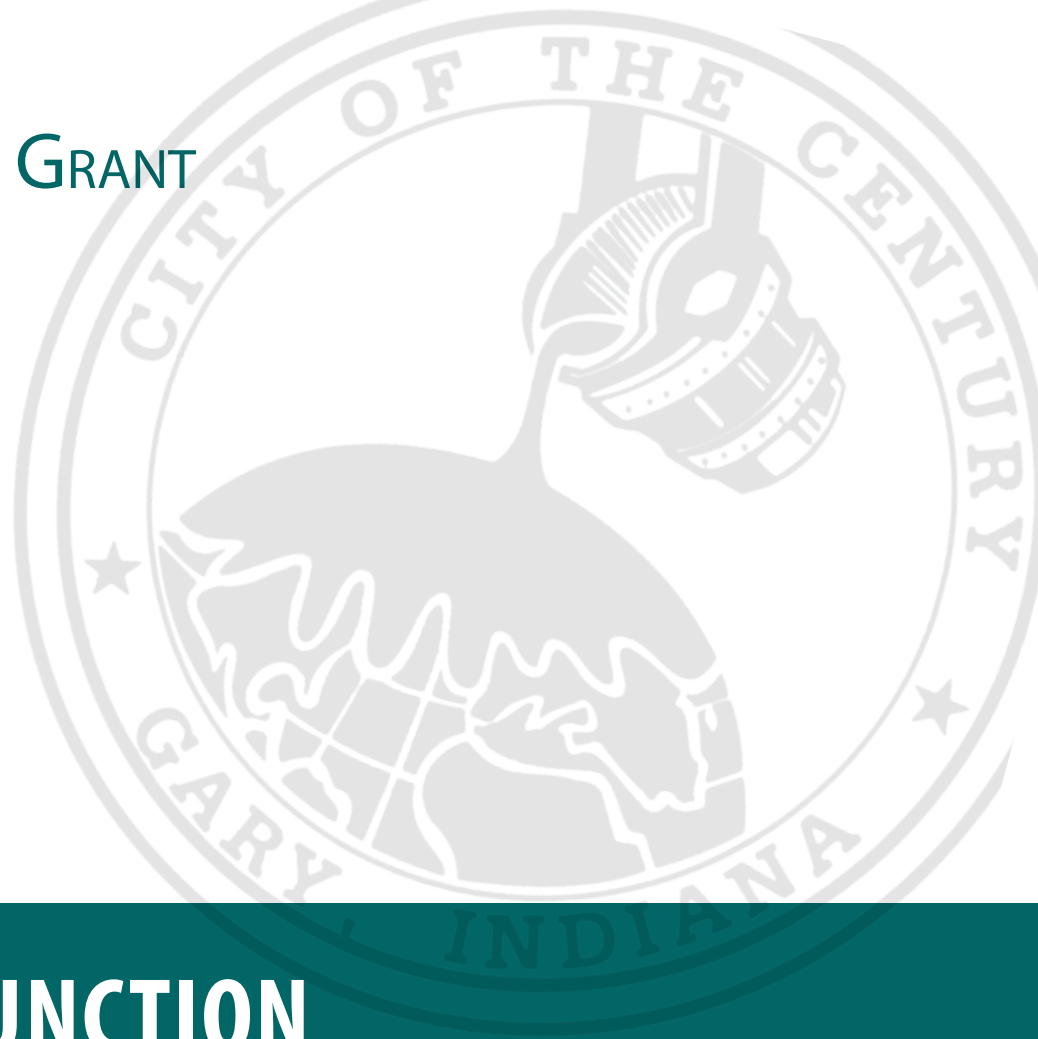


2015

TIGER DISCRETIONARY GRANT

APPLICATION



LAKE STREET JUNCTION

GARY, INDIANA



TITLE PAGE



Project Title	Lake Street Junction
Pre-application TIGER ID	bscotthenry524
Location	<ul style="list-style-type: none"> ◆ City of Gary, Indiana ◆ Primary zip code: 46403 ◆ 1st Congressional District of Indiana
Type of Application	Urban grant
Primary Project Type	Road
Secondary Project Type	Transit-Commuter Rail
Applicant Organization Name	City of Gary, Indiana
Type of Applicant	City
TIGER Request*	\$21,254,417
Total Project Cost*	\$27,414,417
Total Federal Funding*	\$21,254,417
Total Non-Federal Funding*	\$6,160,000

*Please note these figures differ slightly from pre-application. The pre-application requested a \$21.05 million TIGER grant for a \$26.31 million total project cost and included \$5.26 million in non-federal funding.

Leveraging investments already occurring in Gary by the Obama Administration – through the Strong Cities Strong Communities Initiative (SC2) – the City is committed to using every possible opportunity to demonstrate the great work that is being done in Gary. Lake Street Junction represents the next critical step in attracting new residents, businesses and visitors to our city.

– Karen Freeman-Wilson, Mayor, City of Gary





OFFICE OF THE MAYOR

KAREN FREEMAN-WILSON
MAYOR

Phone 219.881.1302
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June 5, 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Secretary Foxx:

Enclosed is the City of Gary's TIGER grant application for the Lake Street Junction Project. This is based upon a study undertaken by the City in collaboration with the HUD/DOT/EPA Partnership for Sustainable Communities (PSC). Completed in January 2015, the *Lakefront District Revitalization Strategy* serves as a guide for the city to achieve a unified lakefront district. This project is a unique opportunity for transportation investment in Gary, and would provide vitally needed ladders of opportunity to residents who are considered hard-to-employ. Through Complete Streets, Gary will address safety concerns identified in the USDOT's Bike and Ped Assessment from April 2015.

The Lake Street Junction Project is key in implementing Gary's vision to give its residents and visitors more accessibility to Lake Michigan and the Indiana Dunes National Lakeshore. The first phase of the project includes major investments to improve the accessibility and walkability of the area surrounding the Northern Indiana Commuter Transportation District's (NICTD) Miller Station and prepare the site for future rail investments. Lake Street Junction will leverage the commuter rail station and its proximity to Lake Michigan to spur transit-oriented development and essential revitalization through new jobs, improved safety and health, and renewed hope in Gary.

Leveraging investments already occurring in Gary by the Obama Administration – through the Strong Cities Strong Communities Initiative (SC2) – the city is committed to using every possible opportunity to demonstrate the great work that is being done in Gary. Lake Street Junction represents the next critical step in attracting new residents, businesses and visitors to our city.

The transportation assets in Gary must be enhanced to ensure future job opportunities and economic security for the city. For that reason, I am committing \$1 million for the City's share of the costs. Together with our funding partners, the Northwest Indiana Regional Development Authority (RDA) and NICTD, we are prepared to provide the necessary matching funds for the TIGER grant.

I am certain Gary's best days are ahead and thank you for your consideration of this application.

With gratitude,

A handwritten signature in black ink, appearing to read "KFW", written over a white background.

Karen Freeman-Wilson
Mayor, City of Gary

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APPLICATION IN BRIEF

Gary is best known as the home of the historic U.S. Steel Corporation. Since the 1970s, however, the steel industry has been in decline. Critically high unemployment, coupled with decades of disinvestment, has resulted in significant blight, high crime levels, and high poverty rates in a City with an 84 percent African American population. The **Lake Street Junction Project** represents a crucial step in re-tooling the City of Gary for the future.



Existing and planned view east along US 20

The Project will encourage critical revitalization and transit-oriented development (TOD) surrounding Miller Station on the South Shore commuter rail line which extends to Chicago. The Project also will facilitate light industrial development along US 20. Phase 1, the defined project for this TIGER application, will employ ‘complete streets’ principles to improve accessibility and walkability. Phase 2, enabled by vacating a segment of US 12 in Phase 1, will improve the commuter rail line and construct a new station, resulting in more frequent trains and reduced travel times to Chicago.

The Project Creates Ladders of Opportunity

The Project will serve this economically-distressed City by enhancing livability, increasing safety, improving access to public transportation, and spurring economic development and job creation. The problems faced by Gary are not unique to Gary. What works in Gary can provide a template for action across the United States. The need for the investment is clear:

- ◆ Underserved, minority population – 84 percent African American
- ◆ High unemployment levels—10.9 percent
- ◆ Persistently high poverty levels—over 38 percent
- ◆ Significant blight—21 percent of City’s buildings are vacant/abandoned
- ◆ High rates and severity of vehicle crashes—1,023 in the Project area between 2005 and 2014
- ◆ Limited access to recreational areas along Lake Michigan

The benefits are measurable and significant:

- ◆ A unified, walkable district with multimodal access
- ◆ Enhanced safety—pedestrian crossings, landscaped medians, traffic calming
- ◆ Improved transportation choices—widened sidewalks, multi-use pathways, bike lanes
- ◆ A gateway to Lake Michigan recreational areas
- ◆ Job creation through TOD and light industrial development

The Project Benefits from the Commitment of Many Partners

The City and the Project benefit from a collaborative environment with interdisciplinary and inter-jurisdictional partners all working towards a common goal of getting Gary moving again. These partners are instrumental in several economic initiatives underway in the City and include USEPA, HUD, and USDOT through the *Partnership for Sustainable Communities* program and the *Strong Cities Strong Communities* initiative. In addition, state, local and regional leaders as well as business groups and economic development advocates have come together to support the Project.



I. PROJECT DESCRIPTION AND LOCATION

Project Overview

The **Lake Street Junction Project** will encourage critical revitalization and transit-oriented development (TOD) surrounding Miller Station and light industrial development to the east of the TOD along US 20 in the City of Gary, Indiana. Miller Station is located on the Northern Indiana Commuter Transportation District's (NICTD) South Shore commuter rail line which extends from Chicago, Illinois through northern Indiana to its eastern terminus in South Bend, Indiana. Ultimately, the Project will enable significantly improved commuter rail service between the region's primary employment center, Chicago, and the City of Gary.

As Gary, Indiana embarks on its transformation from a steel town struggling with blight and poverty to a hub of economic activity and a national model for urban revitalization, the Lake Street Junction Project will be a key catalyst enabling long-term change.

Phase 1, the defined Project for the TIGER application, includes critical investments to improve the accessibility and walkability of the area surrounding Miller Station as well as to prepare the site for rail investments to be undertaken in Phase 2. Lake Street Junction will employ 'complete streets' principles to create a pedestrian-friendly city center while improving mobility and access to Miller Station. Specifically, Phase 1 will vacate a segment of US 12 and reconstruct segments of Lake Street and US 20 near Miller Station. Along Lake Street, the number of travel lanes will be reduced while improving the overall multimodal transportation system. Lake Street also will benefit from new railroad crossings. Along both Lake Street and US 20, the Project will construct new or wider sidewalks, multi-use paths, dedicated bike lanes, reconfigured parking, dedicated pedestrian crosswalks, decorative lighting, landscaped medians, and green infrastructure using natural hydrologic features to manage water.

Phase 2, enabled by vacating the segment of US 12 under Phase 1, will include the realignment and double tracking of four miles of commuter rail line and the construction of a new station with dual high level platforms and storage tracks. Phase 2 will enhance commuter rail service between Chicago and Gary, improving train frequency and access and reducing commute times.

The Lakefront Junction Project will create ladders of opportunity for the economically-distressed, largely African American communities of Gary. By improving the walkability of the area and better connecting these communities, the Project will spur critical TOD and redevelopment, including the opportunity for retail and higher density residential products along Lake Street and US 20 close to the station as well as light industrial businesses along US 20 further east from the station. Such redevelopment will create job opportunities within Gary and also will connect these underserved populations to employment opportunities in Chicago. Lake Street Junction also will improve access to amenities and recreational areas along the shores of Lake Michigan essential to quality of life.

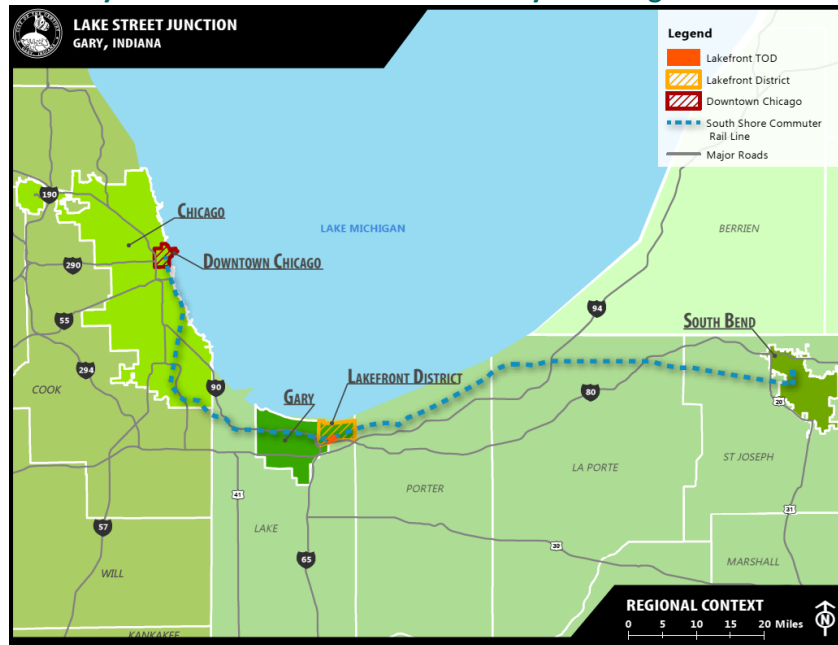
*The project will lay the groundwork for...increasing the frequency of weekday train service from Miller Station by 30%. The preliminary engineering will enable the South Shore to help unlock the true potential of the Miller section of Gary – **Michael Noland, General Manager, Northern Indiana Commuter***



The Setting

The City of Gary, Indiana is located in northwestern Indiana in Lake County, about 25 miles southeast of downtown Chicago. Gary is part of the Chicago-Naperville-Elgin, IL-IN-WI Metropolitan Statistical Area (MSA) and is bordered on the north by Lake Michigan. As shown in Figure 1, the Project, within Gary's Lakefront District, is located in the northeast region of the City. The Lake Street Junction Project area includes the area surrounding NICTD's Miller Station on the South Shore Line located at the intersection of Lake Street and US 20, the area along Lake Street to the north, and the area along US 20 to the east and west of the station. Lake Street to the north is the major transportation route to City of Gary school facilities and numerous neighborhoods. Lake Street also extends toward Lake Michigan which boasts attractions such as Marquette Park and the Indiana Dunes National Lakeshore, part of the National Park System. US 20 to the east includes a commercial and light industrial district.

Figure 1. Gary and Lake Street Junction Proximity to Chicago and Lake Michigan



Four Interstates cross the City of Gary including I-90 (Indiana Toll Road), I-94/I-80, and I-65. In addition, US 20 and US 12 run concurrently through the City parallel to the Indiana Toll Road until splitting just prior to Lake Street. Spanning 3,365 miles from Boston, Massachusetts to Newport, Oregon, US 20 is the longest road in the U.S.

The City also benefits from three commuter rail stations and bus service. NICTD's South Shore Line crosses east-west through the northern part of the City with stations located at the Gary/Chicago Airport, Gary Metro Center, and Lake Street. The Gary Public Transportation Corporation (GPTC) operates hourly local bus service to Lake Street and the Project area has several locations with substantial bus passenger activity. In addition, the Norfolk Southern railroad and the Indiana Harbor Belt railroad run through the City.

Transportation Problem

Due to a decline over several decades in the City's primary source of employment—the steel industry—Gary is facing a range of challenges, including a lack of funding, a devastated but recovering local government capacity, a long and complicated



environmental history, and severe crime and poverty. The lack of a transportation system that encourages multimodal mobility, walkability, and access to job opportunities is preventing the revitalization and redevelopment that the underserved, largely African American population of the City so critically needs. Issues associated with pedestrian safety and access result in low pedestrian activity and further the struggles faced by the commercial and retail enterprises in the area surrounding Miller Station. The primary concerns include the following:



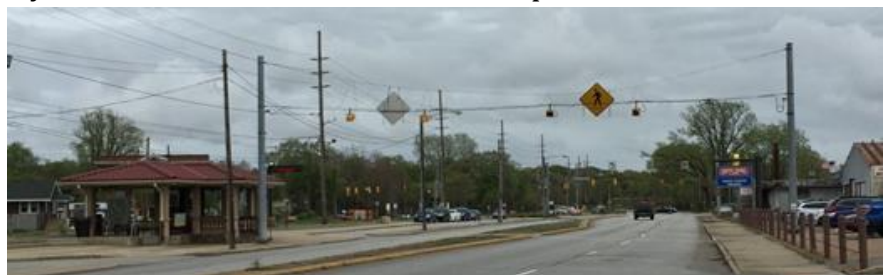
No sidewalk present; pedestrians and bicyclists use shoulder along US 20

Lack of Walkability. Miller Station sits to the south of a small retail cluster located on Lake Street north of US 12. In addition, there is retail between US 12 and US 20 south of the rail line. The current combination of road and rail transportation infrastructure, however, divides the neighborhoods to the north and south of US 20. This division creates a lack of walkability that discourages pedestrian activity. The ‘walk scores’ of the Aetna and Miller neighborhoods, which include the Project area, range from 11 to 49, reflecting car dependency (*Creating Livable Communities*, Northwestern Indiana Regional Planning Commission, 2013). In the Project area, however, car ownership is only about 82 percent and in many areas of the City car ownership is 50 percent or less. Low pedestrian activity has led to a drastic decline in retail options to serve commuters and visitors to the area.



Lack of designated parking and sidewalks creates safety concerns and limits walkability

Inhibited Safety. Traffic along US 12 and US 20 is heavy, with considerable truck traffic. Traffic on Lake Street is lighter. Over the 2005 to 2014 period, 1,023 vehicle crashes, including 23 involving pedestrians, were reported in the Project area. In 2015, the City was selected by the U.S. Department of Transportation (USDOT) for a Pedestrian and Bicycle Assessment which observed several safety concerns, including no sidewalks along US 12/US 20 but evidence of pedestrian activity, short pedestrian crossing times, jaywalking across US 12 to Miller Station parking lot, sidewalks that are not continuous at railroad crossings along Lake Street, poor driver awareness of pedestrians, no railroad crossing warning signs for vehicles or pedestrians, and needed signal coordination improvements for trains, automobiles, and pedestrians. The inhibited safety has led to low pedestrian activity in this area which has resulted in increased security and personal safety issues. In fact, according to the Federal Bureau of Investigation’s (FBI) Uniform Crime Reporting Program, in 2013, the City of Gary’s violent crime rate was almost triple that of the entire State of Indiana and the United States while the property crime rate was double that of the entire State and the U.S. as a whole.



Lack of appropriate pedestrian crosswalk results in jaywalking across US 12 to Miller Station from parking lot

Inhibited Commuter Rail Access to Chicago. Miller Station, the focal point of the Lake Street Junction Project,



provides a vital transportation link between Gary and the City of Chicago. Currently, however, commuter rail travel time from Miller Station to Millennium Station in downtown Chicago is 68 minutes and trains run infrequently (every 15-20 minutes in peak times and every two hours in off-peak). In contrast, the drive time is approximately 41 minutes in normal traffic and can range up to 45-50 minutes during peak travel times. As a result, commuters are choosing to drive over taking the train which results in increased congestion on the corridors to Chicago.

