



**ACCESS I-95:  
DRIVING BALTIMORE  
CITY'S GROWTH**



## Access I-95: Driving Baltimore City's Growth

Was a FASTLANE application for this project submitted previously?	Yes
Previously Incurred Project Cost	\$1.016 million
Future Eligible Project Cost	\$182.273 million
Total Project Cost	\$183.289 million
FASTLANE Request	\$78.796 million
Total Federal Funding (including FASTLANE)	\$78.796 million
Are matching funds restricted to a specific project component? If so, which one?	No
Is the project or a portion of the project currently located on National Highway Freight Network?	Yes
Is the project or a portion of the project located on the NHS? - Does the project add capacity to the Interstate system? - Is the project in a national scenic area?	Yes • Yes • No
Do the project components include a railway-highway grade crossing or grade separation project? - If so, please include the grade crossing ID	Yes; FRA IDs below: • 140387S • 644204R • 140390A • 140393V
Do the project components include an intermodal or freight rail project, or freight project within the boundaries of a public or private freight rail, water (including ports), or intermodal facility?	Yes
If answered yes to either of the two component questions above, how much of requested FASTLANE funds will be spent on each of these projects components?	• \$16.234 million grade crossing components • \$4.867 intermodal components
State(s) in which project is located	Maryland
Small or large project	Large
Urbanized Area in which project is located, if applicable	Baltimore
Population of Urbanized Area	2.2 million
Is the project currently programmed in the: • TIP • STIP • MPO Long Range Transportation Plan • State Long Range Transportation Plan • State Freight Plan?	The State and the MPO support the project and agree that the project will be added to the STIP and programmed accordingly upon grant award.

The Maryland Transportation Authority is actively registered through the System for Award Management; MDTA's DUNS number is 021334987, CAGE Code 0MNU8.

## TABLE OF CONTENTS

SUMMARY OF CHANGES.....	1
I. PROJECT DESCRIPTION.....	2
Project Elements.....	3
National and Regional Significance.....	6
Expected Project Users.....	6
Transportation Challenges.....	7
How the Project Addresses Transportation Challenges.....	9
II. PROJECT LOCATION.....	10
Connections to Existing Transportation Infrastructure.....	11
III. PROJECT PARTIES.....	12
IV. GRANT FUNDS, SOURCES, AND USES OF PROJECT FUNDS.....	13
V. MERIT CRITERIA.....	14
Economic Outcomes.....	14
Mobility Outcomes.....	15
Safety Outcomes.....	16
Community and Environmental Outcomes.....	16
Partnership and Innovation.....	17
Cost Share.....	18
VI. LARGE PROJECT REQUIREMENT.....	18
VII. COST EFFECTIVENESS.....	19
VIII. PROJECT READINESS.....	21
Technical Feasibility.....	21
Project Schedule.....	21
Required Approvals.....	22
Assessment of Project Risk and Mitigation Strategies.....	24



## SUMMARY OF CHANGES

The Maryland Transportation Authority (MDTA) and the City of Baltimore's FASTLANE application, *Access I-95: Driving Baltimore City's Growth*, includes substantial improvements from the FY16 submission.

## SOURCES AND USES OF PROJECT FUNDING

- **TIF Funds** - The Baltimore City Council and Mayor approved \$660 million in Tax-Increment Financing (TIF) in September 2016, making **TIF funds certain and committed funding that will provide \$66.4 million (36.4%)** toward publicly accessible infrastructure improvements in this application package, which demonstrates a high level of political support, substantial readiness, and financial commitment.

## COST EFFECTIVENESS

- **Benefit-Cost Analysis (BCA)** - *Access I-95* offers a **3.8-to-1 return on investment**, (at a 7 percent discount rate, or 6.47-to-1 at a 3 percent rate), making it a **strong, cost-effective investment in freight access, economic growth, and mobility**. This application presents extensive benefits, including:

- Significant freight/vehicle travel time savings (66 million person-hours by year 2050; \$508M)
- Reduced vehicle operating costs (\$28M)
- Emissions reduction (\$5M)
- Health benefits and mode shift (\$11M)
- Job creation (681 jobs/year)
- Safety benefits (removes 4 existing and 9 potential at-grade rail crossings)

These robust results were calculated using new and updated data from the NEPA alternatives analysis and transportation models including VISSM modeling. Traffic modeling in the BCA performed by Cambridge Systematics shows that significant delays will result without the proposed improvements.

- **Community Benefits Agreement** – *Access I-95* offers many benefits that are more difficult to quantify, such as those that **improve quality of life and provide ladders of opportunity for residents, particularly those from disadvantaged communities**. Specifically, the Port Covington developer has reached an unprecedented community benefits agreement with six surrounding communities, ensuring that the benefits and jobs stemming from the redevelopment are shared with the communities. *Access I-95* ensures safe and efficient access for residents, whether they drive, walk, bike, or use transit.

## PROJECT READINESS

- **NEPA Status** - The MDTA and the Baltimore City DOT, in coordination with FHWA, are now in the advanced stages of evaluating the suite of improvements to I-95 ramps and nearby transportation facilities included in this application. At the time of grant submittal for the FY16 FASTLANE opportunity, the project was in the nascent stages of the NEPA process, but has since advanced substantially. The preferred alternative selection is expected in January 2017.<sup>1</sup>
- **Project Risks and Mitigation Strategies** – The MDTA and Baltimore City DOT have accounted for project risks, including environmental reviews and permitting, as well as mitigation strategies to address these risks. This application provides a detailed analysis of these potential project risks and mitigation strategies.

<sup>1</sup> The NEPA analysis scope includes potential improvements to I-95 northbound ramps and related improvements that are not included in this application. The CSX track relocation included in this application will be covered under a separate NEPA study if FASTLANE funds are awarded. The BCA is based solely on the project elements included in this grant application.

## I. PROJECT DESCRIPTION

*Access I-95: Driving Baltimore City's Growth (Access I-95)* leverages major private investment that is developing Port Covington to catalyze positive transformative change for the City of Baltimore, Maryland, and the I-95 corridor in this economically-critical region. The FASTLANE grant presents a timely opportunity to build this critical infrastructure improvement to support freight efficiency and economic outcomes in the Interstate 95 (I-95) corridor. The grant request for \$78.8 million in FASTLANE funds (43 percent of total project costs)<sup>2</sup> will close the funding gap on the comprehensive network of capital improvements planned by the Maryland Transportation Authority (MDTA) and City of Baltimore Department of Transportation (Baltimore City); without this grant, the project cannot be completed. Total project costs for this large project will exceed \$100 million. To date, over \$1 million in eligible project costs have been expended; \$182.3 million in future eligible costs are presented in this FASTLANE package, funded through a combination of local, state, private, and federal funds.

**FASTLANE grant funds will facilitate economic, mobility, safety, community, and environmental improvements by adding capacity to ramps and terminal intersections.** The MDTA, which is responsible for operating and maintaining this portion of I-95 and its ramps within Baltimore City, in partnership with Baltimore City, which is responsible for ancillary highways nearby and surface streets that connect to I-95, jointly propose this package of improvements to accommodate the significant redevelopment already underway. The proposed investment will improve freight and vehicular operations on I-95 and other elements of the local and regional transportation system by accommodating



forecasted increased transportation demand resulting from Port Covington's redevelopment and other growth. Project elements focus on ensuring that growing density on the Port Covington peninsula does not result in major disruptions to freight and highway traffic and inconvenience to surrounding communities, while also enhancing multi-modal connections. The proposed improvements produce sizable travel time savings that amount to over \$508 million in benefits.

**The project sponsor, MDTA, cannot complete this coordinated set of critical infrastructure improvements without federal funding assistance.** Maryland and Baltimore City are committed to proactively addressing the growing infrastructure demands from Port Covington's redevelopment so that freight efficiency is preserved and individuals and businesses can reap the economic benefits without negative mobility and safety impacts. Without federal funding, MDTA and Baltimore City will not be able to complete the proposed Inter-

state improvements; the population growth in Port Covington will result in delays on the highway and local roads, which will increase congestion, decrease system reliability, and weaken freight movement and economic vitality.

The project's location on the nationally-significant I-95 freight corridor, as well as Baltimore's global port industry, make safe and efficient freight and vehicular mobility critical. Over 120,000 vehicles per day pass through this area.

The elevated portion of I-95 west of the Fort McHenry Tunnel and existing access ramps disconnect the Port Covington peninsula from other parts of Baltimore, limiting local and regional residents' ability to access job opportunities, community services, and amenities. **Together, the redevelopment and associated infrastructure improvements proposed in this application reflect the goals of the FASTLANE program and the USDOT**

<sup>2</sup> All in-text dollar amounts and percentages are rounded. For exact amounts, please reference the tables found throughout the Project Narrative.

## Access I-95: Driving Baltimore City's Growth



**Ladders of Opportunity initiative by preserving freight efficiency, creating jobs, connecting people to essential services, and revitalizing neighborhoods and the region through housing, jobs, and new opportunities.**

In addition to enhancing and preserving freight efficiency on I-95 and access to the Port of Baltimore, Access I-95 creates safe and efficient Interstate access in and out of the major redevelopment site at Port Covington, fostering economic growth and regional connectivity – true ladders of opportunity. Redevelopment at Port Covington is underway. In addition to existing industrial facilities that require freight movement, there are 15 new businesses operating in Port Covington. Additional businesses are nearing construction completion. Proper

planning and investments in roadway and highway infrastructure to move freight and people through and around this site – especially via I-95 – will avoid unintentional externalities and negative impacts to national and regional economic efficiency and connectivity, promote environmental sustainability, and improve quality of life in the surrounding communities.

### PROJECT ELEMENTS

*Access I-95* presents a package of integrated infrastructure improvements to I-95 and the connecting federal-aid eligible roadway system to Baltimore's Port Covington peninsula. **The proposed improvements are designed to improve and preserve freight and**

**vehicle mobility in this critical freight corridor that supports the regional and national economy.** While Port Covington's proximity to I-95 and major roadways amplifies its positive economic impact throughout the region, increased travel in the area demands proactive improvements to I-95 and the connecting roadway system. In addition to large increases in travel along the arterials, traffic on the I-95 mainline and ramps is projected to increase substantially, which will impact local, regional, and national mobility in this critical freight and travel corridor.

A FASTLANE grant award will support improved access to and from Port Covington on I-95 and protect the I-95 mainline from unmanageable additional delays.

Improved surface street and pedestrian facilities at Hanover Street and Key Highway will connect the site to adjoining Baltimore neighborhoods, which are currently separated from Port Covington by I-95 and inadequate pedestrian and bicycle infrastructure. **Appendix A** presents additional details on the supporting traffic analysis performed as part of the Benefit-Cost Analysis. The funds will facilitate the project elements below (see **Appendix B** for full-size images).

**A. I-95 Southbound Off-Ramp to Key Highway**

Currently, this ramp services approximately 800 AM peak hour trips and 500 PM peak hour trips, and serves as a key freight route to the Locust Point facilities and other points further south with over 5 percent heavy vehicles. By 2040, traffic on this ramp is projected to more than double, with 1,884 morning and 1,307 evening peak hour trips. By 2029, **the increased volume is projected to create spillback queues on this ramp that will affect the I-95 mainline.** To alleviate this congestion, the proposed improvement widens the ramp approaching the terminal intersection and provides an exclusive right-turn lane. Additionally, the existing short distance from the end of the Fort McHenry tunnel

to the gore of the ramp requires all traffic destined for this exit to travel in the right-most lane of the tunnel. The exit ramp will be partially reconstructed, shifting the gore west of its current location to increase safety by providing additional maneuvering distance for vehicles traveling south on I-95 to access the off-ramp.

