



CITIES STRONG TOGETHER

# Ready to Rebuild

PROJECTS READY TO MOVE ACROSS THE U.S.

# Ready to Rebuild

As Congress debates the President's proposed American Jobs Plan (AJP) and an infrastructure infusion, the National League of Cities (NLC) met with city leaders across the United States to ask one simple question: "What is your top infrastructure priority?"

The answers range from broadband to water to rail to transit to roads, but the message was the same: **infrastructure is a job worth doing, but in most places, it's now beyond what the local government can handle on their own.** Far worse, the perpetual waiting game in Washington means the risk and consequences are building up to an emergency spill over point. In towns like **Burnsville, MN**, where waiting too long to fix their brownfield site could contaminate the water supply, the damage of waiting may not be able to be undone. Most local governments know exactly what needs to be done to fix their infrastructure, but they simply can't afford it.

[Right now, in our country, 91% of cities report insufficient funding is their top concern and delaying critical infrastructure investments.](#) That's right – 9 out of every 10 American cities and towns could use federal support to get their major systems back into decent condition, and each and every one of them could support local jobs and open up new opportunities in these places all across the country.

Students in **Independence, MN**, were unable to participate in distance learning because the town lacks reliable internet service – despite being just 17 miles from Minneapolis. **Tyron, NC**, is a small town of 1,700 trying to figure out how to pay for big capital needs to keep their dam and water service flowing. A predominantly Black neighborhood in **Nashville, TN**, that was divided by the construction of the I-40 highway in the 1960s is finally getting a chance to be reconnected. In **Tukwila, WA**, a major freight rail-to-truck exchange tucked inside a neighborhood has freight trucks passing over the trembling, structurally deficient

42nd Avenue Bridge daily. Over 40,000 homes in **Buffalo, NY**, use 150 miles of legacy lead water pipes that the city is working to replace but can't get to soon enough.

This is just a snapshot of the unanswered infrastructure needs bubbling up in cities across America after decades of pressure from aging systems, unequitable investment, growing populations, and more frequent extreme weather events. As you read them by type or region, I hope you shake your head like I did – these are *solvable* challenges.

Local leaders are dedicated to serving their communities and fixing their infrastructure, but they often find **Congressional programs aren't available to them or put them into an unwinnable lottery system**. Following only status quo federal programs is likely to leave far too many cities and towns with unrequited infrastructure needs.

Local governments are ready to rebuild and to make their cities better places to live. They understand the disparities created by inequitable infrastructure investment in the past and can streamline rebuilding because they are both closest to the details on the ground and have every incentive to follow through quickly. Local governments are the owners of most of the nation's roads and water, and they handle the zoning and rights of way for broadband service. Let's also not forget they live there – they have to ride on the roads and rails, they drink the water, and they are living without a reliable internet connection for them or their kids. If Congress wants to get transportation, water and broadband projects done, there are 19,000 local governments across our great country ready to respond.

Every local leader sees the positives to their community of finally fixing their infrastructure and can tell that story, but **Congress must make them true partners in infrastructure**.

NLC will keep calling on Congress to directly invest in cities, towns and villages and empower local leaders to tackle the needs of their communities today and prepare for a better future. Together, we can fix America's infrastructure.



Clarence E. Anthony  
CEO and Executive Director  
National League of Cities

# Snapshot: Cities and Towns Ready to Rebuild

## Roads, Bridges & Transit

- Tempe, Arizona
- Doraville, Georgia
- Boise, Idaho
- Kansas City, Missouri
- Morrisville, North Carolina
- Los Angeles, California
- Boise, Idaho
- Seattle, Washington

## Water Challenges

- Burnsville, Minnesota
- Tryon, North Carolina
- Ferndale, Michigan
- Chicago, Illinois
- Buffalo, New York
- Mesa, Arizona

## Places with Bold Goals

- Golden, Colorado
- Buffalo, New York
- Morrisville, North Carolina
- Mesa, Arizona
- Nashville, Tennessee
- Los Angeles, California

## Broadband Connectivity

- Independence, Minnesota
- Tukwila, Washington
- Golden, Colorado
- Glendale, Arizona

## Deconflicting Roads and Rail

- Barrington, Illinois
- Burlingame, California
- Wilmington, North Carolina
- Morrisville, North Carolina
- Las Vegas, Nevada

## Small Cities, Big Infrastructure

- Tryon, North Carolina
- Independence, Minnesota
- Versailles, Kentucky
- Barrington, Illinois
- Ferndale, Michigan

## Unclogging Major Routes

- Tempe, Arizona
- Doraville, Georgia
- Tukwila, Washington
- Boise, Idaho
- Burlingame, California
- Kansas City, Missouri



The best time to invest in infrastructure was years ago. The second-best time is right now. The needs of America's communities, families and workers are simply not being met by the current level of funding and support from the federal government on this critical issue.

FIRST VICE PRESIDENT VINCE WILLIAMS,  
NATIONAL LEAGUE OF CITIES AND  
MAYOR, UNION CITY, GEORGIA





## Strategizing for Safe Water in Tryon, NC, the Friendliest Town in the South with Water Woes

The town of Tryon is nestled in the mountains between the City of Charlotte and the tourist getaway of Asheville in rural Polk County, North Carolina. It has a small population of roughly 1,700 people but a big reputation as the friendliest town in the South and the birthplace of Civil Rights Activist and songstress Nina Simone. Until recent years, the population of Tryon remained steady but also continued to get older. That is until the pandemic arrived, and more young families started to move into towns like this one. In 2019-2020, Tryon developed a new capital improvement plan with over \$14 million in projects needed to improve the various systems providing water and sewer services to its citizens.

The Town of Tryon faces many unique challenges, among them, the strain that remote work and distance learning has placed on smaller bedroom communities such as this one. More stay-at-home employees places more use on Tryon's water and sewer system which inevitably creates more wear and tear. As rates climb higher and higher, they affect lower income residents more and erase any disposable

### NUMBERS AT A GLANCE

Population	1,700
Cost of three water projects in the Capital Improvement Plan	\$14 million
Age of Dam	96 years old
Median household income	\$44,231
Median Age	61 years old

income those residents may have. The town could easily hike rates and expedite the timeline for repairs, but town leaders are equally focused on creating a rate structure that doesn't price out lower income residents so that they can keep their hometown affordable for all.

At the top of the list is its wastewater treatment plant which is in desperate need of repair. If Tryon doesn't find the funds to replace the costly parts needed to bring the plant to a state of good repair, the town's water supply could become contaminated. Additionally, the town's source of drinking water from the ageing Lake Lanier Dam, which was constructed in 1924, presents major challenges and risks to the town every year.

Recently, the Town of Tryon was mandated to perform an engineering inspection of the Lake Lanier Dam by state agencies. This mandate cost the town over \$240,000. While the report was overall a positive one, it cost the citizens of Tryon money that could have been spent elsewhere. Officials have recently discussed abandoning the lake source and using its mountain water as a sole source, but to do that, they first need to conduct another costly study to determine the best course of action.

Finally, Tryon needs to widen its creek to prevent flooding of homes situated along the creek bed. When Tryon receives a heavy downpour, the flood prone areas contain dozens of single-family homes, some of which have been torn down because previous flooding caused contamination. Together, these projects will benefit every citizen regardless of location, property value, or economic status, because everyone needs clean and drinkable water. Tryon has a clear and immediate need for these shovel-ready – and shovel worthy – projects; support from the federal government can make them possible.

## Tryon Strives to Keep Rates Low for Lower Income Residents and Clean Water for All Residents



We're a close-knit community that always comes together to solve our problems, and we firmly believe in creating a hometown that provides affordable living for all. I know we will come together to do our part to make sure we have a reliable clean water source, functioning waste management, and infrastructure that won't flood our homes...but we need help to get these projects across the finish line."

MAYOR PRO TEMPORE CHRELLE BOOKER

## Tryon Wants to Build For – and Keep – the Next Generation

In 2017, Tryon embarked on a Capital Improvement Plan and learned that at the top of their list were three water-related projects that urgently need to be addressed. It is not a wealthy community and town leaders of Tryon are doing their best to not pass the cost of the repairs on to their ratepayers. By repairing the wastewater treatment plant, future river reclamation projects, and fixing the dam, they can set the town up with clean and reliable drinking water for generations to come.





## Quiet Independence, MN, Seeks a Decent Broadband Connection

Independence, Minnesota, is a rural town of 35 square miles in Hennepin County, a short 17 miles from bustling downtown Minneapolis. Yet Independence retains its quiet. With no downtown business section but plenty of agriculture and horses, Mayor Marvin Johnson – whose family has lived here since 1864 - likes to refer to it as a magical island: A calm, quiet and peaceful rural community that is close enough to the city should one needs its amenities.

### NUMBERS AT A GLANCE

Population	3,750
Single Family Homes	1,800

But when it comes to distance learning during a pandemic, or working remotely, the 17 miles separating this town from internet access has proven to be too far. The families with school age children living in Independence found connectivity challenges this past year not just frustrating, but for some, impossible. City leaders fielded countless phone calls from frustrated parents wondering how – and when – they would have the ability to support their children’s learning from home.

## A Small Community with Great Need



We may be a small town of only 3,750 people but the reality is that we have people of all ages living here, and access to internet has become an essential part of life for us all. It is no longer acceptable for some residents to have no access to the internet. So we are looking to partner with our neighbors to work as fast as we can to bring Broadband to all of our homes.”