Inhibited Access to Lakefront Recreational Areas. Lake Michigan, located approximately 1.5 miles to the north of Miller Station, is a regional attraction for both City residents and tourists. Recreational attractions include the Indiana Dunes National Lakeshore and Marquette Park, including several miles of trails. There is currently no pedestrian tie between these recreational areas and the area surrounding Miller Station and the retail shops along Lake Street. Without a unification of these neighborhoods with the Lakefront, Gary is losing out on an opportunity to grow its retail and commercial businesses and avail its residents and visitors easy access to these regional recreational treasures.



Marquette Park Pavilion offers venues for special events

Transportation Solution

Faced with these challenges, the City is looking to a brighter future and numerous initiatives are underway to breathe new life into Gary and provide its economically-distressed communities connectivity to new employment opportunities. To facilitate these efforts, Gary is looking at the transportation system in the City and addressing areas where it limits access and mobility and presents safety concerns.

The Lake Street Junction Project is a product of a study undertaken by the City in collaboration with the Partnership for Sustainable Communities (PSC) program of the U.S. Environmental Protection Agency (USEPA), U.S. Department of Housing and Urban Development (HUD), and USDOT. Completed just recently in January 2015, the *Lakefront District Revitalization Strategy* (submitted with the TIGER application as STRATEGY.pdf) included a strategic investment analysis and provides the City with a guide to follow in establishing a unified Lakefront District that creates development activities that focus on new retail, commercial, industrial, and housing opportunities. Such development will provide the residents of Gary with ladders of opportunity to new employment and critical services. By improving the aesthetic of the area and walkability through 'complete streets' improvements, the Lake Street Junction Project will leverage the commuter rail station and proximity to Lake Michigan to spur TOD and crucial revitalization of Gary. As a primary catalyst for the City's long-term growth plans, the Project will have the following primary results:

Walkable District with Multimodal Access. The Lake Street Junction Project will connect and anchor existing neighborhoods centered on Miller Station and Lake Street. By tying together the various residential neighborhoods, commercial areas, and recreational spaces of Lake Michigan, the Project will enhance the pedestrian environment essential in this City with low car ownership rates. In addition, the improved vehicular and pedestrian connections will provide safer pedestrian crossings and overall improved interactions between the various forms of multimodal transportation (rail, auto, bus, pedestrian, bike)



around Miller Station and the TOD redevelopment area. In addition to the commuter rail line, local bus service to Miller Station and the project area (Rt. 13) is perennially one of GPTC's best ridership levels.

Transit-Oriented Development and Job Growth. The connectivity between the residential neighborhoods, retail areas, and the train station to be provided by the Project supports the City's long-range goals of promoting TOD within the immediate vicinity of Miller Station. Given the proximity of Miller Station to Chicago and a population of over six million within a 30-minute drive time of the station, opportunities for TOD are evident. The transportation investments of the Lake Street Junction Project will enable redevelopment of this area for TOD and other light industrial park development further east. The Project will stimulate local job creation and opportunities both through construction jobs and economic development as well as improved access to employment in Chicago.

Enhanced Commuter Rail Service to Chicago. Ultimately, the Project will improve commuter rail transportation and access to job opportunities in Chicago via additional trains and faster commute times. The proximity of this station to major thoroughfares (such as US 20) that connect to



Lake Street Concept Drawing

I-65 and to major economic centers allows this station to draw commuters from a multitude of communities beyond Gary, including Portage, Hobart, Valparaiso, Lake Station, Merrillville, and Crown Point. Following completion of Phase 2, weekday trains operating between Miller Station and Chicago will increase by 30 percent from the current schedule. Commuter rail travel times from Miller Station to Millennium Station in downtown Chicago will be 40 to 45 minutes (a reduction of 23 to 28 minutes per trip from current travel times) and trains will run every 10-15 minutes in peak times (a 5 to 10 minute increase in frequency) and every 60 minutes in off-peak times (a 60 minute improvement in frequency). Furthermore, an additional four miles of double track through Miller Station will eliminate a major bottleneck to increasing train frequency from Miller Station as well as stations east of Miller Station such as South Bend Station, the home of Notre Dame University.

Recreational Area Gateway to Lake Michigan. Through construction of a pedestrian- and bicycle-friendly environment along Lake Street north, the Project will provide a gateway to Lake Michigan's recreational activities and parks. The Project will include bike lanes connecting with the lakefront amenities, trail system, and parks, as well as the neighborhoods along this route to Miller Station. 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. In the past, this area attracted people from all over northwest Indiana who enjoyed activities such as swimming, bird watching, hiking, and canoeing. Lake Street Junction will be a catalyst for this area to once again be a major tourist destination and economic generator in the region.

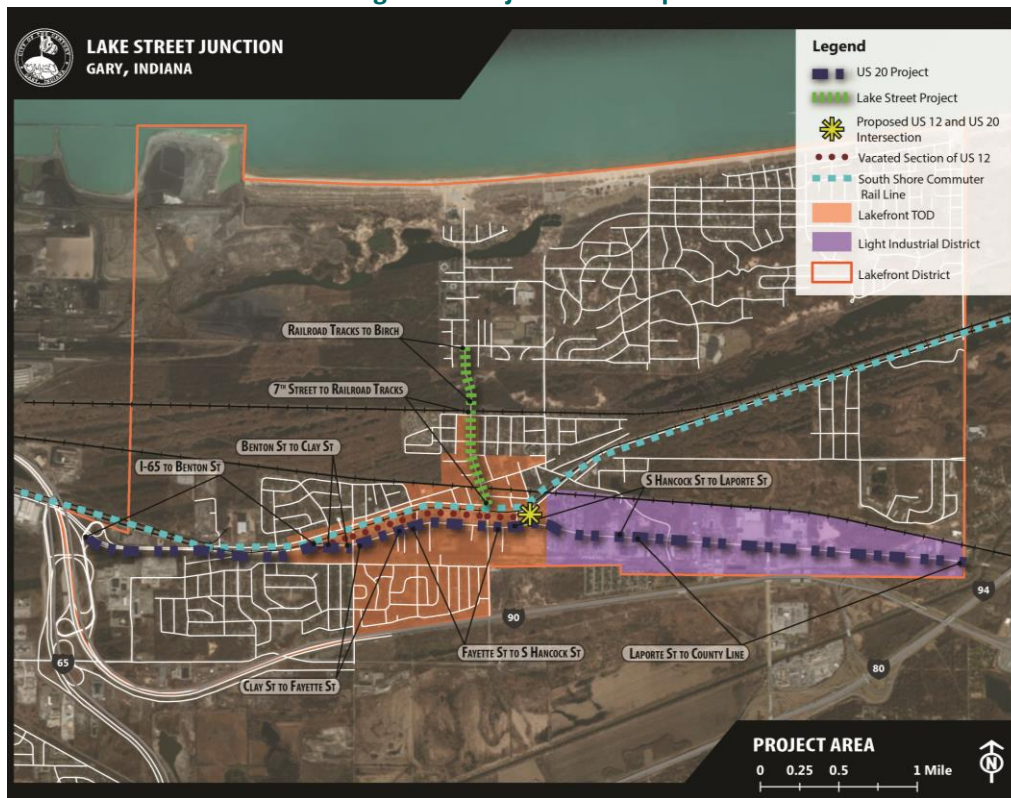


Phase 1 Investments

Phase 1 is the defined project for the purpose of this TIGER application. Figure 2 provides a Project area map showing the location of the Lake Street Junction Project within the City and along the South Shore commuter rail line. Following Figure 2 are descriptions and figures depicting each of the Project components. The following investments are included in the Lake Street Junction Project:

- ◆ Preconstruction of commuter rail line realignment, double tracking, storage tracks, and a new station with high level platforms
- ◆ Reconstruction/construction of US 20 corridor and Lake Street to include ‘complete streets’ approaches, including sidewalks, multi-use pathways, dedicated bike lanes, landscaped medians, and other amenities

Figure 2. Project Area Map



Commuter Rail Line and Miller Station

To facilitate the station and rail line improvements in Phase 2, critical investments must be made as part of Phase 1. These Phase 1 investments include vacating US 12 from the split with US 20 to just east of Lake Street. As shown in Figure 3, US 12 runs parallel with US 20 for approximately one mile. The land between these two roadways is either vacant or commercial with driveways and parking lots that connect to both roadways. By vacating this segment of roadway, the Project will move the intersection of US 12 and US 20 to the east of Lake Street and free up the area to the west of Lake Street for the Phase 2 rail line improvements, including realignment and double tracking of four miles and a new station with high level platforms. These improvements will enable the rail line and station to accommodate additional passengers and enhance the service between Gary and Chicago. Closing this segment of US 12 also will free up space for additional parking, including the

potential for structured parking in Phase 2, and help attract commercial development in a pedestrian-friendly corridor. Phase 1 also will include the necessary preconstruction for these Phase 2 investments, given the interface and necessary coordination between the roadway and pedestrian investments and the rail line and station investments.

Improve US 20 Corridor and Lake Street as Complete Streets

Lake Street and the US 20 Corridor will be reconstructed with a 'complete streets' approach to facilitate walkability, TOD, and development of a light industrial district. In addition to the project components described for each roadway below, the Project will include landscaped medians, pedestrian crossings, wider, more accommodating sidewalks, reconfigured parking, and decorative lighting to improve the aesthetics of the roadways in the vicinity of Miller Station.

Figure 3. US 12 Vacating Strategy



- ◆ **Lake Street.** Lake Street, a commercial and retail area with heavy pedestrian and bicycle use, runs north from Miller Station to Lake Michigan. Under Phase 1,



Existing and planned view west along US 20 at Lake Street

1.53 miles of this thoroughfare will be fully reconstructed, including a 'road diet' to reduce the number of travel lanes but improve the overall system. The reduction of travel lanes will slow traffic down throughout the retail district and provide a safer travel environment for cars, bikes, and pedestrians. The Lake Street improvements also will include reconfigured on-street parking with pervious pavement for stormwater management, bike lanes, and wider, more accommodating sidewalks with green infrastructure to manage water through natural hydrologic features. The existing raised median also will be reconstructed and landscaped so that it is more inviting for pedestrian crosswalks. The speed limit will remain 25 to 30 mph. In addition, each of the Lake Street's two rail line crossings will be significantly improved to provide greater automobile and pedestrian crossing safety. The bike lanes will continue north to 3rd Avenue, not only connecting with the lakefront amenities, trail system, and parks, but also connecting the neighborhoods along this route to Miller Station. Figure 4 provides a concept of the Lake Street site plan.

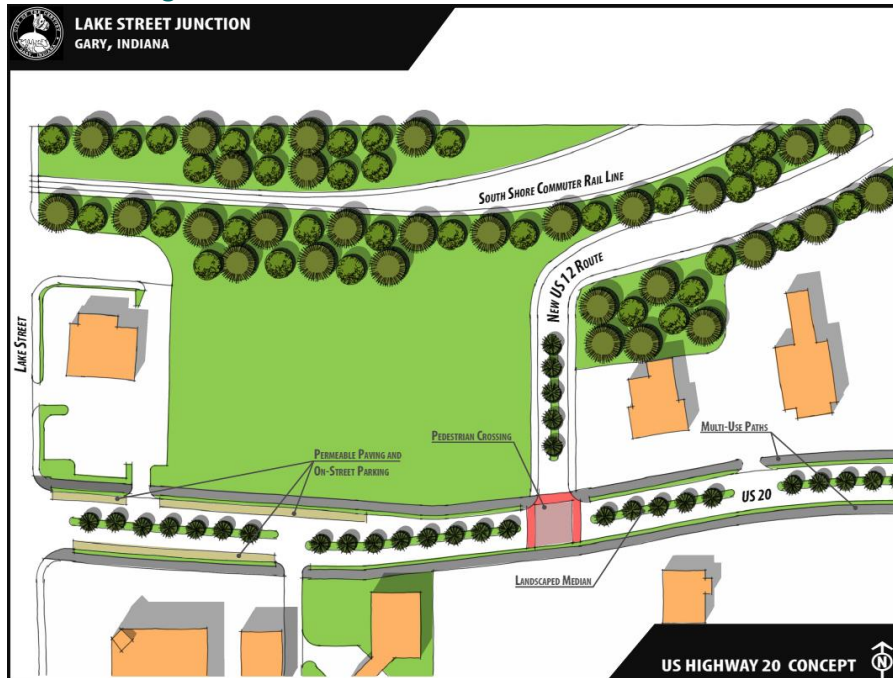
- ◆ **US 20.** US 20 traverses the City of Gary east-west and runs roughly parallel to I-90 (the Indiana Toll Road). Under Phase 1, US 20 will be reconstructed and/or resurfaced from the intersection with I-65 to just east of the county line. The 4.17 miles of US 20 investments will result in a new aesthetic and improved walkability through a 'complete streets' approach. In addition to a new intersection with US 12 just east of Lake Street, parallel parking, and traffic signal upgrades, the Project will include multi-

use paths, sidewalks, and a landscaped median. The speed limit along US 20 will be determined in coordination with the Indiana Department of Transportation (INDOT), but due to the change in nature of the US 20 roadway, it is anticipated that the speed limit will be lowered from the current limit of 45 mph. The segment of US 20 in proximity to Miller Station will service the TOD area and, as the roadway extends toward the County line, the improvements will serve a light industrial area of the City. This corridor is a major gateway to the City and Miller Station and, therefore, it is imperative that it be viewed as visually inviting. Figure 5 provides a concept of the new US 20 and US 12 intersection and site plan.

Figure 4. Lake Street Site Plan



Figure 5. US 20 and US 12 Intersection and Site Plan



The specific investments included in the initial phase of the Lake Street Junction Project are summarized in Table 1, below.

Table 1. Summary of Phase 1 Investments (The TIGER Project)

Primary Components	Description
Commuter Rail Improvements	
Preconstruction	Preliminary engineering and environmental review for: <ul style="list-style-type: none"> • Realignment of 4 miles of commuter rail line • Double tracking of 4 miles of commuter rail line • New station with high level platforms • Storage tracks
Vacating US 12	From the split with US 20 to just east of Lake Street, US 12 will be vacated to accommodate realignment of the South Shore commuter rail line. Traffic will be routed to the parallel running US 20, effectively moving the US 12 and US 20 split further east (see new intersection below under US 20 Improvements).
US 20 and Bicycle/Pedestrian Improvements	
Preconstruction	Utilities, preliminary engineering, environmental
Roadway Construction/ Reconstruction	4.17 total miles, 4 lanes @ 12'-0" width from intersection of US 20 and I-65 to just east of county line, 0.66 mi no pavement work, 0.5 mi reconstruction, 3.01 mi resurfacing
New Intersection	New connection at US 12 and US 20 just east of Lake St.
Complete Streets	0.77 miles from intersection of US 20 and Clay St. to LaPorte St.
Sidewalks	1.8 miles from Benton Street to LaPorte St.
Multi-use paths	2.44 miles from intersection of US 20 and US 12 to LaPorte St.
Pedestrian crossings	11 pedestrian crossings along US 20 with appropriate safety signalization and pedestrian signing, both mid-block and at signalized intersections
Landscaped median	3.17 miles from western US 20 and US 12 intersection (Benton St.) to the County line; to beautify the corridor and create a secondary rain retention and green infrastructure system within the right of way
Curb, gutter, drainage system	3.17 miles from Benton St. to County line with some enclosed system and some open ditch or secondary rain retention and green infrastructure
Parallel parking	150 to 300 spaces, pervious pavement
Traffic signal upgrades	Four traffic signal upgrades at Lake St., Clay St., Hobart Rd., Ripley St., and one potential signal at the new eastern intersection of US 20 and US 12, to allow pedestrian crossings and slow traffic
Decorative lighting	1.0 miles from Benton St. to Hancock St. to enhance roadway look and feel
Lake Street and Bicycle/Pedestrian Improvements	
Preconstruction	Utilities, preliminary engineering, environmental
Roadway Construction/ Reconstruction	1.53 miles reconstructed to reduce the number of travel lanes but improve traffic flow from intersection of US 20 and Lake St. to Marquette Park
2 Railroad Crossings	Located near 7 th St. and near Miller Ave to include appropriate safety signalization for autos, bicyclists, and pedestrians
Complete Streets	0.53 miles from intersection of US 20 and Lake St. to 3 rd Ave.
Sidewalks	1.53 miles from intersection of US 20 and Lake St. to Marquette Park
Dedicated bike lanes	0.53 miles from intersection of US 20 and Lake St. to 3 rd Ave.
Landscape median	0.2 miles from 3 rd Ave. to 5 th Ave. to beautify the corridor and create a secondary rain retention and green infrastructure system within right of way
Curb bump outs	Intersections between 7 th Ave. and 5th Ave.
Parallel parking	150-200 parking spaces, pervious pavement
Decorative lighting	0.53 miles from intersection of US 20 and Lake St. to 3 rd Ave.



Phase 2 Investments

Phase 1 not only will have immediate positive benefit but also will unlock the Phase 2 investments to the commuter rail line and Lake Street Station that will enable more frequent and faster travel times to Chicago from Gary. Under Phase 2, the commuter rail tracks will be realigned to enable high through speeds and the line will be double-tracked with bridges (as opposed to the current at-grade crossings) over the CSX rail line and Hobart Road and storage tracks will be added to enable more frequent trains at the Miller Station. In addition, Phase 2 will construct a new station with a large waiting room, restrooms, and ticket vending machines that will have two high-level boarding platforms with benches and enclosed shelters. The newly designed train station within walking distance of Lake Street will encourage new residents and new choices of housing to the north and south of US 20. A parking garage also is planned. Table 2 summarizes the Phase 2 planned investments.



Miller Station is currently a small shelter

Table 2. Summary of Phase 2 Investments

Primary Components	Description
Commuter Rail Line	
Realignment of Tracks	Realignment of the South Shore tracks south to approximately the current US 12 corridor to create more tangent track and higher through speeds
Double Tracking and Bridges over CSX and Roadway	Double tracking of a 4-mile segment of South Shore line from Tennessee St. (MP 58.1) east to join a 6-mile segment of double track east of Hobart Rd. (MP 54.0), including bridges over CSX rail line and Hobart Rd.
Two Storage Tracks	Two storage tracks enabling increased service between Gary and Chicago by at least 5 daily trains
Miller Station	
New Station	New station with a large waiting room, restrooms, and ticket vending machines
Two High Level Boarding Platforms	Two 8-car high-level boarding platforms with benches and enclosed shelters
Parking Garage	Construction of a parking garage of adequate size to accommodate South Shore riders and surrounding commercial/residential developments

II. PROJECT SPONSOR AND SUPPORTERS

Project Sponsor and Partners

The City of Gary, Indiana is the project sponsor. In addition, the Northern Indiana Commuter Transportation District (NICTD) and the Northwest Indiana Regional Development Authority (RDA) are partnering with the City on the Project and have committed \$900,000 and \$4,260,000 in funding, respectively. Together with the City's \$1,000,000 funding commitment, the total local funding contribution is \$6,160,000.

NICTD operates the South Shore Line—an electronically powered interurban commuter rail line—between Millennium Station in downtown Chicago and South Bend International Airport in South Bend, Indiana which includes the Miller Station in Gary. The RDA was created as a mechanism to address the economic decline in northwest Indiana and major regional needs that are beyond the capability of any single unit of government. The RDA partners with others to develop infrastructure that will make northwest Indiana economically vibrant. The RDA is funded through various communities in northwest Indiana and the State of Indiana.

