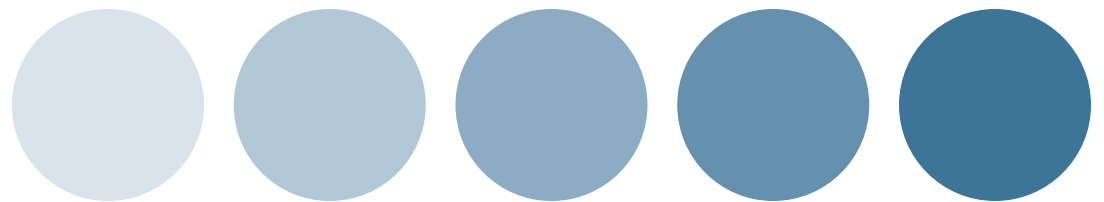


City of La Porte + Greater La Porte Economic Development Corporation

GATEWAY CORRIDOR REVITALIZATION PLAN



November 2015

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ACKNOWLEDGMENTS

The City of La Porte *Gateway Corridor Revitalization Plan* would not have been possible without the tremendous input, feedback, and expertise of the City's leadership and staff. We would also like to give a special thank you to the many residents and business owners who generously devoted their time and thoughts in the hopes of building a stronger and more vibrant community.

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INTRODUCTION & PROCESS



INTRODUCTION

In 2015, the City of La Porte, Indiana received a grant as part of the America's Best Communities (ABC) Competition, funded by Frontier Communications and other sponsors. The City elected to use the award funding for the development of a Gateway Corridor Revitalization Plan as well as a pavement management system. The Gateway Corridor Revitalization Plan builds on the City's Complete Streets Ordinance and previous planning efforts to focus revitalization along key thoroughfares to identify roadway, bicycle, pedestrian, and road adjacent improvements to enhance the function and appearance of these gateway corridors.

Two types of gateway corridors were identified at the beginning of the planning process. The major, or highway, gateway corridors are those that play a significant role in the regional transportation network in moving people into and around the City. The major corridors are: US 35/Indiana Avenue, IN 2/Main Street, and IN 4/Monroe Street. The minor, or local, gateway corridors play less of a role in moving people through La Porte. Instead, these corridors are commonly used by City and County residents as they enter and navigate around the City. The minor gateways are: Boyd Boulevard, 18th Street, I Street, Ohio Street, and Waverly Road.

The Gateway Corridor Revitalization Plan will provide recommendations for future roadway improvements, bicycle and pedestrian facilities, gateway treatments, land use character, and design guidance for adjacent development. The plan was ultimately created with the purpose of:

- Providing a clear vision for the future design of key corridors;
- Spurring economic development in targeted areas of the City;
- Identifying needed policy changes regarding transportation and development;
- Including a new group of stakeholders and residents in shaping the vision for and appearance of the most visible areas of the City of La Porte.



Gateway Corridor Framework Map

PROCESS

The planning process was compressed to accommodate the ABC Competition submission cycle. The Gateway Corridor Revitalization Plan was developed after the City of La Porte was identified as a quarter-finalist community in preparation for the semi-finalist submission. The planning process began with a coordination and kickoff meeting with City staff on August 18, 2015. At this meeting, overall project goals were discussed and the remaining schedule determined. The meeting was followed by a driving tour of the corridors. Also that day, Frontier Communications hosted a dinner recognizing La Porte for their success in being a quarter-finalist in the ABC competition. Following the kickoff and coordination meeting, the planning team reviewed background documents, existing conditions information, and conducted site visits to begin to understand the conditions currently present in the community. Because of the short time frame, a workshop week was identified to maximize public engagement and begin to develop preliminary recommendations. The workshop week took place from September 21, 2015 to September 24, 2015. All events and meetings took place at the La Porte Civic Auditorium, located at 1001 Ridge Street. The workshop schedule is summarized in Table 1.1.

TABLE 1.1 Charrette Schedule

Date		Activity
Monday, September 21	Morning	Studio set up and site inventory & analysis
	Afternoon	Focus group discussions
	Evening	Public workshop open house
Tuesday, September 22	Morning	Focus group discussions, Planning team meeting
	Afternoon	Focus group discussions
Wednesday, September 23	Morning	Planning team meeting, Fieldwork
	Afternoon	Planning team work session
Thursday, September 24	Morning	Planning team work session
	Afternoon	Presentation & meeting preparation
	Evening	Public recommendations presentation

The public input open house held on September 21st began with a brief presentation regarding the planning process, purpose and desired outcomes. After the presentation, attendees participated in a series of exercises aimed at identifying existing opportunities and issues along



Attendees at the workshop open house participated in exercises to identify opportunities, issues, and begin creating the plan vision.

INTRODUCTION & PROCESS

the gateway corridors as well as establishing a vision for the revitalization plan. A series of stakeholder focus groups was also conducted during the workshop week. These informal discussions included City staff and leadership, business owners, residents, and other community leaders. The comments recorded at the public open house were combined with notes from the focus group discussions to determine the critical community strengths and weaknesses. This information was then used by the planning team when developing preliminary recommendations later during the workshop week. The preliminary recommendations and supporting graphics were reviewed with City leadership and then presented back to the public at a meeting on Thursday, September 24.

Following the workshop week, the draft Gateway Corridor Revitalization Plan was developed and then reviewed with the City. The report was finalized and presented to the City Council, Plan Commission and Redevelopment Commission.



The workshop open house began with a presentation of the plan purpose and process.

What is a Charrette?

A charrette is a short, intensive period of design or planning activity. A charrette workshop is used to assess issues and opportunities, stimulate ideas and conversation about a topic, and involve the public in a community planning or design process. Charrettes can be a powerful tool in bringing different groups and individuals together for a free flow of information and communication to address a problem and lay the foundation for a solution.

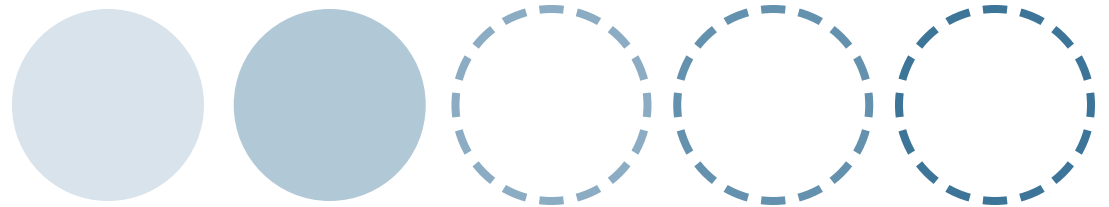


Charrettes can be used in a variety of applications that include:

- issue identification
- needs assessment
- quality of life assessment
- project development and identification
- strategic planning
- consensus building
- visioning and visualizing
- communication and network enhancing

The charrette role is to provide a forum for building consensus on a vision for the community's future through active involvement and visualization.

EXISTING CONDITIONS & PUBLIC INPUT



PAST PLANS, STUDIES & ORDINANCES

The City has completed numerous studies and plans regarding the future development and redevelopment of its corridors.

Countywide Land Development Plan

The County undertook a County-wide Development Plan in 2008. Within the plan, there was a section that focused on the City of La Porte and its future growth, expansion and redevelopment. There were numerous issues related to economic development and infrastructure that were identified including:

- Numerous brownfields
- Few guidelines to protect natural resources
- Function and appearance of SR 2 Corridor (Lincolnway) & protect from curb and median cuts
- Issues with truck traffic in downtown
- Need improved truck route to link industrial area to major regional roads
- Focus on revitalization of neighborhoods, downtown and brownfields

Based on these goals several objectives were identified specifically for economic development and infrastructure. These included:

- Walkable neighborhoods to connect with schools, institutions and basic commercial services
- Locate new commercial with more than 20,000 sq ft along major thoroughfares



The Countywide Land Development Plan

Michigan City, City of La Porte
and all LaPorte County Communities

LaPorte County, Indiana

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January 2008

- Focus on mixed use development in appropriate areas
- Establish strong connectivity policy for new subdivisions

La Porte Downtown Action Agenda

In 2006, the City hired Hyatt-Palma to facilitate a planning study of La Porte's downtown and identify a future vision and action steps in order to keep the downtown vibrant. A robust vision was created. La Porte's Downtown will be...

- A historic, quaint and vibrant Downtown that is progressive, forward thinking and a welcoming and comfortable place to be.
- A cultural and fine dining Downtown that is hip, energetic, creative, enticing and pedestrian-friendly.
- An animated and friendly place that has a wide ethnic diversity – of businesses, restaurants, customers, business owners and residents.
- A place where it's clear – Everyone has pride and works together.
- A great selection of specialty shops with creative and enticing windows that rival those in Chicago, making you unable to resist going inside.
- A Downtown that makes you say, "I'm glad I came! I shopped till I was broke! I want to come back! I'd like to move here!"
- The comeback Downtown that increases the joy of the community's residents and visitors alike.
- Downtown La Porte – A destination discovered!

The Plan broke downtown into three distinct districts that provided a "targeted" character for each district. District 1 was the most pedestrian oriented with the largest collection of historic structure and most of the specialty businesses. The focus of this area included the cluster of specialty retail, food, art, and entertain venues should be located on the first floor of buildings. Housing should be on the second floor and higher. Enhancement of the downtown should be targeted in this district in order

to present downtown as more of a destination. Redevelopment focus should be on Lincolnway Highway (SR 2).

District 2 is the medical district. It contains the La Porte Hospital and associated professional office and service businesses. Focus of development/redevelopment should be targeted to the parcels that are vacant or underutilized and where increased density can be supported without compromising the surrounding neighborhoods.

District 3 contains county government facilities, attorney offices, and restaurants. This area is in transition because the buildings were originally built for industrial and warehousing land uses that required proximity to a railroad. Today, these parcels should be targeted for adaptive reuse of structures with uses that support the surrounding land use and customer pattern. At the time this plan was created, some of the uses at the east end of Lincolnway were more auto oriented uses that should be targeted as office and institutional uses. This area is a key area as it serves as the link from downtown to NewPorte Landing.

NewPorte Landing

Recently, the City worked with the developers of the NewPorte Landing site to develop design and development standards. The purpose of those standards were to focus on the functional, visual and aesthetic quality of new development. It provides guidance to the architects, property owners and developers who are proposing development on parcels within the overall development. The design and development standards covered:

- Building Scale and Design
- Building Placement
- Building Materials
- Building Colors
- Signage
- Streets and Sidewalks
- Waterfront and Open Space Development
- Sustainable Development

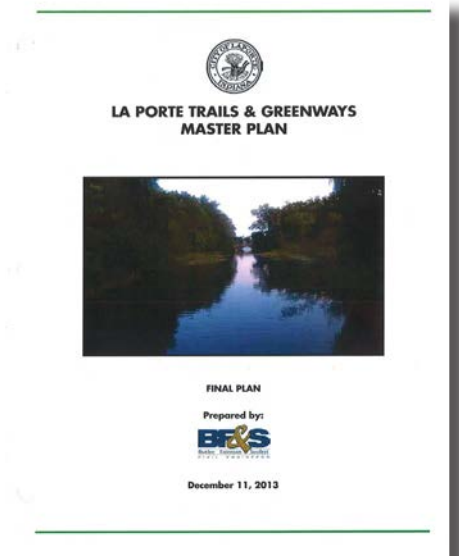
- Site and Building Lighting
- Parking Lots
- Landscape and Site Improvements

La Porte Trails and Greenways Master Plan

In 2013, the City of La Porte created its Trails and Greenways Master Plan. The purpose of the plan was to serve as a guide for future alternative transportation and recreational development within La Porte and the City's connections to surrounding communities.

Several goals and objectives were outlined in the plan include:

1. Increase the number of people walking and bicycling for everyday transportation purposes such as community to work, to school and running errands.
2. Enhance community connections to neighborhoods, parks, schools, businesses within the urban enterprise zone, retail and dining and government facilities.
3. Increase the number of people that exercise daily by providing safe walking and biking experiences for citizens of all ages and levels of ability.
4. Provide guidance and priorities for implementing programs and infrastructure to support walking and bicycling with a broad range of funding and support.
5. Increase eco-tourism in the City of La Porte in an effort to retain current citizens and attract new citizens.



EXISTING CONDITIONS & PUBLIC INPUT

6. Identify a priority route for development with available CMAQ funds and to be ready for future funding opportunities when they present themselves.
7. Create regional connections to county facilities and surrounding communities.
8. Provide community awareness of motorists sharing the road with cyclists.

The plan concentrated on three main corridors for improvements, which were considered to be the backbone of the greenways and bicycle facility plan. The plan only covers three of the minor corridors. A shared use trail is proposed shared use trail on Waverly. On-street bike lanes are proposed for Boyd Boulevard and 18th street.

Complete Streets Ordinance

The City of La Porte adopted a Complete Streets Ordinance in 2015. The purpose of the ordinance was to allow for healthier and cost effective methods of transportation, reduce infrastructure costs by requiring far less pavement per user compared to increasing road capacity for vehicle; therefore saving money at the onset of the project and reducing maintenance costs over the long term. The City wanted to improve the quality of streets and sidewalks to assist the residents of La Porte and make walking and bicycling more convenient and by improving streets and sidewalks increase access to jobs, retail and schools. Finally, the City believes that a well-designed network of complete streets will provide benefits and safety to the community and its residents.

The City set forth several goals regarding the development of a complete streets program in order to ensure that all aspects of transportation needs will be reviewed before final street designs are approved. The ultimate goal of the ordinance is to develop a safe, reliable, efficient, integrated and connected multi-modal transportation system that promotes access, mobility and health for all users. Objectives include:

- Provide for the safety and convenience of all users including pedestrians, bicyclists, transit riders, motorists, emergency responders, freight providers and land users

- Approach every transportation project and project phase to create safer, more accessible streets for all users
- Support movement along arterial, collector and local streets via all types of modes
- All City-owned transportation facilities should be reviewed to incorporation
- City will use the best and latest design standards available
- When implementing taken into consideration local context, character, aligns transportation and land use goals and recognizes needs of users
- All public and private projects must be approved by the Complete Streets Committee (City Planner, City Engineer, Traffic Commission, and City Council Member)

Michigan City/La Porte Community Profile

La Porte is within the Michigan City-La Porte Metropolitan Statistical Area (MSA). La Porte County is contained within the MSA. Michigan City and the City of La Porte comprise the majority of the workforce within the MSA. La Porte's County Population is approximately 111,310 people in 2014. The City of La Porte has a population of approximately 22,000 people in 2014. In recent years, the City is experienced a mild population decline, down 0.3%. In order to keep population stable and encourage people to move to La Porte, the City needs to focus on quality of life issues such as providing high quality and diverse housing stock, creating places for people to go to and things for people of all ages to do. The City is continually working on this with the creation of the park downtown and with the completion of this study.

La Porte County's estimated average unemployment rate for 2014 was 7.7 percent, compared to an annual average of 6.0 percent for the State of Indiana. The County's labor forces included 45,155 persons who were employed while 5,779 person were unemployed. La Porte is still slow to recover from the economic recession, and a lot of this can be due to the large manufacturing sector within the County. As this industry continues to recover the employment will go down, however as it does,

it will become very competitive for workers as new industries enter into the market. Therefore, it will be incumbent upon La Porte and other cities in La Porte County to ensure that their workers have the skill sets necessary to attract and sustain new businesses. Additionally continued partnerships with technical schools such as DeVry and Ivy Tech as well as with area high schools will be paramount to ensuring additional training is offered to continue to build skill sets.

The resident labor force in the county was approximately 68,331 in 2013 with 57,917 persons or 85% of the labor force work and reside in the County. Approximately 15.2 percent of the labor force community outside of La Porte County to work. Approximately 10.9 percent of the labor force commuted into La Porte County.

La Porte County had approximately 40,600 jobs in 2014. The largest employment sectors are manufacturing (18.5 percent), government (16.3 percent) and retail trade (13.4 percent) comprising 48.2 percent of La Porte County's employment. The largest amount of growth was seen in the accommodation and food services, administration and waste services and educational services. The accommodation and food services is a key growth area especially because many of these companies will be located Downtown or along La Porte's major corridors.