INDEPENDENCE MAYOR MARVIN JOHNSON

## By Partnering With Neighbors, Independence Can Find a Way to High Speeds

With current resources it will take several years to install broadband for their entire community, and after a year of distance learning and remote work, that is not nearly fast enough. Independence is served by The Lake Minnetonka Communications Commission (LMCC), an agency formed by a Joint Powers Agreement between 11 area communities, which oversees the franchise agreement with the cable operator and promotes awareness and use of community television. The LMCC is working with neighboring cities to install broadband, but the city needs supplemental resources to speed up that timeline. Independence is seeking federal support to increase the LMCC’s efforts to extend high speed internet to all of their residents.



## Shifting Highway Traffic from Dumping onto Versailles, KY, Main Street Improves Safety and Manufacturing Potential

In many towns across America, a highway runs through main street, and Versailles, Kentucky is one of these towns. Versailles has a population of approximately 9,300 and sits east of Lexington, Kentucky - a picturesque American downtown Main Street complete with businesses and

restaurants. Unfortunately, Main Street is also where the US-60 highway comes right through town bringing significant traffic, including an increasing number of trucks that travel to and from the five manufacturing facilities based in the area. One of these manufacturing plants is the largest unoccupied facility in Kentucky. As officials are marketing the facility to attract a new tenant to bring additional

jobs to the region, Versailles is hurrying to find a solution before more traffic arrives too. The street intersections were not made for large trucks - especially one particular right-hand turn from Main Street onto the highway cut to get to US 62 – and the delays at this intersection often cause traffic accidents, frequent damage to utility poles and electric lines, and extensive delays as traffic frequently backs up for a full mile.

### NUMBERS AT A GLANCE

Population	9,300
Project Cost	Unknown
Manufacturing Facilities	5
People employed by Manufacturing	3,000

Locals have largely stopped coming to Main Street, wishing to avoid the significant delays that occur getting in and out of the area. This street is no picnic for the truck drivers either. In an industry built on timely deliveries, traffic delays force drivers to arrive late through no fault of their own. In recent years a transportation cabinet advisory committee was assembled to address the issues and to propose solutions. This group developed four proposals and each of them have been deemed unworkable by various interest groups in the region. But the status quo is not an option and Versailles needs support to find a way to get from US 62 to US 60 without going through Main Street.

## Versailles is Ready for a Fresh Look and Federal Support

“In the eight years we have been working to find solutions to this problem, the only thing that has happened is that the traffic has gotten worse. I believe that with fresh eyes and some help from the federal government we can find an alternative solution that will relieve seriously disruptive traffic, improve safety, and support our small businesses on Main Street.”

VERSAILLES CITY COUNCILMAN MICHAEL COLEMAN

## Options to Separate Main Street from Freight Truck Traffic

While city leaders were optimistic about the four options proposed by the Transportation Cabinet, many of them involved construction of a new route through neighboring horse farms which brought significant community disagreement. They believe with an increased budget and a fresh look at building an elevated bypass, Versailles can support local manufacturing, relieve congestion, improve safety, and support local jobs. But it will require resources to do a feasibility study and federal funding to reimagine what is possible.





## Bringing Better Options to Doraville, GA, Buford Highway Keeps Folks Moving in the Atlanta Region

The City of Doraville's Buford Highway corridor is the premier destination in Metro Atlanta for international dining and retail. This is because Buford Highway is home to many immigrant entrepreneurs who have opened restaurants representing cuisine from around the world (including Chinese, Korean, and Columbian). This gives the 3.5 square mile city, whose tagline is "Diversity, Community, Vitality," a unique place in the larger metro region.

Buford Highway was originally built in the 1950s, and in the decades that followed it expanded from 2 to 7 lanes. In 2021, even though the corridor was built primarily for cars, more than 10% of the city's population doesn't have reliable access to a personal vehicle and relies on walking or public transit (the busiest bus route in Metro Atlanta runs straight through Doraville down Buford Highway). This means there are hundreds of pedestrians and bus riders walking down Buford Highway every day.

### NUMBERS AT A GLANCE

Population	10,228
Project Cost	\$1.7 million
Doraville's Project Contribution	\$200k
Potential Lives Saved	Dozens over next decade
Percentage of Doraville Residents Without access to a Car	11%
Daily Riders on MARTA Bus 39 Route	5,4000

This mismatch has had life and death consequences. Over the past 5 years, there have been 32 crashes involving pedestrians in the City of Doraville, concentrated at major intersections on busy commercial corridors like Buford Highway. The lack of pedestrian infrastructure makes traversing the highway on foot a much more dangerous task than it should be.

The city has begun addressing safety and accessibility by adding some pedestrian crosswalks and changing the zoning from commercial to mixed use but there is a long way to go. One important project that Congresswoman Lucy McBath submitted for Congressional appropriation would create pedestrian improvements, making it easier to cross Buford Highway at Interstate 285 and potentially other intersections such as Longmire Way, McElroy Road, and Oakcliff Road. Thousands of cars exit and enter the freeway to and from Buford Highway daily and there is currently no refuge or even signaling that can be used by pedestrians. The project would restripe the intersection, increase its sidewalk width, elevate sidewalks above curb heights, and make improvements to lighting and stormwater drainage under the I-285 bridge.

## Getting Doraville's Residents Safe Options to Get Around

“We want Doraville to be a city where everyone is able to get around safely – whether in a car, on foot, or by bus. The Buford Highway Pedestrian Improvements Project will have a huge impact on the lives of the thousands of people who call Doraville home as well as the millions who pass through our city every year.”

DORAVILLE MAYOR JOSEPH GEIERMAN



## Bringing Together the Benefits

What we have seen in every city which invests in pedestrian infrastructure is that if you build it, they will come. The dozens of small, immigrant-owned businesses up and down Buford Highway would experience a boost with renewed investments in alternative means of transportation. Making Buford Highway a truly walkable street is not just an investment into physical infrastructure, but an investment into the human infrastructure that has been detailed in President Biden's American Jobs Plan. We have an unprecedented opportunity to transform this country's infrastructure for the better and we must not let this chance pass us by.



## Cargo Trains Present an Undue Burden on Small Village of Barrington, IL

The small village of Barrington, Illinois, is located 35 miles Northwest of Chicago and is home to a cargo freight line that allows trains to bypass Chicago and intersects every road in the center of town within 5,918 feet of each other. And though it is a small town, roughly 70,000 cars pass through each day for local travel and commutes to Chicago.

While traffic congestion was a problem at certain times of day the freight traffic increase has made it not only much worse but unpredictable.

Travel on the freight line was light prior to 2009, carrying an average of 3.5 trains per day, usually at night, until Canadian National (CN) purchased the rail line and significantly increased the volume of freight travel on the line. Local and commuter traffic are now disrupted 20 times per day for 3-5 minutes at a time while trains – some of them 12,000 feet long – can halt all traffic for extended periods of time.

### NUMBERS AT A GLANCE

Population	10,290
Project Cost	\$78 million
At Grade Crossings in Town	4
Increase in Traffic	Nearly 50 times more vehicular delays

Five minutes is an inconvenience, but trains are known to break down, sometimes for hours at a time. According to a traffic delay analysis done in 2011 by CivilTech Engineering, vehicular delays at just one of the intersections went from just 2.46 hours in 2008 to 118 hours daily due to CN's freight operations.

Delays caused by the trains have the potential to cut people off from health care, school, jobs, and more. Barrington High School serves five surrounding towns and has 3,000 students whose cars are parked on the other side of the train tracks from the school. Additionally, a freight train can block all four Barrington crossings that lead to the Advocate Good Shepherd Hospital; local and regional residents in need of emergency services are constantly at risk of being deprived of receiving potentially life-saving care. After 11 years of applying for federal support to create grade crossings, Barrington has secured enough funds to build an underpass on one of the four crossings but there are more to go and zero time to waste.

## Barrington Calls for Balance with Grade Crossings



Our residents appreciate the value of what these cargo trains do for our country's economy, but Barrington is paying too high a price with no benefits. We think it's fair to balance the movement of freight with the safety and well-being of communities like ours, and we need federal support to achieve that balance."

VILLAGE PRESIDENT KAREN DARCH

## Fix the Grade Crossings, Improve Safety and Well-Being

A grade separation will not only return a dependable arterial roadway for commuters and local traffic, but it would also greatly enhance the quality of life and health for residents. The region would see a reduction in traffic congestion and noxious fumes from idling vehicles and highway noise, as well as increasing uninterrupted green space and bike paths. A good part of Barrington's housing stock is situated in proximity to the rail line and the traffic gridlock caused by CN freight, so this would be particularly beneficial to surrounding families and nearby senior housing facilities. Additionally, the project requires the relocation of a stream, which would result in an improvement in storm water flow in a flood-prone area, as well as greatly improve the water quality of a waterway that feeds into the region's watershed.



## Upgrading Ferndale, MI, Woodward Corridor and Lead Lines for a Safer Future

The four square-mile city of Ferndale is situated roughly ten miles north of Detroit. The two cities are connected by an eight-lane corridor highway, Woodward Avenue, which was the first paved road in the United States. The quaint city's downtown is cut in half by the corridor -- only 6% of which has sidewalks -- everything else is oriented to cars and a median that no one can use. There have been 800 crashes in this area from 2016-2018, and it is considered unsafe for pedestrians.

The Woodward Avenue corridor is also the culprit for frequent city-wide flooding events because the stormwater drainage along Woodward is outdated and in need of repair. In 2014, during a record-breaking rainstorm, 80% of Ferndale's homes flooded because of the city's poor drainage system resulting in a federal disaster declaration that caused \$80 million in damages from basement flooding alone.