*The TIGER grant for which we are a co-sponsor will create economic synergy with a number of other strategic investments aimed at getting Gary moving again. Lake Street Junction was conceived under the Partnership for Sustainable Communities (PSC) program of USEPA, HUD, and USDOT – **Bill Hanna, President and CEO, Northwest Indiana Regional Development***

Project Supporters

The Lake Street Junction Project benefits from broad support among state and local leaders as well as business groups, university presidents, and economic development advocates. This support is demonstrated through letters in Appendix B from those listed below:

Funding Partners

- ◆ City of Gary
- ◆ Northwest Indiana Regional Development Authority (RDA)
- ◆ Northern Indiana Commuter Transportation District (NICTD)

State and Federal Leaders

- ◆ U.S. Congressman Pete Visclosky
- ◆ U.S. Senator Joe Donnelly
- ◆ Indiana Department of Transportation (INDOT)
- ◆ Indiana Dunes National Lakeshore, National Park Service

Community and Regional Organizations

- ◆ Northwestern Indiana Regional Planning Commission (NIRPC)
- ◆ Gary Public Transportation Corporation (GPTC)
- ◆ Miller Beach Arts & Creative District (MBACD)
- ◆ Legacy Foundation
- ◆ Ivy Tech Community College
- ◆ Urban League of Northwest Indiana
- ◆ Northern Indiana Public Service Company (NIPSCO)

*Under the leadership of Mayor Karen Freeman-Wilson, Gary has maximized its relationships with the Department of Housing and Urban Development, the Environmental Protection Agency, and the Department of Transportation.... This collaboration, utilizing resources offered by the federal government, has produced outlines prescribing the pathways to revitalizing infrastructure within the city that will allow for an economic rebirth throughout the entire city. – **U.S. Congressman Pete Visclosky***



III. REQUESTED GRANT FUNDS AND SOURCES/ USES OF PROJECT FUNDS

This application requests \$21,254,417 in an urban TIGER Discretionary Grant for the Lake Street Junction Project. The requested grant will fund 77.5 percent of the Project costs. Matching funds of \$6,610,000, or 22.5 percent of the \$27,414,417 estimated Project costs, are committed from the City of Gary, the Northern Indiana Commuter Transportation District (NICTD), and the northwest Indiana Regional Development Authority (RDA). Please see the Mayor’s cover letter to this application and the letters of support from RDA and NICTD in Appendix B for evidence of the commitment to provide these matching funds.

Table 3 provides a summary of the expected breakdown of sources and uses of funds for the Project. The preconstruction activities will include design and environmental studies. Without TIGER funding, construction of this critical Project will remain unfunded given the lack of resources in the City for infrastructure investments. With TIGER funding, this essential project can be completed and the overall benefits realized. The transportation needs in the economically distressed City must be addressed with expedience to provide economic security and job opportunities to residents that suffer from some of the Nation’s highest poverty and unemployment rates.

Table 3. Sources and Uses of Funds

Sources	Dollars	Percent		Dollars	Percent
City of Gary	\$1,000,000		Preconstruction (Rail and Roadway)	\$7,355,202	26.8%
NICTD	\$900,000		US 20 Reconstruction	\$13,503,592	
RDA	\$4,260,000		Construction	\$8,547,532	31.2%
Total Local	\$6,160,000	22.5%	Construction Inspection	\$1,384,984	5.1%
TIGER Grant	\$21,254,417	77.5%	Utilities	\$577,077	2.1%
			Contingency	\$2,994,000	10.9%
			Lake Street Reconstruction	\$6,555,622	
			Construction	\$4,149,096	15.1%
			Construction Inspection	\$672,372	2.5%
			Utilities	\$280,155	1.0%
			Contingency	\$1,454,000	5%
Total	\$27,414,417	100%	Total	\$27,414,417	100%

*Please note these figures differ slightly from pre-application. The pre-application requested a \$21.05 million TIGER grant for a \$26.31 million total project cost and included \$5.26 million in non-federal funding.

As discussed previously, the Project is the first phase in a broader project that, in addition to the immediate components, will ultimately enhance commuter rail service between Gary and Chicago. These investments will be carried out as a subsequent phase upon the successful completion of Phase 1.



IV. PROJECT'S DELIVERY ON SELECTION CRITERIA

The proposed improvements to the roadways and bike/pedestrian facilities surrounding Miller Station will provide independent utility for this area of the City of Gary. Through 'complete streets' investments, the Project will invite TOD, including a range of housing options, retail, and light industrial development. When coupled with the rail realignment and station investments planned for Phase 2, the Project will further spur the development of this area of Gary and provide enhanced access to additional employment opportunities in Chicago. The primary benefits of the Project include the following:

- ◆ **Safety** – By creating wider sidewalks, dedicated bike lanes, multi-use pathways, dedicated pedestrian crossings, and traffic calming measures such as landscaped medians, it is anticipated that pedestrian accidents, injuries and deaths in the area will decline.
- ◆ **Economic Competitiveness** – Gary suffers from systemic poverty, blight, and decades of disinvestment. By taking advantage of the City's location by major highways (I-65, I-90, I-80/I-94, US 20 and US 12) and along the commuter rail line to Chicago, the Project will spur TOD and light industrial development.
- ◆ **Quality of Life** – Improved walkability, access to recreational areas, and transportation choices will combine with crime reduction to result in lasting transformative effects for this struggling community.
- ◆ **Partnership** – Gary benefits from collaboration with a large number and wide range of partners. This Project, in particular, is the result of bringing together a diversity of disciplines including transportation, housing, environmental protection, and economic development across federal, state, local government, private and non-profit (including universities), and multimodal transportation agencies.

The target area of Lake Street Junction includes several activity nodes on one of our most heavily travelled local routes. These improvements will allow riders to access our buses more safely and more quickly, by providing the opportunity to live and work closer in a pedestrian-friendly environment on this key route. – Daryl E. Lampkins, General Manager, Gary Public Transportation Corporation

Safety

The Lake Street Junction Project will create a safe transportation system for all modes of transportation—pedestrians, bicyclists, transit riders, automobiles, and rail. The redesigned and reconstructed roadways with wider sidewalks and multi-use pathways are anticipated to significantly reduce the number of accidents and injuries. In addition, the landscaped medians will have a traffic calming effect that will further lessen the likelihood of crashes.

Over the 2005 to 2014 period, 1,023 vehicle crashes were reported in the Project area, including 19



No railroad crossing signs exist for pedestrians or vehicles; Signal coordination improvements are needed



involving fatalities, 256 involving injuries, and the remainder involving property damage. Of these crashes, 23 involved pedestrians. The 2015 Pedestrian and Bicycle Assessment for USDOT observed several safety concerns in the Project area, including no sidewalks along US 12/US 20 but evidence of pedestrian activity, short pedestrian crossing times, jaywalking across US 12 to the Miller Station parking lot, sidewalks that are not continuous at railroad crossings along Lake Street, poor driver awareness of pedestrians, no railroad crossing warning signs for vehicles or pedestrians, and needed signal coordination improvements for trains, automobiles, and pedestrians. These concerns will all be addressed by the Lake Street Junction Project.

State of Good Repair

The Project directly addresses the objective of state of good repair by focusing investments on critical existing assets that are in need of repair and threaten transportation network efficiency. The Project, which includes rehabilitation and new capacity improvements for non-motorized transportation modes, is intended to create a safer and more efficient transportation network for all modes. In addition, project development and design decisions are taking into consideration future maintenance costs of various Project elements.



Sidewalks and driveways become one pavement surface with no delineation for non-motorized users.

The City is committed to maintaining the planned improvements. Such roadway maintenance will include pavement surface (crack sealing and/or patching), shoulders, drainage, signs, pavement markings, traffic signals, snow removal, and mowing. The maintenance cost of the reconstructed roadways, however, will be offset by savings from vacating the portion of US 12 between the US 12/US 20 junction and Lake Street. Consequently, the Project is not expected to result in any substantial changes in maintenance costs. The City estimates average annual maintenance costs of \$50,000 for regularly scheduled maintenance and between \$500,000 to \$1 million, every ten years, for more significant roadway maintenance.

Regarding the rail infrastructure associated with Phase 2, NICTD estimates an increase from current annual maintenance costs once Phase 2 of the Project is complete, considering the increased size of the station as well as the new construction that will cost less to maintain than the existing infrastructure. Currently, South Shore Line is a single track railroad from Tennessee St. to the west end of Wilson St. (a distance of approximately 4 miles) in the City of Gary. The current station is a small enclosed shelter with on-demand radiant heat, no air conditioning, no running water or restrooms, limited seating, a low level single platform, and over-subscribed surface parking. Given the minimal amenities and features of the existing station, maintenance costs are low. The new station will be a completely new look with a large passenger waiting area with HVAC, restrooms, and a ticket vending area. In addition, the station will include two high level boarding platforms, a parking deck, a reconfigured two-track mainline with two additional bridge structures east of Lake Street, and two storage tracks (currently there is a single six-car storage track above Broadway). As a result of the increased infrastructure and station amenities and features, NICTD is assuming increased maintenance costs that will be partially offset by



increased ridership and passenger revenue resulting from improved service. NICTD funds ongoing maintenance through FTA Section 5307 and state Public Mass Transportation and Commuter Rail Service funds.

Economic Competitiveness

Gary is best known as the home of the historic U.S. Steel Corporation, established in 1906. In addition to job reductions related to automation, global influences in the market, including a high level of imports, unfairly traded products, and reduced steel prices, continue to adversely affect the U.S. steel industry. Since the 1970s, northwest Indiana has experienced a decline in manufacturing and manufacturing-related employment and since 1990, northwest Indiana has lost 15,000 jobs in primary metal manufacturing—a 46 percent decline (Bureau of Labor Statistics, Current Employment Statistics).

The U.S. Steel Corporation was supported over the last couple years by fracking and drilling but now the firm faces declining crude oil prices which effectively end the demand for more drilling (and associated steel products). With less demand for those activities combined with automotive trends toward light cars made with less steel, the industry is further stressed. As of March 2015, U.S. Steel announced nearly 4,000 potential job cuts in Ohio, Texas, Minnesota, Illinois, Alabama, and northwest Indiana. In May 2015, U.S. Steel also permanently closed the coke-making plant at Gary Works, displacing 300 workers. On the heels of even more declines in steel industry employment, Lake Street Junction represents the next critical step in re-tooling the City of Gary for the future.

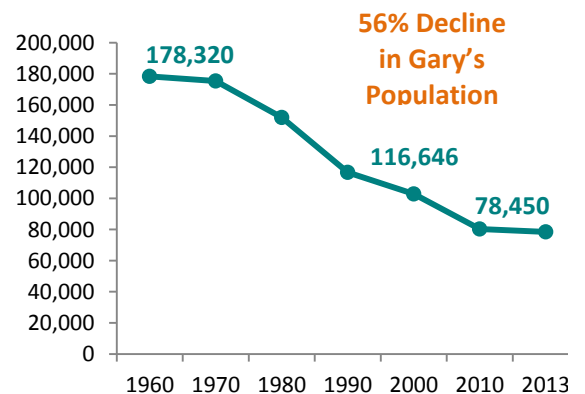
Although it still maintains its status as a major steel producer, Gary operates with only a fraction of its former level of employment. As shown in Table 4, the City's unemployment rate as of April 2015 is 10.2 percent, almost double the national rate of 5.4 percent and substantially above the unemployment rates of the State of Indiana and the Chicago-Naperville-Elgin, IL-IN-WI MSA which are 5.4 percent and 5.8 percent, respectively. Not only has the unemployment rate increased due to the decline of the steel industry but overall employment levels and, relatedly, population in the City has declined drastically as well (56 percent since 1960). Even where manufacturing jobs have been able to be replaced locally, they have typically been replaced by service industry jobs, often in retail



Steel worker Homer Farley of Gary operates a furnace. July 14, 1959. Tribune archives.



U.S. Steel Gary Works Plant. Chicago Tribune.



Source: US Census



and food service, which are generally lower paying and have fewer benefits. This trend is evident in that over 38 percent of the population of the City is living below the poverty level. This is more than double the national and State of Indiana rates and almost four times the rate of the MSA. Also notable is that the population of Gary is 84 percent African American, with the area within one mile and 0.5 miles of Miller Station 75 percent and 72 percent African American, respectively (American Community Survey, 2009-2013).

Table 4. Socioeconomic Profile of Affected Localities

	Population (2013 est)	House- holds (2009-2013)	Median Household Income (2009-13)	Persons Below Poverty Level (2009-13)	Unemploy- ment Rate (Apr 2015)	Percent African American (2013)	Land Area (sq. miles)
Gary	78,450	30,857	\$26,885	38.1%	10.2%	84%	50
United States	316,497,531	115,610,216	\$53,046	15.4%	5.4%	13%	3,531,905
Indiana	6,570,713	2,481,793	\$48,248	15.4%	5.4%	9%	35,826
Chicago- Naperville-Elgin, IL-IN-WI MSA	9,537,289	3,429,738	\$61,156	10.4%	5.8%	18%	7,197
Chicago	2,718,782	1,028,746	\$47,270	22.6%	6.5%	32%	228
Lake County, IN	491,403	182,080	\$49,035	17.8%	6.7%	25%	499

Source: US Census, Bureau of Labor Statistics; American Community Survey

Transit-Oriented Development and Light Industrial Development

The Lake Street Junction Project is a critical step forward in achieving the City’s development goals in this area of the City. The improved walkability and accessibility for automobiles and pedestrians in the vicinity of the Miller Station to the retail center of Lake Street and along US 20 will create opportunity for increased productivity of the land surrounding the Station. This is particularly important as in the Project area car ownership is only about 82 percent and in many areas of the City car ownership is 50 percent or less. Currently, US 20 lacks sidewalks and safe pedestrian crossings. The Project will transform the corridor completely and attract private investment. Such development will not only spur construction jobs but long-term employment in the retail, commercial, and light industrial developments. By creating a desirable place to both live and work, residents and visitors alike will want to spend more time in the area enjoying the amenities and frequenting retail destinations and restaurants.



View of Miller Station area looking west.

Currently, population density in the Project area is approximately 6.2 people per acre and housing density is 3.1 units per acre. Residential buildings are predominately one- and two- story, brick and vinyl sided ranch homes and cottages from the early and middle part of the 20th Century. Commercial areas are largely made up of attached single story storefronts also from the early and middle part of the 20th Century. A few low-income multi-family housing towers exist as well (*Creating Livable Communities*, Northwestern Indiana Regional Planning Commission, 2013. Data is for the Aetna and Miller neighborhoods which includes the Project area).



The City recently completed a parcel survey that found nearly 6,902 of 33,227 (20.8 percent) of the City's buildings are vacant. This includes 6,315 of 30,767 (20.5 percent) homes and 554 of 2,220 (25.0 percent) businesses. In addition, the survey found that more than 12,384 (37.3 percent) of the City's buildings are blighted. This includes 11,523 (37.5 percent) homes and 889 (40.0 percent) businesses. In addition, only 43 percent of Gary's 58,000 parcels have any buildings currently standing. As evident by this survey, the City's vacancy rates are high and blight is a serious concern.



Abandoned homes in Gary (NIRPC)

To begin to address these properties, the City of Gary has received \$6.645 million from the Hardest Hit Fund (HHF) which is funding allocated by the U.S. Department of Treasury to the 18 states left particularly devastated by the housing crisis that began in 2007. Gary is using these funds to cover the extraordinary costs of demolishing hundreds of vacant and abandoned homes. Notably, the demolition is being performed according to USEPA's new green demolition specifications, which will help to manage stormwater over the long term by increasing the permeability of the empty lots, when compared to standard demolition practices.



Aerial view of TOD along US 20

The Lake Street Junction Project will build upon this ongoing effort to remove the vacant structures by building infrastructure to serve the redevelopment. Due to the Project area's assets, the City has chosen to begin its revitalization in the communities surrounding Miller Station. In addition to Miller Station, the Project area boasts some of the City's most stable commercial districts (Lake Street & Beach Shopping Plaza), some of the City's highest home values, and proximity to the Indiana Dunes National Lakeshore, and the City's most substantial green space at Marquette Park.

Improving connections between northwest Indiana and Chicago is an important step for rebuilding the middle class in northwest



Existing and planned view east along US 20



Indiana by enabling residents to participate more fully in the third-largest regional economy in the United States. NICTD’s ridership model, while based on a new consolidated station at I-65, projected a daily ridership increase in the Gary corridor that is 93 percent greater than the no build alternative by 2033 (a net increase of 1,100 daily passengers). NICTD believes the planned improvements to the Miller Station also will yield substantial ridership gains.

Based on these factors, the City anticipates a solid market for TOD and light industrial development with the right infrastructure that facilitates walkability and use of non-motorized transportation. Based on market research and stakeholder feedback – including from local businesses, residents, developers, and regional planners – the most significant challenges to TOD in this area include the following (*Lakefront District Revitalization Strategy*, Jan. 2015):

- ◆ Current rail and road infrastructure that physically and economically divides the communities north and south of US 20
- ◆ Blight along US 20 contributes to a negative perception of Gary and diminishes the commuter experience related to Miller Station
- ◆ Lack of retail options along US 20 necessary to support commuters and visitors
- ◆ Lack of walkability that discourages pedestrian activity.

Lake Street Junction will address these challenges and open the area to TOD and help to transform the City. It is anticipated that this TOD could support a mix of commercial and residential land uses, including 223,000 square feet of new commercial, convenience retail and professional office uses north of US 20 and west of Lake Street, 64 new

apartments with approximately 1,200 square feet and 85 townhouses with approximately 1,600 square feet south of US 20 and west of Lake Street, and 1,050 new parking spaces in parking garages near the train station (*Lakefront District Revitalization Strategy*, Jan. 2015).

In addition to traditional TOD, redevelopment and growth in the area’s light industrial district is anticipated. The light industrial district is roughly defined as the area bounded by Lake Street to the west, the commuter rail line to the north,



Station TOD Conceptual Plan



US 20 West Light Industrial District Conceptual Plan



County Line Road to the east, and the station boundary to the south. It is anticipated that the light industrial district could support 120,000 square feet of new flex industrial space, 180,000 square feet of new convenience retail and grocery store uses north of US 20 and east of Clay Street, 15 new townhouses and 96 new apartments with approximately 1,200 square feet south of US 20 and east of Clay Street, and a 2.8 acre park (*Lakefront District Revitalization Strategy*. Jan. 2015).

Economic Initiatives

Despite a perpetual struggle with disinvestment, Gary has recently undertaken several initiatives that, when combined with the Lakefront Junction Project, will further spur economic revitalization in the City. These initiatives that are having transformative economic results in the City include the following:

Partnership for Sustainable Communities. Gary is a beneficiary of the Partnership for Sustainable Communities (PSC) program of the USEPA, HUD, and USDOT. The PSC is helping Gary improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment. Following livability principles, the PSC works with Gary to coordinate federal housing, transportation, water, and other infrastructure investments to make neighborhoods in Gary more prosperous, allow people to live closer to jobs, save households time and money, and reduce pollution. The Lake Street Junction Project will benefit from the program’s technical assistance, strategic partnerships, and institutional support.

