Gary/Chicago International Airport and Surrounding Land

MASTER PLAN VISIONING CHARRETTE

June 13, 2014
Executive Summary

On June 13, The CCAC conducted a one-day planning charrette to study the potential expansion of the Gary/Chicago International Airport. In response to a special invitation from Gary, Indiana, Mayor Karen Freeman-Wilson, CCAC Executive Director Kelly O’Brien worked closely with Gary Mayoral Advisor Bo Kemp and Steve Forrer, Executive Vice President of AFCO/AVPORTS, the City of Gary’s real estate development partner, to coordinate the participation by CCAC and the Alliance.

The charrette breakout groups focused on topics including airport development, surrounding land development, transportation and infrastructure, sustainability and environmental justice, and local hiring/workforce development. Work group leaders presented the their findings to a distinguished panel of local elected officials as well as community stakeholders and members of the public were a great success, and will be helpful to all partners as redevelopment efforts move forward.

CCAC would to thank the event co-sponsors and organizers, AFCO and the City of Gary; the host Indiana University Northwest, the review panel; the charrette workshop leaders, and all of the charrette participants.

“The City of Gary is building momentum in attracting the types of private sector partners that provide job growth and business opportunities for Gary residents. This charrette collects our ideas and in partnership with the public, private partners, and subject matter experts, we can bring these ideas from concept to reality.”

- Mayor Karen Freeman-Wilson
Acknowledgements

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Bo Kemp, Special Advisor to the Mayor
Aviation Facilities Company, Inc. (AFCO)
Steve Forrer, Executive Vice President
Brian D’Amico, Project Manager
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The Assignment

Four months prior to this event, AFCO/AvPORTS was selected, as part of a competitive public solicitation process, to work with the Airport Authority and the City of Gary to maximize job growth and economic activity at and around the Airport. This public-private partnership (PPP) organizing a session at Indiana University Northwest to gain input and feedback on development topics.

The purpose of the charrette was to bring together local and regional public officials, businesses, educators, real estate professionals, community leaders and representatives to craft a vision around development in and around the Gary/Chicago International Airport. In a manner that was open and transparent to public review.

The findings of this charrette will inform more in depth follow on studies that may include a master plan for the area.
Charette Day Overview

On Friday, June 13, 2014 the CCAC in partnership with the City of Gary, the Airport Authority and AFCO/AvPorts hosted a land planning charette at Indiana University Northwest.

During the morning of the event, a group of approximately fifty invited stakeholders broke out into five topical working groups including airport development, surrounding land development, transportation and infrastructure, sustainability and environmental justice, and local hiring/workforce development.

In the afternoon, the public was invited to join the review of the work group findings where representatives from each of the groups presented to a distinguished panel of local elected officials and stakeholders. Following the review, the topic leaders hosted informational sessions by topic where the public and all the charette participants should share ideas in small groups or individually in an informal open house format.
Charette Day

Agenda

9:00 am
Opening Remarks

9:30 am
Working Group Discussions

12:00 pm
Networking Lunch

1:30 pm
Panel Review/Discussion

3:00 pm
Community Review/Discussion

Charette Conclusion
The airport and surrounding land is located in northwest Gary and is bounded by Lake Michigan on the north, the U.S. Steel complex on the east, I-90 on the south, and Cline Avenue on the west.
The Gary/Chicago Airport is located in the northwest Indiana, about a 40 minute drive from downtown Chicago. It is often referred to as Chicago’s 3rd airport after Midway and O’Hare International.
Issues Explored at the Charrette

- Airport Development
- Surrounding Land Development
- Transportation and Infrastructure
- Sustainability and Environmental Justice
- Local Hiring/Workforce Development
Airport Development

The surrounding land development group was led by Chuck McCoy of LendLease.