### NUMBERS AT A GLANCE

Population	20,017
Project Cost	\$20 million
Ferndale's Annual Operating Budget	\$28 million
Job Creation	1,124 Jobs
Number of Lead Lines in Need of Replacement	7,500
Cost to Replace Lead Lines	\$8 million

Residents overwhelmingly agree that this needs to be fixed before the next extreme weather event occurs. Even when it is not considered an extreme weather event, any heavy downpour causes the avenue to flood rendering the thoroughfare unusable for 5-6 hours at a time. The State of Michigan is planning to repave Woodward in 2022 and Ferndale looks to capitalize on the state's repaving efforts to revisit how an improved corridor can improve the lives of the citizens of Ferndale.

## Ferndale is Ready to Improve Health and Safety and Avoid a Flooding Disaster



The improvements to infrastructure in Ferndale are connected directly to the people infrastructure: We have the opportunity to rethink and redesign the Woodward corridor in a way that will prevent a major disaster, take cars off the road, and improve the health of our citizens by adding bike lanes and sidewalks. This thoroughfare was designed during the automotive buildup of the 1940's. But it is time to rethink it... And time is of the essence – there must be action and improvements to this lifeline of Ferndale before the next disaster strikes.”

FERNDALE MAYOR MELANIE PIANA

## Ferndale is Ready to Improve Safety and Clean its Air

The **Woodward Moves! Project** proposes to remove a lane in each direction for the two-mile segment that runs through the core of the city in order to install sidewalks, bike lanes, and improve the corridor's stormwater infrastructure. The daily volume of vehicle traffic on this corridor is at roughly 40% of the capacity of the road, so these lanes will not be missed. City leaders also plan to plant more trees as part of its urban forestry program to reach 40% tree coverage. Strategically placing plants around the gutters will



have the added benefit of reducing storm water going into the drains. The budget for the Project far exceeds the city's available resources, so a federal investment is critical to its success.

## Another Disaster in Waiting: Lead Lines

In 2019, following the crisis in Flint, the state of Michigan mandated that cities must replace all lead lines leading from the street to each house over the next 20 years. In Ferndale this means replacing 7500 lead lines without passing the cost on to ratepayers. Governor Whitmer developed a \$10 million revolving loan fund with interest that Ferndale is leveraging in order to meet the 20-year deadline. It will cost \$8 million for Ferndale to replace all of its lead lines, and the pace of improvement will only accelerate with federal support. There is scant time to waste as the next weather emergency or disaster could once again overwhelm the city's infrastructure.



## Building Better Bridge, Freight, and Broadband Connections in Tukwila, WA

Tukwila, Washington is a city with 20,598 residents only 12 miles south of Seattle and in the middle of major freight networks connected to the Port of Seattle and Port of Tacoma. Even though it is a small city, its importance to the Puget Sound region is undeniable. Tukwila is surrounded by other growing areas with major infrastructure projects, so it's routinely left off the region's list when it comes to transportation funding. There's just not enough to cover it all despite local fundraising efforts.

The city's biggest request has been to replace the [42<sup>nd</sup> Ave. South Bridge](#), which was built in 1949 and serves both the community and the port for pick-ups and drop-offs. The bridge crosses the Duwamish River and connects its suburban neighborhood to basics like groceries, gas, and jobs. The bridge also connects the Tukwila Community Center, regional trail networks, and serves as the primary link to surrounding communities and resources. The 42<sup>nd</sup> Ave. South Bridge is also a critical link in the freight network, on a

### NUMBERS AT A GLANCE

Population	20,598
Project Cost	\$21.5 million
Amount that Tukwila can contribute to the project	\$4 million
Year Bridge was Constructed	1949
Daily Traffic	10,000 Cars and Trucks

local and regional scale. Goods and products transported by freight trucks are shipped and moved cross country to freight hubs. Trucks headed to and from the BNSF intermodal yard account for 3,000 of the 10,000 bridge crossings a day in the midst of a neighborhood.

The bridge was designed to last 50-75 years and has exceeded its design life. According to the Federal Highway Administration, it has a sufficiency rating of 7.56 out of 100 and is considered both structurally deficient and functionally obsolete. At this point, the bridge is not effectively supporting the capacity and load requirements needed to be efficient, and its poor structural integrity makes it a safety hazard to the community. If one or more of the beams were impacted by a large seismic event or vehicle collision, it could cause the bridge to collapse into the river.

## Expanding Reliable Broadband

Bridges are not the only connectivity challenge in Tukwila: the digital divide in this city was made even more apparent by the COVID-19 pandemic, which required both students and remote employees to go online full time, yet without the broadband needed. Tukwila is one of the most diverse cities in the nation, with over 80 languages and dialects spoken, and 41% of the population are foreign born, and 17% living in poverty. This is much higher than the Washington State poverty average of 10%.

NUMBERS AT A GLANCE	
Project Cost	\$1 million
Free Broadband Yearly Cost to Tukwila	\$100,000
Tukwila Residents Living in Poverty	17%

The Tukwila School District was able to provide 20% of its families with mobile hotspots and 23% of families receive internet access through Comcast’s Internet Essentials Program. Tukwila has been on the forefront of providing free internet access to students by developing a free City Wi-Fi program in multifamily neighborhoods, with the highest concentration of students that receive free and reduced lunch. But city leaders recognize these numbers do not add

up to 100% of the families in their schools in need of access to high-speed internet, and they are committed to closing the gap.

## Tukwila is Ready to be Connected



We know the 42<sup>nd</sup> Ave Bridge is unsafe and about to fail. Closing it for safety reasons is our only remaining option. Small cities like ours struggle to find infrastructure funding. Completion of the new bridge is of critical local and regional importance and will help our richly diverse and unique community to survive and thrive.”

TUKWILA COUNCIL PRESIDENT KATE KRULLER



With a modest up-front investment, and minimal ongoing cost, Tukwila has the opportunity to construct and deploy high speed internet to income-qualified families throughout the city. As one leg of our Smart City Initiative, this proposed program has the opportunity to provide all families in Tukwila with the needed modern-day building blocks for our students to launch and our families to thrive.”

TUKWILA MAYOR ALLAN EKBERG

## How a Better Bridge and Broadband Helps Tukwila

With an upgrade, Tukwila would be able to give the 42<sup>nd</sup> Ave. South Bridge a modern-day design that will comply with ADA requirements and provide a much more accessible experience for those crossing the bridge. Replacing the bridge would improve sidewalks and safe access for pedestrians to reach community resources, the Tukwila Community Center, trails, and local businesses. With federal investment, design for the 70-year-old bridge can be updated in 24 months and ensure Tukwila can move forward with the construction of a much more reliable transportation option.

Investing in municipal broadband infrastructure will increase equity by reducing Tukwila's digital divide. True high-speed internet will support formal online instruction & informal enrichment activities, remote work opportunities, and enable participation in the digital economy. The City of Tukwila Municipal Broadband Project will provide true broadband internet service to all City of Tukwila residents and will enable further investment in internet connected infrastructure operations that will provide real time feedback on critical city services.





## Speeding Up Internet Delivery with a Core Fiber Ring in Golden, CO, for 1800s Buildings and Every Neighborhood

Golden, Colorado, is a picturesque town in the mountains outside of Denver with a lively main street and jobs that bring in more people each day to work then live in the city. It is also home to the renowned School of Mines and a regional K-12 public school district. Well before the Covid-19 pandemic, city leaders in Golden understood that high-speed internet access was a critical piece of infrastructure for their resident's livelihoods; while Golden is not rural, many of its buildings are older – some date as far back as the 1800s – and were not constructed to accommodate broadband, so the connectivity challenges are harder.

While larger businesses may be able to afford to build broadband lines, smaller businesses cannot. City leaders recognized that residents need access to high-speed internet in order to have the opportunity to learn, to work, and participate in the regional and national economy.

### NUMBERS AT A GLANCE

Population	20,693
Cost of Fiber Ring	\$2 million
Housing Units in Golden	8,739

### How to Move Fast in this Small Town

In November of 2016, Golden voters supported by a margin of 4-1 the override of state legislation that prohibits local government from supporting, either directly or indirectly,



advanced telecom services, thus authorizing the city to investigate alternatives for promoting advanced telecom services to their citizens. Golden quickly launched a taskforce which revealed that the critical first step was to construct a \$2 million fiber ring around the city. Working within the confines of their future budgetary needs, the city planned to begin a three-year phased construction of this fiber ring with a completion goal of 2026. All of this [planning](#) was done before the Covid-19 pandemic, which expedited the need but not the project.

Golden would like to accelerate construction of the ring as well as the spurs into all the surrounding neighborhoods to serve the whole city. The \$2 million fiber ring is the backbone that will support city buildings, the central business district, and the school district buildings. After that they will need to construct additional lateral pieces into each neighborhood which can cost hundreds of thousands of dollars per line so the project costs are phased but exceed available funding to connect the main ring to the neighborhoods. Even with the urgency of the pandemic, the soonest they could complete the fiber ring is 2023, and that is far too far away. But Golden, like every other city, grappled in 2020 with access for distance learning and remote workers. They can't wait five more years to deliver this critical infrastructure to their residents.

## Broadband in Golden Supports the Local Economy from the Bottom Up



Investing in this broadband project provides resiliency and redundancy for all city operations including public safety and public works. It supports our local economy and small businesses by providing them with the same broadband capacity as larger corporations and offers every household in our city access to high-speed, reliable, and affordable internet. Without a doubt, we consider fiber as we do other infrastructure resources: a long-term asset that supports our municipal operations and community needs.”