- PSC’s Livability Principles**
- ◆ Provide more transportation choices
 - ◆ Promote equitable, affordable housing
 - ◆ Enhance economic competitiveness
 - ◆ Support existing communities
 - ◆ Coordinate and leverage federal policies and investment
 - ◆ Value communities and neighborhoods

The efforts of the PSC have resulted in the ***Gary Northside Redevelopment Project (GNRP)***. In 2012, USEPA’s Region 5 Land Revitalization Team began working with the Mayor of Gary and her administration to establish priorities for redevelopment and sustainability. As a result of this effort, the GNRP was identified as a priority, focusing on the neighborhoods of Horace Mann, Emerson/Downtown, Aetna/Glen Ryan, and Lake Street. The priorities of GNRP include a medical district in Horace Mann, redevelopment of downtown Gary, and creation of a TOD and light industrial district in the Lake Street Junction Project area. The first key project of GNRP was demolition of the Sheraton Hotel completed with \$700,000 from USEPA, \$600,000 from HUD, and \$200,000 from RDA. A charrette to discuss site reuse has been conducted and green infrastructure reuse is anticipated for portions of the site, funded with USEPA grants.

Strong Cities Strong Communities. In 2014, the Obama Administration selected Gary to participate in the Strong Cities Strong Communities Initiative (SC2). SC2 expands upon the PSC work and provides Gary with enhanced federal support for Gary’s existing revitalization efforts through technical assistance, implementing best practices, building strategic partnerships, and aligning federal investments and resources. Under SC2, detailed redevelopment planning efforts were initiated for the GNRP neighborhoods. The first plan, completed in January 2015, was the ***Lakefront District Revitalization Strategy Project***, funded by \$200,000 in USEPA grants. The Lake Street Junction Project is a product of the Strategy which provides the City with a guide to follow in establishing a unified District that creates development activities focused on new retail, commercial, industrial, and a diversity of housing opportunities. The team conducted a strategic investment analysis



from which emerged areas with the most potential for development, including the area surrounding Miller Station. The second plan—*Creating Livable Centers Plan*—funded with a \$150,000 grant from NIRPC’s USDOT funding is anticipated to be complete in October 2015. This plan covers the Horace Mann, Emerson, and Downtown neighborhoods of Gary.

Alliance for Regional Development. In 2012, the Organization for Economic Co-operation and Development (OECD) published a ‘Territorial Review’ of the Chicago-Naperville-Elgin, IL-IN-WI MSA recommending improvements in workforce development, innovation, transportation and logistics, and green growth to overcome growth and job-creation rates well below national averages. Following the report’s release, the Alliance for Regional Development formed to provide a cross-jurisdictional, multi-sector response. This coalition of leaders in business, government, and academia are working together to strengthen the economic competitiveness of Chicago’s tri-state region. Specific activities include annual regional competitiveness summits and the development of strategic plans to implement OECD’s recommendations. The Alliance’s efforts have drawn international praise and serve as a national model for other regions facing similar economic challenges.

Indiana University Northwest Arts and Sciences Academic Building. In 2015, Indiana University Northwest will begin construction on a \$45 million Arts and Sciences academic building—one of the largest non-manufacturing construction projects in Gary in the last few decades. Gary recently received a \$500,000 Choice Neighborhood planning grant which will benefit the area of the City where Indiana University Northwest is located.

West Lake Corridor Project. NICTD is extending the South Shore Line—the West Lake Corridor Project—to reach high-growth areas in Lake County to the west of Gary along the Illinois-Indiana border. The Project will expand NICTD’s service coverage, improve mobility and accessibility, and stimulate local job creation and economic development, providing a significant boost to the region. Construction is planned to begin in 2020.

Quality of Life

The Project is expected to spur long lasting transformative changes to the quality of life in the City of Gary which has suffered from decades of disinvestment. Miller Station and the South Shore Line provides access to the urban center of Chicago which offers the residents of Gary access to employment opportunities, cultural experiences, and recreational attractions, as well as specialized healthcare and other services. In turn, the Station provides residents of Chicago access to the recreation areas of Lake Michigan, benefitting the surrounding neighborhood with visitors interested in shopping and dining. The quality of life and livability of the City is expected to benefit from the Lake Street Junction Project in the following primary manners:

Improved Transportation Choices. Initially, by improving the walkability of the Project area, Lake Street Junction will improve the transportation choices for the residents of this disadvantaged community. The Project’s focus to improve the feasibility of alternative modes of transportation such as walking, biking, and public transit is especially critical for impoverished Gary residents for which automobile ownership can be unaffordable. Through improved access to safe and affordable transportation to these disconnected communities, the Project promotes ladders of opportunity for Gary residents and will further strengthen the communities for long-term success through redevelopment.



Enhanced Employment Opportunities. The Project will stimulate local job creation and opportunities both through construction jobs and economic development as well as improved access to employment in Chicago. Currently, it is estimated that the Aetna and Miller communities of Gary, which include the project area, are host to approximately 1,200 jobs in the retail and light industrial sectors. While a number of temporary jobs will be created by the construction project alone, it is estimated that 1,380 permanent jobs will be created by the development that is spurred, including in commercial, retail, professional office, residential housing, and light industrial businesses. Further, once Phase 2 is complete, the citizens of Gary will benefit from improved access to jobs and educational opportunities in Chicago.



Marquette Park's special events facilities and natural areas are positioned to serve as a regional destination and provide economic stimulus to the City of Gary

Recreational Gateway. The dunes and natural areas along the beaches of Lake Michigan are a major tourist destination and include the Indiana Dunes National Lakeshore and Marquette Park which recently underwent a \$28 million renovation funded by a grant from the Northwest Indiana Regional Development Authority (RDA). Lake Street Junction will improve the connectivity between the Lake Street commercial area and surrounding neighborhoods with these parks and other lakeside attractions where Gary residents and visitors can enjoy swimming, bird watching, hiking along 45 miles of trails, canoeing, and other recreational activities.

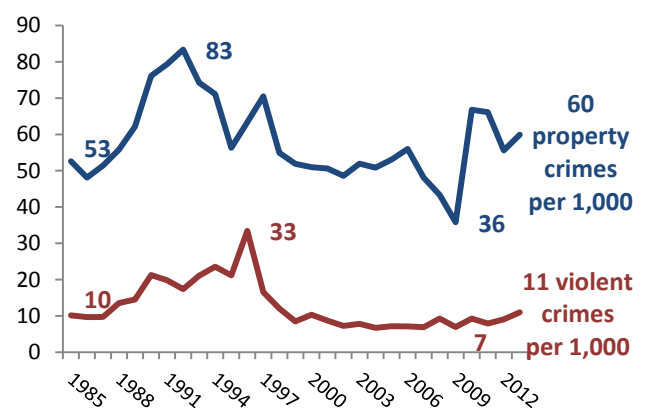


Marquette Park and Miller Beach

While Gary's lakefront, open space, and rivers are truly unique and special places, often access to these areas is not available or difficult to reach. The multi-use pathways constructed along Lake Street and US 20 will connect to the lakefront and an extensive system of trails through the continuation of Lake Street. This trail system includes several regional trail systems—the Marquette Greenway Trail from Chicago to Michigan and a regional trail along the Little Calumet river system.

Crime Reduction. The City suffers from high crime rates that are double to triple the rates of the State of Indiana and nation, as shown in Table 5 and Figure 6. The Project is a critical step in the City's efforts to empower its citizens through improved

Figure 6. Historic Crime Rates in Gary (per 1,000 pop.)



access to transportation, employment opportunities, and redevelopment and revitalization of vacant and blighted properties. The Project’s improvements to the areas aesthetics and walkability are anticipated to lower crime through increased pedestrian activity. In addition, the Project will include decorative street lighting that also could help to reduce crime.

Table 5. Crime Statistics – City of Gary, State of Indiana, and United States

	Total Violent Crime*	Rate (per 1,000 pop.)	Total Property Crime*	Rate (per 1,000 pop)
Gary	883	11	4,719	60
State of Indiana	23,487	4	187,536	29
United States	1,163,146	4	8,632,512	27

Source: FBI’s Uniform Crime Reporting Program, 2013.

*Violent: murder, rape, robbery, aggravated assault; Property: burglary, theft, motor vehicle theft, arson

Environmental Sustainability

The Project is planned to be constructed within existing right of way. As a result, the City does not anticipate the preconstruction environmental review will uncover adverse effects on social, economic, and environmental resources. In addition, various environmental mitigation measures have been incorporated into the Project design. These include stormwater control during construction and operation through improved curb and drainage systems, pervious pavements where appropriate, traffic control that minimizes congestion including during construction, and recycling of existing materials. The City has been successful in receiving green infrastructure grant funding and a portion of these monies funded green infrastructure designs for Lake Street and other streets in the vicinity of the Project. Green infrastructure uses vegetation, soils, and natural processes to manage water and create healthier urban environments. Preliminary calculations of the reduction in runoff in the TOD retail area indicate that the current runoff for a 15 minute 2-year storm is 153,243 cubic feet. After redevelopment with green infrastructure, the runoff for the same storm event is estimated to be only 47,297 cubic feet, a 69 percent reduction.

The Project also will promote emission-free transportation choices. The Project’s sidewalks, multi-use pathways, and dedicated bike lanes will provide new access for pedestrians and bicyclists. Currently, sidewalks do not exist on all roadways and there is a lack of connectivity and safety features for roadway and railroad crossings. These enhancements are anticipated to not only improve quality of life and mobility choices of residents and students that attend the schools in the area but also to provide opportunities for safe walking, jogging, bicycling, and overall opportunities for a healthier community.

In addition to the non-motorized transportation choices enhanced by the initial phase of the Project, Phase 2 will greatly enhance commuter rail service to Chicago. As a result, Phase 2 is anticipated to increase commuter rail ridership and reduce vehicle miles travelled on the roadways between Chicago and Gary as more commuters choose to travel by train over car. The benefits will include reduced congestion, improvements to air quality, reduction in greenhouse gas emissions, and reductions in energy use.

Innovation

The City and its partners continue to evaluate innovations to be incorporated into the Project to expedite project delivery, reduce costs, increase efficiency, incorporate state-of-



the-art environmental design, and improve travel choices. Gary's efforts to bring about change in the City are fundamentally innovative. The City has brought together multiple partners (described above under Economic Competitiveness and below under Partnership) to identify the most effective approaches to reversing decades of disinvestment and create a new future for the residents of Gary. The Lake Street Junction Project is a direct result of such innovation. With the help of the federal government, the Project promises to be a national model for how strategic transportation investments can spur transformative economic and social change.

Partnership

The City of Gary benefits from collaboration with a large number and wide range of partners, bringing together a diversity of disciplines including housing, environmental protection, and economic development in addition to multimodal transportation agencies. This is true not just on the Lake Street Junction Project but on a number of initiatives underway in the City. The partners active in the Lake Street Junction Project include:

- ◆ City of Gary – funding, planning, implementation
- ◆ NICTD – funding, planning, implementation
- ◆ RDA – funding, planning
- ◆ GPTC – planning, implementation
- ◆ INDOT – planning, implementation
- ◆ NIRPC – planning

Community Engagement

The Lake Street Junction Project is the culmination of several years of community interviews, meetings, and charrettes. Through the PSC, over 100 interviews (1 ½ hours each) were held with key stakeholders, organizations, faith-based groups, and residents in the creation of the GNRP within which Lake Street Junction resides. In addition, an open community meeting was held to seek input related to the GNRP. Following the GNRP efforts, the City developed the Lakefront District Revitalization Strategy (finalized in January 2015). The Lakefront District is a subsection of the GNRP that also includes Lake Street Junction. As part of the Strategy's development, the City held an additional 60+ community interviews with key stakeholders including property owners, realtors, developers, bankers, economic development professionals, elected officials, city staff, business owners, and residents. The Strategy development also included three days of stakeholder meetings. Key concerns voiced included the lack of safe ways to walk or bicycle in the US 20 corridor and the poor quality of infrastructure along Lake Street.

Federal Government Partnerships

Gary has partnered with several federal agencies as it works to redevelop and economically

NIRPC views this project as symbiotic with the urban revitalization efforts that our agency has been partnering on with the City of Gary, including our participation in the Gary Northside Redevelopment Project, in conjunction with the EPA and sustainable communities partnership; our funding of local plan-making in Gary, through our Creating Livable Communities Program; and our providing the City with technical assistance on such topics as brownfield redevelopment and transportation planning – Tyson Warner, Executive Director, Northwestern Indiana Regional Planning Commission



stimulate the City. The primary entities include USEPA, HUD, and USDOT. As discussed previously, Gary is a beneficiary of the PSC program of the USEPA, HUD, and USDOT. The Lake Street Junction Project will benefit from the program's technical assistance, strategic partnerships, and institutional support. In addition, the Obama Administration selected Gary to participate in SC2 which provides Gary with enhanced federal support for Gary's existing revitalization efforts through technical assistance, implementing best practices, building strategic partnerships, and aligning federal investments and resources.

Nonprofit and Philanthropic Partnerships

The City collaborates with several nonprofit entities. For example, through the ***Neighborhood Spotlight Initiative***, the Legacy Foundation partners with the PSC and Gary to champion a collective impact strategy. The Initiative seeks to revitalize the unique character and connectedness of local places as part of enhancing regional identity. The Miller Arts and Creative District within the Project area is the recipient and has conducted over 160 community interviews in support of the effort. The initiative coordinates the efforts of a range of nonprofits to address systemic community problems. This partnership was presented with the HUD Secretaries' Award for Public-Philanthropic Partnerships – Housing and Community Development in Action in 2014. Legacy Foundation is a community foundation and the leading philanthropic partner serving Lake County, Indiana.



Volunteers clean abandoned property in Gary (photo Joel Wintermantle)

University Partnerships

The City benefits from partnerships with regional universities. Under the City's partnership with the ***Harris School of Public Policy at the University of Chicago (Chicago Harris)***, graduate students consult on issues high priority issues of the City. Initial research addressed Gary's abandoned buildings. Chicago Harris partnered with the City and nonprofit LocalData to survey all of Gary's residential parcels, resulting in the ***2014 Gary Parcel Survey***. Using the data, the City applied for, and was awarded, \$6.6 million from Indiana's Hardest Hit Fund Program to fund demolition of up to 800 blighted properties. In addition, PlaceLab at the University of Chicago selected Gary as a demonstration city and was awarded a \$650,000 grant to build a commercial training kitchen for public use and a culinary business incubator near the Project. Further, for the past two years, the ***University of Illinois at Chicago's Master of Urban Planning and Policy Program*** has generated urban plans for Gary, including of the Lake Street Junction Project area.



V. RESULTS OF BENEFIT-COST ANALYSIS

A comprehensive Benefit-Cost Analysis (BCA) conducted in support of this TIGER Discretionary Grant application for the Lake Street Junction Project shows that the Project has a benefit-cost ratio of 10.95 (using a 3 percent discount factor) and 7.01 (based on a conservative 7 percent discount factor). A brief overview of the BCA is provided in Table 6. The BCA Report can be reviewed in Appendix A and the detailed supporting analysis was submitted with the TIGER application in excel file GARYBCA.xls. Over the useful life of the Project, a net present value benefit of \$247 million will be created (using a 3 percent discount factor). The Phase 1 investments, including preconstruction and vacating US 20, also will enable the Phase 2 investments. The benefits of Phase 2, however, are not included in this BCA analysis.

Overview of Project Benefits

The benefits realized by the Project can be categorized into cost savings associated with improved economic competitiveness, safety, and quality of life.

Table 6: Summary of Benefit-Cost Analysis

Baseline Problem to be Addressed	Change to Baseline	Types of Impacts	Economic Benefit	Summary of Results
Existing roadway and pedestrian infrastructure lacks walkability, has safety concerns, inhibited commuter rail access, and inhibited access to lakefront	Complete streets with sidewalks, bike lanes, multi-use pathways, a roadway diet, landscaped medians, bioswales, vacating of a segment of roadway	Walkable district with multimodal access, TOD and light industrial development, job growth, and serves as a recreational gateway	Monetized value of improved safety, quality of life, and economic competitiveness	Estimated value of benefit cost ratio is 10.95 at 3% discount (7.01 at conservative 7% discount)

Safety

The Project's improvements will result in major safety improvements. The reduction in lanes to be applied to Lake Street can be expected to significantly reduce accidents. For US 20, the landscaped median should also reduce crashes. In addition, improvements in the roadway geometry of the new US 12/US 20 junction will reduce crash severity and frequency. These factors, in combination, should significantly lower the accident rate.

Quality of Life

Livability benefits were estimated according to the method described by Litman,¹ which estimates improvements in livability using reduced vehicle miles traveled (VMT) as a proxy. The Lake Street Junction Project promotes and supports all six livability principles.

Transportation Choices. The reconstruction of Lake Street and US 20 will employ 'complete streets' principles. The inclusion of sidewalks, dedicated bike lanes, and multi-use paths support active transportation modes (walking and biking) and the multi-use paths help build and integrate the pedestrian trail network. Further, vacating US 12 will enable future improvements to the commuter railway in speed, headway, and reliability.

¹ Litman, T. (2013). *Evaluating Active Transport Benefits and Costs*. Victoria Transport Policy Institute. Victoria, BC: Victoria Transport Policy Institute. Retrieved from <http://www.vtpi.org/nmt-tdm.pdf>



Equitable, Affordable Housing. The Project will support the creation of more equitable housing. The area is disproportionately burdened by transportation impacts, including high-speed tractor trailer traffic. The Project will reduce the nuisance and danger of highway traffic through planted medians with bioswales that prevent centerline-crossing accidents and reduce accident severity. The bioswales and other associated landscaping will also help reduce the visual blight of the built environment.

Improve Economic Competitiveness. The Project addresses strategies to diversify the City's economic base. To develop a successful light industrial district, Gary must maintain a high level of truck accessibility, so design and investment decisions must manage their presence. The Project's 'complete streets' treatments are essential to this end. Second, the Project makes it possible to leverage existing assets, namely Lake Michigan and Miller Station. Successful revitalization relies on leveraging depreciated real estate to create clusters of low-rent but high amenity centers. The TOD at Miller Station will address local economic development efforts, reducing the leakage of spending to outside communities.

Support Existing Communities. Gary's population has dispersed to nearby suburban locations. Gary still retains much of the public infrastructure of a much larger city, and could use this infrastructure to support a much larger population. The Project supports this goal by improving the safety, walkability, and visual attractiveness of existing communities.

Coordinated Policies and Leveraged Investment. The Project is a coordinated effort of the City, RDA, INDOT, NICTD, and NIRPC to leverage public investment. The Project, part of a larger effort to improve the commuter railroad, also is a product of Lakefront District Revitalization Strategy undertaken in collaboration with the PSC/SC2 programs of the USEPA, HUD, and USDOT. Without the Project, other regionally important projects will be unable to proceed.

Value Communities and Neighborhoods. Despite disinvestment, blight, and abandonment, the Project area's neighborhoods remain intact communities with social cohesion and existing networks of relationships that can be leveraged by other initiatives. Such social capital represents a reservoir of capacity for future revitalization and the Project's safety and walkability improvements assist community cohesion by increasing exposure to, and recognition of, neighbors. It also increases the number of 'Eyes on the Street',² a phenomena widely held to increase security.

