

ULSTER COUNTY TRANSPORTATION COUNCIL
City of Kingston Intermodal Facility Site Location and Conceptual Design Analysis
DRAFT FINAL REPORT
WD PROJECT NO. 4282-01



SUBMITTED TO
Ulster County Transportation Council
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INTRODUCTION

After the design Team reviewed the Ulster County Fixed Route Public Transportation Coordination and Intermodal Opportunities Analysis, we understood the main challenges the UCTC faces, which formed the basis for this project. Those challenges include (1) A large geographic area with dispersed development, relatively low density, high automobile ownership rates, and a complex transportation system due to the number of different service providers; (2) the level of schedule and fare coordination among the various service providers is not as high as desired; and (3) with multiple service providers, the needs, goals and objectives for all these providers may not always align or be the same.

The issues examined in the UCTC study calls for a number of service and facility improvements to the public transportation system. One highly recommended project was a new intermodal facility in Kingston. This facility would serve regional and local transit operators including Kingston CitiBus, Ulster County Area Transit (UCAT), Adirondack-Pine Hill Trailways, Coach USA-Shortline, and Laidlaw. The potential users were contacted to develop facility requirements in terms of bus operations and building dimensions. Several potential sites were identified, but a detailed site analysis was not performed.

The Wendel Duchscherer site selection process has proved to be a valuable tool to help authorities and agencies objectively analyze a collection of potential building sites. The goal is to reach consensus among the decision making parties as to the preferred site in which to build a new intermodal facility.

The process starts with the client assembling the right people to form the Technical Advisory Committee (TAC) for the site selection process. Wendel Duchscherer facilitates the group in a brainstorming process to set goals, develop a program to define the size of the facility, agree on the site selection criteria, and weigh those criteria as to their importance in the selection process. Site designs are generated concurrently with the scoring criteria. The design team analyzes and scores the sites, at which time the group is reassembled to discuss this analysis. A final, consensus oriented recommendation for sites is made at which time preliminary facility design is initiated. The facility designs are meant to contrast one another in order to spark robust dialogue with the public. The exploration of opportunities for joint development, preliminary costs, and the development of an implementation plan to bring the center to fruition are also included.

This report is intended to be a record of the Site Selection Process. It is a summary of the relevant data collected, preliminary sketches, conceptual designs, etc. for your reference. During this process, the Design Team also referred to several reports listed in the Appendix which contributed to our relevant data.

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Technical Advisory Committee (TAC)

Bill Tobin	Ulster County Transportation Council (UCTC)
Russell Robbins	NYS DOT Region 8
Toni Roser	Citibus
Steve Finkle	City of Kingston
David Markowitz	NYS DOT
Dennis Doyle	Ulster County Transportation Council
Cynthia Ruiz	Ulster County Area Transportation
Mark Boungard	Trailways
Donald Gray	Wendel Duchscherer
Scott Neal	Wendel Duchscherer
David Zielinski	Wendel Duchscherer

The design team was composed of Wendel Duchscherer (A/E design, cost estimating), Fitzgerald & Halliday (Transportation & ridership, Public Outreach facilitation), Dewkett Engineering (Civil engineering), McFarland Johnson (Electrical & Communication engineering), and the Williams Group (Joint Development Opportunities).

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MARKET OVERVIEW

City of Kingston, Ulster County, and the Hudson Valley

A site of political and economic import for many of its 350 years, the City of Kingston in upstate New York possesses a storied and venerable history. Its proximity to the wealth and power of New York City, together with its strategic position at the convergence of Rondout Creek and the Hudson River, not only fated Kingston to become a major player in the American Revolution, but also predisposed the city to the role of "transportation hub" through the close of the 19th century. When technologies shifted away from water towards rail, the city struggled to retain its transportation stronghold, and thus, its livelihood. In the adaptive years that followed, Kingston, Ulster County, and the entire Hudson River Valley were forced to forge new and unique niches in a rapidly changing economy. Today, their largely-interdependent economies have rebounded, and are posed to make even greater economic strides in the years and decades to come.

Historic Background

The story of Kingston begins in 1609, the year Dutch East India Company representative Henry Hudson became the earliest-documented European to reach New York Harbor and subsequently sail the waterway now known as the Hudson River. Casting an entrepreneurial eye on the unmarred valley stretching north to present-day Albany, Hudson claimed his discovery in the name of his Dutch sponsors.

In the decades that followed, the Dutch invested significant resources in the settlement of New Netherland, the name given to their newly-acquired territory. By 1626, they had formally established Fort Orange (at present-day Albany) and New Amsterdam (in present-day lower Manhattan). Because of the latter's deep, freeze-resistant waterways and protected bays, the settlement was particularly well-suited to trade, and commerce rather than agriculture evolved as the colony's primary industry. The Dutch found early success in the fur trade, while later enterprises in timber, tobacco, and the sale of slaves brought them extraordinary wealth.

In time, the Dutch gradually spread across the Hudson Valley. By 1652, approximately 70 families left Fort Orange to farm the flood plains a few miles from the junction of Rondout Creek and the Hudson River. By 1657, regular skirmishes between the Rondout settlers and the neighboring Esopus Indians led Dutch Director General Peter Stuyvesant to order the small settlement moved within the confines of a stockade on a hill overlooking the farmland. The village, which Stuyvesant called Wiltwyck, would be given the name Kingston in 1669.

In 1664, shortly after Wiltwyck's (Kingston's) foundation, the Dutch lost their North American territory to the British in the Second Anglo-Dutch War. For the next century, the region gradually anglicized, before ownership changed hands again as a result of the American Revolution. It was during the tumult of that era that Kingston emerged as

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a city of major regional significance—first as the site of ratification of the New York State Constitution, and second as the state’s original capital. In 1777, the British burned the city to the ground as retribution for its role as host to the treasonous patriot government.

Following the devastating fire, Kingston was forced to rebuild the prominence it had enjoyed in the colonial era. Within a few decades, the area would not only match but surpass its former glory; capitalizing on the adjacency of the Hudson River to establish itself as a key link in the transport of goods and materials between metropolitan New York and the west.

The Role of Transportation

The dawn of 19th Century ushered in an era of monumental change that affected not only Kingston but the greater western world. The Industrial Revolution had taken hold, forging connections between once distinct, local economies and spurring the demand for both raw materials and finished goods in unprecedented quantities. Fulfillment of that demand drove technological innovation in agriculture, manufacturing, and, most significantly to Kingston, transportation. In 1807, Robert Fulton made history with the introduction of the first steamboat, thereby providing the world with a reliable mode of countercurrent transportation. With the ability to travel both up and down stream, steamboats became the shipping method of choice, and riverside municipalities, like Kingston, reaped tremendous benefits.

It was at this time that the area that comprises modern-day Kingston was actually two distinct townships—the village of Kingston, located on the site of the original Dutch stockade, and Rondout, an unassuming hamlet along the creek of the same name. Despite its humble appearance, enterprising industrialists were quick to recognize Rondout’s favorable position along the Hudson. In the 1820’s, Pennsylvania coal mine owners William and Maurice Wurts selected the tiny village as terminal port for their private shipping venture, the Delaware and Hudson Canal.

By the time the canal opened in 1828, Rondout’s transformation was already underway. The construction process, which had begun three years prior, had inundated the area with new residents and businesses—an initial growth spurt that the fully-functional canal managed to perpetuate. By 1840, Rondout boasted 1,500 residents. In 1855, a mere 15 years later, its population had reached 6,000.

With its newly-developed infrastructure, Rondout was able to expand its economy beyond the canal to support successful cement, bluestone, brick-making, and patent-medicine industries, while nearby Kingston furnished the businesses and citizens of Rondout with vital banking and professional services. In 1872, after decades of this codependency, the two towns were incorporated as one, City of Kingston.

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Unified, Kingston flourished as a transportation and commercial hub until the closing of the Delaware and Hudson in 1899, when transport by rail finally supplanted canal shipping. At the same time, Portland cement was introduced to the market, squelching demand for both the local Rondout variety and bluestone. With its principal industries no longer in tact, and the outmoded status of canal shipping, Kingston, as well as other Hudson Valley communities, lost their commercial significance.

Kingston's inability to keep pace with advancing transportation technologies ultimately led to its decline, consequently forcing the city to reassess and rebuild its economy. As evidenced by the subsequent report, both the City of Kingston and the surrounding Hudson Valley have since managed to capitalize and build on their remaining assets. Furthermore, many local and regional developments are underway that show promise in their ability to drive growth into the future.

State of the Economy

Today, both Ulster County and the Hudson Valley are viable places to live, work, and conduct business. Both residents and business owners benefit from a high quality of life and proximity to urban centers at Albany and New York, which are accessible by CSX freight lines as well as passenger rail service via Metro-North and Amtrak in Dutchess and Orange Counties.

In recent years, the regional economy has grown, albeit modestly. Between 2001 and 2005, GDP in the Poughkeepsie-Newburgh metropolitan statistical area increased 3.8%—considerably more than the national average. In the same timeframe, the Kingston area GDP grew to \$3.68 billion, an increase of 2.8%. Top contributors included government (\$666 million), retail (\$484 million), healthcare and social assistance (\$401 million), and manufacturing (\$344 million).

Similarly promising, the U.S. Department of Commerce reported that total export sales from the Kingston Metropolitan Area increased 40% in 2006, amounting to \$160.28 million. Electronic exports accounted for \$9.8 million of that total, up from \$5.3 million the previous year. Experts attribute the growth to a number of factors, including the weak dollar, the region's tendency to produce inimitable technological products, and efforts by organization such as Empire State Development Corp. and Albany Center for Economic Growth to assist local companies in marketing their products overseas.

According to a June 2008 Marist report, the 2007 average annual unemployment rate for the Hudson Valley was 3.82%, a decline of 1.8% from 2006. Average annual unemployment was slightly higher in Ulster County—approximately 4.05% in 2007—but still significantly lower than the state (4.54%) and national averages (4.63%) for the same year. Between March and July 2008, the national unemployment rate averaged 5.36%, hitting a four-year high in July (5.7%). In the same time frame, the unemployment rate for the Hudson Valley averaged 4.74%, never exceeding 5.1%. These data suggest,

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perhaps optimistically, that the region may not be as susceptible to the effects of a downturn economy as the rest of the country.

In 2008, 40% of Ulster County employers reported plans to add staff for the summer quarter, primarily in the construction, trade, transportation, services, and public sectors; only 3% reported plans to make any staffing cuts. Still, the growing labor force has outpaced job creation, producing a situation in which increasing numbers of residents must travel outside the region to find employment. In 2006, the number of residents working outside their county of residence increased by 8,900 to a total of 296,000. Thirty-three percent of the Ulster County labor force was included among this group.

For residents of the Hudson Valley's southernmost counties, this trend has generally meant seeking employment in the New York metropolitan area. In 2006, net earnings of Hudson Valley residents increased 5.95% to \$82.8 billion, growth that may be attributable, at least in part, to the higher salaries residents are importing from New York City. At the same time, costs of living and housing have also climbed, somewhat negating the benefits of the earnings increase.

Projected Growth

In the long-term, multiple sources anticipate growth in both Ulster County and the greater Hudson Valley. The U.S. Census Bureau estimates that Ulster County's population grew to 182,742 in 2006—up from 177,749 in 2000. Meanwhile, New York State Statistical Information System projects continued growth through at least 2025, when the population is estimated to reach 210,096, with individuals under 40 years of age representing 52% of that total (up from 45% in 2005). For the mid-Hudson Valley as a whole, the New York Metropolitan Transportation Council estimates the population will increase from 2,239,200 in 2010 to 2,484,900 in 2025.

Employment numbers are equally promising. The New York State Department of Labor projects total employment in the Hudson Valley will increase from 990,040 in 2004 to 1,077,560 by 2014, with an average of 8,750 job openings resulting from industry growth each year.