The Greater La Porte Economic Development Corporation commissioned a study that calculated the location quotient to determine the concentration of workers by industry in the County. In order to calculate the location quotient, a reference area is used to compare La Porte County to. The study used the Chicago-Naperville-Joliet, IL as the reference area against Michigan City/La Porte MSA, Kankakee, IL MSA, and Niles-Benton Harbor MI, MSA. Typically, if the location quotient is over 2.0 indicate that there is a cluster present within the industry area and that it's a growth area for the community. The overall study showed that certain areas had a 30 percent higher concentration of employment in a particular sector than the Chicago MSA. The following areas are significant for the Michigan City/La Porte MSA:

- Manufacturing is considered a cluster with 2.8, but only showing slight growth.

- Retail Trade has been pretty steady even though it was hard hit by economic recession. It is not considered a cluster with 1.33. This is important was the recession impacts disposable income which can impact this sector.
- Crop production is a major cluster of 4.9 – due to the farming in the County and the access to multiple modes of transportation and should remain strong.
- Animal production and aquaculture is a cluster at 9.73 and will continue to be a strong sector.
- Agriculture and forestry support activities is a cluster at 3.52 and will continue to be a stable sector.
- Textile product mills is stronger than the other MSA's at 1.8 but is not considered a cluster.
- Wood Product has seen growth since 2010 and is now six times more concentrated than the Chicago MSA. It is a cluster with 5.79 and will continue to grow and be a strong sector.
- Motor vehicle and parts dealer is similar to the Kankakee, IL MSA but not a concentrated sector with 1.41.
- Building material and green supply stores is a strong cluster compared to the other MSA with a quotient of 2.26.
- Plastics and rubber products will continue to grow with a much higher concentration of workers in La Porte County with a quotient of 2.67.
- Primary Metal Manufacturing has more than four times the concentration of workers than the Chicago-Naperville-Joliet MSA and is a strong cluster at 4.32.
- Michigan City/La Porte MSA has a strong cluster of gas stations in the region with 3.13.
- Clothing and accessories are a surprising cluster with 2.22 compared to the other MSA's.
- Amusements, gambling and recreation are also considered an industry cluster with 2.97.

EXISTING CONDITIONS & PUBLIC INPUT

The purpose of this information shows where La Porte County is growing and the type of businesses and industries that can be located on many of the City of La Porte's corridors. It should also be noted, that thoughtful planning should occur regarding the location of some of these uses depending on land use compatibility. For example, retail, residential and clothing businesses should be located either in La Porte's Downtown in NewPorte Landing. Most of the other industries should be along the Economic Development Corridor (Boyd Avenue).

PUBLIC INPUT

Key Person Interview & Focus Group Discussions

The key person interview and focus group participants were identified and invited by City staff to give the planning team an opportunity to hear community leaders thoughts on the issues and opportunities present in the City. Focus group participants included City staff, elected and appointed leaders, real estate and development professionals, regional planners, business leaders, service and nonprofit representatives, school representatives, and others recognized as being able to provide valuable input. The team interviewed over 60 individuals. In an effort to protect individual views, the results of the focus group discussions which took place on September 21st and 22nd are summarized below.

Strengths

- Excellent school system
- Quality residential subdivisions
- Lakes are a tremendous community asset
- 14 parks within the City, very high park to population ratio
- New Porte landing has great retail/commercial potential
- Clear Lake has potential to be major destination for recreation & retail

- Active rail available to support industry
- Many quality of life amenities: downtown, lakes, neighborhoods, Civic Auditorium, parks
- Chessie Trail
- Street paving program is in place but needs funding
- Housing is affordable, reasonable cost of living
- Airport has runway long enough to service jets
- Parks department bike rental program using recovered stolen bikes
- Recreation programs and activities (Tour de La Porte, power boat competition, etc.)



The Civic Auditorium was identified as a community asset that contributes to overall quality of life.

Weaknesses

- Poor entry signage
- Many unattractive business signs, grandfathered signs are an issue
- High volume of semi-truck traffic through the downtown
- Overpass and hospital block State Street
- 80% of the City's sewers are combined sewers (but have few overflow events)
- Not many viable sites for new commercial development
- Underutilized buildings downtown, especially vacant upper floors
- Difficult for pedestrians and cyclists to cross Pine Lake Avenue



Improving signage at gateway entrances was a recurring theme heard during the public input process.

- Lack of fixed-route bus service (it was stopped in the 1990s)
- Lack of wayfinding
- Lack of parking in the downtown
- Parking is not a problem, not willing to walk is the problem
- Lack of property maintenance and code enforcement
- INDOT not maintaining their routes adequately
- Too many low paying jobs
- Mid-range (\$100,000 to \$200,000) housing is missing
- Missing key sidewalk links near some schools (ie around Kessling Middle School and 18th St., from football stadium to parking areas, around Boston Junior High School)
- One-way streets are fine for locals because they can get used to them but are confusing or make it more difficult for visitors to travel around the City
- Sidewalk gaps on A Street
- Too dangerous to bike on Lincoln Way
- Uncertainty about hospital site and potential relocation
- SR 2/J Street lane reduction from 4 to 2 is dangerous, have had numerous semi rollovers
- Lack of retail and restaurants means money is flowing to Michigan City

EXISTING CONDITIONS & PUBLIC INPUT

Vision for the future

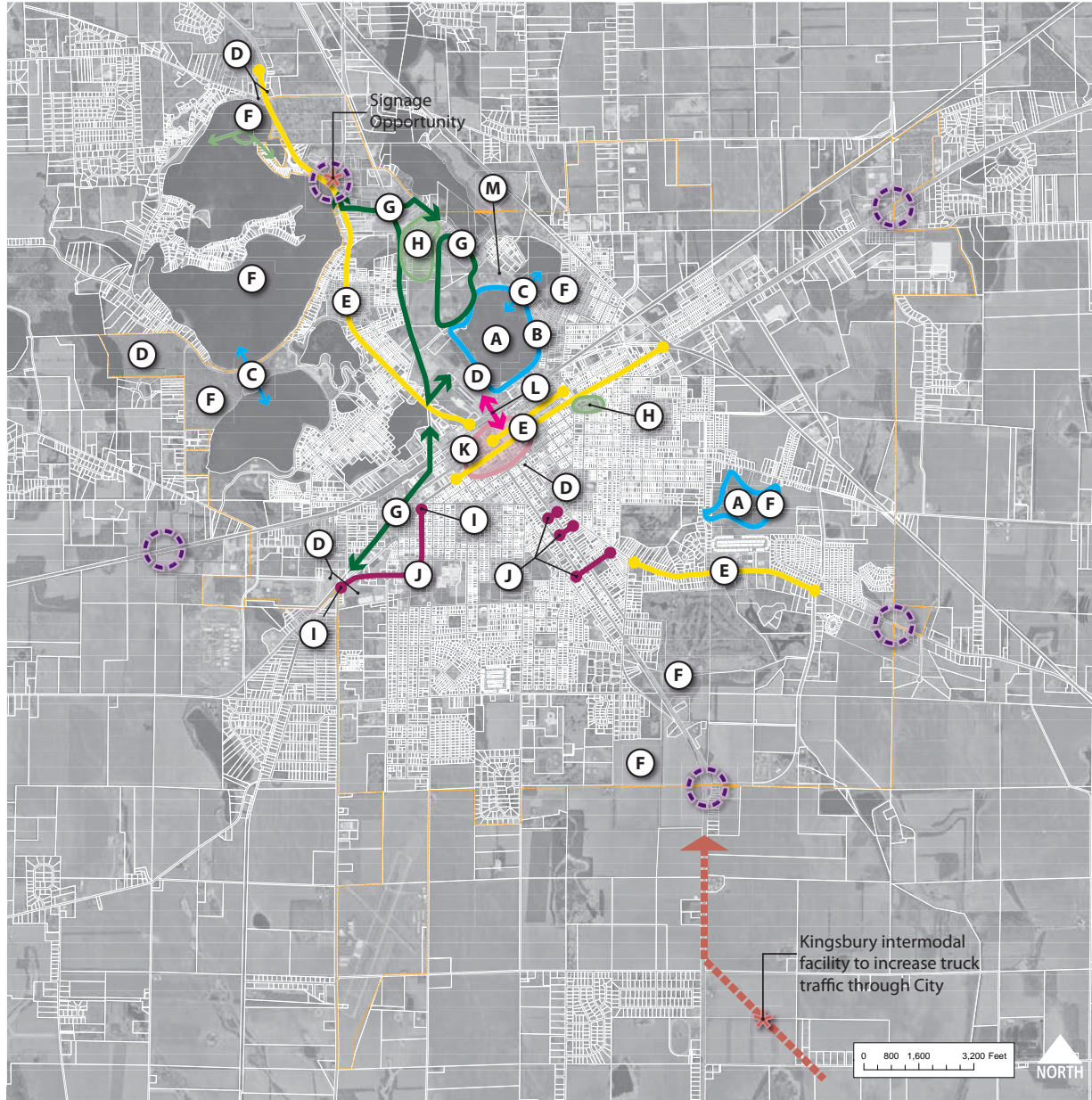
- Economic Development Corridor on east side of City, should stay in City as much as possible, not in County
- Incorporate green infrastructure into streetscape
- When the deck on the overpass is replaced, remove the sidewalks and replace with one 10' multi-use path
- Redevelopment sites: Thomas Rose Industrial Park, Maple Lane Mall, American Furniture
- City should be attractive to young professionals and families
- Industrial growth should be focused north and east of the City
- Complete and connected sidewalk network, especially connections to schools
- Arts programs to attract new residents, school corporation would like to partner with City on arts initiatives
- Well maintained roads
- Change the image of the City to convince people who work in La Porte to live in La Porte
- Downtown to Clear Lake bicycle/pedestrian connection
- More restaurant and entertainment amenities
- Washington Street should be examined as a bike corridor
- Connect parks with bicycle and pedestrian facilities
- Information kiosks and wayfinding to direct people from lakes to downtown
- Lane reductions on Lincoln Way to create space for new bicycle and pedestrian facilities
- Better promotion of the City, not just City officials but all in the community
- Lakefront entertainment district



Further capitalizing on lake front opportunities was part of the vision of many residents.

Workshop Open House

The workshop open house held on September 21st at the Civic Auditorium was an opportunity for residents to come hear about the ABC competition, the purpose of the plan, and the goals of the charrette week. This information was included in an opening presentation before participants were asked to complete a series of exercises to help the planning team understand the opportunities and challenges present in La Porte both along the gateway corridors and within the community as a whole. A series of maps were available for attendees to write comments or post notes on. Each major gateway corridor (US 35/Indiana Avenue, IN 2/Main Street, and IN 4/Monroe Street) had its own dedicated map. The minor gateway corridors were addressed with a city-side map. The graphic on the facing page includes a summary of comments recorded on the maps at the open house.



LEGEND

- (A) More public access to lakes
- (B) Walkway around Clear Lake
- (C) Connect lakes
- (D) Prime redevelopment site
- (E) Streetscape and pedestrian improvements
- (F) Protect views and natural areas
- (G) Proposed or expanded trail connection
- (H) Improve park
- (I) Improve intersection
- (J) Improve roadway
- (K) Small business district
- (L) Downtown to NewPorte Landing connection
- (M) Pave parking
- ⊖ Gateway
- ★ Special consideration

Workshop Open House Summary Map

EXISTING CONDITIONS & PUBLIC INPUT



Participants at the workshop open house took part in several mapping exercises.

Other exercises included a “big idea” submission in which guests were able to propose their one idea on a chalkboard shaped like a speech bubble. A photo was then taken to record the individual with their idea. Some participants preferred not to be photographed and instead had only the chalkboard recorded. These “big ideas” were then assembled into the collage on the following page.

A final exercise asked participants what the gateway corridors should do, how they should function, and what elements they should include. Each attendee was then asked to place a dot sticker on the five most important items for major gateway corridors and the five most important items for minor gateway corridors. The options included:

- public and green spaces for people to gather
- monumental, placemaking entry signs
- opportunity for unique public art
- improved bicycle and pedestrian facilities
- improved wayfinding signage
- street trees and additional landscape treatments
- reflections of local culture and history to promote this as a key aspect of the City
- traffic calming measures (ie crosswalks, medians, signage) to promote safety
- improved accommodations for existing and future transit
- coordinated lighting to allow gateways to be experienced day and night
- higher quality building design along the corridor
- access management and coordinated/shared driveways



The "Big Idea" Summary Collage

EXISTING CONDITIONS & PUBLIC INPUT

The top responses for major gateway corridors were:

- public and green spaces for people to gather
- improved bicycle and pedestrian facilities
- reflections of local culture and history to promote this as a key aspect of the City
- monumental, placemaking entry signs
- improved wayfinding signage

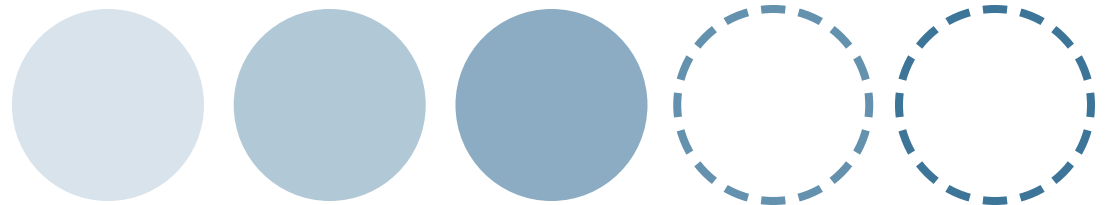
The top responses for minor gateway corridors were:

- public and green spaces for people to gather
- improved bicycle and pedestrian facilities
- improved wayfinding signage
- traffic calming measures (ie crosswalks, medians, signage) to promote safety
- street trees and additional landscape treatments



One of the open house exercises asked attendees to identify what elements should be included at both major and minor gateways.

VISION, MISSION & OBJECTIVES



VISION, MISSION & OBJECTIVES

VISION

The vision is a statement that reflects local potential and makes a commitment to future action. A vision generally describes what the community wants to be. The vision statement is a clear, succinct, and purposeful statement that everyone generally agrees with and is easily understood to help define the direction in which the plan should proceed. If an idea, policy or objective would help advance La Porte towards its vision it was included in the plan. If the idea did not help advance the City towards the vision, then it was not included. The vision not only serves as part of a decision-making tool for the plan, but also for the decisions that are made in implementing the plan. While not the only consideration, policymakers and decision makers should always remember the vision to help guide whether or not a decision is right.

The Gateway Corridor Revitalization Plan vision is:

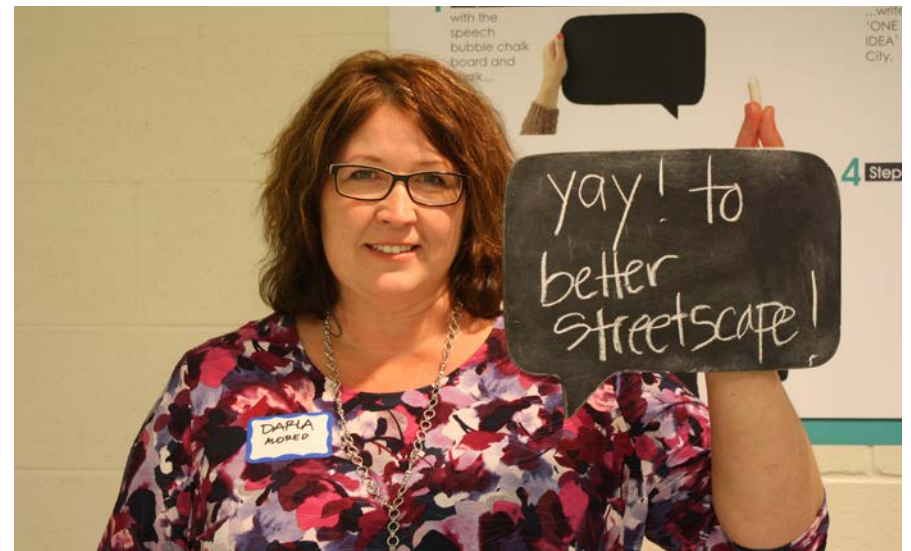
The City of La Porte's gateway corridors create an attractive, safe, and efficient environment for residents and visitors using all modes of transportation. They are lively and vibrant and are revitalized into community destinations for entertainment and active living while connecting neighborhoods, retail destinations, community institutions, recreation amenities, and the downtown. The gateway corridors are protected because they are the backbones for jobs and tax base. The gateway corridors present an enhanced image of the City with pleasant streetscapes, high-quality development, and facilities for pedestrians, bicyclists, buses, and vehicles.