Economic Competitiveness

While the Project contributes to economic competitiveness as an element of livability, there are aspects of the Project which create net efficiencies in infrastructure use beyond livability, satisfying TIGER's stand-alone economic competitiveness criterion. In particular, by improving the state of good repair, the Project will yield economic savings by providing infrastructure that can be maintained at a lower price than the current alternative. In addition, ad hoc expansion of highways resulted in highway duplication in Gary. Vacating a section of US 12 will reduce maintenance costs of the unnecessary capacity. The Project also adds between 300 and 500 on street parking stalls, providing a daily benefit to residents and visitors.

² Jacobs, J. (1961). *The death and life of great American cities*. Vintage.



Environmental Approvals

The following environmental permits and approvals are anticipated and built into the project schedule.

- ◆ NEPA Approval – INDOT/FHWA
 - Section 106 Effect Finding – INDOT/FHWA
 - State Historic Preservation Office (SHPO) Concurrence
- ◆ United States Army Corps of Engineers (USACE) and Indiana Department of Environmental Management (IDEM) – Impacts to wetlands/streams (not required as part of NEPA approval)
 - USACE will issue 404 Water Quality Permit, if required, including Wetland Delineation and Waters Report concurrence
 - IDEM will issue 401 Water Quality Certification, if required

Governmental Approvals

The Project will only need final approval from the Gary Common Council. The Mayor has demonstrated her commitment to the Project as outlined in the cover letter to the application. All necessary approvals from RDA and NICTD have been obtained. INDOT approval of the NEPA processes will be obtained. INDOT’s support of the Project is demonstrated by the Commissioner’s support letter included in Appendix B.

Financial Feasibility

The City and its partners are fully committed to supporting the Project as evidenced by the local funding commitments provided in the Mayor’s cover letter to this application and in the letters of support from NICTD and RDA in Appendix B. The Project financial plan provided in Section III demonstrates that, with TIGER assistance, the Project implementation timeline can be met. In addition, as demonstration of NICTD’s commitment to the full Project, the Northwest Indiana Regional Planning Commission (NIRPC) Transportation Improvement Program (TIP) for federal fiscal years 2016-2019 includes a portion of the funding for Phase 2 of the Lake Street Junction Project.

Assessment of Project Risks and Mitigation Strategies

Following is a summary of potential Project risks and identified mitigation strategies.

Project Cost Risk	Mitigation Strategy
Inflation. Construction inflation has been volatile over the past several years and could increase project cost.	Reasonable inflationary assumptions based on historical trends in construction inflation have been included in all cost estimates as well as contingency amounts to address unexpected circumstances.
Contingency. The contingency factored into cost estimates may be insufficient to cover unexpected costs or increases.	The Project cost estimate includes a contingency of \$4.45 million or approximately 35 percent of construction costs.
Cost Overruns During Construction. Cost overruns could result in insufficient funds to complete the Project.	The designer will have quality control procedures to minimize computational errors. On projects of this type, cost overruns due to changed conditions are minimal. Established contingencies have high probability of mitigating this potential risk.



Project Schedule Risk	Mitigation Strategy
Permits and Approvals. Delays in the receipt of permits and approvals may delay the start of construction.	All approvals from INDOT will follow their project development process. All issues and concerns will be addressed within the proposed schedule. The project scope does not require ROW acquisition; therefore, environmental risks are minimal. Subsequent responsibility for permit revisions resulting from revisions, updates based on time limitations, and local permits associated with specific construction activities will be addressed prior to construction or in relevant contracts.
ROW Acquisition. ROW acquisition is determined necessary.	ROW acquisition is not currently anticipated to be needed. If ROW is necessary as determined by final design, the amount of land acquisition will be limited..
Unanticipated Site Conditions. Unanticipated geotechnical concerns could delay the schedule or increase costs.	Extensive geotechnical investigations will be completed before construction documents are made available to prospective bidders.
Funding Risk	Mitigation Strategy
Availability of Local Funding. Local funds are unavailable.	As evidenced by this application and letters of support and commitment of funding, the City, NICTD, and RDA have identified and committed funding for the Project. Within procedural limitations, the City and its partners have demonstrated strong commitment to ensuring the Project is delivered through provision of local funds.
Procurement Risk	Mitigation Strategy
Delay in Procurement. The Project suffers a delay in completion.	Should any planned work be cancelled or materially delayed, the City of Gary will use best efforts to take appropriate measures to ensure that construction of the entire Project will be completed as contemplated.
Affordable Bids. Affordable bids are not received.	If affordable bids are not received, an engineering evaluation will be performed. Plan adjustments will be made, if appropriate, and the Project will be rebid.

VII. FEDERAL WAGE RATE CERTIFICATION

The Federal Wage Rate Certification for Gary, Indiana is included in Appendix C.



APPENDIX A: BENEFIT-COST ANALYSIS REPORT

Results of the Benefit Cost Analysis of the Lake Street Junction Project

Prepared by:



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Purpose

This report presents the results of the benefit-cost analysis (BCA) for the Lake Street Junction Project and describes the Project's economic benefits as required by TIGER guidance. The full application supplements this BCA report with information that further justifies the Project's benefits. In addition to a synopsis of the economic results, the BCA report also includes technical attachments showing the basis of all calculations, describing methods applied, and complying with generally accepted TIGER guidance for technical detail. Attachment A includes the required Executive Summary of the BCA.

Background

Gary, Indiana is an Age of Industry community developed around the U.S. Steel Corporation's 'Gary Works,' one of the world's largest steel mills. Until after World War II, Gary, Indiana, was a thriving industrial town. Wrong-footed by economic changes caused by the decline of the steel industry and associated de-industrialization it has (like many American cities) struggled to reinvent itself, while dealing with the burdens of its industrial past. (Gary is home to an extensive array of brownfield sites). The decline of the steel industry resulted in widespread unemployment. Over time, this has resulted in a decline in population so severe it has resulted in widespread abandonment of houses. The combination of abandoned houses and reducing population has made Gary vulnerable to property crime. This combination has, in turn, undermined the financial base of the City of Gary, a position worsened by the continued decline of the U.S. Steel Corporation. The result has been decades of disinvestment.

The sequence of declining employment, depopulation, disinvestment and crime forms a vicious cycle that traps both the City of Gary and its residents. This cycle, however, can be broken. In 2014, Gary became one of the communities selected to participate in the 'Strong Cities, Strong Communities' program. The problems faced by Gary are not unique to Gary. What works in Gary can provide a template for action across the United States. To do so, it will be necessary to overcome the effects of industrial contamination and decades of disinvestment. Essential to this goal is overcoming the impression of blight.

Fortunately, Gary has a number of valuable assets on which it can rebuild itself. Lake County (where Gary, Indiana is located) has been part of the Chicago metro area since 1950, and Gary is only 25 miles



from the Chicago CBD. It has excellent highway access, and is the location of the Indiana Dunes National Lakeshore.

Project and Project Area

The Project is part of broader efforts to revitalize the Lakefront District of Gary, including the neighborhoods of Miller, Aetna, and Glen Ryan. The Project (Phase 1 only) consists of three elements: Changes to US 12, improvements on US 20, and improvements to Lake Street. The changes to US 12 include the re-location of the US 12/US 20 junction to a new location approximately two miles east, near La Porte street in Gary. The changes to US 20 consist of a ‘complete streets’ treatment of the section of US 20 between the former US 12/US 20 junction and the new US 12/US 20 junction. The improvement to Lake Street is to take place between 7th Street and Marquette Park (approximately 1.5 miles north). The character of the two highways in the area is currently incompatible with that of the surrounding neighborhoods. The characteristics of their geometric design are consistent with rural highways, despite the urban character of the Project area. Along US 20, Clay Street is the first signalized intersection after I-90. Along US 12, Lake Street is the only signalized intersection for miles. Yet, the area is a commercial corridor, where vehicles make left turns across traffic to access retail establishments between US 12 and US 20.

This roadway geometry has implications for safety along the route. Lacking a center turn lane, vehicles turning left into a commercial driveway effectively stop in the middle of the highway. On any road signed for 45 MPH this would be dangerous, but it is especially dangerous for US 20 and US 12, which are both designated as super heavy truck routes. Heavier trucks take longer to stop, and are thus less able to respond to vehicles stopped in the center of the highway. As part of the ‘complete streets’ treatment, the Project adds a raised center median on US 20, reducing the risks of head-on crashes.

Finally, the current speed and volume of the traffic makes the area dangerous and difficult to navigate for both pedestrians and cyclists. US 20 separates the residential neighborhood from the commercial corridor located between US 12 and US 20. US 20 also is the primary pedestrian route to the corridor, despite lacking sidewalks for much of its length. The Project adds sidewalks, multi-use pathways, and/or dedicated bike lanes along US 20 and Lake Street.

Summary of Benefits & Costs

As shown in Table 1, completion of the Lake Street Junction Project will result in a variety of benefits, the sum of which more than offset the costs of construction. The benefits realized by this project can be categorized into those associated with improved economic competitiveness, reduced accidents, and improved quality of life. The analysis is summarized in the table below and shows that the Project has a benefit-cost ratio (BCR) of 7.01 at a 7 percent discount against a baseline resurfacing and reconstruction project.



Table 1: Benefit-Cost Ratio

Present Value of Benefits			
Benefits	Undiscounted	Discounted (3%)	Discounted (7%)
Economic	\$5,530,803	\$3,062,764	\$1,576,241
Safety	\$412,633,340	\$268,565,285	\$167,390,511
Livability	\$518,981	\$337,783	\$210,532
Total Benefits	\$ 418,683,124	\$ 271,965,831	\$ 169,177,283
Present Value of Costs			
Cost	Undiscounted	Discounted (3%)	Discounted (7%)
Capital (start-up) cost	\$ 22,918,459	\$ 22,918,459	\$ 22,918,459
O&M Costs	\$ 2,900,000	\$ 1,917,861	\$ 1,200,622
Residual value	\$ -	\$ -	\$ -
Total Cost	\$ 25,818,459	\$ 24,836,321	\$ 24,119,081
Benefit-Cost Ratio	16.22	10.95	7.01

Spreadsheet tab:

BCA_Sum_By_Criteria

Cost Summary

In undiscounted terms, the Lake Street Junction Project is expected to cost \$27.4 million, in comparison to a base-case cost of \$4.5 million the State of Indiana would incur by reconstructing both US 20 and US 12.³ Consequently, the cost of the Project (net of the alternative base-case cost) is \$22.9 million. All needed right-of-way (ROW) is already owned by the City of Gary. The operation and maintenance cost of the reconstructed roadways are included in the BCA, as are the savings from reduced maintenance costs after closing the portion of US 12 between the US 12/US 20 junction and Lake Street.

Benefits Summary

For the benefit-cost analysis of Lake Street Junction, despite additional benefits, quantified benefits are claimed only for the Safety, Quality of Life, and Economic Competitiveness criteria. The Project benefits are discussed below.

Safety

The intersection of US-12 with US 20 is dangerous, with a high rate of accidents; US 12 is (largely) a limited access high-speed truck highway, except at Lake Street, where it acts as an urban arterial for about 2 miles, including a traffic light with a short line of sight.

³ Reconstruction costs are derived from previous research on highway costs conducted for the Indiana State Highway Economic Requirement System (HERS-IN).



The Project's improvements will result in major improvement in safety. Crash rates per million are significantly higher in Lake County (where the City of Gary is located) than in the rest of the State of Indiana.⁴ The Project area represents a substantial portion of the crashes in all of Lake County, despite representing only a small fraction (7 miles) of road centerline miles. The annualized accident rate for the Project area is more similar to the median rate for most counties, a far larger geography.

Road Name		Endpoints	Length	Crashes by Severity '05-'14				Annualized Crash Rates			
Road Name	Segment	Miles	SUM	Fatal	Injury	PDO	Sum	Fatal	Injury	PDO	
Lake Street	Lake Street (7th to RR)	0.51	156	7	17	132	30.6	1.4	3.3	25.9	
Lake Street	Lake Street (RR to Marquette)	1.00	59	-	13	46	5.9	-	1.3	4.6	
Lake Street	7th To US-20	0.06	66	-	19	47	118.5	-	34.1	84.4	
US-20	US 20 (I-90 to Utah)	0.59	81	2	23	56	13.7	0.3	3.9	9.5	
US-20	Utah to US-20/12 Junction	0.53	18	-	6	12	3.4	-	1.1	2.3	
US-20	US-20/12 Junction to Clay	0.16	156	3	41	112	96.2	1.9	25.3	69.1	
US-20	Clay to Lake	0.66	177	-	57	120	26.8	-	8.6	18.2	
US-20	Lake to New Junction	0.20	54	1	12	41	27.0	0.5	6.0	20.5	
US-20	New Junction to La Porte	0.54	27	-	6	21	5.0	-	1.1	3.9	
US-20	La Porte to Hobart	0.32	68	3	25	40	21.3	0.9	7.8	12.5	
US-20	Hobart to SR-51	0.49	-	-	-	-	-	-	-	-	
US-20	SR-51 to County Line	0.95	-	-	-	-	-	-	-	-	
US-12	US-20 to Clay	0.17	56	1	16	39	33.8	0.6	9.7	23.5	
US-12	Clay to Lake	0.66	98	-	21	77	14.8	-	3.2	11.6	
US-12	Lake to New Junction	0.19	7	2	-	5	3.6	1.0	-	2.6	
Sum	Sum	7.03	NA	19	256	748	NA	6.63	105.46	288.50	
Lake County							16012	40	2,686	13,286	
Indiana Mean							2098	8	357	1734	
Indiana Median							945	6	159	800	

The reduction in lanes to be applied to Lake Street is known as a 'road diet,' and can be expected to significantly reduce accidents. Research in Iowa⁵ suggests potential reductions of 35 percent for fatal crashes, 11 percent for major injury crashes, 34 percent for minor injury crashes, and 29 percent for possible injury crashes. The overall adjusted reduction of injury crashes (all types) is 27 percent. Research by the U.S. Highway Safety Research System (HSIS 2010)⁶ suggests applying a 47 percent reduction rate when a 'road diet' is applied to a US or State route through a small urban area, a 19 percent reduction on a suburban area, and a 29 percent reduction if neither of these are deemed appropriate. For Lake Street, the Iowa rates have been applied to the fatality and injury rates, and the 29 percent reduction rate has been applied to PDO (Property Damage Only) crashes.

⁴ http://policyinstitute.iu.edu/Uploads/PublicationFiles/Crash%20Fact%20Book_2013.pdf, p. 14, p.114

⁵ Thomas B. Stout, P.E. (2006). Matched Pair Safety Analysis of Four-Lane to Three-Lane Roadway Conversions in Iowa. <http://www.intrans.iastate.edu/mtc/documents/studentPapers/2005/stout.pdf>

⁶ <http://www.fhwa.dot.gov/publications/research/safety/10053/10053.pdf>



For US 20, the landscaped median included in the ‘complete streets’ treatment should also reduce crashes. Research suggests that landscaped medians reduce crash rates by 42 percent—from 1.1786 to 4.974.⁷ This rate has been applied to crashes along US 20. A median reduces center-line crossing tendencies, which helps prevent head-on accidents, which tend to generate especially severe crashes. For the Baseline status, the sum of all accidents over the past ten years has been converted into an annualized rate.

In addition, vacating US 12 will close the current junction between US 12 and US 20, and replace it with a new junction at (approximately) Hancock Street and US 20. Due to the intersection geometry of the current junction, US 12 intersects US 20 at an acute angle. This has the effect of turning left turns from US 12 into near U-turns. At the new junction, the two streets will be orthogonal to one another, reducing crash severity and frequency.

The roadway between US 12 and the western edge of the NICTD parking lot will be vacated. While the section between the new junction and the western edge of the NICTD parking lot will be maintained, it will effectively be reduced to an access driveway. As such, it will operate at lower speeds, at lower volumes, and without the impact of truck traffic. These factors, in combination, should significantly lower the accident rate.

The monetized benefits for crash reductions have been priced using the following table, which is adapted from the TIGER Benefit Cost Analysis (BCA) Resource Guide (p4 & 14).

		Fatal Accidents		# Non-Fatal Accidents		Property Damage Only	
		Fatality	# Fatalities at Crash Site	1 to 5	Injured	0	No Injury
			\$ Value (Fatalities *VSL)		\$ Value ((Pr(AIS)*Vlaue(AIS)		((Pr(AIS)*Vlaue(AIS)
AIS	0	0.0	\$ -	0	\$ -	2.1838	\$ 3,927
	1	0.0	\$ -	2.08695	\$ 58,852	0	\$ -
	2	0.0	\$ -	0.4436	\$ 195,928	0	\$ -
	3	0.0	\$ -	0.24085	\$ 237,719	0	\$ -
	4	0.0	\$ -	0.03085	\$ 77,137	0	\$ -
	5	0.0	\$ -	0.01395	\$ 77,760	0	\$ -
	Fatality	1.0	\$ 9,400,000	0	\$ -	0	\$ -
Subtotals	1.0	\$ 9,400,000	2.8162	\$ 647,397	2.1838	\$ 3,927	

Quality of Life

The benefits of livability are often difficult to quantify, as they primarily describe intangibles. But in addition to justifying those benefits, this analysis attempts to quantify them. Livability describes benefits for which willingness to pay for (or to pay to avoid) are something to which a reasonable person would subscribe. However, for most such benefits the relative small scale of individual benefits per individual means that the costs of collecting payments would exceed the value of the benefit. While the amounts on a per individual basis are small, their cumulative effects are large. This analysis

⁷ Mok, J., Landphair, H. C., & Naderi, J. R. (2003, July). Comparison of Safety Performance of Urban Streets Before and After Landscape Improvements. In *2nd Urban Street Symposium* (Vol. 2).



quantifies the sum of these effects by multiplying the estimated value of the benefits by the affected population. For transportation purposes, the following tables show the characteristics that were estimated for the study area.

Road Name	Endpoints	Length (Miles)	Google Count		Annual Estimate		Miles of Travel		Speed
			Ped.	Vehicles	Ped.	Vehicles	Ped.	Vehicles	
Lake Street	Marquette to 3rd Avenue	1.00	7	13	461	857	461	857	30
Lake Street	7th Ave to 3rd Ave	0.50	14	27	923	1,780	461	890	25
Lake Street	7th To US-20	0.06	1	3	66	198	4	12	25
US-20	US 20 (I-90 to Utah)	0.59	0	46	-	23,639	0	13,947	45
US-20	Utah to US-20/12 Junction	0.53	0	28	-	19,774	0	10,460	45
US-20	US-20/12 Junction to Clay	0.16	0	5	-	13,352	0	2,165	45
US-20	Clay to Lake	0.66	3	21	2,122	14,854	1401	9,804	45
US-20	Lake to New Junction	0.20	2	6	4,847	14,541	970	2,911	45
US-20	New Junction to La Porte	0.54	1	8	1,818	14,541	983	7,867	45
US-20	La Porte to Hobart	0.32	1	6	2,424	14,541	776	4,653	45
US-20	Hobart to SR-51	0.49	0	11	-	13,112	0	6,425	45
US-20	SR-51 to County Line	0.95	0	30	-	14,301	0	13,586	55
US-12	US-20 to Clay	0.17	0	4	-	6,803	0	1,127	35
US-12	Clay to Lake	0.66	1	10	680	6,803	451	3,327	35
US-12	Lake to New Junction	0.19	2	4	2,512	5,023	489	979	35
	Sum	7.03	32	222	15,852	164,119	5,997	79,009	NA

In addition, the ‘population’ of users of Miller Station is estimated to be 294, including 248 parking spaces and 49 non-automotive access users. The non-auto users are extrapolated using the metropolitan mode share. The area population of Tracts 18089011500, 18089010201, and 18089010100 is estimated as 14435 (3292+6288+ 4855).