According to an independent study prepared by The Pathfinders in January 2006, the Ulster County labor shed, comprised of Ulster, Delaware, Dutchess, Greene, Orange, and Sullivan Counties, boasts an underemployed labor force of 32,600 individuals. By definition, these individuals have jobs, but desire and qualify for better positions than they currently hold, and thus serve as the primary demographic from which a new employer to the area would hire its staff. Additional characteristics of the Ulster County underemployed are summarized as follows:

- 33% fall within the 35-44 age bracket (the most-represented age group)
- 53% hold an Associate Degree or higher; only 2% have not graduated high school

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- Most have experience in office operations (79%), sales (56%), and/or management (51%)
- Almost half (49%) have experience in distribution/transportation
- Large percentages have experience in manufacturing (38%), medical science (35%), and/or telecommunication/information technology

Additionally, a new employer would also have at its disposal a pool of 16,400 unemployed individuals who are not actively seeking work but would consider accepting a position under the right circumstances. When unemployed individuals actively seeking work are also factored into the equation, the Ulster County labor shed presents a total of 70,200 available workers to prospective employers.

Stewart Airport

Like the ready and able underemployed workforce, Stewart Airport in Orange County represents another marketable regional asset. Centrally located in New Windsor, NY, less than 25 miles from Ulster County, 60 miles north of New York City, and within a 250-mile radius of Boston, Washington, D.C., Philadelphia, Baltimore, Montreal, Buffalo, and Toronto, Stewart has been identified as the next major hub in the overburdened tri-state aviation market.

Interest in the historically underutilized airport has grown tremendously in recent years. Between 2006 and 2007, passenger traffic increased 300% -- a surge largely attributable to the arrival of carriers JetBlue, AirTran, and Delta Connection. On November 1, 2007, the Port Authority of New York and New Jersey assumed control of Stewart through a 93-year, \$87.5 million lease agreement with National Express Group. Having earmarked an additional \$500 million for capital projects over the next ten years, the Port Authority plans to transform Stewart into a facility capable of relieving growing congestion at John F. Kennedy, LaGuardia, and Newark airports. It's a plan that should prove favorable among the 11 million of the 108 million tri-state travelers who live closer to Stewart than any one of the existing three hubs.

Since acquisition, the Authority has embarked on a campaign to attract additional airlines, offer expanded routes; improve parking, access, and amenities; and market the airport to consumers. William DeCota, Director of Aviation, believes the airport has the potential to serve nearly 3 million travelers within five years, drawing mostly from Rockland, Orange, Westchester, Putnam, Sullivan and Ulster Counties, as well as parts of New Jersey and Connecticut.

Officials also have plans to expand cargo service at Stewart. With more surface area to facilitate the unloading process, and less surrounding road congestion than the other airports, cargo passing through Stewart can more quickly reach its final destination. Moreover, a \$55 million road project completed in 2007 has made access from the airport to the region's two major highways—the east-west I-84 and the north-south thruway—that much more efficient. As business leaders become more aware of

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Stewart's facilities, and as the Authority continues to improve cargo capacity, the area will undoubtedly become an increasingly attractive place to do business.

Indeed, developers have already begun acting on the potentially lucrative opportunities made possible by Stewart's fledgling renaissance. First Columbia, LLC has commenced its ambitious master plan to build New York International Plaza—a state-of-the-art business campus on a 260-acre, airport-adjacent plot. At completion, the campus will boast over 2 million square feet of retail, residential housing, hotel units, fitness and health facilities, and commercial office space.

First Columbia is confident that the Plaza's strategic location, and the host of tax breaks that accompany its inclusion within both a New York State Empire Zone and federal Foreign Trade Zone, will serve as attractive incentives to prospective occupants. Certainly, as Stewart Airport continues to grow, and as other transportation options expand, the Hudson Valley can be more convincingly marketed to industries and businesses seeking a feasible, affordable base of operations.

Solar Technology

Solar technology is one industry already making use of the Hudson Valley's growing assets, thanks in large part to ongoing efforts by lawmakers looking to brand the region as a leader in solar technology research and development. In 2007, Congressman Maurice Hinchey (D-N.Y.) helped secure more than \$5 million in local, state, and federal funding to launch The Solar Energy Consortium (TSEC), a non-profit organization based in Ulster County that allies the state's manufacturing, financial, and research communities for the purpose of advancing photovoltaic technology.

In July 2008, the House Appropriation Committee's approved another \$2.9 million for TSEC and its partners as part of the 2009 Financial Service Appropriations bill. This funding is in addition to the \$6.5 million recently allotted the consortium by New York State, as well as \$200,000 promised by Ulster County.

The money granted by the County comes with certain stipulations to ensure that Ulster's interests are being met. Additionally, a portion of the federal funds, approximately \$1.5 million, has been earmarked for Prism Technologies, Inc. to commence the development and manufacture of holographic optical film technology and photovoltaic modules at their Ulster County facility, a move that promises to create 400 jobs in the County over the next five years. Efforts by the consortium as a whole are expected to generate more than 1,000 jobs statewide in the same timeframe.

Frank Falatyn, Vice President of TSEC, has reported plans of the consortium to develop solar panels that can be retrofitted to New York City's existing skyscrapers. If the project is successful, future plans may include exporting the technology to serve the dense urban communities of countries like China.

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Undoubtedly, the industry is making significant progress and will likely continue to do well as it continues to receive support, and as demand grows for alternative and renewable sources of energy. As Hinchey put it, "By investing in The Solar Energy Consortium now, we are taking the steps necessary to create hundreds then thousands of new jobs in upstate New York over the course of the next several years while ensuring that New York is front and center in the world of renewable energy." As home to TSEC, Prism Technologies, and other consortium partners, the Hudson Valley stands to gain from this projected growth.

Tourism

Likewise important to Kingston and Ulster County's economic growth will be the ongoing vitality of area tourism. According to independent research firm Tourism Economics, the Catskills (defined by the tourism industry as Ulster, Delaware, Greene, and Sullivan Counties) and the Hudson Valley (Columbia, Dutchess, Orange, Putnam, Rockland, and Westchester Counties) together comprised 8% of the state's direct tourism sales in 2006—a respectable number considering the skewing effect of New York City on total sales. In the Catskills, that amounted to \$9.6 million in expenditures, 46% of which was generated by visitors to Ulster County. In the Hudson Valley, spending exceeded \$2.9 billion—a 4% increase from the previous year. Additional findings from the firm's December 2007 report are summarized as follows:

- Tourism in Ulster County generates \$227 million in labor income—50% of the regional total.
- Tourism directly supports 6,377 and 13,284 jobs in Ulster County and the greater Catskills region respectively.
- In the Hudson Valley, tourism supports 37,113 jobs and produces \$942 million in labor income.
- The food and beverage (26%) and transportation (24%) sectors account for the largest percentages of direct tourism sales in the Hudson Valley.

A separate study, released the same month by Hall & Partners for Saatchi & Saatchi and Empire State Development, profiles the tourism industry in both the Catskills and Hudson Valley regions. In summary, the report concludes:

- Visitors to both regions are likely to hail from the New York City metro region, fall within a younger (25-49) age bracket, and earn more than \$75,000 per year.
- Trips to the Catskills generally last longer than a weekend, but less than a week
- Sixty-one percent of those who have traveled to the Hudson Valley have also visited the Catskills.
- Tourists most often cite the Catskills' historic sites and landmarks (61%); outdoor adventure opportunities (43%), art and culture opportunities (29%), and farm activities (18%) or the availability of locally-produced foods (14%) as primary reasons for their visit.

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- Hudson Valley tourists cite the same motivating factors in similar quantities: historic sites (60%); outdoor adventure (41%); arts and culture (23%); farm activities (14%).
- Thirty-three percent of tourists to the Catskills consider the ease and convenience of getting to the region a critical factor in their choice to visit; forty-one percent say the same of the Hudson Valley.

Historic Sites

As the above data indicate, approximately 60% of people who travel to either the Catskills or the Hudson Valley consider the regions' wealth of historic sites and other regional landmarks critical factors in their decision to visit. Given that Kingston has maintained numerous vestiges of its 350 year history, the city has and does benefit economically from its regional role as a key tourist attraction. As the city persists in its cooperative efforts to market historical tourism, the dividends will likely continue to pay into the future.

Since 1966, the City of Kingston has gone to great lengths to preserve and market its historical heritage, an initiative that included the designation of a total of four historic districts by 1995. The Stockade District, at the site of the original Stuyvesant-mandated Dutch settlement, was the first recognized, followed in succession by Rondout-West Strand, Chestnut Street, and Fair Street. Boasting authentic historic structures and, in some cases, original street plans, each district serves as picturesque architectural testimony to a specific and significant moment in Kingston's historic evolution.

In the early 1980's, Kingston was designated one of New York State's sixteen Urban Cultural Parks/Heritage Areas, a state program designed to promote tourism through the presentation of important historical sites in the context of the city's former role as a transportation hub. The resulting boost in tourism and related commerce Kingston experienced upon participation contributed to its subsequent revitalization. Recognizing an opportunity at hand, developers and business owners worked to bring residential and commercial activity back to long-abandoned historic urban districts. In time, Kingston emerged a reenergized and desirable place to live and work.

Today, historic tourism remains a focus of the city's economic strategy. Recently, Kingston became the first community to create an online travel itinerary in conjunction with the National Register of Historic Places. Entitled "Kingston: 300 years of New York History," the itinerary is designed to encourage tourism by supplying potential and pending visitors with a wealth of information regarding the significance and accessibility of the many historic sites the city has to offer.

Outdoor Adventure: Belleayre Mountain Development Plan

Presently, 43% of visitors travel to the Catskills (including Ulster County) to indulge in some form of outdoor recreation. In fact, the region might be described as outdoor

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enthusiast's mecca. One attraction that promises to draw an even larger share of the market once completed is the construction of a world-class private resort at Catskill Park on the border of Ulster and Delaware Counties. The developers, Crossroad Ventures, L.L.C., have designed a state-of-the-art, year-round hospitality complex built to LEED Silver standards, with the goal of reclaiming the mountains' glory as a premier tourist destination. Planned amenities include:

- The Highmount Hotel & Spa, featuring 240 units of five-star, luxury accommodations and upscale leisure and medical spa facilities
- The Wildacres Hotel, featuring 389 units of four-star, family accommodations and conference space
- An 18-hole golf course designed by Davis Love III
- Resort and recreational programming for every season by way of the Wilderness Activity Center and Wildacres Resort Center
- Several restaurants and retail shops
- The expansion of Belleayre Mountain Ski Center terrain, to include more advanced-level trails
- Ski-in, ski-out convenience

Reports indicate that demand for the new facilities is high. Since 1998, annual visits to the existing Belleayre Mountain Ski Center have increased from 74,000 to 146,000—a number that is projected to grow by an additional 104,000 skiers once advanced-level terrain is acquired. The proposed complex will be equipped to accommodate these additional visitors and will encourage extended stays with its diverse activities roster. The facilities will also prove appealing to New Yorkers seeking an alternative to comparable destinations in New England. In milder months, the resort's primary draw will be its outdoor adventure activities (hiking, nature walks, mountain biking, and horseback riding) and golf and spa facilities. Spas, in particular, are a growing and profitable segment of the hospitality industry. In 2006, spas generated \$9.4 billion in revenue, up 34% from 2003.

As soon as construction is underway, the resort's long-term economic impact on the surrounding communities, including Ulster County, will be apparent. The project is expected to create a total of 1,800 construction jobs over an eight year period, with an additional 450 full-time and 150 part-time jobs available once the resort is up-and-running. Furthermore, the towns of Shandaken and Middleton, the local school districts, and Ulster and Delaware Counties will be the beneficiaries of the more than \$2 million in property taxes the resort is projected to pay annually, while state and county sales tax will likewise top \$2 million per year.

Art & Culture

The success of the art and culture segment of the Hudson Valley's tourism industry is likely related to the region's relatively recent cultural renaissance and rejuvenated fervor for the arts. Resultantly, the region has earned a much-deserved reputation among art

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enthusiasts as a premier cultural destination, reaping significant economic dividends in the process. As that reputation becomes increasingly known to the wider public, those dividends will likely grow.