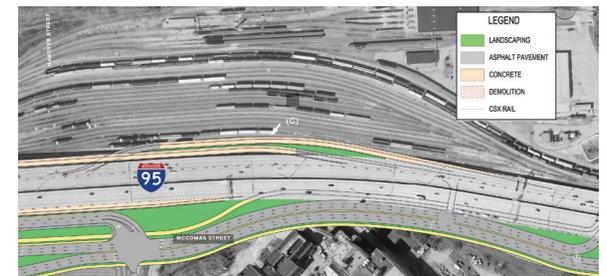
**B. McComas Street at Key Highway Intersection**

Currently, the intersection operates at a Level of Service (LOS) C during the peak hours; however, with the forecasted traffic increase, the intersection is projected to operate at LOS F by 2029, creating a bottle neck for traffic to and from I-95, along this vital freight route. The CSX rail bridge located immediately north of the intersection along Key Highway will be reconstructed and widened to accommodate an additional southbound lane at the intersection to relieve the bottleneck and support future traffic volume. As part of the widening, a continuous pedestrian connection through the intersection will be built. This improvement will complement the changes proposed above in Element A. These changes will facilitate the increased traffic volumes in and around Port Covington and improve access

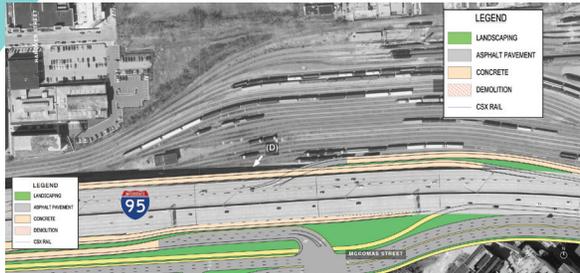
for traffic to and from I-95, **cutting delay at this terminal ramp intersection in half.** The addition of a continuous pedestrian route will also **improve safety conditions for those who wish to walk, run, or bicycle to traverse Port Covington or connect to South Baltimore, and create a critical connection to existing facilities,** including the Maryland Port Administration's (MPA) Cruise Terminal.

**C. I-95 Southbound Off-ramp to McComas Street**

A new single-lane off-ramp will be constructed just west of Key Highway along I-95 and will tie into the existing westbound McComas Street underneath I-95. The proposed improvements **reduce congestion along I-95** southbound by adding a second off-ramp to the Port Covington redevelopment and surrounding neighborhoods. Introducing a second off-ramp for I-95 southbound within the Port Covington area will assist the proposed improvements for the I-95 southbound off-ramp to Key Highway and **reduce the possibility of local traffic queuing onto the I-95 mainline, as well as provide an improved freight route to Curtis Bay and other points south, which will improve safety along the mainline.**



**D. McComas Street On-Ramp to I-95 Southbound**



The existing McComas Street on-ramp to I-95 southbound is a single-lane on-ramp that diverges from westbound McComas Street underneath the I-95 viaduct and ties into I-95 southbound just east of Hanover Street. This ramp currently serves approximately 950 AM peak hour trips and 750 PM peak hour trips. By 2040 with full buildout of the Port Covington redevelopment that volume is expected to increase to over 1,500 AM peak hour trips and nearly 2,000 PM peak hour trips. The on-ramp will be reconstructed in order to provide the necessary vertical clearance to construct the I-95 southbound off-ramp to McComas Street (Element E, below), and will tie into the existing gore along I-95 southbound.



**E. Hanover Street North of McComas Street**

Existing Hanover Street between the McComas Street intersection and the Wells Street intersection is a four- to five- lane undivided roadway that is classified as a Principal Arterial on the FHWA's system, which services approximately 2,000 vehicles during each of the AM and PM peak hours. There are no pedestrian accommodations on the east side of Hanover approaching or across the on-ramp to I-95 southbound. The proposed improvement will reconstruct the existing bridge spanning the CSX rail lines to widen Hanover Street to **provide separation of freight traffic from pedestrians and bicyclists, a key safety enhancement for nearby South Baltimore neighborhoods giving residents additional modes to access jobs and ladders of opportunities.** These facilities will connect north into the surrounding residential neighborhoods of South Baltimore.

**F. McComas Street between Hanover Street and Key Highway**



McComas Street is Port Covington's northern boundary, immediately south of the I-95 viaduct, terminating in an MPA facility to the east. It is a two-way, two-lane, undivided road west of Hanover Street.

East of Hanover Street, McComas Street divides, with two-lane westbound McComas Street running beneath I-95 southbound between the viaduct's piers, while one- to two-lane eastbound McComas Street runs south of the I-95 viaduct.

Under the proposed condition McComas will become a two-way roadway with westbound left turn lanes to **facilitate smoother traffic flow through intersections, reduce congestion and enhance access to I-95 while providing for easier navigation through the area and more efficient access to job opportunities at Port Covington.** The one-lane ramp from I-95 northbound widens to three-lanes at a signalized intersection with McComas Street. Two-lane westbound McComas, which runs beneath I-95 southbound, will remain as a secondary access point to Port Covington. **The re-designed roadway affirms McComas Street as a major freight route, with improved accommodations for heavy vehicle turning movements.**

Currently, there is limited sidewalk west of the Hanover Street intersection and no sidewalk provided elsewhere on McComas Street. **Additional improvements will facilitate safe multimodal transportation.** A new median will accommodate six feet of pedestrian refuge and landscaping and thirty-eight feet for two future light rail tracks. Light rail service is planned as part of a later infrastructure improvement package for the Port Covington peninsula and surrounding area. Further, a 10-foot hiker-biker trail will be added along the south side of McComas Street, **improving the viability and safety of traversing the area by walking, running, and bicycling by separating freight traffic from pedestrians and bicyclists.**

### G. CSX Track Relocation



Several CSX rail tracks cross the Port Covington site along McComas Street, providing access to the CSX Rail Yard, South Locust Point Marine Terminal, Transoceanic Cable Ship Company, the Baltimore Sun building, and warehouses west of Hanover Street. In the future, rail access will only be needed between the CSX Rail Yard, South Locust Point Marine Terminal, and Transoceanic Cable Ship Company. However, proposed additional street connections servicing significantly heavier vehicle traffic from Port Covington to McComas Street will create the need for nine additional at-grade crossings. This will make the site less safe and less bicycle- and pedestrian-friendly. In order to solve this challenge, a new rail spur to the east of the South Locust Point Marine Terminal will connect the existing CSX tracks to the existing tail tracks in the port. **This CSX track relocation, which would eliminate four existing at-grade crossings, will mitigate the need for nine additional at-grade crossings.**

### NATIONAL AND REGIONAL SIGNIFICANCE

**I-95 is the major freight and vehicular route between Florida and Maine.** Enhancing and preserving access, efficiency, and safety to and on this major Interstate is

critical to the regional, national, and global economy. Further, the Port of Baltimore (POB) and other regionally significant industrial activities, including a new Amazon distribution center, continue to grow. *Access I-95* proactively addresses regional and national traffic disruption by safely and efficiently directing highway traffic to and from I-95, while amplifying the transformative benefits of the major redevelopment currently underway. **Without these infrastructure investments, negative traffic impacts will disrupt traveler and freight movement on I-95 passing through Baltimore and reduce quality of life for local residents by limiting their ability to access expanding economic opportunities.** Without these investments, the expected population growth, economic expansion, and daily trips associated with Port Covington will detrimentally impact the major freight traffic that travels through this area via I-95 and to and from the POB – one of the United States' major economic gateways to the world.

The *Access I-95* project is located within Baltimore City, two miles south of Baltimore's central business district. Many of the economically distressed communities in the project area are physically cut off from opportunities by I-95. Almost a third of Baltimore City residents subsist below the poverty line, with higher rates in communities west of Port Covington. **Baltimore City is home to 23% of the region's total population; as a result, local impacts are critical drivers to regional outcomes.**<sup>3</sup> The *Access I-95* improvements are critically important to connecting people in these economically distressed neighborhoods to ladders of opportunity.

Currently, the Port Covington redevelopment is transforming 235 acres on the tip of the South Baltimore peninsula, bound by I-95 and the Middle Branch of the Patapsco River, from under-utilized industrial brown-

fields into a vibrant economic hub with thriving communities and new and innovative businesses. As proposed, this mixed-use redevelopment is among the largest urban redevelopment projects underway in the United States. While local and state leadership embrace the enormous opportunity this project presents, proactively addressing traffic impacts to the I-95 mainline and the connecting transportation network is critical.

*Access I-95* will provide benefits to a broad range of local, regional, and national residents, workers, businesses, and travelers. Preserving mobility, efficiency, and safety in the I-95 corridor is critical to the local, regional, and national economy, and is of paramount importance to myriad users, as discussed below.

### EXPECTED PROJECT USERS

Facilitated by the *Access I-95* project, Baltimore's Port Covington redevelopment is a transformative investment in the next phase of the city's ongoing urban renaissance that will foster regional and local economic growth, increase multi-modal mobility, improve system safety, and enhance community and environmental stability. Growing density and the need to connect people most in need to job opportunities in Port Covington is driving the need for the highway and road improvements that will be funded by this grant. Increasing numbers of travelers, whether by truck, car, bicycle, or on foot, will place additional demands on the transportation system in the area. The City and State, in planning for this area's transportation needs, recognizes the transportation issues associated with its growth and have, with the Port Covington developer, undertaken a thoughtful and comprehensive multi-modal approach to addressing these issues.

<sup>3</sup> Maryland Department of Commerce. <http://commerce.maryland.gov/Documents/ResearchDocuments/BaltCityBef.pdf>

## Freight and the Movement of Goods

The I-95 corridor is critical to freight and goods movement throughout the nation, linking the United States to the global market through the Port of Baltimore, one of the top three highest-volume ports on the East Coast.<sup>4</sup> I-95 is the “East Coast’s Main Street,” serving as the economic engine from Maine to Florida, along which over two-thirds of the United States population lives. Further, the section through Maryland is particularly critical, as there are very few parallel routes. If not proactively addressed, increasing traffic resulting from growing transportation demands around Port Covington will result in inefficient freight movement to and from the Port, as well as worsening congestion levels on I-95.

## Automobiles and Trucks

**Over 120,000 automobiles pass through this critical section of I-95 every day, with an additional 35,000 vehicles traveling on Hanover Street, and 12,000 ve-**

**hicles on McComas Street.** Ten percent of the existing traffic on the section of I-95 that would be impacted by the proposed improvements compose heavy vehicles, carrying freight to serve both local needs and regional freight movement. Truck traffic is expected to be strongly affected in a no-build scenario. Truck delay more than quadruples in the study area (from 187 to 769 delay hours in the PM peak), an outcome that does not even include potential spill-back delays in areas of I-95 outside of the simulation model. Hanover Street carries eight percent heavy vehicles, while McComas Street carries approximately seven percent heavy vehicles. The project area connects South Baltimore and neighborhoods across the Hanover Street bridge, which serves as a major connection to jobs not only in Port Covington, but also to the central business district. Further, the project area directly connects to the Fort McHenry Tunnel, which connects residents and trucks between Southeast Baltimore with the central business district and West Baltimore.

