investments and resources to assist in Gary's existing revitalization efforts. By identifying the GNRP as a SC2 focus area, SC2 aims to build on the work and enhance the existing partnership between the city and the HUD/DOT/EPA PSC now engaged in the GNRP.

Lakefront District Revitalization Strategy Project

Project Area

The Lakefront District Revitalization Strategy Project focuses on a portion of the GNRP area, specifically on the Miller, Aetna, and Glen Ryan neighborhoods as well as the Gary portion of the Indiana Dunes National Lakeshore. For the purposes of this report and Gary's revitalization efforts, this area has been designated as the "Lakefront District". The boundaries of the Lakefront District roughly include Lake Michigan to the north, a north-south line stretching from Lake Michigan to the intersection of I-90 and Route 20 on the west, Interstate 90 and Lake Street to the south, and County Line Road to the east (see Figure 1).

Figure 1: Lakefront District Boundary Map



Project Team

This project is led by the EPA Office of Brownfields and Land Revitalization (OBLR) staff in EPA Region 5. Technical assistance is being provided by Vita Nuova, LLC (technical assistance team) under subcontract to Oneida Total Integrated Enterprises, LLC.

The scope of the technical assistance provided to this project is being guided by EPA and several project teams composed of Gary officials - i.e. the City Teams. The City Teams meet every two weeks to discuss activities and progress on the GNRP, including the sub-area Lakefront District Revitalization Project. The City Teams members include:

- Richard Leverett, Mayor's Office
- Deardra Campbell, Department of Commerce (DOC)
- Dwayne Williams, Planning Department
- Joe Van Dyk, Redevelopment Commission
- Brenda Scott Henry, Gary Green Urbanism/Environment
- Jack Eskin, Northwestern Indiana Regional Planning Commission (NIRPC)
- Cynthia Pruitt, Gary Economic Development Corporation (EDC)
- David Wright, Gary Public Transportation Corporation
- Lori Peterson Latham, Gary Public Parks Department
- Dan Vicari, Gary Sanitary District
- Steven Marcus, Gary Building Department
- Cloteal Labroi, Public Works Director

Project Scope

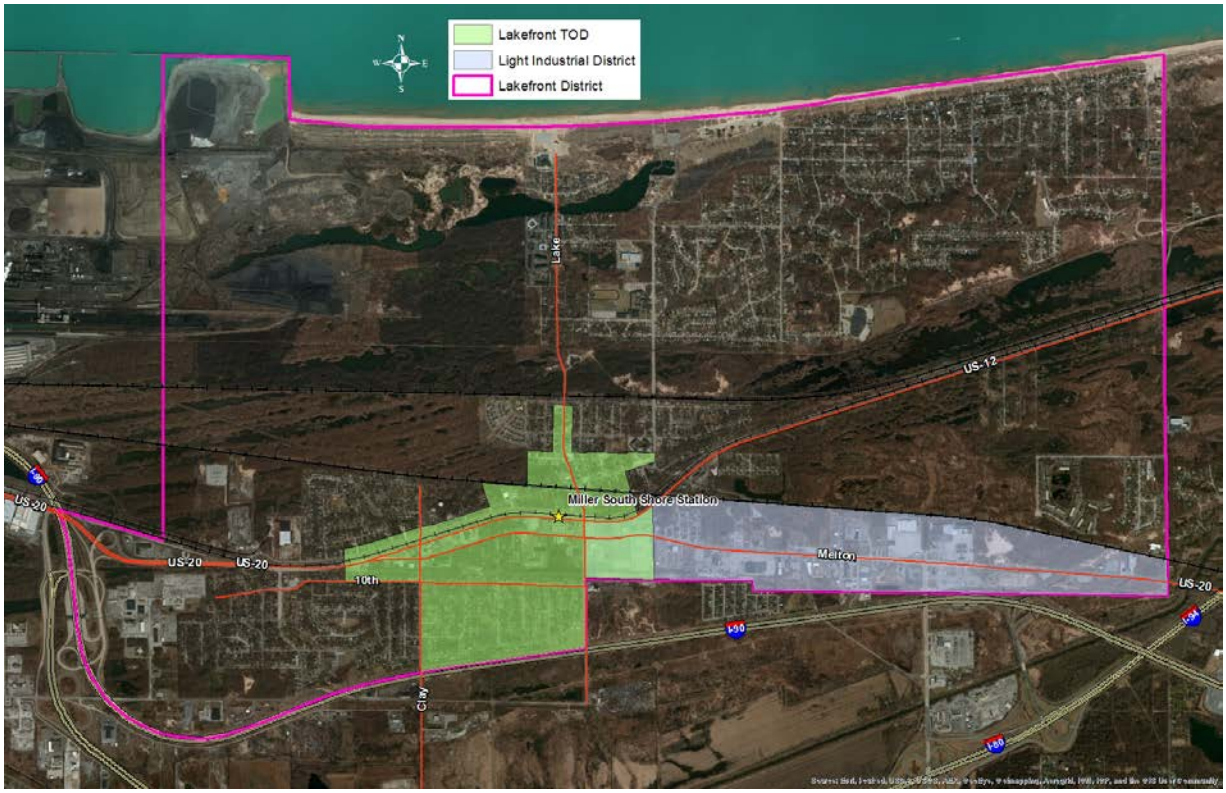
The technical assistance team focused on developing a revitalization strategy with the primary goal of creating a new Lakefront District that physically and functionally unifies the community around a new Transportation Opportunity District. The Lakefront District Revitalization Strategy presented in this report is a basic guide for the City of Gary to follow in establishing a unified Lakefront District that creates development activities that focus on new retail, commercial, industrial, and a diversity of housing opportunities, all of which connect to the existing assets in the District.

In developing this revitalization strategy, the technical assistance team conducted a strategic investment analysis in two parts. Under Part 1, the technical assistance team reviewed existing studies and developed a geographic information system (GIS) with mapping capabilities it used to identify potential sub-district special project boundaries that included initial programming and recommended actions for those sub-districts. Part 1 activities also included an assessment of key issues affecting successful development which resulted in developing a general framework - "Building Bridges to Redevelopment" – an overview that identifies critical components for the Lakefront District's successful revitalization including: the development of special districts; facilitation of a timely development process; fostering development capacity; identifying financial incentives as well as identifying sources of funding to promote planning and development (see Figure 2). Part 1 findings were presented to the Mayor, EPA and Gary team members via webinar in December 2013 and feedback from the team was incorporated into the Part 2 technical assistance effort. Part 2 of the strategic investment analysis focused on preliminary market findings for the Lakefront District, including regional trends and an economic and market trends analysis (see the Understanding the Market section for more detail). Part 2 findings were presented to the Gary Teams via webinar in January 2014. Throughout this process the technical assistance team interviewed key stakeholders, including property owners, realtors, developers, bankers, economic development professionals, elected officials, city staff, business owners, and residents.

Figure 2: Bridges to Redevelopment Overview

Based on the findings of the strategic investment analysis, as well as numerous discussions with both EPA and the Gary City Teams, two distinct sub-district areas emerged as those having the most potential for development within the Lakefront District – the Lakefront Transportation Opportunity District (TOD) surrounding the train station at Lake Street and the Light Industrial District (LID) which extends along both sides of Route 20 from its intersection at Lake Street east to County Line Road (see Figure 3). These two areas were identified as potential catalysts for spurring revitalization in the Lakefront District and throughout the larger GNRP area. The technical assistance team conducted a three day site visit to Gary in May 2014 to meet with key stakeholders, present the findings of the strategic investment analysis, and to obtain input on the TOD and LID focus areas.

Figure 3: Lakefront Transportation Opportunity District and Light Industrial District



This process that encompassed research, analysis, stakeholder engagement, and collaboration with EPA and the city, helped the technical assistance team to both develop the Lakefront District Revitalization Strategy as well as create this roadmap to spur development and unify the Lakefront District.

Key Stakeholders

A critical component to developing an effective revitalization strategy is gathering information from key stakeholders that best know the dynamics of the study area. The technical assistance team engaged key stakeholders through phone interviews, during site visit focus group meetings, as well as one-on-one meetings. The stakeholders provided relevant background and contextual information, helped to identify resources, and provided feedback on the revitalization strategy as it was being developed. The key stakeholders that were interviewed and/or participated in meetings for this project are listed in Figure 4.

Figure 4: Key Stakeholders

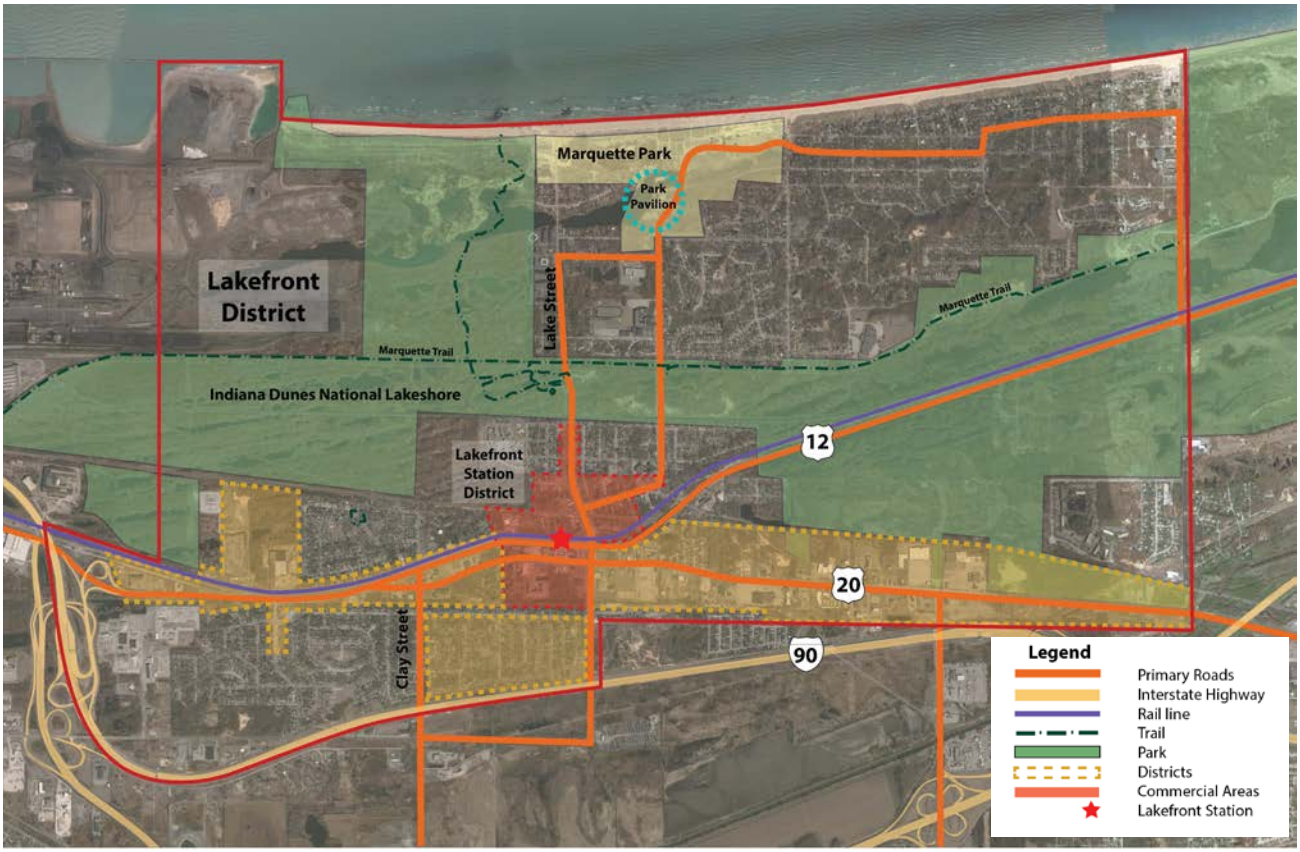
Organization	
Federal	Federal Reserve Bank of Chicago Federal Transit Administration
State	Indiana Economic Development Corporation Indiana Housing and Community Development Authority
Regional	Northwest Indiana Forum Northwest Indiana Regional Development Authority Northwestern Indiana Regional Planning Commission Northern Indiana Commuter Transportation District
City/County	Gary Mayor's Office Gary Department of Commerce Gary Economic Development Corporation Gary Planning Department Gary Redevelopment Commission Gary Building Department Gary Environmental Affairs Department Gary Zoning Department Gary Community Development Department Gary Public Transportation Corporation Gary Sanitary District
Neighborhoods	Mildred Shannon, City of Gary Councilperson, 1st District Ron Matlock, City of Gary Precinct Committeeman Miller Beach Arts and Creative District Cynthia Pruitt, Aetna resident
Nonprofits	Legacy Foundation National Development Council Cause 2 Compete It's Garys Time, Inc.
Developers/Brokers/Designers	Forms + Funktion, Inc. Sergio Gutierrez Radtke Engineering Len Pryweller Realty Commercial Advantage Lee Companies REOLogic, LLC Burling Builders Weaver Boos Consultants Ayers Realty
Businesses	Miller Business Association McDonald's Miller Bakery Café Miller Beach Marketplace Salomon Trucking
Bankers	Centier Bank
Academia	Indiana University Northwest

Lakefront District

Overview

The Lakefront District serves as the gateway to the Indiana Dunes National Lakeshore, with its associated dunes and beaches at the southern end of Lake Michigan. Situated at the eastern edge of Gary, west of the City of Portage and north of the City of Lake Station, this area has all the requisite assets necessary to develop into a strong community and visitor destination. The South Shore train station is strategically located near Lake Street, a major north/south connector in the District, and Highways 12 and 20. Route 20 is a primary arterial highway in the State of Indiana and along with the railroads that bisect the District is a significant conveyor of freight and commuter uses. A large portion of the Lakefront District is composed of dunes and natural areas, and is a major tourist destination in Northwest Indiana that includes both the Indiana Dunes National Lakeshore and Marquette Park, which recently underwent a $28 million renovation. Figure 5 shows the boundary of the Lakefront District and points of interest.

Figure 5: Lakefront District Context Map



The beaches and dunes comprising the Indiana Dunes National Lakeshore and Marquette Park have a long history of recreational uses dating back to the early 1900s. This area attracted people from all over Northwest Indiana who enjoyed activities such as swimming, bird watching, hiking, and canoeing. Opportunities exist for this area to once again be a major tourist destination and economic generator in the region if promoted and marketed by the city. Figure 6 provides an example of how the Lakefront District could once again be branded in an effort to unify the various residential neighborhoods, commercial and industrial areas under one name, by building on its assets and recognizing its history.

Figure 6: Branding of the Lakefront District

Understanding the Market

As part of the strategic investment analysis, an economic and market trends analysis, including a demographic analysis and market analysis of the retail, housing, industrial, and tourism sectors was conducted to help better understand the local market in the Lakefront District. Following is a summary of the preliminary findings. For more detailed information on the economic and market trends analysis see Appendix A.

Regional Trends: Research conducted by the Northwest Indiana Forum shows that Indiana is expanding its export influence within the emerging BRIC market (Brazil, Russia, India and China) and surpasses the Mid-west in export growth. The Northwest Indiana region has an expanding Gross Regional Product, representing 6.7% of the entire Chicago metro economy. In the Lake County area, the top five industries based on 2011 earnings, which are very similar to the Northwest Region top five industries, include:

- Primary metal manufacturing (steel mills/foundries)
- Ambulatory health care (physicians, clinics)

- Specialty trade contractors (carpenters, electricians)
- Hospitals
- Wholesale trade

Demographic Trends: Population is declining and aging in the Lakefront District and Gary as a whole. Low educational levels are a challenge to long-term growth; however, the area is not lagging too far behind the state in high school diploma attainment. Although median household income is projected to increase at a faster annual rate than the nation as a whole, it is still well below the state and nation's median income.

Market Trends: A leakage analysis revealed that for most goods and services, residents need to meet their needs outside of the City of Gary. Home prices vary greatly across the Lakefront District neighborhoods. Significant opportunities exist to grow Gary's industrial economy. Marquette Park is a key asset to attract tourism to the Lakefront District.

In reviewing the findings of the market study with key stakeholders and partners including local businessmen, realtors, the Indiana Economic Development Corporation (IEDC), Northwest Indiana Regional Development Authority (RDA), and the Northwest Indiana Forum (NWI Forum), it became quickly apparent that while Lake County has an active industrial market that could easily find a home in Gary, it is a market which none the less demands the immediate availability of suitably sized sites and the elimination of cumbersome municipal permitting processes, both of which have combined to stifle significant development in the city. As such a major focus of this report is intended to provide the framework necessary for the City of Gary to structure processes and initiatives it needs to establish to overcome these obstacles. For example, regional officials were quick to point out that many potential developers and users were reluctant to consider development in Gary since neighboring communities offered guaranteed 60 day turnaround times for permitting processes as well as sizable private and municipally owned development sites that had been acquired by local authorities to attract industry. Gary on the other hand has no prescribed turnaround time for project permitting nor has it addressed the need to assemble suitably sizable parcels in the project area in order to attract industry.

With appropriate zoning, design standards, streamlined permitting process, and a well-defined incentives package for developers, Gary can protect against unwanted uses and send the message to developers that "***Gary is open for business***". In addition, by assembling appropriately sized sites, Gary can compete with neighboring suburban communities, and secure a portion of the development market through an appropriately-designed public-private partnership.

Focus Areas

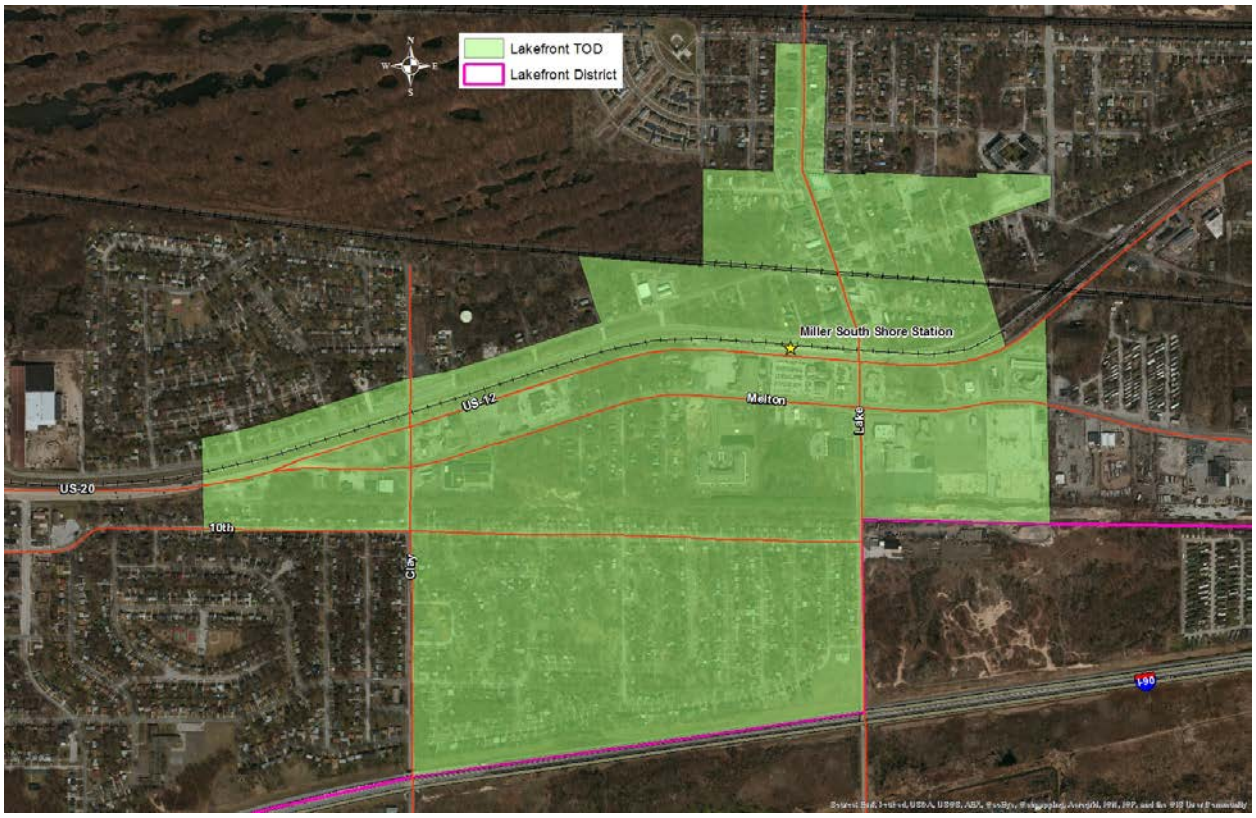
As previously discussed in the Project Scope, the findings from the strategic investment analysis combined with discussions with EPA and the city led to the development of the two focus areas – the Lakefront Transportation Opportunity District and the Light Industrial District. This report discusses each focus area in depth, including the challenges and opportunities to development, and provides a framework for moving the focus areas forward toward redevelopment with specific actions to implement the concepts and ideas created for each focus area.

Lakefront Transportation Opportunity District

Background

The Lakefront TOD is roughly defined as those neighborhoods and developments that lie within a half-mile radius of the South Shore train station located at the intersection of Lake Street and Route 12 (see Figure 7). The properties along Route 12 and 20 consist primarily of auto-related retail with service stations and personal service establishments, and numerous vacant buildings, including a former bowling alley. Although the train station sits to the south of a small retail cluster located on Lake Street north of Route 12, the current combination of road and rail transportation infrastructure effectively divides those neighborhoods lying to the north and south of Route 20. Several strategies are therefore proposed to encourage a more pedestrian friendly environment along and adjacent to Route 20 that creates better connectivity between the residential areas and the train station and is conducive to the long range goals of promoting transit-oriented development within the immediate vicinity of the train station.

Figure 7: Lakefront Transportation Opportunity District



Based on market research as well as stakeholder feedback - including local businesses, residents, developers, and regional planners - the most significant challenges to creating a transit-oriented development in the Lakefront TOD area include:

- Uncertainty regarding the potential relocation of the current train station by the Northern Indiana Commuter Transportation District (NICTD), an issue that discourages private commercial and industrial investment in the area.
- Current rail and road infrastructure that physically and economically divides those communities

that lie to the north and south of Route 20.

- Blight and disinvestment along Route 20 that contributes to a negative perception of Gary and diminishes the commuter experience that relates to the South Shore train station.
- Lack of retail options along Route 20 necessary to support commuters and visitors driving through the area.
- Business entrances/exits on both Route 12 and Route 20 that raise security and defensible space issues along the retail corridor.
- Lack of walkability that discourages pedestrian activity.

Despite these challenges, significant opportunity exists for Gary to create a transit-oriented development surrounding the South Shore train station. The conceptual plan described in detail in the next section addresses these challenges and provides a vision for unifying the Lakefront District. Specific recommended actions provide a framework for how the city can implement this vision.

Conceptual Plan

The Lakefront TOD represents the geographic and economic epicenter of the Lakefront District. As such, this conceptual plan (Figure 8) focuses on creating transit-oriented development around the train station and along and adjacent to Route 20, with a strategy aimed at improving vehicular and pedestrian connections within the District. In addition, the plan focuses on enhancing the pedestrian environment tying together the various residential neighborhoods and commercial and industrial areas that comprise the District. The following elements of the conceptual plan outline the steps needed to create the Lakefront TOD. Specific actions to implement the conceptual plan are provided in the Actions section of the report.

Figure 8: Lakefront TOD Conceptual Plan

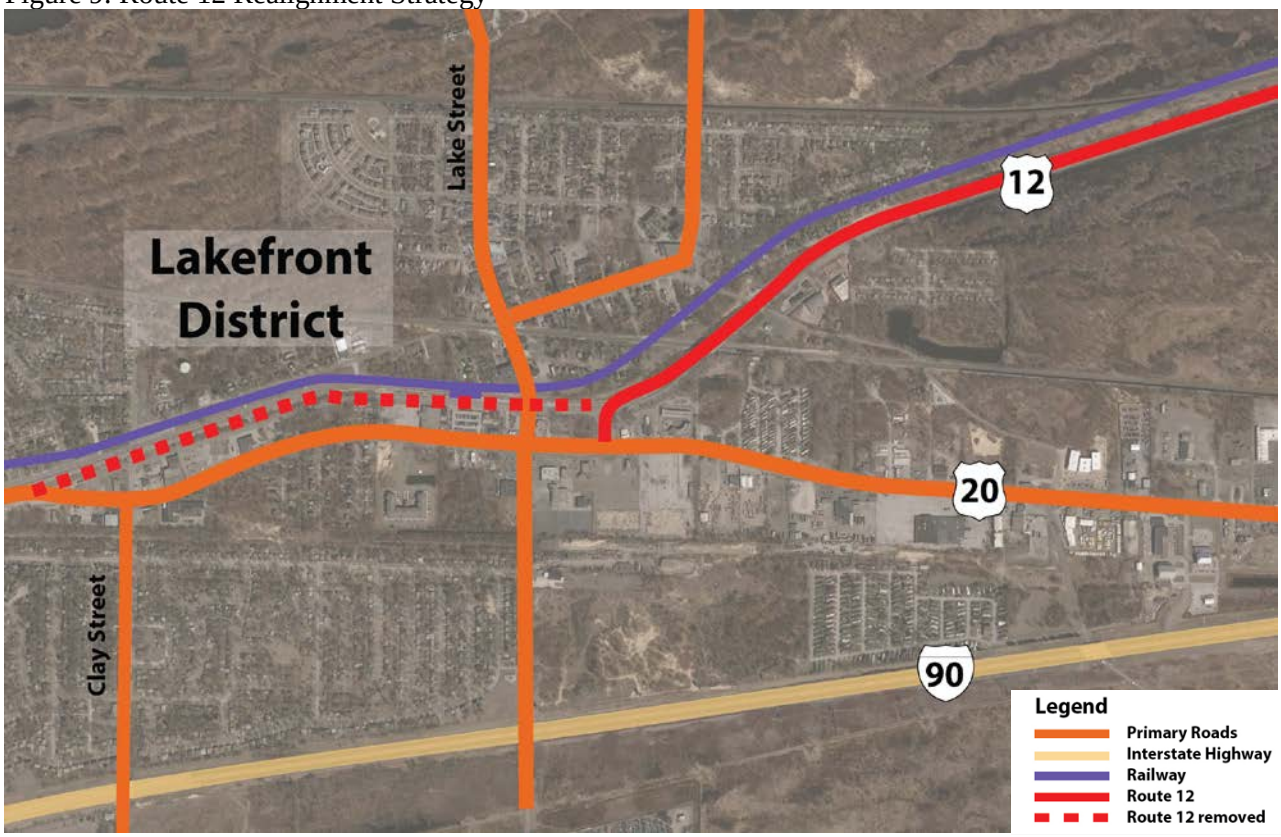
Step1: Close Route 12 from Route 12/20 Split to East of Lake Street at Unmarked Street

Within the Lakefront District, Route 12 runs parallel with Route 20 for approximately one mile from a point east of Lake Street to a point west of Clay Street where the two roadways converge. The land between these two roadways is either vacant or commercial in nature with driveways and parking lots that serve to connect both roadways. Closing Route 12 from Clay Street is recommended for a number of reasons. They include:

- It creates the opportunity to increase the straight length of the current tangent track at the South Shore train station to accommodate the stated needs of NICTD.
- Closing Route 12 to cars other than those dropping off train passengers at a convenient turn around frees up space for additional parking and commercial development fronting Route 12, and provides an atmosphere conducive to the attraction of commercial development via a pedestrian friendly corridor.
- It facilitates the opportunity for existing retail businesses near the Clay Street intersection to expand, create safer environments for customers, and achieve a higher and better use of the properties.