The Hudson Valley boasts a host of prominent artistic institutions, among them the Hessel Museum of Art at Bard College, the Bardavon 1869 Opera House in Poughkeepsie, the Ulster Performing Arts Center in Kingston, and Dia, a fine arts museum in Beacon, NY, just 40 miles south of Kingston. Opened in 2003, Dia has drawn more than 350,000 visitors in its five years, and contributes over \$10 million per year to regional economic development, according to a study by the Center for Creative Community Development. This is a feasible estimate, considering the Hudson Valley arts community takes purposeful steps to create regional cohesiveness. "Art Along the Hudson," a series of popular monthly art events, links Dia with other cultural venues and activities in Beacon, Kingston, Poughkeepsie, Newburgh, Rhinebeck, Hudson and Catskill through a cooperative media campaign. In a similarly complementary relationship, the Woodstock Film Festival exposes the region to directors, producers, and actors, some of whom later return to shoot their own films with assistance from the Hudson Valley Film Commission.

The City of Kingston also makes significant contributions to the thriving regional arts scene, accruing considerable benefits as a result. In a February 2007 article, "Bohemian Today, High-Rent Tomorrow," *BusinessWeek* ranked Kingston, along with New York, Los Angeles, and San Francisco, as one of the ten "Best Places for Artists in America," largely due to its high concentration of artistic establishments (artists' offices, studios, and places of business) and cultural resources (museums, dance and theater companies, college arts programs, and library resources). The same article cites the economic benefits of this creative influx, explaining that artists, as vanguards of the up-and-coming, possess the singular ability to breathe new life into struggling neighborhoods. Generally strapped for funds, they are drawn to a city's most derelict, low-rent districts, subsequently catalyzing a chain of gentrification: chic businesses converge on the neighborhood to meet artists' consumer demands, followed closely by a wealthier demographic seeking cultural fulfillment.

In her research, professor and economist Anne Markusen of the University of Minnesota has found that artists are indeed a significant factor in urban renewal and regional economic development. The reasons, she cites: local companies benefit from artists' talents and outside-the-box approach to business, and can capitalize on a city's rich cultural reputation as a selling point in persuading highly desirable employees to the area. Moreover, anecdotal reports from local businesses owners emphasize the increased patronage they experience as a result of the foot traffic generated by nearby art venues and events.

In recent recognition of art's economic import, state Assemblyman Kevin Cahill (D-Ulster, Dutchess) announced in September 2007 the passage of legislation to create a

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pilot grant program through the New York State Council of the Arts to support artists and arts organizations in securing living and work space in Kingston.

Farmers Markets

As noted, farm activities and the availability of locally-produced foods have also been important factors in attracting visitors to both Ulster County and the greater Hudson Valley, two areas where farmers markets serve as important sources of revenue for hundreds of agriculture-dependent families. Fortunately for the region, experts have predicted that rising imported food costs together with the growing popularity of eating organically and locally will result in increased farmers market sales this year and in the foreseeable future.

Region-wide, farmers markets have already experienced rising consumer demand, and have expanded to keep pace. Currently, popular markets operate in New Paltz, Kingston, Poughkeepsie, Hyde Park, Rhinebeck, Woodstock, Saugerties, and Rosendale—many of which opened in the past two years alone. Between 2004 and 2007, farmers markets across the state grew from a total of 320 to 391, a 22% increase in three years.

Anecdotal evidence that individual markets, which generally run from early June to late October in accordance with New York's growing season, are booming. Rhinebeck added Thursday to its weekly schedule in accommodation of additional shoppers, while the Kingston market, now in its 9th year, has grown to feature special events, chef demonstrations, product tastings, and giveaways to entertain its more than 1,800 visitors per week. Furthermore, officials in Poughkeepsie hail the 10-year old market as a vital economic stimulus. As the number of visitors to the market has grown over the years, so has neighborhood foot traffic and patronage to other nearby businesses.

Conclusion

As evidenced in this report, Kingston's livelihood, indeed its very existence, was, is, and will continue to be inextricably linked to both its strategic position along the Hudson River and its proximity to New York City.

Certainly, the river was an essential factor in the Kingston area's initial settlement by the Dutch families of Fort Orange, who chose the location for its fertile flood plains and depended on the crops it yielded for subsistence. Later, the decision to construct a fort onsite had as much to do with Peter Stuyvesant's tactical desire to secure a Dutch stronghold midway between Fort Orange and New Amsterdam (New York) as it did with a need to assuage tensions with Native Americans.

During the American Revolution, any distinction Kingston gained was a fateful result of its propinquity to the tumult and turmoil brewing in New York, and the British's army's calculated plan to take the Hudson River Valley. Likewise, Kingston assumed

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commercial essentiality in the 19th century as the primary link, by way of the Hudson, between New York and the rest of the country.

Today, the City of Kingston, Ulster County, and the Hudson Valley region still profit from their geographic location. The New York City metro area not only provides gainful employment to the Hudson's growing labor force, but is also the primary source of tourists for both the Hudson Valley and the Catskills.

Moving forward, the region would likely benefit from the further development of its transportation and communications infrastructure in order to support economic growth and increase the efficiency of its linkages to the New York metropolitan area. As a result, the distance that does separate Kingston from New York City will become less of an obstacle, not only to commuters and tourists, but to existing and prospective businesses and governmental operations.

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EXECUTIVE SUMMARY

Existing & Future Public Transportation System

As was the case in August 2005, when Abrams-Cherwony made their initial assessment, the transportation system in Ulster County continues to be somewhat problematic, specifically due to the complexity of coordinating the goals and operations of multiple providers over a large geographic area. Concurrently, the existing intermodal facility lacks the space and design elements to properly handle present operational needs. Moving forward, growing ridership fueled by rising gas prices, as well as proposed route expansions, will only serve to exacerbate the facility's capacity shortcomings.

Facility Requirements

Taking into consideration the findings from the Abrams-Cherwony Report, as well as input and service data supplied by Adirondack-Pine Hill Trailways, Ulster County Area Transit, and Citibus, the design team was able to compile a thorough inventory of operational requirements for the new intermodal facility. Recommended features have been designed to account for fleet size, ridership levels, safety concerns, efficiency drains, and employee and consumer amenity needs for each of the three referenced service providers. They include, but are not limited to:

- Eight Trailways bus slips, minimum
- Staging areas for four buses, three for Trailways and one for a future Coach USA service
- Future self-service ticket/schedule kiosks
- 120 seat Trailways waiting area (six buses x 20 passengers)
- Gates with electronic signage for each bus to improve passenger queuing/boarding process
- Additional parking to meet passenger demand
- Dedicated taxi waiting area and drop-off/kiss-and-ride area to avoid vehicular/pedestrian intermingling
- One 40' UCAT space
- Two 40' Citibus spaces
- Dispatch hotline phone and detailed bus route matrix to facilitate passenger obtainment of schedule information

Location Analysis / Site Design Concepts

Based on criteria defined by the Technical Advisory Committee (TAC), 16 sites were identified as potential locations for the new intermodal facility. From this initial pool, Wendel Duchscherer, the TAC, and the consultant group conferred on the selection of five preferred sites—S1, S1A (a combination of S1 and S2), S2, S9, and S11—deserving of further study and the development of preliminary site design concepts. Weighing the opportunities and constraints of each preliminary site plan presented, the team

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unanimously agreed to advance site S1 as one of two final sites. Site S11 was also a strong contender for further study, primarily due to its proximity to the de facto local bus hub outside of Hannaford's in the Kingston Plaza, the amount of available area for development, and the Plaza owner's willingness to partner with the project. However, there were overriding concerns regarding the expense and time associated with constructing four-way access and exit ramps to I-587, which was a condition of Trailways agreeing to relocate to this location. In addition to the significant construction expense, as well as issues of ownership and maintenance of the ramps, the time involved with implementing the required NEPA and SEQR environmental processes, with no guarantee of a favorable outcome, would likely take a minimum of several years to complete.

It was at this time that site S8, which had been eliminated early in the selection process due to property unavailability, unexpectedly re-entered the market as a viable candidate for development. While this location also has its challenges, its close proximity to the Thruway entrance and existing park-and-ride lots, as well as its current and future available development area and potential to convey a "gateway image" for the region, were viewed as significant positive factors. The team subsequently designated S8 the second of the two final sites.

Facility Recommended Plan

If sited correctly, and designed for efficiency, aesthetics, and ease of use, the future Kingston Intermodal Facility will not only spur economic development in the surrounding area, but also elevate the public's perception of the city itself. Recognizing the import of constructing a facility that will be perceived positively by residents and visitors alike, Wendel Duchscherer envisions a design that respects the history, architectural character, and ecology of the facility's chosen site (S1 or S8).

To accomplish this goal, Wendel Duchscherer has devised a sound implementation plan to carry out the project from kick-off through construction, including provisions for schedule adherence, cost control, project evaluation, documentation, public outreach, environmental compliance, joint development, and construction documents. The extensive plan reflects our firm's breadth of experience and familiarity with the issues pertinent to intermodal transportation.

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EXISTING & FUTURE PUBLIC TRANSPORTATION SYSTEM

Current Services and Need

UCTC faces several challenges in providing public transportation service throughout Ulster County. These include:

- A large geographic area with dispersed development, relatively low density, high automobile ownership rates, and a complex transportation system due to the number of different service providers.
- The level of schedule and fare coordination among the various service providers is not as high as desired.
- With multiple service providers, the needs, goals and objectives for all these providers may not always align or be the same.

As mentioned in other areas of this report, the current intermodal facility has been identified as being poor for both current as well as future intermodal operational needs. In general, most program areas are too small to handle an operation of this size. These include baggage, administrative offices and waiting/queuing space for passengers. These problems are exacerbated during times of peak travel throughout the year.

Citibus

"Kingston CitiBus operates three bus routes throughout the year in the City of Kingston....One of these bus routes also serves Port Ewen. Route A connects Hannaford's in the Kingston Plaza shopping center with both the uptown and the Rondout areas of Kingston via Broadway. Route B connects Hannaford's in the Kingston Plaza shopping center with both Hurley Avenue and the Business Resource Center via the uptown and the midtown areas of Kingston. Route C connects Hannaford's in the Kingston Plaza shopping center with Port Ewen via both the Rondout and Golden Hill areas of Kingston. While the three routes converge on Hannaford's, they do not operate on a "timed-transfer" basis.

Kingston CitiBus also operates a fourth bus route from June through October. This seasonal bus route - the Kingston Historic Trolley - connects the Trolley Museum in the Rondout section of Kingston with the Ramada Inn, located west of the New York State Thruway (Interstate 87)." Abrams-Cherwony Report, pg. 5.

Citibus does not have a pulse operation. The maximum number of buses in the new Facility at one time would be two, one paratransit and one fixed route bus. The bus movement preferences are easy-in / easy-out bus bay. There are nine full-time bus drivers and three substitute drivers (including paratransit drivers) working in two shifts.

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All shifts start at the DPW garage and change shifts at office. The largest bus is 35' with bike racks. The total fleet is three trolleys, three paratransit and three 35' buses.

Adirondack-Pine Hill Trailways

"Trailways operates several bus routes through Ulster County connecting upstate New York locations with New York City as well as Long Island. Adirondack/Pine Hill Trailways provides the only "one-seat ride" service (i.e., no transfer required) between Kingston and the Port Authority Bus Terminal in New York City on Manhattan's west side. Adirondack/Pine Hill Trailways also provides service north to Albany." Abrams-Cherwony Report, pg. 6.

Trailways requires eight buses on site at the same time twice a day Friday and Sunday. At holiday peak times, there can be 11 -12 buses on site at one time. There is also a need for a four bus staging area (three for Trailways and one for Coach USA in the future). Buses are 45' long with a 46' turning radius (plan for 50' turning radius). Trailways has a total of five to six employees, with three (two agents and one baggage person) on site at once. The staff works two shifts. Staffing stays the same during peak holiday periods since they simply process more passengers and buses.

Ulster County Area Transit (UCAT)

"Ulster County Area Transit (UCAT) operates two different types of bus routes: the Regular Routes and the Rural Routes. UCAT's Regular Route network consists of nine bus routes which provide public transportation service throughout Ulster County. Only one of the UCAT Regular Routes - the Newburgh Service - leaves Ulster County to serve Newburgh, located in neighboring Orange County. Buses operate between the more densely developed communities of Ulster County along many relatively major roadways. Much of the service area is rural in nature. The UCAT bus network is essentially focused on the Kingston Plaza shopping center in Kingston; however, both the Ulster County Community College (UCCC) and the Hudson Valley Mall are very important locations on the UCAT Regular Route network. UCAT's Regular Routes are "Flexible Fixed Routes", meaning that the bus will go off-route to serve locations within approximately three quarters of a mile of the bus route on a pre-arranged reservation basis. Reservations should be made no less than 24 hours in advance. This arrangement allows UCAT to satisfy the requirements of the Americans with Disabilities Act and not have to operate a complementary demand responsive paratransit system.