GOLDEN MAYOR LAURA WEINBERG



## Addressing Traffic Congestion in Morrisville, NC, to Keep Up with Explosive Growth

Morrisville, North Carolina is a community of roughly 29,000 people in the metropolitan service area that includes Raleigh and Durham. The town has experienced rapid population growth in the last ten years. From 2010-2015 Morrisville's population grew from 18,000 to 23,000 and the town

leaders expect the 2020 census to confirm a population of 30,000 residents. Most of the new residential construction is multi-family housing creating more density in a town that had previously been agricultural and open space. As Morrisville anticipates and prepares for a new billion-dollar campus for Apple

computers in neighboring Research Triangle Park, and the 3,000 new jobs that will come with it, town leaders continue their work to accommodate new residents and commuters alike.

This dramatic growth manifests most clearly in the congestion and increased traffic accidents on North Carolina State Route 54, or NC54, which is a vital connection through Morrisville between Durham and Cary. This main thoroughfare includes a roughly five mile stretch that goes over Crabtree Creek and through the heart of Morrisville. There is one critical intersection on NC54 that supports at least 20,000

### NUMBERS AT A GLANCE

Population	26,280
Project Cost	\$74 million
Population Growth in Last 10 years	66%

vehicles per day with an at-grade rail crossing. The NCDOT estimates that by 2035 the collective delay will be over 4,000 minutes; that number jumps to 7,000 minutes in 2045. In addition to the traffic delays, safety has increasingly become a concern as there have been a number of accidents – some of them fatal – at the intersections along this corridor. Additionally, the bridge that goes over Crabtree Creek has only two lanes and is nearing the end of its useful life.

## Morrisville is Ready to Widen NC54 and Add Pedestrian and Bike Lanes



Widening NC54 is critically important to the economic vitality of Morrisville and the surrounding region. This project will provide a north-south multimodal transit option which will significantly alleviate traffic congestion and safety concerns and help us keep pace with our town's growing population. In addition, NC54 widening and multi-use path creation will complement our recently completed east-west border-to-border greenway developed collaboratively with NCDOT, Wake County and NC Railroad. Our greenways and bike/ped network are currently heavily utilized by our residents, many from other countries, helping them live healthier and happier lives. Our residents have truly discovered their love for being outdoors this past year, this is an opportunity to nurture this culture of walkability. We desperately need the partnership and financial support of our federal representatives to make this project a reality, a true multi-modal corridor, which will be a game changer for our town and the region.”

MORRISVILLE MAYOR TJ CAWLEY, PRESIDENT OF THE WAKE COUNTY MAYORS ASSOCIATION

## Road and Bridge Improvements Will Accommodate Bus Rapid Transit, Bikes and Pedestrians on a Multi-Use Path, and Greatly Improve Safety

The North Carolina Department of Transportation has a plan to widen the parts of NC54 that run through Morrisville and add a ten-foot multi-use path to support bikes and pedestrians. They also plan to replace the two-lane bridge that goes over Crabtree Creek with a four-lane bridge with a multi-use path. This plan will be accomplished through collaboration with regional partners including Morrisville.

These improvements will make it possible for a new Bus Rapid Transit line that NCDOT is funding to run along NC54 where residents and commuters need it. This BRT service will provide 30-minute service between Wake Tech Community College, Research Triangle Park, a regional office employment center and Raleigh. Without these improvements, the BRT line will likely have to find an alternative route because there is nothing rapid about the congestion on NC54's most traveled section. There is an urgent need to make these improvements and federal support would expedite this process.



# Separating the Rail and Road Congestion Pain Point in Burlingame, CA, for Safety and More Commuter Trains

Burlingame, California, is a smaller city of 30,000 residents located in the heart of Silicon Valley, between San Jose and San Francisco, but being small doesn't lighten the congestion problems as the area's population continues to grow. It just makes it harder to fund the fix they need – a separation between the railroads coming through and the vehicular traffic on local roads that need to stay moving.

Burlingame's most notorious traffic congestion is the [railroad crossing at Broadway](#), which serves as a major gateway to the city. More than 70,000 vehicles, pedestrians and bicyclists use Broadway on a daily basis – twice the population count of the city itself. Broadway links the region from US 101 with direct connections to the downtown commercial district, Rollins Road industrial

## NUMBERS AT A GLANCE

Population	30,576
Project Cost	\$300 million
Amount Burlingame can contribute to the project	\$15 million
Number of trains per day	92
Number of Trains per day by 2030	220



area, auto dealerships, and numerous hotels and hospitality services along the bay front.

The existing Broadway rail grade crossing was built in the early 1900s as part of the railway that was constructed in the 1860s along San Francisco Bay Area peninsula. More than 100 years later, today's traffic and train volumes have rendered the grade crossing outdated, unsafe, and inefficient. The Broadway crossing comprises of six busy traffic lanes without shoulders, busy bicycle lanes and narrow sidewalks. Pre-Covid, conditions, the average traffic delay as a result of grade crossing gate downtime at Broadway was 8 minutes/peak hour. Without any improvements, it's projected that by 2040 this delay would increase to nearly 25 minutes. Furthermore, in the last five years there were nine train-vehicle collisions recorded at this crossing, making this intersection very dangerous for motorists, bicyclists and pedestrians.

Pre-pandemic, more than 90 Caltrain trains would pass through the city daily, and Caltrain has projected that weekday volumes will double by 2040. While these trains provide critical transit service, the congestion is exacerbated by gate down times from the frequent Caltrain commuter trains, and resulting in increased safety hazard for the motorists, bicyclists and pedestrians. In addition to Caltrain traffic, Union Pacific freight trains run along this corridor typically at night when Caltrain is not in service.

## Burlingame is Ready to Fix the Broadway Grade Separation

“Burlingame is a growing city that supports improved rail service through the region, but we cannot fund Broadway grade separation on our own. We're asking Congress to remember the communities between Point A and B that need critical railroad safety improvements. Fixing at-grade crossings will significantly help reduce congestion for our region, better connect residents and travelers with the business community, improve our air, and quality of life. It's a win-win-win for everyone.”

BURLINGAME COUNCILMEMBER EMILY BEACH



## How Fixing Broadway's Grade Separation Helps Burlingame

Removing the Broadway at-grade crossing and replacing it with a grade separation will increase safety for pedestrians, bicyclists and motor vehicle passengers by completely eliminating conflict with trains. Of the 10,000 plus at-grade crossings in California, Broadway is currently ranked the #1 project statewide by the California Public Utilities Commission (CPUC) for grade separation to improve safety. According to CPUC, this improvement will lead to reduced traffic congestion and lower motor vehicle emissions and greenhouse gases because cars will not be idling while waiting on trains.



## Turning a Troubling Burnsville, MN, Landfill into an Opportunity and Protecting the Local Water Supply

Burnsville is a city of about 60,000 citizens situated 15 miles south of Minneapolis that has a closed, unlined 150-acre Freeway Sanitary Landfill site located within its boundaries just southwest of Interstate 35W and the Minnesota River. The landfill contains a variety of wastes, including battery casings and aluminum furnace slag, leading to groundwater contaminated with hazardous chemicals. Landfill gases are also a threat at the site as no landfill gas venting system currently exists. This landfill is an unlined superfund site sitting on top of very porous limestone with per-and polyfluoroalkyl substances ([PFAS, which is a water safety issue](#)) levels 714 times the safe levels in the shallow ground water.

### NUMBERS AT A GLANCE

Population	61,693
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Project Cost	\$165 million
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Cubic Yards of Waste	7 million
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Clean Drinking Water	100,000 residents
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Development Opportunity	\$1 billion
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Next to the landfill is a private limestone quarry that is pumping almost 10 million gallons of water daily which is artificially keeping the water table lower. This water pumping is being done for mining in the quarry, but it's also preventing toxins from leaking into Burnsville's drinking water aquifers and contaminating them. However, if the water

pumping stops or is hindered, the water table will rise, likely mixing with the buried trash contaminating Burnsville's drinking water supply and also providing an environmental risk to the Minnesota River because the water ultimately outlets to the river. This environmental crisis is both predictable and preventable, and Burnsville sees a clear opportunity to improve infrastructure as a means of addressing environmental hazards.

## With the Cleanup Comes Opportunity

Burnsville's city government supports a plan to address this environmental hazard that is both cost effective and a viable option. This plan would result in the excavation and hauling of all waste buried in the Freeway Landfill to the adjacent operation Burnsville Sanitary Landfill and placed upon a engineered liner. This plan would leave the entire remaining landfill site an attractive development opportunity: reclaimed city land with the potential of a \$1 billion mixed-use development, including a lake where the quarry currently sits. It also means clean drinking water for nearly 100,000 residents for decades to come (the city provides water to its citizens and to neighboring City of Savage as well). But the State of Minnesota has not yet prioritized the resources needed to clean this site. With federal support, Burnsville can avoid a disaster and plan for the future at the same time.

## Burnsville Has a Plan that is Smart, Safe, and Benefits its Taxpayers

“We have developed a creative way of looking at mitigation for an environmental hazard. With the significant resources needed to clean this landfill, it only makes sense to leverage that investment in a way that generates revenue after the cleanup occurs. With costs increasing significantly year over year, and advancements in science that will render our efforts more efficient than ever, it just makes good financial sense for us to get it cleaned up now. Why not find a way that benefits our taxpayers, our state, and our region?”