It is proposed that Route 12 be rerouted at a point approximately 600 feet east of Lake Street (where it converges with Route 20) along an existing road right of way (see Figure 9). Two alternate options were considered for diverging Route 12 (terminate at Lake Street or converge with Route 20 just east of Lake Street) but the proposed option appears to be the most viable (see Appendix B for alternate options). **A detailed traffic study following Indiana traffic standards is recommended to determine all the factors necessary to implement this realignment.**

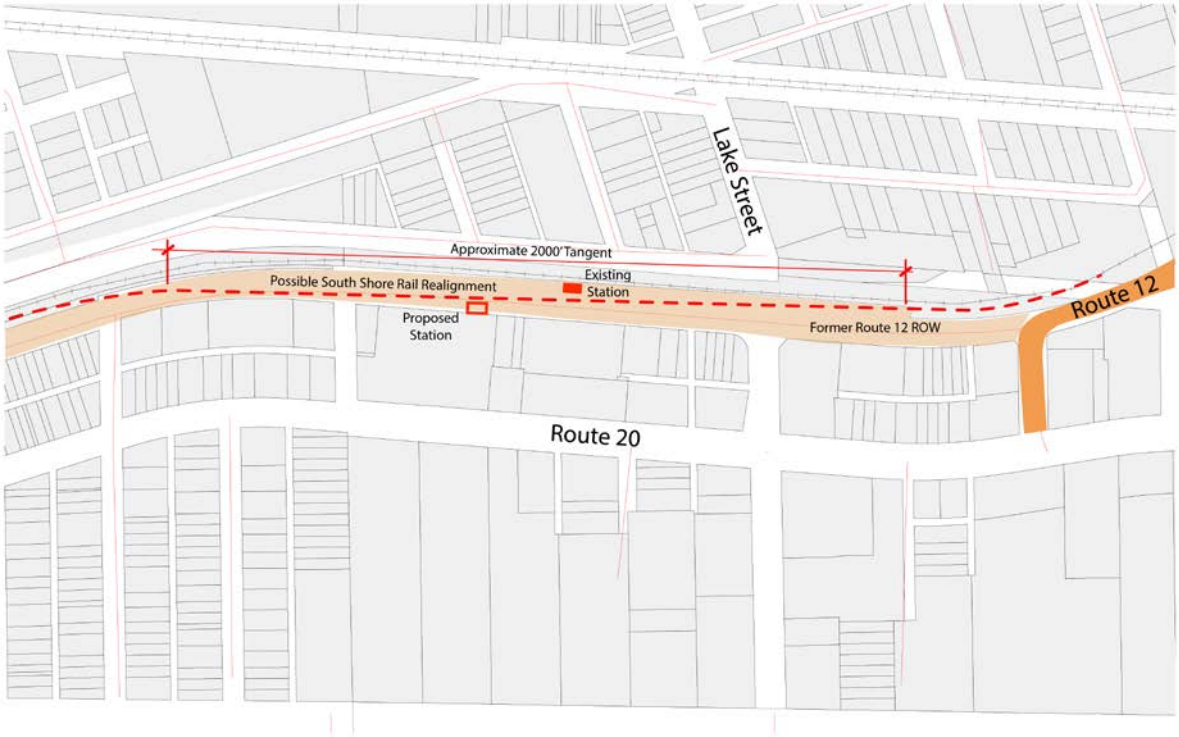
Figure 9: Route 12 Realignment Strategy



Step 2: Realign South Shore Track

Closing Route 12 from the Route 12/20 split to a location 600 feet east of Lake Street creates both an opportunity to realign and lengthen the commuter tangent track while keeping the train station in its current location. The current South Shore train station needs to be reconfigured in order to meet current NICTD standards for platform length and rail alignments. NICTD is currently considering moving the existing station to either Clay Street (see Appendix C for details) or closing it altogether in favor of relocation of the train station to a remote site that lies adjacent to the intersection of Route 20 and Interstate I-65, an area that has little ability to leverage the development potential which the train station at Lake Street provides. Relocating the existing South Shore train station to a remote area as proposed by NICTD represents a lost opportunity for improving the lives of thousands of Gary residents who live in the Lakefront District through a focused transit-oriented development effort that promotes improved access to jobs, retail amenities, beautification, and economic development. As previously noted, in order to address the problem of an inadequate length of tangent track at the South Shore station, the rails will need to be realigned. To accomplish this, the least intrusive location for the rails, without moving the station to another location, is within the current Route 12 right of way (see Figure 10). With this realignment, a 750 foot elevated station platform and approximately 2,000 feet of tangent track appears to be possible; however, a detailed rail study is needed to determine the feasibility of this suggested realignment concept. This study should consider the economic benefits of keeping the station in its current location as well as adhering to ideal engineering protocols.

Figure 10: Strategy to Realign the Rail in the Vacated Route 12 Right of Way



This proposed road and rail realignment strategy accomplishes several things:

- Creates a longer tangent track for train operations as necessitated by NICTD.
- Simplifies traffic movement by channeling through traffic onto Route 20 as opposed to Route 12 thus avoiding duplicity of roadways.

- Creates additional land for development within the former Route 12 right of way.
- Removes a portion of Route 12 that currently separates the train station from passenger parking, thereby creating a safer, pedestrian friendly environment surrounding the train station.
- Frees up land for development in the former Route 12 right of way which can be designated for new retail opportunities between Route 12 and 20 thus promoting safer, more defensible space for shoppers.
- Creates a new "center" for the Lakefront District that brings together isolated neighborhoods, allowing all to share the amenities in the District through multiple modes of transportation.

Step 3: Improve the Route 20 Corridor as a Complete Street.

As the main roadway traversing the Lakefront TOD, it is recommended that Route 20 be engineered to facilitate the creation of a 'Complete Street' corridor that encourages alternate modes of transportation and more importantly facilitates pedestrian and bicycle movement between the adjacent residential communities south of Route 20 and the proposed pedestrian mall areas at the train station. In addition, a newly designed train station that lies within easy walking distance of Lake Street will encourage new residents and new choices of housing to the north and south of Route 20. Figure 11 shows an aerial view of the Lakefront TOD including Route 20 improved as a Complete Street corridor.

Figure 11: Aerial View of Lakefront TOD Along Route 20

Recommended changes include:

- Introduction of curbs and pedestrian walkways along both sides of Route 20.
- Additional signalization at key streets to allow pedestrian crossings and to slow traffic.
- A review of current speed limits along Route 20 in the project area.

- Landscaping and bio-swales along either side of the street to supplement a new drainage system for the road.
- Creation of a center median and landscaping program that will beautify the corridor and create a secondary rain retention and green infrastructure system within the road right of way.
- Design guidelines to encourage private owners to landscape and screen commercial parking and service areas and regulate signage with the intent to develop a more unified commercial corridor.
- Encourage the development of townhouses along Route 20 and near the train station to create a critical mass of residents near the train station and associated convenience retail establishments.
- Construction of a new Lakefront District Gateway Park at the current intersection of Route 12 and Route 20, to serve as a neighborhood amenity and to mark the western edge of Route 20 improvements (see Figures 12 and 13).

Figure 12: Existing View of Route 20 Looking East

Figure 13: View Along Route 20 Looking East at the Proposed Park

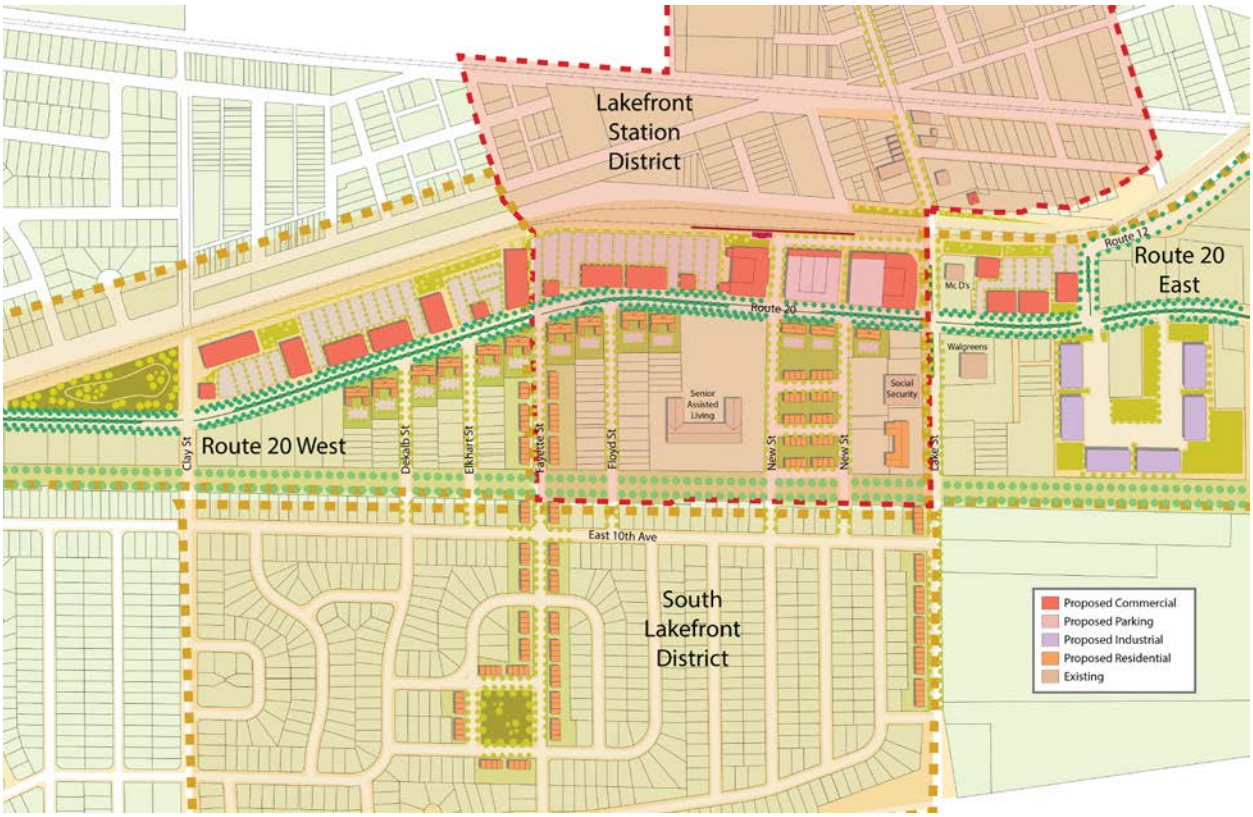
Route 20 is a focal point that will be enhanced by the addition of a prairie grass- and wildflower-filled curbed median that will act as an infiltration zone directing stormwater to the median through regrading of the cartway. In certain sections, a similar rain garden structure will be added to the north side of the roadway along with a tree lawn and walkway. In these locations the slope of the cartway will be adjusted to flow to each infiltration zone.

In order to accommodate the suggested green median, Route 20 will be widened to the north once Route 12 is closed. New, signalized intersections are suggested at the entrance of the proposed parking structure as well as at Fayette Street. Existing utilities will be used for the project.

Step 4: Focus on Strategic Development Areas

Once the suggested new road reconfiguration and improvements to Route 20 are completed, the following are identified as potential key development areas in the Lakefront TOD conceptual plan – Lakefront Station, South Lakefront, Route 20 East and Route 20 West.

Figure 14: Lakefront TOD Conceptual Plan with Strategic Development Areas



Strategic Development Area #1: Lakefront Station

As the center of the Lakefront District, Lakefront Station is priority development area number one. New development should be focused around the current location of the train station. As development takes place adjacent to the train station, it will catalyze and energize development in other areas of the Lakefront District.

As previously noted, realignment of the tangent track in the vacated Route 12 right of way creates additional space for retail/commercial development. Figure 15 illustrates a conceptual plan of Lakefront

Station that includes a two story commercial building plus parking at the corner of Lake Street and Route 20. A two story parking garage sits between the proposed two story commercial building at Lake Street and the now vacant bowling alley, which increases to two stories having direct access to the train station. Passenger drop off at the train station can be facilitated by creating a loop around the parking garage and suggested new commercial building. Proposed townhouses and apartments are located immediately south of Route 20 adjacent to the existing senior housing. The housing becomes increasingly viable fronting Route 20 as improved pedestrian access is facilitated through creation of Route 20 crosswalks, new traffic signals, speed controls and a center median. New and existing roads that connect to and extend south of Route 20 into the South Lakefront neighborhood help promote connectivity with the rail station thus providing local homeowners access to new shopping and retail opportunities. New uses at the train station could include commercial and retail uses, convenience retail and professional office space. All of these uses fill a gap in the existing retail and commercial mix present in the area as revealed in the market studies leakage data (see Appendix A) and effectively establish an accessible commercial center linking the neighborhoods to the north and south of the train station.

Figure 15: Lakefront Station Conceptual Plan

The Lakefront Station portion of the conceptual plan includes a mix of commercial and residential land uses as follows:

Commercial (red): 223,000 square feet of new commercial, convenience retail and professional office uses north of Route 20 and west of Lake Street.
Residential (orange): 64 new apartments with approximately 1,200 square feet and 85 townhouses with approximately 1,600 square feet south of Route 20 and west of Lake Street.
Parking (pink): 1,050 new parking spaces in parking garages near the train station.

Lakefront Station is a major gateway to the Indiana Dunes National Lakeshore. As the city increasingly promotes the dunes area and Marquette Park as natural assets, there is abundant justification for a "visitor center" to be developed along Lake Street which will serve as the welcome center for tourists and residents alike at the TOD. The conceptual plan incorporates a visitor center just north of the train tracks and east of Lake Street where visitors could easily walk from the train station to catch a shuttle servicing the park. Other amenities could include a museum, bike rentals, ice cream stands or other vendors as well as facilities providing additional park information. Figure 16 represents an aerial view of Lakefront Station including an area for a potential visitor center in the northeast quadrant.

Figure 16: Aerial View of Transit Oriented Development at Lakefront Station

By closing Route 12, development west and south of the train station has the ability to accommodate *at grade* retail stores which can serve to animate pedestrian traffic leading to the train station (see Figure 17). To allow a more intense use of the land adjacent to the train station, existing *at grade* parking should be consolidated into new parking garages. This will allow commuters to park closer to the train station entrance while freeing up current parking lots for new retail and commercial development.

Figure 17: View of the Station Area at the Parking Garage Looking West

Beautification and green infrastructure improvements along the Route 20 corridor combined with crosswalks, new traffic signals, reduced speed limits, and a center median will provide a more pedestrian friendly environment in the Lakefront Station area (see Figures 18 and 19).

Figure 18: Existing View of Route 20 at Lake Street Looking West

Figure 19: Conceptual View of Route 20 at Lake Street Looking West with Improvements

Strategic Development Area #2: Route 20 West

As new residential and commercial development takes place in the proximity of the Lakefront Station it will catalyze development in adjacent areas. Route 20 West will become prime for redevelopment as investment moves west. Figure 20 shows the conceptual plan for Route 20 West. The vacated Route 12 right of way allows for more development opportunity to occur between the right of way and Route 20. Residential infill along the south side of Route 20 helps support new businesses along Route 20 by creating a critical mass of residents within the Lakefront TOD. Improvements to Route 20 to make it a Complete Street promote transit-oriented development by creating a more pedestrian friendly environment and beautifies the corridor. The new gateway park marks the western boundary of the Lakefront TOD area and creates a neighborhood amenity. As commuters travel east on Route 20 to the train station, they will be greeted by a beautiful park and street corridor creating a positive first impression and an inviting place to visit.

Figure 20: Route 20 West Conceptual Plan

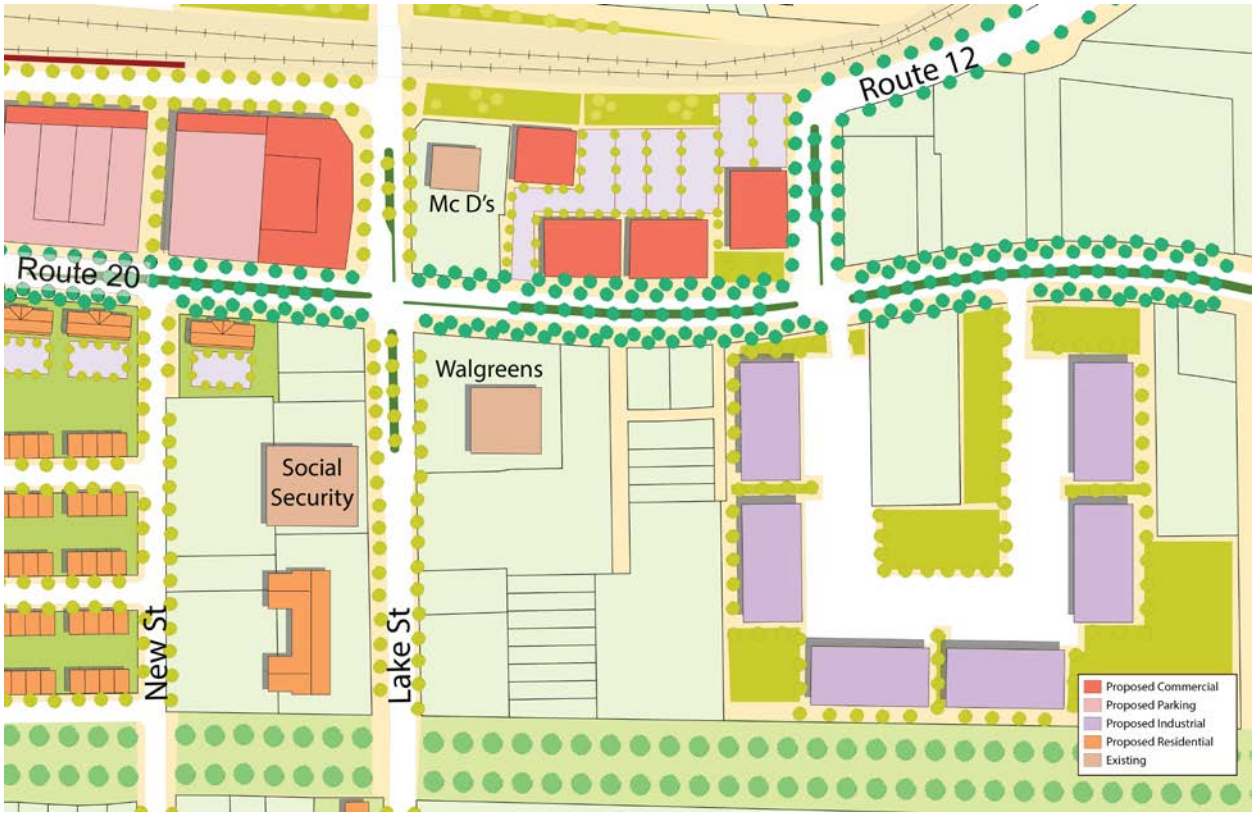
The Route 20 West portion of the conceptual plan includes a mix of commercial, residential and recreational land uses as follows:

Commercial (red): 140,000 square feet of new convenience retail and grocery store uses north of Route 20 and east of Clay Street.
Residential (orange): 15 new townhouses and 96 new apartments with approximately 1,200 square feet south of Route 20 and east of Clay Street.
Recreational (dark green): 2.8 acre park.

Strategic Development Area #3: Route 20 East

Route 20 East will benefit from new development surrounding the train station as development spreads east of Lake Street. Discussions with property owners have revealed an interest in investing in new opportunities in the area. The Route 20 East conceptual plan (Figure 21) shows the proposed diversion of Route 12 at Route 20 creating commercial opportunities along both roads. Similar to Route 20 West, by vacating Route 12 just east of Lake Street, the Route 12 right of way creates more commercial development opportunity between the right of way and Route 20. Industrial development opportunities exist in this area as Route 20 East becomes part of the proposed LID. A new industrial project is proposed south of Route 20 and east of Lake Street on existing city owned land (purple area).

Figure 21: Route 20 East Conceptual Plan



The Route 20 East portion of the conceptual plan includes a mix of industrial and commercial land uses as follows:

Commercial (red): 41,000 square feet of new commercial space north of Route 20 and east of Lake Street.

Industrial (purple): Proposed industrial project - 120,000 square feet of new flex industrial space south of Route 20 and east of Lake Street on existing city owned land, which will follow new and modern industrial design and development standards.

Industrial Project Proposal

The following information provides recommendations on design guidelines for building a 120,000 square foot industrial project on 12 acres of city owned land. Standards are based largely on the City of Portage design guidelines for Highway 20, which have proven to be practical and attractive standards for the region. Activities detailing how best to implement the development are described in Activity 1f (Develop an industrial project on existing city owned land in the LID to serve as a model for future industrial development in the area) in the LID section of the report.

Building Type - Based on interviews with local developers and realtors, the buildings are envisioned as a simple rectangular form organized around a 30' x 50' column spacing plan to yield a 100' x 200' building footprint. The buildings are designed to accommodate subdivision into high ceilinged 50' wide, 5,000 square foot increments. Truck docks, service areas, employee and visitor entrances are all located on the same side of the building facing the parking lots and truck apron. This configuration creates a 120' wide paved area at the front of the buildings serving as both employee parking and truck storage as well as circulation through the entire development.

Portage Design Guidelines - The Portage Design Guidelines for Highway 20 categorizes land uses into four broad groups: Mixed Corridor Business (which includes light industrial uses); Office Park and Industry; Commercial Corridor; and Regional Commercial. The area along Route 20, just east of the Lakefront Train Station resembles the Mixed Corridor Business. The guidelines for this district call for a 30 foot setback from Route 20 which is to be landscaped in order to limit the views of parking, service and truck areas. In a mixed use setting, industrial uses should be located to the rear of the site (away from Route 20) with commercial and retail uses located nearer Route 20. All the buildings should maintain a strong visual and physical relationship to the road.

Site Design - Because the 12 acre site is configured in the shape of a 'U', with an out parcel at the center of the 12 acres, the development must wrap around the edges of the site, turning the backs of the building outward and orienting the buildings to the parking and truck area at the inner perimeter of the site. To maximize the capacity of the site, the buildings are pushed to within 30 feet of the property lines on the periphery of the site. Residual land at the corners will be available for leased open storage or truck parking as needed. As per the Portage Design Guidelines, the site is landscaped throughout with an emphasis on landscaping along Route 20 and a strong pedestrian orientation including pedestrian paths, landscaping and open spaces within the site and between the buildings.

Strategic Development Area #4: South Lakefront

As new development is created around the train station and along Route 20, investment opportunities will spread south into the South Lakefront neighborhood. By extending Fayette Street from Route 20 down through East 10th Avenue to June LaBroi Park, an important north to south linkage is created. The South Lakefront conceptual plan (Figure 22) suggests new townhouses to be developed along Fayette Street and surrounding June LaBroi Park.

Because there are nearly no north/south streets intersecting Route 20 from the South Lakefront neighborhood, the South Lakefront area is virtually isolated, with limited access to existing Lake Street commercial amenities. To re-energize the neighborhood and improve pedestrian access throughout the Lakefront TOD it is proposed that:

- Existing roads be extended south from Route 20 leading into the South Lakefront community.
- Fayette Street in particular should be extended and designed for pedestrian and bicycle movement (see Figure 23).

- Increase residential development density along Fayette Street, at a reconfigured June LaBroi Park and along a new residential corridor leading northward to the train station/Route 20.
- Develop the abandoned rail tracks that run east to west just north of 10th Avenue into a walk/bike path as a pedestrian connector.

Figure 22: South Lakefront Conceptual Plan

The South Lakefront portion of the conceptual plan includes new residential and increased recreational land uses as follows:

Residential (orange): 29 lots re-parcelled to generate 36 townhouses around June LaBroi Park plus 40 townhouses on Fayette Street and 30 townhouses on Lake Street. The townhouses are approximately 1,600 square feet in size.
Recreational (green): 1.3 acre park.

Figure 23: View of the New Fayette Street with Townhouses

Estimated Cost for Infrastructure Concepts in Suggested Conceptual Plan

The table below (Figure 23) provides a summary of the infrastructure improvements proposed for each strategic development area of the conceptual plan, including estimated costs for those improvements. See Appendix D for details on the cost estimates.

Figure 23: Cost Estimate for Proposed Infrastructure Improvements in the Conceptual Plan

Infrastructure Improvement	Description	Cost Estimate
Lakefront Station		
Roadways	Residential streets, 2 new intersections, station drop-off	$1,937,975.92
Parking Lot	100 parking spaces north of tangent track	$279,693.04
Roadway Demolition	Demolition of vacated Route 12	$182,471.11
Sidewalks	1800 linear feet of new sidewalks	$13,283.33
Electrical/Cable	Electrical and cable through area	$111,399.46
Median Landscaping	Route 20 center median landscaping with prairie grass and lighting	$360,859.50
Quiet Rail	Rail intersection signaling and control at Lake Street	$354,500.00

Infrastructure Improvement	Description	Cost Estimate
Plaza	80 foot by 80 foot	$48,011.46
Train Station Greenway	500 foot by 15 foot greenway with landscaping and lighting from train station to Lake Street	$99,440.83
Institutional Building Infrastructure	Infrastructure for Visitor Center – parking lot, sidewalks, electrical/cable, landscaping	$108,413.34
Sub Total		$3,496,047.59
Total (with cost index multiplier, contingencies and inspections)		**$4,388,721.40**
Route 20 West		
Roadway	Fayette Street extension	$412,123.53
Roadway Demolition	Demolition of vacated Route 12	$237,617.94
Quiet Rail	Rail intersection signaling and control at Clay Street	$354,500.00
Gateway Park	New park at Route 12/20 split with landscaping, sidewalks, trees, benches, bike racks	$239,675.04
Median Landscaping	Route 20 center median landscaping with prairie grass and trees	$72,442.50
Sub Total		$904,235.47
Total (with cost index multiplier, contingencies and inspections)		**$929,042.61**
Route 20 East		
Roadway	New Route 12 roadway with traffic signal	$421,875.18
Industrial Buildings Infrastructure	New industrial flex buildings infrastructure – parking lots, sidewalks, water, electrical/cable, landscaping	$1,066,683.00
Median Landscaping	Route 20 center median landscaping with prairie grass and trees	$15,492.08
Sub Total		$1,504,050.26
Total (with cost index multiplier, contingencies and inspections)		**$1,873,106.59**
South Lakefront		
Roadway	New road running north/south connecting Lakefront Station to South Lakefront	$433,633.47
Roadway Infrastructure	Infrastructure for new road – electrical/cable, water, sanitary sewer	$150,386.84
Sidewalks	2000 linear feet of new sidewalks	$147,339.76
Greenway Landscaping	Rails to trails running east to west in easement	$13,657.78
June LaBroi Park	Expansion of park – green space, trees, sidewalks, benches, bike racks	$128,416.18
Interchange	New interchange at I-90 and Lake Street	$1,421,283.31
Sub Total		$2,294,717.34
Total (with cost index multiplier, contingencies and inspections)		**$2,857,783.61**

Actions

A list of four specific actions and their supporting activities are provided as part of the Lakefront TOD and broader Lakefront District Revitalization Strategies that the city and its partners can design and implement in order to achieve the suggested transit-oriented development and unification of the District. For each action and activity, specific tasks are outlined for the city to undertake and a primary agency responsible is suggested to complete the action/activity. Finally a recommended timeframe for completion of each action/activity is provided.

Action 1: Modify Infrastructure to Encourage Transit-Oriented Development

The first step to unifying the Lakefront District and creating a transit-oriented future is implementing a series of infrastructure improvements, including: 1) closure of Route 12 from a point approximately 600 feet east of Lake Street to its intersection with Route 20 on the west; 2) realignment of tangent track rails; 3) making Route 20 a Complete Street; and 4) creating access to the I-90 toll road. The activities listed below outline the key infrastructure improvements and recommendations for implementation.

Activity 1a – Close Route 12 and seek funding for closure and development of new parking garage improvements. It is recommended that the city enter into negotiations with the State Department of Transportation to discuss acquisition of funding to implement both a detailed traffic study focused on the closure of Route 12 as well as facilitation of necessary improvements along Route 20. These discussions need to focus on rerouting and relinquishing part of Route 12 and reconnecting Route 12 to Route 20 at a point east of Lake Street. In these discussions, the city should stress the potential savings to the state as well as request funds to pay for the new connection between Route 12 and Route 20. In addition the city should request authorization of removal of the closed section of Route 12, as well as funds for other infrastructure projects to enable transit-oriented development to occur. The city should use a portion of these funds for design and development of a new parking garage adjacent to the train station. In the immediate future, it is recommended that the city request from the Congestion Mitigation Air Quality Improvement (CMAQ) Program $1 million a year over three years 2017-2019 to build the necessary parking garage facilities.

Tasks for this Activity	1. Enter into negotiations with INDOT on road closures and street modifications. 2. Request funding from CMAQ funds through application at NIRPC.
Primary Responsible Agency	For Task 1: Mayor's Office For Task 2: Planning Department
Timeframe for Completion	For Task 1: Short-term (within 8 months) For Task 2: Immediate (next 30 days)

Activity 1b – Realign South Shore Tracks. The city, state and NICTD should apply for a TIGER Grant from the federal transportation department for realigning the rail and other infrastructure projects in the area (e.g., potential funds for interchange and Lake Street improvements).

Tasks for this Activity	Begin planning process with NICTD, NIRPC and INDOT so a grant application can be brought forward.
Primary Responsible Agency	Planning Department and Public Works Department

Timeframe for Completion	Short-term (within 24 months)

Activity 1c – Improve Route 20 as a Complete Street. Stakeholders described a dire need to beautify and green the Route 20 corridor. This effort encompasses both the Lakefront TOD and LID areas along Route 20 - starting from the western gateway at the Route 12/20 split, continuing east past Lake Street to the eastern gateway to the LID at Route 20 and County Line Road. The eastern and western gateways to this area are extremely important to creating a positive first impression of Gary by commuters, tourists and business people who regularly traverse the area. The city has the opportunity to work with its partners, including the state, NIRPC, local banks, and property owners to define and implement a beautification/green infrastructure and Complete Street program for this corridor (e.g., signage, trees/shrubs, bio swales, lighting, and sidewalks). Due to Route 20's designation as an "extra heavy duty highway", it is recommended that the city, with support from NIRPC, work closely with INDOT to finalize design solutions for the corridor.

Tasks for this Activity	1. Develop a Complete Street program and maintenance plan specifically for the Route 20 corridor that incorporates green infrastructure concepts. 2. Plan to be consistent with design standard requirements that address signage, lighting, landscaping and maintenance created. 3. Identify funding mechanisms (e.g., city, USDOT, NIRPC, INDOT, property owners, banks) 4. Implement plan.
Primary Responsible Agency	Department of Environmental and Green Urbanism and Public Works Department
Timeframe for Completion	Short-term (8-10 months) for plan development; ongoing as projects come online

Activity 1d – Study I-90 toll road access and related Lake Street improvements. Accessing Lake Street and the National Lakeshore from nearby Interstate 90 is circuitous. The current entrances to the Interstate are at opposite ends of Route 20, a condition that results in many vehicles and trucks having to drive along Route 20 to access businesses as opposed to accessing them via the highway. A new ramp from Interstate 90 at Lake Street would provide for a more direct route to the parks and beaches, reduce through traffic along Route 20, and strengthen Lake Street as a well trafficked commercial corridor. Creation of a new ramp would necessitate a widening of Lake Street south of Route 20 together with pedestrian and bikeway improvements to encourage movement along this north / south corridor.