Participants included industry specialists and stakeholders related to the topic representing the City of Gary, AvPORTS, AFCO, CHA Companies, CARDNO, B-Coleman Aviation, and VOA Associates.
2001 Master Plan

RECORD OF DECISION
For proposed master plan
development including runway safety
area enhancement/extension of
runway 12-30, and other improvements
at Gary/Chicago International Airport
Gary, Indiana
Date: March 2005

Department of Transportation
Federal Aviation Administration
Great Lakes Region
Chicago, Illinois
Airport Development

Proposed Improvements, 2005

1. Acquire Land Northwest of Airport
2. Relocate E & E Railroad Interim and Final Routes (including new ramp to Eline Avenue Frontage Road)
3. Modify On-Gate Clearance
4. Relocate Ahltoe Perimeter Road and Southwest Access Road
5. Buy Plateline
6. Extend Runway 12-30
7. Relocate Navales for Runway 12-30
8. Interim Safety Area Improvements
9. Threshold Improvements Runway 12
10. Displace Runway 30 Threshold using Declared Distance
11. Extend Parallel Runway A
12. Acquire Land Southeast of Airport
13. Construct (Design/Build) Hotel
14. Develop Two High Speed Edit Taxiways
15. Passenger Terminal Expansion at Existing Terminal Site
16. Analysis of Sites for Future Airliner-Related Uses=Passenger Terminal and Air Cargo Facilities

Source: Aerofinity, 2004
Airport Development

Current Assessment

Strengths
- PPP
- Gary/Chicago Compact
- Community / Political Support
- Location
- Airport Economics
- Available Capacity
- Strong Corporate / GA Base
- 2 Quality FBO’s
- Multimodal Attributes
- Available Land
- Secure Environment
- Quick Taxi Time

Weaknesses
- Lack of Customs & Immigration
- Lack of Targeted Airline Service
- Roads and Signage
- Perception

Opportunities
- Collaboration with ORD / MDW
- Extended Runway
- Cargo / Logistics
- Customs & Immigration
- Partner with Heliport (Chicago)
- Maintenance Repair and Overhaul (MRO)
- Available Land / Terminal
- US Steel / Carmeuse / Other
- Military
- Just-in-time Business
- Foreign Trade Zone (FTZ) Reactivation
- Airline Support Services
- Green Initiatives
- Ivy Tech Partnership

Threats
- Not Completing Runway
- Doing Nothing
- Peotone
- Not Securing Customs & Immigration Services
- Lack of Funding
- FAA Approval of Master Plan
- Economic Threats / Geopolitical Concerns
- Lack of Training and Development

Strengths

Weaknesses

Opportunities

Threats

Surrounding Land Development

The surrounding land development group was led by Erik Andersen and Tyler Meyr of Forum Studio. Participants included industry specialists and stakeholders related to the topic representing the City of Gary, NiSource, the Northwest Indiana Regional Development Authority, Jones Lang LaSalle, AFCO, Trillium Capital, CARDNO, VOA, and CSCOS.
Surrounding Land Development

**Moving forward:** Airport as gateway to accelerate regional economic development
Surrounding Land Development

Moving forward: create a master plan for surrounding airport development

- Create a clear master plan vision
- Define available sites
  - Catalog size, ownership, availability
  - Research
- Clarify development process
  - Site availability
  - Who to talk to
- Need champion of Gary Airport development/clearing house for inquiries
- Property control
Surrounding Land Development

Precedent: Indianapolis International Airport Gateway
Airport Development

Current Assessment

Challenges
- Lack of Coherent plan and vision
- Infrastructure
- Property Ownership
- HAZ MAT sites
  - Phase 1 + 2 for all sites
  - Cost of Development
  - Timeline
  - Resources
- Rail Corridors
- Pipelines / Power Corridors
- Access

Opportunities/Strengths
- Airport + Rail + Water + Roads
- Location – Proximity to Chicago
- Vision – Determined Leadership
- Land Available
- Existing Businesses / Industry / Casino
- Environmental Corridor
- Visibility and Awareness
- State Advantages + Incentives
Surrounding Land Development

Potential: optimal land uses

Industrial
• Heavy/Light – Maintain Existing
• Energy Park – But Doesn’t use Airport

Manufacturing
Offices
• Corporate/Commercial
• Leverage Corporate Air Traffic

Hotel & Conference Center
• Capitalize on Casino, Corporate Customers, and destination location