UCAT's Rural Route service is a demand responsive service which essentially supplements the Regular Routes in communities where experience has shown that additional service is needed on certain days. Similar to the UCAT Regular Routes' "off-route" flex service, reservations

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for the UCAT Rural Route service must be made no less than 24 hours in advance. The communities...receive UCAT Rural Route service connecting them to either Kingston or New Paltz; however, service operates on a "rover" basis, with only certain communities receiving service on certain weekdays.

Because of the size of its service area, UCAT employs a distance-based zone fare system." Abrams-Cherwony Report, pgs. 5-6.

Some of the UCAT information in the Abrams-Cherwony Report of August 2005 is incorrect. UCAT buses go everywhere in the County. UCAT is a deviated fixed route, hub and spoke system with no pulse. Some of UCAT's routes are a series of short runs. All buses have bike racks. The new facility would warrant two UCAT spaces. Most buses are 40', but they do have some smaller size buses. While UCAT would ideally require two dedicated bus slips in the new facility, during the study it was agreed that three bus slips would be adequate to care for Citibus and UCAT's combined operational needs, with coordinated scheduling. The program therefore shows one bus slip for UCAT.

Future Services and Need

Citibus

2005: 125,071 passengers
2006: 100,491
2007: 88,117
2008: 43,000 (first 2 quarters)

Notes:

- Declining ridership could be attributable to driver error in entering data. Third quarter adds the seasonal Historic Trolley and is expected to exceed 30,000 trips or more. Source: Toni Roser, Citibus Manager.
- Within next ten years, paratransit may grow and there may be a need for one more fixed route.

Adirondack/Pine Hill Trailways

2007: 266,000 passengers (95% of the riders go to NYC)
(22,500 passengers in May 2008)

Notes:

- According to meeting minutes generated in November of 2006, Trailways suggested their trend to be "slow steady growth – 4% per year." However, recent numbers are averaging 6% and climbing with escalating fuel costs.

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According to the American Public Transportation Association (APTA), this fuel cost is creating overwhelming transit ridership need across the country, many areas seeing double digit increases.

Ulster County Area Transit (UCAT)

2005: 169,818 passengers

2006: 184,968

2007: 193,306

2008: 106,519 (first 2 quarters)

2008: 213,038 projected

Notes:

- May provide future bus service to Amtrak.
- Currently planning new service to Metro North from Rosendale.
- UCAT will be moving from "route deviation" to "point deviation" to save time and money due to less deadhead miles.
- Source: Tom Jackson, UCAT Transit Planner

Site Preferences

The design team worked with the Technical Advisory Committee (TAC) to study the Washington Corridor Study Area (see Section VI Location Analysis for Study Area map) for potential sites which would meet the needs of the future Kingston Intermodal Facility. The initial 16 sites were a compilation of physical walking tours of the area as well as extensive GIS surveys which analyzed available properties for the proper anchorage.

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FACILITY REQUIREMENTS

In general, the Abrams-Cherwony Report is considered a good starting point in determining the requirements of the new facility. The design team also met with the various transportation providers to verify the type and size of spaces they will require, and to ascertain the functional aspects of the facility's pending design.

Adirondack-Pine Hill Trailways

Adirondack Trailways is a private motorcoach operator serving areas of New York and Canada, including daily service between Kingston and New York City. In May 2008, total ridership along the Kingston route reached 22,500. In general, 95% these riders traveled to New York City as a final destination.

Discussions with Trailways revealed a preference for a herringbone bus arrangement, that is, one in which the buses back up to leave the facility. Currently, Trailways has six buses onsite at the same time twice per day, every Friday and Sunday. On holidays, when demand for service to New York City is especially high, this number can rise to as many as 11 or 12 buses onsite at one time, producing a situation that quickly overwhelms the current facility. The buses are 45' long with 46' turning radius (plan for 50' turning radius) and it was determined that the bus bays do not need curbs. The new facility will, however, require staging areas for four buses, three for Trailways and one for Coach USA in the future. The amenities of the new facility will be the same as those of the current facility:

- Waiting area
- Staff-maintained vending machines
- Ticket counter with space for two agents
- Package reception with scale and secure storage (to handle eBay traffic as well as unattended packages)
- Drivers' room with dispatch desk
- Office/cash room away from public view
- Toilet rooms
- Pay phones
- Service by vending trucks

The design of the new facility will also need to accommodate future self-service ticket/schedule kiosks. No fueling or sewage dump will be required at the new site since the maintenance garage is located between the existing terminal and headquarters on Hurley Avenue.

The facility will need to operate between the hours of 5:00 a.m. and 11:30 p.m., seven days per week. Trailways operates with a staff of five to six employees working two shifts. Three employees (two agents and one baggage handler) are onsite at any given

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time. Staffing stays the same during peak holiday periods, when each worker simply processes more passengers and buses.

The current waiting area is too small to accommodate the 1,000 people may who use the facility on any given day. The design team should thus plan for a 120 seat waiting area (six buses x 20 passengers) and assume that 240 people may be using the new facility at any one time. Currently, the waiting room is approximately 28' x 30' and features:

- A ticket counter (approximately 12' x 16', including package reception)
- Package reception counter (low) with scale
- Three vending machines
- One gum ball machine
- Three arcade games
- Twelve seats
- Two toilet rooms
- Pay phones

The waiting room currently lacks but needs the following:

- Newspaper boxes
- Public address system
- Television screens

The passenger queuing and boarding process also needs improvement. At present, it is unsafe and confusing. Ideally, the new facility would have gates with electronic signage for each bus. The TAC is also interested in pursuing a tourism center as part of the new facility.

Additional site considerations have been taken into account:

- At the current facility, buses and cars mix with pedestrians and taxis, creating a potentially dangerous situation. At the future site, both a dedicated taxi waiting area and drop-off/kiss-and-ride area are needed
- Snowplowing will continue to be contracted; the site will have to accommodate snow deposits.
- An onsite dumpster will be required
- Security must be upgraded and monitored from offices on Hurley. Details of the security component will be determined pending a TAC discussion of the matter.
- As it stands, requests for parking (indicated by hang tags distributed with ticket purchase) outnumber available spaces. Additional parking is needed at the new facility.

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Ulster County Area Transit

Ulster County Area Transit (UCAT) is a deviated fixed route, hub and spoke system with no pulse although it will move from "route deviation" to "point deviation" to save time and money due to less deadhead miles. Some of UCAT's routes are a series of short runs. It is evident that UCAT & Citibus need better operational coordination, as Citibus does not have a dispatcher working during all service hours.

UCAT is no longer using lifts on their buses. Instead, new buses are equipped with ramps, which require less maintenance. Additionally, all new buses feature bike racks. UCAT buses are not allowed to back up.

Ideally, the design team would plan for two 40' UCAT spaces at the new facility, although UCAT has some smaller size buses. However, during the course of this study it was agreed that three total bus slips would be adequate to care for the Citibus and UCAT combined operational needs by means of coordinated scheduling. UCAT drivers will also require a toilet room and vending facilities, though no UCAT administration would be located in the new facility. Additionally, the design team should provide a hotline phone between passengers and dispatch to permit the request of schedule and other information. A coordinated map / matrix showing the intersections of all bus routes would also be helpful in providing passengers routing and schedule information.

Citibus

Citibus does not have a pulse operation. Route times will change to give operators a 30 minute lunch break. However, Citibus will not be extending hours of operation due to union concerns, though there is a desire to extend the hours of at least one route to 9 PM in the future, if possible.

The total Citibus fleet consists of three buses, three paratransit vehicles, and three trolleys with front "cow catchers." A maximum of two Citibus vehicles (one bus, one paratransit) would be in the new facility at one time. The largest bus is 35' and features a bike rack; no larger buses will be purchased due to narrow streets and turns. Vehicles currently stop one block from Trailways Terminal at the intersection of North Front and Frog Alley. Citibus prefers easy-in / easy-out bus bays over an in-line, nose-to-tail arrangement.

Currently, there are two paratransit circulators. Paratransit does access the Trailways terminal at this point in time. Within the next ten years, paratransit may grow resulting in an additional fixed route.

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Administration area needs are as follows:

- Three workstations (clerk/dispatcher, examiner)
- Supervisor's office
- Small conference room (featuring a table with four chairs).
- Drivers' room with 12 lockers, a toilet room, vending, and a coffee station
- Office supply closet

Citibus employs nine full-time bus drivers and three substitute drivers, including the paratransit drivers, in two shifts. Drivers start their shifts at the DPW garage and change shifts at the office. The public also comes to the Citibus office for passes. The waiting area will need to be sized to accommodate six to ten passengers at peak times and can be an interior/exterior combination. A smoking area should be provided away from building. No security will be required beyond the typical amount.

Space Program

ID #	Space	#	Area (SF)	Subtotal (SF)	Comments
SITE					
1	UCAT Bus Bays & Passenger Platform	2	3,000	6,000	Sawtooth 10' loading area & 63' x 10' bay incl drive lane; 40' bus w/ 42' TR
2	Citibus Bus Bays & Passenger Platform	2	2,650	5,300	Sawtooth 10' loading area & 53' x 10' bay incl drive lane; 40' bus w/ 42' TR
3	Citibus Staff Parking	4	350	1,400	
4	Smoking Area	1	100	100	Away from pedestrian traffic pattern
5	Trash Receptacle	1	100	100	Dumpster
6	Emergency Generator	1	200	200	
7	Transformer	1	200	200	
8	Taxi	3	162	486	
9	Bicycle Lockers / Storage	5	12	60	
10	Shuttle / Regional bus	1	850	850	
11	Trailways Bus Bays & Platform	6	1,500	9,000	Herringbone incl drive; 17'W x 50' long; buses 45' w/ TR of 46' (minimum-plan 50' TR); See Note #1 below
12	Coach USA Bus Bays & Platform	1	1,500	1,500	Herringbone incl drive; 17'W x 50' long; buses 45' w/ TR of 46' (minimum-plan 50' TR)
13	Trailways Layby Bays	2	650	1,300	Herringbone or nose to tail; 13'Wx50'L

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14	Intercity Staff Parking	5	350	1,750	
15	Package Delivery / Pickup Parking	1	350	350	
16	Pay Phones	2	8	16	
17	Kiss & Ride	4	350	1,400	
18	Parking	60	400	24,000	Could use 60 more for park & ride commuters
19	Maintenance Shed	1	256	256	
20	Laidlaw				Will use one of the local bus slips
	Total			54,268	
	Landscaping	12%		6,512	
	Circulation	25%		13,567	
	Expansion	48%		26,049	Approx. 4%/yr - assume 10 year plan
	Total			100,396	
<p>Note #1: Six (6) bus bays accommodates regular peak of six (6) buses on site at one time. Does not accommodate holiday peak of twelve (12) buses on site at one time.</p>					
BUILDING					
1	Interior Waiting / Seating for 60 Persons	1	1,500	1,500	Incl vending; ATM; games; hotline phone bank; ticket/info kiosk; TV screen; assumes exterior waiting for 60 persons at peak times
2	Ticket Sales	1	300	300	counter, etc.; bag wells; package reception/scale; cash room
3	Public Toilet Rooms	2	400	800	3 WC; 3 lav; baby changing; wash w/ hose - each room
4	Citibus Supervisor	1	150	150	
5	Citibus Workstations	3	100	300	Clerk; dispatcher; examiner
6	Citibus Conference Room	1	140	140	Table and 4 chairs
7	Trailways Manager	1	140	140	
8	Trailways Customer Service	2	70	140	
9	Employee Lockers	18	0.25	5	Citibus=12; Trailways=6
10	Package & Baggage Room	1	250	250	
11	Telephones	2	6	12	
12	Trailways Dispatch	1	60	60	
13	Work Room & Supplies	1	120	120	Shared by all entities
14	Breakroom - Staff & Drivers	1	350	350	Shared by all entities; 10 occupants; 2 tables; 10 chairs; kitchenette
15	Toilet Rooms - staff & drivers	2	250	500	2 WC; 2 lav - each room
16	Janitor Closet	1	100	100	Incl. storage; floor sink
17	Security Office	1	120	120	
18	Coffee Shop Area	1	150	150	

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19	Tourism Counter Area	1	100	100	Immediately adjacent to Waiting Area
20	Rental Car Counter Area	1	100	100	Immediately adjacent to Waiting Area
	NSF Total			5,337	
	Circulation	15%		800	
	Mechanical/electrical/data	10%		534	
	Expansion	48%		2,562	Approx. 4%/yr - assume 10 yr plan
	Building factor	5%		267	
	GSF Total			9,499	

Total Gross SF =	109,895	=	2.52acres
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Establishment of Evaluation Criteria

Refer to Section VII Site Design for the description of this process, and to the Appendix for the list of Evaluation Criteria and the Comprehensive Alternative Evaluation Matrix that was developed to analyze the potential sites.