Livability benefits were estimated according to the method described by Litman,⁸ which estimates improvements in livability using reduced vehicle miles traveled (VMT) as a proxy.

⁸ Litman, T. (2013). *Evaluating Active Transport Benefits and Costs*. Victoria Transport Policy Institute. Victoria, BC: Victoria Transport Policy Institute. Retrieved from <http://www.vtpi.org/nmt-tdm.pdf>



Benefit Class	Benefit	Total Annual Benefit	Number of Beneficiaries	Value per Beneficiary	Allocation Base (Person, Vehicle, Household etc.)
Improved Walking and Cycling Benefits	User Benefits	\$ 150	5,997	0.025	Person-mile
	Option Value	\$ 21	5,997	0.0035	Person-Mile
	Equity Objectives	\$ 21	5,997	0.0035	Person-Mile
Increased Walking and Cycling	Fitness & Health - Walking	\$ 300	5,997	0.05	Person-Mile
	Fitness & Health - Cycling	\$ 120	5,997	0.02	Person-Mile
More Walkable and Bikable Community	Reduced Pavement	\$ 3	14,435	0.0002	Community
	Increased Accessibility	\$ 74	14,435	0.0051	Community
Reduced Automobile Travel	Vehicle Cost Savings	\$ 2,973	13,215	0.225	Reduced motor vehicle-mile
	Avoided Chauffeuring Driver's Time	\$ 7,665	13,215	0.58	Reduced motor vehicle-mile
	Congestion Reduction	\$ 793	13,215	0.06	Reduced motor vehicle-mile
	Reduced Barrier Effect	\$ 132	13,215	0.01	Reduced motor vehicle-mile
	Roadway Savings Cost	\$ 555	13,215	0.042	Reduced motor vehicle-mile
	Parking Cost Savings	\$ 4,757	13,215	0.36	Reduced motor vehicle-mile
	Energy Conservation	\$ 396	13,215	0.03	Reduced motor vehicle-mile
	Pollutant Reductions	\$ 581	13,215	0.044	Reduced motor vehicle-mile
	Sum	\$ 18,542			
				Tab Name:	Reduced VMT

Reductions in VMT were estimated using a protocol devised by the Maricopa Association of Governments,⁹ and previously used for successful TIGER grants. The calculations for estimating VMT reductions are shown in the following table. Active transport (walk, bike, roller-blade, skateboard) were estimated to average half a mile. The mode shift was predicted to occur on 260 days a year.

Street	Annual Miles Saved	Reduction in Annual Auto Trips	Reduction in Daily Auto Trips	AADT	Reduction Factors							
					Factors Summed	Adjustment Factor	Activity center		Count of Activity		Activity Centers	
							1/4 Mile	1/2 Mile	1/4 Mile	1/2 Mile	1/4 Mile	1/2 Mile
US 12	4,334	8,667	33.33	6,803	0.00490	0.0019	0.0020	0.0010	4	6	Bank, Park and Ride, Shopping Area, Church	Bank, Church, Park & Ride, Post Office, Shopping Area, Library
US 20	7,724	15,448	59.42	14,854	0.00400	0.0020	0.0010	0.0010	3	6	Bank, Park and Ride, Shopping Area	Bank, Church, Park & Ride, Post Office, Shopping Area, Library
Lake Street	1,157	2,314	8.90	1,780	0.00500	0.0020	0.0020	0.0010	4	6	Bank, Park and Ride, Shopping Area	Bank, Church, Park & Ride, Post Office, Shopping Area, Library
Sum	13,215	26,429	102	23,437								

⁹ Maricopa Association of Government (2001) "Methodologies for Evaluating Congestion Mitigation and Air Quality Improvement Projects" https://www.azmag.gov/Documents/CMAQ_2011-04-05_Final-CMAQ-Methodologies_3-31-2011.pdf



Quality of Life Improvements Justified

Quality of Life measures the livability of a place. A shared, definitional framework for livability is established by the Interagency Partnership for Sustainable Communities, formed in 2009.¹⁰ This collaboration of USDOT, USEPA, and HUD sets forth the following six livability principles:

1. Provide more transportation choices
2. Promote equitable, affordable housing
3. Enhance economic competitiveness
4. Support existing communities
5. Coordinate policies and leverage investment
6. Value communities and neighborhoods

The Lake Street Junction Project promotes and supports all six livability principles as described below.

Transportation Choices

The reconstruction of Lake Street and US 20 will be completed in accordance with ‘complete streets’ principles. These principles are intended to recognize that private automobiles are not the sole mode of transportation, and that for a street to be complete, it must include the capacity to include all modes of travel. The inclusion of sidewalks, dedicated bike lanes, and multi-use paths along US 20 and Lake Street supports the use of active transportation modes (walking and biking). The multi-use paths help build and integrate the pedestrian trail network throughout the neighborhood. In addition to serving these goals, the vacating of US 12 will secure the right-of-way (ROW) necessary for future improvements to the South Shore commuter railway, including double-tracking and realignment of the existing tracks. Double-tracking is a pre-condition for future improvements in speed, headway and reliability. Realignment of the existing tracks will make it possible to create the railway geometry necessary for level boarding. Level boarding in turn reduces dwell time at the station, and reduces overall travel time along the line, making it a more attractive alternative to driving, especially for long distance commuters. Without the project improvements, the single-track segment near Miller Station will remain a bottleneck for the foreseeable future.

Equitable, Affordable Housing

The Project will support the creation of more equitable housing. While housing is affordable in the Project area, it cannot be considered equitable. The area is disproportionately burdened by transportation impacts, including the dis-amenity of high-speed tractor trailer (semi-truck) traffic. The Project will help mitigate the impact of traffic by reducing both the nuisance and danger of highway traffic. Planted medians with bioswales will improve safety by preventing centerline-crossing accidents and reduce accident severity as adjustments for horizontal deflection effect of the medians also tends to reduce speeds.¹¹ The bioswales and other associated landscaping will also help reduce the visual blight of the built environment. Without the Project, the Project area neighborhoods will remain a blighted and undesirable place to live.

¹⁰ <http://www.sustainablecommunities.gov/mission/livability-principles>

¹¹ Reid, E. (1999). *Traffic calming State of the practice*. Washington, DC: Institute of Transportation Engineers.



Improve Economic Competitiveness

Economic competitiveness also is an element of livability. In the context of livability, it refers to benefits specific to the community that make it an attractive place to live, work, and play. The vicious cycle of declining employment, declining population, disinvestment, and crime that afflicts Gary can be broken, but doing so requires identifying root causes of the cycle. In the case of Gary, the dependence on a single employer in a single industry made it vulnerable to economic change. Despite decades of effort, Gary has not been able to find a replacement for this singular economic dynamo. Long-term, Gary will need to diversify its economic base. The suggested methods identified for doing so in the Lakefront District Revitalization Strategy completed by the City and its partners in January 2015 are three-fold. First, given the high level of highway accessibility and low land prices, focus on developing a light industrial/warehouse district. Second, focus on amenity-based residential development. Third, increase local commercial capacity to reduce leakage to outside communities. The Project addresses all three of these strategies. First, in order to develop a successful light industrial/warehouse district, Gary must maintain a high level of truck accessibility. This is especially true for US 12 and US 20, which are designated as super-heavy truck highways, where it is legally possible to travel with freight loads too heavy for Interstate highways. Diverting trucks is not an alternative, so design and investment decisions must be made to manage their presence. The ‘complete streets’ treatments incorporated into the Project are essential to this end. Second, the Project makes it possible to leverage existing community assets, namely the Indiana Dunes National Lakeshore and Miller Station on the commuter rail line to Chicago. Successful neighborhood revitalization schemes rely on leveraging depreciated real estate to create clusters of low-rent but high amenity centers. Once a place becomes an attractive place to visit, it shortly thereafter becomes an attractive place to live. Other factors that can make a place a desirable location to reside include access to high quality natural amenities, quality education opportunities, or high capacity transit access. Within the Lakefront District, Lake Michigan represents an attractive natural amenity, and Miller Station provides high quality transit access. Current planning is to develop new housing in the neighborhood surrounding the station, and to develop the area around Miller Station as a TOD (transit-oriented development). Generally, TOD around commuter rail station tends to be modest, but can under certain conditions be quite successful.¹² The TOD at Miller Station is also intended to address the third element of local economic development efforts, reducing the leakage of local spending to outside communities. While almost no TODs are sufficiently dense for the pedestrian traffic alone to support retail, the combination of additional housing in close proximity to the station and a walkable pedestrian oriented environment can make otherwise unviable local retail possible.

Support Existing Communities

Supporting existing communities provides a mechanism to make effective use of existing infrastructure and the already developed built environment. This reduces the need to develop new areas, with the accompanying capital and maintenance costs associated with duplicating infrastructure. As with many ‘Rust Belt’ regions, population in Gary has not so much been lost as dispersed to new developments in nearby suburban locations. Redeveloping the existing urbanized area is much cheaper than developing from scratch. Gary still retains much of the public infrastructure of a much larger city, and could use this infrastructure to support a much larger population. Revitalizing Gary would make it possible to re-use

¹² Transit Oriented Development Advisory Services; Odenton MARC Station Area Planning; Case Studies Report Prepared for: Maryland Department of Transportation. Prepared by: RK&K and PB Consult Joint Venture. January 25, 2008



these existing assets, rather than being required to create them anew in a different location. The Project supports this goal by improving the safety, walkability, and visual attractiveness of the existing communities in the Project area.

Coordinated Policies and Leveraged Investment

The Project represents a coordinated effort on the part of the City of Gary, the Indiana Department of Transportation (INDOT), the Northern Indiana Commuter Transportation District (NICTD), and the Northwestern Indiana Regional Planning Commission (NIRPC) to use public investment to leverage private capital. The Project is part of a larger effort to improve the South Shore commuter railroad in order to more effectively connect all communities from South Bend through Gary (including three stops in Gary). The Lake Street Junction Project is a product of Lakefront District Revitalization Strategy undertaken by the City in collaboration with the Partnership for Sustainable Communities (PSC) program of the USEPA, HUD, and USDOT. Building on the PSC, Gary also has been designated as a participant in the ‘Strong Cities, Strong Communities’ (SC2) continuing this unprecedented degree of federal involvement involving the cooperation among multiple federal agencies. Participation in SC2 has provided Gary with a high level of professional planning and policy expertise. In turn, without the Project, other regionally important projects will be unable to proceed.

Value Communities and Neighborhoods

Despite disinvestment, blight, and abandonment, the neighborhoods in the Lakefront District of Gary remain intact communities. As such, they retain the important elements of social cohesion and existing networks of relationships that can be leveraged by other initiatives. Such social capital, embodied by volunteer associations, neighborhood groups, church congregations, and familiarity with neighbors represents a reservoir of capacity for future revitalization efforts. The Project’s improvements to safety and walkability improve community cohesion. Improved walkability increases exposure to neighbors, improving recognition. It also increases the number of ‘Eyes on the Street,’¹³ a phenomena of natural civic surveillance widely held to increase public security.

Economic Competitiveness

While the Project contributes to economic competitiveness as an element of livability, there are aspects of the Project which create net efficiencies in the use of infrastructure that go beyond livability, satisfying TIGER’s stand-alone economic competitiveness criterion. In particular, once improving the state of good repair, the Project is expected to yield economic savings to the community by providing infrastructure that can continue to be maintained in this state at a lower price than the current or base case alternative.

Reduced Maintenance

During the Age of Industry, Gary’s location enabled it to serve as a transshipment point between freight modes. This transportation accessibility was further strengthened in the post-war era with the addition of a large number of highways to support truck traffic. However, because the expansion of highways occurred on an ad-hoc basis, rather than a planned program, this has resulted in a duplication of

¹³ Jacobs, J. (1961). *The death and life of great American cities*. Vintage.



highway facilities, located few hundred feet apart. Closing a section of US 12 and merging it with US 20 at an earlier point relieves the State of Indiana of the substantial costs of maintaining this unnecessary capacity. This is especially important for the US 12 and US 20 corridors, which are both heavy truck corridors, and thus experience a much higher level of wear, reducing their useful life faster than a typical highway.

For the purpose of this analysis, costs were assumed as follows:

Improvements	Roadway class	Cost per Lane Mile	
		2002 \$	2015 \$
Resurface	Divided Highway	\$ 100,000	\$ 131,517
Reconstruct	Divided Highway	\$ 618,000	\$ 812,775
Resurface	Major Collector	\$ 59,000	\$ 77,595
Reconstruct	Major Collector	\$ 375,000	\$ 493,189
Resurface	Undivided Highway	\$ 89,000	\$ 117,050
Reconstruct	Undivided Highway	\$ 557,000	\$ 732,549
Minor Pavement	ANY	\$ 607	\$ 798

Costs are derived from previous research on highway costs conducted for the Indiana State Highway Economic Requirement System (HERS-IN).¹⁴ Costs were predicted to increase at 2.6% per year, the compounding rate at which the surfacing index of the Price Trends for Federal Aid Highways has increased since 1972. The distance from US 20 to Clay Street was assumed to be 0.17 miles, and the distance from Clay to Lake Street 0.66 miles, for a total of 0.83 miles. US 12 was treated as an Undivided Highway. Given that the Annual Average Daily Traffic (AADT) on US 20 is nearly identical to the sum of the AADT of US 12 and US 20 prior to the split, there should be minimal impacts to transportation utility.

Parking Benefits

The Project includes adding between 300 and 500 on street parking stalls. Assuming that only 300 stalls are constructed, and assuming that only the better half of the stalls are used, a daily benefit of \$1 per day per stall for 260 working days generates an (undiscounted) user benefit of about \$39,000 per year.

¹⁴ Joint Transportation Research Program (2005) "As Assessment of Highway Financing needs in Indiana (FHWA/IN/JTRP-2005/9)". <<http://docs.lib.purdue.edu/cgi/viewcontent.cgi?article=1485&context=jtrp>>



Attachment A: Executive Summary of BCA

Chance to Baseline/Alternatives	Type of Impacts	Population Affected by Impacts	Economic Benefit (at 7% discount)	Summary of Results	Page Reference in BCA
Vacate US 12, merge with US 20 at a new junction east of Lake Street.	Reduces turning conflicts at present junction, reduces maintenance costs	6,803 AADT over 0.87 miles	\$ 1,058,411	Forgone maintenance, rehabilitation, and reconstruction costs	p. 11
Vacate US 12 in Gary Indiana near Miller Station; add platform to enable level boarding.	Enables Phase 2 improvements	300 current commuter rail riders; future riders	Qualitative	Improves future transit operations, increases TOD potential	p. 8-10
Complete Streets treatment (sidewalks, curb-side parking, curb bump outs) combined with bike lanes	Improved Pedestrian and automotive safety, reduced barrier effect of roadways, increase use of active transport modes, increased cycling connectivity	Estimated 15,852 annual pedestrians and 164,119 annual vehicles	\$ 167,390,511	Crashes prevented estimated at standard rates; crash reductions using research on road diets and complete streets.	p. 4-6
Complete Streets treatment combined with landscaped center median incorporating pedestrian refuges, along with multi-use path running alongside	Improved Pedestrian and automotive safety, reduced barrier effect of roadways, increase use of active transport modes				
Complete Streets treatment (sidewalks, curb-side parking, curb bump outs) combined with bike lanes	Improved livability; improved active transport environment will encourage use of non-automotive modes for some trips, reducing need and use of automotive mode.	Estimated 15,852 annual pedestrians; population of study area of 14,435; cyclists throughout region	\$ 210,532	Benefits of trip replacement by non-automotive modes	p. 6-7
Complete Streets treatment combined with landscaped center median incorporating pedestrian refuges, along with multi-use path running alongside					
Addition of 300-500 new curb-side parking spaces	Increases parking		\$ 517,829	Additional on-street parking provided; sidewalks and multi-use paths buffered from traffic	p. 11

Attachment B: Safety Present Value Calculations

Road Name	Endpoints	Length (Miles)	Crashes Severity '05-'14				Annualized Crash Rates				Crash Rate Reduction			Crashes Prevented		
			SUM	Fatal	Injury	PDO	Sum	Fatal	Injury	PDO	Fatal	Injury	PDO	Fatal	Injury	PDO
Lake Street	Lake Street (7th to RR)	0.51	156	7	17	132	15.60	0.70	1.70	13.20	34%	27%	29%	0.24	0.46	3.83
Lake Street	Lake Street (RR to Marquette)	1.00	59	-	13	46	5.90	-	1.30	4.60	34%	27%	29%	0.00	0.35	1.33
Lake Street	7th To US-20	0.06	66	-	19	47	6.60	-	1.90	4.70	34%	27%	29%	0.00	0.51	1.36
US-20	US 20 (I-90 to Utah)	0.59	81	2	23	56	8.10	0.20	2.30	5.60	42%	42%	42%	0.08	0.97	2.35
US-20	Utah to US-20/12 Junction	0.53	18	-	6	12	1.80	-	0.60	1.20	42%	42%	42%	0.00	0.25	0.50
US-20	US-20/12 Junction to Clay	0.16	156	3	41	112	15.60	0.30	4.10	11.20	42%	42%	42%	0.13	1.72	4.70
US-20	Clay to Lake	0.66	177	-	57	120	17.70	-	5.70	12.00	42%	42%	42%	0.00	2.39	5.04
US-20	Lake to New Junction	0.20	54	1	12	41	5.40	0.10	1.20	4.10	42%	42%	42%	0.04	0.50	1.72
US-20	New Junction to La Porte	0.54	27	-	6	21	2.70	-	0.60	2.10	42%	42%	42%	0.00	0.25	0.88
US-20	La Porte to Hobart	0.32	68	3	25	40	6.80	0.30	2.50	4.00	42%	42%	42%	0.13	1.05	1.68
US-20	Hobart to SR-51	0.49	-	-	-	-	-	-	-	-	42%	42%	42%	0.00	0.00	0.00
US-20	SR-51 to County Line	0.95	-	-	-	-	-	-	-	-	42%	42%	42%	0.00	0.00	0.00
US-12	US-20 to Clay	0.17	56	1	16	39	5.60	0.10	1.60	3.90	100%	100%	100%	0.10	1.60	3.90
US-12	Clay to Lake	0.66	98	-	21	77	9.80	-	2.10	7.70	100%	100%	100%	0.00	2.10	7.70
US-12	Lake to New Junction	0.19	7	2	-	5	0.70	0.20	-	0.50	0%	0%	0%	0.00	0.00	0.00
	Sum	7.03	NA	19	256	748	SUM	1.90	25.60	74.80	7	7	7	0.72	12.16	35.01