## Public Transit

The Maryland Transit Administration provides essential bus service through the project area, running routes on Hanover Street, McComas Street, and on I-95. Approximately 1,700 southbound and 1,200 northbound passengers pass through the project area on Hanover Street on an average weekday; however, a boost in ridership is expected from the launch of BaltimoreLink in June 2017 (discussed below in “Connections to Existing Transportation Infrastructure”). Approximately 700 passengers per weekday are carried on MTA service to and from Cherry Hill (a disadvantaged community directly connected to Port Covington by the Hanover Street Bridge) toward downtown. The Port Covington development includes future construction of a proposed spur connected to the MTA light rail system.

## Bicycles and Pedestrians

Only a third of residents in surrounding communities have access to a car.<sup>5</sup> Consequently, designing safe bicycle and pedestrian facilities is critical. *Access I-95* ensures that the safety and mobility of all transportation uses, including bicycles and pedestrians, are supported, allowing residents most in need to connect to jobs. These improvements are coordinated with major capital investments by Baltimore City to improve bicycle infrastructure with protected bicycle lanes.

## TRANSPORTATION CHALLENGES

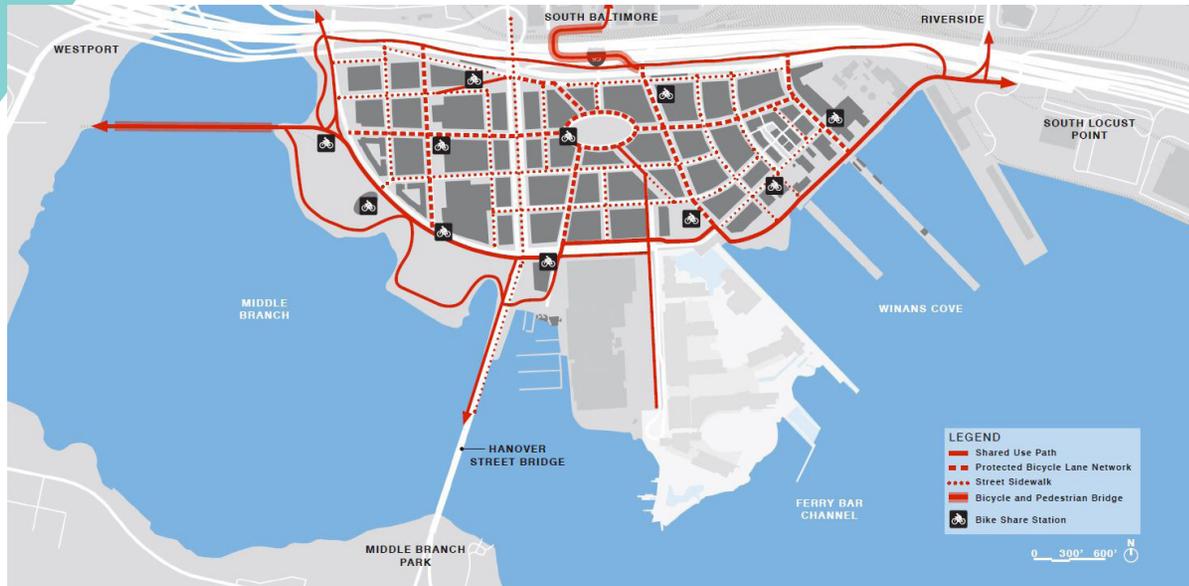
As currently planned, the Port Covington redevelopment will dramatically increase population density and employment in this peninsula, requiring infrastructure improvements to accommodate the following uses once highway access improvements are complete. This



Rendering of the Port Covington development at full build-out.

<sup>4</sup> Bureau of Transportation Statistics. [www.rita.dot.gov](http://www.rita.dot.gov)

<sup>5</sup> <https://www.census.gov/programs-surveys/acs/>



nearby federal aid-eligible roads. If this occurs, it will negatively impact the East Coast's efficient, competitive marketplace, particularly due to Baltimore's location on the critical I-95 corridor and major port industry. Specifically, additional delays without the *Access I-95* project once the nearby redevelopment reaches full build-out are projected to rise sharply. The travel demand model in the PM peak estimates that currently travelers experience a total of 1,772 hours of vehicle delay in the project area. This total is expected to increase by a factor of 4 to 7,417 in 2040. The ratio of vehicle hours of delay to vehicle hours of travel increases from 40% to 82% in the 2040 scenario without the *Access I-95* project. **In the overall project area, the project is expected to reduce total person-hours of delay by 58.6 million for automobiles and 7.4 million for trucks by year 2050 (or 2 million for automobiles and 255 thousand for trucks in the average year).** Increased traffic on the Key Highway off-ramp is also projected to queue the full length of the existing ramp, negatively impacting mainline traffic on I-95 including local and regional freight and commuter traffic from a safety and economic standpoint.

The vehicular traffic at existing at-grade rail crossings will more than triple, increasing by over 9,000 trips per day. Additionally, the planned changes to the surface roadway network would create the need for nine new at-grade rail crossings with similar or greater levels of traffic, increasing the total number of daily at-grade rail crossings from approximately 3,000 to more than 50,000. The possibility for future crashes increases dramatically.

In addition to vehicular mobility and freight safety impacts, the project area currently lacks pedestrian and bicycle facilities, unsafely forcing freight, pedestrians, and cyclists into shared lanes. These constraints lead to

density translates into a major traffic impact to I-95 and other federal-aid eligible roads:

- 1.5 million square feet of destination, attraction, entertainment and specialty retail establishments
- Over 7,500 residential units
- 500,000 square feet industrial/light manufacturing
- 200+ hotel rooms
- 1.5 million square feet of office space in addition to 3.9 million square feet of Under Armour Headquarters office/campus
- 40+ acres of public parks

Growing economic opportunities in the region, including in Port Covington, will provide extraordinary economic growth and job opportunities for both the Baltimore City and the greater region.

This growing community is poised to act as a powerful economic engine, but only if the *Access I-95* project resolves the highway issues. In the absence of highway access improvements, negative externalities will decrease the efficiency and safety of national, regional, and local traffic in this corridor and also diminish the ability of this project's transformative opportunities to be fully realized. The results of the Travel Demand Model (TDM) show a 2040 no-build scenario that is severely congested, with delays both in the network and outside of the simulated network, with potential peak spreading.

In the absence of funding to reconfigure the surrounding roadway system and access points to I-95, the substantial amount of traffic generated by the Port Covington and other growing industries will result in bottlenecks and additional delays on I-95 and other

pedestrians and bicyclists taking unsafe routes through and across traffic, which will only be exacerbated by the forecasted increases in vehicular, pedestrian, and bicycle traffic. Further, residents from economically challenged areas will have safe, efficient access to job opportunities in Port Covington.

Compounding these issues, **freight traffic is expected to increase in and around Baltimore beyond the confines of Port Covington's dramatic growth, as Baltimore's vital port industry continues to expand.** The Port of Baltimore is a critical driver of maritime commerce in the United States, ranking as the number one port in the country in handling autos and light trucks, farm and construction machinery, imported forest products, sugar, and aluminum.<sup>6</sup> Further, it is currently one of only a few ports that can handle the new larger "Post-Panamax" ships, and is the inland-most seaport on the East Coast. However, its global competitiveness will be impacted if freight cannot efficiently access I-95 from Hanover Street and McComas Street. With a record year in 2015 and a continued surge in growth, the Port of Baltimore moves over 37 million tons of foreign and domestic cargo annually and is poised to continue to grow due to recent investments in major new infrastructure. Notably, the Port moved the highest volume of vehicles in the United States for the fifth consecutive year, increasing 20 percent compared to 2015. *Access I-95* improvements are carefully designed to accommodate these freight movements that are critical to the region and nation's economic competitiveness in the global marketplace.

Without the necessary improvements, major traffic impacts will negatively affect the continued economic growth in Port Covington, as well as diminish Baltimore's

ability to efficiently serve the population and business community in the Baltimore-Washington, D.C. megaregion. In the short-term, vehicular traffic generated by the redevelopment currently underway will start to overtax the existing I-95 access points, creating delays for people bound for and from Port Covington and adjacent neighborhoods, as well as regional freight and commuter traffic. Additionally, pedestrian and bicycle traffic traveling between the new Port Covington neighborhood and the communities to the north will be less likely to do so with the existing substandard connections as they would be forced to share lanes carrying freight, compounding the vehicular congestion and delay on local roadways and I-95. **In the long-term, the region will suffer a loss in net economic activity due to the lack of efficient freight and population movement on the national Interstate system around Baltimore.**

The federal investment in public infrastructure from this grant application has the potential to leverage over \$100 million in state and private funding for national highway and local transportation improvements, not to mention well in excess of \$4 billion in vertical construction investment from the Port Covington redevelopment project itself. This investment will mean major economic activity through new and expanding job, recreation, and community building opportunities that will reinvigorate Baltimore City and the surrounding region. These benefits will be in the heart of communities for which the ongoing economic opportunity will have a lasting impact.

**Importantly, the private sector has committed approximately \$130 million in community benefits directed to the 6 most impoverished surrounding communities and other communities throughout Baltimore through a Memorandum of Understand-**

**ing (MOU) with Baltimore City.** This unprecedented agreement is summarized in **Section V. Merit Criteria.** Complementing this investment, FASTLANE project elements will ensure that the Port Covington project benefits are maximized and the residents throughout Baltimore City and the surrounding region realize shared opportunity and prosperity.

## HOW THE PROJECT ADDRESSES TRANSPORTATION CHALLENGES

The MDTA and Baltimore City's proposed FASTLANE project has myriad positive impacts for the city, state, region, and nation. Specifically, the FASTLANE funds will empower state, local, and private investment that will:

- Reduce total person-hours of delay by approximately 2.7 million hours for autos and trucks.
- Reduce total person-hours of delay by 58.6 million for automobiles and 7.4 million for truck by year 2050.
- Increase safety through redesigned traffic patterns that improve pedestrian and cyclist mobility, enabling greater walking trips that remove vehicles from the system.
- Remove existing at-grade rail crossings, which would increase from 3,000 to over 50,000 vehicular crossings per day.
- Support transformative economic growth by connecting people and businesses to a hub of economic activity and over 40,000 construction and 26,000 permanent jobs.
- Avoid almost \$3 million social costs of carbon emissions and over \$2 million in non-carbon emissions costs, resulting in reduced negative environmental outcomes from congestion.