Port of Indiana
• Capitalize on Air/Water/Rail/Road Connections

Uses that Capitalize on Foreign Trade Zone Designation

Drone Hub
• Staging and Production

Ecological Park

Vacant Parcels (source)
Airport Development

Potential: action items

- Identify & define protected areas park/amenity areas
- Identify sites that will require remediation
- Control land/land ownership (before master planning to avoid speculation)
- Charter/commercial use as an airport near to mid term – remain flexible
- Access is critical – new entry to capitalize on Harbor Connection
- Phasing – Identify Easiest Parcels to Develop

- Enhance Foreign Trade Zone
  - Air/Water/Rail/Road
  - Add corridors of connectivity
Transportation and Infrastructure

The transportation and infrastructure team was led by Tom Siwula of C&S Companies. Participants included industry specialists and stakeholders related to the topic representing the City of Gary, Gary Sanitary District, Indiana Regional Development Authority, Metropolitan Planning Council, Northwestern Indiana Regional Planning Commission, Purdue University; and the engineering/planning and design firms, F.H.P., C&E Engineering Company, Forms and Funktion, Robinson Engineering, RS+H, and Weaver Boos.
Transportation and Infrastructure

Issues

Way finding
- The exist signage too small to be noticed and does proved clear and direct path for a person that does not know how to get to the airport.

Highway Access
- A study is currently underway for interchange access at I-80/94 (Cline Avenue) and I-90 (Toll Road).

Access to north area
- There is limited access to the north area.
- Improved access from Clark Road is possible but problematic.

Utility Infrastructure
- There is limited existing sanitary sewer within the Airport Development zone.
- Outside of the airport property there is no storm water infrastructure.
- The Airport Development Zone lacks IT infrastructure for telecommunication, data, and other utility needs.
Transportation and Infrastructure

Potential improvements:

**Improve way finding**
- Find funding to provide better signage
- Signage should not be an after thought

**Improve access to north area**
- Connect Buchanan Street to the existing US Steel service road with some type of fly over the existing railroad tracks.
- AND/OR Connect Broadway to the existing US Steel service road with some type of fly over the existing railroad tracks.

**Improve utility infrastructure**
- Provide necessary sanitary sewer and storm water infrastructure in the Airport Development zone to support future development.
- Underground IT ductwork should be included as existing roads are upgraded and with new roadway design. The individual conduits can be leased to utilities or direct to business, generating revenue for whom ever retains ownership.

**Upgrade South Shore rail stop**
- Upgrade the existing South Shore stop into a station. The new station would serve as a commuter hub for the airport, future business and industry. Integrate a lite bus system for ground transport to and from the airport.

**Conduct comprehensive road usage study**
- The study should include all existing and proposed roads leading to and from the airport. The study will be the guide for future development and plan to assure optimal access and egress for the airport development zone.
Sustainability and Environmental Justice

The sustainability and environmental justice group was led by Luke Leung, Arathi Gowda and Marzia Sedino of SOM.

Participants included industry specialists and stakeholders related to the topic representing the City of Gary, the Metropolitan Planning Council, the Northwestern Indiana Regional Planning Commission, the Department of Natural Resources, the Gaylord and Dorothy Donnelley Foundation; and the engineering/planning/design firms CHA, CARDNO, and Weaver Boos Consultants.
Sustainability and Environmental Justice

What is environmental justice?

Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. EPA has this goal for all communities and persons across this Nation.

It will be achieved when everyone enjoys the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.”
The workshop participants (“the team”) agreed that the project for the new Gary airport redevelopment is a great opportunity to bring economical, environmental and touristic value to the city of Gary, while respecting local residents’ needs.

The team values the opinion of the local community in all development aspects of the project and recommends consistent involvement of the residents during the planning process.

The new airport development should serve as an opportunity to rebrand Gary as a sustainable city. It also represents a unique opportunity to brand both the industrial and ecological heritage of Gary and educate locals and visitors on Gary’s old and new identity.

The team agreed that existing documentation should be thoroughly reviewed prior to proceeding with further planning proposals. This is to avoid repeating efforts.

The Regional Conservation Plan prepared by CARDNO/JFNew is the most comprehensive report that should be used as a starting point.
Sustainability and Environmental Justice

Morning work session discussion

- Additional relevant existing documentation includes reports not shared among the team prior to attending the workshop. In particular:
  - The Wetland Permit and Mitigation Plan, on protected areas.
  - The Marquette Plan, on strategies for lakeshore redevelopment/access.
    This document also includes a comprehensive bibliography on all existing documentation relevant to site planning.