Year		Value of Annual Reduction in Crashes				Phasing	Total Value		
Calendar	Project	Fatal*	Injury**	Property Damage Only***	Total Value		Undiscounted	Discounted 3%	Discounted 7%
2015	1	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	0%	\$ -	\$ -	\$ -
2016	2	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	33%	\$ 4,864,916	\$ 4,723,220	\$ 4,546,651
2017	3	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	66%	\$ 9,729,832	\$ 9,171,300	\$ 8,498,412
2018	4	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 13,491,174	\$ 12,034,002
2019	5	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 13,098,227	\$ 11,246,731
2020	6	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 12,716,725	\$ 10,510,964
2021	7	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 12,346,335	\$ 9,823,330
2022	8	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 11,986,733	\$ 9,180,683
2023	9	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 11,637,605	\$ 8,580,077
2024	10	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 11,298,646	\$ 8,018,764
2025	11	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 10,969,559	\$ 7,494,172
2026	12	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 10,650,057	\$ 7,003,899
2027	13	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 10,339,861	\$ 6,545,700
2028	14	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 10,038,700	\$ 6,117,476
2029	15	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 9,746,311	\$ 5,717,268
2030	16	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 9,462,438	\$ 5,343,241
2031	17	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 9,186,833	\$ 4,993,683
2032	18	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 8,919,255	\$ 4,666,993
2033	19	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 8,659,471	\$ 4,361,676
2034	20	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 8,407,254	\$ 4,076,333
2035	21	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 8,162,382	\$ 3,809,657
2036	22	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 7,924,643	\$ 3,560,427
2037	23	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 7,693,828	\$ 3,327,502
2038	24	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 7,469,736	\$ 3,109,815
2039	25	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 7,252,171	\$ 2,906,369
2040	26	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 7,040,943	\$ 2,716,233
2041	27	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 6,835,867	\$ 2,538,535
2042	28	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 6,636,764	\$ 2,372,463
2043	29	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 6,443,460	\$ 2,217,255
2044	30	\$ 6,730,400	\$ 7,874,290	\$ 137,480	\$ 14,742,170	100%	\$ 14,742,170	\$ 6,255,786	\$ 2,072,201
Present Values							\$ 412,633,340	\$ 268,565,285	\$ 167,390,511

Spreadsheet tab name: Safety Benefit_PV

Attachment C: Quality of Life Present Value Calculations

Year		Improved Walking and Cycling Benefits			Increased Walking and Cycling		More Walkable and Bikable		Reduced Automobile Travel						Total Benefits	Phasing	Total Value				
Calendar	Project	User Benefits	Option Value	Equity Objectives	Fitness & Health - Walking	Fitness & Health - Cycling	Reduced Pavement	Increased Accessibility	Vehicle Cost Savings	Avoided Chauffeur Driver's Time	Congestion Reduction	Reduced Barrier Effect	Roadway Savings Cost	Parking Cost Savings			Energy Conservation	Pollutant Reductions	Undiscounted	Discounted 3%	Discounted 7%
2015	1	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	0%	\$ -	\$ -	\$ -
2016	2	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	33%	\$ 6,119	\$ 5,941	\$ 5,718
2017	3	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	66%	\$ 12,237	\$ 11,535	\$ 10,689
2018	4	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 16,968	\$ 15,136
2019	5	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 16,474	\$ 14,145
2020	6	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 15,994	\$ 13,220
2021	7	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 15,528	\$ 12,355
2022	8	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 15,076	\$ 11,547
2023	9	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 14,637	\$ 10,791
2024	10	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 14,211	\$ 10,085
2025	11	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 13,797	\$ 9,426
2026	12	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 13,395	\$ 8,809
2027	13	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 13,005	\$ 8,233
2028	14	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 12,626	\$ 7,694
2029	15	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 12,258	\$ 7,191
2030	16	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 11,901	\$ 6,720
2031	17	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 11,555	\$ 6,281
2032	18	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 11,218	\$ 5,870
2033	19	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 10,891	\$ 5,486
2034	20	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 10,574	\$ 5,127
2035	21	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 10,266	\$ 4,792
2036	22	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 9,967	\$ 4,478
2037	23	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 9,677	\$ 4,185
2038	24	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 9,395	\$ 3,911
2039	25	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 9,121	\$ 3,655
2040	26	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 8,856	\$ 3,416
2041	27	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 8,598	\$ 3,193
2042	28	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 8,347	\$ 2,984
2043	29	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 8,104	\$ 2,789
2044	30	\$ 150	\$ 21	\$ 21	\$ 300	\$ 120	\$ 3	\$ 74	\$ 2,973	\$ 7,665	\$ 793	\$ 132	\$ 555	\$ 4,757	\$ 396	\$ 581	\$ 18,542	100%	\$ 18,542	\$ 7,868	\$ 2,606
Present Values																	\$ 518,981	\$ 337,783	\$ 210,532		

Tab Name: QoL_Benefit_PV

Attachment D: Economic Competitiveness

Year		Curbside Parking		Annual Reduction in Maintenance							Total Economic Benefit	O&M Costs	Phasing	Total Value		
Calendar	Project	# of curbside slots	Annual Value of Curbside Parking	Affected Millage	Affected Lanes	Maintenance Cost Per Lane Mile Mile*	Maintenance Cost	Reconstruction Costs Per Lane Mile Mile*	Reconstruction Cost	Total Avoided Maintenance Costs				Undiscounted	Discounted 3%	Discounted 7%
2015	\$ 1	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 798	\$ 1,325	\$ 732,549	\$ -	\$ 1,325	\$ 40,325	\$ -	\$ 1	\$ 40,325	\$ 40,325	\$ 40,325
2016	\$ 2	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 819	\$ 1,359	\$ 751,595	\$ -	\$ 1,359	\$ 40,359	\$ -	100%	\$ 40,359	\$ 39,184	\$ 37,719
2017	\$ 3	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 840	\$ 1,394	\$ 771,137	\$ -	\$ 1,394	\$ 40,394	\$ -	100%	\$ 40,394	\$ 38,076	\$ 35,282
2018	\$ 4	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 862	\$ 1,431	\$ 791,186	\$ -	\$ 1,431	\$ 40,431	\$ -	100%	\$ 40,431	\$ 37,000	\$ 33,004
2019	\$ 5	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 884	\$ 1,468	\$ 811,757	\$ -	\$ 1,468	\$ 40,468	\$ -	100%	\$ 40,468	\$ 35,955	\$ 30,873
2020	\$ 6	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 907	\$ 1,506	\$ 832,863	\$ -	\$ 1,506	\$ 40,506	\$ -	100%	\$ 40,506	\$ 34,941	\$ 28,880
2021	\$ 7	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 931	\$ 1,545	\$ 854,517	\$ -	\$ 1,545	\$ 40,545	\$ -	100%	\$ 40,545	\$ 33,956	\$ 27,017
2022	\$ 8	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 955	\$ 1,585	\$ 876,735	\$ -	\$ 1,585	\$ 40,585	\$ -	100%	\$ 40,585	\$ 33,000	\$ 25,275
2023	\$ 9	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 980	\$ 1,627	\$ 899,530	\$ -	\$ 1,627	\$ 40,627	\$ -	100%	\$ 40,627	\$ 32,071	\$ 23,645
2024	\$ 10	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,005	\$ 1,669	\$ 922,918	\$ -	\$ 1,669	\$ 40,669	\$ -	100%	\$ 40,669	\$ 31,169	\$ 22,121
2025	\$ 11	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,032	\$ 1,712	\$ 946,913	\$ -	\$ 1,712	\$ 40,712	\$ -	100%	\$ 40,712	\$ 30,294	\$ 20,696
2026	\$ 12	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,058	\$ 1,757	\$ 971,533	\$ -	\$ 1,757	\$ 40,757	\$ -	100%	\$ 40,757	\$ 29,444	\$ 19,363
2027	\$ 13	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,086	\$ 1,803	\$ 996,793	\$ -	\$ 1,803	\$ 40,803	\$ -	100%	\$ 40,803	\$ 28,618	\$ 18,117
2028	\$ 14	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,114	\$ 1,849	\$ 1,022,710	\$ -	\$ 1,849	\$ 40,849	\$ -	100%	\$ 40,849	\$ 27,816	\$ 16,951
2029	\$ 15	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,143	\$ 1,897	\$ 1,049,300	\$ 1,741,838	\$ 1,743,736	\$ 1,782,736	\$ -	100%	\$ 1,782,736	\$ 1,178,598	\$ 691,376
2030	\$ 16	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,173	\$ 1,947	\$ 1,076,582	\$ -	\$ 1,947	\$ 40,947	\$ -	100%	\$ 40,947	\$ 26,282	\$ 14,841
2031	\$ 17	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,203	\$ 1,997	\$ 1,104,573	\$ -	\$ 1,997	\$ 40,997	\$ -	100%	\$ 40,997	\$ 25,548	\$ 13,887
2032	\$ 18	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,235	\$ 2,049	\$ 1,133,292	\$ -	\$ 2,049	\$ 41,049	\$ -	100%	\$ 41,049	\$ 24,836	\$ 12,995
2033	\$ 19	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,267	\$ 2,103	\$ 1,162,758	\$ -	\$ 2,103	\$ 41,103	\$ -	100%	\$ 41,103	\$ 24,143	\$ 12,161
2034	\$ 20	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,300	\$ 2,157	\$ 1,192,989	\$ -	\$ 2,157	\$ 41,157	\$ -	100%	\$ 41,157	\$ 23,471	\$ 11,380
2035	\$ 21	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,333	\$ 2,213	\$ 1,224,007	\$ -	\$ 2,213	\$ 41,213	\$ -	100%	\$ 41,213	\$ 22,819	\$ 10,650
2036	\$ 22	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,368	\$ 2,271	\$ 1,255,831	\$ -	\$ 2,271	\$ 41,271	\$ -	100%	\$ 41,271	\$ 22,185	\$ 9,967
2037	\$ 23	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,404	\$ 2,330	\$ 1,288,483	\$ -	\$ 2,330	\$ 41,330	\$ -	100%	\$ 41,330	\$ 21,570	\$ 9,329
2038	\$ 24	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,440	\$ 2,391	\$ 1,321,983	\$ -	\$ 2,391	\$ 41,391	\$ -	100%	\$ 41,391	\$ 20,972	\$ 8,731
2039	\$ 25	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,478	\$ 2,453	\$ 1,356,355	\$ -	\$ 2,453	\$ 41,453	\$ -	100%	\$ 41,453	\$ 20,392	\$ 8,172
2040	\$ 26	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,516	\$ 2,516	\$ 1,391,620	\$ -	\$ 2,516	\$ 41,516	\$ -	100%	\$ 41,516	\$ 19,829	\$ 7,649
2041	\$ 27	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,555	\$ 2,582	\$ 1,427,802	\$ -	\$ 2,582	\$ 41,582	\$ -	100%	\$ 41,582	\$ 19,281	\$ 7,160
2042	\$ 28	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,596	\$ 2,649	\$ 1,464,925	\$ -	\$ 2,649	\$ 41,649	\$ -	100%	\$ 41,649	\$ 18,750	\$ 6,703
2043	\$ 29	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,637	\$ 2,718	\$ 1,503,013	\$ -	\$ 2,718	\$ 41,718	\$ -	100%	\$ 41,718	\$ 18,234	\$ 6,274
2044	\$ 30	\$ 300	\$ 39,000	\$ 1	\$ 2	\$ 1,680	\$ 2,789	\$ 1,542,091	\$ 2,559,872	\$ 2,562,660	\$ 2,601,660	\$ -	100%	\$ 2,601,660	\$ 1,104,005	\$ 365,697
Present Values														\$ 5,530,803	\$ 3,062,764	\$ 1,576,241

Tab Name: EC_Benefit_PV

APPENDIX B: LOCAL FUNDING COMMITMENT AND LETTERS OF SUPPORT





May 28, 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Secretary Foxx:

The Lake Street Junction Project is more than a transportation project; it's a transformation project for the City of Gary. The City has been denied access to economic vitality because of inadequate infrastructure and limited mobility and this project offers a unique opportunity to overcome decades of disinvestment.

Without this project, mobility challenges will continue to choke the City's efforts to spur economic development and self-sufficiency in an area with so much need and so much potential. The TIGER grant for which we are a co-sponsor will create economic synergy with a number of other strategic investments aimed at getting Gary moving again. Lake Street Junction was conceived under the Partnership for Sustainable Communities (PSC) program of USEPA, HUD, and USDOT through the development of the *Lakefront District Revitalization Strategy*. Lake Street Junction will be a big step towards achieving the goals the Strategy sets forth for establishing a unified district with retail, commercial, industrial, and a diversity of housing development activities.

Established in 2005 through a bipartisan effort including former Governor Mitchell E. Daniels, Congressman Peter J. Visclosky, key state legislators, and local elected officials, the Northwest Indiana Regional Development Authority (RDA) is a quasi-governmental development entity that supports catalytic infrastructure projects. As evidence of our belief in the importance of this initiative, the RDA's Board of Directors voted on May 21, 2015 to commit \$4.26 million to the project costs.

The City of Gary desperately needs the kinds of economic opportunities that the improvements to mobility and access of the Lake Street Junction Project will provide. Lake Street Junction will transition Gary from a rust belt City enduring economic decline, population loss, and urban decay to a City that can prosper from its prime location by one of the Great Lakes of North America, Lake Michigan, and next to the third most populous city in the United States, Chicago.

We appreciate your consideration of the grant request. Projects such as this are key to revitalizing the City of Gary and the entire Northwestern region of Indiana.

Sincerely,

Bill Hanna
President and CEO
Northwest Indiana Regional Development Authority



NORTHERN INDIANA
COMMUTER TRANSPORTATION DISTRICT

33 E. U.S. HIGHWAY 12 • CHESTERTON, IN 46304-3514

PHONE: 219.926.5744 • FAX: 219.929.4438

May 26, 2015

The Honorable Anthony Foxx
Secretary, US Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Re: Assurance of NICTD's Local Share Commitment

Dear Secretary Foxx:

I am writing to assure you that the Northern Indiana Commuter Transportation District will provide the 20% local share to cover the Preliminary Engineering costs for the railroad elements of the City of Gary's TIGER VII Lake Street Junction grant application.

The estimated cost of PE is \$4,500,000 with a 20% local share of \$900,000.

We are looking forward to working with the City of Gary on this very important project. The project will lay the ground work for realigning the South Shore tracks through Miller, completing 4 miles of double track (thereby extending double track from Gary to central Porter County), providing dual high level boarding platforms near Lake Street, expanding parking, and increasing the frequency of weekday train service from Miller by 30%. The preliminary engineering will enable the South Shore to help unlock the true potential of the Miller section of Gary.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Noland', is written over a light blue horizontal line.

Michael Noland
General Manager

PETER J. VISCLOSKY
1ST DISTRICT, INDIANA

COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEES:
RANKING MEMBER, DEFENSE
ENERGY AND WATER DEVELOPMENT

CONGRESSIONAL STEEL CAUCUS
VICE CHAIRMAN

U.S. HOUSE LAW ENFORCEMENT
CAUCUS

Congress of the United States
House of Representatives
Washington, DC 20515-1401

2328 RAYBURN BUILDING
WASHINGTON, DC 20515-1401
(202) 225-2461

7895 BROADWAY, SUITE A
MERRILLVILLE, IN 46410
(219) 795-1844

Call Toll Free
1 888 423 7383

INTERNET
<http://visclosky.house.gov>

May 28, 2015

The Honorable Anthony Foxx
Secretary of Transportation
U.S. Department of Transportation
1200 New Jersey Avenue Southeast
Washington, D.C. 20590

Dear Secretary Foxx:

I write in strong support of a proposal submitted by the city of Gary, Indiana for consideration of funding offered through the Transportation Investment Generating Economic Recovery (TIGER) competitive grant program.

Gary, Indiana is the heart of a vast transportation network that benefits the movement of goods and people throughout this nation. Located on the southern tip of Lake Michigan, federal and state highways and numerous railroads converge within the city, connecting the east coast to the west coast around the Great Lakes. Most importantly, the Northern Indiana Commuter Transportation District (NICTD), Indiana's only passenger rail system, operates its line through Gary, providing residents access to the city of Chicago and its \$500 billion economy.

During the early decades of the twentieth century, Gary was the economic hub of the Midwestern steel region and its rise and decline are intrinsically linked to not only the steel companies located upon the Lake Michigan shore, but also the industries whose businesses benefited by their proximity to the steel giants. Due to a downturn in manufacturing, many of these businesses have disappeared from the landscape or have consolidated. The transportation network remains, and it is upon which Gary intends to base its reinvestment in its neighborhoods and capitalize upon its position along Lake Michigan and its proximity to the city of Chicago.

Under the leadership of Mayor Karen Freeman-Wilson, Gary has maximized its relationships with the Department of Housing and Urban Development (HUD), the Environmental Protection Agency (EPA), and the Department of Transportation (DOT) through its participation in the Partnership for Sustainable Communities. This relationship was enhanced further once the city was selected by the Obama Administration to participate in the Strong Cities Strong Communities Initiative (SC2). This collaboration, utilizing resources offered by the federal government, has produced outlines prescribing the pathways to revitalizing infrastructure within the city that will allow for an economic rebirth throughout the entire city. Reinvesting in the existing transportation infrastructure and remodeling it to increase transit-oriented development (TOD) will benefit the city of Gary.

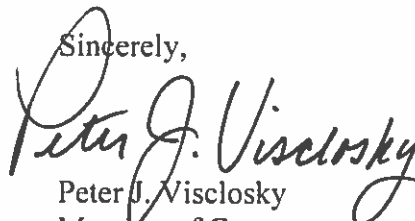
The Honorable Anthony Foxx
May 28, 2015
Page 2

To that end, the SC2 team focused upon the Northside Redevelopment Project and identified the Lake Street Junction Project as an innovative solution to improve the accessibility of existing resources in the city in order to strengthen economic opportunities, thereby building ladders of opportunity for residents. This infrastructure investment promises to become the anchor for TOD, which will be the first of its kind in Lake County, Indiana along the NICTD commuter line. The successful partnership between the city, NICTD, the Indiana Department of Transportation (INDOT), and the Northwest Indiana Regional Development Authority (RDA) demonstrated in the project proposal is indicative of the success that will be achieved through the implementation of this project.

As stipulated in the submitted proposal, this project will prove beneficial as it eliminates the current lack of walkability within the project area as well as the inhibited access to the lakefront, the site of an approximate \$28 million investment to enhance amenities offered to residents and visitors to Marquette Park. More importantly, it improves commuter rail access to Chicago and creates a unified neighborhood centered on Lake Street, the train station, and the lakefront. This improved access will provide Gary the ability to promote TOD in order to stimulate job creation within the immediate vicinity that in turn will stimulate additional economic growth throughout its proposed light-industrial corridor. The true benefits of the TIGER investment will be realized as businesses and residents recognize the potential of this area and reinvest in Gary, restoring the economic vibrancy experienced in the past while sustaining the city well into the future.

I know you will give this proposal the serious consideration it deserves. If you are in need of any additional information, please do not hesitate to contact me.

Sincerely,



Peter J. Visclosky
Member of Congress

PJV:ej

United States Senate

June 2, 2015

The Honorable Anthony Foxx
Secretary
Department of Transportation
1200 New Jersey Avenue, SE
Washington, D.C. 20590

Dear Secretary Foxx:

As Senator from the State of Indiana, I am encouraged by the progress the City of Gary is making through the use of dedicated planning resources made available to it through the Strong Cities, Strong Communities Initiative (SC2). Gary was named an SC2 city in 2014, and since its designation, has been working tirelessly with its federal, local and private partners to develop innovative economic development projects to address its most entrenched barriers to growth and sustainability. One such project, Lake Street Junction, will provide needed infrastructure and connectivity to spur economic growth for Gary, Indiana, as well as for the northwestern region of the state. For this reason, I wholeheartedly support the City of Gary's 2015 TIGER Discretionary Grant Application for Phase I of the Lake Street Junction project.