BURNSVILLE CITY MANAGER MELANIE LEE



# Wilmington, NC's Rail Realignment Project Brings Mobility and Access for Freight and People

As recently as the 1960s, the railroad connecting the Port of Wilmington with the national network ran almost entirely outside Wilmington city limits. There are now more than 30 at-grade highway crossings through some of the region's busiest thoroughfares. The regional growth that brought about this change continues to accelerate and the Port of Wilmington is growing by leaps and bounds with more than \$200 million in capacity enhancements in recent years.

In an effort to accommodate and foster the region's multi-faceted growth, the City of Wilmington and its partners are pursuing the construction of a new bypass railroad route between Navassa, NC and the Port of Wilmington. The Wilmington Rail Realignment Project is a unique opportunity to create economic benefit; the regional vitality supported by the Project improves shipping, rural product development and trade through

## NUMBERS AT A GLANCE

Population	120,194
Project Status	Environmental Review & PE
Total Spending to Date	\$3 million
Estimated Benefits (2017 Benefit Cost Analysis)	\$1.56 billion
Estimated Cost (2017 Benefit Cost Analysis)	\$670 million

the Port of Wilmington to the betterment of the entire state of North Carolina. The new bypass route would enhance safety, economic development, regional mobility, and quality of life by enabling freight by rail and public mobility to grow seamlessly alongside one another well into the future.

## How Wilmington's Rail Relocation Spurs Growth



The Rail Realignment Project will be transformative for Wilmington. The railroad has been a big part of the city's history, so it is exciting to see its future success working together with the city's future economic growth and quality of life."

MAYOR PRO TEM MARGARET HAYNES

## Bringing Together the Benefits

Every day more than 250,000 vehicle trips cross the railroad tracks throughout the city. Realigning the freight rail line and repurposing the existing corridor for public transit use will provide several benefits, including reducing traffic congestion at train crossing intersection, improving air and water quality, eliminating hazmat transportation risks, and faster fire and emergency response times. The project carries significant quality of life improvements for over 1,500 properties – many of which are traditionally underserved portions of the community – by eliminating noise, vibration, and other nuisances. Furthermore, the project will enhance the competitiveness of North Carolina's largest port by delivering railroad operating efficiencies via a shorter, safer route with faster transit times.





## Unclogging Tempe, AZ, Growing University Traffic with Over and Under Bike and Pedestrian Options to Keep Everyone Moving Safely

Tempe, Arizona, is a city of 190,000 in the greater Phoenix region and home to Arizona State University's main campus. The City of Tempe has been steadily growing for the last 20 years and is home to a large university student population. With so much growth, Tempe city officials have had to figure out new opportunities for transit that do not involve adding cars to their streets. In 2008, Valley Metro opened its first light-rail system extending public transportation options and joining the city's extensive bus route system. The city is currently undergoing testing to launch a streetcar in Tempe that will open later this year. These major transit investments connect Tempe residents with the cities of Scottsdale, Mesa and downtown Phoenix.

### NUMBERS AT A GLANCE

Population	203,923
Project Cost	\$15 million
Connected Bikeways Miles with Bridge	95 miles
Total Miles of Bikeways	217 miles

The next big step for Tempe is building better, safer access for bikes by opening up the **Rio Salado Upstream Dam Bicycle and Pedestrian Bridge**. The bridge would be dedicated for pedestrian, bike and scooters only to create a direct, safe and continuous



off-street connection to the surrounding communities and greatly reduce travel distance and potentially unsafe vehicular/bicycle/pedestrian conflicts. Currently, Rio Salado touches portions of the off-street bicycle facilities of Tempe, Scottsdale, Phoenix, and Mesa. Completion of this link will connect paths that will allow residents of these communities to directly and safely access regionally significant employment, commercial and entertainment destinations without leaving a shared-use path. It's a connection worth making.

## Tempe is Ready to Connect

“Bicycling works for a sunny place like Tempe with so many college students. Not only do we have one of the highest percentages of bicycle commuters in the state, we’re also a city that is committed to creating a sustainable and livable community. With over 217 miles of bikeways, and over 40 miles of those being low-stress, off-street multi-use paths, we want to continue to build to make it easier for our community to get around on two or three wheels instead of four.”

COUNCILMEMBER ROBIN ARREDONDO-SAVAGE

Tempe also has a chance to fix another key bike and pedestrian crossing that can back up the town near the Arizona State University campus. With over 70,082 students, it is one of the biggest universities in the nation with a rapid campus expansion happening over the last 15 years. When it gets busy, it can make it difficult for students and residents to maneuver around, especially at a major crossing point for the campus at the intersection of University Drive and College Avenue. Only one overpass allows students and residents to cross over the street safely, but it is often crowded during peak hours. Crossing at street level leads to congestion that can back up traffic for a

### NUMBERS AT A GLANCE

Project Cost	<b>\$6.9 million</b>
Arizona State Student Enrollment (Tempe Campus)	<b>70,082</b>

half-mile during peak hours. The best solution is building the **University Drive and College Ave Underpass** which will allow for pedestrians and bicyclists to safely connect the campus with local businesses, student parking and other transportation hubs in the area while letting traffic flow at the surface level.



We're proud to have been designated a Gold-Level Bicycle Friendly City for the last six years. As a multi-modal community, we understand that safety of all our road users is first and foremost, which is why we became the first Arizona city to adopt a Vision Zero goal. We need more federal investment for projects like the University Drive and College Ave Underpass to help achieve our goal to eliminate all traffic fatalities and serious-injury crashes."

COUNCILMEMBER DOREEN GARLID

## How Improving Bike Infrastructure Helps Tempe

A federal investment in projects like the Rio Salado Upstream Dam Bicycle and Pedestrian Bridge and the University Drive and College Ave Underpass projects will bring good paying jobs - from the initial development and planning stages through construction. Once they're finished, the projects will provide safe access for any resident - especially those who cannot afford or choose not to own a car - to get to major employment and recreational centers along the Tempe Town Lake, Downtown Tempe, Arizona State University, Scottsdale, Mesa, downtown Phoenix and Salt River Pima Maricopa Indian Community.



## Building a Better Highway with Buses in Boise, ID

With nearly two jobs for every resident living in the city, Boise, Idaho attracts commuters from neighboring suburbs into the growing city center for work.

Unfortunately, the old Highway 44 going into the city from the north side of Boise River serves as the only connection for four cities north of river.

Along with the traffic created by this bottleneck, much of the busy highway needs work and is now marked by aging commercial developments and very little pedestrian infrastructure. Though city leaders changed some curbs in recent years to give pedestrians a safer place to

walk, this road should be safer. A recent study revealed that, in its current capacity, the highway would need to be tripled in order to handle all the cars using it. This would mean possible costly solutions such as double decking the highway or wiping out miles of real estate in order to create the space needed for this corridor. But Boise has developed a better option: improve the highway and add Bus Rapid Transit on Highway 44.

### NUMBERS AT A GLANCE

Population	229,993
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Project Cost	\$40 million
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Amount that Boise can contribute to the project	\$6 million
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Number of new homes built	5,000
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Daily increase in boardings by 2035	7,900
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## VALLEY VIEW How Boise's Highway Expansion Can Relieve Congestion, Create Jobs, and Support New Housing



If we can add one lane in each direction and add Bus Rapid Transit Lines we can change the commute pattern from the Northern side of Treasure Valley from one that is clogged and auto-oriented to one that keeps the highway moving because its transit-oriented. This would be a game changer for our city because it would improve people's commutes, our air quality, increase housing, and help the businesses along the highway."

BOISE CITY COUNCIL PRESIDENT ELAINE CLEGG

### The Multiplier Effect of Bus Rapid Transit

The current daily ridership is 1,100, but this area is expected to add 20,000 jobs in the next ten years which will apply tremendous pressure to this corridor for congestion relief and housing units. Adding additional lanes that can be used for Bus Rapid Transit could increase service to 9,000 boardings per day which would be significant for managing congestion in Boise. Additionally, this Project would include a rebuild of all intersections along the corridor, add transit infrastructure, build level loading platforms, ½ mile walk and bike connections to all of the stations, and, perhaps best of all, encourage development of 5,000 houses of Transit Oriented Development along the corridor – all of this would cost less than double decking the freeway. City leaders know BRT would be used because, in a recent survey conducted along a similar corridor in Boise, 87% of residents said they would use transit if it existed in their neighborhood.



## Buffalo, NY, is Ready to ROLL to Replace Old Lead Water Lines

In 2019, Buffalo took a big step to rid its city of lead lines by establishing the Replace Old Lead Lines (ROLL) Program. This pilot program was initially funded with \$822,000 through state grant initiatives. It enabled Buffalo to replace residential water service lines when those lines experienced a break or leak, and it allowed Buffalo Water to replace lead service lines in

approximately 180 homes. ROLL continued to invest over \$2 million of operational funds to replace 300 additional lead lines in homes.

Unfortunately, City officials think up to 40,000 homes and 150 miles of lead servicing pipes are still in need of being replaced. Due to Buffalo's aging infrastructure and housing, local officials estimate the costs to replace 100% of lead service lines to be \$350 to \$500 million.

### NUMBERS AT A GLANCE

Population	254,290
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Lead Line Replacement Project Cost	\$350-\$500 million
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Single Family Homes Affected	40,000
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Miles of Lead Lines	150
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Cost to Replace Each Home	\$10k-\$15k (Estimated)
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In Buffalo, like most cities, lead service lines remain the responsibility of the property owner to replace. Buffalo's housing market is made up of 60% renters, and the poverty rate exceeds 30%. Low-income residents face realities of household financial burdens while balancing rent, heat, food, and water costs. So, it is imperative that with a mandated public health

responsibility, Buffalo is provided the means and authority to fully replace these lead service lines to provide safe drinking water for its residents. Substantial funding and appropriate authority is necessary to eliminate the threat that lead service lines present to our most vulnerable residents.