- Remediation actions need to be carried on in many areas of the site. Proposed actions should be presented to the City of Gary so that they can be implemented in the future planning phases.

- Based on the Regional Conservation Plan, it appears clear that certain areas are not to be developed because of their ecological value. Other areas, whose natural relevance has not been clearly assessed, present potential for new developments. However, currently protected areas and non-protected natural areas are not clearly differentiated on a site map. It was also noted that four areas identified as “areas of high conservation value” have been upgraded to “permanently protected”.

- The team agreed that there is a need for understanding how planning permits are issued by regulatory agencies for potential projects. Research on how permits were granted in the past may be beneficial.
Sustainability and Environmental Justice

Morning work session discussion

- Landscape around the airport is highly fragmented. The airport’s footprint should be maximized for economical development while respecting natural conservation values.
- Access to industrial facilities on the lakefront is challenging and needs major improvement. Currently trucks travel through minor and unfinished roads that often flood during storm events (Clark Rd, Carmeuse Ln).
- Currently Clark Rd, the major connection to the industrial area on the waterfront, is not suitable for intense truck traffics and cannot host additional traffic that the new airport development will bring.
- Moreover, Clark Rd bisects an area of ecological interest (Clark and Pine Preserve to the west and the Pine Station Nature Preserve to the east) disturbing the local ecosystem. The expansion of Clark Rd will impact the protected areas, therefore an alternative routing solution should be investigated.
- Natural areas should be made accessible to the public (walking trails, bike routes, etc). This will bring additional value to the site and ultimately eliminate/control vandalism.
- Maintaining vegetated areas on site will provide improved air quality and noise control.
Sustainability and Environmental Justice

Morning work session discussion

• Water management represents one of the major issues on the site (regional priority). The area is characterized by a high water table level and sandy soil. A storm water/ground water management plan is required to improve traffic circulation and access to waterfront. Preserved vegetated areas can help control the storm water run-off. However, water run-off from airport non-pervious areas should be locally treated before being channeled to areas of ecological value. Solutions to remove excess water from the developed areas without altering the groundwater conditions should be investigated. Lake Michigan, the Calumet River, the Quarry/Lagoon can be potential receivers of the excess water.
• The Quarry/Lagoon presents potential for alternative use (e.g. storm water management). Jurisdiction of the Quarry/Lagoon is unknown to the team and should be investigated in order to explore potential future uses. This should be discussed with the City of West Chicago.
• It appears that the Quarry/Lagoon is non-jurisdictional land.
Sustainability and Environmental Justice

Morning work session discussion

- The development of the potential cross-wind runway should be planned accounting for its impact on flight paths and local transportation system.
- The terminal should be designed according to high sustainability standards, targeting low energy consumptions and operation-related emissions.
- Sustainability of all aspects of the project should be made visible, accountable, and could be used for educational purposes.
- The CDA’s Sustainable Airport Manual (SAM) adopted by Chicago O’Hare and Midway should serve a basis of design. Starting from the SAM, the new Gary airport could develop its own design guidelines tailored to Gary’s unique environmental background.
- The new Gary airport represents a unique opportunity to build an eco-district around the site, where energy, water and waste flows are exchanged and reused between buildings, thus minimizing the overall ecological footprint of the development. Waste heat from the industrial facilities on the water front could be captured and distributed on site as needed. Energy generation from waste should also be investigated.
Sustainability and Environmental Justice

Potential ways forward:

Create airport eco-district (energy sharing/ clean energy/ water reuse/ greener infrastructure)
- Brand industrial and ecological heritage
- Promote tourism
- Evaluate sustainable measures in regards to environmental justice
- Follow existing “Regional Conservation Action Plan for the Gary/Chicago International Airport”
  - Confirm permitting issues with regulatory agencies on potential projects
- Initiate alternative transportation infrastructure and associated environmental impact (Clark Rd)
  - Integrate mass transit
- Develop an integrated storm water/groundwater management plan (use for Quarry)
- Establish sustainable vision (Chicago SAM + Indiana addendum)
- Mitigate for development related impact and immediate project area
- Expand protected areas in order to provide increased accessibility (trails, bike routes, etc.) and education opportunity.
- Make available information visible and accountable (ref. Heathrow Sustainable Action Plan)
- Develop a process to engage stakeholders including City of Gary and East Chicago
Local Hiring/ Workforce Development

The transportation and infrastructure group was led by Cynthia Pruitt of the City of Gary Economic Development Corporation.