MISSION

The mission statement is an expression of the plan purpose and addresses the “why” create the plan and “what” are the expected outcomes. Like the vision statement, it is still a high-level guide but where the vision statement describes an idealized future condition, the mission statement is a call to action to create that condition.

The Gateway Corridor Revitalization Plan mission is:

The City of La Porte will promote safety and active living through the creation of corridors that allow bicyclists and pedestrians to move safely along and across streets while maintaining efficient traffic flow. The design and appearance of adjacent development will be elevated to serve the community and to positively impact the public right-of-way and streetscape. Ultimately, the gateway corridors will present an image of the City that attracts new residents and businesses and enhances the quality of life for all.

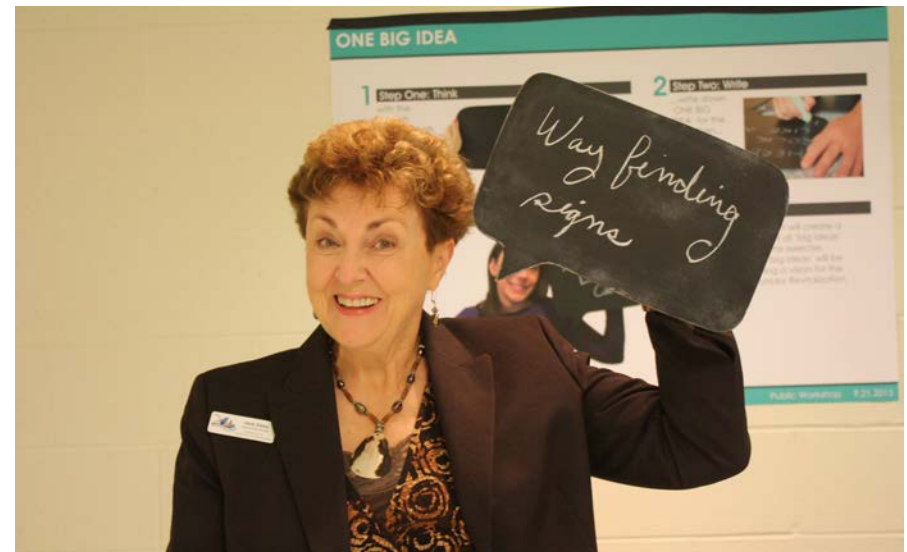


Comments heard at the workshop open house and during the focus group discussions were used to create the plan vision and objectives.

OBJECTIVES

Objectives are concise statements that describe a desired future condition that further defines the vision statement. Objectives form the framework for more detailed decision making and are used by the City to establish priorities for needed public improvements and services. Objectives are statements of community intent against which individual actions and decisions are evaluated. Objectives should be sufficiently quantifiable to gauge the appropriateness of development applications and be understood by both the decision-makers and the general community.

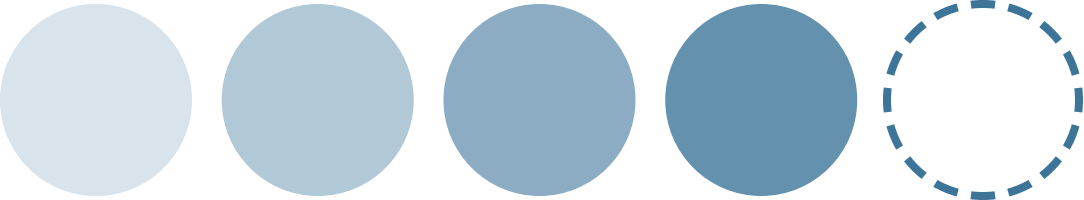
1. Create a transportation network that meets resident needs and provides adequate access for businesses and industry.
2. Establish a balanced system for all modes of transportation which prioritizes safety, connectivity, and comfort.
3. Utilize access management to minimize congestion and turning movements to provide a safer and more efficient vehicular transportation system.
4. Incorporate art, signage, formal landscape treatments, lighting, and other amenities to create gateway treatments at key entrances into the City.
5. Develop the streetscape as usable public space with bicycle and pedestrian facilities; site furnishings such as benches, chairs, and trash receptacles; wayfinding signage; shade trees; and additional ornamental plantings.
6. Elevate the quality and character of development along gateway corridors.
7. Promote redevelopment, infill, and reconfiguration of underutilized and vacant properties.



Another participant in the “big idea” exercise at the workshop open house.

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RECOMMENDATIONS

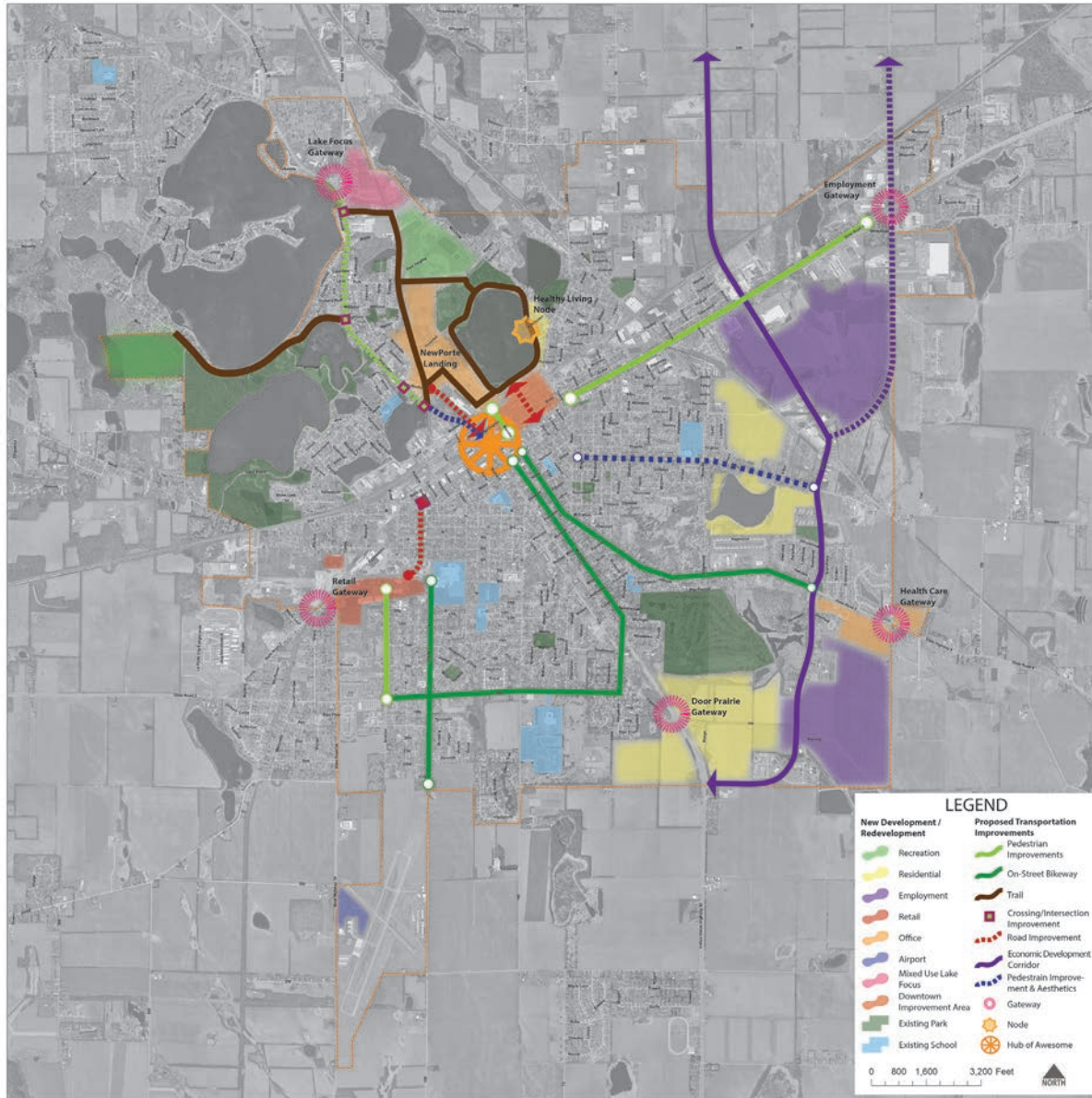


RECOMMENDATIONS

This plan outlines a vision for strengthening the economic potential, appearance, and function of the key gateway corridors in La Porte. It does so by creating opportunities for new development and community growth, identifying economic, cultural and social infrastructure improvements needed to enhance the corridors, businesses and infrastructure, and by identifying a series of implementation recommendations so that the vitality and viability of the City is sustained for the future generations.

The recommendations in this Chapter are meant to reinforce the development opportunities necessary for the revitalization and in some places the activation of the corridor. Some of the recommendations could be on a 30-year time horizon and while many of the improvements are intended to occur in a much shorter time frame, larger development projects will likely happen as market forces dictate. Whether in the near-term or twenty-years in the future, it is important that the City of La Porte continue to reinforce strategies that promote the goals of the City while enhancing its existing assets. The strategies and initiatives identified here are critical elements needed to further support the needs of the residents, visitors and employers. These principles are reflective of fundamental planning values and were validated by the public.





Complete Streets

Complete streets are designed to allow the safe access and movement of all users regardless of age and ability. A complete streets policy ensures that adequate consideration is given to multiple transportation users and abilities when designing, constructing, and reconstructing roadways and adjacent transportation facilities.

A complete streets policy is not a design prescription that states all roadways must contain every transportation element possible or that existing roadways must immediately be retrofitted. Instead, the complete streets policy requires that consideration be given to each transportation mode; walking, bicycling, driving, and transit. Obviously not all roads will be part of transit routes and some conditions may exist that prevent the inclusion of bicycle facilities. The intent is to recognize transportation corridors as more than streets for cars and to provide appropriate pedestrian and bicycle facilities in as many locations as possible.

Design elements of complete streets may include:

- Sidewalks
- Bicycle lanes
- Dedicated transit lanes
- Safe and accessible pedestrian crossings
- Accessible pedestrian signals
- Comfortable and accessible transit stops
- Crosswalk countdown timers
- Pedestrian-scaled lighting
- Protected median islands for wide crossings

Not every street will need all of these elements but every street should be designed to balance safety and convenience for everyone using the road, regardless of age, ability or transportation mode. The benefits of these streets include:

- Improved safety
- Encourage walking and biking as opposed to driving
- Improved public health
- Improved environmental quality
- Allow for mobility of the elderly, children, and persons with disabilities



Pedestrian & Bicycle Facility Types

Sidewalk

Hard surface walkway (4-8 feet) along a street or right-of-way, typically for exclusive pedestrian use.



Two-Way Cycle Track

Vehicle travel lane dedicated to two-way bicycle traffic on one side of a street. Separated from adjacent moving traffic with a physical barrier.



Multi-Use Path

Paved path (10 feet wide or more) hosting pedestrians and bicyclists. Typically located within a road right-of-way and can be an alternative to a sidewalk.



Sharrow

“Share the Road” marking with bicycle symbol and two chevrons. Used in cases where a roadway cannot accommodate a dedicated, striped bicycle lane.



Buffered Bike Lane

Five-foot space along the right side (typically) of a roadway dedicated for one-way bicycle travel, separated from vehicular traffic with an additional striped buffer space.



Signed Bicycle Route

Road/street that is safe for use by both bicycle and vehicles without a designated facility, but with appropriate signage. Often in rural settings.



INFILL VACANT AND UNDER-UTILIZED SITES INSTEAD OF ALLOWING LEAPFROG DEVELOPMENT ALONG CORRIDORS.



La Porte has developed a strong, stable core and managed its growth. There is still ample opportunity for economic development along all these key corridors. Therefore, it is important for the City to continue to invest in the properties within the heart of its community. As a matter of policy, the City should focus development and redevelopment incentives towards vacant and under-utilized lots along these key corridor. Building from the core out to the edges of the City instead of building from the outside in. There is plenty of open land along the Economic Corridor to support large new employers that need lots of land. Retail, restaurants and small offices should be targeted for the Downtown area, along Pine Lake, and Lincolnway.

It is important that infill development reflect the context of the existing corridor including its architectural history, land use and size. This does not mean replicating structures that are already there, but how new development can respond to the basic patterns and cherished aspects of the surrounding uses. A good infill policy must address:

- Ensuring development costs are competitive with greenfield sites.
- Help identify market demand for infill development.
- Encourage design development that is context-sensitive.
- Ensure zoning codes do not penalize infill development and even promote it over greenfield development.

Additionally, infill projects can have tremendous impacts on corridors. Infill projects can remove eyesore properties, occupy vacant lots by filling in the missing teeth, and alleviate the safety concerns associated

with vacant or abandoned properties. In addition to supplying a wider range of employment and retail options, infill projects can be effective in increasing the supply of more affordable housing units. Infill projects also give the community the ability to increase design, fix infrastructure gaps and add to the tax base. Infill projects are attractive for the City of La Porte because of efficiencies in using existing infrastructure and services as opposed to extending infrastructure and services into currently undeveloped areas.

Action Steps

1. Conduct inventory and analysis of all available lots on each corridor.
2. Identify non-residential buildings with adaptive re-use potential.
3. Designate a targeted infill and redevelopment area.
4. Create an infill toolkit and guidelines, working with local neighborhood groups or businesses, to identify appropriate building types and site design principles.
5. Offer incentives to developers and property owners for property rehabilitation and infill construction. This may include: upgraded infrastructure, reduced impact fees, fee waivers for infrastructure hook-ups, property tax abatements, density bonuses, and expedited permitting.
6. Ensure development applications for properties within the targeted infill and redevelopment area comply with the recommendations of the infill toolkit.

Resources

- City Planner
- City Engineer
- Plan Commission
- City Council
- Redevelopment Commission
- Urban Enterprise Association
- Greater La Porte Economic Development Corporation
- Greater La Porte Chamber of Commerce
- Neighborhood Associations
- Property Owners



NEW DEVELOPMENT SHOULD BE COMPATIBLE WITH SURROUNDING CHARACTER AND LAND USE.



IMMEDIATE /
ON-GOING

Any new development and redevelopment along any corridor and within the Downtown should be designed to respect the positive aspects of the existing corridor, surrounding neighborhoods, and development context. Respecting this context or achieving “compatibility” can be a source of contention, especially with regard to new, higher-density infill development. However, compatibility is not about reproducing the architectural style of adjacent buildings. A single street may have styles ranging from Victorian or Craftsman to Colonial or even Modern. The focus of compatibility should be on how to continue the established, positive corridor and neighborhood patterns. These patterns can be defined by the green street edges of front yards, the setback or frontage pattern of existing structures, scale, massing, and building orientation. All of these patterns may vary by neighborhood, street, or even block. Continuation of the established patterns can still accommodate varying architectural styles and densities while contributing to a sense of place that helps define the City.

If the positive attributes of the corridors are not considered in the design and construction of new development, the new development can have long lasting negative impacts on the character of the City. Potential impacts of incompatible development can include reduced sense of privacy, lost or reduced views, disruption of the established street edge, traffic, circulation and parking issues and loss of property values. When the incompatibility involves differences in land use, the long term economic viability of the corridor can be negatively impacted.

In order to promote compatibility of new development, the City will need to take this study one step further and for each corridor define the pattern type and the scale and character of new development along

each corridor. For example the Economic Development Corridor (Boyd Boulevard) will have a completely different pattern from Lincolnway, Pine Lake Avenue, Detroit Street and J Street.

