

Newark Regional Transportation Center TIGER II Planning Grant Application

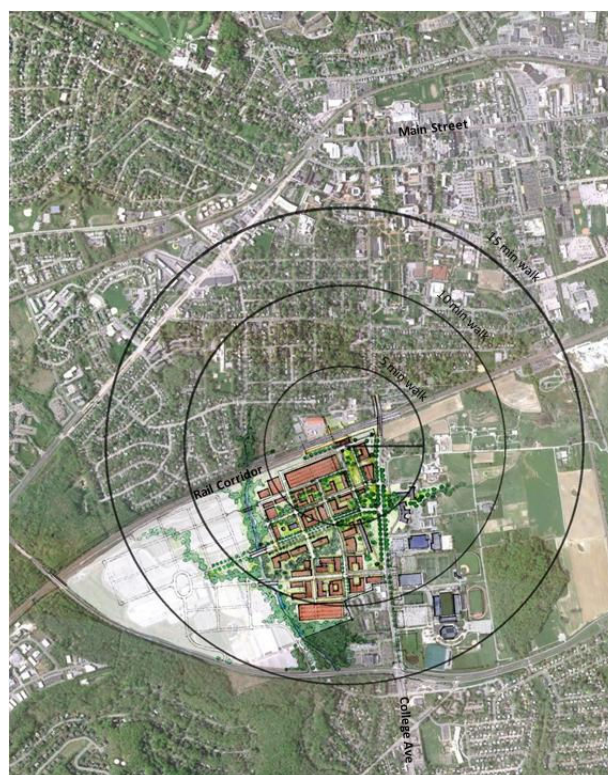


Submitted by the Wilmington Area Planning Council in partnership with the State of Delaware, New Castle County, the City of Newark, and the University of Delaware

8/23/2010

Newark Regional Transportation Center TIGER II Planning Grant Application At-a-Glance

- It is a both a freight and a passenger rail problem
- Unique opportunity to redevelop the Chrysler plant into a mixed used center with TOD elements.
- Redevelopment of former Chrysler Plant with rail access will improve economic competitiveness
- Station improvements will help to alleviate the passenger and rail operational conflicts allowing capacity for growth
- Station location is walkable with close proximity to a wide variety of residential communities and the University of Delaware
- A strategic location along the NEC, AMTRAK has forecasted ridership at Newark will increase
- 30% PE will allow any of the railroad operators to finance and implement their portions of the improvements when and if funding allows
- The NEPA document will make the project eligible for federal-aid funds, which could benefit NS
- Enhancements to the station will allow for improved accessibility for users to commute to employment by rail allowing for a mode shift in commuting patterns
- Improvements to the station will help to improve the efficiency of NS freight shipments allowing for more commodities to be shipped by rail
- Station improvements involve the coordination of many different government agencies as well as private investment (Norfolk Southern and the University of Delaware)
- Improves transportation choices for low income population
- Allows for increased access to employment opportunities for low income households within a 30 minute transit commute by providing access for addition people



The Newark Train Station is a central location for both passenger and freight movement along the Northeast Corridor.

TABLE OF CONTENTS

1. Purpose, Outcomes and Work Plan (attachment to SF-424)	4
a. Introduction	4
b. Purpose of the Project	4
c. Measuring the Project's Outcomes	8
d. Work Plan.....	12
2. Leveraging and Collaboration	14
3. Capacity	15

1. Purpose, Outcomes and Work Plan

a. Introduction

The Newark, Delaware Train Station is located 47 miles south of Philadelphia and 105 miles north of Washington, DC on Amtrak's Northeast Corridor (NEC) rail line. The Station sits just west of South College Avenue/SR 896, in close proximity to residential neighborhoods, University of Delaware facilities, and the downtown/historic district of the City of Newark.

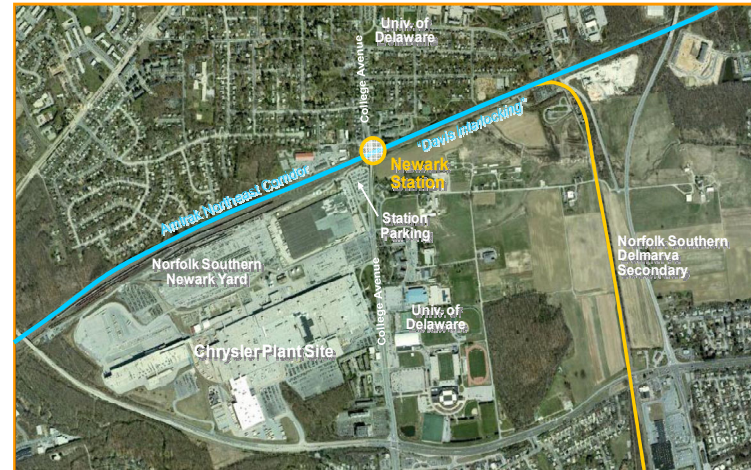
Train operations through Newark are numerous and congested. In addition to Amtrak service, Newark is served by the Southeastern Pennsylvania Transportation Authority (SEPTA) commuter rail to Philadelphia and there are plans for expansion of Maryland Transit Administration (MTA) commuter trains to Newark by 2015.