## Buffalo is Keeping its Drinking Water Clean, but Replacement Costs Loom Large



While the City of Buffalo's drinking water is among the cleanest in the nation, lead exposure can also come from lead water lines and lead solders. Replacement of the entire service will not only ensure the continued safety of the drinking water, but it will also enhance residential infrastructure and make it more resilient in the future."

BUFFALO MAYOR BYRON W. BROWN

## How the Lead Service Replacement Project Helps Buffalo

Buffalo continues to protect its most vulnerable from the effects of lead poisoning by optimizing water treatment and eliminating lead service lines. And regulations are in place to ensure that lead service lines are replaced (and not just repaired). Since 2016, Buffalo established an action limit of 5 parts per billion (ppb), which still leads the nation: The EPA average acceptable level before prompting action is 15 PPB.

The presence of lead service lines endangers our young children and seniors alike. The city and nation need 100% of lead service lines removed. With 40,000 Buffalo families living in neighborhoods serviced by these legacy lead lines, the need is great and the timeline urgent. A major federal investment to strengthen water infrastructure in the United States will allow cities like Buffalo to replace lead pipes at a much faster rate. This will result in cleaner and safer water.





## Rural Kansas City, MO, Growth Primed to Drive Demand for Connector Road and Housing

Kansas City has a population of 505,000 spread out over 318 square miles with a dense urban core and far less dense suburban and rural areas. For decades, the population remained relatively stable, but that has started to change. In the last 10 years, the portion of the city north of the Missouri River grew by an astounding 95,000 residents.

Houses typically sell within 1-5 days of going on the market, and all are selling above asking price.

Now, with a \$103 billion data center coming to Kansas City that will bring 1,487 well-paid, daily construction jobs, city officials have no time to waste. Even with a few

years, it is time to start building the matching housing and transportation needed to meet current and future demand. In the most rural council district of Kansas City lies a tremendous opportunity to boost the city's economy, address future housing needs, and provide residents with hiking and bike trails: The Tiffany Greens Project.

### NUMBERS AT A GLANCE

Population	501,957
Project Cost	\$16 million
Single Family Homes	1,318
Combined Retail and Office Space	800,000 Sq Ft
Multi-Family Units	304

## Kansas City is Ready to Welcome New Residents



We need to be prepared for the next five, ten, and 20 years of our housing needs to alleviate the city's density. If we redesign, reconstruct, and improve this road we can invite new development. If we don't, it will be a missed opportunity to grow a part of our city that is primed to help boost the region's economy. In the Northwest part of town is NW Green Hills Road which runs directly north-south through the city along the Kansas City International Airport (KCI) corridor. The area is home to industrial warehouses and other job centers. NW Green Hills Road is a hilly road in need of repairs that is largely agricultural and is open for development.

City officials want to prepare the city and the area for commercial and residential development on Green Hills Road with wider lanes, a revised vertical profile to minimize hills and valleys, redesigning intersections for safety, curb, gutter, and underground stormwater collection and conveyance, sidewalks, LED street lighting, and a ten-foot-wide multi-use trail. The repairs will not only accommodate Kansas City's growing population, they will safely support the large trucks needed for the construction of the new development. With new bike lanes and hiking paths, building housing in that area would have a synergistic affect. But without federal support, the city does not have the funds needed to improve Green Hills Road."

KANSAS CITY COUNCILMAN DAN FOWLER



## How a Pipeline Help Lead the Way for Mesa, AZ, to Build for the Future

Throughout the state of Arizona, the challenge of bringing water to people throughout the state is one the state has grappled with for decades. The Central Arizona Project (CAP) was created by the Colorado River Basin Project Act of 1968, signed by President Lyndon Johnson on September 30, 1968. It formed a 336-mile system that brings Colorado River water to central and southern Arizona to deliver the state’s single largest renewable water supply and serves 80% of the state’s population. It has offered most Arizonans water for a very long time, but with some parts of the state steadily continuing to grow, more is needed to address their water needs.

Mesa, AZ, with a population of 538,146, is the 3rd largest city in the state and its growth has expanded steadily for the last 20 years. Bringing water to all constituents in Mesa and especially to the Gila River Indian Community has presented new and especially difficult challenges. City leaders in Mesa propose the Central Mesa Reuse Pipeline as the solution to the city’s water woes, but at a \$100 million price tag, it will not be possible without the federal government investing as a partner.

### NUMBERS AT A GLANCE

Population	538,146
Project Cost	\$90-\$100 million
Current Cost of Water for Mesa	\$10,000 per acre-foot
Cost of Water with Pipeline	\$52 per acre-foot

## Mesa is Ready to Build the Central Mesa Reuse Pipeline



The Central Mesa Reuse Pipeline is the key to unlock future growth in Mesa. With federal investment, we can accelerate the construction of the pipeline and get water to communities in need. Several billions of dollars of private investment is coming to Mesa. We need to be prepared.”

MESA VICE MAYOR JENN DUFF

## How Building the Central Mesa Reuse Pipeline Helps Arizona

According to the American Society of Civil Engineers, Arizona will have more than \$15 billion in drinking water and wastewater infrastructure needs over the next two decades. The construction of the pipeline would allow Mesa to move forward with an agreement with the Gila River Indian Community that would exchange treated effluent (wastewater) for billions of gallons of drinking water. This would help continue to fuel the economic development in southeast Mesa and help the Native American community receive water for irrigating crops at much cheaper rates. Without the pipeline, Mesa will be forced to allocate more city funds to purchase water delaying other major infrastructure projects important to the city’s rapid growth.





## Reconnecting Las Vegas, NV, Underserved Communities Split by a Geriatric Rail Overpass

Cutting through the heart of growing downtown Las Vegas, Charleston Boulevard serves as the main road connecting the east-west corridors of the community. The Charleston Boulevard Underpass is a 70+-year-old underpass ready for an overhaul. While it is an essential path into Las Vegas, the underpass is deteriorating. As the years have passed, the road has become a physical and socioeconomic divide between the city's more affluent western suburbs – with better access to healthcare, employment and education – and has marginalized communities located on the east side of Las Vegas.

Underserved communities who reside on the east side are more likely to rely on transit, walking, and bicycling to access educational, or employment opportunities in the Las

Vegas core. These communities are also far more likely to belong to an equity group—including people of color, of low to moderate incomes, of older age, or with physical disabilities.

### NUMBERS AT A GLANCE

Population	667,501
Project Cost	\$40.2 million
Amount Las Vegas can contribute to the project	\$14.9 million
Year Constructed	1949
Annual Traffic	18 million (cars and trucks)

Left unimproved, the Charleston Underpass will continue to act as both a real and perceived barrier between vital services in the west and the underserved communities that call the east side their home. The underpass in its current state also is a major safety hazard. The most recent accident data from 2015 to 2017 shows there were 57 crashes within the project limits with nearly 40% resulting in injury.

## Las Vegas is Ready to Fix Charleston Boulevard Underpass

“Charleston Boulevard serves as the east-west backbone through our city, connecting neighborhoods, jobs, education, medical facilities, and our Downtown. With increased infrastructure spending, we can upgrade the underpass to be a safer and more equitable transportation option for residents of Las Vegas.”

LAS VEGAS COUNCILMAN BRIAN KNUDSEN

## How Fixing Charleston Boulevard Underpass Helps Las Vegas

Lowering the Charleston Boulevard Underpass and reconstructing the existing roadway into a wider boulevard with three lanes, a new bike lane, and wider sidewalks will better connect the communities on the East and West in Las Vegas. The project would remove bridge barriers and allow higher profile freight and transit vehicles to move more easily along the corridor. The improvements should also allow traffic to flow more freely and safely. An added benefit to investing in improvements to the underpass will set up the roadway for high-capacity transit along the Charleston Boulevard corridor by 2050 to match other local transit upgrades planned in the Las Vegas areas.





# Capping a Highway to (Re)Connect Historic Nashville Jefferson Street Neighborhoods

How Nashville’s Cap & Connect project addresses past racial redlining, fixes safety design flaws and builds for the future

In the 1960s, a combination of redlining, urban renewal, and the development of the Interstate System lead to the I-40 Freeway being constructed directly through a thriving black neighborhood in the north side of Nashville that displaced nearly 1,400 residents. Activists at the time warned that the new freeway would isolate the community and lead to economic devastation for black-owned businesses. Based on 2020 data, they were right. Nearly 82% of the population in this area is non-white (77% is Black) with a median household income of only \$23,742. In contrast, the median household income one mile away is nearly double at \$51,583.

## NUMBERS AT A GLANCE

Population	667,501
Project Cost	\$120 million
Nashville’s Project Contribution	\$48 million
Jobs Creation	1,124 new jobs
Residents Living within 10-Minute Walk miles	(.5 2,248 people
New Public Space for Residents	4 acres

Nearly six decades after the I-40 Freeway was built, Nashville city leaders are proposing to build the **Jefferson Street Multimodal Cap & Connector** to reconnect the neighborhoods divided by I-40 with two specific goals. First, the cap would represent a commitment by the city to help this historically Black community heal from the social and economic impact of the freeway’s construction, and second, the cap would dramatically improve mobility, access, air quality, noise impacts, and safety.