Tasks for this Activity	Negotiate an agreement with Toll Authority and INDOT on possible creation of an interchange on Lake Street and I- 90, along with the possible widening of Lake Street.
Primary Responsible Agency	Mayor's Office
Timeframe for Completion	Short-term (within 12 months)

Partners and Funding Sources Collaborating with Gary for Infrastructure Improvements

- Northern Indiana Regional Planning Commission (NIRPC)
- Northern Indiana Commuter Transportation District (NICTD)
- Indiana Economic Development Commission (IEDC)
- Indiana Department of Transportation (INDOT)
- Northwest Indiana Regional Development Authority (RDA)

Potential funds that should be considered immediately:

- Surface Transportation Program (STP)
- Congestion Mitigation Air Quality Improvement (CMAQ)
- Highway Safety Improvement Program (HSIP)
- National Highway Performance Program (NHPP)
- Federal Transit Fund 5307 Urbanized Area Formula Program
- Transportation Infrastructure Finance and Innovation Act (TFIA)

Action 2: City to Take an Active Role in Shaping Lakefront TOD Development

It is important that the city play an active role in the redevelopment of the Lakefront District including the TOD and LID; it would be extremely difficult for the private sector to create such development on its own. The city needs to position the area to be attractive to developers at many levels including defining and adoption of land use plans and development concepts for the TOD, soliciting community input, undertaking rezoning, facilitating the review and approval process and establishing design guidelines. In addition, the city must develop a review process intended to attract and select developers for various project components.

Activity 2a – Initiate a public review process and solicit community input. The need for buy-in from the community supporting the objectives of the TOD makes it imperative that a public review process be initiated. Obtaining community feedback and support will help move the Lakefront TOD forward and eliminate potential delays and other pitfalls. The city should develop a community engagement strategy to work with stakeholders already engaged in the Lakefront District revitalization effort and include new stakeholders who will be affected by and benefit from the redevelopment of the area.

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Tasks for this Activity	Assemble a citizens committee from Lakefront District communities and commuters from outside the area that use the station. They should be used to review the activities and give input.
Primary Responsible Agency	Planning Department and Communications Department
Timeframe for Completion	Throughout project development

Activity 2b – Define and adopt a land use plan and Lakefront development concept. The city needs

to create and adopt a Lakefront TOD land use and redevelopment plan. Once this plan is approved, and areas rezoned accordingly, the development community will have the ability to move forward with an understanding of what is acceptable for development in the area both in terms of usage, bulk and design standards including height limits, acceptable densities, appropriate land uses, and parking requirements suitable for achieving a mixed use project.

Tasks for this Activity	1. Use conceptual plan to get local input. 2. Modify plan to fit neighborhood buy in and development concepts. 3. Rezone property.
Primary Responsible Agency	Planning and Zoning Departments
Timeframe for Completion	Short-term (12 months)

Activity 2c – Create a land assemblage program. Land assembly will be necessary to achieve the goals of the conceptual plan developed for the Lakefront TOD. While some parcels in the TOD may be primed for development by virtue of their attractive size and location, other parcels will need to be assembled (e.g., residential infill). The activities necessary to create and implement a land assemblage program for the Lakefront TOD are very similar to the LID land assembly activities under *Action 4: Assemble Properties in the LID to Attract and Support Development* in the LID section of the report.

Tasks for this Activity	See *Action 4: Assemble Properties in the LID to Attract and Support Development* in the LID section of the report.
Primary Responsible Agency	See *Action 4: Assemble Properties in the LID to Attract and Support Development* in the LID section of the report
Timeframe for Completion	See *Action 4: Assemble Properties in the LID to Attract and Support Development* in the LID section of the report

Activity 2d – Develop a process to attract and select developers for the project. It is recommended that the city select developers through a Request for Qualifications (RFQ) process. This process will help to determine the interest in the kind of project suggested and enable the city to negotiate the best development scenario for the area including land price, subsidies, incentives, risk reduction measures and infrastructure needs. To identify developers, the city could conduct a search of the entire region, including Chicago, Indianapolis, and Milwaukee. In selecting developers, primary consideration should be given to track records, financial strength, and ability to complete the project. The TOD project has various components and will attract developers for individual components resulting in a need for different RFQs to be used to catalyze the residential and commercial pieces.

Tasks for this Activity	1. Create requirements for RFQ. 2. Send out to development community.
Primary Responsible Agency	Redevelopment

Timeframe for Completion	For Task 1: short-term (3 months to create) For Task 2: short-term (2 months to respond)

Activity 2e – Market and promote vision for development. As the development steward for the TOD, the city will need to market and promote its vision for the TOD development and the surrounding area from the very beginning and throughout the development process.

Tasks for this Activity	1. Create marketing/branding campaign, including a logo. 2. Contact NIRPC for marketing assistance.
Primary Responsible Agency	Mayor's Office
Timeframe for Completion	Short-term (9-12 months)

Action 3: Work to Strengthen the South Lakefront Neighborhood

There is opportunity for the city to apply for and tap outside resources in an effort to strengthen the South Lakefront neighborhood. Currently, the western area is relatively stable while the eastern portion is in need of community planning assistance. In addition, there is opportunity to create and strengthen north/south travel from and residential development around the train station.

Tasks for this Activity	1. Request that NeighborWorks do a success measures study of this area. 2. Propose city apply for Choice Neighborhoods Grant to help plan housing around TOD.
Primary Responsible Agency	Planning Department
Timeframe for Completion	Short-term (9-12 months)

Action 4: Create Quiet Zones along the railroad tracks throughout the Lakefront District Corridor

Stakeholder input revealed a need for the creation of quiet zones due to loud train horns as well as safety issues along the commuter and freight rail lines to create an environment that is conducive to transit-oriented development.

Tasks for this Activity	1. Follow the Federal Railroad Administration guidelines for creating quiet zones. 2. Collaborate with federal, state, local, and private stakeholders in identifying the proper Supplemental or Alternative Safety Measures at the targeted railroad-highway crossings. 3. Identify funding to pay for crossing upgrades. 4. Create quiet zones for the Clay Street, Lake Street, Old Hobart and Old Howard

	rail crossings.
Primary Responsible Agency	Planning Department
Timeframe for Completion	Short-term (9-12 months)

Light Industrial District

Background

The Light Industrial District (LID) is roughly defined as the area bounded by Lake Street to the west, the NICTD commuter rail line to the north, County Line Road to the east and the Lake Station boundary to the south (see Figure 24). Land use within the LID is primarily light industrial with a variety of non-contextual uses including residential (mainly mobile homes), commercial, and institutional uses scattered throughout the western third of the LID. Protected dune areas are a visible and important part of the heritage and future development potential of the LID. Route 20, which is a main arterial highway through the state of Indiana and beyond has an "extra heavy duty highway" designation and bisects the LID. As a four-lane highway, it carries a large volume of truck traffic associated with industrial uses as well as auto-centric uses including commuters to the train station at Lake Street and points beyond. Given the LID's excellent truck access and proximity to the train station, visual enhancements including greenery and signage to guide motorists through the area as well as to specific local businesses, and the removal of visual blight which requires building code enforcement and demolition of abandoned buildings scattered throughout the area is sorely needed. The LID is a major gateway to the City of Gary and Lakefront District for the public and as a result it is imperative that it be viewed as a visually inviting and clean area (see Figure 25).

Figure 24: Light Industrial District

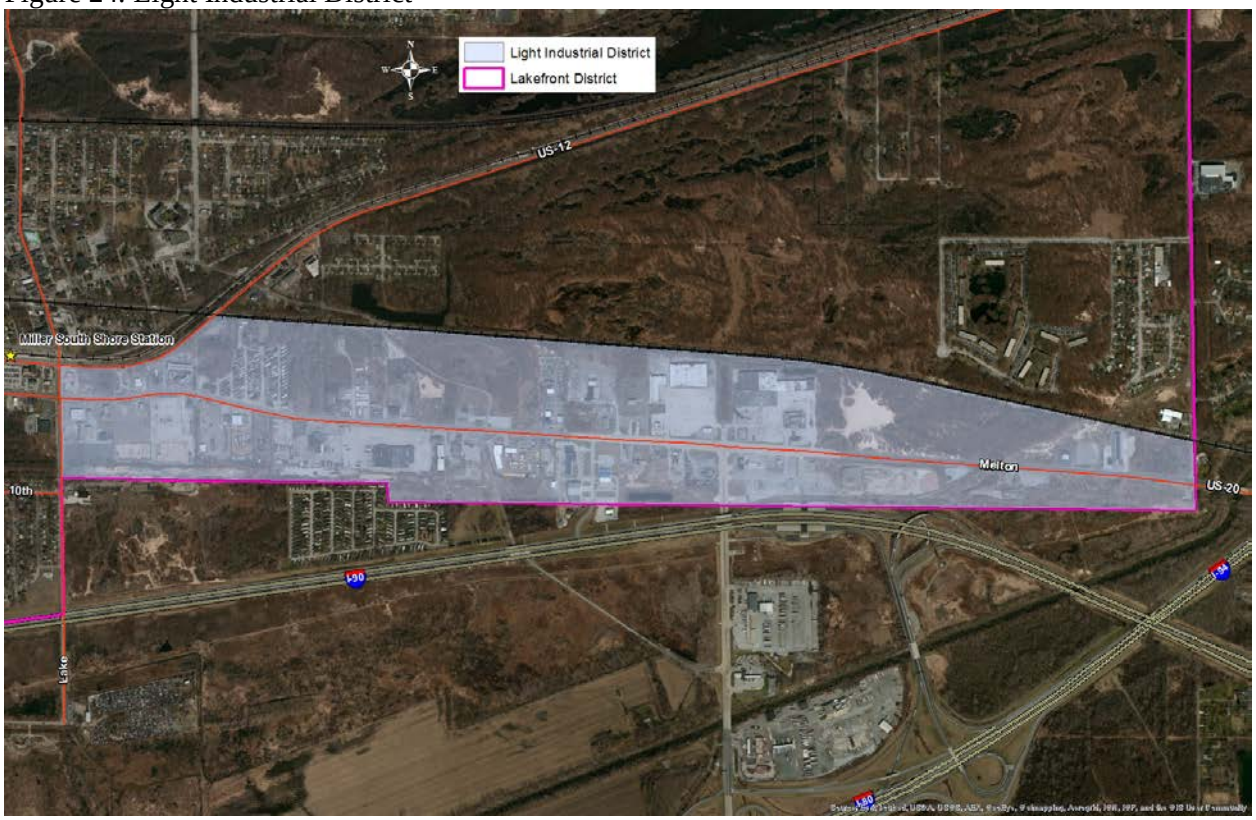


Figure 25: Example of Neglected and Underutilized Property in LID

Based on market research as well as stakeholder feedback, including local businesses and regional economic development representatives, the most significant challenges to new business attraction in the LID area include:

- A lack of readily available and sizable municipally or privately owned development sites in the LID which can be marketed to industrial and distribution users.
- Perception of crime in the area, including areas of neglect and safety issues in the LID and the city as a whole.
- Delays experienced in navigating Gary's municipal zoning and building permitting processes as compared with neighboring areas in the county.
- A fractured decision making economic development process which is not inviting to either users or developers.
- Visual blight within the industrial corridor which discourages significant outside investment.
- Environmental uncertainties.

Despite these challenges, the city has significant industrial development advantages that distinguish itself from its competing neighbors, including:

- Significant truck volumes on bordering major highways that could be partially diverted to Gary on their way to Chicago in order to take advantage of a cost differential of upwards of 18% to service and equip truck vehicles in Gary as opposed to the Chicago metro-area.
- Exceptional location - the LID is only 23 miles from Chicago's city limits.

- Presence of the Gary/Chicago International airport – Chicago's 3rd largest airport.
- Direct CSX rail freight and water access.
- The remaining presence of U.S. Steel and its numerous vendors who have yet to take full advantage of Gary as a potential warehousing and fabrication center.
- Significant excess electrical capacity that is independent of the Chicago grid positioning Gary to explore the potential to develop such industries as Mission Critical Data facilities aimed at the Illinois market.

Given these challenges and opportunities, Gary will capture new industry if the following areas of actual and perceived weaknesses are addressed:

- Development of an organized site assembly program that addresses multiple ownership issues for the purpose of creating sizeable development sites that can be effectively marketed by regional economic development interests and the city. The process which will ultimately involve the city, local businesses and property owners throughout the LID will need to focus on issues addressing:
  - Indiscriminate auctioning of valuable city-owned sites with no development timelines, goals, or design restrictions
  - Land-banking city sites for long term assembly and targeted industrial disposition purposes
  - Development of consortiums amongst disparate owners for the purposes of assembling large scale industrial sites
- Development of a uniform building code and project permitting processes that include performance, design and zoning standards, all setting the stage to position the LID to be developed as an attractive model industrial corridor.
- Facilitation of a strict code enforcement process for existing businesses and development of an anti-blight campaign throughout the entirety of the LID eliminating unsightly and antiquated structures.
- Exploration of "As of Right" permitting processes with specific benchmark timelines that are competitive with surrounding municipalities' performance.
- Development and launching of a clear marketing program and clear, consistent city process for interaction with developers.

Actions

A list of five specific actions and their supporting activities are provided as part of the LID and broader Lakefront District Revitalization Strategies that the city and its partners can design and implement in order to achieve the industrial, residential and commercial growth it both needs and seeks. For each action and activity, specific tasks are outlined for the city to undertake, the primary responsible agency is suggested together with a point of contact to complete the action/activity. Finally a recommended timeframe for completion of each action/activity is provided. These actions build on the LID Interim Action Plan developed in June 2014 (see Appendix E).

Action 1: Establish the Light Industrial District as a Pilot and Develop a Model Project on City Owned Land that Reflects the Design and Performance Standards for the LID

In order for the city to encourage industrial development and growth, it needs to understand where municipal review processes can be streamlined for the purpose of making Gary competitive in developers and users eyes with surrounding municipalities. By establishing the LID as a Pilot Special District project, the city will be in a position to communicate to the development community that it is determined to distinguish this area as primed for business in all aspects of development ranging from a refreshed zoning policy to updated design guidelines and expedited municipal processing of projects. The LID Special District should be viewed as a laboratory in which the City of Gary can test new development concepts and processes that will not only encourage desirable economic development in the LID but also will have future application to other areas in the city. The proposed Special District activities include:

- Activity 1a – Redraft portions of Gary's existing zoning to allow designation of the LID as a "Special District" that includes industrial design guidelines in addition to provisions to allow a Commercial Overlay.
- Activity 1b – Create an "As of Right" permitting process.
- Activity 1c – Create a tax abatement program that is unique to the LID.
- Activity 1d – Meet with LID property owners to organize them as an effective advocate for the LID area and to obtain their feedback.
- Activity 1e – Formally sanction the LID as a Special District by branding it and marketing the area accordingly.
- Activity 1f – Develop an industrial project on existing city owned land in the LID to serve as a model for future industrial development in the area.

Activity 1a – Redraft portions of Gary's existing zoning to allow designation of the LID as a "Special District" that includes industrial design guidelines in addition to provisions to allow a Commercial Overlay. Gary's zoning for the LID has, as is the case with many cities, failed to keep pace with current industrial needs and regional economic development trends. Zoning has two masters – the first, ***control,*** wherein it first serves as a guide to prevent both unwanted uses and building masses from being developed in a specific area. Its other master is ***inducement***, where zoning must also serve to promote economic development by creating a well thought out regulatory environment that promotes and encourages market driven projects thus creating jobs and generating new tax revenues. In rethinking portions of the LID's zoning as a Special District to encourage a wide range of industrial uses while eliminating the need for variances, a Commercial Overlay for the LID is necessary, not only to align existing and desired retail uses with LID zoning and development vision, but to provide for relevant industrial and retail design standards, standards that are currently non-existent. Gary's Planning Department has identified the following design standard needs for the LID that should be considered when drafting a Special District zoning plan:

- Design guidelines for area-wide and individual business signage and façade lighting.
- Design of green land mark plazas in the front setbacks of existing buildings and landscaping to create a gateway for each business park or business.
- Installation of curb cuts and sidewalks throughout the district.
- Where possible create connected internal roads across properties to keep the maximum amount of truck traffic within interior properties leading to a central traffic light intersection accessing Route 20.

- Identify color and building materials for property owners to choose from (e.g., swatch of primary and secondary accent of materials and colors) to encourage creativity but maintain control.
- Design of increased setbacks with landscaping and required maintenance.

Tasks for this Activity	1. Planning and zoning staff to work together to draft new Special Zoning for the LID District using best practices from other municipalities where necessary (see Appendix F). 2. Planning staff reviews building design guideline and drafts acceptable standards for LID (see Appendix F). 3. New zoning and design standards provide basis for Commercial Overlay District which is adopted through city ordinance formalizing LID Special District.
Primary Responsible Agency	Planning and Zoning Departments
Timeframe for Completion	Short-term (6-8 months)
Status	The City of Gary understands the need to update its zoning regulations. With the city's recent SC2 designation, zoning and code updates will be incorporated into SC2 process, including consideration for a Commercial Overlay in the LID. In addition, the city has started to incorporate design standards into its RFP process.

Figure 26 is an example of a light industrial corridor that shows the type of development appropriate for the LID.

Figure 26: 28th Street/31st Street Corridor in Nashville, Tennessee (LandscapeOnline.com, 2014)

Activity 1b – Create an "As of Right" permitting process. Communities like Gary that need to attract development are looking to streamline and create development "as of right" systems. For Gary to be competitive with nearby cities such as Portage and Hobart, its permitting, planning, and incentives processes need to be streamlined as well so that approvals are generally provided within a 60 day period. Currently, based on stakeholder feedback, Gary's review processes are both confusing and cumbersome generally taking far in excess of 60 days to accomplish. It is recommended that all steps of the development review process be placed on a development "clock" that tracks a project's progress through the city approval process thus providing developers with a clear path to navigate the system in a clearly understood and timely framework.

Tasks for this Activity	1. Department of Commerce (DOC) reviews NYC "as of right" example (see Appendix G). 2. DOC works with the Economic Development Corporation (EDC), Mayor's Office and EPA to determine how to develop an "as of right" development process by outlining what needs to be done to streamline current policies, including timelines for implementation. 3. DOC sends the draft permitting process to NW Indiana Forum and Indiana Economic Development Corporation for review and feedback. 4. New permitting process is adopted through city ordinance used to formalize LID pilot. 5. DOC "tests" process as projects come online and makes adjustments/fine tunes as necessary.
Primary Responsible Agency	Department of Commerce
Timeframe for Completion	Short-term (6-8 months), iterative process
Status	Not started

Activity 1c – Create a tax abatement program that is unique to the LID. To give the LID in Gary a competitive advantage that distinguishes it from other cities, tax incentives will help draw developers and business owners to the LID. The city has the opportunity to create such a program as part of the LID Special District pilot. It can be an important development tool that will distinguish the area and help brand and market the LID to prospective developers and end users. To create the program, it is recommended that the DOC, EDC and the Mayor's Office work together to designate the entirety of the LID as an Economic Revitalization Area making all industrial properties in the district eligible to apply for building and machinery enhanced tax abatements pursuant to Indiana State Code 6-1.1-12.1. The real property abatement is a declining percentage of the increase in assessed value of the improvement based on a select time period as determined by the city. Land does not qualify for abatement.

Though the abatement is promulgated at the state level, Gary has the discretion to determine the extent of the abatement on both building and manufacturing equipment. Buildings developed in the LID under this initiative or new eligible manufacturing equipment would be eligible for real estate tax abatement for a period of ten years based on the amount of deduction allowed by the city.

Tasks for this Activity	1. EDC or DOC collects necessary data on LID properties for input into the EDC's ED Model Data Request Form. 2. EDC consultant conducts analysis on LID properties. 3. EDC consultant presents findings to EDC, DOC, and the Mayor's Office. 4. EDC develops program to be implemented in LID. 5. Mayor's Office, EDC, DOC review program parameters then adopt through city ordinance used to formalize LID pilot.
Primary Responsible Agency	Economic Development Corporation
Timeframe for Completion	Short-term (6-8 months)
Status	Not started

Activity 1d – Meet with LID property owners to organize them as an effective advocate for the LID area and to obtain their feedback. Before the LID pilot is adopted, meeting with the LID property owners to discuss the overall concept with proposed specific zoning, design standards, and tax abatement programs is essential to the successful implementation of the LID. Getting their feedback and buy-in to the concept will help move the LID forward and eliminate potential delays and other pitfalls. Meeting with the owners in the LID will also be helpful as planning for site assemblages within the LID moves forward.

Tasks for this Activity	1. Organize a series of meetings with property owners. 2. Use the LID Task Force and LID Property Owners Partnership (see Actions 2 and 3) to inform property owners about the meetings and use these groups as a method for obtaining feedback. 3. Incorporate feedback.
Primary Responsible Agency	Planning Department and Volunteers
Timeframe for Completion	Short-term (6-8 months)
Status	Not started

Activity 1e – Formally sanction the LID as a Special District by branding it and marketing the area accordingly. It is recommended that the city formalize the LID Special District through adoption of an ordinance that includes the new zoning, design guidelines and permitting processes for the LID, while at the same time designating the LID as eligible for the newly created tax abatement program. Through a formal announcement the city will discuss how the LID pilot is a "testing ground" or "laboratory" for new concepts and ideas that could be implemented in other parts of the city. As part of making the LID pilot official, the city will brand the area with a logo and marketing campaign that will help formally launch the pilot program.

Tasks for this Activity	1. Mayor's Office to adopt an ordinance that will create a LID Special District pilot for adoption by City Council. The ordinance will approve zoning, design guidelines, and development processes. A second ordinance will designate the LID as eligible for tax abatement as defined under 1C above. 2. Create marketing/branding campaign, including a logo. Contact NIRPC for marketing assistance. 3. Launch the Pilot Program.
Primary Responsible Agency	Mayor's Office
Timeframe for Completion	Short-term (9-12 months)
Status	Not started

Activity 1f – Develop an industrial project on existing city owned land in the LID to serve as a model for future industrial development in the area. The City of Gary currently owns an approximately 12 acre industrial site fronting Route 20 opposite the new Charter School facility. It is recommended that the city seek funding at the regional, state and federal levels to undertake the development of an industrial project to include construction of an approximately 120,000 square feet of industrial flex buildings. Development of the industrial project according to upscale design and performance standards will, apart from providing needed modern industrial space in the LID, serve as the design and performance standard for future development within the remainder of the LID. See the Route 20 East description of the conceptual plan for details on the development specifications.

Tasks for this Activity	1. City to designate site as an industrial project and remove from auction procedures. 2. Begin process to identify funding at the regional and state levels to develop project. 3. Undertake design study of site. (Optional, based upon results of city land assembly efforts.) 4. Interview developers - coordinate effort with regional and state offices.
Primary Responsible Agency	Economic Development Corporation
Timeframe for Completion	Short-term (9-12 months)
Status	Not started

Action 2: Formalize a Task Force for the LID

A formal partnership is needed to continue the conversation relevant to the challenges and opportunities in the LID and to build momentum and excitement that change is coming to this area. The LID Focus Group meeting in May of 2014 revealed many interested and invested parties that are eager to contribute and participate in LID activities, including property owners, commercial realtors, developers, IEDC, NW Indiana Forum, and NIRPC. Regular networking breakfast meetings will help to continue the momentum

established at the focus groups.

Tasks for this Activity	1. Mayor to send an invitation to key stakeholders identified for task force to attend a monthly breakfast forum or other regular meeting. Mayor will attend the first meeting to kickoff the task force. 2. DOC to formalize partnership with key stakeholders such as property owners, IEDC, NW Indiana Forum, commercial realtors, NIRPC, and developers. 3. Determine primary goals and objectives for the group (e.g., build relationships with LID property owners, property assemblage) 4. Meet once a month
Primary Responsible Agency	Department of Commerce
Timeframe for Completion	Immediate (2-3 months) to establish group then ongoing
Status	Not started

Action 3: Establish a Property Owners Partnership for the LID

Stakeholder feedback identified a need for a designated entity within the city to reach out to property owners for the purpose of involving them in the establishment of the LID. There is currently a perception that several key property owners are unwilling to work with the city in site assemblage, while others indicate this is not necessarily the case and the "difficult" property owners do in fact want to see improvements in the LID. This confusion can be overcome by creating a Property Owners Partnership (POP) for the LID where key property owners work closely with the city to ensure everyone benefits and is apprised of LID activities. For example, the LID POP can serve as a forum where the city receives feedback on potential policy changes (e.g., zoning, design guidelines) and where an ongoing dialogue amongst LID property owners is encouraged. This group will be integral to identifying and facilitating discussions relating to specific site assemblages.

Tasks for this Activity	1. Identify the five largest or key property owners to participate in LID POP. 2. Determine primary goals and objectives for the group. 3. City to designate someone to be the POP's point of contact. 4. Meet regularly.
Primary Responsible Agency	Department of Commerce
Timeframe for Completion	Immediate (2-3 months) to establish group then ongoing
Status	Not started

Action 4: Assemble Properties in the LID to Attract and Support Development

Stakeholder feedback from commercial realtors, IEDC, and the NW Indiana Forum has revealed that land assemblage is a significant issue in Gary. Participants in focus group sessions noted that while industrial

developers are very interested in coming to Gary there are not enough sizeable developable parcels available that fit their needs. Site assemblage is, therefore, critical to creating developable parcels that will increase property inventory. The perception of Gary, including the blight associated with this area and unclear city administrative processes add to the challenges of developing properties in the LID. This Action is comprised of a series of activities to assemble properties, as follows:

- Activity 4a – Stop all tax lien sales in the LID.
- Activity 4b – Survey LID properties.
- Activity 4c – Conduct at a minimum Phase I environmental assessments on properties to address uncertainty.
- Activity 4d – Prioritize sites for assembly.
- Activity 4e – Strategize financing and legal mechanisms to assemble properties and facilitate development.
- Activity 4f – Market properties.

Activity 4a – Stop all tax lien sales in the LID. One of the first steps to assembling properties in the LID is to stop the sale of available city land without development restrictions through tax lien sales, sales which all too often go to speculators and outside interests whose interests seldom lead to renovating or redeveloping the properties. Allowing continued tax lien sales of LID properties is a missed development opportunity for the city. Control by the city of these properties facilitates site assembly, a critical need within the LID. A new Indiana law, Senate Bill 422, which became effective July 1, 2014, will help eliminate the sale of blighted and abandoned homes to for-profit interests.

Tasks for this Activity	1. Search properties in LID to determine which ones have liens. 2. For those with liens, begin the process to stop any sales in progress. 3. Acquire land for assemblages.
Primary Responsible Agency	Redevelopment
Timeframe for Completion	Immediate (2-3 months)
Status	Underway

Activity 4b – Survey LID properties. Blight is evident in the LID. From dilapidated and falling down structures to illegal dumping activities, the perception of the LID by the public is one of neglect and crime. The city has the power to combat this perception, in part, by identifying properties for strict code enforcement and demolition. Cleaning up blighted properties in the LID will help alleviate developer concerns regarding risk management and overall make the LID more appealing.