In addition to passenger service, Norfolk Southern's (NS) Newark Yard plays a strategically important role supporting efficient freight deliveries to the region, including the Port of Wilmington and the Delmarva Peninsula. However, Amtrak limits freight service on the NEC to the overnight hours between 10 p.m. and 6 a.m. to avoid conflict with passenger trains.

Figure 1: Newark Rail Station Location on NEC



Figure 2: Aerial Image of the Current Newark Train Station



The Newark Train Station is a bottleneck for freight and passenger trains, and the station configuration is not optimal for current and future passenger demands. There is an exciting opportunity for growth, however, at the adjacent site of the former Chrysler Assembly Plant, which at 272 acres is one of the largest contiguous developable land parcels adjacent to a rail station on the entire NEC. The University of Delaware has purchased this site and is advancing redevelopment plans in keeping with surrounding neighborhoods and transportation plans.

The Wilmington (DE) Area Planning Council (WILMAPCO) is seeking TIGER II planning grants funds to: 1) determine the optimal solution for train operations in the vicinity of Newark; 2) reconfigure the Newark Train Station for passenger and intermodal use; and 3) develop the Newark Train Station in context with the 272-acre former Chrysler site, in concert with University of Delaware capital plans, and leverage the transit-oriented development (TOD) opportunities afforded by the site.

b. Purpose of the Project

The Newark Regional Transportation Center Project will address a unique opportunity: while there are a multitude of transportation issues in

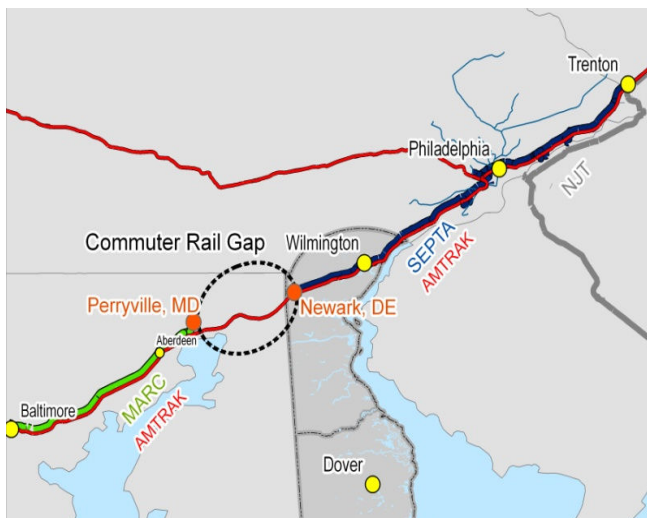
the area, the existence of 272 acres of developable property adjacent to the site is probably unprecedented in the Northeast Corridor. Rarely do transportation challenges marry with such an attractive solution, and WILMAPCO wants to ensure that redevelopment capitalizes on the opportunities afforded by TOD, and are in harmony with the capital improvement plans of the University of Delaware, NS and other local partners.

WILMAPCO will use TIGER II grant funding to develop a Newark Regional Transportation Center Plan that addresses the six principles of livability, as outlined by the U.S. DOT, U.S. HUD, and U.S. EPA.

Providing More Transportation Choices

The Newark Regional Transportation Center Plan is both a passenger and freight project. According to the Northeast Corridor Infrastructure Master Plan, both Amtrak and commuter rail service is forecast to grow throughout the corridor. In the case of passenger service at Newark, the vision is to link the MARC and SEPTA-operated commuter services, filling in a 20-mile gap in commuter service that currently exists between Perryville, MD and Newark, DE, as shown in **Figure 3**.

Figure 3: The Commuter Rail Gap



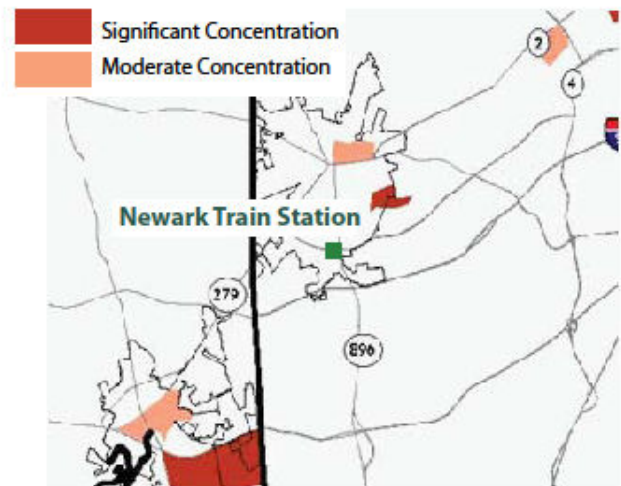
The area is also of strategic importance to NS freight service. The NS Newark Yard, also adjacent to the Train Station, serves the Port of Wilmington and the Delmarva Peninsula. Part of the Newark Regional Transportation Center Plan will resolve conflicts between passenger and freight train operation, thus enhancing NS freight services in the region.