## Nashville is Ready to Build This “Bridge”



Decades ago, Interstate 40 harmed and displaced an entire community. Reconnecting North Nashville’s Jefferson Street community with our proposed cap is exactly the kind of project the Biden-Harris Administration’s American Jobs Plan will accomplish in cities like Nashville, correcting historic wrongs and bringing prosperity to our most vulnerable communities.”

NASHVILLE MAYOR JOHN COOPER

## Safety Upgrades and Health Benefits

Nashville is a growing logistics hub for the United States with more than 13,000 daily truck trips that pass through a particularly critical location of the proposed cap, commonly referred to as “Trucker’s Curve” for its tipping potential. In 2019, Trucker’s Curve experienced 24 truck-related crashes. By incorporating critical safety, ITS, and crash reduction improvements to intersections and ramps leading to the high-incident interchange on this curve, the Project will dramatically improve mobility, access and safety.

A key component of this project is to repair the Dr. DB Todd Jr Blvd bridge over I-40, which was built in 1967. Its narrow, cracked sidewalks, unbuffered from narrow travel lanes, create a hostile pedestrian environment which limits access between the city’s

north and south sides. The Project will replace the bridge with a 180-foot by 825-foot (3.4 acre) interstate cap that will stitch the north and south sides of Nashville back together, create new public spaces, and provide the community with the opportunity to host other public amenities, such as a community and wellness center.



Our environments are one of the most important influences on our health, and this project has the potential to heal this community and would serve as a powerful symbol of the city's and nation's commitment to equity and justice," said. "A beautiful, tree-lined green space with bicycle and pedestrian paths that connect to Nashville's larger greenway transportation system, and new public meeting facilities where area HBCUs and neighbors can host gatherings, would go a long way toward improving the physical, mental, and social health of this historic and significant community."

JOHN VICK, PHD, TENNESSEE DEPARTMENT OF HEALTH

The project also provides public health benefits for residents and visitors by shielding the North Nashville community from air pollution and noise and will reduce the urban "heat island" effect which, according to the EPA can contribute to heat-related deaths and illnesses such as respiratory difficulties, heat cramps, heat exhaustion, and non-fatal heat stroke. Once completed, the project will make the community a safer and more connected place, generating economic and social value for the entire community. with the most businesses, bus stops and other bike routes, takes advantage of open sight-lines and street lighting and also has the most opportunities for giving people walking and biking separate travel spaces, which is an extraordinary example of why community involvement in re-designing public spaces can be so important.



## Taking on an Emergency Equity Bridge Rebuild in Seattle, WA

When infrastructure divides rather than unites, when it hurts rather than helps, it is time to repair and rebuild in ways that support entire communities, especially those hardest hit by projects built in the past. Seattle

is answering that call, and has identified two projects that will improve health, create jobs, reduce greenhouse gas emissions, and serve the people living near these projects.

Like most cities across the U.S., Seattle is home to infrastructure that is deteriorating and in need of repair. Nowhere was this more evident than

last winter when the West Seattle High Bridge, which typically carried 84,000 vehicles daily, closed suddenly and unexpectedly due to rapidly growing cracks in the concrete structure. The bridge project is like an emergency roof repair on a house – it's expensive, absolutely necessary and disruptive to life.

The closure has been devastating for the quality of life and economic opportunity for tens of thousands of Seattle residents and businesses. Those who relied on the bridge have been greatly inconvenienced, and the detour routes disproportionately affect historically marginalized communities. Repairing the West Seattle High Bridge will eliminate the safety, traffic and air impacts of high bridge detours that have been routed

### NUMBERS AT A GLANCE

Population	724,305
Project Cost	\$71.5 million
Job Creation	5,800
Average Daily Traffic on Bridge	85,000 cars



mostly through neighborhoods with significantly higher proportions of people of color than most other parts of Seattle.

The City has stabilized the bridge and is moving forward with final design and contracting for a major structural repair project that would be completed mid-2022, but federal funding options for the emergency repair of a bridge are limited despite the emergency. As opposed to a natural or other federally declared disaster, the emergency repair isn't seen in a similar way with federal programs. But Seattle is looking to make the most of these repairs by seeking to ensure that the jobs created by the repairs to the bridge are given to those living in the community. The City is seeking a local workforce waiver from USDOT that would allow many of the jobs and apprenticeship opportunities related to the repair project to be prioritized for residents of these same communities.

## Seattle Has Community Buy-in for This Project



I'm very thankful that community members had the opportunity to give feedback and influence this decision. Reconnecting West Seattle and mitigating its impacts during this prolonged closure is the real hard and necessary work but we look forward to ensuring these efforts continue to meet the needs of our communities most acutely impacted. We will also continue to advocate for healthy mobility, reducing emissions and encouraging increased capacity for alternative modes of transportation thinking of our future."

DUWAMISH RIVER CLEANUP COALITION EXECUTIVE DIRECTOR AND WEST SEATTLE  
BRIDGE COMMUNITY TASK FORCE CO-CHAIR PAULINA LÓPEZ



## Connecting Two Seattle, WA, Neighborhoods Separated by Highways and a Superfund Site

The Georgetown and South Park communities are among the lowest income and most racially and ethnically diverse neighborhoods in the City of Seattle, and they are divided by the Duwamish River which served as a dumping ground for industrial contaminants beginning during WWII and ended only when the EPA declared it a Superfund site in 2001. Due to this legacy, combined with the highways built through the area in the 1960s and 1970s, residents of these neighborhoods suffer detrimental health outcomes including respiratory issues like asthma, and a life expectancy up to 20 years lower than Seattle’s affluent neighborhoods.

### NUMBERS AT A GLANCE

Project Cost	<b>\$8.5 million</b>
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Residents Living in these Neighborhoods	<b>8,500</b>
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Distance between Neighborhoods	<b>1.8 miles</b>
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BIPOC Residents in these Neighborhoods	<b>74%</b>
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Georgetown and South Park are two miles apart and share community resources such as a library, community center and senior center, but there is no continuous facility to safely walk or bike between these two neighborhoods. Community advocates and city leaders have proposed a multimodal trail project to connect the two communities. The Georgetown to South Park Connection will include a new walking and biking facility which would help offset emissions from trucks and cars, provide families with a new



recreational opportunity, and provide a safe connection for those who cannot drive to access services they need.

A really great outcome of this process is that the route that will be developed responds best to the priorities identified by the community — a route that connects with the most businesses, bus stops and other bike routes, takes advantage of open sight-lines and street lighting and also has the most opportunities for giving people walking and biking separate travel spaces, which is an extraordinary example of why community involvement in re-designing public spaces can be so important.

The Mayor and City Council have prioritized over \$5 million in local funding for the project. However, the total cost is estimated to be \$8.5 million, and federal funds are needed to fill the gap that remains.



## Eliminating Lead Pipes in Chicago is an Investment in Equitable Public Health

A recent Chicago Tribune analysis found that lead in tap water is a danger throughout the state of Illinois. According to city statistics, Chicago's legacy lead service lines affect nearly 400,000 primarily single-family and two-flat residents. But there is a disparity in the homes affected by this looming crisis:

marginalized neighborhoods in the city are far more likely to be affected by lead service lines. The Chicago Metropolitan Planning Council, a nonprofit group promoting equitable and sustainable growth in the Chicago region, reported in 2020 that 65% of Illinois' Black and Latino residents and 42% of its Asian American and Native American populations lived in

communities containing 94% of the state's known lead service lines. The city has a plan to replace all lead pipes, but it can only replace roughly 650 to 750 per year with their current budget limitations. At this rate, it will take decades to address this looming crisis.

In this crisis, Chicago sees an opportunity to create thousands of good paying union jobs and ensure decades of clean drinking water in the process. The city is committed to pursue lead service line removal responsibly, sustainably, and equitably.

### NUMBERS AT A GLANCE

Population	2.6 million
Project Cost	\$7-10 billion
Number of Lead Service Lines	400,000 (estimated)

## Chicago Needs Federal Support to Replace Lead Pipes



When access to clean water becomes a class problem, the issue could not be more urgent to address. said. Every American has a right to clean water. With additional federal funding, we can create good paying union jobs and make sure everyone in Chicago has access to clean drinking water for this and the next generation of Chicagoans.”

CHICAGO ALDERMAN GILBERT VILLEGAS, 36TH WARD

## How the Lead Service Replacement Project Helps Chicago

The U.S. Environmental Protection Agency and the Centers for Disease Control and Prevention (CDC) stress that lead is unsafe to consume at any level, and Chicago’s city leaders are prepared to fiercely advocate for federal funds to expedite the timeline to replace these pipes. With 400,000 Chicagoans living in communities serviced by these legacy lead lines, the need is great and the timeline urgent. A major federal investment to strengthen water infrastructure in the United States will allow cities like Chicago to replace lead pipes at a much faster rate. This will result in cleaner, safer, and more reliable water.



## Expanding L.A. Metro's Fare-Free Transit for Kids and Families

The sprawling County of Los Angeles includes 10 million residents and 88 distinct cities all with one regional transit system: L.A. Metro. Riders in L.A. County rely on L.A.'s Metro system to travel across the expansive area, and they supplement those rides with shorter neighborhood transit options in the County's smaller cities. Who are these riders? Almost 70% of Metro customers are very low or extremely low-income earners; the median household income of Metro riders is just over \$19,000 per year.