Tasks for this Activity	1. Survey every lot in LID to determine expedited code enforcement and demolition, using the map and ownership information provided by Vita Nuova in May 2014. 2. Prioritize properties for code enforcement and demolition 3. Conduct code enforcement and demolition

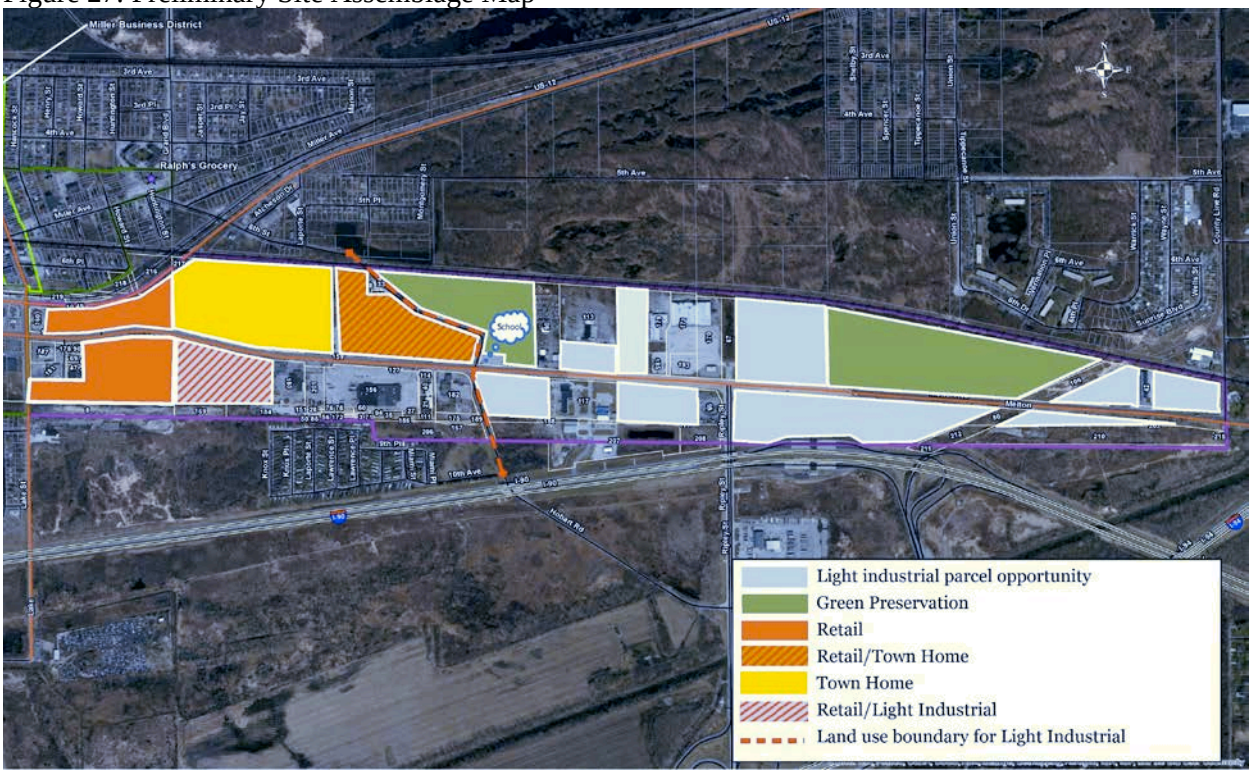
Primary Responsible Agency	Code Enforcement Department
Timeframe for Completion	Immediate (2-3 months)
Status	Underway

Activity 4c – Conduct at a minimum Phase I environmental assessments on properties to create more certainty. Potential environmental issues in the LID create uncertainty for development. If there are environmental concerns, developers want to know the extent of the contamination and the cost to remediate. Conducting preliminary Phase I environmental site assessments (ESAs) in the LID will help identify areas of concern and prioritize sites for redevelopment.

Tasks for this Activity	1. Identify potential mechanisms for conducting Phase I ESAs (e.g., EPA, state). 2. Work with EPA and RDA to secure assistance. 3. Conduct a Phase I ESA on sites in LID.
Primary Responsible Agency	Department of Environmental and Green Urbanism and Lake County
Timeframe for Completion	Short-term (10-12 months)
Status	RDA is in the process of submitting an application for EPA TBA assistance to conduct a Phase I –Light ESA on LID properties.

Activity 4d – Prioritize sites for assembly. Using information collected in Activities 4a-4c, the city can begin the process of prioritizing sites in the LID for assemblage. The Planning Department created a potential site assemblage map (Figure 27) in April 2014 that can serve as a starting point to be reviewed and revised based on additional information collected under this effort. Utilizing the LID Task Force and LID POP to help prioritize sites will further bolster city transparency and its commitment to development in the LID.

Figure 27: Preliminary Site Assemblage Map



Activity 4e – Strategize financing and legal mechanisms to assemble properties and facilitate development. Using information collected under Activities 4a-4d, the city, working with the LID Task Force and POP, can begin the process of assembling properties for development. The city already owns several large key sites within the LID thus giving the city some strategic control over end use and timing of development in the area through the RFP process. The city may consider strategically acquiring additional sites, depending on financial capacity, to assist with enlarging the existing municipally controlled sites. Another strategy is for the city to take an active role by working with developers and property owners to facilitate cooperative development through incentives (e.g., tax abatement program), infrastructure improvements, waiving or reducing permit fees and other actions. It is recommended that the city take a proactive approach to economic development by partnering with the LID Task Force and POP to define a very focused and strategic approach to land assembly.

Tasks for this Activity	1. Work closely with LID Task Force and POP to define a strategic approach to land assembly, using information collected under Activities 4a-4d. 2. Acquire additional property, depending on city's financial capacity. 3. Implement development incentives (see Activity 1c – Create a Unique Tax Abatement Program for LID). 4. Help multiple owners consolidate land.
Primary Responsible Agency	Redevelopment
Timeframe for Completion	Short-term (10-12 months)

Status	Not started

Activity 4f – Market properties. Once site assemblage is complete, the city can work with its partners to develop a marketing program for these sites. For example, the NW Indiana Forum has resources available to assist with marketing.

Tasks for this Activity	1. Work with LID Task Force to brainstorm marketing ideas for properties that have been assembled. 2. Partner with NW Indiana Forum to develop a marketing campaign for available properties. Provide them with property specifications and other information to input into marketing materials, databases, etc.
Primary Responsible Agency	Redevelopment
Timeframe for Completion	Short-term (10-12 months); ongoing as properties are assembled
Status	Not started

Action 5: Complete a First Development Project as Part of Proof of Concept for LID Pilot

The goal of the LID is to ultimately encourage economic development within its designated area that provides jobs, increases the city's tax base, aesthetically improves the corridor and manages stormwater runoff effectively. Actions 1-4 provide the framework for encouraging this type of development in the LID. It is up to the city to test the concepts outlined in the framework by identifying a project and going through the process as a proof of concept for the LID. This test case will identify what works and which areas need improvement. It can be used as a benchmark for future projects as the city further defines its development processes.

Tasks for this Activity	1. City issues an RFP for potential buyers of a select city property. RFP requires design guidelines. 2. Property owners respond to RFP with a project site plan and elevation which conforms to RFP requirements. 3. City to expedite negotiation relative to disposition. Terms to include: - Price for land - city due diligence documentation undertaken - title search, tax search, etc. - Landscaping and maintenance plan for the site. 4. Draft MOU to reflect terms of the agreement. 5. Disposition of property pursuant to City Charter to commence upon signing of MOU outlining terms and conditions for disposition.
Primary Responsible Agency	Department of Commerce
Timeframe for Completion	Immediate (3-4 months)

Status	The city issued an RFP for city-owned property, which included design guidelines, and selected a developer for the property.

Appendices

Appendix A: Lakefront District Preliminary Market Findings

On January 10, 2014 the technical assistance team presented the following PowerPoint presentation to EPA and the city to discuss the preliminary market findings for the Lakefront District.

Partnership for Sustainable Communities
Brownfields Program

Preliminary Market Findings
Lakefront District Plan

Sustainable Communities Program
in Gary, Indiana

January 10, 2014

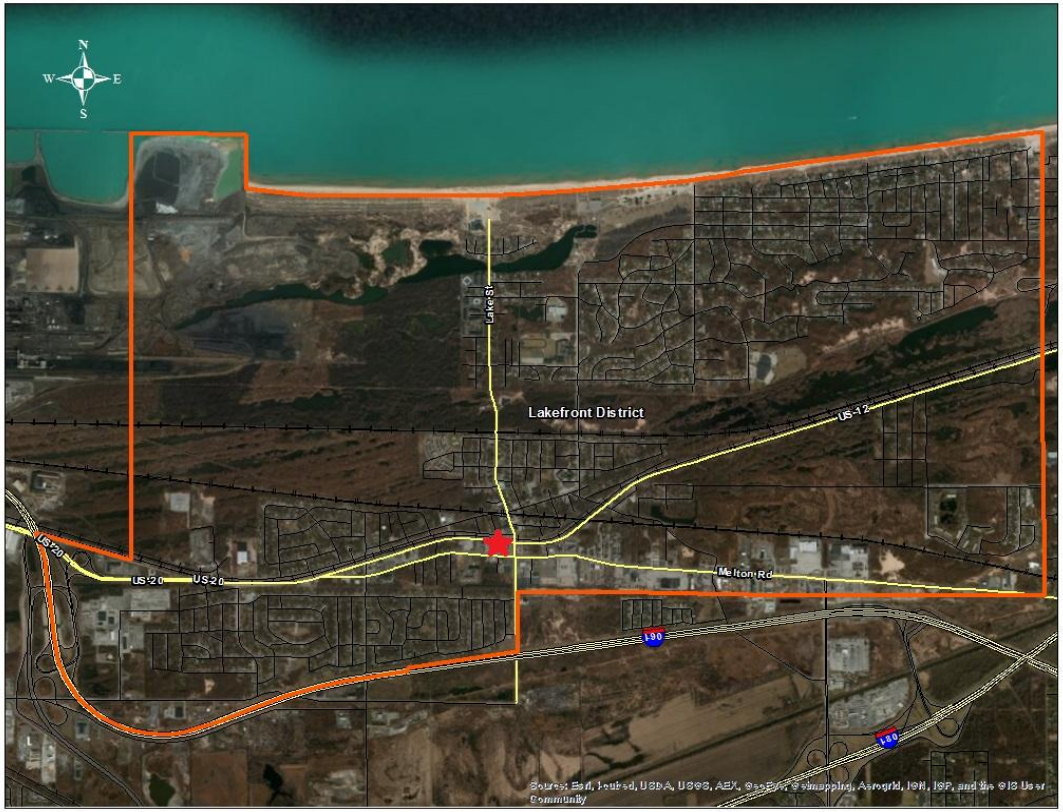
Internal working draft – do not cite or distribute

Today's Agenda

1. Project Overview
2. Special Districts
3. Regional Trends
4. Economic and Market Trends Analysis
5. Next Steps

Project Overview

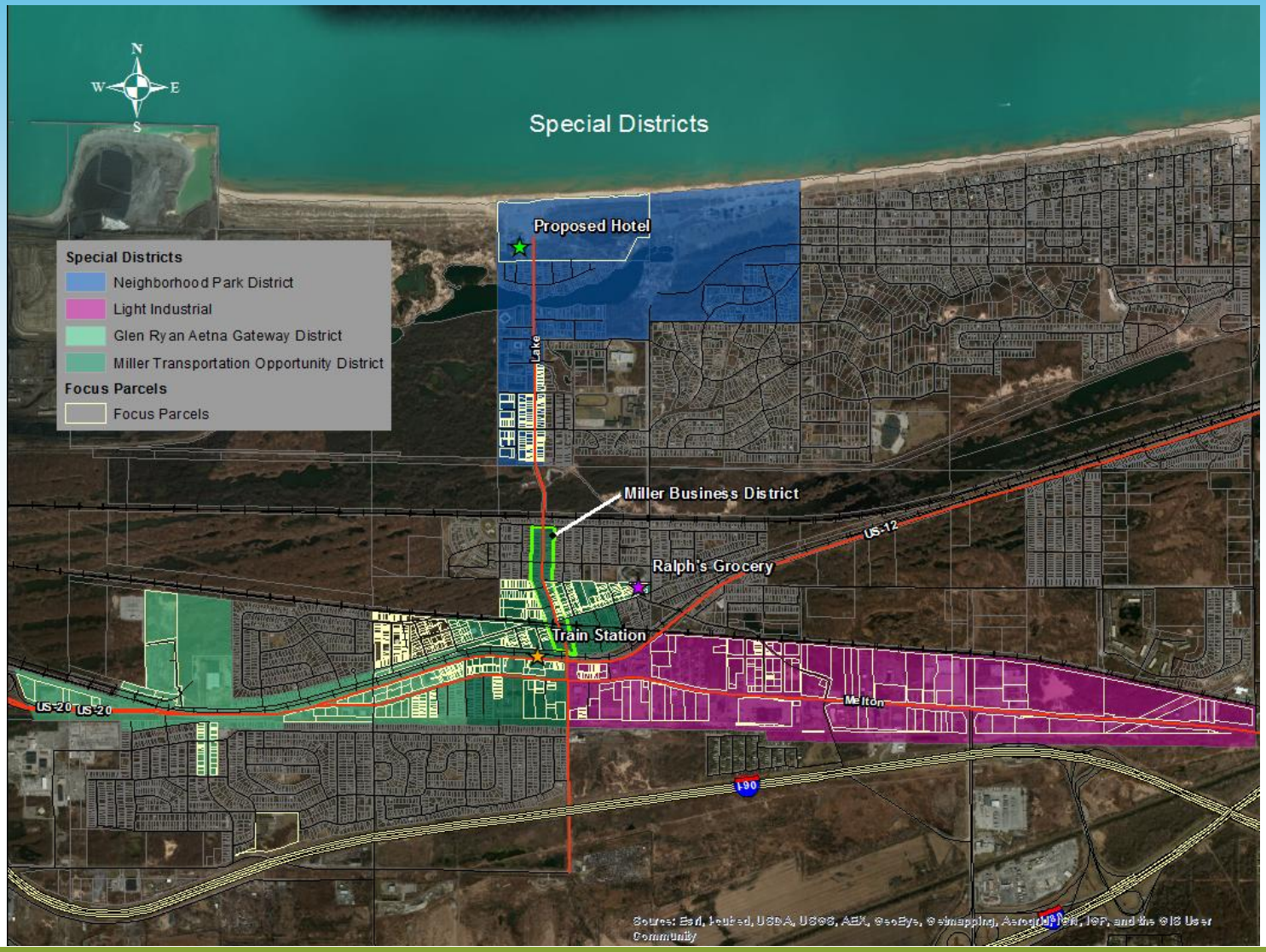
Creation of a Strategic Investment Analysis for the Lakefront District encompassing the Miller, Aetna, and Glen Ryan neighborhoods that utilizes marketing and development strategies to support public and private investment and economic development throughout the area.



Objectives

- Development of district and sub-district special project boundaries
- Identification of key issues affecting successful development
- Identification of key catalyst brownfield sites for further analysis and development
- Facilitation of the creation of a community redevelopment strategy

Special Districts



Regional Trends - Indiana

- Indiana as a whole has expanded its export influence within the emerging BRIC market (Brazil, Russia, India and China) in the fields of transportation equipment, industrial machinery and life sciences product manufacturing. Indiana surpasses the Mid-west in export growth. Top export product are diesel engines. (http://www.stats.indiana.edu/lii/)

- Home builder confidence improved in 2012. The recent rise in mortgage interest rates has not deterred consumers as once was greatly feared as rates are still near historically low levels. (http://www.stats.indiana.edu/lii/)

Regional Trends – NW Region

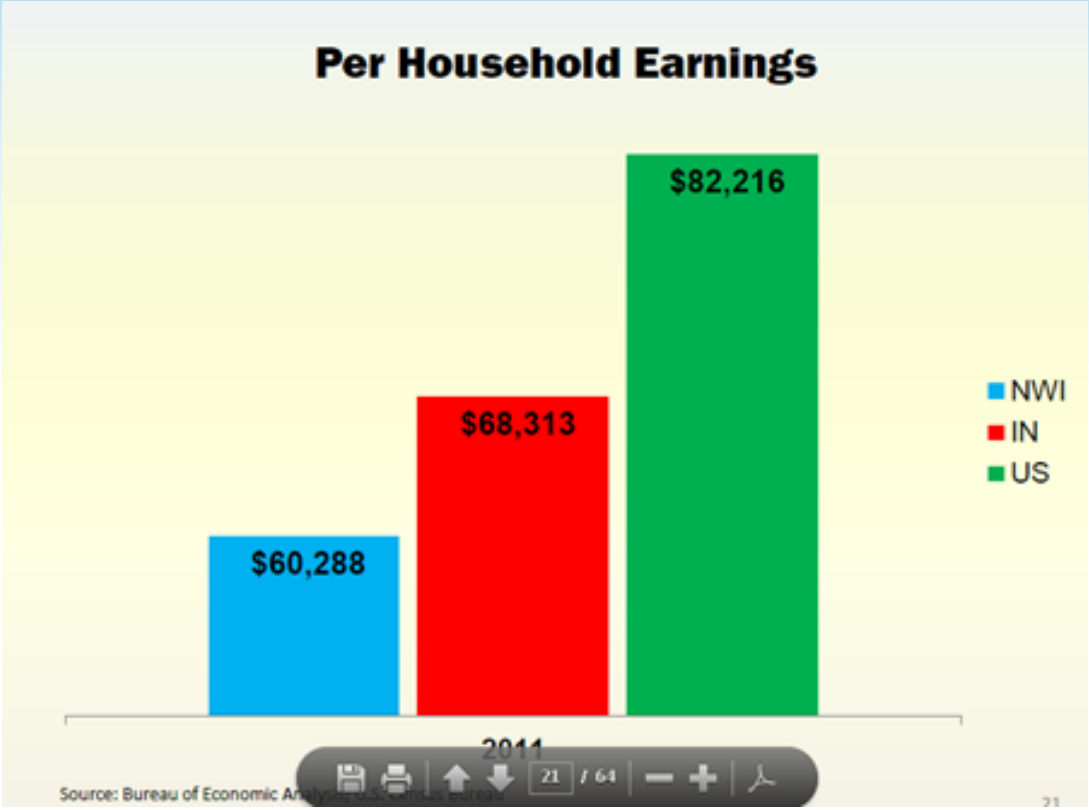
NW Region (Counties of Lake, Porter, La Porte, Starke, Pulaski, Jasper, and Newton) has an expanding GRP (sum of all economic activity within the region including personal, gov't and business spending).

In 2011 total GRP was $33,250,000,000 representing 6.7% of the entire Chicago Metro Economy.

(http://www.stats.indiana.edu/lii/)

Regional Trends –NW Region

- While household earnings within the NW Region outpaced the growth rate of Chicago, Fort Wayne and Grand Rapids they are still below the national average and Indiana average as a whole.



Source: http://www.stats.indiana.edu/lii/

Regional Trends – NW Region and Lake Region

- Top 5 industries in NW Region based on 2011 earnings were:
  - Primary Metal Manufacturing (steel mills/foundries) - $2.1 billion
  - Ambulatory Health Care (physicians, clinics) - $2.0 billion
  - Local Gov't - $1.8 billion
  - Specialty Trade Contractors (carpenters, electricians) - $1.05 billion
  - Hospitals - $912 million
- Top 5 industries in Lake Region based on 2011 earnings are very similar to the Northwest Region:
  - Primary Metal Manufacturing
  - Ambulatory Health Care
  - Specialty Trade Contractors
  - Hospitals
  - Wholesale Trade

Regional Trends – NW Region

Regional Drivers: Highest Growth

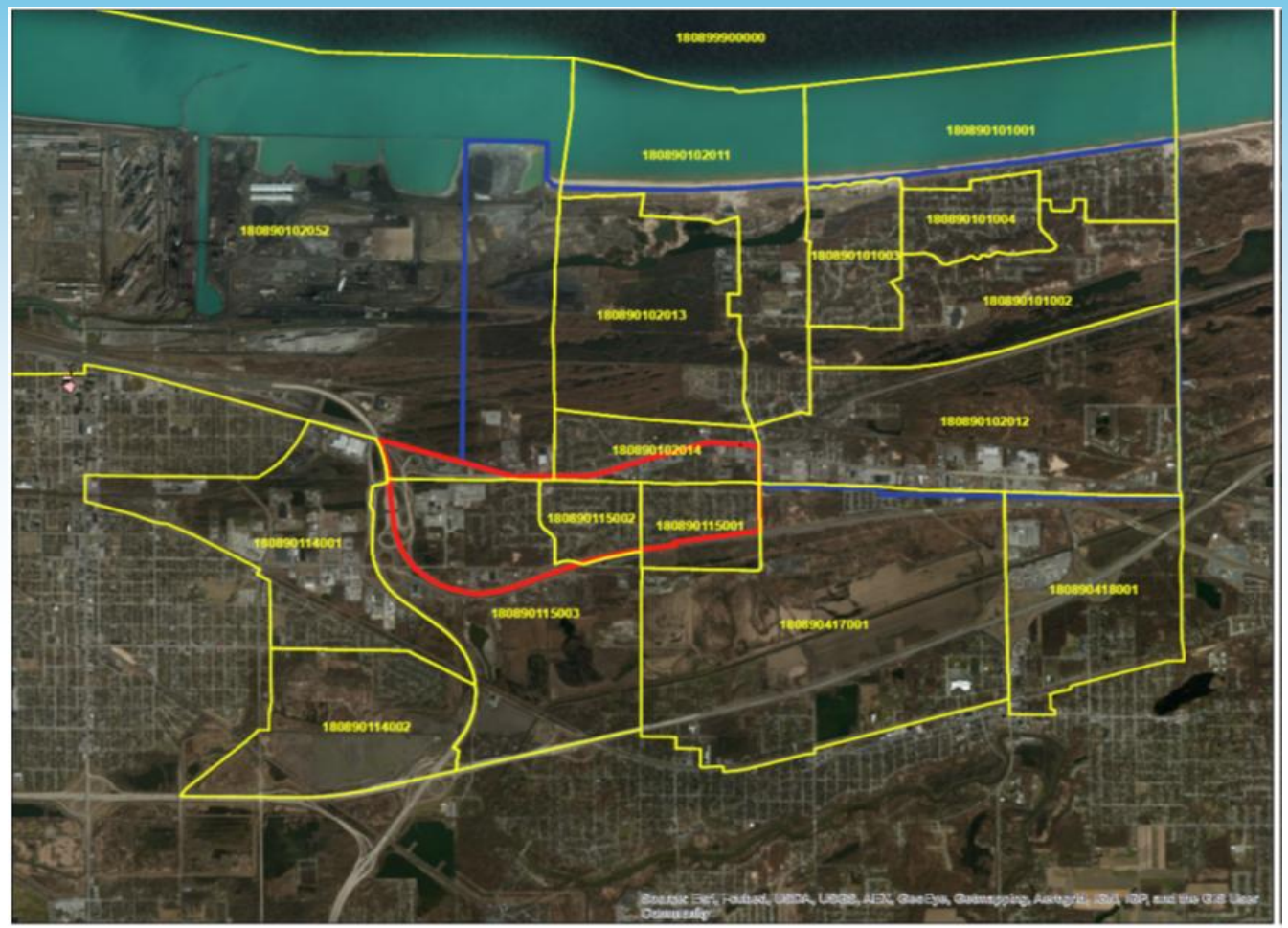
2001-2011 Earnings (10 Years)

	CHANGE IN EARNINGS	% CHANGE	# JOBS (2011)	CHANGE IN JOBS	AVERAGE WAGE
Ambulatory health care services	$535 M	76%	15,527	4,019	$52,936
Specialty trade contractors	366 M	53	15,633	-160	67,432
Hospitals	333 M	58	15,648	1,913	47,788
Heavy and civil engineering construction	322 M	264	3,365	1,565	87,308
Primary metal manufacturing	315 M	18	19,213	-915	87,464
Farm earnings	292 M	291	1,788	-10	N/A
Petroleum and coal products manufacturing	288 M	156	2,033	59	66,726

Economic and Market Trends Analysis

- Demographic Analysis
- Market Analysis
  - Retail Market
  - Housing Market
  - Industrial Market
  - Tourism Market

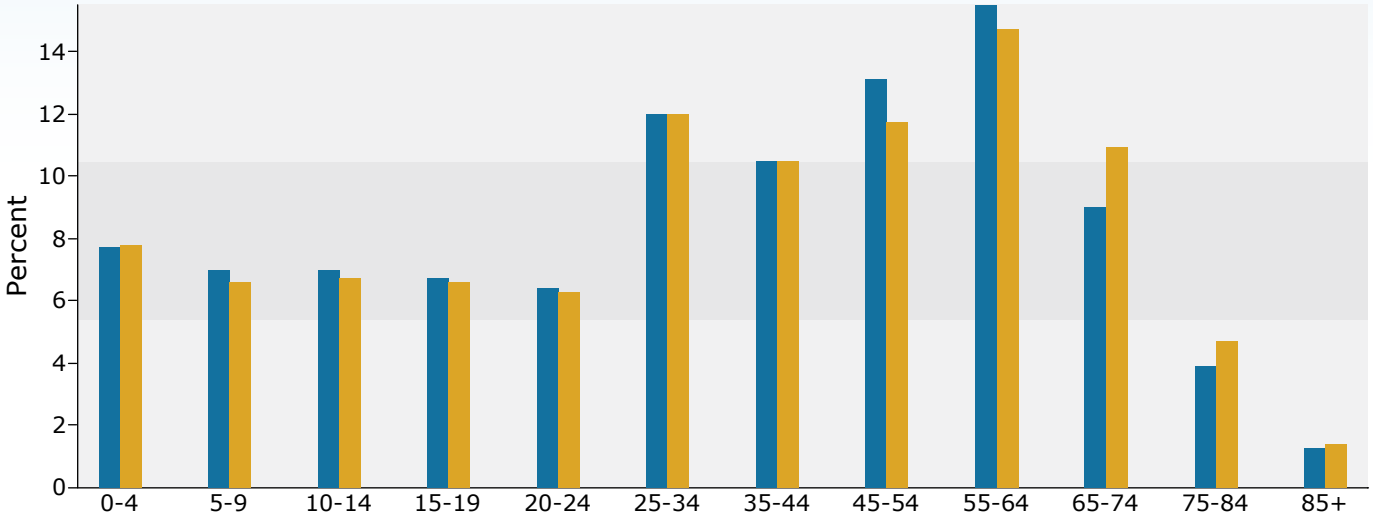
Target Market Area



Demographic Analysis
Population

Population	City of Gary	Target Area
2000 Population	102,746	20,893
2010 Population	80,294	17,038
2018 Population	76,002	16,710
% Change 2000-2018	-35.2%	-20.0%

Target Area Population by Age



Median Age: 38.1

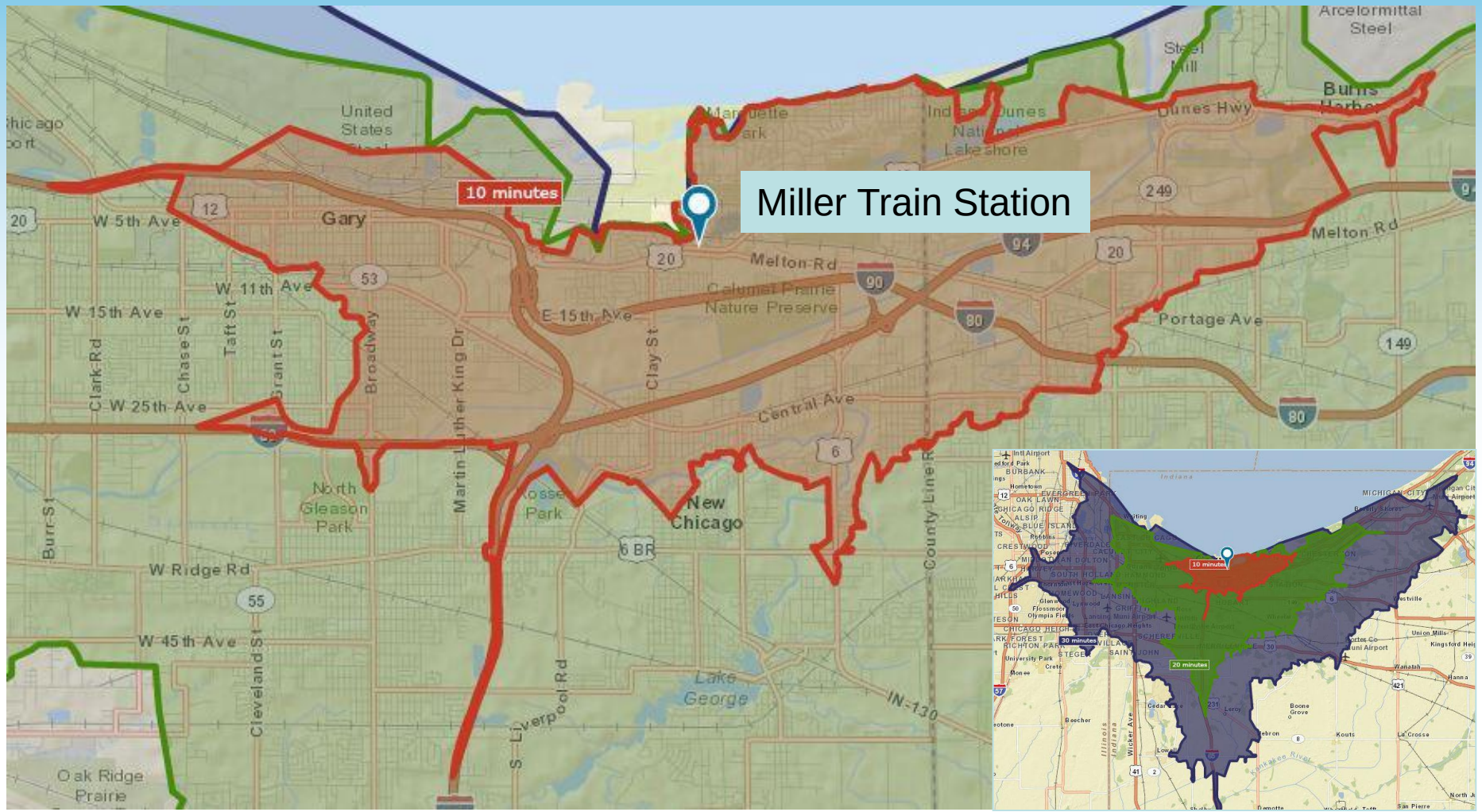
Demographic Analysis
Labor Force and Earnings

Educational Attainment of Population Age 25+	City of Gary	Target Area
High School Diploma or Equivalent	37.7%	36.4%
Some College	25.6%	24.3%
Bachelor's Degree	8.5%	11.9%