Promote Equitable, Affordable Housing

Enhancements to the transportation network at this site will improve multimodal transportation at this station and provide more mobility choices to residents commuting along the NEC as well as daily commuters to the UD campus. Given the project's location on a college campus, it provides an additional incentive for students not to have a car on campus, thus potentially lowering their combined housing and transportation costs.

Additionally, as **Figure 4** below depicts, there are areas within close proximity to the study site that represent concentrations of elderly, disabled and zero-car household populations – transportation justice considerations examined by WILMAPCO.

Figure 4: Transportation Justice Populations near the Newark Train Station



Source: WILMAPCO Transportation Justice Report 2007

With UD's development intended to serve as a reverse-commute education and employment destination, enhancements at this station area will allow additional persons to access the facilities at this site by transit, maintaining the spirit of a dense, mixed-use livable community with various transportation modes.

Enhance Economic Competitiveness

The former Chrysler site is a microcosm of the change happening in the U.S. economy, and the Newark Regional Transportation Center Plan seeks to capitalize on such change. The closing of the Chrysler plant understandably meant an exodus of jobs from the city. Redevelopment of the site will improve economic competitiveness in two primary ways. One, improving commuter rail access expands access to the Newark area labor pool, so displaced workers will have more employment choices without being auto-dependent. Two, the City of Newark's Comprehensive Plan calls for redevelopment of the former Chrysler site in a mixed use manner that includes "high-tech research, development and educational facilities," as well as light manufacturing and commercial development.¹ Thus, the former manufacturing facility will be transformed into a flexible development which can be reconfigured with the changing regional economy.

Support Existing Communities

A TIGER II grant for this planning effort will target federal investment to an area of redevelopment, which will capitalize on existing infrastructure while promoting TOD principles.

The New Castle County Comprehensive Development Plan (2007) speaks directly to this issue, with objectives to guide new development to achieve greater use of existing infrastructure, and support infill and growth in "Existing Community Areas." Moreover, the plan notes that with over 97 percent of employment opportunities and 91 percent of

existing population located in northern New Castle County, existing infrastructure is extensive and higher densities along transit corridors are encouraged.²

WILMAPCO's 2030 Regional Transportation Plan has as one of its goals to improve quality of life within the region. The stated objective to **Support Existing Municipalities and Communities** supports this goal and embodies the premise behind the Newark Regional Transportation Center. The station area is identified in the plan as a Community Transportation Investment Area (TIA), where increased multimodal funding is encouraged to support the denser populations that live and work within this area. The intention of TIAs is to support actions that maintain or foster growth, while allowing communities to preserve their sense of place.

Coordinate Policies and Leverage Investment

The Newark Regional Transportation Center Plan is, at its heart, an effort at policy coordination which seeks synergies in current and future investments in the area (both public and private). In brief, the following parties have investment plans in place:

- The Newark bottleneck is NS's highest priority project in Delaware, and NS is an active party to discussions on harmonizing passenger and freight operation;
- MARC plans to extend commuter rail service to Newark by 2015;
- The project is listed in WILMAPCO's long range plan;
- The project is listed in the Delaware DOT's State Rail Plan;
- The University of Delaware has a multi-year capital improvement program underway which includes the former Chrysler site.

¹ City of Newark Comprehensive Plan, 2008

² New Castle County Comprehensive Plan, 2007

A TIGER II planning grant would be perfectly in keeping with federal efforts to coordinate and leverage investment from public and private sources.

Value Communities and Neighborhoods

The University of Delaware has proposed a Site Development Strategy which was guided by principles that stressed the following planning factors:

- Community engagement;
- Campus connectivity;
- Campus experience;
- Sustainable growth;
- Campus architecture and capacity.

The University's development plan envisions an integrated transportation system incorporating transit-oriented development, rail systems, and integrated operations with existing transit and intercity rail services.

With a phased approach to development, the plans include opportunities for reuse of existing buildings on the site and maximum opportunities for integrated transportation and pedestrian networks.

The University plan³ anticipates increased commuter rail demand and assumes that 15 percent of the workforce at the site will use rail. Transit-oriented development will include:

Figure 5: Proposed Site Functions

ID	USE	TOTAL GSF
A	Train Station	25,000
B	Hotel (200 beds)/Conference Center/Restaurant	185,000

C	Fitness and Wellness Center Medical Office Building	100,000 25,000
D	Retail – Café/Restaurant	6,000
E	Residential (100 units) Retail/Restaurant	110,000 20,000
F	Retail, Parking Management, Parking Garage	Based on need
G	Residential (100 units) Retail/Restaurant	110,000 20,000
H	Thos. Jefferson Univ. Education Building	87,500
I	College of Health Science, Phase I	75,000
J	College of Health Science, Ph II	105,000
K	College of Health Science	60,000

Figure 6 below depicts what functions would be within a five-minute walk of the proposed College of Health Science (K), noting that the Train Station (A) is less than a ten-minute walk from all of these site uses.