Action Steps (Immediate)

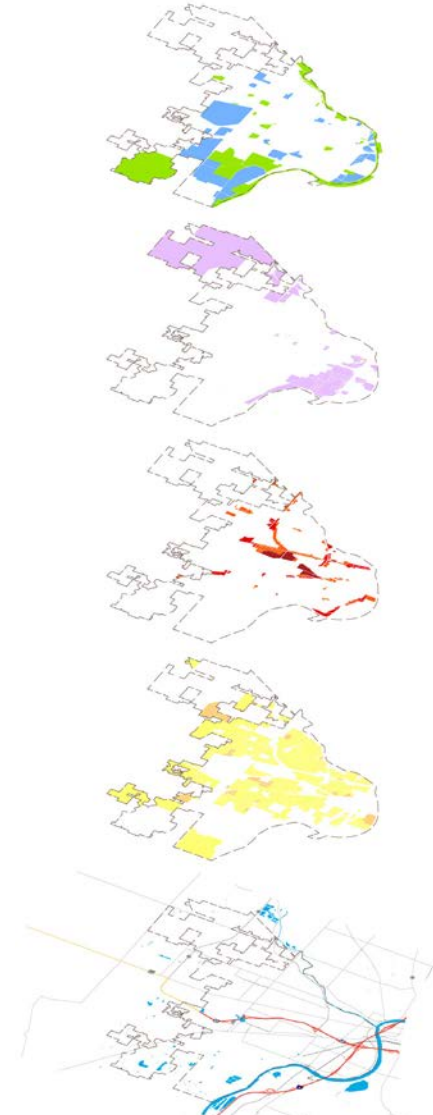
1. Assess the current zoning ordinance and zoning map to determine potential adjustments to corridor activity levels, architecture, bulk, massing, open space and setback requirements for the districts along the major corridors.
2. Amend the current zoning ordinance and zoning map to adjust requirements so that corridor activity levels, architecture, bulk, massing, open space and setback requirements are more in-line with the desired character.

Action Steps (Long Term)

1. Complete each corridor one at a time.
2. Identify building patterns that need to be preserved or protected. Identify building patterns that should not occur on the corridor.
3. Develop a study committee to create guidelines to identify appropriate building types and site design principles and any other considerations based on this plan for the corridor.
4. Codify these principles using form based zone or an overlay district for the corridor.
5. Offer incentives to developers and property owners including fee waivers for infrastructure hook-ups, property tax abatements, density bonuses, and expedited permitting.
6. Ensure development applications for properties within the corridor comply with the guidelines and/or ordinance.

Resources

- City Planner
- City Engineer
- Plan Commission
- City Council
- Greater La Porte Economic Development Corporation
- Greater La Porte Chamber of Commerce
- Neighborhood Associations
- Property Owners



Land use planning involves examining multiple layers of information including past development patterns, anticipated market demands, transportation systems, utility availability, and the natural environment.

INSTALL/RETROFIT INFRASTRUCTURE TO CREATE CONNECTIVITY AND PROMOTE WALKABILITY



Simply defined, walkability is how comfortable an area is for walking. Unfortunately, auto-centric approaches to land use and transportation planning have led to many streets that accommodate only cars and an overall loss in community identity. To counter these effects, streets and public spaces must be designed to accommodate pedestrians and restore the environments that make communities attractive places to live.

The factors influencing walkability are accessibility, safety, welcomeness, and convenience. Accessibility is the degree to which the built environment allows and encourages users of all ages and abilities. It incorporates standards of universal design and Americans with Disabilities Act (ADA) compliance. Safety, or the perception of safety, is incredibly important in realizing a walkable environment. Factors influencing safety are transparency and enclosure of the street edge, lighting, amount of activity, and the pedestrian facility itself. Welcomeness focuses on user comfort and although a facility may be present, it may not be welcoming. Convenience has to do with the relationship between land use and connectivity. Factors affecting the convenience of an area include: block length, crossing distance, vehicle speed, buffering between the sidewalk and the street, and the availability of transit.

Communities that support walkability experience an array of benefits over communities that do not actively plan for walkable environments. The impacts of walkability include:

- Lower rates of traffic injury and death.

- Better physical health and well-being. This can include lower rates of obesity and diabetes as well as asthma and other respiratory illnesses associated with air pollution.
- Better access for persons who because of disability, income status, or age are unable to transport themselves or to purchase transportation. This also contributes to the ability to age in place
- Higher property values.
- Reduced greenhouse gas emissions.

The City completed a sidewalk inventory in 2007 which identified gaps in the sidewalk, non-compliant ADA crosswalks, and deteriorating sidewalks. It has been 8 years since that study, and it needs to be updated. Therefore, either as part of the pavement analysis or an update to that sidewalk plan, an updated conditions report is needed to supplement this revitalization plan. The City will need to assess the conditions of crosswalks, ramps, sidewalks, paths and trails. A plan should be created to address issues. While Lincolnway is a major state route, the City should further expand its complete streets ordinance to look at issues traffic issues downtown and how an enhanced streetscape can be used to slow traffic and provide for pedestrian bump outs at crossing areas to shorten the crossing and make it more comfortable.

Action Steps:

1. Update sidewalk inventory by either updating plan or incorporating into the pavement management program.
2. Per the adopted complete streets ordinance:
 - a. Restructure or revise related procedures, plans, regulations and their processes with the goal of accommodating as many types of transportation users as possible.
 - b. Adopt the Active Transportation Alliance: Complete Streets Complete Networks, Manual for the Design of active Transportation as the primary guideline for the City.
 - c. Develop performance and report measures.
 - d. Create a complete streets committee including the City Planner, City Engineer, appointed member of traffic commission (on City Council) and another City Council member.
3. Establish a vision, strategy, and goals for the all modes policy as part of the restructuring or revision of plan. These goals should be developed for both public and private projects and what should be incorporated into a development.
4. Develop evaluation criteria for the provision of necessary modes.
5. Draft an all modes policy to guide future transportation decisions for the Committee to use to evaluate all projects that way it is not subjective.
6. Have the Plan Commission adopt the policy.

Resources

- City Planner
- City Engineer
- Parks Director
- Plan Commission
- City Council
- Urban Enterprise Association
- Community Development Block Grant (CBDG) Program

EVALUATE OPTIONS TO INCLUDE BICYCLE FACILITIES IN PUBLIC WORKS PROJECTS AND AS A DEVELOPMENT REGULATION IN THE ZONING ORDINANCE.



Using bicycles for recreation and transportation is becoming more popular. Especially as urban areas grow, bicycle travel decreases congestion, emission of pollutants and improves overall public health and well-being. Furthermore bicycling actually can help fill the gap for the “last-mile” connection issue that public transit, such as bus-rapid transit and light rail have with connecting the rider to their final destination.

Improving facilities is important for bicycle safety. In a 1999 study, the Federal Highway Administration (FHWA) found that nearly 70 percent of hospital treated bicycle accidents did not involve a motor vehicle. These were accidental falls that occurred either on the roadway, or facilities such as sidewalks. Oftentimes, these were the result of lack of maintenance and other preventable hazards. Proper maintenance and improvement of facilities for bicyclists can decrease accidents and improve the overall enjoyment of riding. Capital improvement plans and public works projects should always evaluate and consider the addition of bicycle facilities to improve an all modes approach to travel.

Improving facilities in private development is also a key component of promoting cycling within the community. Adequate facilities for secure bicycle parking and safe facilities for riding in private developments will improve safety and demand for cycling as a mode of transportation. As development provides for parking and facilities for the automobile, development should also provide for facilities for the safe travel and secure parking for the bicycle. Many communities are modifying their

development standards using a combination of requirements and incentives to improve bicycle facilities.

As the physical recommendation suggest, there are a variety of types of facility types that could be used for the roadways in La Porte. This plan provides recommendations on the types of facilities that should be used on the various corridors.

Action Steps

1. Determine best-practice facility types that are considered acceptable from a design and engineering standpoint for La Porte based on the recommendations contained within this plan.
2. Incorporate facility design guidelines and standards into the overall construction standards for La Porte for both public and private projects.
3. Modify the zoning ordinance and/or subdivision control ordinance to incorporate facility standards and requirements for parking and travel into the ordinance.
4. Adopt changes to the zoning ordinance and/or subdivision control ordinance.

Resources

- Planning Department
- Engineering Department
- Plan Commission
- City Council

CREATE A WAYFINDING SIGNAGE PROGRAM.



**MEDIUM
RANGE**

Developing a brand identity has long been used by businesses and corporations to build a customer base, launch a new product, or maintain a certain image.

Communities can use many of the same techniques to build confidence in existing residents, attract visitors, and grow the local economy. More than a logo and tag line, a brand is a set of tools used to create differentiation of the community and over time build an appearance, feeling, and imagery among residents and the surrounding region.

There are concerns with trying to develop a branding strategy or expand on existing efforts. Incorporating cliché statements and themes in a brand can be interpreted as artificial and contrived and therefore off-putting. Additionally, if the brand doesn't resonate with the local community, it will not be accepted and used as a selling point. The best brands are relevant to locals and done with creativity. While a community's history is important, branding should reflect what the community is today and what it is going to be tomorrow.

Branding standards may then be incorporated into gateway treatments and wayfinding signage. The ability to navigate a city is vitally important to its economic prosperity. Visitors to a community need to be able to orient, find local services and points of interest, and feel that they can safely travel to their destination. It is recommended that the City implement a coordinated and comprehensive graphic signage and wayfinding system using the community brand as a means for directing drivers, riders and pedestrians to key destinations within the City of La Porte and surrounding areas.

Action Steps:

1. Create a committee to lead the development of a branding and marketing strategy. Representatives could include City staff, business leaders, non-profit organizations, and residents.
2. Develop a list of desired outcomes and a time line for implementation of the branding program.
3. Identify groups or individuals likely to benefit from the implementation of a branding and marketing program and solicit funds from those beneficiaries in addition to public contributions.
4. Secure the services of design/marketing professionals to prepare the branding package.
5. Develop an annual marketing budget and lead individual to oversee on-going marketing updates.
6. Monitor program success and amend as needed to achieve desired results and newly emerging targets.
7. Use the branding program to develop wayfinding material that can be used to help individuals more easily move throughout La Porte.

Resources

- Mayors Office
- City Planner
- City Engineer
- Greater La Porte Economic Development Corporation
- LaPorte County Convention and Visitor's Bureau

CONTINUE TO IMPROVE CONNECTIVITY BETWEEN EXISTING NEIGHBORHOODS, EXISTING AND PROPOSED TRAILS AND DESTINATIONS SUCH AS COMMERCIAL AREAS AND SCHOOLS WITH IMPROVED PEDESTRIAN FACILITIES SUCH AS SIDEWALKS, MULTI-USE FACILITIES AND CONNECTOR PATHS.



Connectivity refers to the density of connections in pedestrian and road networks and the directness of links. A well-connected road or pedestrian network has many short links, numerous intersections, and minimal dead-ends. As connectivity increases, travel distances decrease and route options increase, allowing more direct travel between destinations, creating a more accessible and resilient system.

Communities may use a connectivity index to measure how well new roads, roadway improvements, and other transportation facilities will connect destinations. It is recommended that motorized and non-motorized connectivity be measured separately as sidewalks and bike paths can be used to connect cul-de-sacs or cross natural features where roads aren't present while motorized connections may be provided by highways that don't include pedestrian facilities.

Typical connectivity standards or goals may include the features below. Of course, standards must be flexible and accommodate unique local conditions.

- Encourage average intersection spacing for local streets to be 300-400 feet.
- Limit maximum intersection spacing for local streets to about 600 feet.
- Limit maximum intersection spacing for arterial streets to about 1,000 feet.
- Limit maximum spacing between pedestrian/bicycle connections to about 350 feet (that is, it creates mid-block paths and pedestrian shortcuts).
- Reduce street pavement widths to 24-36 feet.
- Limit maximum block size to 5-12 acres.
- Limit cul-de-sacs (for example, to 20% of streets).
- Limit the maximum length of cul-de-sacs to 200 or 400 feet.
- Limit or discourage gated communities and other restricted access roads.
- Require multiple access connections between a development and arterial streets.
- Require a minimum connectivity index, or reward developments that have a high connectivity index with various incentives.
- Create a planning process to connect street "stubs," that is, streets that are initially cul-de-sacs but can be connected when adjacent parcels are developed in the future.

Action Steps

1. Continue development and implementation of an Alternative Transportation Plan.
2. Continue to identify potential pedestrian linkages between neighborhoods and pedestrian destinations to reduce travel time, encourage walking and improve safety.
3. Work with local schools to develop safe routes to school plans to improve accessibility to federal and state funding sources.
4. Determine facility type that would most adequately serve each area identified for improvements.
5. Determine funding sources and rights of way acquisition issues.
6. Modify plan and long-term transportation plans as needed to incorporate projects into the implementation schedule.
7. Pursue Transportation Alternatives funding through the Northwestern Regional Planning Commission (NIRPC)

Resources

- City Planner
- City Engineer
- Urban Enterprise Association
- CBDG Program
- Greater La Porte Economic Development Corporation
- NIRPC
- INDOT
- Transportation Alternatives funding
- Transportation Alternatives Program

USE EXISTING TAX INCREMENT FINANCING DISTRICTS TO IMPLEMENT PLAN RECOMMENDATIONS.



Tax-increment financing (TIF) is a mechanism to temporarily capture tax revenue from property tax to be reinvested within a district for improving infrastructure to attract and retain business. TIF works by establishing a baseline for assessed valuation when the district is created. Taxes created by that initial valuation still go to the existing taxing districts and general funds.

TIF is also not an increase in taxation as it is diverting new taxes from new investment into a special fund to pay for investment within the TIF district. Existing taxes paid at the time the TIF district is established continue to flow to the taxing districts they are owed to. The practice of TIF shows that the increased targeted infrastructure investment that TIF districts allow for develop increased overall assessed valuation of real property within the TIF area. When the TIF district expires, the taxes from this increased valuation flow to the appropriate taxing districts. TIF also has the effect of risk re-allocation when it comes to economic development. Instead of taxpayers being directly responsible for the burden of infrastructure development, TIF allows for most infrastructure development to be financed through development bonds. This shifts the risk of development to the bondholders.

This plan has identified a few key areas for redevelopment and development including areas along Pine Lake Avenue, specifically the gateway into the City and in NewPorte Landing; retail gateway along SR 39 and J Street where mall, old theater and other retail shops are located, the downtown area along Detroit street that could be made into a retail/restaurant/entertainment venue and along the Economic Corridor (Boyd Avenue) which would contain employment uses including industry, a health gateway and a residential gateway on the south end of the Corridor.

The City has been very diligent and strategic in setting up its TIF districts. Some of the key recommendations are in existing TIF districts. Therefore, the City should use TIF dollars not only to redevelop key parcels but also help pay for infrastructure changes in the TIF district that would provide more modal options.

Action Steps

1. Identify high value projects within existing TIF districts that correlate to the recommendations in this plan to achieve maximum return.
2. Identify and create synergies between TIF districts and other development programs (UEA, Revolving Load Fund, etc.) that will achieve greater growth in potential key areas identified in this plan.
3. Increase communication between various resources identified below and related governing bodies to create a more thoroughly implemented City-wide growth strategy based on this and other adopted City plans.
4. As TIF revenues grow beyond bonding liabilities, additional projects can be undertaken. The City redevelopment team should identify which projects to invest in that will direct new growth and redevelopment and help to inform the decisions regarding annexation and limiting urban sprawl.

Resources

- City Planner
- Mayor
- Redevelopment Commission
- Plan Commission
- City Council
- Greater La Porte Economic Development Corporation

PROMOTE ECONOMIC GARDENING WHILE CONTINUING TO FOCUS ON BOTH BUSINESS RETENTION AND EXPANSION.



IMMEDIATE /
ON-GOING

The Business Retention & Expansion program is an ongoing partnership with the Greater La Porte Chamber of Commerce and GLEDC. They understand the importance of supporting existing business as they are the key to stable economic growth. The purpose of this program is to develop relationships and establish communication with local businesses in order to understand their needs and respond so that businesses stay, grow and become more committed to the local economy.

The BR&E program goals include:

- Gain an understanding of the business community's view of the local business climate.
- Determine future expansion/relocation plans of companies in order to setup an early warning system for local action.
- Acquaint business executives with the programs available through various economic development and government agencies to better strengthen their organization.
- Improve the communication and strengthen relationships between local/county government and the business community.
- Identify specific concerns and problems of local businesses and provide effective solutions.