<sup>6</sup> <http://www.mpa.maryland.gov/content/cargo-stats.php>

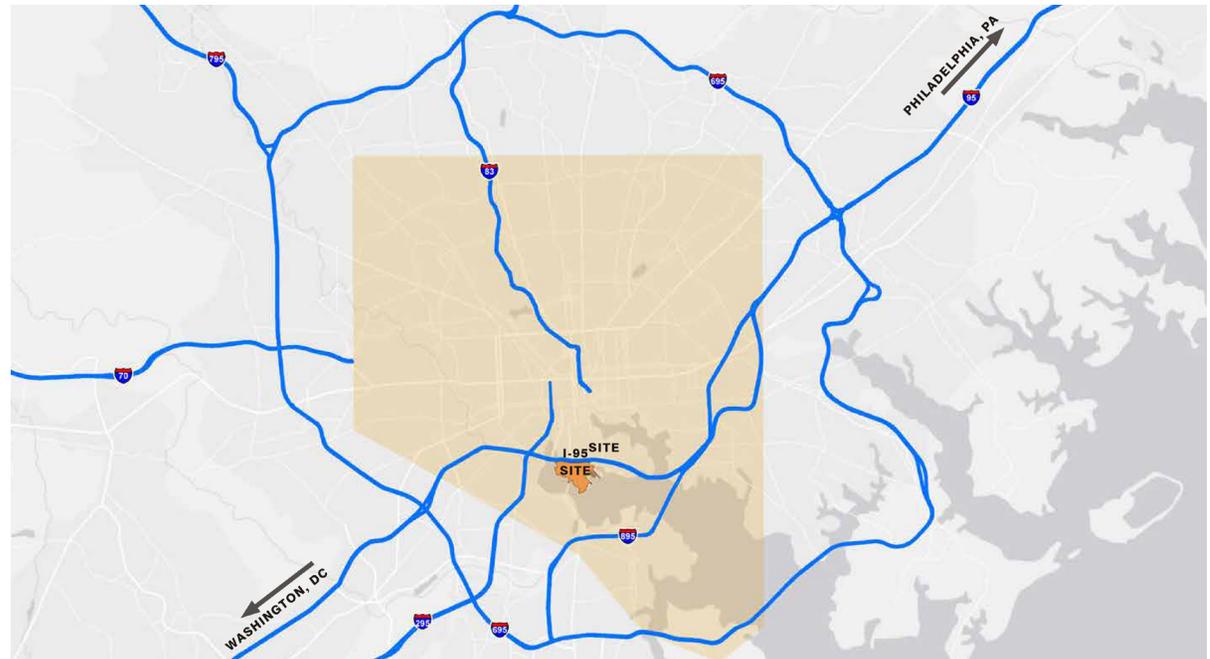
- Provide access to workforce development, job training, apprenticeship programs, and other ladders of opportunity provided by private partners.
- Provide enhanced freight, vehicular, pedestrian, and bicycle connections to other parts of Baltimore now cut off from Port Covington by I-95.
- Create access to continuous new public parklands and amenities that will restore the Baltimore waterfront.
- Unlock unprecedented private investment in Baltimore's neighborhoods and communities.

By supporting the enormous private investment already underway at Port Covington, this infrastructure will facilitate multi-generational positive outcomes for Baltimore, Maryland, and the nation.

## II. PROJECT LOCATION

Strategically located near Washington, Philadelphia, Wilmington, and New York City, Baltimore is linked to the nation and the world by port, rail, air, and highway. With over 2.2 million residents in its urbanized area,<sup>7</sup> Baltimore is home to a diverse economy that fuels major employers in the healthcare, information and cybersecurity, finance and banking, and academic fields. Baltimore City is critical to the region's economy, comprising 23 percent of the region's total population.<sup>8</sup>

Unfortunately, not everyone has benefited from Baltimore's growth. Port Covington and the *Access I-95* improvements will change this. The city has lost numerous industrial employment opportunities. Many communities continue to struggle with high unemployment and limited job opportunities due to lack of access. A third of



the population does not have access to a private vehicle, making local job options and non-vehicular transportation important to individuals' economic prospects and the City's economic growth.<sup>9</sup> The Cherry Hill neighborhood (classified as an economically distressed area using FHWA guidelines), linked to Port Covington by the Hanover Street Bridge, faces a 22 percent unemployment rate, with 40 percent of households subsisting below the poverty line. The median household income in Cherry Hill is half that of Baltimore as a whole.<sup>10</sup>

The Baltimore Regional Transportation Board (BRTB) uses its Vulnerable Population Index (VPI)<sup>11</sup> to guide public involvement and inform Title VI and Environmental Justice performance measures, using Census data

to determine the concentration of these populations for the region and for each census tract. A tract with a concentration higher than the region is deemed "vulnerable" on a seven-point scale. Port Covington's census tract (tract 2303.00<sup>12</sup>) is high on the VPI, with a rating of five to six (compared to two for the region and four for Baltimore City). Forty to seventy percent of the tract is deemed in poverty (compared to under ten percent in the metropolitan planning area).<sup>13</sup>

**Too often, where residents live dictates their economic, mobility, and safety outcomes. Baltimore City, in partnership with the State of Maryland, seeks to reverse this trend by unlocking strategic investment and providing ladders of opportunity to all residents, es-**

<sup>7</sup> U.S. Census Bureau, 2010.

<sup>8</sup> Maryland Department of Commerce. <http://commerce.maryland.gov/Documents/ResearchDocuments/BaltCityBef.pdf>

<sup>9</sup> <https://www.census.gov/programs-surveys/acs/>

<sup>10</sup> Maryland Department of Commerce. <http://commerce.maryland.gov/Documents/ResearchDocuments/BaltCityBef.pdf>

<sup>11</sup> Baltimore Metropolitan Council. <http://baltometro.org/phocadownload/Publications/WhitePaperFINAL.pdf>

<sup>12</sup> U.S. Census Bureau, 2010.

<sup>13</sup> Baltimore Regional Transportation Board: Vulnerability Population Index White Paper, 2012. <http://baltometro.org/phocadownload/Publications/VPIWhitePaperFINAL.pdf>

**pecially those most in need.** Inadequate infrastructure has disproportionately impacted poorer communities in Baltimore, as has been the case through much of the country;<sup>14</sup> without a personal vehicle, residents of many of these communities southwest of the city are cut off by I-95 from opportunities centered in downtown Baltimore. Employment, income, and health statistics in South and West Baltimore highlight the importance of supporting the growth of and economic opportunities in residential communities in surrounding economically-distressed areas. Port Covington's mixed-income urban redevelopment and new employment opportunities position the southern and western neighborhoods to grow and stabilize. Further, investments in transportation infrastructure around the redevelopment will amplify Port Covington's ability to serve as an economic catalyst for the region at large. It is critical to support this area's momentum by mitigating the impacts of increasing freight, resident, and commuter traffic and enhancing access to employment opportunities.

**Major progress will require major investment,** and Baltimore's key stakeholders are ready to do so with the necessary investment in the surrounding Interstate and freight infrastructure. As increasing numbers of residents and visitors access job opportunities and amenities, freight, automobile, and multimodal traffic will increase. Access to new public parks, expansive job opportunities, improving environmental conditions, and better, safer transportation connectivity benefits all those who live in, work across, and visit the region.

**Access I-95 improvements are critical steps to ensuring that everyone – from neighbors to out-of-town visitors – can safely and efficiently access Port Covington without negatively impacting the critical freight and traveling corridor on I-95 or the surrounding communi-**

**ties.** These investments are proactive steps to alleviate issues before they impact Baltimore's communities, port industries, businesses, and the traveling public, enabling Maryland – and the nation – to retain existing businesses and jobs while cultivating conditions that foster new opportunities through funding this grant.

## CONNECTIONS TO EXISTING TRANSPORTATION INFRASTRUCTURE

The project elements connect to the existing transportation infrastructure at several key points, including I-95, Hanover Street (MD-2), and Key Highway. In the project area, I-95 carries over 60,000 vehicles southbound on a typical weekday based on a recent traffic count, 10 percent of which are heavy vehicles. I-95 is the main north-south regional route for the entirety of the eastern seaboard, connecting the majority of the drivers of the economy of the eastern United States. The southbound off-ramp to Key Highway/McComas Street and southbound on-ramp from Hanover Street

are both single-lane ramps that currently service over 6,000 and 8,000 vehicles per day respectively, 5 percent of which are heavy vehicles.

Hanover Street is a major regional north-south route that connects freight and residents of the greater Annapolis area, as well as the industrial and port facilities in the Curtis Bay area to downtown Baltimore and I-95. In the project area, Hanover Street carries over 35,000 vehicles on an average weekday, approximately 9 percent of which is heavy vehicle traffic per Maryland State Highway Administration (SHA) data.

The Maryland Transit Administration (MTA) has been engaged, and is collaborating with the Port Covington developer to ensure that transit access coordinates with redevelopment plans. Adjustments to bus routes and stops will be an ongoing process to ensure continued connections to public transit throughout Port Covington's redevelopment, as well as project elements within *Access I-95*.



<sup>14</sup> U.S. Department of Transportation. <https://www.transportation.gov/opportunity>

The project elements in this grant application closely coordinate with City, State, and regional planning entities and proposed and current projects in the area. Together, these projects and plans create an integrated system of infrastructure that enables efficient freight, automobile, pedestrian, and transit movement in and out of the area while protecting and supporting the surrounding residential communities. The project elements in this application are critical components to complete this comprehensive approach to transportation efficiency, safety, and multi-modal connectivity.

### III. PROJECT PARTIES

As the lead agency for the FASTLANE grant, the MDTA will be responsible for grant implementation, including day-to-day management, coordination among project partners, quality control, and project evaluation. The MDTA, in coordination with Baltimore City DOT, will carry out the projects proposed in this application. MDTA is leading local and regional efforts to create a seamless highway and freight network that supports the region's economic competitiveness and improves quality of life regionally and nationally. The MDTA Board voted on and approved the commitment of project funds in November 2016 (Board Resolution included in **Appendix D**).

The MDTA is responsible for constructing, managing, operating, and improving a safe and seamless transportation network that links Maryland to the rest of the country and the world. The MDTA directs and oversees the planning, construction, and operations of Maryland's nine toll facilities including on two Interstates, two all-electronic tolling facilities, two tunnels, and five bridges to keep traffic moving throughout Maryland. The MDTA relies solely on revenues generated from its transportation facilities. The agency's finances are

accounted for as a proprietary-type enterprise fund using the accrual basis of accounting, similar to that of a private business entity.

Baltimore City has been integrally involved in all aspects of Port Covington's design and development. The Baltimore City DOT is a joint applicant and financial project party under this grant application. Details regarding the State and City's project participation are presented in **Section IV.**, but its funds are available through a tax increment financing bond agreement with the Port Covington developer, as detailed below.

Sagamore Development Company (Sagamore), a private company, is investing in and developing Port Covington's mixed-use redevelopment to meet the growing needs of the community. Sagamore has worked closely with Baltimore City and the State of Maryland to plan, design, and implement a progressive development model that best serves resident needs and business interests, making the region economically competitive while elevating quality of life for Baltimore City residents and workers. Baltimore City approved TIF legislation in September 2016, which enables investment in the necessary infrastructure improvements that support this large-scale redevelopment, including the local share that is part of this grant proposal.

*Access I-95* has a large and diverse group of stakeholders beyond those discussed above, many of whom have committed to the planning, engineering, or capital cost portions of the project. Maryland Secretary of Transportation Rahn and the Mayor of Baltimore City have joined Baltimore City and Maryland legislators in supporting this grant request. The complete list of stakeholders includes:

#### Federal Delegation

- Senators Cardin and Mikulski
- Representatives Cummings, Delaney, Edwards, Harris, Hoyer, Van Hollen, Sarbanes, and Ruppersberger

#### State Delegation

- Senate President Miller and State Senators McFadden, Klausmeier, Jennings, Hershey, Ferguson, Hammen, Kasemeyer, Madaleno, DeGrange, Barve, and Stein
- Speaker of the House Busch and Delegates Jones, Kaiser, Kipke, Szeliga, Clippinger, Lierman, McIntosh, Gaines, Anderson, Branch, and Beidle

#### Baltimore City Mayor and City Council

- Mayor Pugh
- City Council President Young and Councilpersons Bullock, Burnett, Clarke, Cohen, Costello, Dorsey, Henry, Middleton, Pinkett, Reisinger, Schleifer, Scott, Sneed, and Stokes

#### Government Agencies

- Baltimore City Department of Transportation
- Maryland Department of Transportation
- Maryland Transportation Authority
- Maryland Transportation Commission

#### Organizations and Companies

- Baltimore Regional Transportation Board
- Baltimoreans United in Leadership Development (BUILD), on behalf of 47 organizations
- Centers for Urban Families
- The Conservation Fund
- Druid Height Community Development Corporation
- Freedom Temple
- Friendship Baptist Church

- Jobs opportunity task force
- Macedonia Baptist Church of Baltimore City
- Mayor's office of Employment Development
- The South Baltimore Six Coalition
- Under Armour
- Union Baptist Church

Letters of support are attached to this application as **Appendix C**.