Median Household Income	City of Gary	Target Area
2013	$26,030	$34,637
2018	$29,801	$40,697
% Change 2013-2018	14.5%	17.5%

Market Area

Drive Time from Miller Train Station – 10, 20, and 30 minutes

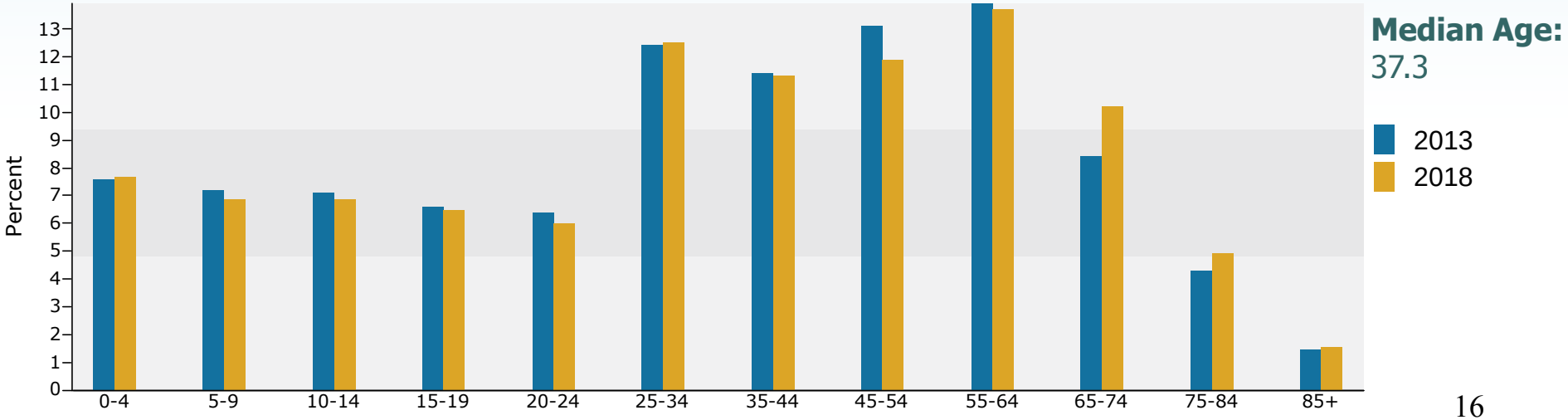


Demographic Analysis

Population

Population	10 minutes	20 minutes	30 minutes	Indiana
2000 Population	59,868	368,957	922,963	6,080,485
2010 Population	50,169	355,959	914,199	6,483,802
2018 Population	48,894	350,346	913,233	6,692,453
% Change 2000-2018	-18.3%	-5.0%	-1.1%	10.1%

Population by Age for 10 Minute Drive Time Area



Demographic Analysis
Labor Force and Earnings

2013 Educational Attainment of Population Age 25+	10 Minutes	20 Minutes	30 Minutes	Indiana
Not a High School Graduate	15.9%	14.9%	14.2%	13.2%
High School Graduate or more	84.0%	85.1%	85.8%	86.6%
Bachelor's Degree or more	14.0%	16.0%	20.1%	22.9%
Advanced Degree or more	5.0%	5.1%	6.6%	8.2%

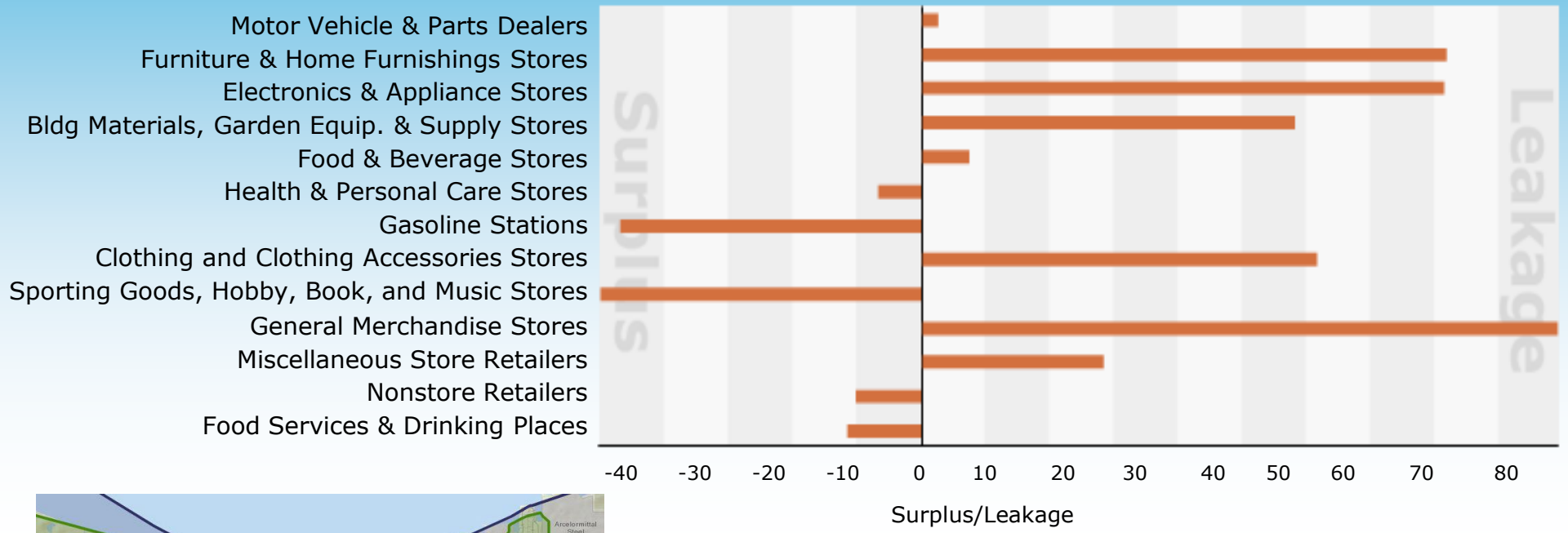
Median Household Income	10 Minutes	20 Minutes	30 Minutes	Indiana
2013	$30,108	$40,268	$45,850	$46,401
2018	$35,885	$50,305	$54,868	$56,206
% Change 2013-2018	19.2%	24.9%	19.7%	21.1%

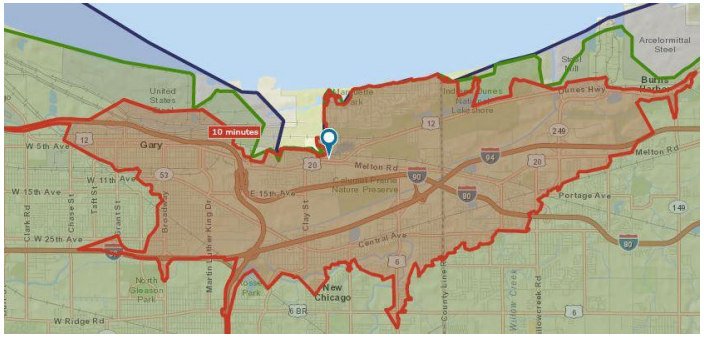
Demographic Analysis Summary

- Population in the Market Area is declining and aging, especially in the 10 minute drive time area.
- Low educational levels are a challenge to long-term growth; however, an opportunity for workforce development and training exists.
- Although median household income in the Market Area is projected to increase at a faster annual rate than the nation as a whole, it is still well below the state and nation's median income, especially in the 10 and 20 minute drive time areas.

Market Analysis: Retail

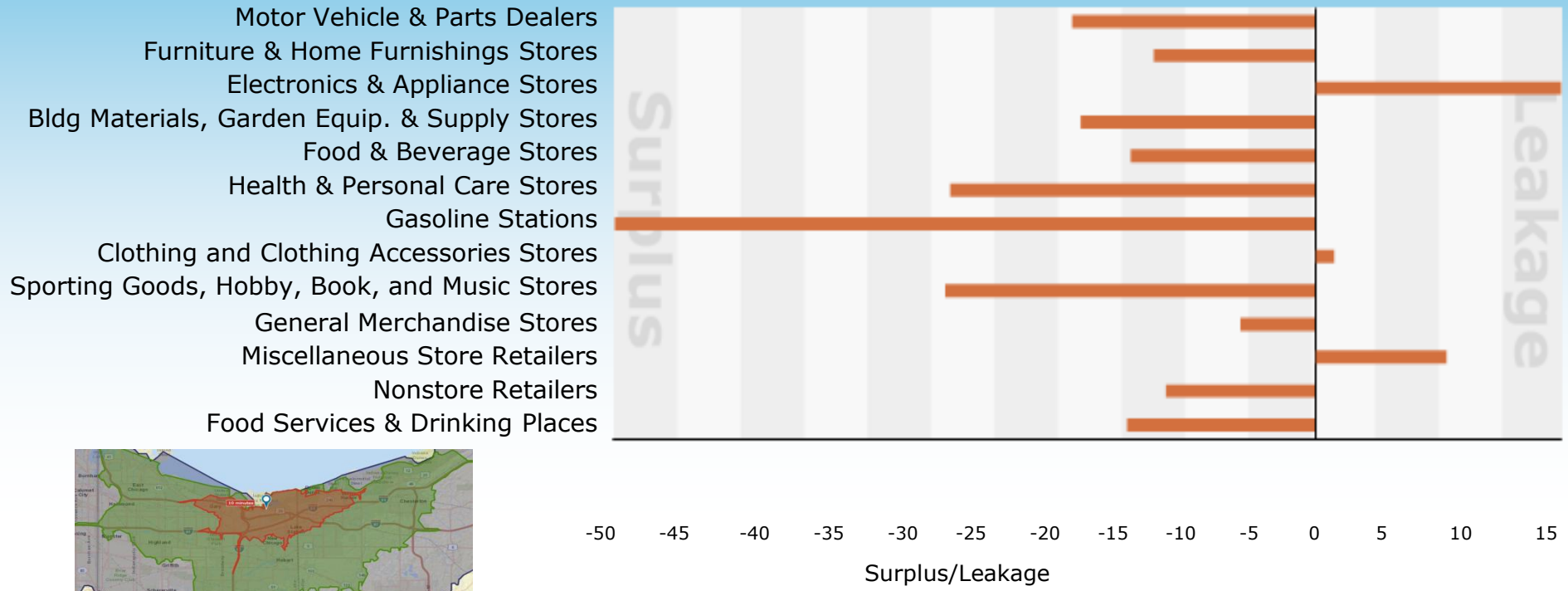
Leakage Analysis – 10 Minute Drive Time

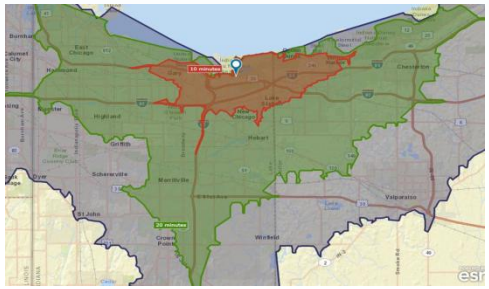




Market Analysis: Retail

Leakage Analysis – 20 Minute Drive Time





Market Analysis: Retail

Leakage Analysis – 30 Minute Drive Time

Market Analysis: Retail Goals

- Identify potential retail sites between Highway 65 and TOD to support commuter traffic flow between Highway 65 and Lake Street Station
- Identify specific retail uses that will best meet the needs of commuter traffic and adjacent local residents
- Identify landscape and green infrastructure treatments that will both visually enhance the commuter experience to Lake Street and encourage retail development
- Explore issues surrounding security and defensible space along the retail corridor

Market Analysis: Housing

Median Home Value	10 Minutes	20 Minutes	30 Minutes	Indiana
2013	$79,597	$98,795	$125,469	$123,935
2018	$88,969	$121,689	$156,409	$157,441
% Change 2013-2018	11.8%	23.2%	24.7%	27.0%

Market Analysis: Housing

	Miller Beach Area	Miller Downtown Area	Aetna
Units Sold	49	23	10
Average Sold Price	$132,549	$19,858	$6,569
Average Market Time (days)	104	71	42
Average Square Feet	2088	1270	1221
Percent of List Price	93.2	91.4	82.5

Data from closed home sales reported to the MLS from January 1, 2013 through December 18, 2013

Market Analysis: Housing Goals

New housing development will be a result of Gary's ability to generate new jobs and attract tourism

- Explore development of green infrastructure and improved walkability investments to support the attraction of new housing
- Explore opportunities to develop a mix of income housing

Market Analysis: Industrial

Industries Leading the Recovery

2009 to 2011

Lake	Porter	La Porte	Jasper	Newton	Pulaski	Starke
Primary metal mfg.	Specialty trade contractors	Farm earnings	Farm earnings	Farm earnings	Farm earnings	Farm earnings
Heavy and civil engineering construction	Primary metal mfg.	Primary metal mfg.	Repair and maintenance	Plastics and rubber products mfg.	Manufacturing	Durable goods mfg.
Construction of buildings	Truck transportation	Fabricated metal product mfg.	Fabricated metal product mfg.	Truck transportation	Truck transportation	Repair and maintenance
Specialty trade contractors	Prof., sci., and tech. services	Hospitals	Prof., sci., and tech. services	Credit intermediation	Motor vehicle and parts dealers	General merchandise stores
Wholesale Trade	Fabricated metal product mfg.	Administrative and support services	Nonmetallic mineral product mfg.	Repair and maintenance	Building material and garden supply stores	Building material and garden supply stores

Market Analysis: Industrial (cont'd)

Need exists to analyze the strengths and weaknesses which will affect the marketability of Gary to industry. For example:

- Trucking industry opportunities: Significant truck volumes skirting Gary despite a cost differential of upwards of 18% to service vehicles in Gary as opposed to Chicago

- US Steel Vendor opportunities: Numerous suppliers to US Steel require warehousing and fabrication centers which are now located beyond Gary's borders

- Mission Critical Facilities: Gary has excess electrical capacity that is independent of the Chicago grid.

Market Analysis: Industrial Development Goals

Gary has the potential for industrial growth based on Regional trends but will capture industry only if developers/users see

1. A site assembly program that creates "at scale" development sites
2. A uniform building code that includes performance and zoning standards
3. "As of right" permitting processes with timelines for implementation
4. A municipality that partners with industry and helps facilitate the development process

Market Analysis: Tourism

- Marquette Park is a key asset; no similar facilities exist in Northwest Indiana
- Proximity to Chicago and excellent train and car access
- Few people aware of the park
- Need to promote the park and events as an economic driver for the area

Market Analysis: Tourism (cont'd)

- Challenges
  - no hotel nearby
  - can't easily get from the train station to the park
  - disconnect between Marquette Park and National Park

Market Analysis: Tourism Goals

- Identify ways to market and promote Marquette Park as ground zero for outdoor activities in Northwest Indiana
- Identify ways to improve the connection between the Miller Train Station and Marquette Park
- Identify areas where Gary and National Park Service can work together to leverage and/or enhance the park user experience

Bridges to Redevelopment Overview

Special Districts

- Potential for development within each district
- Theme for each district
- Identification of strategic and catalytic projects

Facilitation of Development

- Clear guidelines for project permitting
  - Zoning
  - Performance standards
  - Building codes
- Customer service (e.g., ambassador for development)

Development Capacity

- Municipal
- Access to capital (e.g., banks, CDFIs)
- Nonprofit development capacity (e.g., community corporations, local development corporations
- Local trade associations (e.g., local chamber, Miller Business Association, real estate trade associations)

Incentives

- Financing for development
- Tax incentives
- Small business program incentives
- Workforce development incentives

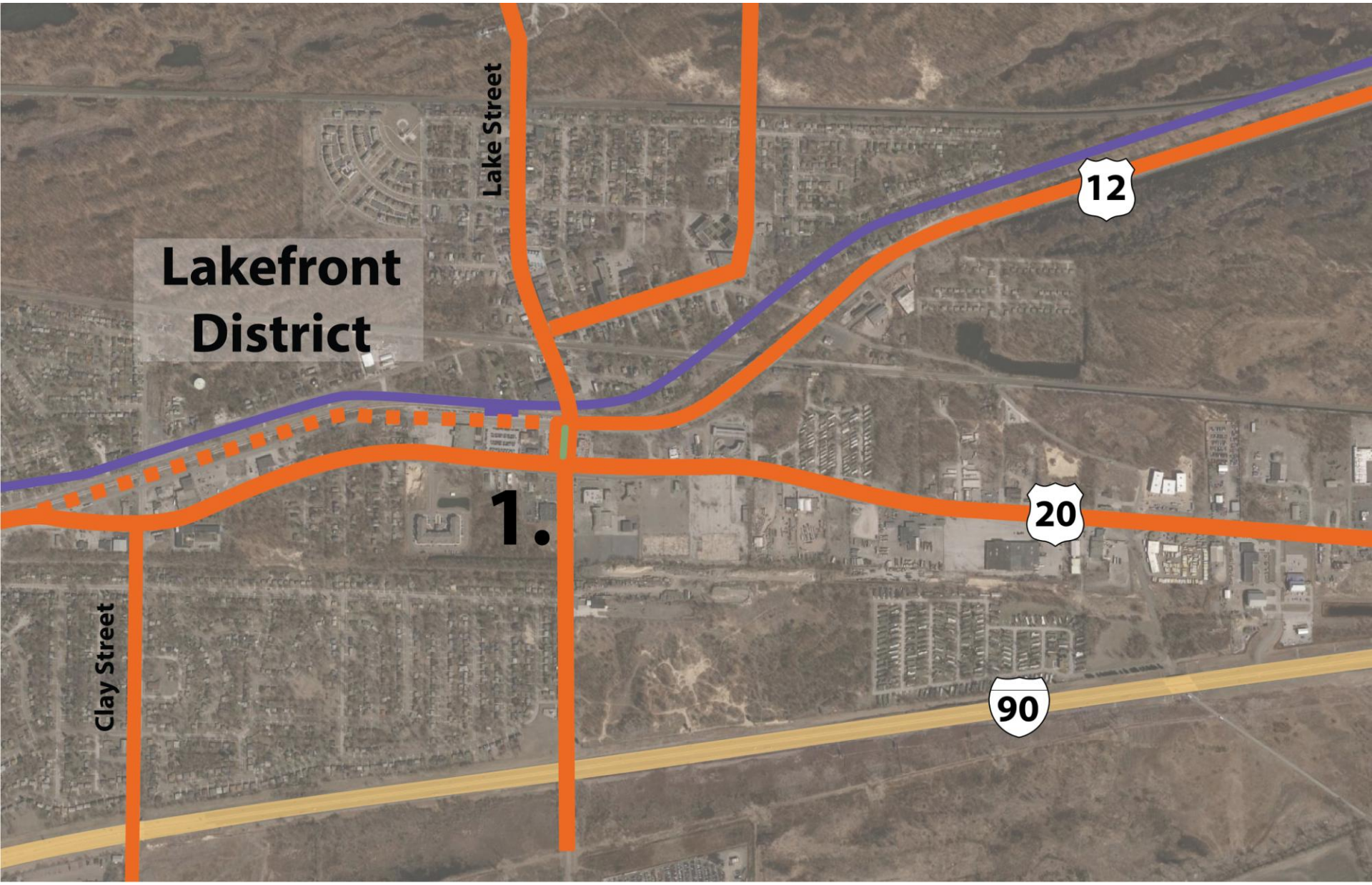
Funding

- Local
- State
- Federal
- Private and foundation

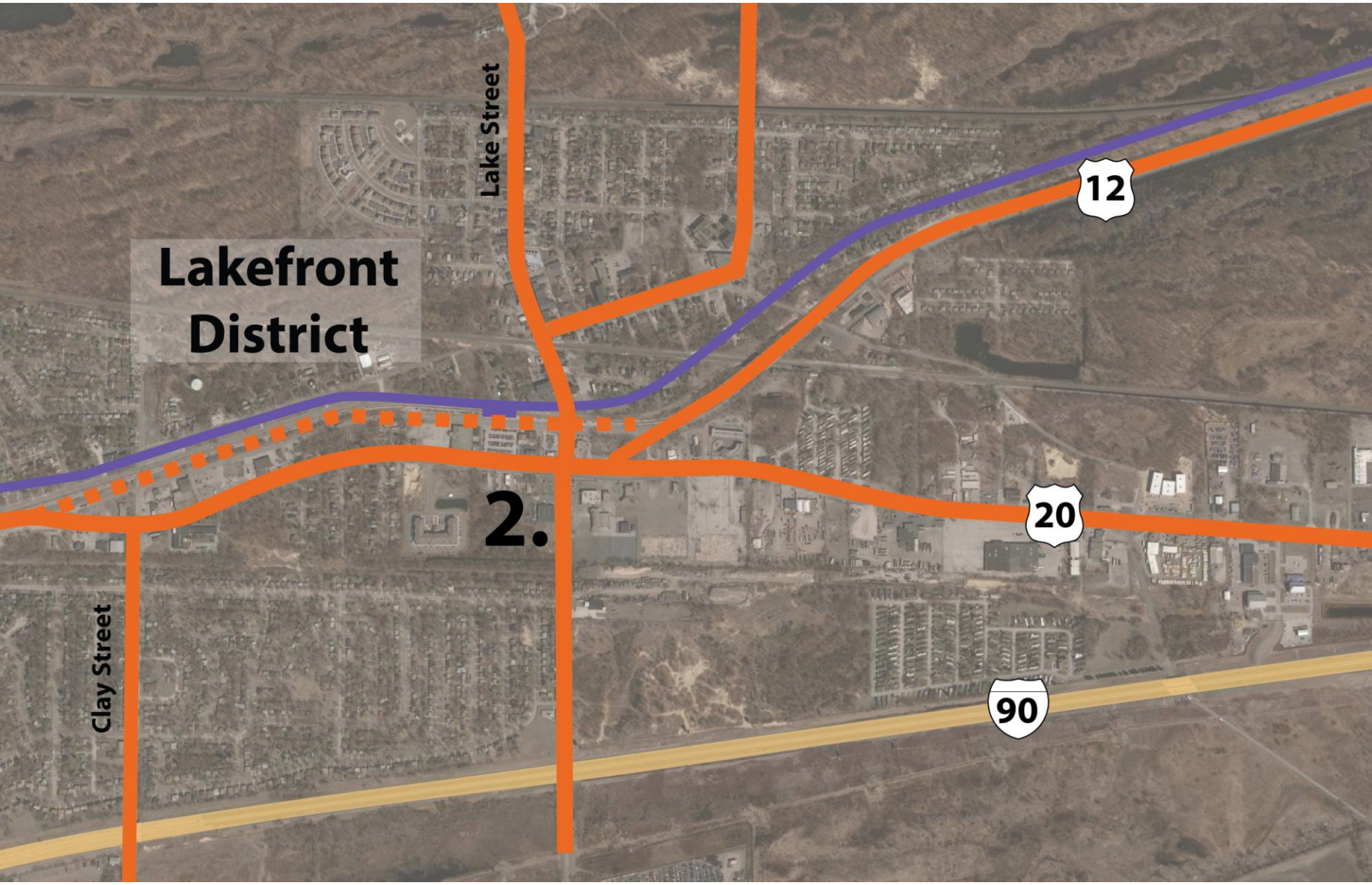
Next Steps – Phase 2

- Catalytic site determination
- Site assembly strategy defined
- Site programming development
- Methodology for "as of right" development project drafted
- Identification of funding and/or private project finance – Partners Workshop

Appendix B: Route 12 Alternate Diversion Options

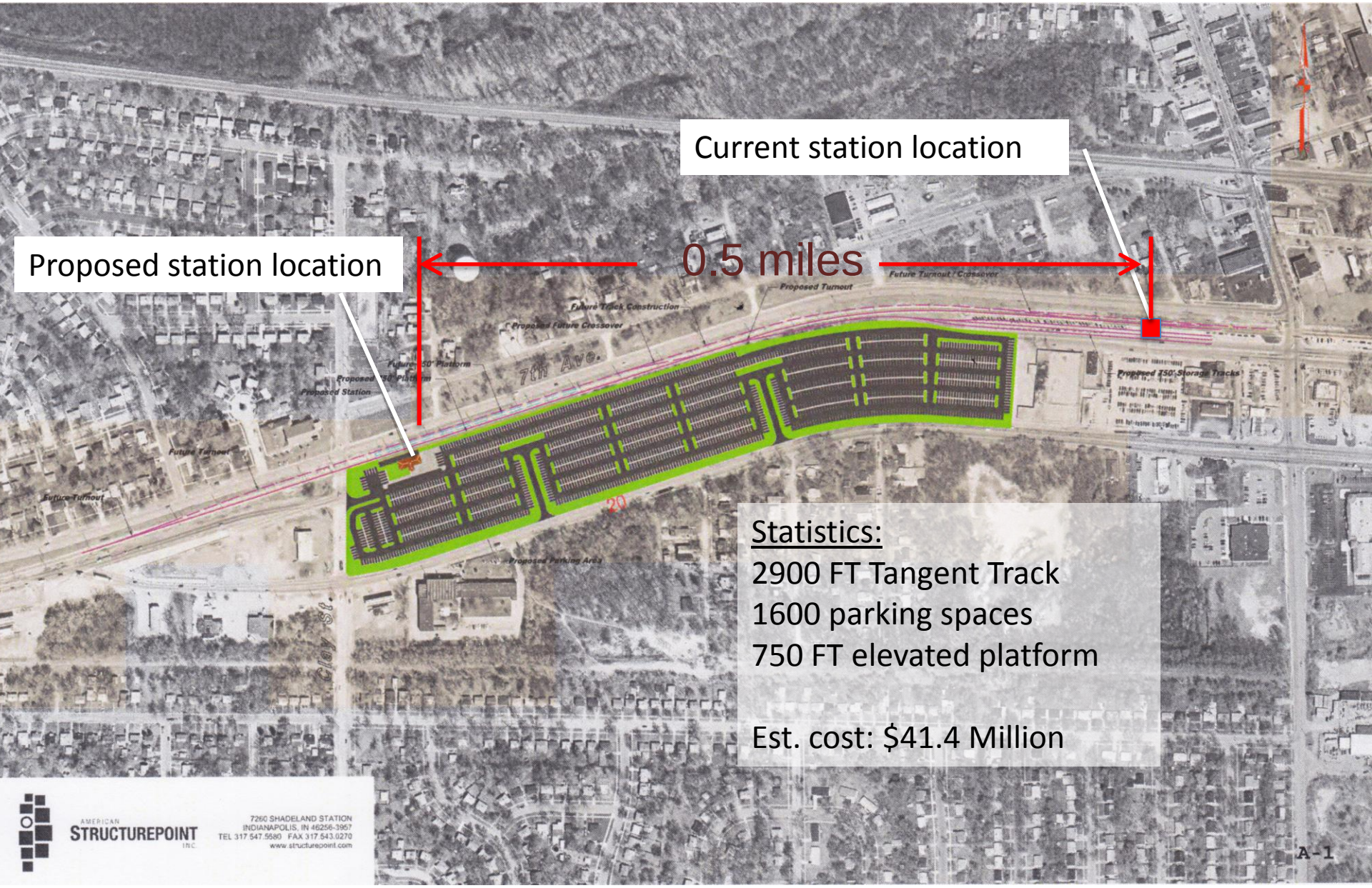


Route 12 Diversion Option 1 – terminate at Lake Street

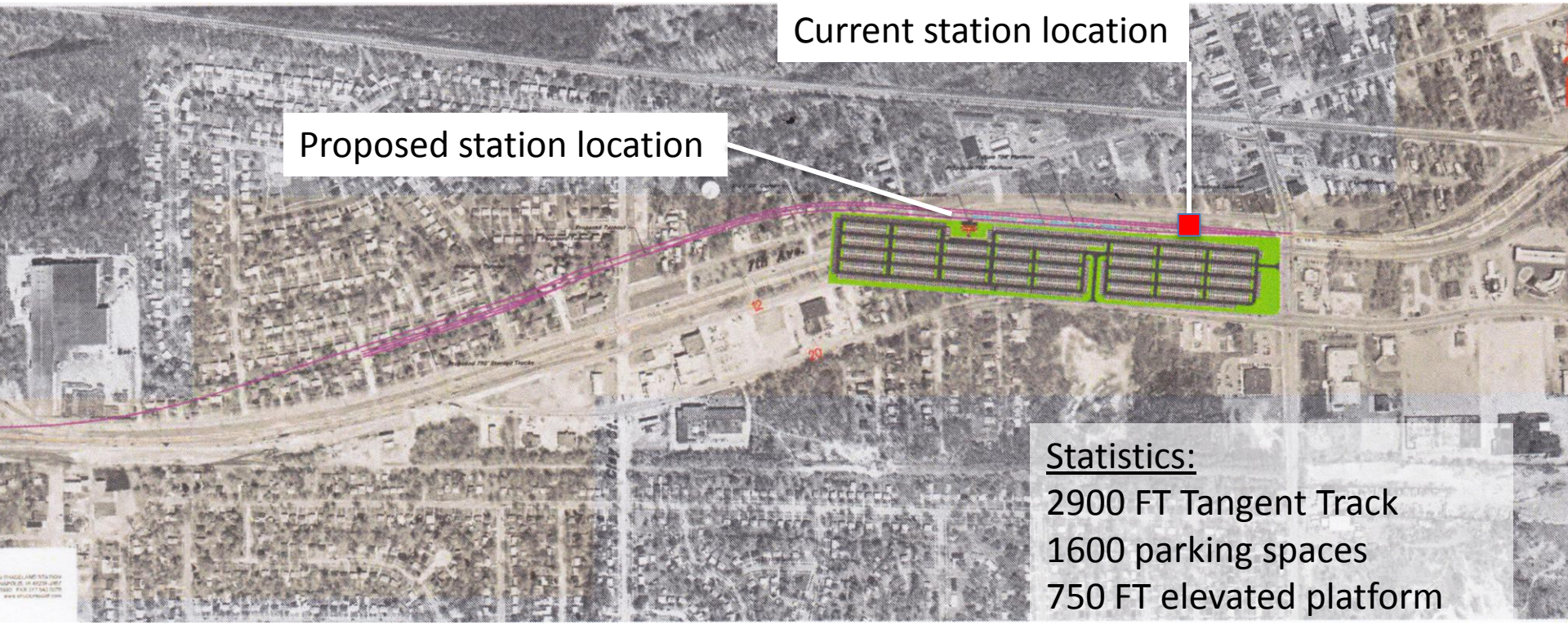


Route 12 Diversion Option 2 – terminate at new Rt 20 / Rt 12 intersection near Lake Street

Appendix C: NICTD Train Station Proposals



Lakefront Station Proposal by NICTD to relocate 0.5 miles to Clay Street



Statistics:
2900 FT Tangent Track
1600 parking spaces
750 FT elevated platform

Est. cost: $63.1 Million

Lakefront Station Proposal by NICTD to retain the station at Lake Street

Appendix D: Estimated Cost for Conceptual Plan Infrastructure Improvements

PROJECT	**Lakefront District, Gary, IN** **Infrastructure Costs**	**Date:** August 12, 2014 **Revised:** August 26, 2014
LOCATION	**ASSUMPTIONS**	
ENGINEER	**JRA**	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs

Tabs are color coded by project component. They include the Vita Nuova Plans.