Lake Street Junction was conceived in partnership with the United States EPA, HUD and DOT as part of its *Lakefront District Revitalization Strategy*. Beginning with the development of Lake Street Junction, burgeoning redevelopment in the communities in the Lakefront District will accelerate, creating a unified retail, commercial and industrial region, as well as diverse housing development. Phase I of the project will improve the accessibility and walkability of the area and prepare the site for rail investments designed to create improved access for residents to jobs in Chicago as well as opportunities and services along the route.

From its inception, Gary, Indiana has been highly dependent upon the steel industry. Over the decades, it has suffered from the outsourcing of steel production resulting in a devastatingly high 38% rate of poverty. Its current unemployment rate is 10.9%, which is 85% higher than that of Indiana. The improved access and mobility that this project is designed to increase will help the City of Gary capitalize on its proximity to Lake Michigan through safe, convenient entry to the Lakefront area and its recreational opportunities, local businesses and cultural attractions. In turn, this will lead to job creation through local business investments.

Because the project will have a significant impact on the economy, quality of life and mobility for those living in Gary and along the Northwest Indiana region, I respectfully request that you give the City of Gary's application full and fair consideration, in a manner consistent with U.S. law and public policy. I would appreciate being informed when a decision is announced. Questions and announcements can be directed to my Grants Director Marianne Black, at Marianne_Black@donnelly.senate.gov or by telephone at (317) 226.5555.

Sincerely,

A handwritten signature in blue ink that reads "Joe Donnelly". The signature is fluid and cursive, with the first name "Joe" and last name "Donnelly" clearly legible.

Joe Donnelly
United States Senator



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N758
Indianapolis, Indiana 46204

PHONE: (317) 233-3601

Michael R. Pence, Governor
Brandye L. Hendrickson,
Commissioner

June 3, 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Secretary Foxx:

The Indiana Department of Transportation supports the City of Gary's application to the TIGER program for the Lake Street Junction Project. This project will provide the infrastructure and connectivity needed to support the long-term goals of the Gary.

The communities in this area of the City of Gary are physically divided by US Route 20 and the railroad tracks, inhibiting the area's walkability and resulting in increased safety issues. Through the construction of wider sidewalks, reconfigured parking, multi-use pathways, dedicated pedestrian crosswalks, and landscaped medians, Lake Street Junction will fundamentally improve the safety of the transportation system. At the same time, it will change the look and feel of the neighborhoods surrounding Lake Street Station, creating a greater sense of community and an inviting place for local residents and visitors.

The project focus is to improve the feasibility of alternative modes of transportation such as walking, biking, and public transit. Through improved access to safe and affordable transportation to these disconnected communities, the project promotes ladders of opportunity for Gary residents and will further strengthen the local communities' prospects for long-term success.

The transportation needs in the economically distressed City must be addressed with expedience if we are to provide the economic security and job opportunities that our communities deserve. On the heels of even more declines in steel industry employment, Lake Street Junction represents the next critical step in re-tooling the City of Gary for the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Kiefer".

Chris Kiefer
Chief of Staff
Indiana Department of Transportation

OFFICIAL ELECTRONIC CORRESPONDENCE

No Hard Copy to Follow
NATIONAL PARK SERVICE
Indiana Dunes National Lakeshore
1100 N. Mineral Springs Road
Porter, Indiana 46304-1299

Wednesday, June 03, 2015
N1617(INDU)

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

Dear Secretary Foxx:

Indiana Dunes National Lakeshore supports the City of Gary's Lake Street Junction.

The development of the Lake Street Station on the South Shore Line, which runs through Indiana Dunes National Lakeshore, provides the citizens of Gary, and the greater Metro-Chicago area, with an opportunity to access the park and leave their cars at home. The use of mass transit will reduce the carbon foot print of visitors associated automobiles as well as reducing the amount of gas spent by visitors driving around the park looking for a parking place.

Further, the bike paths proposed by the Lake Street Junction help to link regional hike and bike trails allowing citizens to explore the region and enjoy a healthier lifestyle. The distance between park sites and visitor services, including South Shore train stations, coupled with the number of bicycle paths in the park are ideal for bicyclist.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Labovitz". The signature is fluid and cursive, with a large, stylized initial "P".

Paul Labovitz
Superintendent

May 18, 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

RE: Support for City of Gary, Indiana TIGER Grant Application: Lake Street Junction

Dear Secretary Foxx:

The Northwestern Indiana Regional Planning Commission (NIRPC) supports the TIGER grant application for the City of Gary's Lake Street Junction Project. We understand the tremendous potential value of this project that will get the City of Gary moving again, providing the infrastructure and connectivity needed to spur redevelopment and supporting the long-term growth goals of the community. The economic recovery of the City of Gary is of critical importance to the Northwest Indiana region: NIRPC's *2040 Comprehensive Regional Plan* and *Creating Livable Communities Program* emphasize the significance of revitalizing the urban core, improving access to transit, and housing and job creation.

Transportation improvement needs in this economically distressed City will transition Gary from a rust belt City which has endured economic decline, population loss, and urban decay due to the shrinking of its once powerful steel industry. It will instead transform Gary into a City that can prosper from its prime location by Lake Michigan next to the third most populous city in the United States, Chicago.

An opportunity to thoughtfully plan and develop Transit Oriented Development (TOD) along Lake Street has vast potential to boost investment in Gary. The project will serve as a catalyst for the redevelopment of the neighborhoods surrounding Lake Street Station, leading to increased ridership and faster and more frequent access to job opportunities in Chicago.

NIRPC views this project as symbiotic with the urban revitalization efforts that our agency has been partnering on with the City of Gary, including our participation in the Gary Northside Redevelopment Project, in conjunction with the EPA and the sustainable communities partnership; our funding of local plan-making in Gary, through our *Creating Livable Communities Program*; and our providing the City with technical assistance on such topics as brownfield redevelopment and transportation planning.

As strong partners in redevelopment and growth of the region and the City, we anticipate positive outcomes and a high return on investment over time through the awarding of this TIGER Grant to the City of Gary. Thank you for considering your partnership with us in Gary's transformation and revitalization.

Sincerely,

A handwritten signature in black ink, appearing to read "Tyson Warner", with a long horizontal flourish extending to the right.

Tyson Warner, AICP

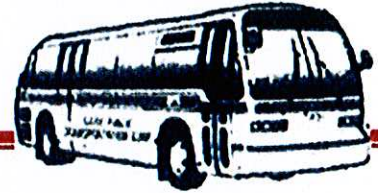
Executive Director

(219) 763-6060

cc: United States Senator Joe Donnelly
United State Senator Dan Coats
United States Congressman Peter Visclosky
United States Congresswoman Jackie Walorski



GARY PUBLIC TRANSPORTATION CORP



19 May 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

ADMINISTRATION FACILITY
100 West 4th Avenue
(219) 885-7555

TRANSPORTATION/MAINTENANCE
2101 West 35th Avenue
(219) 884-6100

Re: Lake Street Junction

Dear Secretary Fox:

As a proponent and partner, the Gary Public Transportation Corporation (GPTC) voices its support for the Lake Street Junction application for the TIGER grant program. GPTC is of the opinion that these improvements will work to the benefit of our core riders, intermodal public transit, the City of Gary and all of Northwest Indiana.

The target area of Lake Street Junction includes several activity nodes on one of our most heavily travelled local routes. These improvements will allow riders to access our buses more safely and more quickly, by providing the opportunity to live and work closer in a pedestrian-friendly environment on this key route. It will also ease the transfer from bus to rail – this will not only help current riders but, by improving the convenience of transit, will bring more riders to the GPTC and South Shore systems. The result will be fewer cars on the road.

Additionally, improving the target area will go very far in improving the viability of the City of Gary. The community has been working to improve quality of life for all of its citizens, and facilitating Transit-Oriented Development at Lake Street Junction will make the area more attractive for both businesses and residents – diversifying the community population and improving access to Gary's own assets as well as opportunities in Chicago. And as this area and Gary is improved, it will greatly improve the NW Indiana region, facilitating access to the Chicago job market for NW Indiana residents using Lake Street Station, and making the region's attractions available to Chicago tourists.

GPTC is ready to work with the community in realizing these improvements, and is joining the chorus of organizations endorsing the Lake Street Junction TIGER application. We hope the U.S. Department of Transportation joins in this chorus by approving the project for funding. Thank you for your time and attention.

Sincerely,


Daryl E. Lampkins, General Manager
Gary Public Transportation Corporation

DEL:DWW

cc: GPTC Board of Directors
file



The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Re: Lake Street Junction

Dear Secretary Foxx:

The Miller Beach Arts & Creative District (MBACD) was formed in 2011 to address the economically depressed business district in the Miller neighborhood of Gary. Our mission is "to create a diverse, welcoming and vibrant cultural destination for the visual, performing and culinary arts as a catalyst for community regeneration, sustainability and enriched quality of life." Since its inception the MBACD has held over 57 exhibitions and events with a cumulative attendance of 20,000 +. Our success is evident in the eight new businesses that have opened and the significant increase in home sales.

The Miller neighborhood of Gary has the largest population and highest economic base in Gary. It offers beautiful sandy beaches located on the southern tip of Lake Michigan, is surrounded by the National Dunes Lake Shore Park affording many recreational activities, and is positioned for efficient access to Chicago, the third largest city in the US.

Improving the safety, speed, accessibility, and convenience of the South Shore Commuter Train is a critical step in the economic revitalization of the City of Gary setting the stage for significant transit oriented development opportunities. The look and feel of the neighborhood surrounding the South Shore Miller Station will offer a greater sense of community and an inviting place to visit, shop, and dine through the installation of wider sidewalks, reconfigured parking, multi-use pathways, dedicated pedestrian crosswalks, landscaped medians, and green infrastructure.

With Gary's Strong Cities Strong Communities designation, the Partnership for Sustainable Communities' focus on the Lake Street Junction Plan, and the Legacy Foundations Neighborhood Spotlight initiative in Miller, the opportunity for real economic growth and enhanced quality of life has never been greater.

The Miller Beach Arts & Creative District (MBACD) strongly supports the City of Gary in their endeavor to secure TIGER grant funds for the Lake Street Junction Project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Karren Lee".

Karren Lee
President

P.O. Box 2405, Gary, Indiana 46403 www.millerbeacharts.org 219-306-6880



**LEGACY
FOUNDATION**

1000 East 80th Place, Suite 402N
Merrillville, IN 46410
219.736.1880
www.legacyfdn.org

Lake County's Community Foundation

Chair June 1, 2015
Nancy L. Clifford

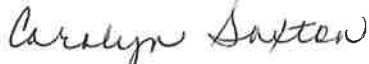
Vice-Chair The Honorable Anthony Foxx, Secretary
Robert Johnson U.S. Department of Transportation
1200 New Jersey Avenue, SE
Secretary Washington, DC 20590
Christopher White Lake Street Junction Project

Treasurer
Sandra J. Snearly-Vosberg To Whom It May Concern,

Board of Directors
Dave Austgen The Legacy Foundation supports the TIGER grant application for the City of Gary Lake
Benjamin J. Bochnowski Street Junction Project. This is a project that will get the City of Gary and northwestern
Margot Clark Indiana moving again, providing the infrastructure and connectivity needed to spur
Howard Cohen redevelopment and support the long-term growth goals of the community.
Alexis Vazquez Dedelow

Danette Garza
Matthew H. Glaros Lake Street Station and the South Shore Line provides access to the urban center of
Gregory A. Gordon Chicago which offers the residents of Gary access to employment opportunities, cultural
Amy Han experiences, recreational attractions, as well as specialized healthcare and other services. In
J. Brian Hittinger turn, the Station provides residents of Chicago access to the recreation areas of Lake
Debra Howe Michigan, benefitting the surrounding neighborhood with visitors interested in shopping
Jill Jones and dining.

Tom Keilman
Shar Miller It is without hesitation that I sign this letter of support today. Everyone, whether a
Janet Moran partnering agency or a service agency that can benefit from technical assistance through
Dana Rifai funding leadership development, organizational development, program development, and
Martie Rivas-Ramos community engagement - hopes this worthwhile capacity building program is looked upon
Dave Ryan favorably.
Michael Suggs
John Vinzant

Carolyn Saxton
President CFRE
Most sincerely,

Carolyn Saxton
President





The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

May 31, 2015

Dear Honorable Anthony Foxx,

I would like to express my strong support for the Lake Street Junction Project submitted by the City of Gary. This proposal builds on the efforts and goals of Ivy Tech Community College. Our goal is to strengthen our regional community and create better opportunities for our citizens through education and workforce development. The Lake Street Junction project will provide the citizens of Northwest Indiana and Chicago greater access to resources and opportunities that would be inaccessible without the planned Lake Street Junction.

This is a project that will get the City of Gary and Northwest Indiana moving again, providing the transportation infrastructure and connectivity needed to spur redevelopment and support the long-term growth goals of the community. The Lake Street Station and the South Shore Line provides access to the urban center of Chicago which offers the residents of Gary access to employment and education opportunities, cultural experiences, recreational attractions, as well as specialized healthcare and other services. In turn, the Station provides residents of Chicago access to the recreation areas of Lake Michigan, benefitting the surrounding neighborhood with visitors interested in shopping and dining. This includes access to notable higher educational institutions like Ivy Tech Community College.

Lake Street Junction represents substantial economic benefits for the region, with the potential for job creation in addition to improved access to jobs in Chicago. It will foster an environment conducive to economic development; creating long term employment opportunities as well as the growth of existing businesses. The transportation needs in the economically distressed City must be addressed with expedience if we are to provide the economic security and job opportunities that our communities deserve. On the heels of even more declines in steel industry employment, Lake Street Junction represents the next critical step in re-tooling the City of Gary for the future.

I am hopeful that this proposal will be a success and I look forward to collaborating with the City of Gary and US Department of Transportation in this worthy endeavor that will change the lives of the citizens in Gary and the Greater Chicago land area.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marlon R. Mitchell'.

Marlon R. Mitchell, PhD
Campus President

1440 EAST 35TH AVENUE
GARY, INDIANA 46409
219-981-1111



URBAN LEAGUE OF NORTHWEST INDIANA, INC.

An Affiliate of the National Urban League

June 3, 2015

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Reference: City of Gary Lake Street Junction Project– Tiger Grant

Dear Honorable Foxx,

We are pleased to write this letter of support for the proposed project, “City of Gary Lake Street Junction Project– Tiger Grant.” As an avid supporter of the City of Gary and the Lake Street Junction Project, the Urban League of Northwest Indiana recognizes that the project has the ability to spur retail economic development, community revitalization, and can affect the lives of under-resourced citizens in the City of Gary.

The Urban League of Northwest Indiana, Inc. works to promote, encourage, and enhance services to improve the social, educational, and economic conditions of African Americans and other minority groups in Lake, Porter, and LaPorte Counties. The Urban League of Northwest Indiana, in collaboration with the City of Gary, provides direct impact to under-resourced citizens of Lake County by providing employment preparedness training and financial literacy courses to stabilize the economic security of the communities that we serve.

We, eagerly, look forward to the implementation of the Lake Street Junction Project. The project will make a significant impact on the residents and communities surrounding the Lake Street Station. The project is certain to motivate residents and tourists to choose the City of Gary as a prime location for residential opportunities, employment and recreation.

Sincerely,

Dr. Vanessa Allen
President and CEO

Jennifer T. Holmes, MA
Vice President

3101 Broadway
Gary, Indiana 46409

P (219)887-9621
F (219)887-0020

Dr. Vanessa Allen
President/CEO

Jennifer Holmes, MA
VP Admin, Strategy &
Comm Dev.

Website
<http://ulofnwi.org>
Email
info@urbanleagueofnwi.org

Empowering Communities
Changing Lives

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Chancellor William Lowe
Chairman

Angela Nelson-Deutch
Vice-Chair, Internal Affairs

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Randy Palmateer

Dr. Joi Patterson

Dr. Cheryl Pruitt

Art Russell

Michael Suggs

Debra Waisnora

Ann West Walker

Mayor Karen Freeman Wilson



Lake Area United Way



United Way of Porter County



801 E. 86th Avenue
Merrillville, IN 46410

www.nipsco.com

June 4, 2015

The Honorable Anthony Foxx
Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Re: Lake Street Junction Project

Dear Secretary Foxx:

On behalf of Northern Indiana Public Service Company (NIPSCO), the utility providing both gas and electric service to the City of Gary, I want to express my support for the City's TIGER grant application for the Lake Street Junction Project.

We have recently made a major commitment for significant natural gas and electric infrastructure improvements in the City of Gary. These system improvement upgrades, along with community and economic redevelopment partnerships with Mayor Freeman-Wilson and other city leaders, are an indication of our belief that the City of Gary is positioning itself for future growth.

Infrastructure and quality of life are foundational requirements for any sustainable urban economic revival. The TIGER grant being requested will help achieve the foundational goals.

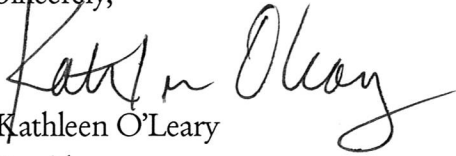
Some potential benefits of the Lake Street Junction Project include:

- Serving as a catalyst for the redevelopment of the communities surrounding Lake Street Station, leading to increased ridership and faster and more frequent access to job opportunities in Chicago.
- Providing a substantial economic benefit for the region, with the potential for job creation by fostering an environment conducive to economic development, creating long-term employment opportunities as well as the growth of existing businesses.
- Improving access to the urban center of Chicago, offering the residents of Gary access to cultural experiences, recreational attractions, as well as specialized healthcare and other services.
- Helping to address sooner than later the transportation needs in this economically distressed City to improve the economic security that the City of Gary and local communities require.

We believe that the Lake Street Junction project has the necessary support required of the business community, elected officials, academia, civic, and community leaders in order to implement this plan and use it as a catalyst for future growth.

NIPSCO encourages you to approve the City of Gary's TIGER grant application.

Sincerely,

A handwritten signature in black ink that reads "Kathleen O'Leary". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Kathleen O'Leary

President

Northern Indiana Public Service Company

cc: Eddie Melton - Manager, Communications & Community Relations,
NIPSCO Communications and Public Affairs

APPENDIX C: FEDERAL WAGE RATE CERTIFICATION





OFFICE OF THE MAYOR

KAREN FREEMAN-WILSON
MAYOR

Phone 219.881.1302
Fax 219.881.1337

June 5, 2014

The Honorable Anthony Foxx, Secretary
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Secretary Foxx:

In regard to the City of Gary's TIGER grant application for the Lake Street Junction Project, the City of Gary, Indiana certifies compliance with the requirements of subchapter IV of chapter 31 of title 40, United States Code (Federal wage rate requirements), as required by the FY 2015 Appropriations Act.

Sincerely,

A handwritten signature in black ink, appearing to read "KFW", written over a light blue horizontal line.

Karen Freeman-Wilson,
Mayor, City of Gary