## IV. GRANT FUNDS, SOURCES, AND USES OF PROJECT FUNDS

This project has stable, reliable, sources of funding from the State, City, and private partnership. MDTA, Baltimore City, and the Port Covington developer are committed to delivering comprehensive, coordinated infrastructure improvements in this critical area. A FASTLANE grant of \$78.8 million will yield a **3.8 to 1** return on the grant investment. The project cost has changed since FASTLANE I due to the advancement of the project; project elements have been refined through the NEPA alternatives analysis.

The following tables present a detailed breakdown of future eligible costs under NSFHP grant requirements and fund allocation by source. The detailed project budget in **Table 1** includes both cost (dollars) and percent for each project component. The project schedule that highlights compliance milestones follows in **Section VIII. Project Readiness**.

**Table 2** presents a detailed project budget for each component broken down by highway, bridge, freight intermodal or freight rail, port, grade crossing or grade separation.

Project Element	Infrastructure Source and Funding (\$ millions)					
	Federal	State	TIF	NEPA	Total Cost & Funding	% of Total Project Cost
	FASTLANE	MDTA	Baltimore City	Private Sagamore		
A. I-95 Southbound Off Ramp to Key Highway	\$6.9090	\$6.909			\$13.8180	8%
B. McComas Street at Key Highway Intersection	\$8.7800		\$8.7800		\$17.5600	10%
C. I-95 Southbound Off Ramp to McComas Street	\$21.9550	\$11.6725	\$10.2820		\$43.9095	24%
D. McComas Street On Ramp to I-95 Southbound	\$14.4150	\$14.4150			\$28.8300	16%
E. Hanover Street North of McComas Street			\$20.6230		\$20.6230	11%
F. McComas Street between Hanover Street and Key Highway	\$17.0045		\$17.0045		\$34.0090	19%
G. CSX Track Relocation	\$9.7325		\$9.7325		\$19.4650	11%
NEPA Study				\$5.0740	\$5.0740	3%
<b>Total Items (\$ millions)</b>	<b>\$78.7960</b>	<b>\$32.9965</b>	<b>\$66.4220</b>	<b>\$5.0740</b>	<b>\$183.2885</b>	
<b>% of Total</b>	<b>43%</b>	<b>18%</b>	<b>36%</b>	<b>3%</b>		<b>100%</b>

Table 1 - Project Funding by Element

Project Element	Type of Infrastructure Improvement			
	Highway	Bridge	Grade Crossings/ Separation	Total Cost
A. I-95 Southbound Off Ramp to Key Highway	\$13.8180			\$13.8180
B. McComas Street at Key Highway Intersection	\$2.0000		\$15.5600	\$17.5600
C. I-95 Southbound Off Ramp to McComas Street	\$36.7345		\$7.1750	\$43.9095
D. McComas Street On Ramp to I-95 Southbound		\$28.8300		\$28.8300
E. Hanover Street North of McComas Street	\$2.7090		\$17.9140	\$20.6230
F. McComas Street between Hanover Street and Key Highway	\$34.0090			\$34.0090
G. CSX Track Relocation			\$19.4650	\$19.4650
NEPA Study		\$5.0740		\$5.0740
<b>Total Items (\$ millions)</b>	<b>\$94.3445</b>	<b>\$28.8300</b>	<b>\$60.1140</b>	<b>\$183.2385</b>
<b>% of Total</b>	<b>51%</b>	<b>16%</b>	<b>33%</b>	<b>100%</b>

Table 2 - Project Funding by Category

The MDTA has strong and reliable capital and has committed \$33 million for this project, subject to the federal grant award. Its strong credit ratings provide it with ongoing access to toll revenue and the capital markets at the lowest possible financing costs. All three major rating agencies have consistently rated the MDTA's toll-backed debt double-A with a Stable Rating Outlook, due to the MDTA's prudent management practices, diversified system revenue pledge, strong debt service coverage, and historical rate covenant compliance.<sup>15</sup>

The MDTA has the requisite experience, auditing procedures, and payroll system to effectively manage grant funds, and has staff trained in federal grant monitoring. The MDTA expends major federal grant awards and utilizes a robust payroll system that allows the agency to track and monitor grant-related salaries and payroll-related expenses. The MDTA can ensure the availability of contingency reserves in the event of unforeseen cost increases. The MDTA maintains several Board policies on financial management to ensure that its budgets and debt remain affordable, and its financial position is evidenced by its financial statements, traffic and revenue forecasts, credit ratings, and financial forecasts, further detailed on their website.<sup>16</sup>

Baltimore City is supporting this project through TIF funding with the Port Covington developer, Sagamore, as discussed in Section III. Project Parties, above, enabling the incremental revenue at Port Covington to support the major infrastructure investments necessary throughout the site. This financing tool will enable the City to support this important project without reducing revenue available to overlapping tax bodies, such as schools or parks.

<sup>15</sup> [http://www.mdta.maryland.gov/About/Finances/Debt\\_Program](http://www.mdta.maryland.gov/About/Finances/Debt_Program)  
<sup>16</sup> <http://www.mdta.maryland.gov/About/Finances>

## V. MERIT CRITERIA

### ECONOMIC OUTCOMES

Central to the effort of building Port Covington is the recognition that the redevelopment's economic outcomes must be inclusive of all. The Port Covington redevelopment will both reinforce the City's attractiveness to the workers that are remaking the City and attract higher value-added knowledge jobs; thereby strengthening Baltimore's ongoing renaissance.

Baltimore City considers the transportation infrastructure in this grant application so critical to economic growth that the Mayor included it in a letter to President Elect Trump outlining priority projects (included in Appendix D).

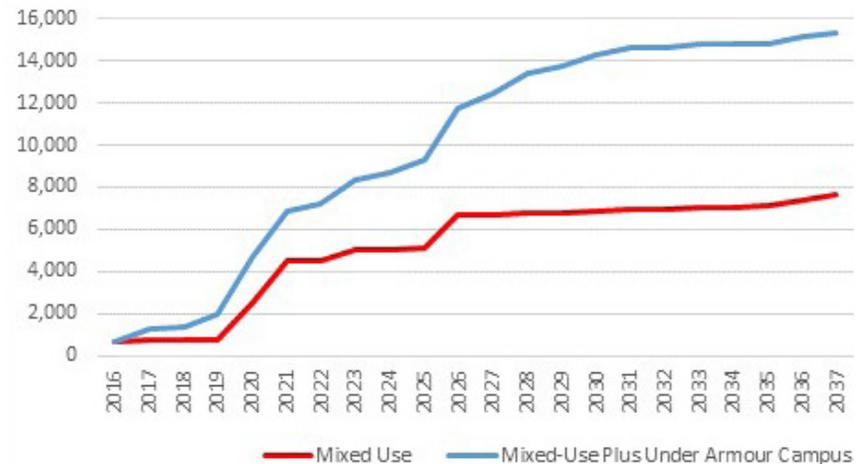
Proposed project expenditures will significantly increase economic activity in Baltimore City well beyond the construction dollars spent.

Specifically, infrastructure improvements proposed under Access I-95 will support Port Covington's ability to produce the following major economic impacts that are designed to be shared with disadvantaged communities. Community benefit agreements and workforce training initiatives are already underway. Key points from the Battelle Technology Partnership

Regional Economic and Demographic Market Analysis and Economic Impact Assessment (included on the Project website) are outlined as follows:

- Over the 23-year construction period, the \$5.5 billion in total development and construction expenditures will generate \$7.6 billion in economic activity in Baltimore City alone, support over 42,000 jobs earning \$3.3 billion in labor income, and generate \$242 million in combined state and local government revenues, including an estimated \$108 million in Baltimore City revenues.
- When the Port Covington project is complete and fully occupied, it will support \$4.3 billion in economic activity annually in Baltimore City, support 26,500 jobs with an associated \$2.2 billion in labor income, and generate \$209 million in annual state and local government revenues, including an estimated \$94 million in Baltimore City revenues.

Estimated Direct Job Creation in the Port Covington Project



source: Battelle and Under Armour

- In 2037, the mixed-use portion of the redevelopment will directly house an estimated 7,615 jobs and \$1.1 billion in business activity, supporting \$1.9 billion in associated economic activity, 12,900 jobs with an associated \$850 million in labor income, and generating \$116 million in state and local government revenues, including an estimated \$53 million in Baltimore City revenues.
- In 2031, when Under Armour's campus is fully developed and occupied, it will house an estimated 7,724 jobs and will support \$2.5 billion in overall economic activity, support an additional 13,610 jobs with an associated \$1.4 billion in labor income, and generate \$94 million in state and local government revenues, including an estimated \$41 million in Baltimore City revenues.<sup>17</sup>

Major population growth in Port Covington – residents, visitors, and employees on the site – will demonstrate the redevelopment's success. However, **this population growth will impact the movement of people and freight along the I-95 corridor if adequate investment is not proactively made.** The proposed infrastructure improvements under **Access I-95 will directly improve the efficiency and reliability of the surface transportation system at both the regional or national level.** By improving the connections between Port Covington and the Interstate system (e.g., expanding on- and off-ramps to I-95), *Access I-95* will mitigate congestion increase on the I-95 corridor as well as facilitate more efficient Interstate access for the myriad port and industrial businesses that populate the Baltimore region.

- It is expected that vehicle hours of delay in the project area quadruple from existing conditions to 2040 if the project is not undertaken.

- The project has the potential to save 66 million hours of congestion delay by year 2050.

The impact will not be limited to local or regional benefits; rather, these improvements will **increase the global competitiveness of the United States**, which will be empowered to compete globally due to faster, more reliable routes to international freight, port, rail, and air routes.

**Efficient connectivity between freight modes is central to the proposed designs of this project.** Port Covington's proximity to the South Locust Point Marine Terminal, the Fairfield Marine Terminal to the south, and the Dundalk and Seagirt Marine Terminals to the east mean that major infrastructure changes will impact businesses' ability to seamlessly connect goods from shipping routes to rails and roads. The gridlock created by dramatically increased automobile traffic in and out of Port Covington would detrimentally impact this connectivity if adequate infrastructure improvements are not made. Ultimately, creating these critical connections between Port Covington and the Interstate system proactively addresses the impact of population growth on the movement of people and freight before negative impacts are realized. These investments collectively improve roadways vital to national energy security by supporting new economic development while improving safety and the functionality of an efficient Interstate system.