Project totals are considered finished when summary is color coded in the worksheet.

1. Lakefront Station

1. Takeoffs were taken from the plans for the site.
2. Improvements were designed to City of Gary and Indiana DOT standards.
3. Stormwater drainage to be sheet flow to bio-swales for infiltration
4. Underground electrical, cable, telephone.
5. A green median will be shown and costed as part of the stormwater system.
6. Two new intersections will be created between Floyd and Lake Streets.
7. No permitting costs were included in the cost estimate.
8. Relocation of light standards is necessary to create median
9. Roadway to north of median will be regraded to flow into biio-swale median.
10. Create short prairie meadows on median using Prarie Mix

2. South Lakefront

1. Improvements were designed to City of Gary and Indiana DOT standards.
2. Greenway is to be designed as Rails to Trails pathway
3. No permitting costs were included in the cost estimate.
4. No reconstruction of existing entrance roads.
5. Interchange with I-90 (Indiana Toll Road) is costed based on replies from Indiana Toll Road Commission and ETC vendors.
6. No permitting costs were included in the cost estimate. They will be included in the soft costs in the pro forma.
7. Property Acquisition Costs are not included in estimate.

3. Route 20 East

1. Improvements were designed to Indiana DOT standards.
2. Industrial flex buildings will be built on the parcel.
3. No permitting costs were included in the cost estimate. They will be included in the soft costs in the pro forma.

4. Route 20 West

1. Improvements were designed to Indiana DOT standards.
2. Gateway Park is designed as a minimal use Green Space.
3. Create short prairie meadows on median using Prairie Mix
4. No permitting costs were included in the cost estimate. They will be included in the soft costs in the pro forma.
5. Utilities are assumed to exist

5. Lake Street Extension

1. Improvements were designed to City of Gary and Indiana DOT standards.
2. Sheet flow stormwater discharge to the surrounding wetlands will be designed.
3. New intersections at both ends of extension will be required.
4. No reconstruction of existing entrance roads.
5. No permitting costs were included in the cost estimate. They will be included in the soft costs in the pro forma.
6. Bridges will be required to cross Portage Burns Waterway and adjcent pipeline and I-80/94 US 6.
7. Bridge Costs are not included in the Cost Estimate

PROJECT	Lakefront, Gary, IN	Date: August 8, 2014
	Infrastructure Costs	Revised: August 27, 2014
LOCATION	Project	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY
VN Concept Plan 8-2014	2014.0012	JRA	

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
1. Project Summary - Lakefront Station				Subtotal	$ 4,388,721
2. Project Summary - South Lakefront				Subtotal	$ 2,857,784
3. Project Summary - Route 20 East				Subtotal	$ 1,873,107
4. Project Summary - Route 20 West				Subtotal	$ 929,043
5. Project Summary - Lake Street Extension				Subtotal	$ 1,342,166

Project Total Summary

1. Project Summary - Lakefront Station				Subtotal	$ 4,388,721
2. Project Summary - South Lakefront				Subtotal	$ 2,857,784
3. Project Summary - Route 2				Subtotal	$ 1,873,107
4. Project Summary - Route 20 West				Subtotal	$ 929,043
5. Project Summary - Lake Street Extension				Subtotal	$ 1,342,166
				Total	$ 11,390,820

PROJECT				Date: August 6, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs				Vita Nuova		
LOCATION: Lakefront Station						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA	CHECKED BY			**LSD**

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Roadway Street Name	Residential Streets					
Excavation - Roadway		CY	10,630	$ 1.62	$ 17,220.00	**$ 17,220.00**
Excavation - Curbs		CY	304	$ 6.65	$ 2,019.63	**$ 2,019.63**
12" Compaction		LCY	15,944	$ 2.35	$ 37,469.44	**$ 37,469.44**
12" INDOT Type 4 Subbase		CY	5,315	$ 41.50	$ 220,564.81	**$ 220,564.81**
3.5" INDOT Type 3 Binder Course		SY	15,944	$ 15.60	$ 248,733.33	**$ 248,733.33**
1.5" INDOT Type 6 Top Course		SY	15,944	$ 7.75	$ 123,569.44	**$ 123,569.44**
Curbs		LF	8,200	$ 15.20	$ 124,640.00	**$ 124,640.00**
MIRAFI 180N Geotextile		SY	15,944	$ 2.70	$ 43,050.00	**$ 43,050.00**
Markings	Lane separation 6"	LF	4,020	$ 0.76	$ 3,055.20	**$ 3,055.20**
	Stop bars	LF	2,400	$ 10.36	$ 24,864.00	**$ 24,864.00**
	Crosswalks	LF	1,200	$ 4.49	$ 5,388.00	**$ 5,388.00**
4100	Roadway Length					
35	Cartway Width					
Tack coat		SY	15,944	$ 1.15	$ 18,336.11	**$ 18,336.11**
Joint Seal		LF	8,200	$ 1.75	$ 14,350.00	**$ 14,350.00**
Light Standards and arms		EA	82	$ 3,050.00	$ 250,100.00	**$ 250,100.00**
Luminaries		EA	82	$ 1,125.00	$ 92,250.00	**$ 92,250.00**
Signage		EA	40	$ 179.50	$ 7,180.00	**$ 7,180.00**
Roadway Street Name	Station Drop-off					
Excavation - Roadway		CY	1,556	$ 1.62	$ 2,520.00	**$ 2,520.00**
Excavation - Curbs		CY	44	$ 6.65	$ 295.56	**$ 295.56**
12" Compaction		LCY	2,333	$ 2.35	$ 5,483.33	**$ 5,483.33**
12" INDOT Type 4 Subbase		CY	778	$ 41.50	$ 32,277.78	**$ 32,277.78**
3.5" INDOT Type 3 Binder Course		SY	2,333	$ 15.60	$ 36,400.00	**$ 36,400.00**
1.5" INDOT Type 6 Top Course		SY	2,333	$ 7.75	$ 18,083.33	**$ 18,083.33**
Curbs		LF	1,200	$ 15.20	$ 18,240.00	**$ 18,240.00**
MIRAFI 180N Geotextile		SY	2,333	$ 2.70	$ 6,300.00	**$ 6,300.00**
Markings	Lane separation 6"	LF	520	$ 0.76	$ 395.20	**$ 395.20**
	Stop bars	LF	2,400	$ 10.36	$ 24,864.00	**$ 24,864.00**
	Crosswalks	LF	1,200	$ 4.49	$ 5,388.00	**$ 5,388.00**
600	Roadway Length					
35	Cartway Width					
Tack coat		SY	2,333	$ 1.15	$ 2,683.33	**$ 2,683.33**
Joint Seal		LF	1,200	$ 1.75	$ 2,100.00	**$ 2,100.00**
Light Standards and arms		EA	12	$ 3,050.00	$ 36,600.00	**$ 36,600.00**
Luminaries		EA	12	$ 1,125.00	$ 13,500.00	**$ 13,500.00**
Signage		EA	8	$ 179.50	$ 1,436.00	**$ 1,436.00**
Traffic Signals/Synchronization		EA	1	$ 269,000.00	$ 269,000.00	**$ 269,000.00**

PROJECT		Date: August 6, 2014
Lakefront, Gary, IN		Revised: August 26, 2014
Infrastructure Costs		
LOCATION	Lakefront Station	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	LSD
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
				Roadway Sub-Total		$ 1,861,231.69
Roadway Street Name	2 New Intersections					
Excavation - Roadway		CY	711	$ 1.62	$ 1,152.00	**$ 1,152.00**
Excavation - Curbs		CY	15	$ 6.65	$ 98.52	**$ 98.52**
12" Compaction		LCY	1,067	$ 2.35	$ 2,506.67	**$ 2,506.67**
12" INDOT Type 4 Subbase		CY	356	$ 41.50	$ 14,755.56	**$ 14,755.56**
3.5" INDOT Type 3 Binder Course		SY	1,067	$ 15.60	$ 16,640.00	**$ 16,640.00**
1.5" INDOT Type 6 Top Course		SY	1,067	$ 7.75	$ 8,266.67	**$ 8,266.67**
Curbs		LF	400	$ 15.20	$ 6,080.00	**$ 6,080.00**
MIRAFI 180N Geotextile		SY	1,067	$ 2.70	$ 2,880.00	**$ 2,880.00**
Markings	Lane separation 6"	LF	120	$ 0.76	$ 91.20	**$ 91.20**
	Stop bars	LF	48	$ 10.36	$ 497.28	**$ 497.28**
	Crosswalks	LF	192	$ 4.49	$ 862.08	**$ 862.08**
200	Roadway Length					
48	Cartway Width					
Tack coat		SY	1,067	$ 1.15	$ 1,226.67	**$ 1,226.67**
Joint Seal		LF	400	$ 1.75	$ 700.00	**$ 700.00**
Light Standards and arms		EA	4	$ 3,050.00	$ 12,200.00	**$ 12,200.00**
Luminaries		EA	4	$ 1,125.00	$ 4,500.00	**$ 4,500.00**
Signage		EA	8	$ 179.50	$ 1,436.00	**$ 1,436.00**
	Stop bars	LF	192	$ 10.36	$ 1,989.12	**$ 1,989.12**
	Crosswalks	LF	192	$ 4.49	$ 862.08	**$ 862.08**
				Roadway Total		$ 1,937,975.52
Parking Lot						
Excavation - Parking Lot		CY	1,111	$ 1.62	$ 1,800.00	**$ 1,800.00**
Excavation - Curbs		CY	119	$ 6.65	$ 788.15	**$ 788.15**
6" Compaction		LCY	1,111	$ 2.35	$ 2,611.11	**$ 2,611.11**
6" INDOT Type 4 Subbase		CY	1,111	$ 41.50	$ 46,111.11	**$ 46,111.11**
3.5" INDOT Type 3 Binder Course		SY	3,333	$ 15.60	$ 52,000.00	**$ 52,000.00**
1.5" INDOT Type 6 Top Course		SY	3,333	$ 7.75	$ 25,833.33	**$ 25,833.33**
Curbs		LF	6,400	$ 15.20	$ 97,280.00	**$ 97,280.00**
MIRAFI 180N Geotextile		SY	3,333	$ 2.70	$ 9,000.00	**$ 9,000.00**
Markings	Parking Stalls	EA	100	$ 21.50	$ 2,150.00	**$ 2,150.00**
	Handicap Markings	EA	10	$ 57.00	$ 570.00	**$ 570.00**
	Handicap Signs	EA	10	$ 270.00	$ 2,700.00	**$ 2,700.00**
	Stop bars	LF		$ 10.36	$ -	**$ -**
	Crosswalks	LF		$ 4.49	$ -	**$ -**
30,000	Parking Lot Area SF					
Tack coat		SY	3,333	$ 1.15	$ 3,833.33	**$ 3,833.33**
Joint Seal		LF	6,400	$ 1.75	$ 11,200.00	**$ 11,200.00**
Light Standards		EA	12	$ 995.00	$ 11,940.00	**$ 11,940.00**

PROJECT				Date: August 6, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs				Vita Nuova		
LOCATION: Lakefront Station						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA	CHECKED BY			**LSD**

	Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
	Luminaries	EA	12	$ 870.00	$ 10,440.00	**$ 10,440.00**
	Signage	EA	8	$ 179.50	$ 1,436.00	**$ 1,436.00**
				Parking Lot Total		**$ 279,693.04**
Roadway Demolition						
1800	Length (LF)					
32	Width (Ft)					
8	thickness (Inch)					
8"	Excavation	CY	1,422	$ 118.00	$ 167,822.22	**$ 167,822.22**
	Disposal	CY	1,422	$ 10.30	$ 14,648.89	**$ 14,648.89**
				Roadway Demolition		**$ 182,471.11**
Sidewalks						
1800	Sidewalk Length (LF)					
6	Sidewalk Width (Ft)					
4	Sidewalk thickness (Inch)					
8"	Excavation	CY	267	$ 5.45	$ 1,453.33	**$ 1,453.33**
4"	4500 psi CIP 6x6 - W1.4 x W1.4 mesh	SY	1,200	$ 6.42	$ 7,704.00	**$ 7,704.00**
4"	Gravel base	SY	1,200	$ 1.16	$ 1,392.00	**$ 1,392.00**
4"	Compaction	LCY	300	$ 0.78	$ 234.00	**$ 234.00**
4"	Handicap Ramp	EA	4	$ 625.00	$ 2,500.00	**$ 2,500.00**
					Sidewalk Total	**$ 13,283.33**
Electrical/Cable Street Name						
	Excavation - both	CY	213	$ 6.65	$ 1,416.20	**$ 1,416.20**
	Bedding Stone	CY	43	$ 42.00	$ 1,788.89	**$ 1,788.89**
	INDOT Type 4 Subbase	CY	170	$ 41.50	$ 7,070.37	**$ 7,070.37**
Electric						
4	Conduit Size	In				
2	Conduit Average Depth	Ft				
1800	Conduit Length	LF	1,800	$ 13.90	$ 25,020.00	**$ 25,020.00**
4"	Tee Size	EA	4	$ 53.00	$ 212.00	**$ 212.00**
4"	Elbows	EA	4	$ 95.50	$ 382.00	**$ 382.00**
	Termination boxes by Utility	EA	28		$ -	**$ -**
	Terminations by Utility	EA	32		$ -	**$ -**
	Concrete Pads	EA	1	$ 183.00	$ 183.00	**$ 183.00**
	Manholes 4'x'6	EA	4	$ 8,450.00	$ 33,800.00	**$ 33,800.00**

PROJECT	Lakefront, Gary, IN	Date: August 6, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Lakefront Station	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	LSD
VN Concept Plan 8-2014	2014.0012	JRA		

	Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Greenway Electric						
4	Conduit Size	In				
2	Conduit Average Depth	Ft				
500	Conduit Length	LF	500	$ 13.90	$ 6,950.00	**$ 6,950.00**
4"	Tee Size	EA	4	$ 53.00	$ 212.00	**$ 212.00**
4"	Elbows	EA	4	$ 95.50	$ 382.00	**$ 382.00**
	Termination boxes by Utility	EA	28		$ -	**$ -**
	Terminations by Utility	EA	32		$ -	**$ -**
	Concrete Pads	EA	1	$ 183.00	$ 183.00	**$ 183.00**
	Manholes 4'x'6	EA	4	$ 8,450.00	$ 33,800.00	**$ 33,800.00**
					Electrical/Cable Total	**$ 111,399.46**
Quiet Rail	Street Name					
1	Rail Intersection Signaling and Control	EA	1	$ 354,500.00	$ 354,500.00	**$ 354,500.00**
					Quiet Rail	**$ 354,500.00**
Landscaping	Street Name: Median/Greenway					
	Excavation/Grading	CY	533	$ 6.65	$ 3,546.67	**$ 3,546.67**
	Mulch	SY	1,200	$ 3.97	$ 4,764.00	**$ 4,764.00**
	Tree Guying	EA	45	$ 62.50	$ 2,812.50	**$ 2,812.50**
	Median - 1800' x 6'	SY	953	$ 6.40	$ 6,101.33	**$ 6,101.33**
	Street Trees (midwestern selection)	EA	45	$ 500.00	$ 22,500.00	**$ 22,500.00**
	Planting	EA	45	$ 108.00	$ 4,860.00	**$ 4,860.00**
	Prarie Grass Seeding	SY	2,400	$ 53.50	$ 128,400.00	**$ 128,400.00**
	Sidewalk Lighting					
	Light Standards and arms	EA	45	$ 3,050.00	$ 137,250.00	**$ 137,250.00**
	Luminaries	EA	45	$ 1,125.00	$ 50,625.00	**$ 50,625.00**
					Landscaping - Median	**$ 360,859.50**
Plaza						
80	Sidewalk Length (LF)					
80	Sidewalk Width (Ft)					
12 x 12	Concrete Paver Size (Inch)					
8"	Excavation	CY	158	$ 5.45	$ 861.23	**$ 861.23**
4"	Pavers 12" x 12"	SF	6,400	$ 6.20	$ 39,680.00	**$ 39,680.00**
4"	Gravel base	SF	6,400	$ 1.16	$ 7,424.00	**$ 7,424.00**
4"	Compaction	LCY	59	$ 0.78	$ 46.22	**$ 46.22**
4"	Handicap Ramp	EA		$ 625.00	$ -	**$ -**
					Plaza	**$ 48,011.46**

PROJECT				Date: August 6, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs						
LOCATION: Lakefront Station						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY		**LSD**

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Landscaping Street Name	Train Station Greenway					
Excavation/Grading		CY	222	$ 6.65	$ 1,477.78	**$ 1,477.78**
Mulch		SY	167	$ 3.97	$ 661.67	**$ 661.67**
Tree Guying		EA	15	$ 62.50	$ 937.50	**$ 937.50**
	Greenway - 500' x 15'	SY	833	$ 6.40	$ 5,333.33	**$ 5,333.33**
	Street Trees (midwestern selection)	EA	13	$ 500.00	$ 6,250.00	**$ 6,250.00**
	Planting	EA	13	$ 108.00	$ 1,350.00	**$ 1,350.00**
	Prairie Grass Seeding	SY	389	$ 53.50	$ 20,805.56	**$ 20,805.56**
Sidewalk Lighting						
Light Standards and arms		EA	15	$ 3,050.00	$ 45,750.00	**$ 45,750.00**
Luminaries		EA	15	$ 1,125.00	$ 16,875.00	**$ 16,875.00**
					Landscaping - Median	**$ 99,440.83**
Parking Lot - Surface	Institutional Building					
Excavation - Parking Lot		CY	148	$ 1.62	$ 240.00	**$ 240.00**
Excavation - Curbs		CY		$ 6.65	$ -	**$ -**
6" Compaction		LCY	148	$ 2.35	$ 348.15	**$ 348.15**
6" INDOT Type 4 Subbase		CY	148	$ 41.50	$ 6,148.15	**$ 6,148.15**
3.5" INDOT Type 3 Binder Course		SY	444	$ 15.60	$ 6,933.33	**$ 6,933.33**
1.5" INDOT Type 6 Top Course		SY	444	$ 7.75	$ 3,444.44	**$ 3,444.44**
Curbs		LF		$ 15.20	$ -	**$ -**
MIRAFI 180N Geotextile		SY	444	$ 2.70	$ 1,200.00	**$ 1,200.00**
Markings	Parking Stalls	EA	14	$ 21.50	$ 301.00	**$ 301.00**
	Handicap Markings	EA	2	$ 57.00	$ 114.00	**$ 114.00**
	Handicap Signs	EA	2	$ 270.00	$ 540.00	**$ 540.00**
	Stop bars	LF	2	$ 10.36	$ 20.72	**$ 20.72**
	Crosswalks	LF	$ -	$ 4.49	$ -	**$ -**
4,000	Parking Lot Area SF					
Tack coat		SY	444	$ 1.15	$ 511.11	**$ 511.11**
Joint Seal		LF		$ 1.75	$ -	**$ -**
Light Standards		EA	2	$ 995.00	$ 1,592.00	**$ 1,592.00**
Luminaries		EA	2	$ 870.00	$ 1,392.00	**$ 1,392.00**
Signage		EA	6	$ 179.50	$ 1,077.00	**$ 1,077.00**
					Parking Lot Total	**$ 23,861.91**

PROJECT				Date: August 6, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs				Vita Nuova		
LOCATION: Lakefront Station						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY		**LSD**

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Sidewalks	Institutional Building					
120	Sidewalk Length (LF)					
12	Sidewalk Width (Ft)					
4	Sidewalk thickness (Inch)					
8" Excavation		CY	5,760	$ 5.45	$ 31,392.00	**$ 31,392.00**
4" 3000 psi CIP 6x6 - W1.4 x W1.4 mesh		SF	1,440	$ 4.28	$ 6,163.20	**$ 6,163.20**
4" Gravel base		SF	1,440	$ 1.16	$ 1,670.40	**$ 1,670.40**
4" Compaction		LCY	8,640	$ 0.78	$ 6,739.20	**$ 6,739.20**
4" Handicap Ramp		EA	4	$ 625.00	$ 2,500.00	**$ 2,500.00**
					Sidewalks	**$ 48,464.80**
Water Street Name	Institutional Building					
Excavation		CY		$ 6.65	$ -	**$ -**
Bedding Stone		CY		$ 42.00	$ -	**$ -**
INDOT Type 4 Subbase		CY		$ 41.50	$ -	**$ -**
10	Pipe Size	In				
6	Pipe Average Depth	Ft				
	Pipe Length	LF		$59.50	$ -	**$ -**
10	Tee Size	EA		$2,000.00	$ -	**$ -**
10	Cross Size	EA		$3,000.00	$ -	**$ -**
2"	Curb Stops	EA		$440.00	$ -	**$ -**
	Valve and boxes	EA		$3,250.00	$ -	**$ -**
1 CY	Thrust blocks (concrete)	EA		$146.00	$ -	**$ -**
	Mechanical Joint Restraints	EA			$ -	**$ -**
	10"x6" Reducer	EA		$910.00	$ -	**$ -**
	Hydrants (NYC Thread)	EA		$2,400.00	$ -	**$ -**
8"	Water (Fire Flow) Pits	EA	1	$25,400.00	$ 25,400.00	**$ 25,400.00**
					Water Total	**$ 25,400.00**
Electrical/Cable Street Name	Institutional Building					
Excavation		CY	3	$ 6.65	$ 19.95	**$ 19.95**
Bedding Stone		CY	2	$ 42.00	$ 63.00	**$ 63.00**
Type 4 Subbase		CY	1	$ 41.50	$ 41.50	**$ 41.50**
Electric						
2	Conduit Size	In				
2	Conduit Average Depth	Ft				
30	Conduit Length	LF	30	$ 5.75	$ 172.50	**$ 172.50**
2"	Tee Size	EA		$ 53.00	$ -	**$ -**
2"	Elbows	EA		$ 26.00	$ -	**$ -**

PROJECT

Lakefront, Gary, IN

Infrastructure Costs

Date: August 6, 2014

Revised: August 26, 2014

LOCATION

Lakefront Station

ENGINEER

JRA

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	LSD
VN Concept Plan 8-2014	2014.0012	JRA		

	Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
		EA			$ -	$ -
	Terminations by Utility	EA			$ -	$ -
	Concrete Pads	EA		$ 183.00	$ -	$ -
	Manholes 4'x'6	EA		$ 8,450.00	$ -	$ -
	Excavation	CY	0.69	$ 6.65	$ 4.62	$ 4.62
	Bedding Stone	CY	0.14	$ 42.00	$ 5.83	$ 5.83
	2A Modified	CY		$ 41.50	$ -	$ -

Telephone/Cable

3	Conduit Size	In				
2	Conduit Average Depth	Ft				
30	Conduit Length	LF	30	$ 15.20	$ 456.00	$ 456.00
3	Couplings	EA	2	$ 0.66	$ 0.99	$ 0.99
3	Elbows	EA		$ 64.50	$ -	$ -
	Termination boxes by Utility	EA	28		$ -	$ -
	Terminations by Utility	EA	32		$ -	$ -
	Posts	EA	1	$ 45.50	$ 45.50	$ 45.50

Electrical/Cable Total $ 809.89

Landscaping Street Name | Institutional Building

Excavation/Grading	CY	37	$ 6.65	$ 246.30	$ 246.30
Mulch	SY	222	$ 3.97	$ 882.22	$ 882.22
Tree Guying	E	12	$ 62.50	$ 750.00	$ 750.00

	Green Space	SY	222	$ 6.40	$ 1,422.22	$ 1,422.22
	Street Trees (Norway Maple)	EA	12	$ 440.00	$ 5,280.00	$ 5,280.00
	Planting	EA	12	$ 108.00	$ 1,296.00	$ 1,296.00
	Sidewalk Lighting (Pole Mounted LED)	EA		$ 1,675.00	$ -	$ -
	Benches	EA		$ 1,100.00	$ -	$ -
	Bike racks	EA		$ 570.00	$ -	$ -
	Trash recepticles	EA		$ 161.00	$ -	$ -

2,000	Landscaping	SF

Landscaping $ 9,876.74

PROJECT				Date: August 6, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs						
LOCATION: Lakefront Station						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY:		**LSD**

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Project Summary					
Roadway				**Subtotal**	**$ 1,937,975.52**
Parking Lot				**Subtotal**	**$ 279,693.04**
Roadway Demolition				**Subtotal**	**$ 182,471.11**
Sidewalks				**Subtotal**	**$ 13,283.33**
Electrical/Cable				**Subtotal**	**$ 111,399.46**
Landscaping Median				**Subtotal**	**$ 360,859.50**
Plaza				**Subtotal**	**$ 48,011.46**
Train Station Greenway				**Subtotal**	**$ 99,440.83**
Quiet Rail				**Subtotal**	**$ 354,500.00**
Institutional Building Infrastructure				**Subtotal**	**$ 108,413.34**
				Total	**$ 3,496,047.59**
Subtotal					
Gary, IN Cost Index Multiplier				**0.972**	
COL Multiplier				**2.5%**	
TOTAL					**$ 3,483,112.22**
Project Contingency @ 5%			$ 174,156		**$ 174,155.61**
Design	LS		$ 278,649		**$ 278,648.98**
Survey	LS		$ 104,493		**$ 104,493.37**
Construction Inspection	LS		$ 348,311		**$ 348,311.22**
TOTAL ESTIMATE			$ 905,609		**$ 4,388,721.40**

PROJECT	Lakefront, Gary, IN	Date: August 11, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	South Lakefront	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	SLD
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Roadway Street Name	New Name Needed					
Excavation - Roadway		CY	1,209	$ 1.62	$ 1,958.40	**$ 1,958.40**
Excavation - Curbs		CY	50	$ 6.65	$ 334.96	**$ 334.96**
12" Compaction		LCY	1,813	$ 2.35	$ 4,261.33	**$ 4,261.33**
12" INDOT Type 4 Subbase		CY	604	$ 41.50	$ 25,084.44	**$ 25,084.44**
3.5" INDOT Type 3 Binder Course		SY	1,813	$ 15.60	$ 28,288.00	**$ 28,288.00**
1.5" INDOT Type 6 Top Course		SY	1,813	$ 7.75	$ 14,053.33	**$ 14,053.33**
Curbs		LF	1,360	$ 15.20	$ 20,672.00	**$ 20,672.00**
MIRAFI 180N Geotextile		SY	1,813	$ 2.70	$ 4,896.00	**$ 4,896.00**
Markings	Lane separation 6"	LF	680	$ 0.76	$ 516.80	**$ 516.80**
	Stop bars	LF	8	$ 10.36	$ 82.88	**$ 82.88**
	Crosswalks	LF	2	$ 4.49	$ 8.98	**$ 8.98**
680	Roadway Length					
24	Cartway Width					
Tack coat		SY	1,813	$ 1.15	$ 2,085.33	**$ 2,085.33**
Joint Seal		LF	1,360	$ 1.75	$ 2,380.00	**$ 2,380.00**
Light Standards and arms		EA	14	$ 3,050.00	$ 41,480.00	**$ 41,480.00**
Luminaries		EA	14	$ 1,125.00	$ 15,300.00	**$ 15,300.00**
Signage		EA	18	$ 179.50	$ 3,231.00	**$ 3,231.00**
Traffic Signals/Synchronization		EA	1	$269,000.00	$ 269,000.00	**$ 269,000.00**
				Roadway Total		**$ 433,633.47**
Greenway Landscaping	Rails To Trails					
Excavation/Grading		CY	222	$ 6.65	$ 1,477.78	**$ 1,477.78**
Mulch		SY		$ 3.97	$ -	**$ -**
Tree Guying		EA		$ 62.50	$ -	**$ -**
	TrailGravel - 2000' x 6' x 6" deep	CY	6,000	$ 2.03	$ 12,180.00	**$ 12,180.00**
	Stormwater planter 1800' x 4'	SY		$ 6.40	$ -	**$ -**
	Street Trees (various)	EA		$ 500.00	$ -	**$ -**
	Planting	EA		$ 108.00	$ -	**$ -**
	Shrubs	EA		$ 25.00	$ -	**$ -**
	Prairie Grass Seeding	SY		$ 53.50	$ -	**$ -**
	Sidewalk Lighting	EA			$ -	**$ -**
				GW Landscaping Total		**$ 13,657.78**
Sidewalks						
2000	Sidewalk Length (LF)					
6	Sidewalk Width (Ft)					
4	Sidewalk thickness (Inch)					
8" Excavation		CY	296	$ 5.45	$ 1,614.81	**$ 1,614.81**
Excavation - Curbs		CY	446	$ 6.65	$ 2,964.42	**$ 2,964.42**