As part on-going efforts, this revitalization plan and the ABC Competition, the City of La Porte has ramped up its communications and support with local businesses. The City needs to use this plan and this competition as a spring board to further engage local business leaders in attracting new business, continuing to support and expand existing business, ensure

the workforce has the skills needed in order to attract a diverse set of industries. This diversity will strengthen the local economy and provide a buffer for the community to lessen the impact of the economic cycle of recessions and recoveries on the City.

Action Steps

1. Develop a curriculum and training committee to determine overall audience and curriculum.
2. Develop a curriculum that addresses major small business development and entrepreneurship skill areas such as strategic planning, competitive advantage, target marketing, sales, human resources, cash flow and accounting, and financing.
3. Identify a training provider and program administrator.
4. Develop a targeted marketing program aimed at individuals or groups in which training would be beneficial.
5. Track progress of program participants to help measure success in generating new business startups and business success.
6. Link class graduation with access to capital funding like a micro-enterprise loan program and/or incubator or on-going coaching assistance.

Resources

- Ivy Tech
- La Porte Community School Corporation
- Indiana Small Business Development Center
- Local venture capital firms and programs
- Greater La Porte Economic Development Corporation
- Purdue University North Central/CEDAR
- Greater La Porte Chamber of Commerce

IDENTIFY LOCATION ALONG ECONOMIC DEVELOPMENT CORRIDOR OR WITHIN DOWNTOWN FOR INCUBATOR PROGRAM.



Business incubator programs provide support for new businesses and entrepreneurial companies through various mechanisms such as low-cost or subsidized office space, shared services, combined purchasing, links to capital and angel investment providers, and business coaching programs. It is found that business startups have almost twice the rate of long-term success and survivability than businesses that do not utilize an incubator program. Incubators have different goals and focuses and do not typically accept any and all applicants. The selective nature helps assure more resources are devoted to individual businesses with a higher chance of overall long term success.

A typical program is approximately 24 – 36 months whereas after the “incubation” period, the business is required to graduate out of the incubator. They may graduate sooner or later based upon various success benchmarks such as employment or income that are set. Oftentimes incubation programs have expanded to create graduate programs that provide a certain level of reduced on-going support to assure the graduated business succeeds on its own after incubation services are discontinued. These services often include continued coaching and mentoring. Some graduate programs also offer preferred sites for graduate businesses within the community. Incubators do not necessarily require housing businesses under one roof or any roof for that matter. Wall-less incubators do not provide for direct office space but may provide for rent subsidies and all of the other benefits. The advantage to these programs is no need for direct investment in a building to house

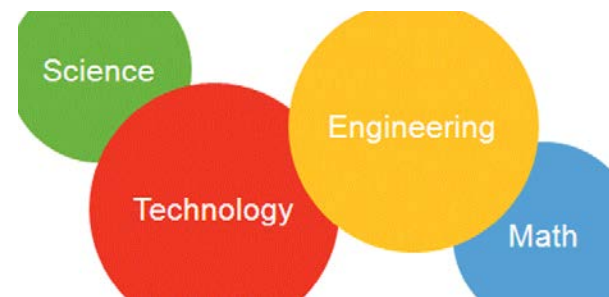
the incubator, although some advantages of having businesses in one location for cross-sharing of ideas is reduced.

Action Steps

1. Conduct a feasibility study for the incubator and identify type of incubator desired such as traditional incubator, technology-based incubator, mixed incubator, cultural incubator, or agri-business incubator.
2. Identify responsible parties to be involved and any resources to be used to establish the incubator.
3. Identify the location for the incubator.
4. Determine what resources the City might have to help in the establishment of the incubator.
5. Implement the feasibility study.

Resources

- City Planner
- City Engineer
- Greater La Porte Economic Development Corporation
- Redevelopment Commission
- Mayor
- City Council
- LaPorte County Library



ENGAGE THE INDIANA DEPARTMENT OF TRANSPORTATION (INDOT) IN THE EVALUATION OF IMPROVEMENTS TO STATE ROADS IN LA PORTE.



A good urban thoroughfare allows for a high level of traffic while buffering adjacent land uses from the negative impacts of traffic such as noise and being sensitive to the pedestrian nature of the urban environment. An urban thoroughfare should also ensure that all-modes of transportation are accommodated. State Roads 2, 39, 4 and State Highway 35 serve as a major arterials for La Porte and the primary access to the entire City. The current roadway configuration, in most cases, is a standard rural two or four-lane roadway. While this configuration works well for rural areas, as La Porte has grown economically and major industries have moved in, increases in intersection traffic and traffic control devices have increased travel times and congestion. Additionally, many of these State Roads serve as key routes for truck traffic trying to get out of the City and to a highway to go to Indianapolis or Chicago. The current configuration is not conducive to bicycle or pedestrian traffic with little to no pedestrian facilities and only a road shoulder bicyclists utilize travel on the roadway which is dangerous with the high volume and traffic speeds.

The Congress for New Urbanism (CNU) and the Institute of Transportation Engineers (ITE) jointly created a new design manual called “Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities.” This manual has been endorsed by the Federal Highway Administration (FHWA). While a long title, it does change the engineering paradigm regarding the treatment of high volume corridors such as SR 2, 39, 4 and State Highway 35. The new CNU/ITE manual calls for

the design of pedestrian crosswalks and bicycle facilities within urban thoroughfares and shows how these facilities are able to be installed in a safe manner while still maintaining or improving roadway capacities.

Action Steps

1. Continue communication with INDOT’s La Porte District to ensure the City has a voice in future improvements or modifications to all of the City’s State Routes.
2. Take an active role and participate in developing studies for alternative configurations for these routes, but especially for SR2 that will improve flow, but also develop travel options for all modes including bicycles and pedestrians. Adopt these studies as a matter of policy so when INDOT does make design changes, they can incorporate what the City has completed and recommends.
3. Engage businesses along SR 2 and other State Roads to make sure modifications do not negatively impact business operations areas along the corridor, but especially Downtown.

Resources

- INDOT
- NIRPC
- City Planner
- City Engineer
- Greater La Porte Economic Development Corporation
- La Porte County Commissioners
- SR 2, SR 39, SR4 and State Highway 35 adjacent businesses
- Federal Highway Administration/Surface Transportation funds/Transportation Alternatives funds
- Congressional Representatives

WORK WITH THE INDIANA DEPARTMENT OF TRANSPORTATION TO DEVELOP A RELINQUISHMENT PLAN FOR THE CITY TO TAKE CONTROL OF PINE LAKE AVENUE FROM THE STATE.



Within La Porte, State Highway 35 is known as Pine Lake Avenue. As a state road, it is controlled by the Indiana Department of Transportation (INDOT). The City has no authority over how it is designed or maintained; the State also dictates speed limits and traffic control measures. This can make coordination with local road signalization and speed difficult as well as make improvements, such as pedestrian crossings almost impossible. In order to gain control and better manage this roadway within La Porte, the City should work with INDOT to develop a relinquishment plan. Once the road is relinquished, La Porte has ownership and the opportunity to plan and construct any improvements and modifications. This may be as significant as adding lanes or as simple as filling potholes. Snow and ice removal would also become the City's responsibility. Typically when a roadway is relinquished to a local municipality, the State provides a one-time payment to offset some of the expenses that La Porte would be assuming by taking control of the road. The relinquishment of State Highway 35/Pine Lake Avenue will allow La Porte to make more context sensitive modifications in the future thereby preserving local character.

Action Steps

1. Begin discussions with INDOT La Porte District on interest in relinquishment.
2. Negotiate potential relinquishment deal that will be favorable to the city in terms of immediate improvement costs and long-term operations and maintenance.

Resources

- Mayor's office
- City Planner
- City Engineer
- INDOT
- NIRPC
- City Council
- LaPorte County Commissioners
- LaPorte County Engineering
- LaPorte County Planning
- LaPorte County Economic Development

DEVELOP A PRIORITIZATION SCHEDULE AND IMPLEMENTATION PLAN FOR CURRENT BICYCLE/ PEDESTRIAN TRAILS THAT ARE IDENTIFIED IN THIS PLAN AND IDENTIFY FUNDING OPPORTUNITIES TO PURSUE.



A component of this plan is to identify future expansion of transportation facilities related to bicycling and walking. This plan has provided a good long-range vision of the future expansion of these facilities and has identified a number of future projects. The next step to further refine the plan by developing an implementation strategy that would prioritize projects based upon need and the ability to be funded by local and external funding sources. This will require interfacing directly with the NIRPC, the regional agency who is responsible for long-range planning and funding of local transportation projects.

Action Steps

1. Create an Alternative Transportation task force.
2. Prioritize projects identified in the La Porte Corridor Gateway Revitalization Plan.
3. Develop implementation schedules.
4. Identify and pursue funding opportunities.

Resources

- City Planner
- City Engineer
- Greater La Porte Economic Development Corporation
- Parks Director
- Plan Commission
- City Council
- NIRPC
- INDOT
- Transportation Alternatives Program (TAP)
- Congestion Mitigation and Air Quality Improvement (CMAQ)
- Recreational Trails Program (RTP)
- Transportation Investment Generating Economic Recovery (TIGER)

INCREASE ENFORCEMENT ON NON-MAINTAINED PROPERTIES.



In order to attract new businesses and residents, a community must be attractive. In this study, all the major and minor corridors identified are key entrance ways into the community. Extra effort needs to be given to the areas to ensure that they are well maintained. Therefore the City needs to increase enforcement of zoning and nuisance ordinances to ensure that property is maintained. For areas where buildings might be abandoned and in dis-repair or unsafe, the City needs to take targeted action to remove blighted and unsafe building and return the site to a green site ready for redevelopment.

Action Steps:

1. Review zoning ordinance to understand provisions in place for enforcement of non-maintained properties. Its often easiest to implement a ticketing system for zoning violations. Update zoning ordinance if necessary.
2. If a nuisance ordinance doesn't exist for the City, then work with City Council to develop an ordinance.
3. Identify which department would be responsible for enforcement determine how much time per week/month can be allocated to enforcement.
4. Implement enforcement plan.

Resources

- Mayors Office
- City Planner
- City Engineer
- City Council
- City Legal

PROVIDE FIBER READY CONDUITS ON ALL PROJECTS.



As the City continues to upgrade its infrastructure, all aspects of future infrastructure need to be assessed for every project. Whether a public or private project, if the roadway has to be reconstructed, re-designed and rebuilt, the City should adopt a policy to ensure that each project provides for fiber ready conduits. This will allow the City to be ready for future infrastructure changes whether it be in electricity, cable, broadband, etc.

Action Steps:

1. Identify and draw up plans where fiber ready conduits should be provided.
2. Work with Plan Commission and City Council to include provisions in the zoning/subdivision control ordinance to require all projects to install fiber ready conduit on all public and private projects.
3. Identify City projects where the City needs to be responsible to include fiber ready conduit into future projects.

Resources

- Mayors Office
- City Engineer
- Greater La Porte Economic Development Corporation
- Plan Commission
- City Council

PINE LAKE AVENUE (US 35)

Pine Lake Avenue is the northern entry way into the City of La Porte. Therefore, land uses, signage and access need to be managed. The corridor should continue to be the focus of development that takes advantage of the surround lakes. The largest area for redevelopment includes the area around the gateway. That area should be targeted for mixed uses including residential, retail, recreation and office uses. The area south of the gateway where the land fill was once should be dedicated to recreational development. NewPorte Landing will continue to focus on commercial development. It is envisioned that around the east side of Cedar Lake a Healthy Living Node will be created that focuses on redevelopment of housing in the area that focuses on the lake, includes trails and walking areas, has higher density residential including townhomes and promote more walkability. Additionally Pine Lake Avenue should contain strong and defined entry signage for the City telling residents and visitors when they arrive in La Porte and wayfinding signage that directs people within this area and into the Downtown. Roadway improvements need to focus on future multi-modal improvements with a multi-use trail along Pine Lake Avenue that connects to a trail along Waverly Road and the trail network within NewPorte Landing. Four pedestrian crossing have been identified along Pine Lake Avenue that should be developed as part of the reconstruction of the road. Finally, the City should continue to work with INDOT regarding discussions of transitioning Pine Lake Avenue to a local roadway rather than a State Route.