The Port Covington developer has committed to an unprecedented package of community benefits through an MOU with Baltimore City. This \$135.9 million commitment ensures that the economic opportunities stemming from Port Covington benefit all Baltimoreans, with particular focus on those who have traditionally been cut off from jobs and opportunity. **Access I-95**

**is integral to the success of these commitments, as it will further facilitate residents' ability to connect to these ladders of opportunity reliably, safely, and efficiently, whether by car, transit, bicycle, or on foot.**

The absence of these key infrastructure improvements will serve as a barrier to entry for those who need these opportunities most. The community benefits process and key commitments are outlined in **Appendix D**, but include:

- \$25 million committed to a workforce development training center focused on workforce education, job training, retention, and recruitment for Port Covington, with \$800,000 dedicated to fund a local hiring coordinator
- \$1.5 million dedicated to funding 100 jobs per year for 10 years for local youths

The applicants intend to utilize, if still available, US-DOT's Special Experimental Project No. 14 Local Labor Hiring Pilot program allowing social and economic contracting requirements and local labor hiring preferences for low-income workers and veterans, because the economic outcomes will assist the affected communities.

## MOBILITY OUTCOMES

**Efficiently moving people and goods is critical to competing in today's global market.** In a highly interconnected and interdependent system, population growth that results in highway congestion and bottlenecks on an Interstate roadway can negatively impact the system at large and disrupt the flow of people and goods. *Access I-95* addresses anticipated population and commercial growth with a package of improvements that **enhances mobility for freight, commuters, visitors, and residents across the region.**

<sup>17</sup> Battelle Technology Partnership Practice. Regional Economic and Demographic Market Analysis and Economic Impact Assessment of the Port Covington Project Under Armour Headquarters Project. December 20

This FASTLANE project is consistent with local and state efforts to **improve the movement of people and goods by maintaining and improving the capacity of highways, bridges, and freight infrastructure so that it remains in a state of good repair**, minimizing life cycle costs and improve resilience. Specifically, the project:

- Improves freight mobility by reconstructing the existing CSX bridge that crosses Key Highway, as well as the Hanover-McComas intersection, and addresses current state of good repair needs as well as intersection capacity constraints.

At the core of *Access I-95* is infrastructure investments that will **reduce highway congestion and bottlenecks**. Specifically, the project:

- Addresses delays that would occur without this project, which are projected to be over 6.7 million person-hours per year in the study area.
- Increases the capacity of the I-95 on/off ramps to help facilitate freight movements along I-95 and will reduce queuing along the Interstate facilities.
- Reconstructs traffic signals and signal timing modifications, which will allow for more efficient use of travel for people and freight throughout the *Access I-95* corridor.
- Enables direct navigation through the McComas Street corridor for access to and from I-95 to Port Covington and surrounding communities.
- Separates pedestrian and bicycle movement from freight on Hanover Street and McComas Street and removes existing pinch points, creating a safer environment for these modes.

## SAFETY OUTCOMES

**Transportation investments under *Access I-95* will enhance the safety of transportation facilities and systems for all modes of transportation and users.**

The project will enhance safety by addressing a range of safety-related issues, including:

- At-grade freight rail crossings with potential rail/vehicular conflicts and rail/bike/pedestrian conflicts.
- Missing pedestrian and bicycle connections with the potential for vehicle/bike/pedestrian conflicts.
- Delay and queuing on I-95, which may increase aggressive driving and rear-end accidents.

***Access I-95* will reduce the risk of traffic fatalities and serious injury by improving interactions between roadway users** (automobiles, freight, rail, pedestrians, and bicyclists). Specifically, *Access I-95* will:

- Remove four existing at-grade rail crossings and avoid the need for up to nine additional at-grade rail crossings.
- Separates pedestrian and bicycle traffic from freight by creating key network connections at McComas Street, Key Highway, Hanover Street and adjacent neighborhoods.
- Alleviate pinch points in I-95 access through redesigned on- and off-ramps between the Interstate and Key Highway and Hanover Street.
- Connects all parts of Baltimore safely by four modes (transit, pedestrian, bicycle, and vehicle) to Port Covington, an area now largely cut off by I-95.

## COMMUNITY AND ENVIRONMENTAL OUTCOMES

**At the heart of *Access I-95* is a desire to enhance communities and the environment.** Without these critical infrastructure improvements, major traffic disruption will negatively impact the surrounding communities' residents, many of whom are part of vulnerable populations. As previously discussed under Mobility Outcomes, the package of improvements under *Access I-95* are designed to enhance personal mobility and accessibility not only for freight across the region, but also local residents who need to travel safely and efficiently between home, work, school, and daily amenities – **particularly as ladders of opportunity dramatically increase with Port Covington's redevelopment**. *Access I-95* enhances access through design improvements, linking residents to employment, amenities, and the natural environment. Removing multiple at-grade crossings, installing pedestrian and bicyclist infrastructure, and laying the foundation for future multimodal investments **removes barriers and reduces the negative impacts of existing infrastructure**. Specifically, the project:

- Provides safe multi-modal connectivity from the highway and connecting local roads to the Port Covington jobs and amenities, as well as Baltimore's waterfront for local residents and out-of-town visitors.
- Creates access to an inclusive waterfront revitalization and new open space network with over 40 acres of park space and recreational opportunities.
- Remediates brownfields and restores/enhances wetlands and cleans the shoreline.
- Applies sustainable and innovative Storm Water Management and infrastructure, reducing TMDL to the Chesapeake Bay.

- Builds upon an historic Memorandum of Understanding between the Port Covington site developer and the City of Baltimore and surrounding communities that ensures residents throughout Baltimore City and the surrounding region realize shared opportunity and prosperity.

Reducing congestion will extend the benefits of this major redevelopment to surrounding communities, while enabling businesses located in Port Covington to bring vital jobs and amenities to residents of nearby economically disadvantaged communities. Outreach and coordination with leaders in these surrounding communities is central to the planning work and is being facilitated by political leaders in the city. A detailed discussion of these outreach efforts aimed at garnering **meaningful community input** through public meetings and engagement, as well as the environmental reviews and compliance efforts and plans, can be found in **Section V. Project Readiness**.

Ensuring that Baltimore City residents who would most benefit from job training, workforce development, and employment prospects can access these opportunities is critical. The Port Covington developer is committed to this redevelopment being a catalyst of change for all residents, regardless of their neighborhood. To this end, shuttle service to key communities in East, South, and West Baltimore will dramatically expand access to opportunity by reducing travel time compared to existing public transit options. The shuttles' efficiency and reliability will be furthered by the *Access I-95* improvements.

The Port Covington redevelopment is committed to ecological uplift throughout the project, with major shoreline investment aimed at biodiversity and sustainability. The site developer understands that the infrastructure built today will establish the energy,

water, material, and ecosystem impacts for decades. To this end, the site developer is pursuing a Platinum rating under the Institute for Sustainable Infrastructure's Envision rating system to ensure that Port Covington implements a lifecycle approach and works with communities to elevate environmental outcomes as a key consideration in this ecologically-significant peninsula. The improvements in *Access I-95* will connect people to the waterfront in an area that has been cut off from interaction for decades. By creating safe public access to the water, the Middle Branch will become a community asset, which will instill a sense of pride and stewardship in residents and visitors alike.

## PARTNERSHIP AND INNOVATION

This FASTLANE application applies a well-studied, comprehensive approach to Interstate design, freight movement, and population impacts in a regionally significant area, utilizing a multi-agency methodology to improve mobility and access while supporting economic development throughout the region. This application demonstrates strong collaboration across a broad set of stakeholders, as demonstrated by the list of agencies, organizations, and groups who have provided

letters of support listed in **Section III. Project Parties**. Further, it integrates transportation with other public service efforts and projects in the area that are part of a robust planning process. *Access I-95* has the support of a broad range of participants, public agencies, private business, and local community groups. Strong collaboration among partners, in conjunction with studies focused on improving freight and automobile movement in the area, has resulted in a history of support for the proposed project elements across jurisdictions and disciplines. The list of highly-supportive elected officials, organizations, and agencies in Section III. Project Parties is demonstrative of the breadth of stakeholder involvement and support.

***Access I-95* applies collaborative, innovative strategies to pursue the primary outcomes discussed in this application, including efforts to reduce delivery delays.**

Opportunities for innovative strategies to expedite the process include:

- **Comprehensive Planning Process that Draws on International Best Practices** – Almost 200 design, planning, and transportation professionals have collaborated through a flexible, inter-disciplinary plan-



ning process. This team has engaged stakeholders at every level of the community, state, and federal government. The team connected with large-scale urban redevelopments across the world to synthesize best practices to create a redevelopment that will be an engine for major economic growth. These best practices combined with an in-depth economic and marketing assessment have provided an understanding of the multimodal amenities necessary to flexibly respond to trends and changes for long-term success. *Access I-95* springs from this comprehensive, forward-thinking planning process.

- **Value Engineering Change Proposals (VECPs)** – As stated by FHWA, VECPs are construction contract change proposals submitted by the construction contractor based on contract provisions. These proposals may improve the project's performance, value and/or quality, lower construction costs, or shorten the delivery time, while considering their impacts on the project's overall life-cycle cost and other applicable factors. Allowed by federal, state, and city oversight, the negotiations might be advantageous to *Access I-95* and will be applied as circumstances permit.
- **Pay Incentives/Disincentives** - Paying incentives (and disincentives) to a contractor for meeting (or missing) key date milestones could serve to promote efficient work throughout the construction process.
- **Innovative Project Delivery** - A Design-Build project delivery integrates the design and construction team together as one contractual entity and streamlines the design-to-construction process, thereby enabling a faster overall project while maintaining quality and performance requirements. Because the designer and contractor collaborate much earlier in the process than a traditional Design-Bid-Build format,



Design-Build has the potential for greater value engineering successes since best-value solutions can be determined before the design is complete and work has begun.

- **Accelerated Bridge Construction (ABC)** - ABC is bridge construction that uses innovative planning, design, materials, and construction methods in a safe and cost-effective manner to reduce the onsite construction time that occurs when building new bridges or replacing and rehabilitating existing bridges. ABC can be used for the bridge tie-in under *Access I-95* to reduce mobility impacts to traffic.

## COST SHARE

The *Access I-95* funding shares from the MDTA and Baltimore are stable and dependable, as explained above in **Section VI. Grant Funds, Sources, and Uses of Project Funds**. Together, these project parties have the resources and commitment to construct, maintain, and operate the infrastructure funded under this project. The State of Maryland is committed to maintaining its record of prudent fiscal management while promoting Maryland's economic growth. Consequently, the FASTLANE funding package submitted under *Access I-95* balances the agency's fiscal constraints with its commitment to funding this critical project.

While the local share of this application's funding package is ready and available, TIF funds are constrained by the available tax increment and overall City authorization. Consequently, the local contribution is constrained to the \$66.4 million already dedicated to these *Access I-95* improvements.

**The *Access I-95* project cannot be completed without Federal funding or financial assistance.** The proposed grant funding package is outside of the scope of existing federal formula and other funds for Baltimore, the State of Maryland, and the MDTA, which has allocated all that it can now; the funded package will unlock a magnitude of transformative economic improvements for Baltimore City and the region. Allocating NSFHP funds will close the funding gap for these critical infrastructure improvements, driving not only Baltimore's much-needed growth, but **preserving and enhancing the economic strength and competitiveness of the state, region, and nation.**

## VI. LARGE PROJECT REQUIREMENTS

*Access I-95* will generate national and regional economic, mobility, and safety benefits, as discussed in **Section V. Merit Criteria**, above. The project elements presented in this application implement **cost-effective improvements** based on preliminary engineering that will further the national goals established in 23 U.S.C. 150. A detailed discussion of the project's cost effectiveness is presented in **Section VII** and summarized in **Table 3**.