PROJECT	Lakefront, Gary, IN	Date: August 11, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	South Lakefront	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	SLD
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
4" 3000 psi CIP 6x6 - W1.4 x W1.4 mesh	SF	12,000	$ 4.28	$ 51,360.00	**$ 51,360.00**
4" Gravel base	SF	12,000	$ 1.16	$ 13,920.00	**$ 13,920.00**
4" Compaction	LCY	333	$ 0.78	$ 260.00	**$ 260.00**
Curbs - 4" expose w/cutouts	LF	4,000	$ 15.20	$ 60,800.00	**$ 60,800.00**
4" Gravel base	SF	12,000	$ 1.16	$ 13,920.00	**$ 13,920.00**
4" Compaction	LCY	1	$ 0.78	$ 0.52	**$ 0.52**
4" Handicap Ramp	EA	4	$ 625.00	$ 2,500.00	**$ 2,500.00**
				Sidewalk Total	**$ 147,339.76**
Sanitary Sewer					
Excavation	CY	82	$ 6.65	$ 544.31	**$ 544.31**
Bedding Stone	CY	6	$ 42.00	$ 264.44	**$ 264.44**
INDOT Type 4 Subbase	CY	214	$ 41.50	$ 8,884.07	**$ 8,884.07**
6 Pipe Size	In				
6 Pipe (Average Depth)	Ft				
680 Pipe Length - 13'	LF	680	$ 6.25	$ 4,250.00	**$ 4,250.00**
6 Manhole (Average Depth Ft)	EA				
Manholes	EA	3	$ 1,725.00	$ 5,175.00	**$ 5,175.00**
Frames and manhole covers	EA	3	$ 300.00	$ 900.00	**$ 900.00**
6 Tee Size	EA		$ 127.00	$ -	**$ -**
200 Sanitary Elbow	EA	200	$ 55.00	$ 11,000.00	**$ 11,000.00**
Manholes	EA			$ -	**$ -**
Frames and manhole covers	EA			$ -	**$ -**
Pipe Size					
Pipe Average Depth					
Pipe Length	LF				
Manhole Average Depth	Ft				
Manholes	EA			$ -	**$ -**
Frames and manhole covers	EA			$ -	**$ -**
				Sanitary Sewer Total	**$ 31,017.83**
Water Street Name Residential					
Excavation	CY	136	$ 6.65	$ 907.19	**$ 907.19**
Bedding Stone	CY	10	$ 42.00	$ 440.74	**$ 440.74**
INDOT Type 4 Subbase	CY	357	$ 41.50	$ 14,806.79	**$ 14,806.79**

PROJECT	Lakefront, Gary, IN	Date: August 11, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	South Lakefront	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	
VN Concept Plan 8-2014	2014.0012	JRA		SLD

	Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
10	Pipe Size	In				
6	Pipe Average Depth	Ft				
680	Pipe Length	LF		$ 59.50	$ -	$ -
10	Tee Size	EA	1	$ 2,000.00	$ 2,000.00	$ 2,000.00
10	Cross Size	EA	2	$ 3,000.00	$ 6,000.00	$ 6,000.00
2"	Curb Stops	EA	100	$ 440.00	$ 44,000.00	$ 44,000.00
	Valve and boxes	EA	2	$ 3,250.00	$ 6,500.00	$ 6,500.00
1 CY	Thrust blocks (concrete)	EA	4	$ 146.00	$ 584.00	$ 584.00
	Mechanical Joint Restraints	EA			$ -	$ -
	10"x6" Reducer	EA		$910.00	$ -	$ -
	Hydrants (NYC Thread)	EA	4	$2,400.00	$ 9,600.00	$ 9,600.00
8"	Water (Fire Flow) Pits	EA		$25,400.00	$ -	$ -
					Water Total	**$ 84,838.72**

Electrical/Cable Street Name						
Excavation	CY	11	$ 6.65	$ 71.84	$ 71.84
Bedding Stone	CY	2	$ 42.00	$ 90.74	$ 90.74
INDOT Type 4 Subbase	CY	26	$ 41.50	$ 1,075.41	$ 1,075.41

Electric

2	Conduit Size	In				
2	Conduit Average Depth	Ft				
700	Conduit Length	LF	950	$ 5.75	$ 5,462.50	$ 5,462.50
2"	Tee Size	EA		$ 53.00	$ -	$ -
2"	Elbows	EA	95	$ 26.00	$ 2,470.00	$ 2,470.00
	Termination boxes by Utility	EA	28		$ -	$ -
	Terminations by Utility	EA	32		$ -	$ -
	Concrete Pads	EA	1	$ 183.00	$ 183.00	$ 183.00
	Manholes 4'x'6	EA	1	$ 8,450.00	$ 8,450.00	$ 8,450.00

Excavation	CY	16	$ 6.65	$ 104.68	$ 104.68
Bedding Stone	CY	3	$ 42.00	$ 132.22	$ 132.22
2A Modified	CY		$ 41.50	$ -	$ -

Telephone/Cable

3	Conduit Size	In				
2	Conduit Average Depth	Ft				
680	Conduit Length	LF	680	$ 15.20	$ 10,336.00	$ 10,336.00
3	Couplings	EA	40	$ 0.66	$ 26.40	$ 26.40
3	Elbows	EA	95	$ 64.50	$ 6,127.50	$ 6,127.50
	Termination boxes by Utility	EA	28		$ -	$ -
	Terminations by Utility	EA	32		$ -	$ -
	Posts	EA		$ 45.50	$ -	$ -
					Electrical/Cable Total	**$ 34,530.29**

PROJECT	Lakefront, Gary, IN	Date: August 11, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	South Lakefront	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	SLD
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
June Labroi Park						
Excavation/Grading		CY	1,049	$ 6.65	$ 6,973.63	**$ 6,973.63**
Mulch		SY	25	$ 3.97	$ 99.25	**$ 99.25**
Tree Guying		E	25	$ 62.50	$ 1,562.50	**$ 1,562.50**
	Green Space	SY	6,292	$ 6.40	$ 40,268.80	**$ 40,268.80**
	Trees (various)	EA	25	$ 500.00	$ 12,500.00	**$ 12,500.00**
	Planting	EA	25	$ 108.00	$ 2,700.00	**$ 2,700.00**
	Sidewalk Lighting (Pole Mounted LED)	EA	28	$ 1,675.00	$ 46,900.00	**$ 46,900.00**
	Benches	EA	12	$ 1,100.00	$ 13,200.00	**$ 13,200.00**
	Bike racks	EA	4	$ 570.00	$ 2,280.00	**$ 2,280.00**
	Trash recepticles	EA	12	$ 161.00	$ 1,932.00	**$ 1,932.00**
56,628	June Labroi Park					
					Landscaping	**$ 128,416.18**
Interchange Street Name	I-90 and Lake Street					
Excavation - Roadway		CY	8,889	$ 1.62	$ 14,400.00	**$ 14,400.00**
Excavation - Curbs		CY	46	$ 6.65	$ 307.87	**$ 307.87**
12" Compaction		LCY	13,333	$ 2.35	$ 31,333.33	**$ 31,333.33**
12" INDOT Type 4 Subbase		CY	4,444	$ 41.50	$ 184,444.44	**$ 184,444.44**
3.5" INDOT Type 3 Binder Course		SY	13,333	$ 15.60	$ 208,000.00	**$ 208,000.00**
1.5" INDOT Type 6 Top Course		SY	13,333	$ 7.75	$ 103,333.33	**$ 103,333.33**
Curbs		LF	625	$ 15.20	$ 9,500.00	**$ 9,500.00**
MIRAFI 180N Geotextile		SY	13,333	$ 2.70	$ 36,000.00	**$ 36,000.00**
Markings	Lane separation 6"	LF	40,000	$ 0.76	$ 30,400.00	**$ 30,400.00**
	Stop bars	LF		$ 10.36	$ -	**$ -**
	Crosswalks	LF		$ 4.49	$ -	**$ -**
5000	Roadway Length					
24	Cartway Width					
Tack coat		SY	13,333	$ 1.15	$ 15,333.33	**$ 15,333.33**
Joint Seal		LF	10,000	$ 1.75	$ 17,500.00	**$ 17,500.00**
Light Standards and arms		EA	100	$ 3,050.00	$ 305,000.00	**$ 305,000.00**
Luminaries		EA	100	$ 1,125.00	$ 112,500.00	**$ 112,500.00**
Signage		EA	18	$ 179.50	$ 3,231.00	**$ 3,231.00**
Electronic Toll Collection		EA	2	$115,000.00	$ 230,000.00	**$ 230,000.00**
Engineering and Design Services		LS	1	$120,000.00	$ 120,000.00	**$ 120,000.00**

PROJECT				Date: August 11, 2014		
Lakefront, Gary, IN				Revised: August 26, 2014		
Infrastructure Costs						
LOCATION: South Lakefront						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY		**SLD**

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
			Roadway Total		**$ 1,421,283.31**

Project Summary

Roadway				**Subtotal**	**$ 433,633.47**
Greenway Landscaping				**Subtotal**	**$ 13,657.78**
Sidewalks				**Subtotal**	**$ 147,339.76**
Sanitary Sewer				**Subtotal**	**$ 31,017.83**
Water				**Subtotal**	**$ 84,838.72**
Electrical/Cable				**Subtotal**	**$ 34,530.29**
June Labroi Park				**Subtotal**	**$ 128,416.18**
Interchange				**Subtotal**	**$ 1,421,283.31**
				Total	**$ 2,294,717.34**
Subtotal					
Gary Cost Index Multiplier				**0.972**	
COL Multiplier				**2.50%**	
TOTAL					**$ 2,286,226.89**
Project Contingency @ 5%			$ 114,311.34		**$ 114,311.34**
Design	LS		$ 160,035.88		**$ 160,035.88**
Survey	LS		$ 68,586.81		**$ 68,586.81**
Construction Inspection	LS		$ 228,622.69		**$ 228,622.69**
TOTAL ESTIMATE			$571,557		**$ 2,857,783.61**

PROJECT	Lakefront, Gary, IN	Date: August 8, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Route 20 East	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	R20E
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Roadway Street Name	Route 12					
Excavation - Roadway		CY	1,111	$ 1.62	$ 1,800.00	**$ 1,800.00**
Excavation - Curbs		CY	90	$ 6.65	$ 597.02	**$ 597.02**
12" Compaction		LCY	1,667	$ 2.35	$ 3,916.67	**$ 3,916.67**
12" INDOT Type 4 Subbase		CY	556	$ 41.50	$ 23,055.56	**$ 23,055.56**
3.5" INDOT Type 3 Binder Course		SY	1,667	$ 15.60	$ 26,000.00	**$ 26,000.00**
1.5" INDOT Type 6 Top Course		SY	1,667	$ 7.75	$ 12,916.67	**$ 12,916.67**
Curbs		LF	600	$ 15.20	$ 9,120.00	**$ 9,120.00**
Curbs Median		LF	612	$ 15.20	$ 9,302.40	**$ 9,302.40**
MIRAFI 180N Geotextile		SY	1,667	$ 2.70	$ 4,500.00	**$ 4,500.00**
Markings	Lane separation 6"	LF	220	$ 0.76	$ 167.20	**$ 167.20**
	Stop bars	LF	2,400	$ 10.36	$ 24,864.00	**$ 24,864.00**
	Crosswalks	LF	1,200	$ 4.49	$ 5,388.00	**$ 5,388.00**
300	Roadway Length					
50	Cartway Width					
Tack coat		SY	1,667	$ 1.15	$ 1,916.67	**$ 1,916.67**
Joint Seal		LF	600	$ 1.75	$ 1,050.00	**$ 1,050.00**
Light Standards and arms		EA	6	$ 3,050.00	$ 18,300.00	**$ 18,300.00**
Luminaries		EA	6	$ 1,125.00	$ 6,750.00	**$ 6,750.00**
Signage		EA	18	$ 179.50	$ 3,231.00	**$ 3,231.00**
Traffic Signals/Synchronization		EA	1	$ 269,000.00	$ 269,000.00	**$ 269,000.00**
				Roadway Total		**$ 421,875.18**
Parking Lot - Buildings						
Excavation - Parking Lot		CY	4,074	$ 1.62	$ 6,600.00	**$ 6,600.00**
Excavation - Curbs		CY	119	$ 6.65	$ 788.15	**$ 788.15**
6" Compaction		LCY	4,074	$ 2.35	$ 9,574.07	**$ 9,574.07**
6" INDOT Type 4 Subbase		CY	4,074	$ 41.50	$ 169,074.07	**$ 169,074.07**
3.5" INDOT Type 3 Binder Course		SY	12,222	$ 15.60	$ 190,666.67	**$ 190,666.67**
1.5" INDOT Type 6 Top Course		SY	12,222	$ 7.75	$ 94,722.22	**$ 94,722.22**
Curbs		LF	6,400	$ 15.20	$ 97,280.00	**$ 97,280.00**
MIRAFI 180N Geotextile		SY	12,222	$ 2.70	$ 33,000.00	**$ 33,000.00**
Markings	Parking Stalls	EA	180	$ 21.50	$ 3,870.00	**$ 3,870.00**
	Handicap Markings	EA	20	$ 57.00	$ 1,140.00	**$ 1,140.00**
	Handicap Signs	EA	20	$ 270.00	$ 5,400.00	**$ 5,400.00**
	Stop bars	LF	240	$ 10.36	$ 2,486.40	**$ 2,486.40**
	Crosswalks	LF	$ -	$ 4.49	$ -	**$ -**
110,000	Parking Lot Area SF					
Tack coat		SY	12,222	$ 1.15	$ 14,055.56	**$ 14,055.56**
Joint Seal		LF	6,400	$ 1.75	$ 11,200.00	**$ 11,200.00**
Light Standards		EA	44	$ 995.00	$ 43,780.00	**$ 43,780.00**

PROJECT	Lakefront, Gary, IN	Date: August 8, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Route 20 East	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	R20E
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Luminaries	EA	44	$ 870.00	$ 38,280.00	**$ 38,280.00**
Signage	EA	8	$ 179.50	$ 1,436.00	**$ 1,436.00**
				$ 723,353.14	**$ 723,353.14**

Sidewalk Buildings

1000	Sidewalk Length (LF)
12	Sidewalk Width (Ft)
4	Sidewalk thickness (Inch)

8"	Excavation	CY	296	$ 5.45	$ 1,614.81	**$ 1,614.81**
4"	3000 psi CIP 6x6 - W1.4 x W1.4 mesh	SF	12,000	$ 4.28	$ 51,360.00	**$ 51,360.00**
4"	Gravel base	SF	1,333	$ 1.16	$ 1,546.67	**$ 1,546.67**
4"	Compaction	LCY	333	$ 0.78	$ 260.00	**$ 260.00**
4"	Handicap Ramp	EA	4	$ 625.00	$ 2,500.00	**$ 2,500.00**
					Sidewalk Total	**$ 57,281.48**

Water Street Name Buildings

Excavation	CY		$ 6.65	$ -	**$ -**
Bedding Stone	CY		$ 42.00	$ -	**$ -**
INDOT Type 4 Subbase	CY		$ 41.50	$ -	**$ -**

10	Pipe Size	In				
6	Pipe Average Depth	Ft				
	Pipe Length	LF		$59.50	$ -	**$ -**
10	Tee Size	EA		$2,000.00	$ -	**$ -**
10	Cross Size	EA		$3,000.00	$ -	**$ -**
2"	Curb Stops	EA		$440.00	$ -	**$ -**
	Valve and boxes	EA		$3,250.00	$ -	**$ -**
1 CY	Thrust blocks (concrete)	EA		$146.00	$ -	**$ -**
	Mechanical Joint Restraints	EA			$ -	**$ -**
	10"x6" Reducer	EA		$910.00	$ -	**$ -**
	Hydrants (NYC Thread)	EA		$2,400.00	$ -	**$ -**
8"	Water (Fire Flow) Pits	EA	2	$25,400.00	$ 50,800.00	**$ 50,800.00**
					Water Total	**$ 50,800.00**

Electrical/Cable Street Name Buildings

Excavation	CY		$ 6.65	$ -	**$ -**
Bedding Stone	CY		$ 42.00	$ -	**$ -**
INDOT Type 4 Subbase	CY		$ 41.50	$ -	**$ -**

Electric

2	Conduit Size	In

PROJECT	Lakefront, Gary, IN	Date: August 8, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Route 20 East	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	R20E
VN Concept Plan 8-2014	2014.0012	JRA		

	Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
2	Conduit Average Depth	Ft				
	Conduit Length	LF		$ 5.75	$ -	$ -
2"	Tee Size	EA	95	$ 53.00	$ 5,035.00	$ 5,035.00
2"	Elbows	EA	95	$ 26.00	$ 2,470.00	$ 2,470.00
	Termination boxes by Utility	EA	28		$ -	$ -
	Terminations by Utility	EA	32		$ -	$ -
	Concrete Pads	EA		$ 183.00	$ -	$ -
	Manholes 4'x'6	EA		$ 8,450.00	$ -	$ -
Excavation		CY		$ 6.65	$ -	$ -
Bedding Stone		CY		$ 42.00	$ -	$ -
2A Modified		CY		$ 41.50	$ -	$ -

Telephone/Cable

3	Conduit Size	In				
2	Conduit Average Depth	Ft				
	Conduit Length	LF		$ 15.20	$ -	$ -
3	Couplings	EA		$ 0.66	$ -	$ -
3	Elbows	EA		$ 64.50	$ -	$ -
	Termination boxes by Utility	EA	28		$ -	$ -
	Terminations by Utility	EA	32		$ -	$ -
	Posts	EA		$ 45.50	$ -	$ -

Electrical/Cable Total **$ 7,505.00**

Landscaping Street Name	Buildings					
Excavation/Grading		CY	4,537	$ 6.65	$ 30,171.30	**$ 30,171.30**
Mulch		SY	38	$ 3.97	$ 150.86	**$ 150.86**
Tree Guying		E	38	$ 62.50	$ 2,375.00	**$ 2,375.00**
	Green Space	SY	27,222	$ 6.40	$ 174,222.22	**$ 174,222.22**
	Street Trees (various)	EA	38	$ 440.00	$ 16,720.00	**$ 16,720.00**
	Planting	EA	38	$ 108.00	$ 4,104.00	**$ 4,104.00**
	Sidewalk Lighting (Pole Mounted LED)	EA		$ 1,675.00	$ -	$ -
	Benches	EA		$ 1,100.00	$ -	$ -
	Bike racks	EA		$ 570.00	$ -	$ -
	Trash recepticles	EA		$ 161.00	$ -	$ -

245,000	Recreation/Green Space SF

Landscaping **$ 227,743.38**

Landscaping Street Name	Median					
Excavation/Grading		CY	33	$ 6.65	$ 221.67	**$ 221.67**
Mulch		SY	33	$ 3.97	$ 132.33	**$ 132.33**

PROJECT	Lakefront, Gary, IN	Date: August 8, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Route 20 East	
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	R20E
VN Concept Plan 8-2014	2014.0012	JRA		

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Tree Guying	EA	8	$ 62.50	$ 468.75	**$ 468.75**
Median - 300' x 6'	SY	33	$ 6.40	$ 213.33	**$ 213.33**
Street Trees (various)	EA	8	$ 440.00	$ 3,300.00	**$ 3,300.00**
Planting	EA	8	$ 108.00	$ 810.00	**$ 810.00**
Prairie Grass Seeding	SY	200	$ 53.50	$ 10,700.00	**$ 10,700.00**

300	Landscaping/Median LF

Landscaping		**$ 15,492.08**

Project Summary

Roadway Route 12	**Subtotal**	**$ 421,875.18**
Parking Lots	**Subtotal**	**$ 723,353.14**
Sidewalk	**Subtotal**	**$ 57,281.48**
Water	**Subtotal**	**$ 50,800.00**
Electrical/Cable	**Subtotal**	**$ 7,505.00**
Landscaping	**Subtotal**	**$ 227,743.38**
Landscaping (Median)	**Subtotal**	**$ 15,492.08**
	Total	**$ 1,504,050.26**

Subtotal				
Gary Cost Index Multiplier			**0.972**	
COL Multiplier			**2.50%**	
TOTAL				**$ 1,498,485.28**
Project Contingency @ 5%			$ 74,924.26	**$ 74,924.26**
Design	LS		$ 104,893.97	**$ 104,893.97**
Survey	LS		$ 44,954.56	**$ 44,954.56**
Construction Inspection	LS		$ 149,848.53	**$ 149,848.53**
TOTAL ESTIMATE			$374,621	**$ 1,873,106.59**

PROJECT

Lakefront District, Gary, IN

Infrastructure Costs

Date: August 10, 2014

Revised: August 26, 2014

LOCATION: Route 20 West

ENGINEER: JRA

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	
VN Concept Plan 8-2014	2014.0012	JRA		R20W

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Roadway Demolition Rt. 12					
2344 Length (LF)					
32 Width (Ft)					
8 thickness (Inch)					
8" Excavation	CY	1,852	$ 118.00	$ 218,541.83	**$ 218,541.83**
Disposal	CY	1,852	$ 10.30	$ 19,076.11	**$ 19,076.11**
				Roadway Demolition Total	**$ 237,617.94**
Quiet Rail Street Name: Clay Street					
1 Rail Intersection Signaling and Control	EA	1	$ 354,500.00	$ 354,500.00	**$ 354,500.00**
				Quiet Rail	**$ 354,500.00**
Roadway Street Name: Fayette Street					
Excavation - Roadway	CY	1,111	$ 1.62	$ 1,800.00	**$ 1,800.00**
Excavation - Curbs	CY	22	$ 6.65	$ 147.78	**$ 147.78**
12" Compaction	LCY	1,667	$ 2.35	$ 3,916.67	**$ 3,916.67**
12" INDOT Type 4 Subbase	CY	556	$ 41.50	$ 23,055.56	**$ 23,055.56**
3.5" INDOT Type 3 Binder Course	SY	1,667	$ 15.60	$ 26,000.00	**$ 26,000.00**
1.5" INDOT Type 6 Top Course	SY	1,667	$ 7.75	$ 12,916.67	**$ 12,916.67**
Curbs	LF	600	$ 15.20	$ 9,120.00	**$ 9,120.00**
MIRAFI 180N Geotextile	SY	1,667	$ 2.70	$ 4,500.00	**$ 4,500.00**
Markings Lane separation 6"	LF	220	$ 0.76	$ 167.20	**$ 167.20**
Stop bars	LF	2,400	$ 10.36	$ 24,864.00	**$ 24,864.00**
Crosswalks	LF	1,200	$ 4.49	$ 5,388.00	**$ 5,388.00**
300 Roadway Length					
50 Cartway Width					
Tack coat	SY	1,667	$ 1.15	$ 1,916.67	**$ 1,916.67**
Joint Seal	LF	600	$ 1.75	$ 1,050.00	**$ 1,050.00**
Light Standards and arms	EA	6	$ 3,050.00	$ 18,300.00	**$ 18,300.00**
Luminaries	EA	6	$ 1,125.00	$ 6,750.00	**$ 6,750.00**
Signage	EA	18	$ 179.50	$ 3,231.00	**$ 3,231.00**
Traffic Signals/Synchronization	EA	1	$ 269,000.00	$ 269,000.00	**$ 269,000.00**
				Fayette Street Total	**$ 412,123.53**

PROJECT	Lakefront District, Gary, IN	Date: August 10, 2014
	Infrastructure Costs	Revised: August 26, 2014
LOCATION	Route 20 West	Vita Nuova
ENGINEER	JRA	

DRAWING NO.	PROJECT NO.	ESTIMATOR	CHECKED BY	
VN Concept Plan 8-2014	2014.0012	JRA		R20W

		Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Gateway Park							
		Excavation/Grading	CY	251	$ 6.65	$ 1,668.90	**$ 1,668.90**
		Mulch	SY	50	$ 3.97	$ 198.50	**$ 198.50**
		Tree Guying	EA	25	$ 62.50	$ 1,562.50	**$ 1,562.50**
SY	13,552	Gateway Park					
		Green Space	SY	13,552	$ 6.40	$ 86,732.80	**$ 86,732.80**
		Trees (various)	EA	25	$ 500.00	$ 12,500.00	**$ 12,500.00**
		Planting	EA	25	$ 108.00	$ 2,700.00	**$ 2,700.00**
		Sidewalk Lighting (Pole Mounted LED)	EA	28	$ 1,675.00	$ 46,900.00	**$ 46,900.00**
		Benches	EA	24	$ 1,100.00	$ 26,400.00	**$ 26,400.00**
		Bike racks	EA	8	$ 570.00	$ 4,560.00	**$ 4,560.00**
		Trash recepticles	EA	24	$ 161.00	$ 3,864.00	**$ 3,864.00**
		Sidewalks	LF	1,800	$ 28.60	$ 51,480.00	**$ 51,480.00**
Electric		Excavation for electrical	CY	167	$ 6.65	$ 1,108.33	**$ 1,108.33**
		Bedding Stone	CY	33	$ 42.00	$ 1,400.00	**$ 1,400.00**
		INDOT Type 4 Subbase	CY	133	$ 41.50	$ 5,533.33	**$ 5,533.33**
	4	Conduit Size	In				
	2	Conduit Average Depth	Ft				
	1800	Conduit Length	LF	1,800	$ 13.90	$ 25,020.00	**$ 25,020.00**
	4"	Tee Size	EA	4	$ 53.00	$ 212.00	**$ 212.00**
	4"	Elbows	EA	4	$ 95.50	$ 382.00	**$ 382.00**
		Concrete Pads	EA	1	$ 183.00	$ 183.00	**$ 183.00**
		Manholes 4'x'6	EA	4	$ 8,450.00	$ 33,800.00	**$ 33,800.00**
					Gateway Park Total		**$ 239,675.04**
Landscaping	Street Name	Median					
		Excavation/Grading	CY	289	$ 6.65	$ 1,921.11	**$ 1,921.11**
		Mulch	SY	289	$ 3.97	$ 1,146.89	**$ 1,146.89**
		Tree Guying	EA	65	$ 62.50	$ 4,062.50	**$ 4,062.50**
		Median - 2960' x 6'	SY	289	$ 6.40	$ 1,848.89	**$ 1,848.89**
		Street Trees (various)	EA	65	$ 440.00	$ 28,600.00	**$ 28,600.00**
		Planting	EA	65	$ 108.00	$ 7,020.00	**$ 7,020.00**
		Prairie Grass Seeding	SY	578	$ 53.50	$ 30,911.11	**$ 30,911.11**
	2,600	Landscaping/Median LF					
					Landscaping		**$ 72,442.50**

PROJECT			Date: August 10, 2014		
Lakefront District, Gary, IN			Revised: August 26, 2014		
Infrastructure Costs					
LOCATION: Route 20 West					
ENGINEER: JRA					
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA	CHECKED BY		**R20W**

Infrastructure Estimated Costs	UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Project Summary					
Roadway Fayette Street				**Subtotal**	**$ 412,123.53**
Roadway Demolition				**Subtotal**	**$ 237,617.94**
Quiet Rail				**Subtotal**	**$ 354,500.00**
Gateway Park				**Subtotal**	**$ 239,675.04**
Landscaping				**Subtotal**	**$ 72,442.50**
				Total	**$ 904,235.47**
Subtotal					
Gary Cost Index Multiplier				**0.972**	
COL Multiplier				**2.50%**	
TOTAL					**$ 22,605.89**
Project Contingency @ 5%			$ 1,130.29		**$ 1,130.29**
Design	LS		$ 1,582.41		**$ 1,582.41**
Survey	LS		$ 678.18		**$ 678.18**
Construction Inspection	LS		$ 2,260.59		**$ 2,260.59**
TOTAL ESTIMATE			$5,651		**$ 929,042.61**

PROJECT				Date: August 12, 2014		
Lakefront District, Gary, IN				Revised:		
Infrastructure Costs						
LOCATION: Lake Street Extension						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY		**LSE**