Participants included industry specialists and stakeholders related to the topic representing the City of Gary, AvPORTS, IHCC, and Ivy Tech Community College.
Workforce development

Issues
- Diversity training
- Communication among resource providers
- Career and job readiness
  - Social Services
  - Training
- Individual accessibility to resources.
- Public relations and branding.

Key resources
- AARP
- Employment Services for 55+
- Customized Educational Training
- College and Universities
- Department of Veteran Affairs
- Indiana Plan
- Pre-Apprenticeship Program to Trades
- WorkOne
- US DOT, IHCC, Gary Chamber
- M/WBE Certification

Business retention and expansion
- Retooling Existing Business
- Capacity Building
- Credentialing
- Access to Capital and Bonding
- Talent Acquisition

Ideas
- One Stop Website (Pathways)
  - Unemployed
  - Education/Training/Apprenticeship
  - Small Business Development
  - Contracting Opportunities
- Streamline Process for New Businesses
- Develop Communications Plan
  - Email List
  - Bi-monthly Conference Call
  - Resource Web Page
- Develop Expanded Partnerships
  - Schools
  - Businesses
  - Chambers
  - Community Stakeholders
- Grassroots Marketing
Chuck McCoy
Aviation and Transportation Planner
LendLease

Chuck McCoy is Vice President and Transportation Sector Lead and has extensive experience in the construction of transportation projects, including airport and rail facilities. LendLease is an international company that has operated for over 50. They employ more than 16,500 people around the world and manage an extensive portfolio of assets.

Erik Andersen
Architect/Urban Designer
Forum Studio

Erik Andersen, AIA, LEED AP as design principal for Forum Studio. Erik shares his 28 years of expertise with the community through regular presentations to professional organizations. His work has been featured in Healthcare Design and Architectural Record. Erik is also a sought-after speaker who has addressed a variety of industry organizations with wide-ranging topics that cover complex environmental issues to the future of planning and design.

Tyler Meyr
Urban Designer
Forum Studio

Tyler Meyr, LEED AP, is an associate principal for Forum Studio. Tyler is responsible for leading teams of architects, designers and planners in collaborative design and planning initiatives regionally and internationally. He brings 13 years of professional experience in architecture and urban design including projects that span regional and global work.

Luke Leung
Sustainable Engineer
Skidmore Owings & Merrill (SOM)

Luke Leung is the director of the MEP + Sustainable Engineering Studio for SOM. Leung leads his team in attaining the highest levels of human, environmental, and financial performance. He has won multiple awards, including eight "Excellence in Engineering" awards, two "Beyond Green" awards from the National Institute of Building Sciences, and several sustainable design awards from the American Institute of Architects.

Tom Siwula
Transportation Planner
C&S Companies

Tom Siwula, PE, is the transportation department manager for C&S Companies. From initial data collection and analysis to comprehensive planning to highway and bridge design and construction, C&S has more than 100 professionals working in transportation-related fields, including land planning; traffic forecasting and analysis; highway, bridge, and airport design and construction; geographic information systems; and environmental assessments.

Cynthia Pruitt
Workforce Development Liaison
City of Gary Economic Development Corporation

Cynthia Pruitt is the workforce development liaison for the City of Gary Economic Development Corporation. She is an experienced public administrator with 15 years of professional experience at the federal, state, and local levels, as well as an active local volunteer. She currently serves on the boards of the Thea Bowman Leadership Academy, the KIPP LEAD Charter School, the Regional Development Company, and the Small Business Development Center. She holds an M.P.A. from Indiana University Northwest.
About CCAC

Since 1956, the CCAC has been an influential force in strategic planning decisions that affect the future of Chicago. Our members are prominent leaders representing many of the city’s most important businesses, universities, and cultural institutions, working together to ensure that local planning choices support Chicago’s continued role as an economically competitive global city.