³ University of Delaware Phase One Conceptual Development Plan, August 9, 2010

Figure 6: Proposed Site Functions



study area has already been the subject of two planning studies—one by the University of Delaware, and a feasibility study by WILMAPCO. The objectives of the WILMAPCO feasibility study carry through to the proposed outcomes of the Newark Regional Transportation Center Plan:

1. Resolve freight and passenger train operating conflicts, providing capacity for growth in both market sectors;
2. Develop a Newark Regional Transportation Center that is the catalyst for livable community and sustainable development.

These two issues are co-mingled, and the University of Delaware's purchase of the former Chrysler site compels local leaders to seize this redevelopment opportunity. The following discussion provides more detail on the desired outcomes of this effort.

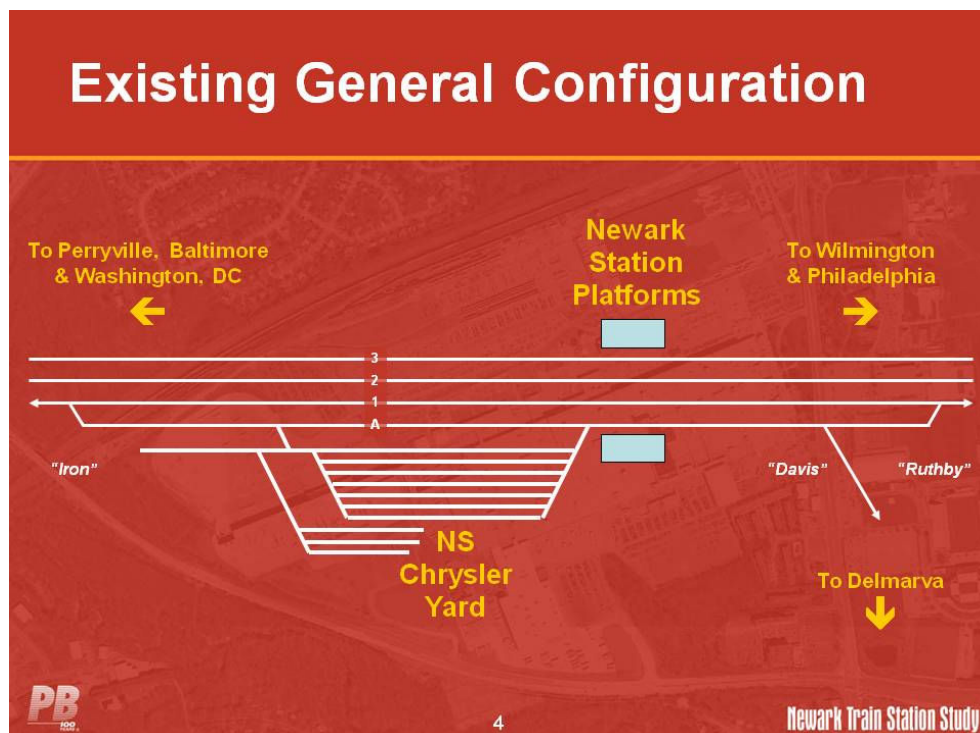
c. Measuring the Project's Outcomes

The Newark Regional Transportation Center

Outcome #1: Resolve Freight and Passenger Train Operating Conflicts

Currently, train service through the Newark Train Station operates on four tracks on Amtrak's NEC. Tracks A and 1 are used by

Figure 7: Existing Rail Configuration



Norfolk Southern freight trains, which use the Northeast Corridor to travel between their Newark Yard and Harrisburg, PA, and also to access the Port of Baltimore. Per Amtrak regulations, freight service is constrained to operating between 10 p.m. and 6 a.m. on the two-track section of the NEC between Perryville and Northeast, Maryland (Bacon Interlocking). This also affects freight movement at the Newark Yard (see **Figure 7**, below).

Track A is also used by SEPTA during the a.m. and p.m. peak periods for commuter service to Philadelphia, with 17 trains serving the Newark station each weekday. Tracks 1, 2, and 3 are used by Amtrak. Amtrak's high-speed Acela trains operate on Tracks 2 and 3 (northbound and southbound, respectively). Most Amtrak regional and long distance trains also use Tracks 2 and 3. Northbound Amtrak Regional trains stopping at Newark generally use either Track 1 or Track 2. Track 1 sometimes is also used by Amtrak long-distance trains when they need to be passed or "overtaken" by faster Acela Express or Regional trains.

Amtrak operates on average two northbound Amtrak Acela and Northeast Regional trains per hour, with one Northeast Regional train in each direction stopping at Newark each weekday. Two Northeast Regional trains per day in each direction stop at Newark on weekends. In addition, Amtrak operates six northbound and six southbound long distance trains per day that do not stop at the Newark station.