Infrastructure Estimated Costs		UNITS	QUANTITY	UNIT PRICE	TOTAL PRICE	SUBTOTALS
Roadway Street Name	Lake Street					
Excavation - Roadway		CY	8,178	$ 1.62	$ 13,248.00	**$ 13,248.00**
Excavation - Curbs		CY	341	$ 6.65	$ 2,265.93	**$ 2,265.93**
12" Compaction		LCY	12,267	$ 2.35	$ 28,826.67	**$ 28,826.67**
12" INDOT Type 4 Subbase		CY	4,089	$ 41.50	$ 169,688.89	**$ 169,688.89**
3.5" INDOT Type 3 Binder Course		SY	12,267	$ 15.60	$ 191,360.00	**$ 191,360.00**
1.5" INDOT Type 6 Top Course		SY	12,267	$ 7.75	$ 95,066.67	**$ 95,066.67**
Curbs		LF	9,200	$ 15.20	$ 139,840.00	**$ 139,840.00**
MIRAFI 180N Geotextile		SY	12,267	$ 2.70	$ 33,120.00	**$ 33,120.00**
Markings	Lane separation 6"	LF	4,600	$ 0.76	$ 3,496.00	**$ 3,496.00**
	Stop bars	LF	24	$ 10.36	$ 248.64	**$ 248.64**
	Crosswalks	LF	192	$ 4.49	$ 862.08	**$ 862.08**

4600	Roadway Length
24	Cartway Width
4600	Shoulder Length
12	Shoulder Width

Tack coat		SY	12,267	$ 1.15	$ 14,106.67	**$ 14,106.67**
Joint Seal		LF	9,200	$ 1.75	$ 16,100.00	**$ 16,100.00**
Light Standards and arms		EA	92	$ 3,050.00	$ 280,600.00	**$ 280,600.00**
Luminaries		EA	92	$ 1,125.00	$ 103,500.00	**$ 103,500.00**
Signage		EA		$ 179.50	$ -	**$ -**
Traffic Signals/Synchronization		EA		$ 150,000.00	$ -	**$ -**
					Roadway Total	**$ 1,092,329.53**
Bridges						
Bridge over waterway and gas pipeline						
Minimum length	150 foot span	EA			$ -	**$ -**
Maximum Length	250 foot span	EA			$ -	**$ -**
Bridge over I-80/94 US6						
Minimum length	200 foot span	EA			$ -	**$ -**
Maximum Length	300 foot span	EA			$ -	**$ -**
Inlets		EA			$ -	**$ -**
Inlet grates		EA			$ -	**$ -**

PROJECT				Date: August 12, 2014		
Lakefront District, Gary, IN				Revised:		
Infrastructure Costs						
LOCATION: Lake Street Extension						
ENGINEER: JRA						
DRAWING NO.: **VN Concept Plan 8-2014**	PROJECT NO.: 2014.0012	ESTIMATOR: JRA		CHECKED BY		**LSE**
Infrastructure Estimated Costs		**UNITS**	**QUANTITY**	**UNIT PRICE**	**TOTAL PRICE**	**SUBTOTALS**
					Bridges Total	**$ -**
Project Summary						
Roadway					**Subtotal**	**$ 1,092,329.53**
Bridges					**Subtotal**	**$ -**
					Total	**$ 1,092,329.53**
Subtotal						
Gary, IN Cost Index Multiplier					**0.959**	
COL Multiplier					**2.50%**	
TOTAL						**$ 1,073,732.62**
Project Contingency @ 5%				$ 53,686.63		**$ 53,686.63**
Design		LS		$ 75,161.28		**$ 75,161.28**
Survey		LS		$ 32,211.98		**$ 32,211.98**
Construction Inspection		LS		$ 107,373.26		**$ 107,373.26**
TOTAL ESTIMATE				$268,433		**$ 1,342,165.78**

Appendix E: LID Interim Action Item Plan

					May 18 - May 24	May 25 - May 31	Jun 1 - Jun 7	Jun 8 - Jun 14	Jun 15 - Jun 21	Jun 22 - Jun 28	Jun 29 - Jul 5	Jul 6 - Jul 12	Jul 13 - Jul 19
				Week	1	2	3	4	5	6	7	8	9
Task 1	**Develop Land Disposition Agreement For Garden Center Project**												
	1)	Sergio Guitierrez to provide city with a project site plan and elevation which conforms to current zoning and Building Department standards (Sergio, Dwayne)											
	2)	City to expedite negotiation relative to disposition. Terms to include:											
		a) Price for land - city due diligence documentation undertaken - title search, tax search, etc (Deardra, Richard, Dwayne)											
		b) Landscaping and maintenance plan for other areas in the LID (Sergio, Parks Department, Brenda)											
	3)	Draft MOU to reflect terms of the agreement. (Richard)											
	4)	Disposition of property pursuant to City Charter to commence upon signing of MOU outlining terms and conditions for disposition.											
		a) Site Plan review and approval (Dwayne, Steven Marcus)											
		b) Draft City Council disposition resolution (Richard)											
		c) Contract of sale drafted by City Attorney and signed by parties (Deardra, Richard, city attorney, Sergio)											
		d) City Council approval											
		e) Closing											
Task 2	**Begin Zoning Re-Write**												
	1)	Draft zoning resolution (Dwayne, Mary)											
Task 3	**Stop All Tax Lien Sales in the LID** (Joe Van Dyk)												
	1)	Search properties in LID to determine which ones have liens											
	2)	For those with liens, begin the process to stop any sales in progress											
Task 4	**Survey LID Properties**												
	1)	Survey every lot in LID to determine expedited code enforcement and demolition. (assigned to?)											

Appendix F: Zoning and Design Guideline Examples

1. City of Portage U.S. Highway 20 Corridor Plan

2. Industrial Design Guideline examples provided by Vita Nuova on April 25, 2014.

ARTICLE 8. INDUSTRIAL DISTRICTS

800 PURPOSE STATEMENTS

A. M-MU Mixed-Use Industrial District

The M-MU Mixed-Use Industrial District is intended to encourage the reuse of older industrial buildings, and compatible new development, for mixed-use environment of light industrial use and a variety of other non-industrial uses, such as live/work dwellings, higher density residential, commercial, and limited institutional uses. The M-MU District is divided into two height sub-districts: the M-MU-75 Sub-District that allows a maximum height of 75 feet, and the M-MU-90 Sub-District that allows a maximum height of 90 feet.

B. M-1 Light Industrial District

The M-1 Light Industrial District is intended for light industrial and office park uses that accommodate a variety of manufacturing, assembly, storage of durable goods, and related activities provided that they do not pose toxic, explosive or environmental hazard in the City.

C. M-2 General Industrial District

The M-2 General Industrial District is intended to provide areas for moderate and heavy intensity industrial uses, especially for those uses that are potentially hazardous, noxious, or incompatible with the uses in other districts.

801 USES

Article 12 lists permitted and special principal uses and temporary uses for the industrial districts.

802 DIMENSIONAL STANDARDS

Table 8-1: Industrial Districts Dimensional Standards establishes the dimensional standards for the industrial districts. These regulations apply to all uses within each district unless a different standard is listed for a specific use.

TABLE 8-1: INDUSTRIAL DISTRICT DIMENSIONAL STANDARDS

	M-MU		M-1	M-2
	M-MU-75	M-MU-90		
Bulk Standards				
Minimum Lot Area	None	None	None	None
Maximum Building Height	75’	90’	75’	90’
Minimum Setbacks				
Front Setback	None, unless a residential district is located on the opposite side of the street, then 10’	None, unless a residential district is located on the opposite side of the street, then 10’	None, unless a residential district is located on the opposite side of the street, then 10’	None, unless a residential district is located on the opposite side of the street, then 20’
Interior Side Setback	None, unless abutting a residential district, then 10’	None, unless abutting a residential district, then 10’	None, unless abutting a residential district, then 20’	None, unless abutting a residential district, then 20’
Corner Side Setback	None, unless a residential district is located on the opposite side of the street, then 10’	None, unless a residential district is located on the opposite side of the street, then 10’	None, unless a residential district is located on the opposite side of the street, then 20’	None, unless a residential district is located on the opposite side of the street, then 20’

TABLE 8-1: INDUSTRIAL DISTRICT DIMENSIONAL STANDARDS				
	M-MU		M-1	M-2
	M-MU-75	M-MU-90		
Rear Setback	None, unless abutting a residential district, then 20'	None, unless abutting a residential district, then 20'	None, unless abutting a residential district, then 20'	None, unless abutting a residential district, then 20'

803 DESIGN STANDARDS

The following design standards apply to new construction, including additions to existing structures, and substantial repair or rehabilitation of the exterior façade of an existing structure. In the case of repair or rehabilitation, only those standards that relate to the specific actions taken apply. The City Plan Commission may waive these design standards as part of City Plan Commission Development Plan Review (Section 1906).

A. Site Layout

1. Where office or guest facilities are part of the development, the entry to office or guest facilities shall have direct access from street frontages and parking areas. Manufacturing and warehouse structures should be set back towards the center of the site to minimize impact on adjacent parcels.

2. For campus developments, a distinct visual link shall be established among various buildings by using architectural or site design elements such as courtyards, plazas, landscaping, and walkways to unify the project. Campus developments shall provide a pedestrian link to adjacent commercial uses to provide safe pedestrian access between the campus and commercial uses outside the development.

3. The parking lot shall not be the dominant visual element of the site along the primary frontage. Smaller multiple parking lots separated by landscaping and buildings or placement behind buildings is required.

B. M-MU District Design Standards

1. Multi-Tenant Retail Centers

Multi-tenant retail centers in M-MU Districts shall comply with the following additional design standards. (Figure 8-1).

a. When a multi-tenant retail center is situated behind a large parking lot, a street presence for the shopping center shall be created by locating part of the center or an outlot building within 0 to 10 feet of the lot line at the primary street corner or the shopping center entrance. When a center's frontage on the primary street exceeds 250 feet, outlot buildings shall be built to within 0 feet to 10 feet of the front lot line for at least 25% of the frontage.

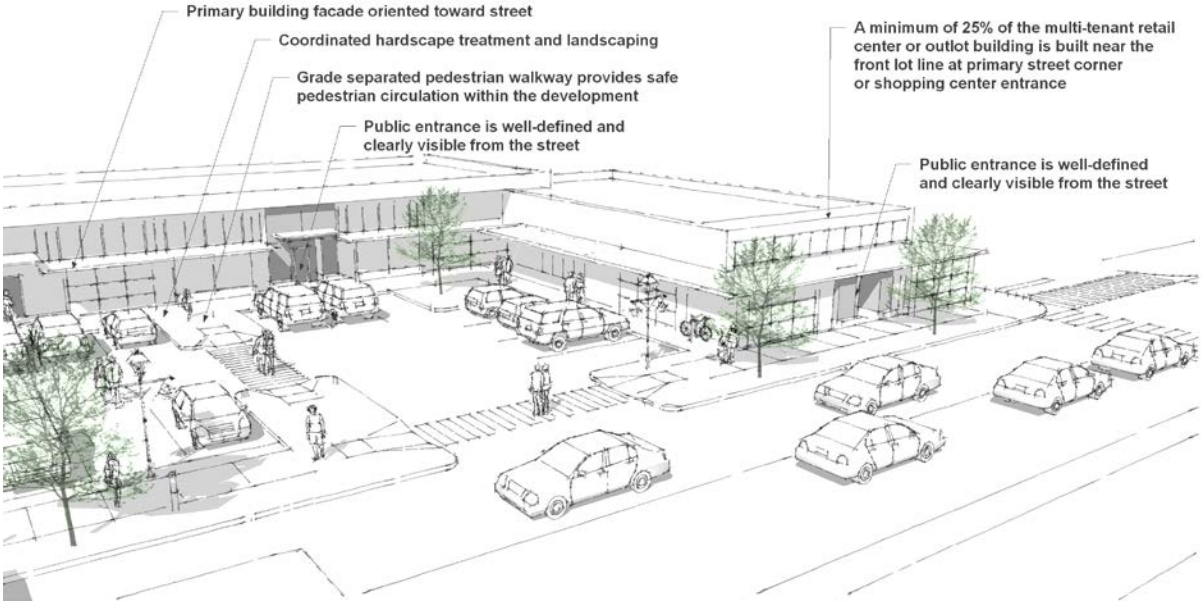
b. If outlot buildings are part of a multi-tenant retail center, outlot buildings shall define the street frontage by placement within 0 feet to 10 feet of the lot line at the primary street with showcase windows and entrances oriented toward the street and the interior parking lot.

c. The primary facade of the building shall be oriented toward the street with entrances facing or clearly visible from the primary street. Main entrances to the buildings shall be well defined.

d. The site shall be designed so that there is safe pedestrian access to the center from the public right-of-way and safe pedestrian circulation within the development.

e. A cohesive character is required through the use of coordinated hardscape treatment (special paving materials, lighting, street furniture, etc.) and landscaping.

FIGURE 8-1



804 GENERAL STANDARDS OF APPLICABILITY

A. Site Development Standards

See Article 13 for additional site development standards and requirements, such as exterior lighting, accessory structures and uses, and permitted encroachments.

B. Off-Street Parking and Loading

See Article 14 for off-street parking and loading standards.

C. Trees and Landscaping

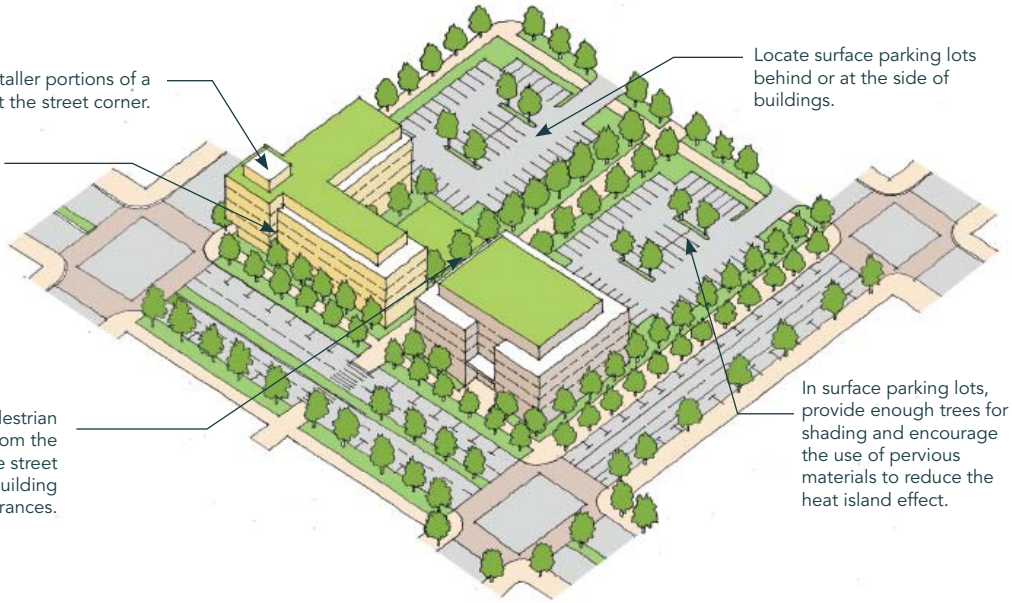
See Article 15 for landscape requirements.

D. Signs

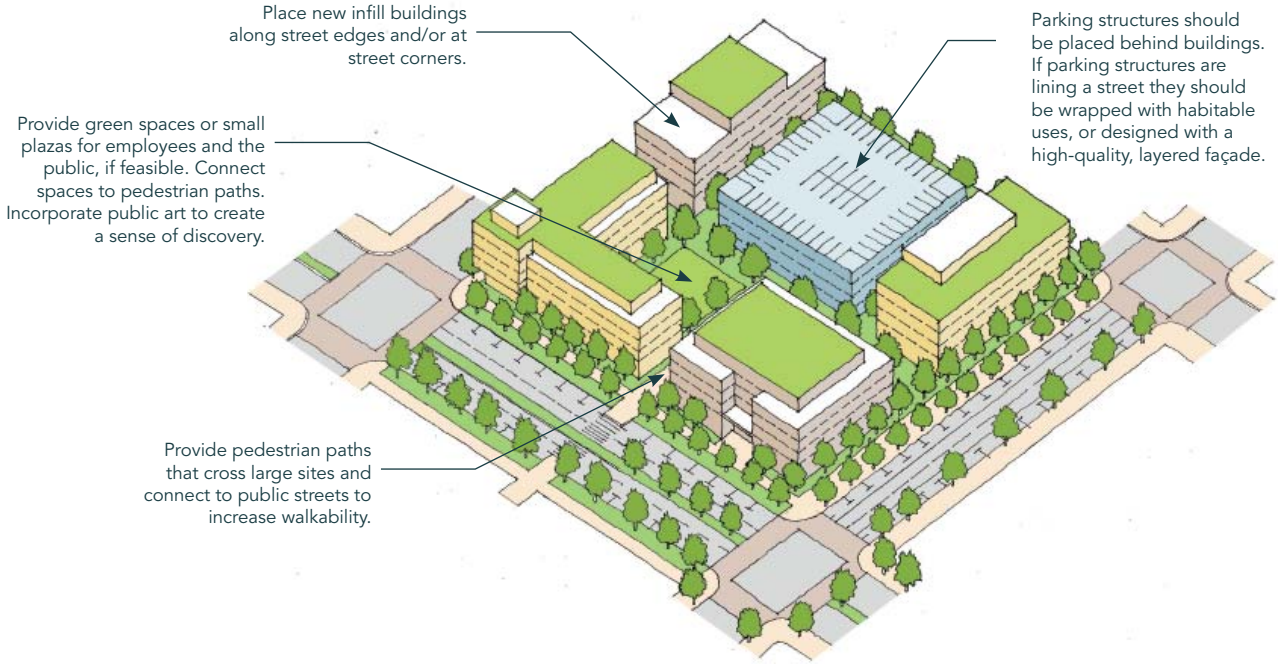
See Article 16 for sign standards.

Industrial Park Areas

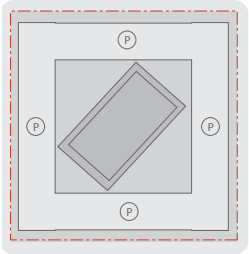
Phase 1: Layout with Surface Parking



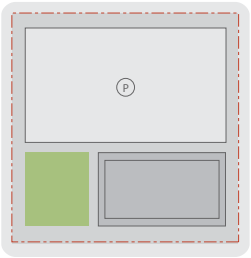
Phase 2: Layout with Structured Parking



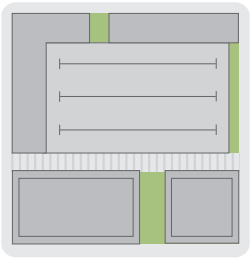
Office/Industrial Site Layout

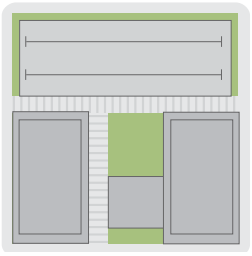


Discouraged: Angled building orientation surrounded by surface parking lots.



Encouraged: Building placed parallel to the street with surface parking lot in back.





Encouraged: Building orientation parallel or perpendicular to the street with "wrapped" or screened structured parking garage placed behind the building.

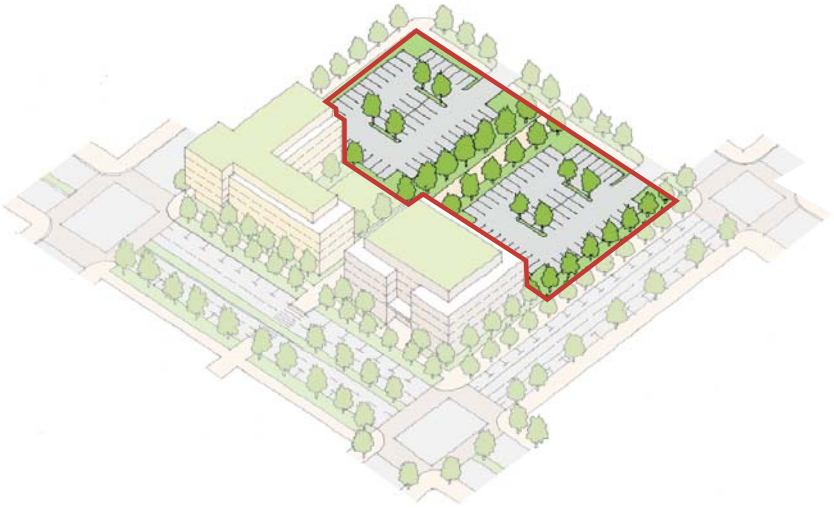
Guidelines – Industrial Buildings

- Buildings with large footprints should include façade elements and materials that make the building elevation more visually interesting, particularly along streets and pathways.
- Place the most active functions, such as office spaces or customer areas, along public streets.
- Design building volumes and façade portions differently to reflect their varying internal functions.
- Use neutral colors and non-reflective materials on roofs when they are visible from above.
- Encourage contemporary design and colors, and the use of innovative art.
- Mechanical units, including roof units, should not be visible from the ground-floor level; or, they should be screened with architectural panels.
- Encourage the visibility of internal activities unless security concerns prevent transparency.
- Use modular systems to increase functional flexibility.

Color variations, architectural modulations, and shading devices can reduce the perceived scale of large buildings.

Transparency in industrial buildings can showcase activities and contribute to the high-tech character of North San José.

Different façade materials and shapes can transform even large production and distribution facilities into interesting architecture.



Place surface parking toward the side and rear of buildings; when surface parking is adjacent to a street edge, screen parking with trees and other landscaping,

Guidelines

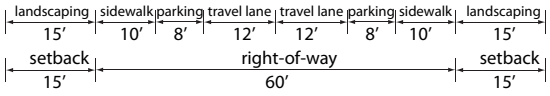
- Locate surface parking lots along the side and/or rear of buildings, away from street edges; provide screening with appropriate landscaping in the perimeter setback.
- Do not place large surface parking lots along North First Street in the Core Area, but permit a limited amount of short-term surface visitor parking between the street and building entrance.
- Provide a generous amount of designated motorcycle and sheltered bicycle parking stalls (also see *Bicycle Parking and Facilities*, this section); place these stalls in preferential locations closest to building entrances and street edges.
- Include stalls for carshare and carpool vehicles, and stalls specifically designed for small and compact cars; locate these stalls in preferential locations closest to building entrances.
- Provide designated pedestrian pathways through parking lots that exceed 150 feet in length on one side.
- Use water-permeable pavers or pavement to reduce stormwater runoff. Permeable pavement can also be used for parallel parking along private streets.
- Use the Zoning Code's reduced parking requirements for projects within 2,000 feet of a light rail station.
- Provide increased shading through increased tree plantings or solar-panel canopies to reduce the heat island effect.
- Encourage shared parking facilities that take advantage of time differences in peak parking needs - for example, daytime office parking shared with evening retail or entertainment parking.
- Encourage shared driveways or alleyways for parking access in order to reduce curb cuts and potential pedestrian/vehicle conflicts.
- Limit the use of surface parking for residential developments.
- On sites with structured parking and retail uses, provide a minimal amount of surface parking to meet the needs of retail establishments.
- Privately-owned streets and driveways should be planned and designed to be similar to public streets, with curbs, trees, and parallel parking along both sides.

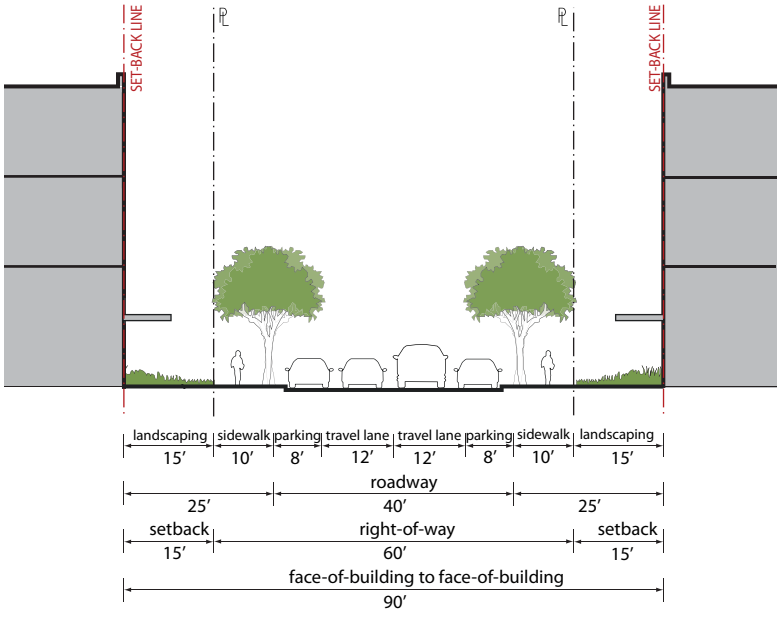
Closely-planted, large-canopied trees help reduce the urban heat island effect.

Solar panels utilized in parking lots can both generate electricity and provide shading for cars.

Screen the edges of parking lots that face onto a street with trees and other plantings.

4 Industrial/Grid Street





Appendix G: New York City "As of Right" Permitting Process Example

Uniform Land Use Review Procedure (ULURP)

	DEPARTMENT OF CITY PLANNING Application and Pre-Certification	COMMUNITY BOARD	BOROUGH PRESIDENT and BOROUGH BOARD	CITY PLANNING COMMISSION	
CITY MAP CHANGES MAPS OF SUBDIVISIONS PLATTINGS ZONING MAP CHANGES CPC SPECIAL PERMITS REVOCABLE CONSENTS FRANCHISE RFP'S MAJOR CONCESSIONS NON-CITY PUBLIC IMPROVEMENTS HOUSING AND URBAN RENEWAL PLANS LANDFILLS DISPOSITION OF REAL PROPERTY ACQUISITION OF REAL PROPERTY SITE SELECTION	• Receives application and related documents. • Forwards application and documents within 5 days to CB, BP, and CC (and BB, if project affects more than one CB). • Certifies application as complete.	• Notifies public. • Holds public hearing. • Submits recommendation to CPC, BP (and BB). • Can waive rights on franchise RFP's and leases.	• BP submits recommendation to CPC or waives right to do so. • BB (if project affects more than one CB) may hold a public hearing and submit recommendation to CPC or waive right to do so.	• Holds public hearing. • Approves, modifies or disapproves application. • Files approvals and approvals with modifications with City Council. • Disapprovals are final, except for zoning map changes, special permits, and urban renewal plans.	SEE FLOW CHART BELOW FOR THE PROCESS FOR CITY COUNCIL AND MAYORAL REVIEW (Charter Section 197-d)
PROCESS TAKES	No Specified Time Limit (after 6 months, applicant or BP in some cases, may appeal to CPC for certification).	**60 Days**	**30 Days**	**60 Days**	
Clock = 1 Year					
TOTAL DAYS		**60 Days**	**90 Days**	**150 Days**	

AFTER CPC APPROVES APPLICATION

- AUTOMATIC REVIEW BY CITY COUNCIL:
  - Zoning map changes
  - Zoning text changes (non-ULURP)
  - Housing and urban renewal plans
  - Disposition of residential buildings (except to non-profit companies for low-income housing)
  - 197-a plans**
- "TRIPLE NO"—AUTOMATIC REVIEW BY COUNCIL OF ITEMS IN ELECTIVE LIST (BELOW), IF:
  - CB recommended disapproval (NO #1)
  - BP recommended disapproval (NO #2)
  - BP files objection with Council and CPC within 5 days of CPC approval (NO #3)
- CITY COUNCIL MAY ELECT TO REVIEW:
  - City map changes
  - Maps of subdivisions or plattings
  - CPC special permits
  - Revocable consents, franchise RFP's, and major concessions
  - Non-City public improvements
  - Landfills
  - Disposition of commercial or vacant property
  - Disposition of residential buildings to nonprofit companies for low income housing
  - Acquisition of real property
  - Site selection

CITY COUNCIL

- Can review application, hold a public hearing, and vote to approve, approve with modifications, or disapprove.
- Refers any proposed modifications to CPC for an additional 15-day review.
- If Council does not act (or does not assume jurisdiction on items it must elect to review), CPC decision is final.

Action requires majority vote.

Must assume jurisdiction within 20 days.

Action requires majority vote.

50 Days*

MAYOR

- Reviews application.
- May veto Council action.
- If Council does not act (or does not assume jurisdiction on items it must elect to review), may veto CPC decision.

5 Days

CITY COUNCIL

- May override Mayor's veto by 2/3 vote.

10 Days

* Does not include 15 day review for proposed modifications.

** Refer to the "Rules for the Processing of Plans Pursuant to Charter Section 197-a" and the "197-a Plan Technical Guide" for 197-a Plan Review timeline.

IF CPC DISAPPROVES APPLICATION, ALL ITEMS ARE DEFEATED EXCEPT

- SPECIAL PERMITS, if Mayor certifies as necessary
- ZONING MAP AND TEXT CHANGES, if Mayor certifies as necessary
- 197-a PLANS, if Mayor requests approval**
- URBAN RENEWAL PLANS, Per State Law.

Action requires 2/3 vote. Action is final.
50 Days

Action requires 3/4 vote. Action is final. Law and timetable to be revised.

ABBREVIATIONS:

DCP = Department of City Planning
CPC = City Planning Commission
CB = Community Board
BP = Borough President
CC = City Council
BB = Borough Board