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LOCATION ANALYSIS

Goals and Objectives

The project goal was developed at the kick-off meeting with the TAC on October 11, 2006. The goal was to establish an intermodal facility which would act as a catalyst for economic development, integrating tourism into the program. The program would combine the various transportation organizations in order to create a more efficient facility. This will be accomplished in a collaborative, cost effective manner, while meeting appropriate programming, scheduling, environmental and cost parameters.

Initial Potential Sites

The main purpose of early TAC meetings was to discuss and determine the appropriate grading criteria for scoring the sites considered for the Kingston Intermodal Facility. The potential sites were selected from a pool of commercial properties based on a combination of the following criteria:

- Identification by the Abrams-Cherwony Report
- Vacancy
- Sufficiency of size to accommodate the program, either alone or in combination with adjacent properties
- Optimal location due to highway access or surrounding context

Analysis of the defined study area revealed a limited number of properties / parcels that fulfill one or a combination of the above criteria. Based on criteria defined by the TAC, 16 sites were identified as potential locations for the new intermodal facility. Maps of the defined Washington Avenue Corridor Study Area, the locations of the initial 16 sites, and a matrix analysis of the advantages and disadvantages of the 16 sites are provided at the end of this section.

Subsequently, the consultant team made an initial recommendation that five of these potential sites be advanced for further development, tasking the committee members to review their recommendation in order to make the final determination. The committee decided to wait for the results of the 1-30-07 Public Information Meeting before deciding which sites should be advanced. Committee members were asked to consider the identified sites and provide feedback to Wendel Duchscherer. It was suggested this feedback include which sites seem most viable, which do not, and reasons why.

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The summary of the TAC's recommendations are as follows:

Site Designation	Number of Recommendations
S1 Existing Terminal with Platers Company	6
S2 Former Sheriff's Office	4
S15 Broadway & I-587 intersection (Domino's area)	3
S9 Existing Visitor's Center	2
S11 East end of the Plaza	2
S3 West end of the Plaza	1
S5 Vacant site south of I-587 bet. Sandy Road & Powell Lane	1
S12 Lilli Pond of Kingston	1
S14 Uptown Parking Garage	1
S16 WKNY	1

The following sites received no recommendations for further study:

- S4 Vacant site south of I-587 between Sandy Road and Esopus Creek
- S6 Corn field at the northeast intersection of I-587 & Sawkill Road
- S7 Vehicle repair shop at the northwest intersection of I-587 and Sawkill Road
- S10 Vacant site immediately south of Trailways maintenance shop
- S13 Dock Street Associates site, north of I-587

In regards to site S8, it is unavailable due to another project being developed on that property.

In their initial feedback to Wendel Duchscherer, Trailways did not recommend further study of site S11 (the east end of the Plaza). However, Trailways has since stated they would consider utilizing this site as the new Intermodal Center under the condition that dedicated entry and exit ramps from I-587 be constructed as part of the project.

Sites selected for further study

After significant discussion, it was decided to advance the following sites for more detailed study and analysis:

- S1 Existing Terminal with Utility Platers (both as stand alone and in combination with S2).
- S2 Former Sheriff's Office (both as stand alone and in combination with S1).
- S9 Existing Visitor's Center.
- S11 East end of the Plaza, with the condition new dedicated entry and exit ramps from the I-587 would be constructed.
- S12 Lilli Pond of Kingston, in conjunction with the existing Kingston Hospital

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Dialysis Center on Albany Avenue.

Though not being advanced at this time, it was also agreed that a detailed study sketch would be developed for site S15 to analyze its area and size in relation to the current program. Trailways, however, does not feel site S15, even with a new roundabout at the I-587 / Broadway intersection, would be a viable location for their operation due to traffic access and congestion issues. The detailed study sketch illustrated that the parcel would not be sufficient to provide adequate space for both the transportation station and on-site parking.

S3 was not pursued primarily due to the adjacent residential community (the Dutch Village Apartments) and the conflict with the existing rail right-of-way and associated potential "rails to trails" development. S14 was not pursued primarily due to its insufficient size to accommodate the program, traffic issues with the Kingston Plaza entrance, and its designation as the site of a proposed mixed-use development project considered a "high and better use" for that location. S16 was ruled out as not as optimal or advantageous in comparison with the other potential sites.

The City stated there is potential to consider constructing a parking structure on the existing surface lot located on North Front Street directly behind the existing car dealership on Schwenk Drive. They recommended this be considered as part of the development option for site S2, wherein parking for the new facility could be accommodated by this parking structure. The City would prefer the Plaza site to be considered holistically, and not necessarily identified as the "Hannaford Plaza Site" and the "Ames Plaza Site". However, it was also acknowledged that the site at the west end of the Plaza, near the former Ames store, would present challenges due to its adjacency to the Dutch Village Apartments. The City does not prefer the new Intermodal Center be located near the intersection of the I-587 and Broadway (site S15), citing the same traffic and access issues as Trailways. The UCTC will initiate a study later this year to analyze the feasibility of constructing a roundabout at this intersection and has also recommended a cost benefit analysis be performed for the proposed dedicated entry and exit ramps from the I-587 to a potential Plaza site. In relieving traffic access and congestion issues, these ramps may benefit the entire area.

Site S5 was not advanced for further study. While it was acknowledged that this site had excellent potential due to its size and proximity to I-587, the City stated the costs associated with mitigating the flood plain issues would be cost prohibitive and ill-advised. The City stated that property acquisition costs, not mitigation, should be the goal for funding allocations. They further added that site S5's location did not offer ideal visibility for an intermodal facility and associated economic development. It is problematic since it is immediately adjacent to residential properties. Based on current planning efforts, left hand turns from Washington Avenue to this property may not be allowed.

The City also expressed concern for site S9, likewise located in the flood plain, for the same reasons as noted for site S5. Ulster County Planning recommended the

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combination of site S12 and the Dialysis Center on Albany Avenue be studied in more detail. There was a possibility of some consolidation within the local medical community, allowing this site to become available. One of the advantages of this site, should it be vacated, would be adaptively reusing part of the existing building for the new terminal building. Additional analysis revealed the grade differential between the two parcels would be too significant to overcome; therefore, this option was dropped from further consideration.

NYSDOT stated their agreement with advancing sites S1 and S2 for further study. Previously, NYSDOT had stated the desire to avoid major highway work as part of this project, but have since agreed to consider consenting to roadwork if the TAC deems it the most appropriate approach.

NYSDOT also feels the option of a combination of sites S1 and S2 should be studied, and have stated that the parking issues need to be properly addressed. This may mean including a parking structure and/or a park-and-ride lot in the design options, depending on the site. Ideally, the park-and-ride lot would be located close to the existing traffic circle. Depending on the direction which the project takes, UCTC staff commented that NYSDOT and NYSTA may need to pursue additional park-and-ride lots as a separate issue.

Citibus has stated that the sites being advanced for further study are viable locations for the new intermodal facility, with the possible exception of site S9, due to the site's poor pedestrian access. Given that Citibus users are predominantly pedestrians, site S9 would not be optimal for their central operations.

A summary of the TAC's feedback for the sites being advanced for further study is as follows (refer to the Appendix for the conceptual site plan options for these sites):

Site S1:

- A. This site plan layout resulted from responding to the various constraints of the parcels, both in area and elevation (existing grades). The constraints primarily consist of 1) no access from Washington Avenue and North Front Street; 2) the area and geometry of the three parcels being utilized; and 3) significant elevation (grade) differentials across the parcels.
- B. No access from Washington Avenue and North Front Street would necessitate access from Frog Alley and / or Schwenk Drive, which would require property acquisition or establishment of easements through parcels which are not currently available.
- C. Additional property may be needed in order to make this site function as desired.
- D. This site option needs to be a denser urban design. Utilize a multi-story building approach and consider using an extension (overhang) of the second and/or third floor as a "canopy" for the buses.
- E. Consider using the elevation / grade differential as an opportunity to recess a portion of the new building into the site as part of the operation design. This may

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- result in various points of access for different operational components (park-and-ride users, kiss-and-ride users, pedestrians, etc.) occurring on different levels.
- F. The new building should be located adjacent to the intersection, if possible.
 - G. Consider providing access into the site from North Front Street by stopping westbound traffic at the diner.
 - H. There was an expressed concern regarding using Frog Alley as the primary bus access. As a narrow street, its use as the primary site access would potentially preclude on-street parking.
 - I. Reconsider the “no access from Washington Avenue” constraint. This constraint was established by the Washington Avenue Corridor Study prepared for the City of Kingston. Consideration should be given to a “bus only” access point to the site from Washington Avenue, if necessary.
 - J. Consideration should be given to incorporating the existing diner into the new facility in such a way that it retains its own identity, access and parking, and also provides convenient access for user of the intermodal facility.

Site S2:

- A. The established constraint for this site was to utilize only the former Sheriff’s Office and the existing car dealership properties. This site option offers a very safe configuration, since all users embark or disembark on a central island and can transfer without having to cross vehicular traffic, with the exception of long-term parking.
- B. Availability must be accurately determined for this property. It is not known if the former Sheriff’s office is under a long-term lease. At the time, no contact was made with the car dealership.
- C. The primary reservation is in regards to the amount of modification required to Schwenk Drive, and the resulting traffic control issues introduced with the buses entering and exiting along Schwenk Drive.
- D. Wendel Duchscherer was asked to do a concept sketch showing the potential connection to the City-owned parking lot on North Front Street, based on the premise that the parking lot would have sub-grade parking levels, with a possible parking structure above.

Site S1a:

- A. This option combines the existing terminal site (S1) and the former Sheriff’s site (S2). To date, the only viable option is to locate the long-term parking on the S2 site, with the remaining components of the new intermodal facility to be located on the S1 site.
- B. It was universally agreed this separation of long-term parking from the other components was impractical. The distance between the lot at site S2 and the new facility would be too great for users to reasonably walk with luggage but too short to warrant shuttle service. Additionally, the site is not ADA accessible due to steep grades.

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- C. One thought expressed by the City was the potential to relocate Esposito's and the tree service business to the former Sheriff's site, and then use these vacated parcels to supplement the options for site S1.
- D. In addition, the same property availability issues as outlined for sites S1 and S2 apply to this option.
- E. Since this option is so dependent on the configuration of site S1, it was agreed this option would be further studied once the option for site S1 is finalized.

Site S9:

- A. While this site has sufficient size and capacity for the new intermodal facility and a significant amount of support parking, the main concern with this option is it is located within the 100-year flood zone.
- B. This site is not convenient for the majority of Citibus and UCAT users who are pedestrians and must walk to their bus stop. This site is a significant distance from the urban neighborhoods where most of the Citibus and UCAT users originate and/or are employed.
- C. It was also noted the new vehicle access to Washington Avenue required by this option, along with possible new traffic signals, would potentially conflict with traffic engineering standards required by the Washington Avenue Study recommendations.
- D. In the last meeting, the County mentioned the owner of this site was attempting to contact them. This is still in progress.