The Delaware Transit Corporation (DTC) contracts with SEPTA to operate nine commuter train round trips on the Wilmington Newark service between Newark and Philadelphia on weekdays. SEPTA trains use the Track A platform at Newark Station as the layover point for southbound trains that arrive at the station from Wilmington and Philadelphia and turn for subsequent departing northbound trains.

The Track A platform is utilized by both Amtrak (for northbound service) and SEPTA, as its

Wilmington Newark terminus. DTC has constructed a station agent booth, bike racks, bus shelter and parking at this location. In terms of train operation, SEPTA trains heading southbound towards Newark from Wilmington and Philadelphia must cross over Track A in the face of northbound traffic, a maneuver that currently can be made with little interference, but which slows down the approach to Newark.

Maryland MTA currently provides rail commuter service between points in Maryland and Washington, DC under the MARC brand name. MARC does not currently serve the Newark Station, but there are plans in the MARC Growth and Investment Plan (2007) to extend service peak service north from Perryville with a new station at Elkton, MD and track improvements to Newark by 2015.

Norfolk Southern's (NS) Newark Yard plays a strategically important role supporting efficient freight deliveries to the region, including the Port of Wilmington and the Delmarva Peninsula. The yard is vital to freight operations because of its strategic location: it is here where the NEC intersects with the Delmarva Secondary, the primary freight route. The facility's function is to support operations for NS's Delmarva Business Unit. Train crews operating out of Newark Yard serve a number of important industries in the New Castle County region including the Port of Wilmington, and the growing AutoPort facility. NS plans to expand operations as traffic grows in this area.

Tail tracks in the Newark Yard are available for NS access to the NEC at any time, but NS cannot work the east end of the yard while SEPTA trains occupy Track A at the station; furthermore, Amtrak limits freight service to only the overnight hours. This freight-commuter conflict prevents freight from operating at Newark and on the Delmarva Branch independent of passenger operations at Newark.

Outcome #2: Develop a Newark Regional Transportation Center that is the catalyst for livable community and sustainable development

Hand in hand with passenger and freight operations, the Newark Regional Transportation Center will be a hub for economic activity, as commuters and travelers take advantage of multimodal transportation choices at the Center, as well as new development at the former Chrysler site adjacent to the Center. The Newark Regional Transportation Center will offer the following features:

- Access and egress for expanded rail passenger traffic, both through station facilities and platforms;
- Parking facilities to promote and accommodate rail ridership;
- A Center that is the focal point of redevelopment, including the former Chrysler site;
- A multimodal center, accommodating pedestrians, bicycles, bus transit service, and taxis;
- An attractive public facility that complements the local architecture, with convenient sidewalk connections to the local street network.

As traffic grows and the University advances its plans for development of the former Chrysler site, the station needs to be in the same vicinity to better allow for NS operations at Newark Yard, as well as better provide SEPTA, Amtrak and potential future MARC service.

The existing platforms at Newark Station do not meet Amtrak standards for passenger stations on the Northeast Corridor main line, although it has been marginally acceptable for the SEPTA and Amtrak service currently operating at the station. A new station will also reflect modern standards, provide better access for passengers to platforms, and meet the accessibility requirements of the Americans with Disabilities Act (ADA).

With respect to parking, the plan will initially provide a surface lot with additional parking capacity over and above the current quantity of available parking (currently at 285 spaces). Long-range future plans should allow for construction of a multi-level parking garage, integrated with TOD development at the station site, permitting expanded parking capacity for commuter and intercity passengers without sacrificing station-area development potential.

Measuring the Outcomes

As outlined in the TIGER II planning grant notice, U.S. DOT and HUD have significant latitude in describing and measuring the desired outcomes of the project, but applicants are asked to select at least two outcomes to pursue and report on in the performance of this project. For the Newark Regional Transportation Center, WILMAPCO identifies the following outcomes for measurement:

- Travel changes, specifically the changes in mode share;
- Economic development, including infill development, recycled parcels of land or private sector investment along a project or corridor.
- Impact on affordability and accessibility, including the supply of affordable housing units, household transportation costs, or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers.

WILMAPCO produced a Newark Train Station Feasibility Study in July 2010. The feasibility study was guided by the following objectives, which will carry through to the proposed Newark Regional Transportation Center Plan:

- Create a Regional Transportation Center consistent with the State of Delaware's transportation and economic development objectives;

- Resolve the existing operating conflicts between freight and commuter rail while expanding passenger services at the station;
- Preserve and create opportunities for expanding statewide rail freight operations;
- Enable expansion of passenger rail services including Amtrak, SEPTA, MARC, as well as future downstate intercity or commuter rail service.

Travel Changes

It is very clear that the Newark Regional Transportation Center seeks to improve rail passenger and freight operations, thereby promoting a mode shift for both market sectors.