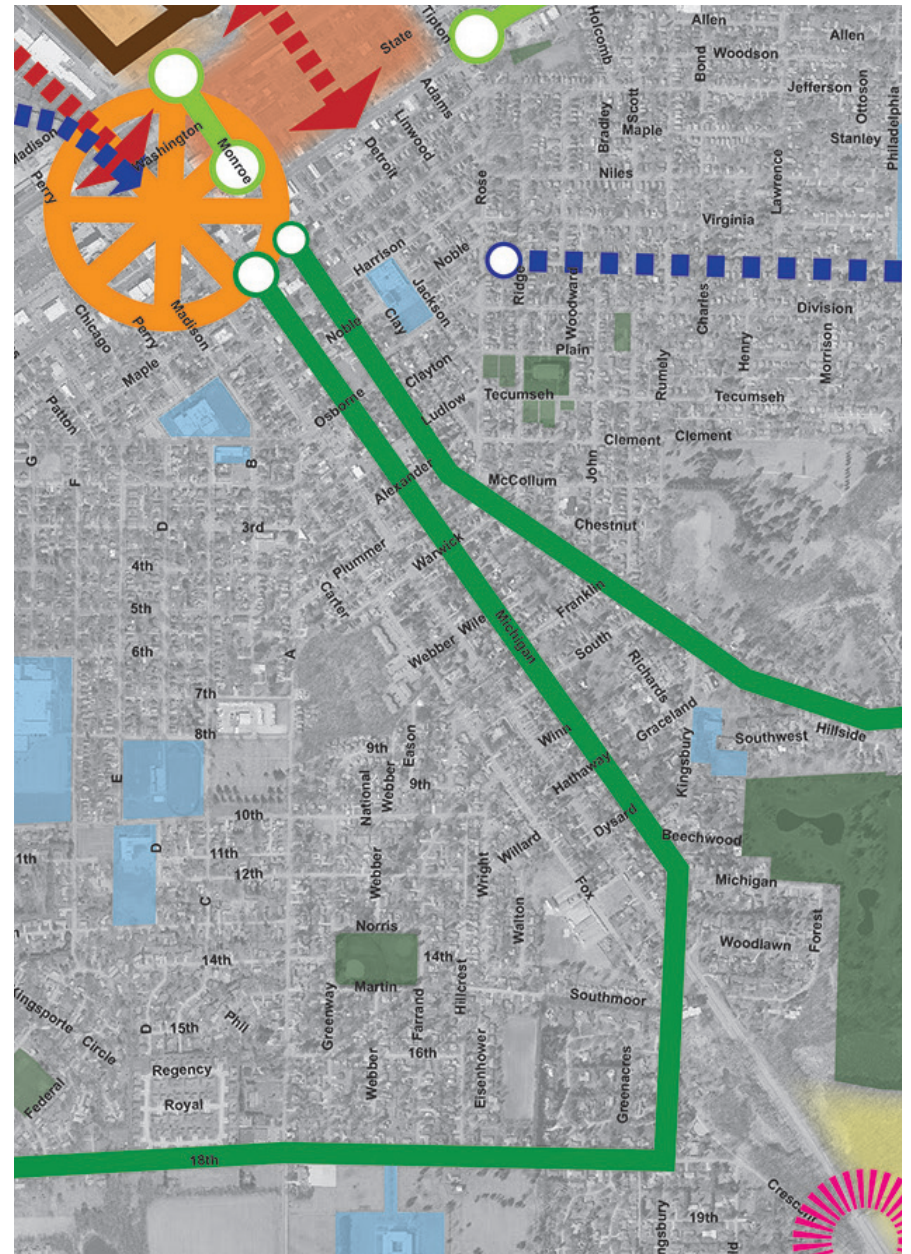
RECOMMENDATIONS

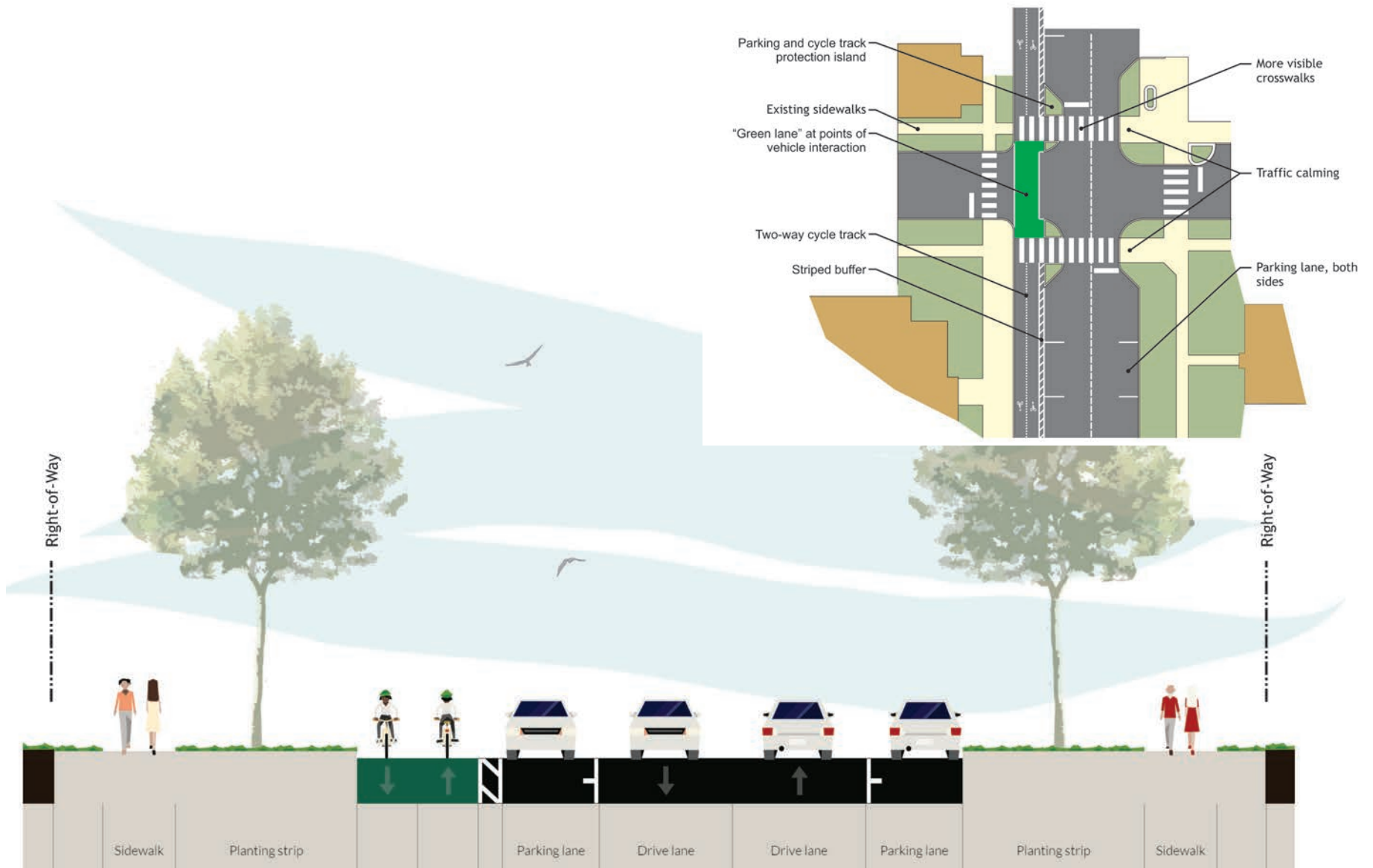
INDIANA AVENUE (US 35)

Indiana Avenue runs through the heart of downtown and then out the southern edge of the community. It is an extension of Pike Lake Avenue that extends south of Lincolnway, where the name changes. The character of the land use is retail and office uses within the Downtown. As you move south from the Downtown beyond Maple Avenue, the land use changes to residential. These areas have been well maintained. Most of these areas have existing sidewalks. At the Door Prairie Gateway, a large amount of undeveloped land exists. This area should be targeted for low density single family residential development. The development should be consistent with other surrounding residential. Future residential should either maintain the existing grid pattern as it develops out or be a self-contained subdivision with amenities for the residents. Other key recommendations along this corridor include:

- Filling in the gaps of missing or deteriorated sidewalks
- Enhance Door Prairie Gateway with gateway signage and land use controls
- Two-way cycle track along Indiana Avenue on west side of street
- Traffic calming measures such as bump outs and parking lanes along the majority of the corridor to slow traffic down

In order to accommodate a two-way cycle track, Indiana Avenue will need to be placed on a road diet, which would be more compatible with the residential character of the corridor. One travel lane in each direction of the roadway will need to be removed. The cross section would continue the existing sidewalks and planting strips on both sides of the strip. A two-way cycle track would be located on the west side of the street with stripped buffer strip to accommodate car door openings. At points of vehicle interaction, specifically at intersections, a painted green lane is needed to visually alert cyclists and motorists of the potential safety issue. There would still be parking lanes and a drive lane traveling each way.



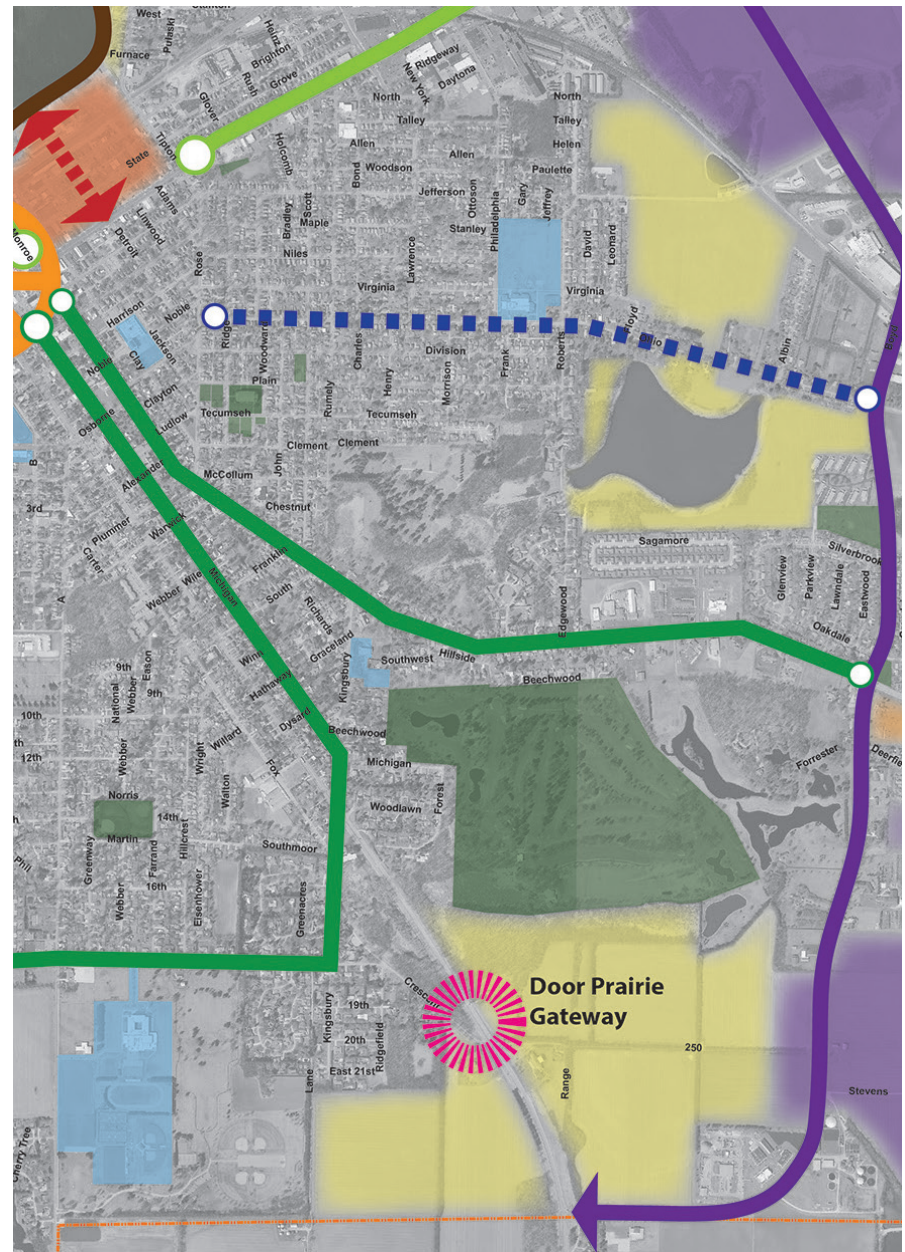


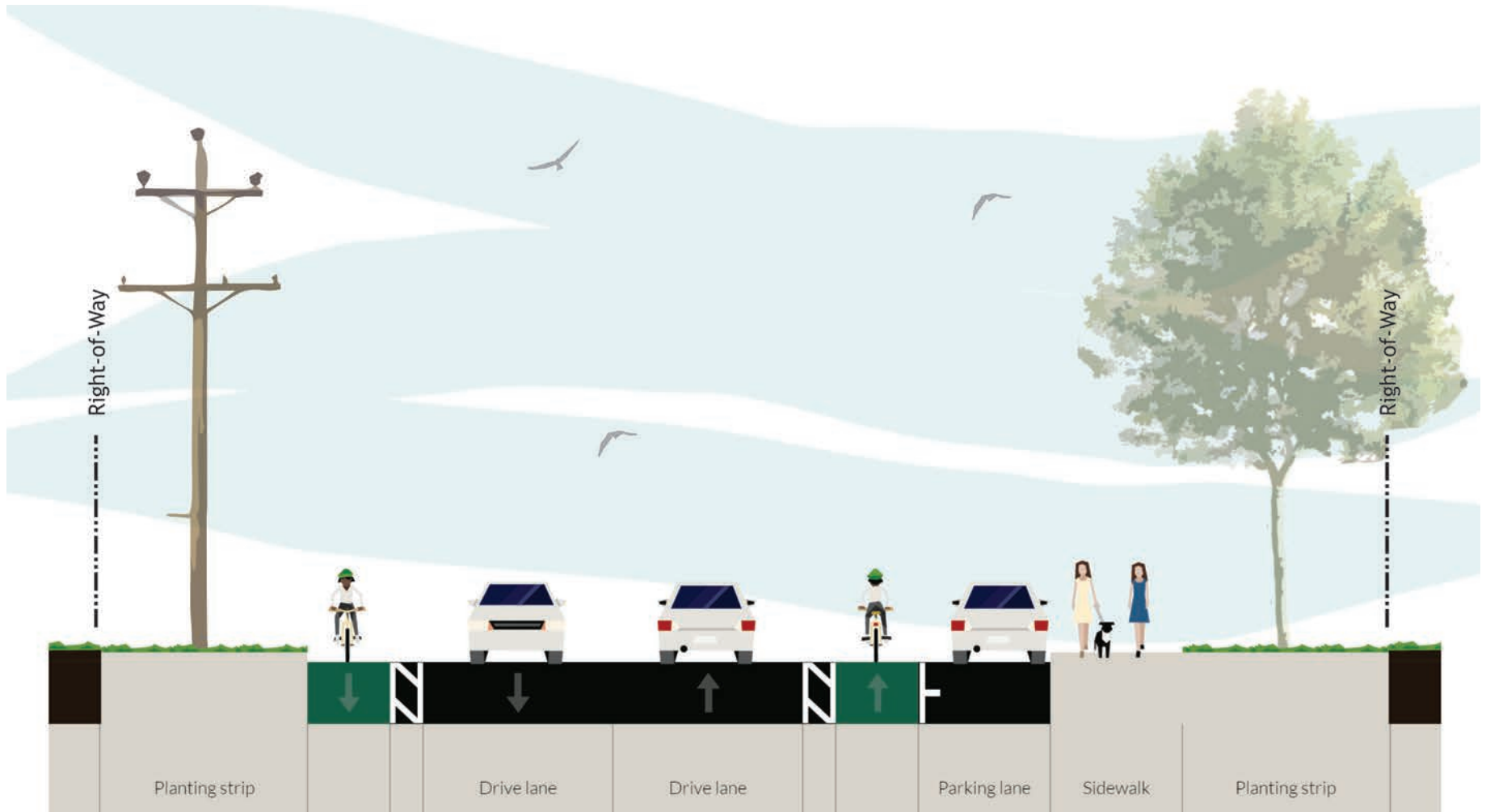
MONROE STREET (SR 4)

Monroe Street traverses south from Lincolnway to the southeast intersecting Boyd Avenue. Monroe is another State Route used to move traffic into and out of the City, but the land use character is predominately residential with institutional uses including schools and churches. The City should continue to maintain these land use types and no major redevelopment is recommended for this corridor. The major recommendations for this corridor come within the Downtown as a key roadway to connect the Downtown to NewPorte Landing. In order to enhance multi-modal opportunities, the City should work with INDOT to provide buffered bike lanes from Jefferson Street to Boyd Avenue.

The streetscape for Monroe street would change slightly with a slight narrowing of the travel lanes. From the right of way, there would still need to be a planting strip that would accommodate utilities and plantings. Other recommendations:

- On-street bicycle lane on either side of the street
- A striped buffer strip between bicycle lane and vehicle travel lane to protect cyclists from car door openings
- Travel lanes in each direction, but narrowed
- Parking lane on the east side of the street along with a wider sidewalk.

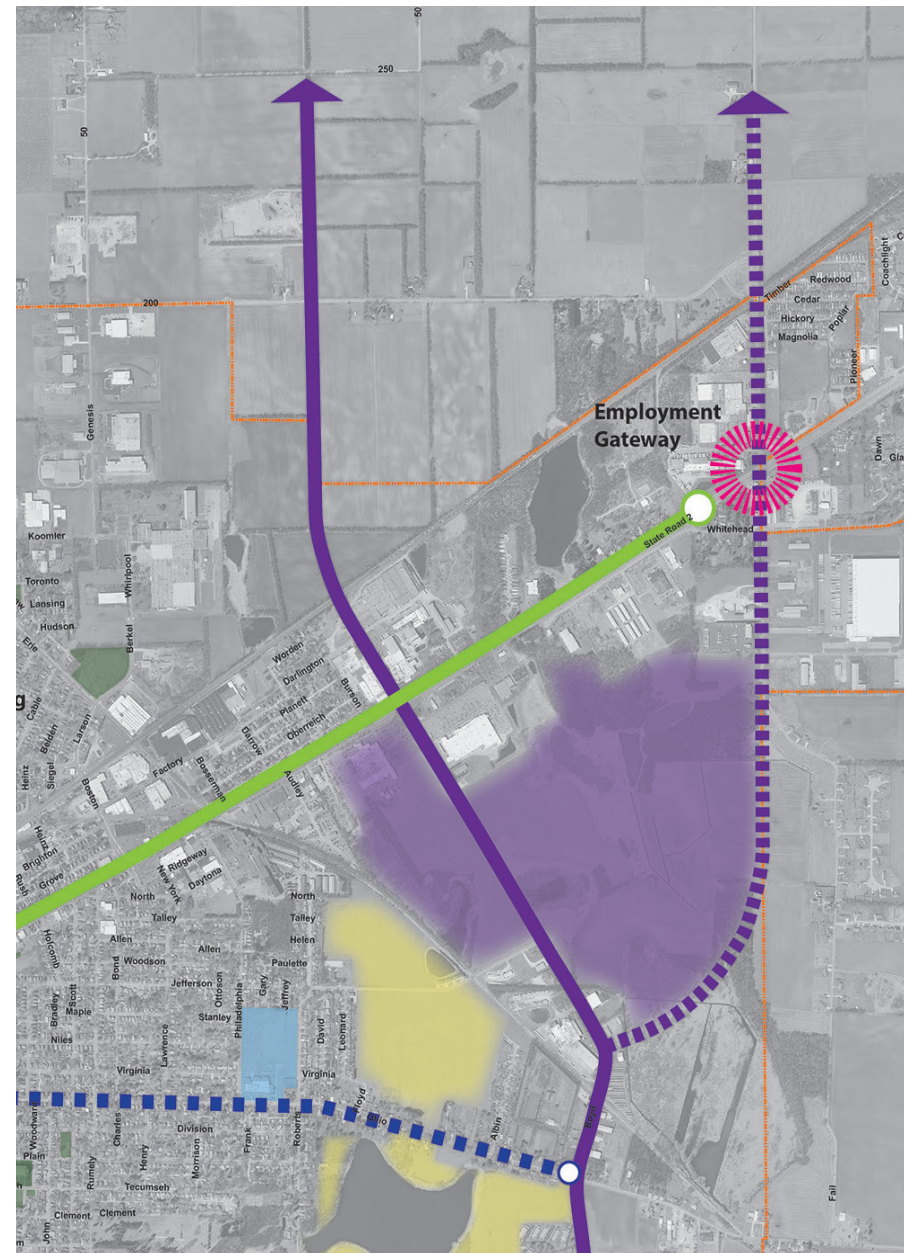




EAST LINCOLNWAY (SR2)

East Lincolnway is the “main drag” for the City of La Porte where it is a major corridor into the City that runs from about Indiana Avenue to the west out of the City. The City should work with the State Lincoln Byway Association to promote this corridor as part of the overall tourist attraction. The Downtown area on Lincolnway heading east is easily defined from Madison to Jackson Street. This area is very urban and contains a mix of office, retail, and institutional uses. This area is walkable, buildings are close up to the street, buildings are multiple-story and have more than one use, and there are pedestrian oriented amenities. With the exception of the hospital and courthouse, most of the parking is either on street or in the backs of buildings. The farther east away from the core, Lincolnway becomes more suburban in nature with different types of uses and the character of development. Lots are much larger, parking is in front, buildings are larger and a single use. The uses immediately east of the Downtown core are a mixture of retail, residential and office uses. There are more vacant or underutilized lots. The areas of the corridor needs to be targeted for redevelopment to define the character of this corridor. At the intersection of Boyd Avenue and heading east, the area becomes a large employment area, with the location of Alcoa at that intersection. The City is targeting that area east as an employment gateway. Therefore the City should ensure zoning and other shovel ready parameters are in place to promote development. Regarding multi-modal transportation options, sidewalk improvements are needed from Tipton Street to Cook Street and a multi-use path is identified from Cook Street east.