Site S11:

- A. This option presumes new dedicated access for buses is provided from I-587 to the new Intermodal Center. This is a requirement stipulated by Trailways before it will consider this site a viable option for their operations and be willing to relocate to this location. NYSDOT has previously stated that they prefer a site that does not require a costly, heavy highway work; however, they are willing to consider this an option.
- B. The property owner has been contacted about this project and is willing to discuss property acquisition, with the qualification that his final decision would be based on the proposed design.
- C. An access between the new intermodal facility and the rest of the Plaza must be provided for Citibus and UCAT. This will be for their use only.
- D. The exact configuration of the access opening at the I-587, and the entire issue of decertifying the I-587, needs further investigation based on FHWA regulations. Construction of a roundabout at this location was offered as a possibility.
- E. The Committee felt that cars and buses should be allowed to use the dedicated access from the I-587, with separation of cars and buses occurring at some demarcation point between the I-587 and the new facility. Allowing cars to use this access would provide for traffic congestion relief in the surrounding area.

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- F. Before this option can be finalized, a meeting with the property owner must occur in order to determine if there are any location constraints. The City will arrange for this meeting and Wendel Duchscherer will attend.

Additional Discussion and Analysis

Two additional site plan layouts for the existing terminal site were created. These were identified as S1 Option 2 and S1 Option 3. In order to address specific concerns and issues raised by the TAC members concerning the existing terminal site, additional site grades were obtained, allowing Wendel Duchscherer to produce these two additional options.

The difference between the two options is the number of parcels utilized. S1 Option 2 is based on utilizing just three parcels (the existing terminal, the existing adjacent parking lot, and the Utility Platers' property). S1 Option 3 is based on utilizing the adjacent diner and tree service parcels in addition to the other three parcels.

After discussing Options 2 and 3, the committee tasked Wendel Duchscherer to develop a fourth option that would incorporate selected components from Options 2 and 3. The established guidelines for Option 4 would be:

- A. Leave the diner at its current location.
- B. Provide a new bus-only driveway, south of the existing diner, from North Front Street. An easement would be necessary for this new driveway. This would be the only bus access for the site.
- C. Revise the parking for the diner due to the new bus-only driveway.
- D. Provide an exit-only curb cut for the buses onto Washington Avenue, right-out only.
- E. Provide parking for 150 cars by designing a parking structure with below and above grade levels as necessary to meet that quantity.
- F. Provide a cars only access into the new parking structure from Schwenk Drive, right-in and right-out only.

As a result of these guidelines, Option 4 was an exploration of a two-level facility for bus and cars, with the bus slips located on the second level. This would allow for the intermodal facility, and any associated development, to have a much larger ground floor area available, creating an urban edge and feel with prime pedestrian access. However, operational issues, and concerns associated with bus passengers with luggage being required to traverse escalators or use elevators, precluded this option from being accepted.

This led to the conception of Option 5, which was developed during an intensive work session with Trailways, Citibus, UCAT, NYSDOT, UC Planning, UCTC, and the design team. While all agreed Option 5 was an optimal solution operationally, it generated concern over the amount of property acquisition required to construct it, as well as associated issues regarding construction costs and loss of tax revenue.

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Therefore, Wendel Duchscherer was tasked with one more effort to produce a design that incorporated the most advantageous aspects of Option 5, while using less property. This resulted in a final design option for site S1 that was actually a variation of the previous Option 3. This final option is called S1, Option 3, Rev. 1. Please refer to the Appendix for these conceptual site development options.

Based on the TAC feedback and work sessions with Citibus, UCAT, Trailways and the Kingston Plaza owner, five options were developed for site S11. Refer to the Appendix for these conceptual site development options. Throughout the course of this study, site S11 was a strong contender for locating the new intermodal facility, primarily due to its proximity to the de facto local bus hub outside of Hannaford's in the Kingston Plaza, the amount of available area for development, and the Plaza owner's willingness to partner with the project. However, there were overriding concerns regarding the expense and time associated with constructing four-way access and exit ramps to I-587, which was a condition of Trailways agreeing to relocate to this location. In addition to the significant construction expense, as well as issues of ownership and maintenance of the ramps, the time involved with implementing the required NEPA and SEQR environmental processes, with no guarantee of a favorable outcome, would likely take a minimum of several years to complete. These challenges precluded the TAC from recommending site S11 be advanced for further three-dimensional conceptual design.

Final Sites Recommended by the TAC for Further Study

S1 Existing Trailways Site

- All agreed this site should be one of two advanced.

S8 Ulster/Sawkill Road Site

- Site S8 re-entered at this phase because the property, which was initially off the market, became available for development. When the property became available, the TAC requested that Wendel Duchscherer study options for accommodating the new intermodal facility on this site. It became apparent this site had more than sufficient area to accommodate the program and vehicle circulation required. Its close proximity to the thruway entrance and existing park-and-ride lot are also strong advantages of this location, as is its potential to convey a "gateway image" for the region. Due to the significant costs and time associated with constructing dedicated access and exit ramps to I-587 for site S11, as previously described, the TAC recommended this site, instead of site S11, be advanced along with site S1 for three-dimensional design study.

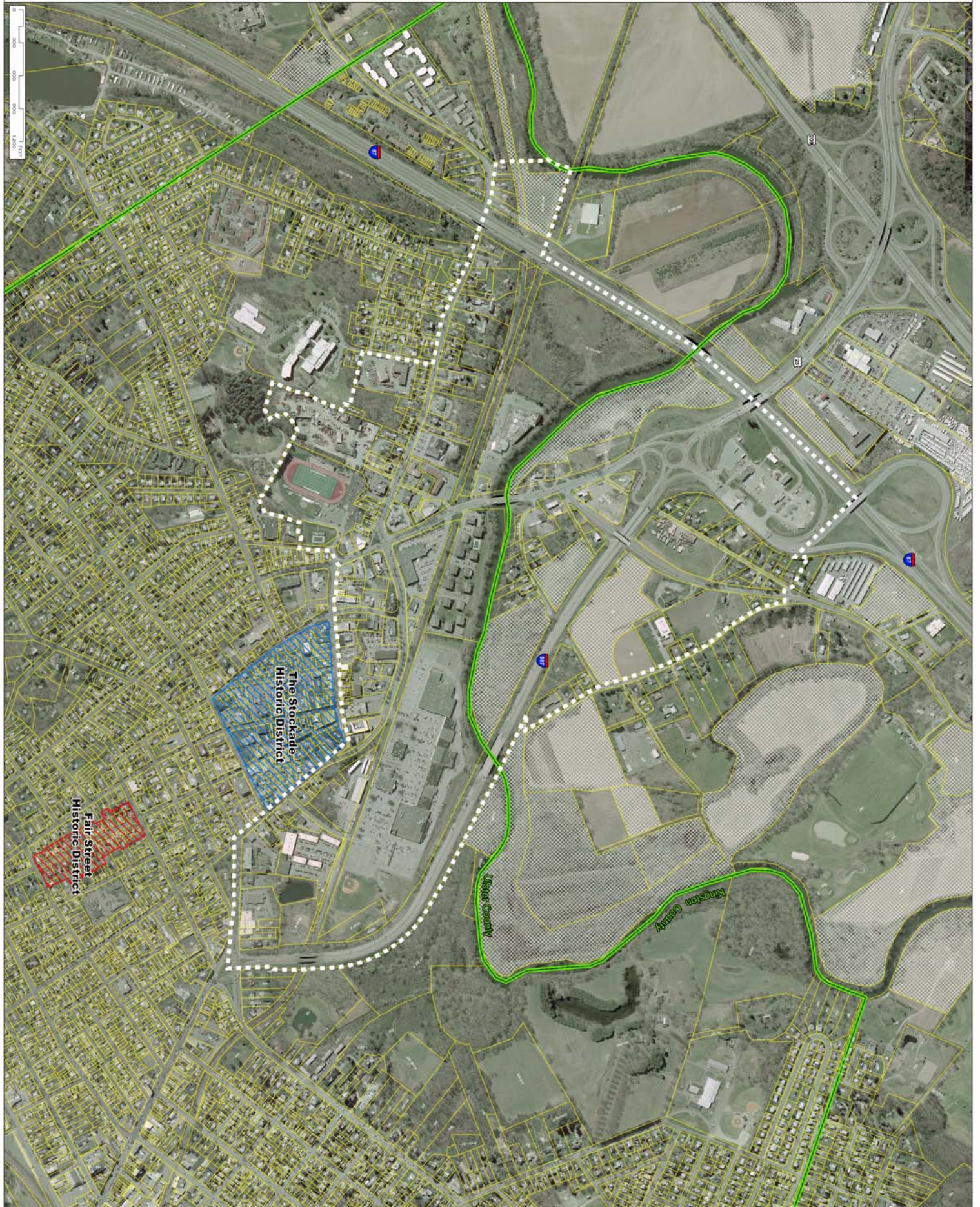
KINGSTON, NEW YORK

INTERMODAL CENTER LOCATIONAL ANALYSIS

WASHINGTON AVE CORRIDOR

STUDY AREA

LEGEND	
	MUNICIPAL BOUNDARIES
	CONDOMINIUMS
	PARCELS (2008)
	VACANT COMMERCIAL PARCELS GREATER THAN 3 ACRES
	FAIR STREET DISTRICTS
	THE ROUNDOUT WEST STRAND
	CHESTNUT STREET
	THE STOCKADE



KINGSTON, NEW YORK

INTERMODAL CENTER LOCATIONAL ANALYSIS

WASHINGTON AVE CORRIDOR

- KEY TO FEATURES**
- MANICIPAL BOUNDARIES
 - WASHINGTON AVENUE
 - PARCELS (2008)
 - LAND USE (2008)
 - COMMUNITY/PUBLIC SERVICES
 - CONSERVATION LANDS AND PARKS
 - FEMA 100 FT FLOOD ZONE
 - PAV STREET
 - THE ROBERT WEST STRAND
 - CLARENCE STREET
 - THE STOCKADE



**CITY OF KINGSTON INTERMODAL FACILITY
SITE LOCATION AND CONCEPTUAL DESIGN ANALYSIS**

Site Designation	Parcel Description	Parcel Size	Perform Further Study	Ownership	Vacant	High Level Advantages	High Level Disadvantages
S1	P1: Existing Trailways Terminal P2: Parking Lot P3: Platers Company	P1: .30 Acres P2: .45 Acres P3: .98 Acres	Citibus City of Kingston NYSDOT Trailways UCAT UCTC	Cassandra B. Kolos Cassandra B. Kolos Utility Platers Inc	N	Current Trailways Location Brownfield Success	Requires multiple parcels
						TW: Current Hub; Familiar to public; Best pedestrian access; High profile location, especially with Dietz Stadium nearby. UCTC: Good pedestrian access Close proximity to Local Bus Hub & Trailways	TW: Environmental issues
S2	Former Sheriff's Office Car Dealership	P1: .77 Acres P2: .83 Acres	City of Kingston NYSDOT Trailways UCTC	Sinjon Realty n/a	N	TW: Proximity to current terminal; Pedestrian friendly; Connect to N. Front St. parking lot. UCTC: Good pedestrian access	Requires multiple parcels
						Close proximity to Local Bus Hub	Rails to trails conflict with access to site
S3	Hamaford Plaza	P1: 3.89 Acres (Total 43.86)	NYSDOT	Herzog Supply Co Inc	N	Access to I-587	100 Year Flood Zone
							Citibus: Entry/Exit at plaza is difficult.
S4	Undeveloped Site	P1: 11.39 Acres		JMW	Y	Access to I-587	100 Year Flood Zone
S5	Undeveloped Site	P1: 3.88 Acres	Trailways	Marina Magglore	Y	Access to I-587	100 Year Flood Zone
						TW: Would fulfill space requirements	
S6	Corn Field	P1: 10.4 Acres		KRHC Properties	Y	Access to I-87	Not pedestrian friendly