There are currently 1.4 million K-12 students in L.A. County and, according to the California Department of Education, approximately 990,000 (69%) students qualify for school free and reduced lunch programs due to their low-income status. L.A. Mayor Eric Garcetti chairs the Board of Directors for L.A. Metro and, in his annual State of the City address, called for a **Fareless System Initiative (FSI)** which would offer fare-free transit rides to the people of L.A. County earning 50% or less of area median family income set annually by the federal Department of Housing and Urban Development.

### NUMBERS AT A GLANCE

Population	3.9 million
Annual Cost for K-12, Community College, and Low Income Fareless Riders	\$325 million
Daily LA Metro Ridership	600,000 (estimated)
Median Household Income of Metro Riders	\$19,325
K-12 Student Boardings in FY19	26 million Rides

Removing the financial barrier posed by transit fares is a significant step in improving access to this expansive transit system. This program will also contribute to the post COVID-19 economic recovery in the County, supports the reduction of greenhouse gas (GHG) emissions, attracts riders back to the system, and lessens both fare-related disputes and the costs associated with fare collection and enforcement.

## L.A. Plans to Remove Financial Barriers to Transit Ridership and Boost School Attendance

“The Fareless System Initiative directly benefits families struggling to afford basic necessities—things like rent, food, healthcare, and education. The ability to offer free transit rides for those in need addresses and relieves the additional expense of transportation.”

L.A. DEPUTY MAYOR OF ECONOMIC OPPORTUNITY AND CHIEF EQUITY OFFICER BRENDA SHOCKLEY

## The Country's Largest Equity in Transit Program

Leaders at L.A. Metro are developing a phased pilot program that would begin in August 2021 for all K-12 students, as well as Community College Students, as they return to campus for in-person learning. Based on data from L.A.'s Department of Transportation's free DASH to Class Program and the city of Sacramento's free student program, student ridership has been shown to increase over 100% once fares become free. Per L.A. Metro's Office of Management and Budget, in the fiscal year 2019, there were approximately 26 million transit boardings by K-12 student riders; the ability to make those 26 million rides free of cost would be a tremendous boost to family finances and academic success.



The initial estimated total cost of launching the phased pilot program for K-12 and Community Colleges students in August of 2021 is nearly \$60 million. Upon the pilot program launch in fall 2021, the program would expand to offer free rides to all low-income riders county-wide. A successful execution of this program would make it the largest free transit ridership program in the United States, if not the world. Importantly, the scale of this County-wide Fareless System Initiative – from the coordination across these 88 cities to all of the program financing required – will only be possible with federal investments.



Local governments have led the way on infrastructure for decades. The latest data and stories from America's cities, towns and villages highlight the incredibly urgent need for support and partnership from the federal government to pass comprehensive infrastructure legislation. It is well beyond time to rebuild our nation's roads, water systems, broadband and workforce. Our communities can't keep doing it alone.

PRESIDENT KATHY MANESS,  
NATIONAL LEAGUE OF CITIES AND COUNCILMEMBER,  
LEXINGTON, SOUTH CAROLINA

# Ready to Rebuild: Taking a Larger View Across the U.S.

This report shares a collection of infrastructure stories on transportation, water, broadband and workforce across the U.S. from cities of every size. Almost every city and town has an infrastructure project that's ready to move, and from the smallest to largest communities, this section shows there are significantly more projects to rebuild across the country together than available funding.

## Development of the Sesser Bike and Walking Path Sesser, IL

Population: 1,548

This development would not only create well-paying construction jobs in the region, it will provide access to local businesses, the city's rural community health clinic and pharmacy, and the new route would be ADA friendly.

Project Cost: \$265,000

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## Camden Water and Sewer System Upgrades Camden, SC

Population: 7,248

This project will create a safe and reliable water supply which supports growth in industry, business, and residential building.

Project Cost: \$29M

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## New Ave Bikeway Takoma Park, MD

Population: 17,751

This project focuses on a roadway that has historically lacked investment and has a large Latino population. The bikeway will not only create jobs, it will connect those without cars to job centers in Takoma Park when it is complete.

Project Cost: \$1.1+M

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## **Green Road Smart Streets**

### **South Euclid, OH**

**Population: 21,011**

The South Green Road project will connect some of the city's lowest and highest income neighborhoods and will create good paying construction jobs in the process.

Project Cost: \$3.2M

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## **First Avenue Water Main Improvements – Roosevelt Road to Bataan Drive**

### **Maywood, IL**

**Population: 22,818**

Maywood seeks to address the infrastructure of the First Avenue corridor and spur commercial development by utilizing the Disadvantaged Business Enterprise (DBE) plan in an effort to support Minority, Women, and Veteran owned businesses in the greater area.

Project Cost: \$2M

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## **Workforce Development for Yankton**

### **Yankton, SD**

**Population: 22,924**

This program will support the city as it looks to attract new citizens and workers to fill its urgent need to recruit families to this community and to fill hundreds of openings in the city's manufacturing sector.

## **Sidewalk/Curb Ramp Replacement Project** **Kenmore, WA**

**Population: 23,281**

Many residents of Kenmore have difficulties with mobility and/or are financially burdened and must rely on public transit, or both. This project will offer accessible and safe sidewalks provide access for all to public transportation, community events, shopping, employment, and public facilities.

Project Cost: \$6.5M

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## **Improvement of the Camden Railroad Line between Washington, DC** **and Baltimore, MD** **Laurel, MD**

**Population: 25,519**

These improvements will support equity in providing commuter capacity in the underserved area of the City of Laurel and it will create thousands of jobs over a multi-year period.

Project Cost: \$645M

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## **Rosemount Water Treatment Plant** **Rosemount, MN**

**Population: 26,461**

Building a centralized water treatment plant ensures that the system is protected against any future issues and increases citizen confidence in the safety of our water supply.

Project Cost: \$14 million



**US 1 Baltimore Avenue Reconstruct US 1 from MD 193 to I-95**  
**Segments 2 and 3**  
**College Park, MD**

Population: 32,123

Upon completion, this major road for the City will be safer and more attractive for all users, facilitating additional investment in an existing commercial corridor.

Project Cost: \$50 million

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**Northglenn Master Transportation Plan**  
**Northglenn, CO**

Population: 38,419

This plan will use data to make decisions in a more equitable way and help create a more resilient future for the city and citizens.

Project Cost: \$275,000

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**Improved Water Pump Sysyems**  
**North Lauderdale, FL**

Population: 44,220

In times of extreme weather and flooding, the residents of North Lauderdale need safer and improved water pump systems to ensure safe water which will directly impact the lives and safety of families.

Project Cost: \$1M+

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**Storm Water Improvements at Louisiana Southwest Light Rail Station**  
**St. Louis Park, MN**

Population: 48,028

This project will create flood storage and serve as a catalyst for redevelopment in and around the Louisiana Southwest Light Rail (SWLRT) station, including affordable housing and job centers.

Project Cost: \$4.55M

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## **148th Street Non-Motorized Bridge** **Shoreline, WA**

**Population:** 57,967

This project will create thousands of permanently affordable housing units, ensuring equitable access to the regional light rail system, as well as housing for tens of thousands of households that will advance climate resiliency goals.

**Project Cost:** \$26M

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## **Bus Rapid Transit - MD355** **Gaithersburg, MD**

**Population:** 67,815

This public transit project will provide environmental resiliency by reducing emissions and will help to strengthen the local economy by connecting consumers with needed goods and services.

**Project Cost:** \$800 M

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## **Solids Management Process Upgrade** **Great Falls, MT**

**Population:** 80,722

The project improves treatment of surface from the front end and back end and the project will create local jobs.

**Project Cost:** \$17M

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## **Mountains to Sound Greenway - Bellevue Gap** **Bellevue, WA**

**Population:** 144,403

The Eastgate and Factoria neighborhoods adjacent to the trail gap support more than 25,000 employees, about 20 percent of the City's workforce. This trail will provide commute alternatives to employees in a highly congested area, offering much needed traffic relief.

**Project Cost:** \$40M

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## **Fishing Wars Memorial Bridge Improvements** **Tacoma, WA**

**Population:** 221,259

This project will improve access to and from the Port of Tacoma for those commuting to the 43,000 jobs in the area. Commuters will experience better, safer road and travel lanes and improved connections between Tacoma, Fife and the Port.

**Project Cost:** \$180M

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## **Ocotillo Road Shared Use Path** **Chandler, AZ**

**Population:** 269,123

This project will provide an important connection to Intel, Chandler's largest employer, enabling more residents to commute via bicycle, and enhancing multi-modal transportation options other prospective employers to offer to their employees.

**Project Cost:** \$13.4M

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## **12,000 Affordable Housing Units by 2025** **Washington, DC**

**Population:** 714,153

The Comprehensive Plan calls for focusing 12,000 affordable units and will help make Washington, DC an equitable and inclusive city where all residents, regardless of their household type, size, and income, can access housing that is healthy, safe, and affordable in every neighborhood.

**Project Cost:** \$1.5B+

## **West Seattle Corridor Bridges Rehabilitation and Strengthening Project**

### **Seattle, WA**

Population: 724,305

Repairing West Seattle High Bridge will eliminate the safety, traffic and air impacts of high bridge detours that have fallen most on low income neighborhoods with significantly higher proportions of people of color than most other parts of Seattle.

Project Cost: \$71.5M

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## **East Lancaster Avenue/Butler Place Transit and Transportation Improvements**

### **Fort Worth, TX**

Population: 934,477

This area has been void of public investment for years—this project will create jobs and stimulate private investments in small local businesses breathing fresh life to make it a vibrant and bustling corridor.

Project Cost: \$350 - \$450M



[NLC.org/rebuild](https://nlc.org/rebuild)