As part of this planning study, WILMAPCO will employ DeIDOT's travel demand model to measure the effectiveness of both rail passenger service increases and the change in land use associated with the former Chrysler site redevelopment. The travel demand model will use current conditions as the base case, and a 30-year horizon for the forecast, to predict the mode shift associated with the project.

NS freight rail operations are equally important to this planning study and measurable outcomes. As part of this planning study, WILMAPCO will identify the increase in rail freight capacity afforded by the project, and relate that capacity benefit to forecasts in freight growth for the Delmarva Peninsula.

Economic Development

The 272-acre former Chrysler site will be the focal point of economic development associated with the Newark Regional Transportation Center. However, both the Rail Center and the former Chrysler site will likely be catalysts for even more transit-oriented development near the project.

To measure the economic development potential, WILMAPCO will create cordons around the proposed Rail Center, which are associated with travel time—walking, and

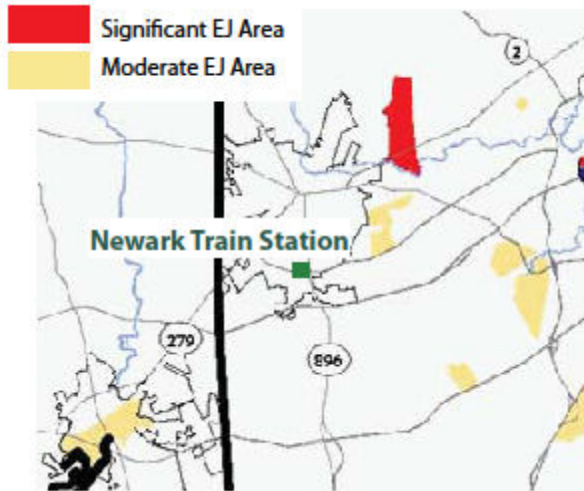
bicycling. Within these cordons, WILMAPCO will inventory current land use and development, using objective measures such as the number of developed/undeveloped parcels; property values; and the like. This inventory will be the current year, base case.

Measuring infill development impacts will be relatively straightforward. First, WILMAPCO will identify known development plans based on contacts with the University of Delaware, the City of Newark, and New Castle County. To add to this objective data, WILMAPCO will draw on empirical data from other transit oriented development in the region, as a predictor of changes in land use and infill development associated with transportation hubs like the proposed Newark Regional Transportation Center.

Impact on Affordability and Accessibility

Another key impact of this project is improving transportation choices for low income households. Again, using current conditions as a base case, WILMAPCO will map and quantify the number of low-income and very low-income households within a 30-minute transit commute of Newark; and then forecast accessibility benefits to these households using a 30-year forecast horizon. The forecast will include housing development associated with the former Chrysler site. **Figure 8** depicts the environmental justice populations that are located in the vicinity of the station.

Figure 8: Environmental Justice Populations near the Newark Train Station



Source: WILMAPCO Environmental Justice Report 2009

d. Work Plan

To execute the Newark Regional Transportation Center Planning Study, project partners have sketched a proposed scope of work with timelines, milestones, and budget.

Proposed Activities and Scope of Work

The draft scope of work for this project is broken down by major phases and described in brief below. An important part of this effort is merging the planning and NEPA processes in order to streamline and accelerate project implementation. To that end, the WILMAPCO feasibility study completed in July 2010 will provide seamless input to the planning and environmental work proposed in this scope.

- **Public Involvement:** will run throughout the course of the study. WILMAPCO will follow its public involvement guidelines, which include identification and outreach to Environmental Justice communities.
- **Stakeholder Partnering Agreement:** The project includes a large and diverse number of stakeholders. An early task will be to develop a partnering agreement, whereby the stakeholders have input to the planning

effort's scope such that the project recognizes and addresses their individual issues and concerns.

- **Coordination with other regional planning activities:** WILMAPCO will identify other regional planning efforts to ensure that the Newark Regional Transportation Center is developed in harmony with other local efforts, including university, city and county plans. The scope of such review will be broad, to include all planning issues such as road plans, Amtrak and commuter rail service plans, NS freight investment, storm water sewer upgrades, and other relevant public and private activities.
- **Verify Alternatives Analysis (from Feasibility Study):** to streamline planning and NEPA, WILMAPCO will build off the July 2010 feasibility study to verify the parameters of the project and avoid re-study of decisions already made and publicly vetted.
- **Preliminary Engineering:** will include investigations of bridge structures, utilities, civil (grading and drainage), road access, catenary pole and transmission modifications, and track reconfiguration. The intent of PE activities is to provide up to 30 percent plans, which individual stakeholders can then use for detailed design and construction drawings.
- **Environmental:** WILMAPCO will develop this project to be eligible for federal funds, including Federal Transit Administration grants and other federal-aid programs such as the Congestion Mitigation/Air Quality Improvement Program. WILMAPCO envisions an Environmental Assessment (EA) document, leading to a Finding of No Significant Impact.
- **Refine Capital Cost Estimate:** based on preliminary engineering parameters, WILMAPCO will refine the capital cost estimates from the feasibility study and create a matrix of cost responsibility for each stakeholder. Develop Project Financial Plan: the project will include a financial plan which explores available public funding sources and estimates the potential of

various “value capture” mechanisms, such as special assessment and tax increment finance districts. The financial plan will also sketch the use of debt instruments to finance the project.