East Lincolnway will continue to be a designed major corridor. There will be a planting strip on each side to accommodate both utilities and plantings. A larger sidewalk should be located on the northern side of the street. The two east/west travel lanes are narrowed a bit to accommodate a painted buffer strip and a large “boulevard” type median separating the travel lanes. The median would allow for greater plantings and signage/art, etc.





WEST LINCOLNWAY / J STREET (SR 2)

West Lincolnway starts around Indiana Avenue and turns into J Street at 1st Avenue. The character of development along this corridor is suburban office and retail with some residential and park uses blended in. The roadway is four lanes wide with sidewalks on both sides. As west Lincolnway turns into J Street the roadway narrows into two lanes. This has caused numerous issues as trucks try to maneuver this intersection. Therefore, intersection improvements are needed at J and Lincolnway to help smooth out this transition from a four lane highway to a two lane highway and increase safety in this area.

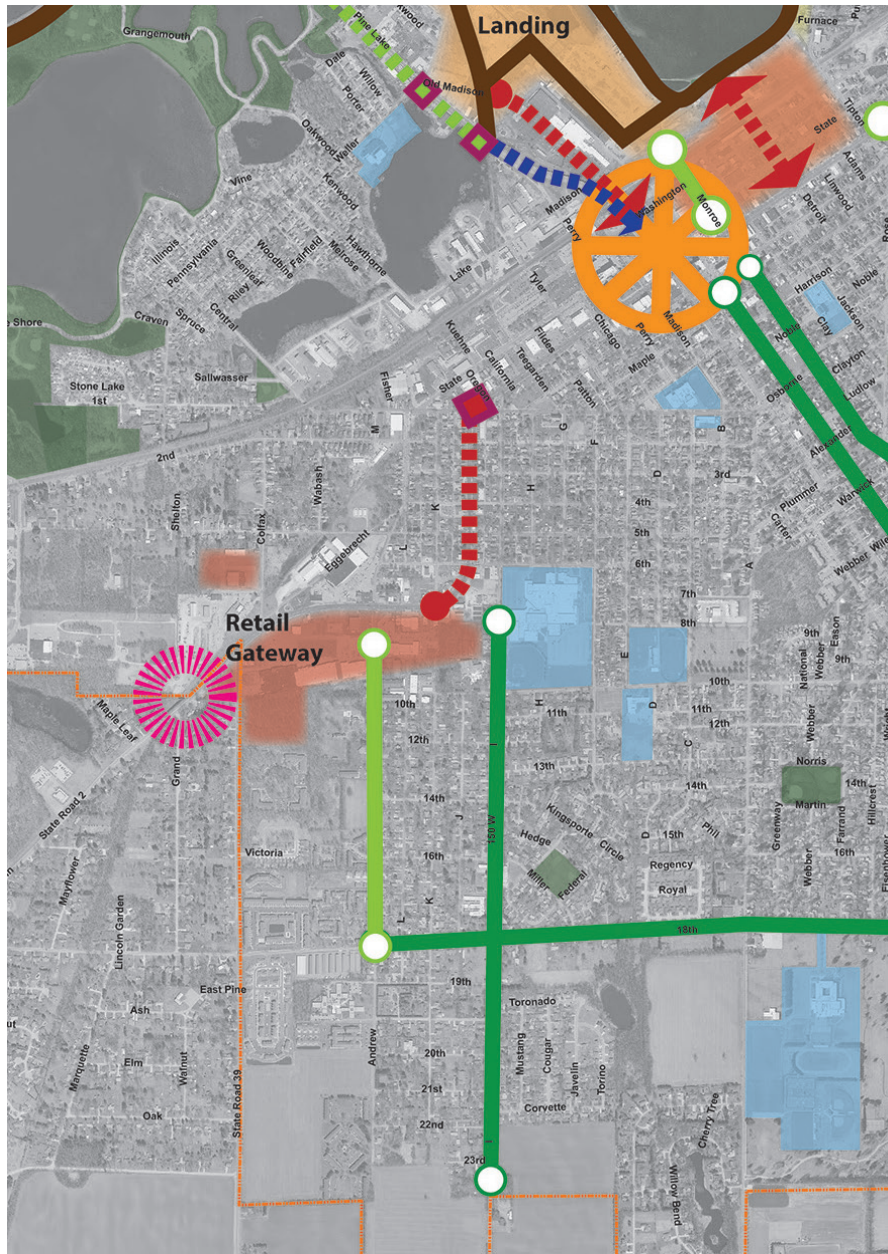
The cross section for West Lincolnway / J Street changes slightly with the removal of a travel lane from each direction. Starting from the right-of-way, a new sidewalk and planting strip is proposed will serve as a buffer from parking areas and storefronts to promote a more safe walkable environment. A striped buffer strip to protect the planting strip from car door openings. There would be one east/west travel lanes are slightly widened to accommodate larger trucks. A center turn lane would then be a designed to keep traffic moving and provide safe turning mechanisms for all vehicles.

J Street is mostly a residential area out of the City. As J street turns to the west around 6th street, the land use character changes to community retail. An opportunity exists for the redevelopment of a proposed retail gateway around the mall area. Currently, there is approximately 96.5 gross acres along this corridor. In examining development patterns, approximately 72 acres can be redeveloped to reactivate this corridor, while 24.5 acres of existing uses should remain. The existing development pattern is suburban in nature and underutilized with large amounts of parking. Opportunities for redevelopment exist to add approximately 750,000 square feet of mixed use.

To redevelop these key retail sites, the City should look at infill redevelopment that will support a mix of uses for this area to be revitalized. The City should put principles in place that would foster creative redevelopment of this site and offer incentives through the existing tax increment financing district, infrastructure upgrades, zoning incentives, etc.

The mall area can be transformed into a mixed-use street by increasing walkways, adding landscaping and open spaces and creating connectors such as defined bike/pedestrian multi-use pathway on the site. Some of opportunities include:

- Per the proposed cross section, enhance the streetscape to create clear pedestrian crosswalks, wide sidewalks, and landscapes transforms the street from an automobile-centered corridor, to a pedestrian-oriented street.
- Allow a mix of uses including potential retail, office and open space so it fosters economic opportunity and provides new options for jobs but also serve the needs of the surrounding neighborhoods and the larger La Porte community.
- Enhance the architectural detail and building at a human scale to create inviting spaces for people.
- Increase density on the site by encouraging more compact buildings, increasing the number of buildings, moving parking internally or to the backs of buildings instead of it being the first thing motorists see.



RECOMMENDATIONS





RECOMMENDATIONS

WAVERLY ROAD

Waverly Road is a key local road that traverses west around Pine Lake. This corridor is a scenic corridor that provides access to Soldiers Memorial Park, the marina and lake residential. Future development should continue to focus on lake recreational uses and residential. An opportunity exists for the City to foster intensive recreational uses at the west end of Soldiers Memorial Park. The City needs to manage land use in order to maintain the scenic corridor. No roadway improvements should be proposed however, the City should incorporate a multi-use path along the south edge of the roadway.



BOYD BOULEVARD

Boyd Boulevard is located on the east side of the City connecting Lincolnway (SR 2) and Indiana Avenue (US 35). This roadway is the City and County's major economic development corridor which is currently home to many different companies. This corridor has significant undeveloped land. The City should ensure that the corridor is zoned appropriately to support future employment uses.

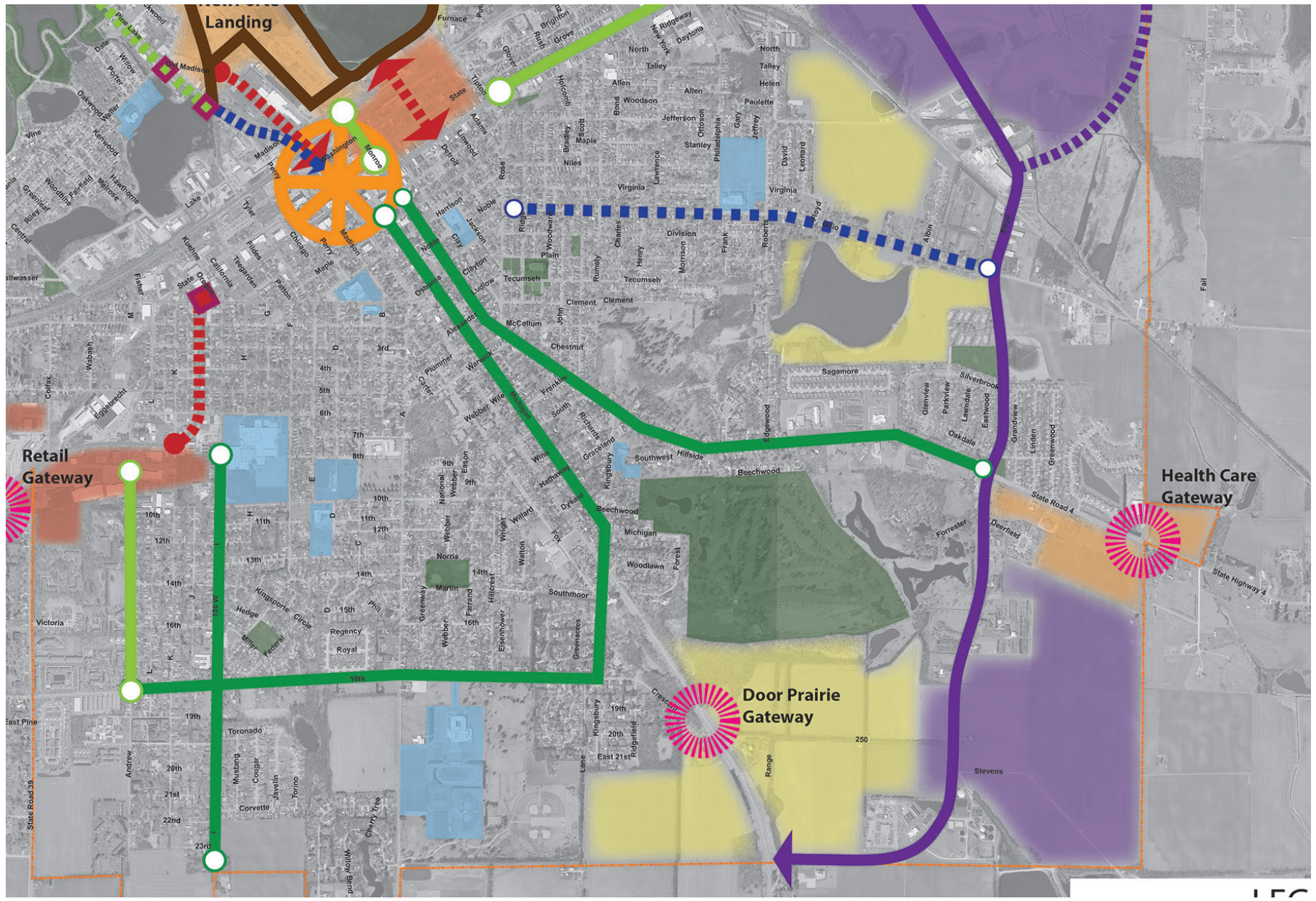
The City should ensure Boyd Boulevard Corridor be zoned to focused on employment uses including warehouse, manufacturing, technology, etc. At the intersection of Monroe Street and Boyd Boulevard the future uses should be related to and associated with health care and medical uses. Its important for the future of this corridor that access management principles are utilized and the City resists any development plan that shows anything other than employment uses.

The City should continue to work with the County on determining future alignments of the economic development corridor. It is possible that this corridor could serve as an alternative truck route that could diminish trucks traveling along Lincolnway and through the downtown. An opportunity also exists for the City and County to work with the Indiana Department of Transportation (INDOT) to potentially designate this corridor as a state route and therefore take over maintenance.

I STREET, 18TH STREET, AND OHIO STREETS

I street, 18th street and Ohio street are residential corridors traveling throughout the community. These streets are local streets that access many of the City's neighborhoods. The cross sections of these roadways should be changed just slightly where the lanes are narrowed to allow for on-street bike lanes. Ohio street is the only street that would be conducive to a potential sharrow facility.

Each of these roadways have sidewalks. However, the sidewalks are in a variety of conditions. The City should focus on sidewalk maintenance or replacement where street trees and other factors have caused the sidewalk to deteriorate or become blocked or unusable. The City should also focus on filling in the missing gaps in the sidewalk.



RECOMMENDATIONS

DETROIT STREET

Detroit street is one of the only streets downtown that crosses over the railroad tracks. The City can improve this roadway to create new redevelopment opportunities and provide a key connection between the downtown and the NewPorte Landing.

Many of the properties on the north side of railroad tracks are vacant or underutilized. With the development of NewPorte Landing this area offers key redevelopment parcels that could create an entertainment district that can make the downtown more of a 24 hour 7 day a week place to live, work and play. With redevelopment of this area, they become a key catalyst for parcels that front on Washington Street that could be redeveloped.

There is approximately 22.4 gross acres in this potential redevelopment area. There is approximately 13.7 gross acres on the parcels between Cedar Lake Boulevard and the railroad tracks. There are approximately 8.74 acres of the properties between the railroad tracks and Washington Street. In the block between Clay Street and Jackson Street, the City could work with a developer to build a parking garage on the north side of the railroad tracks with an outdoor green deck that spans across the railroad tracks and connects to redeveloped buildings along Washington Street. This will provide pedestrian access to the downtown and NewPorte Landing as well as add desired parking to the downtown area. Other opportunities include adding indoor recreation along Cedar Lake and mixed uses including office, retail and restaurants. The City should ensure that any development in this area should be sensitive to how it fronts the various assets including the downtown and lake and ensure that buildings are close to the road. An opportunity also exists to create outdoor boardwalk along the lake providing access to the mixed use development.