The project is **based on the results of preliminary engineering** that has occurred as part of the NEPA alternatives analysis process. In contrast to the project's status

Goal	How Project Addresses Goal
<b>Advance Safety</b>	<ul style="list-style-type: none"> <li>Eliminates four at-grade rail crossings and avoids the need for nine additional at-grade crossings, reducing the collision probability between trains and vehicles</li> <li>\$125,000 in avoided collision benefit</li> </ul>
<b>Improve Infrastructure Condition</b>	<ul style="list-style-type: none"> <li>New infrastructure will postpone the need for state of Good Repair investment</li> <li>\$28.4M in vehicle operating cost savings</li> <li>State of good benefits avoid \$120,000 of maintenance cost on aging existing structures</li> </ul>
<b>Reduce Congestion</b>	<ul style="list-style-type: none"> <li>\$508M in travel time savings benefits</li> <li>Reduce total person-hours of delay by 2.4M for automobiles and by 304M for trucks</li> </ul>
<b>Increase System Reliability</b>	<ul style="list-style-type: none"> <li>Address congestion that will increase by a factor of four without the proposed improvements</li> </ul>
<b>Strengthen Freight Movement and Economic Vitality</b>	<ul style="list-style-type: none"> <li>Renewed congestion and improved travel time reliability will enhance supply chains near Port Covington and the Port of Baltimore.</li> <li>Removes multiple pinch points on I-95 and the connecting roadway system</li> </ul>
<b>Enhance Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>Reduced vehicle idling saves fuel, which leads to a reduction in carbon and non carbon emissions</li> <li>\$6.5M in avoided auto trips from walking trips</li> </ul>
<b>Reduce Project Delivery Delays</b>	<ul style="list-style-type: none"> <li>Value engineering change proposals</li> <li>Pay incentives/disincentives</li> <li>Innovative project delivery and design-build project delivery</li> </ul>

## VII. COST EFFECTIVENESS

This project is expected to deliver quantifiable benefits in terms of travel time savings for freight traffic, local passenger vehicle traffic, as well as vehicle operating costs and air emissions due to decreased congestion. Safety benefits included a decreased risk of future incidents at at-grade rail crossings. This project also provides state of good repair benefits, as both the CSX bridge over Key Highway and the McComas Street roadway are in need of substantial maintenance and will be increasingly expensive to maintain without a significant investment. In addition, new pedestrian facilities will support an increase in the walk mode share in the area, leading to health benefits to pedestrians and travel efficiency benefits to motorists due to modal diversion.

The monetary sum of the quantifiable benefits is \$553.1 million from the time the project is expected to be open to traffic (2022) to 2050, compared to a total cost (capital and O&M) of \$145.9 million (discounted with a 7% rate), which results in a Benefit to Cost ratio of 3.79. Moreover, total investment during construction years will create 2,383 job-years, a figure that does not comprise indirect and induced employment impacts from increased spending. Specifically, **the project is expected to reduce total person-hours of delay by 2,409,000 million for automobiles and by 304,000 million for trucks.** All project benefits are discussed in detail in **Appendix A** and summarized in **Table 3**.

The McComas Street at Key Highway Intersection improvements will provide time savings due to decreased traffic congestion and delay. A combined time savings of over 211,000 person-hours per year is projected as a benefit of this project from time savings on Hanover

at the time of submission for FASTLANE I, the NEPA process has now significantly advanced, with the alternatives analysis expected to conclude in January 2017. **Section VIII.**, below, details *Access I-95's* project readiness.

State funds available through MDTA and local funds available through TIF ensure that **stable and dependable sources of funding to construct, maintain, and**

**operate the project are available, including contingency amounts** to cover unindicated cost increases (see the project budget presented in **Section IV. Grant Funds, Sources, and Uses of Project Funds** for a detailed discussion). If FASTLANE grant funding is awarded, MDTA expects to begin construction on *Access I-95* project elements within 18 months of obligation.

Table 3 - Project Benefits by Category

PROJECT BENEFIT		
Benefit Category	Savings	Quantified Benefits (at 7% discount rate)
<b>State of Good Repair (SOGR)</b>	<ul style="list-style-type: none"> <li>Avoided Maintenance Costs</li> </ul>	\$363,752
<b>Economic Competitiveness</b>	<ul style="list-style-type: none"> <li>Travel Time Savings</li> <li>Vehicle Operating Cost Saving</li> </ul>	\$508,281,464 \$28,372,103
<b>Quality of Life</b>	<ul style="list-style-type: none"> <li>Health Benefits from Walking Trips</li> <li>Avoided Auto Trips from Walking Trips</li> </ul>	\$4,453,348 \$ 6,479,134
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Avoided Social Cost of Carbon Emissions</li> <li>Avoided Non-Carbon Emission Costs</li> </ul>	\$2,959,753 \$2,019,125
<b>Safety</b>	<ul style="list-style-type: none"> <li>Rail Relocation (Avoided Collisions)</li> </ul>	\$124,975
<b>Total Benefit</b>		\$553,053,654

Street and I-95 southbound combined, resulting in **increased productivity and effectiveness for freight and person movement in the area**. Congestion reductions also decrease fuel consumption from engine idling, which reduces the total import fuel needs of the nation, as well as decreased emissions which results in a net environmental benefit for the country.

As previously discussed, the project will remove four existing and avoid the need for up to nine new at-grade rail crossings with planned new development. Without the proposed improvements in *Access I-95*, total crossing traffic will more than triple, greatly increasing the risk of future train incidents with vehicles and pedestrians. *Access I-95* will reduce the risk of future bodily injury, property damage, and possible fatalities.

This project will reduce ongoing maintenance costs for aging facilities such as the McComas Street roadbed and the CSX bridge over Key Highway. Currently these facilities are past their useful life and cost a significant

amount to maintain, but there is no funding available in Baltimore City DOT's capital budget to complete a full replacement. This grant allows the city to replace these aging structures with facilities built to current standards, which will be much less expensive to maintain and provide improved service to the region.

This project will also complete missing sections of the area pedestrian network which will **greatly reduce future unsafe interactions between vehicles and pedestrians, create health benefits of regular physical activity for pedestrians, and create travel efficiencies for motorists as a result of diverted trips from auto to walking**. Currently, pedestrian activity through this area is extremely limited; however, with the Port Covington redevelopment, significant volumes of pedestrians and bicyclists are expected. Without upgrades, pedestrians will continue to use substandard facilities, such as the damaged and non-ADA compliant sidewalk under the CSX bridge at Key Highway, or contend with areas of missing pedestrian connections, such as at the Hanover

Street I-95 southbound on-ramp. Improved pedestrian facilities will also benefit residents of the surrounding communities, such as Cherry Hill, where vehicle ownership levels are among the lowest in the region at less than 50 percent.<sup>18</sup> The relocated section of McComas Street will also provide a more legible and easily navigated road network through this area; reducing driver confusion which can lead to increased crashes, congestion, and delay for both passengers and freight.

**There will also be other significant benefits, including ladders of opportunity and quality of life outcomes, that are difficult to quantify for a monetary assessment.** The project will provide myriad opportunities for Baltimore and regional residents to connect with dramatically expanding job and career training opportunities, daily life amenities, parks, and recreation along the shoreline. In addition to ladders of opportunity, the project also provides other quality of life improvements for the residents of the surrounding communities, and increased connectedness for disadvantaged areas, as well as the future residents of the Port Covington area. **Without these improvements, regional travelers will be more likely to reroute through existing residential neighborhoods and area residents will be forced to contend with increased delay, noise, emissions, and safety concerns from this traffic.** This project will support the full redevelopment of Port Covington as an economic engine for the Baltimore City and State of Maryland. The financial details of these impacts are discussed in detail in Economic Outcomes under **Section V. Merit Criteria.**

A detailed discussion of the Benefit-Cost Analysis (BCA) is included as **Appendix A.**

<sup>18</sup> [http://mta.maryland.gov/sites/default/files/BNIP\\_background\\_part\\_1.pdf](http://mta.maryland.gov/sites/default/files/BNIP_background_part_1.pdf)

## VIII. PROJECT READINESS

With a FASTLANE grant in place, MDTA, in partnership with Baltimore City, is poised to complete the variety of improvements to the I-95 ramps and the connecting infrastructure to support the critical and coordinated re-development in Port Covington. **This funding will serve as the catalyst to ignite this high-powered project that fosters a strong multimodal freight system to empower the region's competitiveness in the global economy and meet the needs of consumers and industry.**

### TECHNICAL FEASIBILITY

A workgroup comprising city, state, contract engineers, and subject matter experts has regularly convened for months, examining the program for feasibility. A full NEPA alternatives analysis is currently underway, during which MDTA and Baltimore City have received and incorporated comments from inter-agency analysis and public meetings.

MDTA and Baltimore City have proven records of carrying out major transportation capital projects. **Careful planning and study ensure that this FASTLANE project is technically feasible.** As the lead applicant, MDTA is prepared to bring its vast construction, management, and operating experience to ensure that all project elements are technically feasible and financially prudent. The Port Covington developer has conducted numerous technical and concept studies that examine the alternatives and benefits for infrastructure improvements surrounding the site.

The MDTA is responsible for constructing, managing, operating, and improving a safe and seamless transportation network that links Maryland to the rest of the

country and the world through transportation projects and toll facilities. For over four decades, the MDTA has provided Maryland's citizens and visitors safe and efficient transportation facilities.

### PROJECT SCHEDULE

**Access I-95 is prepared to begin construction within 18 months of obligation of funds** (prior to the 9/20/2020 date specified in the Notice of Funding Opportunity). The Port Covington redevelopment has set a comprehensive heavy infrastructure master schedule, which currently has **construction beginning in October 2019**. This schedule identifies key components from concept design to construction, and accounts for environmental review and approval requirements, including National Environmental Policy Act (NEPA) Interstate Access Point Approval (IAPA), procurement, design, and construction durations.

The MDTA has vast experience with executing projects of similar scope, and is committed to expediting the project as quickly as possible and exploring all possible delivery methods. Further, local and state agencies are committed to reducing project delivery delays and accelerating project development and delivery by reducing regulatory burdens and improving agencies' work practices and coordination. Accordingly, project partners will reduce project costs, promote jobs and the economy, and expedite the movement of people and goods.

**Table 4** presents the project schedule established for the FASTLANE grant project elements. The schedule also reflects a phased sequence of construction between 2020 and 2023 that will accommodate development growth while minimizing impacts to existing facility users.

Project Schedule	
Milestone	Date
NEPA Commencement (complete)	March 2016
TIF Approval (complete)	September 2016
NEPA Completion	January 2017
Programming on the STIP	3 mo. following grant award
Preliminary Engineering with CSX	July 2017
JPA Preparation and 30% Concept Design	January 2018
Interstate Access Approval	January 2018
Phased Final Design Complete	October 2019- July 2021
Procurement Begins	January 2018
Construction Begins	October 2019
Project Completion	March 2023

Table 4 - Project Schedule

Activities will be completed to allow grant funds to be obligated in a timely manner. The project element funding included within the FASTLANE grant application applies various local (TIF) and state commitments. The MDTA and Baltimore City have agreed to the respective commitments, included as **Appendix D**.