- **Implementation Plan and Schedule:** Finally, the project will include an implementation plan and schedule, with key responsibilities noted for each stakeholder. The implementation plan will be a somewhat flexible framework, allowing for some development activities to move ahead of others, as long as they are in keeping with the overall plan and do not preclude other beneficial elements of the plan.

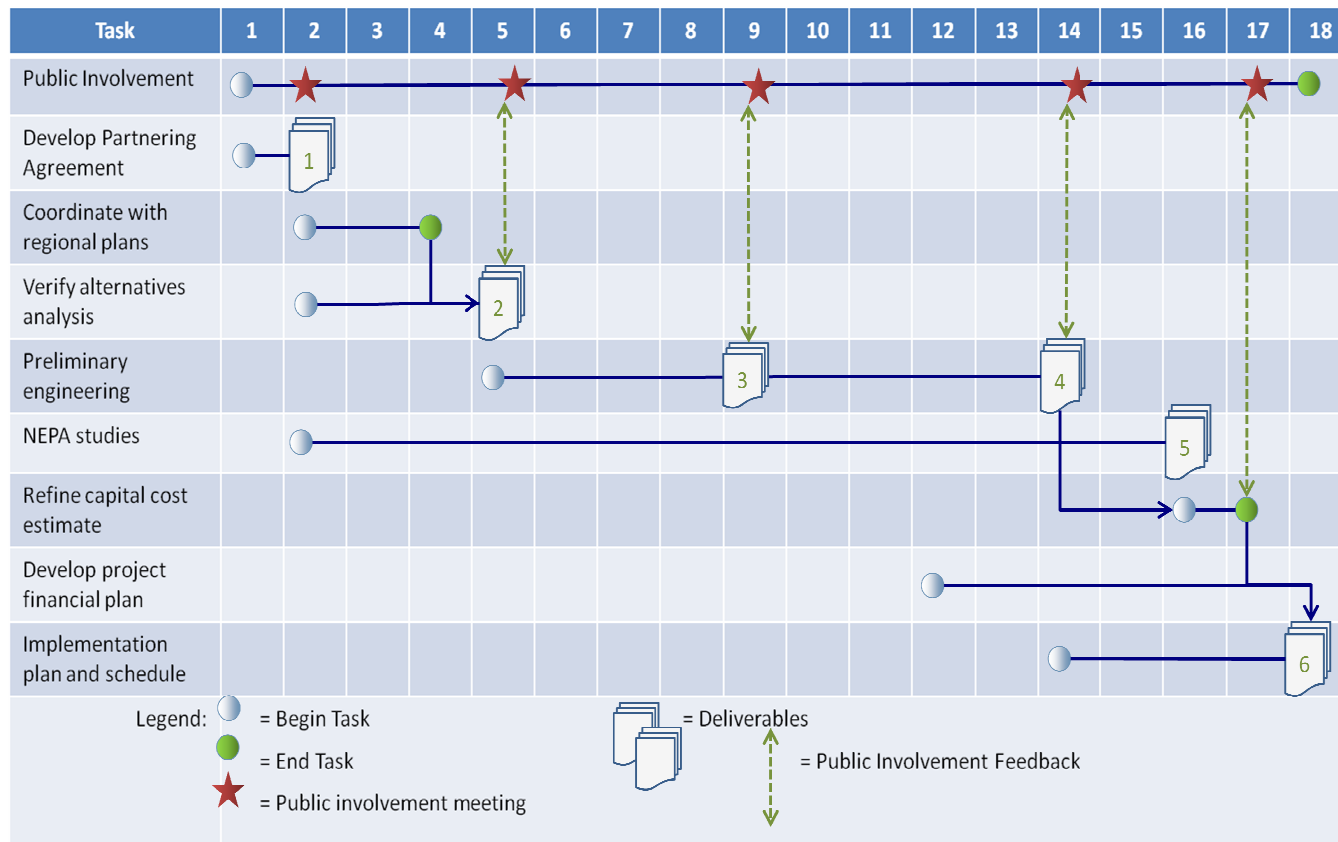
Project Schedule

Based on the scope of work, WILMAPCO has prepared an 18-month schedule to develop the preliminary engineering and environmental document for the project. **Figure 9** provides a

graphic representation of the project tasks, schedule and milestones, as well as critical deliverables. As shown in the schedule, major deliverables for the project are as follows:

1. Partnering Agreement
2. Alternatives Verification Report
3. Interim Report at the halfway point of the project
4. Preliminary engineering report, to include plan development to approximately 30 percent level of detail, quantities, construction sequencing, and discrete construction scope for each cooperating agency (e.g., Amtrak, NS, etc.)
5. NEPA document, expected to be at the level of Environmental Assessment
6. Implementation Plan and Schedule, inclusive of project financial plan, responsibility of total project cost, and phasing and sequencing of construction projects.