Streetscape improvements including using Detroit street as a pilot green infrastructure project to provide high intensity streetscape. The existing street is local roadway with two unmarked lanes. The proposed cross-section includes using one standard driving lane in each direction of

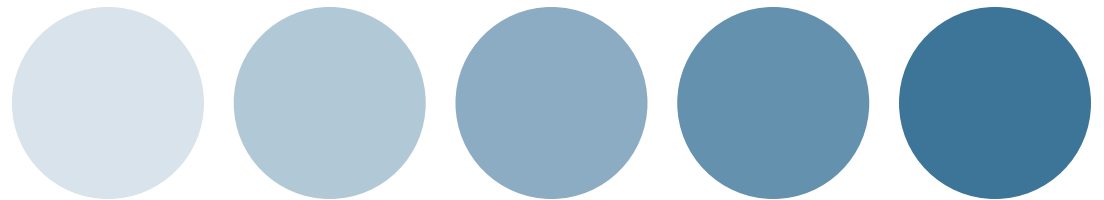
approximately 10 to 11 feet wide. Sidewalks should be on both sides of the street. Separating the sidewalks from the drive lane could be green infrastructure components such as rain gardens which will add some plantings and aesthetics to the area.





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IMPLEMENTATION & COST ESTIMATES



IMPLEMENTATION

The Gateway Corridor Revitalization Plan outlines a vision for strengthening the function, appearance, and economic potential of major corridors within the City of La Porte. It establishes a series of physical improvement recommendations and a strategy to guide public and private investment, ultimately resulting in a vibrant mix of businesses, residences, recreational amenities, and multimodal transportation options. This plan will continue to establish the City as a destination within the northwest Indiana region.

Although the plan spans a long range time horizon, many of the projects identified are intended to occur in a much shorter time period as resources become available. Larger development and redevelopment projects will likely occur as market forces dictate. It is anticipated that many of the existing businesses and land uses will continue on for some time until larger redevelopment projects become possible, and that major changes to private property will largely be voluntary and market driven.

The plan addresses how the area should redevelop in the event of changes in market conditions and property ownership. It also identifies specific, targeted infrastructure improvements, ideas for changes in zoning and development control, and city-expedited redevelopment projects. Major components of the Gateway Corridor Revitalization Plan include beautification, creating attractive entrances to the City, increasing the viability and safety of bicycle and pedestrian travel, and further capitalizing on the lakes and parks system as a tremendous amenity.

Measuring Success

Planning does not have a defined beginning and end. It's an on-going process that responds to new information and circumstances and incorporates changing conditions into decisions. Circumstances that may change include physical conditions of buildings and/or infrastructure, economic climate, and community goals.

A disciplined schedule for plan review is helpful in plan implementation. Noting areas of the plan's success helps to build support for future projects. The identification of less successful components of the plan

may suggest a need for refinement. The City should conduct a review of the plan implementation every six months with the City Council and public. The City team should discuss whether the conditions on which the plan was predicated still hold true. A "report card" should be prepared by the team which reviews and documents the activities associated with Plan implementation. Based on that report card, the City should make changes in its implementation approach.

Success rates will be determined by quantitative analysis of improvements in terms of increases in bicycle and pedestrian facility miles, bicycle and pedestrian counts, and number and size of new development and redevelopment. Additionally, qualitative analysis should be performed through community survey and engagement at community events in terms of visual appearance of the corridors, quality of new development, attractiveness and ease of use of both private development signage and community wayfinding.

Metrics used to analyze and assess the success of the revitalization plan may include:

- Miles of new sidewalk constructed or replaced
- Miles of bicycle facilities (bike lanes, multi-use paths, sharrows) constructed
- Street trees planted
- Square feet of infill development / redevelopment
- Increase in assessed valuation, both of redevelopment parcels and to existing development along gateway corridors

Pilot Project

The City should implement a temporary pilot program project for a month to illustrate proposed improvements on a selected corridor for several weeks. This would include temporary striping of the roadway to show the narrower or reduced lanes, parking lanes and bicycle facilities. This will serve two purposes 1) to get the City excited about the changes coming and to understand what improvements will be made; and 2) allow the City to monitor how the changes impact traffic flows and to help educate

motorists of the upcoming changes. The City staff would take pictures, complete traffic counts, hold local meetings with residents, the business community and commuters through the area to find out issues and challenges with the potential design.

PLANNING LEVEL COST ESTIMATES

The proposed gateway corridor network illustrated in this document is comprised of new roadways, multi-use paths, bicycle lanes, sidewalk improvements, and other facilities throughout the community and represents the connectivity potential for the City of La Porte.

There are many factors that influence the cost of transportation improvements including specific existing conditions and land acquisition.

The costs included on the following pages represent averages and are based on professional best practices information. For each corridor or corridor segment, the project extent, length, existing and proposed right-of-way and added or upgraded amenities are included. Existing conditions were examined to project if the entire roadway would need to be rebuilt or if mill and overlay could be used. Numbers used as baseline numbers represent projected 2015 costs. Additional costs are included for drainage improvement allowance, contractor mobilization/demobilization, construction layout, design fee, and contingency. More detailed cost estimation should be completed for each identified project as it nears implementation.

PINE LAKE AVENUE			
To / From	SR 39 to Center Drive		
Segment Length	1.44 miles (7,600 feet)		
Existing right-of-way (approx.)	Varies 60 to 80 feet		
Proposed right-of-way	Varies 60 to 80 feet		
Complete Rebuild	N/A		
Mill and Overlay	N/A		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Sidewalk (One @ 8' wide)	7,600	\$45	\$342,000
Crossing improvement (signalized intersection)	2	\$100,000	\$200,000
Crossing improvement (un-signalized intersection)	2	\$35,000	\$70,000
Drainage Improvement Allowance	40%		\$244,800
Mobilization/Demobilization	8%		\$48,960
Construction Layout	3%		\$18,360
Design Cost	10%		\$61,200
Contingency	25%		\$153,000
CORRIDOR TOTAL			\$1,138,320

IMPLEMENTATION & COST ESTIMATES

INDIANA AVENUE			
To / From	SR 2 to Kingsbury Avenue		
Segment Length	1.26 miles (6,650 feet)		
Existing right-of-way (approx.)	100 feet		
Proposed right-of-way	100 feet		
Complete Rebuild	0 feet		
Mill and Overlay	6,650 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 11' wide)	13,300	\$255	\$3,391,500
Parking Lanes (Two @ 7' wide)	13,300	\$165	\$2,194,500
Curb and Gutter (Two @ 2' wide)	13,300	\$17	\$232,750
Two-way Cycle Track with buffer (One @ 13' wide)	6,650	\$300	\$1,995,000
Lighting (80' O.C. Both Sides)	166	\$7,500	\$1,245,000
Signalized intersection improvement	3	\$100,000	\$300,000
Drainage Improvement Allowance	40%		\$3,743,500
Mobilization/Demobilization	8%		\$748,700
Construction Layout	3%		\$280,763
Design Cost	10%		\$935,875
Contingency	25%		\$2,339,688
CORRIDOR TOTAL			\$17,407,275

MONROE STREET			
To / From	SR 2 to Boyd Blvd.		
Segment Length	2.0 miles (10,560 feet)		
Existing right-of-way (approx.)	Varies 60 to 70 feet		
Proposed right-of-way	70 feet		
Complete Rebuild	4,980 feet		
Mill and Overlay	5,580 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 11' wide)	21,120	\$255	\$5,385,600
Parking Lanes (One @ 7' wide)	10,560	\$165	\$1,742,400
Curb and Gutter (Two @ 2' wide)	21,120	\$18	\$369,600
Sidewalk (Two @ 6' wide)	21,120	\$27	\$570,240
Bike lane with buffer (Two @ 7' wide)	21,120	\$165	\$3,484,800
Lighting (80' O.C. Both Sides)	264	\$7,500	\$1,980,000
Tree lawn (Two @ 5' wide)	21,120	\$60	\$1,267,200
Signalized intersection improvement	1	\$100,000	\$100,000
Drainage Improvement Allowance	40%		\$5,959,936
Mobilization/Demobilization	8%		\$1,191,987
Construction Layout	3%		\$446,995
Design Cost	10%		\$1,489,984
Contingency	25%		\$3,724,960
CORRIDOR TOTAL			\$27,713,702

IMPLEMENTATION & COST ESTIMATES

EAST LINCOLNWAY			
To / From	Fail Road to Median end		
Segment Length	1.37 miles (7,250 feet)		
Existing right-of-way (approx.)	Varies 145 to 170 feet		
Proposed right-of-way	Varies 145 to 170 feet		
Complete Rebuild	7,250 feet		
Mill and Overlay	0 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Four @ 11' wide)	29,000	\$255	\$7,395,000
Curb and Gutter (Four @ 2' wide)	29,000	\$18	\$507,500
Sidewalk (One @ 8' wide)	7,250	\$45	\$326,250
Lighting	60	\$7,500	\$450,000
Tree lawn (Two @ 10' wide)	14,500	\$120	\$1,740,000
Planted Median (One @ 20' wide)	7,250	\$270	\$1,957,500
Signalized intersection improvement	1	\$100,000	\$100,000
Monument Gateway Signage	1	\$200,000	\$200,000
Drainage Improvement Allowance	40%		\$5,070,500
Mobilization/Demobilization	8%		\$1,014,100
Construction Layout	3%		\$380,288
Design Cost	10%		\$1,267,625
Contingency	25%		\$3,169,063
CORRIDOR TOTAL			\$23,577,825

J STREET			
To / From	1st St. to K St.		
Segment Length	0.42 miles (2,200 feet)		
Existing right-of-way (approx.)	Varies 61 to 64 feet		
Proposed right-of-way	63 feet		
Complete Rebuild	1,620 feet		
Mill and Overlay	580 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 11' wide)	4,400	\$255	\$1,122,000
Center Turn Lane (One @ 13' wide)	2,200	\$300	\$660,000
Curb and Gutter (Two @ 2' wide)	4,400	\$18	\$77,000
Sidewalk (Two @ 6' wide)	4,400	\$27	\$118,800
Lighting (80' O.C. Both Sides)	54	\$7,500	\$405,000
Tree lawn (Two @ 6' wide)	4,400	\$72	\$316,800
Signalized intersection improvement	1	\$100,000	\$100,000
Drainage Improvement Allowance	40%		\$1,119,840
Mobilization/Demobilization	8%		\$223,968
Construction Layout	3%		\$83,988
Design Cost	10%		\$279,960
Contingency	25%		\$699,900
CORRIDOR TOTAL			\$5,207,256

IMPLEMENTATION & COST ESTIMATES

DETROIT STREET			
To / From	Clear Lake to SR 2		
Segment Length	0.27 miles (1,400 feet)		
Existing right-of-way (approx.)	Varies 58 to 65 feet		
Proposed right-of-way	60 feet		
Complete Rebuild	1,400 feet		
Mill and Overlay	0 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 10' wide)	2,800	\$235	\$658,000
Curb and Gutter (Four @ 2' wide)	5,600	\$18	\$98,000
Sidewalk (Two @ 6' wide)	2,800	\$27	\$75,600
Lighting (80' O.C. Both Sides)	35	\$7,500	\$262,500
Tree lawn (Two @ 6' wide)	2,800	\$72	\$201,600
Planted Median (One @ 8' wide)	1,400	\$115	\$161,000
Rail Crossing Improvement	1	\$125,000	\$125,000
Drainage Improvement Allowance	40%		\$632,680
Mobilization/Demobilization	8%		\$126,536
Construction Layout	3%		\$47,451
Design Cost	10%		\$158,170
Contingency	25%		\$395,425
CORRIDOR TOTAL			\$2,941,962

LINCOLNWAY			
To / From	18th St to K St, 1st St to Chicago St, Detroit St to Bosserman St		
Segment Length	2.33 miles (12,340 feet)		
Existing right-of-way (approx.)	Varies 70 to 100 feet		
Proposed right-of-way	Same		
Complete Rebuild	N/A		
Mill and Overlay	N/A		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Sidewalk (Two @ 8' wide)	24,680	\$45	\$1,110,600
Drainage Improvement Allowance	40%		\$444,240
Mobilization/Demobilization	8%		\$88,848
Construction Layout	3%		\$33,318
Design Cost	10%		\$111,060
Contingency	25%		\$277,650
CORRIDOR TOTAL			\$2,065,716

IMPLEMENTATION & COST ESTIMATES

WAVERLY ROAD			
To / From	Garden St. to Pine Lake Ave.		
Segment Length	1.02 miles (5,400 feet)		
Existing right-of-way (approx.)	50 feet		
Proposed right-of-way	50 feet		
Complete Rebuild	N/A		
Mill and Overlay	N/A		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Multi-use path (One @ 10' wide)	5,400	\$235	\$1,269,000
Bridge / Culvert Crossing for Multi-use Path	175	\$2,400	\$420,000
Drainage Improvement Allowance	40%		\$675,600
Mobilization/Demobilization	8%		\$135,120
Construction Layout	3%		\$50,670
Design Cost	10%		\$168,900
Contingency	25%		\$422,250
CORRIDOR TOTAL			\$3,141,540

I STREET			
To / From	SR 2 to 23rd Street		
Segment Length	1.50 miles (7,850 feet)		
Existing right-of-way (approx.)	Varies 55 to 63 feet		
Proposed right-of-way	60 feet		
Complete Rebuild	7,850 feet		
Mill and Overlay	0 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 10.5' wide)	15,700	\$245	\$3,846,500
Parking Lane (One @ 7' wide)	7,850	\$165	\$1,295,250
Curb and Gutter (Two @ 2' wide)	15,700	\$18	\$274,750
Sidewalk (Two @ 6' wide)	15,700	\$27	\$423,900
Bike lane (Two @ 5' wide)	15,700	\$125	\$1,962,500
Planting strip / buffer (Two @ 3' wide)	15,700	\$36	\$565,200
Drainage Improvement Allowance	40%		\$3,347,240
Mobilization/Demobilization	8%		\$669,448
Construction Layout	3%		\$251,043
Design Cost	10%		\$836,810
Contingency	25%		\$2,092,025
CORRIDOR TOTAL			\$15,564,666

IMPLEMENTATION & COST ESTIMATES

18TH STREET			
To / From	SR 39 to Crescent Dr.		
Segment Length	1.67 miles (8,800 feet)		
Existing right-of-way (approx.)	Varies 45 to 70 feet		
Proposed right-of-way	52 feet		
Complete Rebuild	8,800 feet		
Mill and Overlay	0 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 11' wide)	17,600	\$255	\$4,488,000
Curb and Gutter (Two @ 2' wide)	17,600	\$18	\$308,000
Sidewalk (Two @ 6' wide)	17,600	\$27	\$475,200
Bike lane (Two @ 4' wide)	17,600	\$95	\$1,672,000
Planting strip / buffer (Two @ 3' wide)	17,600	\$36	\$633,600
Drainage Improvement Allowance	40%		\$3,030,720
Mobilization/Demobilization	8%		\$606,144
Construction Layout	3%		\$227,304
Design Cost	10%		\$757,680
Contingency	25%		\$1,894,200
CORRIDOR TOTAL			\$14,092,848

OHIO STREET			
To / From	Rose St. to Boyd Blvd.		
Segment Length	1.38 miles (7,280 feet)		
Existing right-of-way (approx.)	Varies 40 to 50 feet		
Proposed right-of-way	48 feet		
Complete Rebuild	3,900 feet		
Mill and Overlay	3,380 feet		
	Length (ft.) / Quantity	Unit Cost	Total Cost
Travel Lane (Two @ 10.5' wide)	14,560	\$245	\$3,567,200
Parking Lane (One @ 7' wide)	7,280	\$165	\$1,201,200
Curb and Gutter (Two @ 2' wide)	14,560	\$18	\$254,800
Sidewalk (Two @ 5' wide)	14,560	\$24	\$349,440
Sharrow (in travel lane)	14,560	\$5	\$72,800
Planting strip / buffer (Two @ 3' wide)	14,560	\$36	\$524,160
Drainage Improvement Allowance	40%		\$2,387,840
Mobilization/Demobilization	8%		\$477,568
Construction Layout	3%		\$179,088
Design Cost	10%		\$596,960
Contingency	25%		\$1,492,400
CORRIDOR TOTAL			\$11,103,456