**CITY OF KINGSTON INTERMODAL FACILITY
SITE LOCATION AND CONCEPTUAL DESIGN ANALYSIS**

		P1: 6.02 Acres		JMW	N		WD Comment	Access to I-87	Not pedestrian friendly
S7	Vehicle Storage/Repair Shop						TAC Comment		
S8	Ulster Sawkill Road		Trailways				WD Comment	Access to I-87	100 Year Flood Zone pedestrian friendly
S9	Existing Visitors Center	P1: 2.77 Acres (Rear 14.59)	City of Kingston Trailways	John Gill	Y/N		TAC Comment	TW: Proximity to current P&R Lot.	
S10	Undeveloped Site	P1: 4.38 Acres		Aidronack Transit Lines	Y		WD Comment	Access to I-87	100 Year Flood Zone Not pedestrian friendly
S11	Hamaford Plaza	P1: 5.87 Acres (Total 43.86)	NYS DOT UCTC	Herzog Supply Co Inc	N		TAC Comment	TW: Large amount of room; Potential for P&R Lot.	
S12	Undeveloped Site	P1: 2.65 Acres	NYS DOT	Lilli Pond of Kingston	Y		WD Comment	Close proximity to Trailways Maintenance Facility	Isolated from pedestrian access
							TAC Comment		
							WD Comment	Current Local Bus Hub	Restricted access to site Congested Automobile Access
							TAC Comment	UCTC: Good pedestrian access	
							WD Comment	Current Local Bus Hub	Restricted access to site Congested Automobile Access
							TAC Comment		

CITY OF KINGSTON INTERMODAL FACILITY SITE LOCATION AND CONCEPTUAL DESIGN ANALYSIS

S13	Undeveloped Site	P1: 29.8 Acres	Dock Street Associates	Y	WD Comment	Readily Available	Restricted Access; Isolated from pedestrian access; 100 Year Flood Zone
S14	Uptown Parking Garage	P1: 1.4 Acres	City of Kingston	N	WD Comment	Pedestrian Access	Existing slope; Congestion automobile access
S15	Commercial Property (at Broadway & I-587 Intersection)	P1: .74 Acres P2: .08 Acres	Clibus UCAT UCTC	N	TAC Comment	UCTC: Good pedestrian access	
S16	Commercial Property WKNY	P1: 1.16 Acres	Page Five LLC	N	WD Comment	Access to I-587	Requires multiple parcels
<p>City of Kingston General Comments:</p> <ol style="list-style-type: none"> Does not prefer a facility at I-587/Albany/Broadway Intersection. Does not prefer a facility dependent on new exit off I-587. Not in favor of facility outside of walking distance or outlying areas in Town of Ulster as it minimizes desired effect of an intermodal facility. 							
<p>NYS DOT Key Considerations:</p> <ol style="list-style-type: none"> Ease of access for Trailways buses on and off the Thruway. Strengthening the CBD, in this case the uptown area of the City, with a good looking, well functioning building that will generate activity and business. Suits the routes and purposes of the City and County bus systems. Accessibility to walkers and bikeriders and kiss-n-rides. Potential for on-site parking. Is in safe, active area. Avoid flood plain complications. Avoid major highway work. NYS DOT remains open to more pedestrian oriented site in the City with minimal, say only 50 spaces, if coupled with a substantial park and ride near the Thruway entrance. 							
<p>Trailways:</p> <p>Sites 3, 4, 6, 7, 10-15 would not be acceptable.</p>							

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SITE DESIGN CONCEPTS

Concept Site Plan Studies for Selected Sites

As described in Section VI Location Analysis, based on GIS information and site visits, a total of five sites were identified for further study at the conclusion of the Location Analysis task. The TAC and Wendel Duchscherer worked together to create site development plans for each, in some cases revisiting the sites to incorporate new information collected from the committee and public meetings.

These sites were:

1. S1: Existing terminal with Utility Platers
2. S1A: Combination of sites S1 and S2
3. S2: Former Sheriff's Office
4. S9: Existing Visitor Center
5. S11: Hannaford Plaza

Section VI Location Analysis contains a detailed description of the concept design development of each of these sites, as their location had a significant impact on their individual design. Refer to the Appendix for the drawings of the site development options.

Once the major scoring criteria were defined, each TAC member was allotted one hundred points to distribute among the criteria based on a given criterion's importance to that particular member. The points could be distributed in any combination, but had to add up to one hundred points across all the fields. Once completed, point totals were averaged for each field, generating a set of weighted criteria. Wendel Duchscherer then evaluated the sites for each criterion using a range of five points. One point meant it did not fit the criterion well, five points meant it fulfilled the criterion in all regards. The average points, multiplied by each criterion's weight, generated the overall score for each field. Total points were calculated for each site, and a ranking was established; the more points a site received, the higher the site's ranking. Refer to the Appendix for the list of Evaluation Criteria and their order of importance, as well as the Comprehensive Alternatives Evaluation Matrix that shows the ranking of the most viable sites.

Matrix of Opportunities and Constraints

The following is a brief commentary on the transportation pros and cons of each proposed site concept, as well as a general rating of each site from a transportation perspective. The evaluation considered such factors as:

- Vehicle and bus safety
- Vehicle access

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- Bus access
- Pedestrian circulation and safety
- Conflicts between cars, buses, and pedestrians
- Impacts to adjacent roadways
- Convenience of access
- Proximity of parking to station

S1: Washington Avenue and Front Street Site

Pros:

- Renovate Utility Platers' site
- Prominent street presence
- Terminal located on corner to promote urban design and feel
- Kiss-and-ride conveniently located
- Good separation of buses and vehicles

Cons:

- Grade change will require re-grading and retaining walls
- Not enough automobile parking
- Becomes completely reliant on Frog Alley access

Site 1A: Washington Avenue and Front Street Site

Pros:

- Prominent street presence
- Local bus bays have saw tooth configuration
- No direct impact to Washington Street (i.e. no curb cuts)
- Terminal located on corner to promote urban design and feel

Cons:

- Grade change will require re-grading and retaining walls
- Completely remote automobile parking, pedestrians required to cross Frog Alley
- Becomes completely reliant on Frog Alley access.
- Kiss-and-Ride and taxis are remote

S2: Schwenk Drive Site

Pros:

- All automobile parking can be at grade
- Site is relatively flat
- Prominent street presence

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- Excellent pedestrian circulation and minimal conflicts with buses and vehicles
- Good separation of buses and vehicles
- Parking is located within good proximity to the terminal

Cons:

- Schwenk Drive requires median gap for automobile traffic
- Access from Frog Alley for buses is difficult given geometrics of Frog Alley

S9: Washington Avenue Site

Pros:

- Overflow parking for Park-and-Ride
- Good vehicle/bus separation
- Good pedestrian safety and separation from site operations; pedestrian/vehicle conflicts would be kept to a minimum

Cons:

- Requires two traffic lights
- Requires retaining walls or significant amount of imported fill
- Poor pedestrian access across Washington Avenue
- High speeds on Washington Avenue raise safety concerns for vehicle access and egress; particularly at Northern Drive where no signal is possible

S11: Hannaford Plaza Site

Pros:

- Opportunities for community space integration (i.e. baseball diamond/potential park and shopping center)
- Reuse existing parking lots
- Great proximity to the I-587
- Good pedestrian circulation and safety, and separation from site operations; pedestrian/vehicle conflicts would be kept to a minimum
- Good separation of buses and vehicles

Cons:

- This site becomes unviable if Interstate 587 is not converted to a boulevard with bus signalization or dedicated access and exit ramps to I-587 are not constructed.
- Significant time and expense associated with constructing dedicated access and exit ramps to I-587, including extensive environmental analysis

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Identification of Preferred Sites

Based on the site selection studies and analysis, sites S1 and S8 were chosen for further refinement and three-dimensional building concept designs. Site S8 re-entered at this phase because the property, which was initially off the market, became available for development. Site S11, though a strong candidate, was not selected for three-dimensional building concept design due to concerns regarding the significant costs and time involved with constructing dedicated access and exit ramps to I-587. Refer to the Appendix for drawings of the site development options.

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FACILITY RECOMMENDED PLAN

Concept Designs for Preferred Sites

Historically speaking, intermodal centers not only elevate ridership and the overall traveling experience, but elevate the perception of public transportation through well executed facility design. They also typically serve as the first facility a traveler experiences upon entering a city, and should therefore provide a lasting and positive impression. When sited correctly, a facility of this type has the potential to become a gateway icon, even a moniker for the city it serves.

Cities such as Fredericksburg, Virginia and Kalamazoo, Michigan have successfully transformed their service into a state-of-the-art facility, simultaneously spurring economic growth in the surrounding community. These facilities are much more than transfer points; they are solid, urban planning catalysts that connect all points of the city for the traveling public.

In order to extract the salient points for how the facility should look and how the facility will be perceived, Wendel Duchscherer led a 'visioning session' with the TAC. The following items were raised during the discussion and would be included in the design during subsequent phases of the project (see implementation plan below).

- Purely modern designs would be inappropriate.
- NY and OW Fair Street Depot could be considered for design issues.
- The area was once considered the "warehouse" of the nation.
- Concrete, brick, and blue stone were exported from this area.
- Brick and native limestone would be a nice gesture, especially if the project is near the stockade district.
- Brickways and cobbles are specific to this area and in many pedestrian walks.
- Kingston's historical status as the US capitol is worth noting.
- A three-story building could possibly see the Catskill Mountains.
- Outdoor public space would be ideal.
- Open areas should flow from the building; there should be no hard edge between inside and outside.
- Trees and landscaping are very important.
- Exhibits and artwork, both indoor and outdoor, are important to explore; consider hanging sculpture and local artist Franc Palaia.
- Citizen's Bank mural from the 1970's would be worth exploring as a possible borrowed art concept.
- Timeline ideas could be implemented as a detail
- Day lighting and windows are very important.
- Amenities need to be clean.
- Add a WiFi component to the facility.
- LCD monitors would be important.

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- A police substation needs to be discussed by the TAC.
- Sustainable components of design include daylighting, green roofs and photovoltaics.

These items were qualified and incorporated with the space programming as discussed earlier in the report. In general, no major changes were required from the earlier programming effort.

The two sites were analyzed and discussed based on the visioning session; specific architectural context emerged specific to both sites. The design of each site was developed intentionally to contrast the other. This was part of the Wendel Duchscherer design process since the point of these concepts is to invoke responses from the public per NYS SEQR regulations.

Site S1's location is a prime urban lot, however the site is somewhat constrained for building, parking and bus operations. The plan for site S1 allows for programming along the outside perimeter of the building linking the streetscape and major public access and circulation to the centrally located atrium which directly accesses all building functions.

Site S8 is a more open area with flexibility that will allow future growth as well as connection to major roadways. Originally a rectangular mass, the plan for site S8 began to open itself up at the east side to provide public access to the main waiting area. The private, secure program elements are adjacent to the waiting area.

Site S1

The unique site context of site S1 is relatively close to downtown Kingston, the building's form is mostly dictated by the property line along Washington Street. Its position on the site was chosen based on numerous studies of the area and reacting to bus movements around the site.

Its façade along the street side of the site begins to reflect the traditional architectural style of the City of Kingston while also dealing with the sites existing grade changes. As you move from the north and east façades, you get a better sense of the openness of the facility, visually connecting the interior to the buses and taxis outside.

A logical approach to the floor plan was to design the main functional spaces of the building around a major atrium allowing ease of access to bus and taxi drop-off occurring at the north and east sides of the facility. The waiting area, coffee shops and retail have direct access to the elevator and stairs. The stair is placed off center of the plan, providing an opportunity to create an open staircase as a main design feature and wayfinding device for the facility.

All major public programs begin to face the corridor for easy access, with ticketing being located directly adjacent to the bus drop off/pickup. Retail/tourism is located

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along Washington Ave. for ease of public access as well as to accommodate separate hours of operations. The main bus canopy emanates from the facility, extending far enough to cover the baggage compartments of the intercity buses.

The second floor contains the majority of office and facility management functions. This allows the use of a decorative balcony for views to the first floor below and the Catskill region beyond. The location of these office spaces and balcony will allow for as much security or privacy as needed operationally.

Site S8

Site S8 allows for an open floor plan as well as more opportunities to develop future expansion options both vertically and horizontally. While the program would easily fit on the site as a one-story option, the prominent location of this site as an entrance to the city, as well as multi-compass point sight lines, warranted exploring a two-story design.