Construction will begin quickly upon grant funding. **The preliminary design and NEPA process is already underway.** Local and state transportation agencies are committed sponsors and have agreed to deliberately advance the project element design and approval process subsequent to NEPA and IAPA approvals to meet the FASTLANE grant obligation of funds to start of construction window.

**All property and/or right-of-way acquisition will be completed in a timely manner under the schedule.**

Right-of-way acquisition necessary for the CSX track relocation (which occurs as part of the relocation of McComas Street) as well as for the Key Highway widening will be completed during the design and permitting stages and will be cleared prior to the start of construction. A total of 15 parcels will be impacted by the proposed improvements, the majority of which (11) are either publically owned or held by CSX, which is agreeable to the track relocation. CSX is in support of this project and has entered into a preliminary engineering agreement with the Port Covington developer. The private owners who hold the remaining four parcels have been identified and will be engaged to ensure that right-of-way acquisition is completed in a timely fashion.

## REQUIRED APPROVALS

Receiving state and local approvals on which the project depends has demonstrated that the project is broadly supported. Through ongoing coordination and close collaboration between the state, local, and private project parties, the approval process continues to progress, as detailed below. The Secretary of the Maryland Department of Transportation has played a pivotal role in supporting this project and facilitating the necessary transportation plan amendments and approvals and the MDTA's adoption of the project.

### Project NEPA Status and Other Environmental Reviews and Permits

The NEPA process for all of the highway and roadway elements is underway. As the lead agency, the MDTA continues to meet with FHWA, the lead federal agency, presents to the IRM at regular intervals, and coordinates with the Army Corps of Engineers. The MDTA

anticipates that the project will be developed under the EA with final approval and adoption of a Finding of No Significant Impact (FONSI) by December 2017.<sup>20</sup> Noise measurements were conducted during the summer in 2016, with complete modeling anticipated in early 2017. Air quality modeling will be completed following selection of the preferred alternative in January 2017.

Field topographic surveys and concept design are already complete. While an in-house preliminary alternatives analysis was conducted to determine the elements included in the initial FASTLANE I grant application submission, further analysis in conjunction with the maturation of the Port Covington project plans have enabled the project sponsors to improve this FASTLANE II submission package. Local and state modal agencies remain committed to expediting the review and approval processes. Once NEPA, Joint Permit Application (JPA), and IAPA approvals are received, final engineering design and permits will be completed.

The NEPA process includes appropriate and ongoing coordination with Federal and State permitting agencies. MDTA and Baltimore City have accounted for possible environmental permits that may be required in the project schedule, summarized in the **Table 5**.

The CSX Rail Relocation will have a separate, but parallel NEPA process, which will commence upon receipt of grant funding. Due to the nature of this element, it is anticipated that an EA or CE would be appropriate. CSX and the Port Covington developer are closely coordinating to ensure that this sidetrack is relocated expeditiously and with minimal impacts to operations, and consultations with CSX indicate that the rail relocation is preferable to the company and the Port.

## Public Engagement

All project parties are committed to **thorough and comprehensive public engagement** that ensures that vulnerable populations including the poor, elderly, and persons of limited English proficiency have equal opportunities for involvement. Two public events introduced the project in June, followed by two public open houses in November 2016 that presented the study overview and development of alternatives. A virtual public meeting is planned for December 2016, providing project information for members of the public who may have been unable to attend the in-person public events. Further, the project web page on MDTA's website provides the public with up to date project information. Materials are translated as necessary to allow for full participation of non-English speaking communities in the study area. Once the federal lead agencies, the MDTA, and Baltimore City accept the Draft EA, another public information meeting or formal public hearing will be formally advertised, other informational materials will be prepared for the community, and the EA will be made available as necessary.

Sagamore has taken an active role in community engagement since December 2015, including these improvements as part of the larger redevelopment. Since then, the Sagamore community outreach team has held over 200 meetings with community groups and continues to inform residents on project progress. Further details on this outreach are detailed in **Appendix D**.

## Legislative Approvals

**The Mayor of Baltimore signed the TIF into law in September 2016**, with a total authorization of up to \$660

<sup>20</sup>The EA also includes improvements to I-95 northbound ramps and related surface street improvements, which are not included in the scope of this grant application and would be implemented at a later time

Area	Agencies	Effort	Risk
<b>Critical Area Coordination</b>	Maryland Department of Natural Resources (DNR) - Critical Area Commission & City of Baltimore	Coordination meetings and correspondence	Low – Ongoing coordination with agencies mitigates risk of unforeseen delays or impacts.
<b>Wetland/Waterway Joint Permit Application</b>	Maryland Department of the Environment (MDE) & Army Corps of Engineers	Wetland delineation, impact plates, and permit application.	Low - Potential agency coordination regarding the permit and any compensatory mitigation for potential contaminated sediments has been accounted for in the project schedule.
<b>Reforestation and/or Roadside Tree Permit</b>	DNR - Forest Service & City of Baltimore	Forest impact plates, site review form, stand summary table, and agency coordination may be required.	Low - Only three specimen trees identified; trees will be moved or replaced as necessary.
<b>Storm Water Management and Erosion &amp; Sediment Control Approval</b>	MDE	Erosion/sediment control plans and calculation, and associated agency coordination.	Low - The timing required for process and approval has been accounted for in the project schedule.
<b>National Pollution Discharge Elimination System (NPDES) Permit for Storm Water associated with construction activity</b>	MDE	Complete Notice of Intent on the ePermits online system and Erosion/Sediment Control Plan approval.	Low - The timing required for process and approval has been accounted for in the project schedule.
<b>Section 7 Consultation</b>	Maryland DNR; US Fish and Wildlife Service (USFWS); & National Marine Fisheries Service (NMFS)	Risk to rare, threatened, or endangered species.	No potential impacts anticipated to federally threatened or endangered species.
<b>Section 106 Consultation</b>	State Historic Preservation Officer & Advisory Council on Historic Preservation	Impacts on cultural resources	Low impacts anticipated to historic properties or districts
<b>Section 404 Permit</b>	US Environmental Protection Agency	Impacts to wetlands/streams	A 404 Permit is not anticipated to be needed for the project

million. The TIF funds are necessary to build the public infrastructure in Port Covington. The local share supporting this grant request (\$66.4 million) comes from future TIF bond issuances. TIF financing is commonly used for this type of infrastructure investment and has been used by Baltimore City previously.

At the time of application submission for FASTLANE I, TIF hearings were not yet underway; however, the TIF legislation is now approved and the funding mechanism is in place. Further and importantly, three additional pieces of land use legislation that enable the Port Covington redevelopment to proceed per the approved Master Plan were approved in December 2016. Having cleared these major legislative approvals, the corresponding share of the project funds from the TIF is now stable, dependable, and available without question. The Port Covington redevelopment has all master plan approvals and entitlements necessary to proceed.

### State and Local Planning

**This project is ready and ripe for the Fastlane II grant funding. The state, federal, and local processes are either completed or well under way and on schedule.**

Access I-95 will adhere to all state and local planning requirements. The project will be incorporated into the Long Range Transportation Plans (LRTP) for both the state and the metropolitan region. As the State-wide Transportation Improvement Program (STIP) and the Transportation Improvement Program (TIP) are financially constrained (i.e., all necessary funding must be demonstrably expected to be available), the project cannot be added to these planning documents without a FASTLANE funding award. However, **the Baltimore Regional Transportation Board (BRTB), the Metropol-**

Table 5 - Environmental Permits and Review

itan Planning Organization (MPO) for the region, has issued a letter of support that indicates the project will be added to both the TIP and the LRTP upon grant award notification (Appendix C). The process by which the project will be added to the LRP and STIP takes approximately three months, which includes air quality conformity modeling, a 30-day public review and a presentation to the MPO Technical Committee and BRTB. BRTB has applied the same methodology for two successful TIGER grants in the past (TIGER VI and TIGER VII). As a demonstration of this support, BRTB has added the project to their Unified Planning Work Program.

Baltimore City's Planning Commission approved the Port Covington Master Plan in June 2016. The City Council approved comprehensive rezoning for this area in 2016, enabling the conversion from industrial use to mixed-use. Additionally, the approved 2007 Middle Branch Master Plan anticipates similarly dense mixed-use redevelopment as the approved 2016 plan. This redevelopment and proposed investment under this application also coordinate with the Baltimore Sustainability Plan and South Baltimore Gateway Master Plan. These approved Master Plans are included on this application's project website.<sup>21</sup> Further, Baltimore City's Mayor submitted a letter to the Secretary of the Maryland Department of Transportation in April 2015 to amend Baltimore's transportation priorities in the CTP (FY2016-2019) to include the multi-modal improvements called for in this transformational redevelopment project (letter included in Appendix D).

## ASSESSMENT OF PROJECT RISK AND MITIGATION STRATEGIES

Access I-95 has assessed project risks and mitigation strategies. The MDTA and Baltimore have an excellent

history of risk management, and have analyzed project risks. Table 6 summarizes the risks that may pose a threat to the ability of the project to meet its objectives and schedule, along with proposed mitigation actions:

Risk Type	Description	Mitigation Strategy
<b>Contracting &amp; Procurement</b>	Limited local/state procurement resources could be strained	The local project elements will be procured partially from local funding and can begin design immediately after award of the FASTLANE grant. The MDTA is prepared to procure design and engineering contracts to allow the work to begin in an expedited manner.
<b>Acquisition</b>	Limited property/ ROW/real estate acquisition could be required.	All project parties continue to be in close collaboration and coordination to ensure that the necessary real estate acquisition from CSX and along Key Highway is complete in a timely manner that does not impact construction. To this end, Sagamore entered into a preliminary project engineering agreement with CSX in spring 2016. Given the ongoing collaboration between all project parties, acquisition costs are not expected to increase to an extent that would interfere with project execution.
<b>Financial</b>	Unforeseen circumstances could result in the loss of public funding.	This project draws upon multiple funding sources, including local, state, federal, and private. <b>The MDTA and Baltimore City have both approved the project funds via board vote and legislation, respectively.</b> Federal FASTLANE II funding is all that is required.
<b>Environmental Approval</b>	Completion of the NEPA requirements and permits could result in delays.	As highlighted in the table above, the project team has taken a thoughtful and thorough review of all permits and approvals that may be needed and have planned the project schedule accordingly.
<b>Utility Relocation</b>	Mitigate potential impacts to existing highway and railroad traffic during construction.	Necessary utility relocation will be identified and accounted for in the project schedule and coordinate to mitigate impacts to businesses.
<b>Project Management</b>	Implementing multiple complex construction projects within a limited geographic area.	MDTA and the Baltimore City DOT have extensive experience overseeing the successful construction of major infrastructure projects.
<b>Maintenance of Roadway and Railroad Traffic</b>	Mitigate potential impacts to existing highway and railroad traffic during construction.	Project elements will be constructed using a phased approach that ensures that traffic on I-95, surface streets, and the railroad are impacted as minimally as possible.

Table 6 - Project Risks and Mitigation Strategies

<sup>21</sup> [http://www.mdt.maryland.gov/Capital\\_Projects/FASTLANE.html](http://www.mdt.maryland.gov/Capital_Projects/FASTLANE.html)



All documents and the BCA analysis files associated with the *Access I-95: Driving Baltimore City's Growth FASTLANE* application can be found on the MDTA website at the following web address:

[http://mdta.maryland.gov/Capital\\_Projects/FASTLANE.html](http://mdta.maryland.gov/Capital_Projects/FASTLANE.html)