Figure 9: Project Schedule



Project Budget

The budget for the Newark Regional Transportation Center plan is \$3.025 million. WILMAPCO is the applicant for the funds and will administer the grant on behalf of all cooperating agencies. WILMAPCO will solicit the services of a qualified consultant to work as an extension of its staff in executing the work plan. The tasks and percentages for the work are shown in **Figure 10**.

Figure 10: Project Tasks and Percentages

Task	Percent
Public Involvement	8%
Partnering Agreement	1%
Coordinate Regional Plans	2%
Verify Alternatives Analysis	10%
Preliminary Engineering	41%
NEPA Studies and Documentation	32%
Refine Capital Cost	1%
Develop Financial Plan	2%
Implementation Plan and Schedule	2%

Project Performance Measures

WILMAPCO envisions reporting on project performance measures in two primary ways.

The first will be adherence to the scope, schedule and budget for the planning effort described directly above. The schedule and scope provide specific deliverables and dates, which will be straightforward to monitor and report on. In the nomenclature of performance management, this is a description and measurement of the project's outputs.

The second primary performance metric will be on the outcomes of the project itself. As outlined in Section 2-c above, this project seeks two outcomes: 1) to resolve freight and passenger train operating conflicts, and 2) to develop a Newark Regional Transportation Center that is the catalyst for livable community and sustainable development.

Understandably, outcome measurements have a longer timeline and are therefore more difficult to evaluate, but by the close of the 18-month project schedule, WILMAPCO will be able to provide an assessment of the project and its alignment with long-term outcomes.

2. Leveraging and Collaboration

The Newark Regional Transportation Center has the support of a diverse group of stakeholders, all of whom have committed to the planning, engineering, or capital cost portions of the project. These stakeholders are:

- WILMAPCO
- Delaware Department of Transportation/Delaware Transit Corporation
- Delaware Economic Development Office
- New Castle County
- City of Newark
- University of Delaware
- Norfolk Southern Railroad

Several additional stakeholders have been involved through the feasibility study and are anticipated to continue their involvement with the Newark Regional Transportation Center:

- SEPTA
- Amtrak

Given the wide-reaching impacts of this project, several other regional and local stakeholders have indicated their support for the project:

- Cecil College
- Cecil County Elected Officials

Appendix A contains a letter from each of these organizations which outlines their proposed level of commitment and responsibilities as they relate to the project. These commitments are summarized in **Figure 11**, Sources of Funding. WILMAPCO is the applicant for the funds and will contributed \$25,000 as an in-kind match while administering the grant on behalf of all cooperating agencies.

Figure 11: Sources of Funding

Organization	Share	Amount
State	41.9%	
DEDOT	1.9%	\$15,000
DelDOT	40.0%	\$310,000
Local	14.8%	
NCC	1.9%	\$15,000
Newark	12.9%	\$100,000
UD	40.0%	\$310,000
WILMAPCO (In Kind)	3.2%	\$25,000
State and Local Sources		\$775,000
Requested Grant		\$2,250,000
Total		\$3,025,000

3. Capacity

WILMAPCO is the applicant for the grant funds and will have overall project management and administrative responsibilities. WILMAPCO is well-suited for this role, based on its regional planning responsibilities, its portfolio of successful project-specific planning projects, and its management of federal transportation funds, including auditing and reporting requirements. Many of the stakeholders involved in this project are already represented

on WILMAPCO's Council (DelDOT/DTC, DEDO, New Castle County, City of Newark).

Staffing for the project is presented in **Figure 12** on the following page. The organization chart will feature a blend of consultant and WILMAPCO resources. WILMAPCO will be the project manager, lead the stakeholder collaboration, and have lead responsibility for public involvement, including low-income, environmental justice, and disadvantaged groups.

Through the advancement of this project WILMAPCO will build upon the relationship initiated with the Newark Train Station Feasibility Study. As a result, WILMAPCO and the stakeholders will be afforded an opportunity to collaboratively plan for the development of this significant land parcel, realizing the benefits of TOD.

Knowledge sharing will be a natural part of this process, as the stakeholders are expected to meet at least monthly during the project's duration. Where appropriate, WILMAPCO will partner with UD's Institute for Public Administration for research and policy assistance.

As a result of this study, WILMAPCO's capacity in project development will be expanded, and as an MPO they will work with a consultant team to assist in collecting and analyzing data as well as policy research. Through an anticipated extensive outreach effort, policy lessons learned will be shared with a wide variety of audiences, with the content tailored depending on the group.

Figure 12: Sample Organizational Chart