The rectangular plan of the building was turned at an angle from the bus functions to allow for more open space opportunities. A farmers market with green space was located on the edge of the building to give a more public sense from Washington Ave. The south façade is the most iconic portion of the facility, housing the Tourism Center for Kingston in a glazed shell, visually inviting visitors to the Center.

The waiting area was based on a theme of a market-like atmosphere, blending services supporting the waiting area with views of bus arrivals and departures. Like site S1, a balcony condition overlooking the waiting area accentuates this large open space, ending at the large overhang steel roof. Along the market faces, wall materials transition into the railing above, visually linking the first and second floors of this magnificent space.

Future expansion and certain office conditions were placed on the second floor to allow for ease of movement and transition on the first floor program areas. Two sets of grand staircases allow for access to the second floor, bookending the large waiting area.

A large canopy emanates from the facility, extending far enough to cover the baggage compartments of the intercity buses. Main public entrance points along the building occur at the parking and local bus areas. Glass was specifically utilized to emphasize public areas and increased security/sight lines. Solid, opaque surfaces emphasize the private, more secure operational areas of the facility.

Probable Cost Estimates

Refer to appendix for conceptual probable cost analysis.

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Implementation Plan

Understanding State & Federal Requirements

Before authorizing construction of the new transportation facility, the FTA must ensure that the provisions of the National Environmental Policy Act (NEPA) are met. The applicable provisions of the FTA's NEPA requirements are found in 23 CFR § 771. This section defines what environmental review procedures must be followed for the construction of new transit facilities, specifically whether a categorical exclusion (CATEX), an Environmental Assessment (EA) or Environmental Impact Statement (EIS) must be prepared for the proposed action. The goal of the CATEX, EA or EIS is to obtain a Finding of No Significant Impact (FONSI) from the FTA due to there being no significant impacts, or appropriate mitigation measures incorporated into the design where impacts are shown to occur.

Plan for Adherence to Project Schedule

Establish a project schedule and proactively manage the design process using experience on similar intermodal facility projects, knowledge of federally funded project requirements, a strong project management system, and the use of project scheduling software (Microsoft Project / Primavera Suretrack). Organization of the project input and decision making processes, plus avoidance of rework, are the keys to maintaining any schedule. Stay ahead of the project during each step by maintaining effective lines of communication and facilitating the information gathering and sharing process.

Project Cost Control

Establish a construction budget and include cost control as part of the project from day one of the design process. By doing this, a cost control baseline can be established that will guide the project team as they do their work. This baseline will help establish the type, quantity and quality of materials that the project can expect to afford, including the engineering systems. This can then be compared to the TAC's budget and expectations, and if necessary, refinements can be made to either the project budget or scope in the early phases of the project. This will help avoid costly time delays later due to design revisions, as well as avoid raising false hopes and expectations by showing designs that cannot be constructed for the available budget.

Project Kick-Off Meeting

The project kick-off meeting will be attended by representatives from the TAC concerned with the management and design of this project, as well as the design team. The agenda will include:

- Identify project team members and decision making structure
- Establish lines of communication and reporting format

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- Identify pertinent project information
- Identify sustainable design parameters to be included in the project
- Establish project schedule, milestones and deliverables
- Establish project funding and construction budget
- Identify required existing studies to be used

Site and Project Evaluation

Perform field investigations of the preferred site and existing buildings. Additional field investigation will be necessary during the design phases. Photographing the existing conditions so that we can use these as a resource in the preparation of our documents is also part of our field investigation plan.

This investigation will produce first-hand knowledge of such critical items as existing grades and contours, existing operational patterns, prevailing wind and weather direction, design context of the surrounding environment, and unique site elements.

Existing Documentation Review

The data collection effort and existing document review would include obtaining and reviewing the following information if available:

- Planimetric base mapping of the area
- Local master plans
- Previous development plans and studies
- Record plans of relevant existing onsite facilities
- Digital photographs of existing conditions
- Right-of-way and property information
- Zoning data
- Land use plans
- Historical and archaeological records
- All environmental site assessments and investigations
- Utility Information – identify where reliable existing utility survey drawings can be obtained. If reliable existing information is determined not to be available, establish criteria and procedure for obtaining this information.

Public Outreach and Participation

Develop a public involvement plan for the project. The plan will outline the public involvement program and will identify key contacts with agencies, the news media, public officials, citizens' groups, neighborhood associations, and the general public. The plan will identify the methods to be used for informing the public about the project and for soliciting public input to the process.

The design team would assist the TAC with preparation of presentation materials for use in presentations to the involved agencies, community groups and traveling public

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that will be affected by the project. These meetings and presentations are the forum for the exchange of information and ideas and serve as a catalyst for generating continued community, involved agency and stakeholder support and enthusiasm. The approach should be very collaborative in nature and rely heavily on graphics, physical models and written information as presentation aids.

Topographic, Planimetric and Property Line Survey

If a current, detailed topographic, planimetric and property line survey of the existing site does not exist, the design team will work with the TAC to produce an ALTA survey. The following information will need to be obtained and shown:

- Limits of survey will extend out to approximate center of pavement adjacent to each site and include, but not be limited to:
 - entranceways and roadways along opposite side of road adjacent to the proposed site
 - spot elevations at the appropriate interval to show a 50 foot grid covering the parcel
 - locations of structures, paved areas, sidewalks, landscaped areas, perimeters of thickly wooded areas, trees greater than six inches in diameter, curbs and curb cuts
 - other visible above ground improvements, floor and basement of existing buildings (if applicable)
 - approximate overhead and underground utilities based on field evidence and record information (inverts and pipe sizes will be included in this task)
- Survey property lines, set property corners where required and reference existing monumentation to property corners
- Establish right-of-way boundaries and easements
- Note ownership and zoning of subject and adjacent parcels
- Forward base map to public and private utility owners for confirmation and mark-up of utility locations
- Update base map with utility information
- Provide a legal description of the proposed subject parcel
- Show all easements with their legal description

Geotechnical Information

If a current geotechnical engineering report for the existing site does not exist, the design team will work with the TAC to obtain one. The geotechnical investigation program that will produce a report containing the following:

- Brief description of proposed project
- Description of field investigation program.
- Description of site subsurface and geologic conditions
- Test boring logs, boring location plan

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- Recommendations for foundation types, bearing pressure, groundwater control, and construction considerations
- Recommendations regarding fill and backfill materials
- Recommendations for retaining wall engineering and construction, if such are required

Project Definition/Concept Design & Alternatives Analysis (Approx. 10%)

In this phase, the preliminary work of the previous study will be evaluated for compliance with current city planning standards (change in scope and furlough) since the original study. If needed, the design team will:

1. Develop design standards for:
 - Turning radii, road dimensions, and pavement construction for all vehicles using facility.
 - Parking areas.
 - Bus circulation zones.
 - Pedestrian requirements.
 - Universal accessibility requirements.
 - Minimizing environmental impact of noise, lights, and drainage.
2. Develop a written Space Program that will identify:
 - Sizes and areas required (interior & exterior)
 - Applicable design criteria
 - Vehicle requirements
 - Juxtaposition of key spaces
 - Functional requirements
 - Philosophy of shared operations
 - Plans for future growth
3. Using existing surveys, analyze multiple "big picture" conceptual functional layouts for the new facility, to include orientation on the site, transit vehicle circulation, automobile traffic, and pedestrian travel.
4. Discuss the conceptual building systems (e.g. structural, façade, roofing, mechanical, electrical, maintenance equipment) including their impact on construction cost and preliminary life cycle costs.
5. Prepare site and building renderings to illustrate the design.
6. Identify applicable codes for the project and the agencies that enforce them. Prepare a preliminary written code review that defines the basic code requirements as they specifically relate to this project.

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7. Prepare a conceptual construction cost estimate based on unit costs. Participate in discussions with the TAC to reconcile the conceptual cost estimate with the available construction budget.
8. Participate in regular project and public meetings with the TAC to review the progress of design and solicit additional feedback.

At the completion of this phase, a Concept Design Report will be issued containing narrative and graphic documentation explaining the design. It will contain all the items described in numbers 1 through 8 above.

Environmental Compliance

Upon completion of the Concept Plan for the facility, prepare and submit an Environmental Assessment (EA) conforming to the environmental regulations of the Federal Transit Administration. The EA will evaluate and address all potential effects on the surrounding community and environment. This report will address and encompass at least the following major elements:

1. Data Collection and Evaluation Survey
 - Preview of all the existing reports, information and data pertinent to the site. Studies of those areas for which no data is available according to standard environmental investigative procedures will be collected as required. Initiate contact with all affected.
 - Evaluate data as collected to identify and pinpoint those issues and impacts which are significant and non-significant. Begin process of focusing on significant impacts.

2. Environmental Assessment Process

Evaluate and assess the impacts of the proposed work upon the surrounding community and area both during and after construction. Determine requirements of appropriate governmental regulations upon the work. The elements to be reviewed include but are not limited to:

- Right-of-way (acquisition/displacement)
- Zoning and land use
- Air quality
- Noise levels
- Traffic
- Neighborhood impacts/social effects
- Water resources and quality
- Flood hazard potential
- Proposed aesthetics
- Utilities, public facilities and services

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- Security and safety

The goal of the Environmental Assessment will be to determine the overall environmental impact of construction and operation. This includes conformance to the requirements of the National Environmental Policy Act (NEPA) as well as NYS SEQR environmental regulations. As appropriate, we will prepare all documents for preparation of a Finding of No Significant Impact (FONSI) or development of the environmental document necessary to proceed to construction.

Joint Development Concerns

Retail users support the FTA's Livable Communities Initiatives, as well as SAFETEA-LU. Possible functions that are transportation supportive, which might develop in adjacent areas, include:

- Newspaper / bookstore / retail
- Welcome center / travelers aid
- Chamber of Commerce / convention and tourism
- Community service rooms / childcare
- Satellite police sub-station
- Restaurants / fast food

For optimum benefit to the community, incorporation of supportive development is essential. Making this strategic capital investment will also insure a continuous revenue stream to offset the cost of operations and maintenance, which can be significant. This is an area of importance to the project and warrants additional study.

Design Development / Engineering (Approx. 30%)

This task will fully describe the materials and character of the building and site by advancing the design drawings to approximately 30% complete. One of the reasons we are recommending this as a major milestone is it is recognized by the FTA as the maximum amount of design development allowed before receiving their formal Environmental Determination. *The other reason we recommend this as a milestone is it is recognized in the industry as the appropriate level of completeness for "design-build" drawings, should that delivery model be considered for this project.*

During this effort, the transportation mode requirements, design features, passenger and driver amenities, and the accessibility features will become more defined.

1. Prepare 30% complete design documents that will describe the size and character of facility systems and materials, including site development and demolition, landscaping, architectural, structural, mechanical, electrical, and utility services.

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2. Prepare a code review drawing, showing exiting requirements, fire separations, etc. Arrange a meeting with the TAC and the code enforcement authority for a preliminary code review and general discussion of the project.
3. Prepare preliminary specifications that describe the materials and systems that will be used. Provide a notebook of manufacturers' information on the materials that will be included in the project. *If the project utilizes a "design-build" approach, the specifications would need to be taken to 100% completion, including all "front end" project requirements.*
4. Prepare a 30% construction cost estimate. Participate in discussions with the TAC to reconcile the conceptual cost estimate with the available construction budget. Any agreed-upon measures will be incorporated into the final construction documents. Identify potential items for bidding as alternates.
5. Participate in regular project and public meetings with the TAC to review the progress of design and solicit additional feedback.

Final Construction Documents

If the project utilizes the traditional "design-bid-build" approach, then this phase will be implemented. This phase will fully describe the materials and character of the building and site by advancing the design drawings to 100% complete. During this effort, the transportation mode requirements, design features, maintenance equipment, passenger and driver amenities, accessibility features, and sustainable design measures will become completely defined. These contract documents will be suitable and appropriate for competitive bidding and construction of the project.

1. Prepare a 100% construction cost estimate. Participate in discussions with the TAC to reconcile this cost estimate with the available construction budget. Finalize all items to be bid as alternates. Any agreed-upon refinements will be incorporated into the final construction documents before they go to bid.
2. Participate in regular project and public meetings with the TAC to review and complete the final design and solicit additional feedback.

Bid and Construction Phase Services will then bring the project through construction, occupancy, and final completion.